

# Republic of Liberia



## **STANDING ORDERS FOR THE CIVIL SERVICE**

**CIVIL SERVICE AGENCY  
2012**



THE PRESIDENT

# REPUBLIC OF LIBERIA

December 28, 2012

## STANDING ORDERS FOR THE CIVIL SERVICE OF THE REPUBLIC OF LIBERIA

This manual containing the revised regulations for the Civil Service replaces the Orders issued on May 25, 1983. The Standing Orders have been updated to keep pace with the dynamics of the various changes that have occurred due to Government's reform endeavors. The Standing Orders have continued to enhance the performance of civil servants and facilitate effective and efficient service delivery to meet the needs of the people of Liberia.

New developments across Government have necessitated modification of the Standing Orders for the Civil Service to support the transformation of the civil service into a corps of well-trained and professional servants of the public.

These Standing Orders state clearly the civil servants' benefits and rights. Adjustments have been made to clarify issues on retirement, performance, discipline and leave entitlements. A new chapter on sexual harassment has been added to ensure civility, integrity and mutual respect, irrespective of gender, in the workplace.

All Ministries and Agencies are to ensure that their staff is aware of these revised regulations and make these Standing Orders available.

I expect that the regulations contained in these Standing Orders will be fully applied and that all who are governed by them will be encouraged to exert greater efforts to improve the Civil Service and thus deliver more efficient service to the people of Liberia.

  
Ellen Johnson Sirleaf

## Contents

<b>CHAPTER 1: INTRODUCTION</b> .....	5
Section 1: General .....	5
Section 2: The Role of the Civil Service Agency .....	5
<b>CHAPTER 2: USE OF THE MANUAL</b> .....	7
Section 1: Amendments .....	7
Section 2: Distribution .....	7
Section 3: Definitions .....	7
<b>CHAPTER 3: APPOINTMENTS</b> .....	10
Section 1: Authority of Director-General .....	10
Section 2: Appointments – General .....	10
Section 3: To Whom the Act Applies .....	12
Section 4: Appointments and Leaving the Service .....	13
Section 5: Retirement .....	18
Section 6: Employment after Retirement .....	18
<b>CHAPTER 4: DISCIPLINE</b> .....	20
Section 1: General .....	20
Section 2: Disciplinary Procedure .....	20
<b>CHAPTER 5: ATTENDANCE, SALARIES AND INCREMENTS</b> .....	26
Section 1: Attendance .....	26
Section 2: Salaries .....	27
Section 3: Increments .....	27
<b>CHAPTER 6: GRIEVANCE PROCEDURE</b> .....	29
Section 1: General .....	29
Section 2: Procedure .....	29
Section 3: Appeals .....	30
<b>CHAPTER 7: LEAVE</b> .....	33
Section 1: General .....	33
Section 2: Leave Regulations .....	33
<b>CHAPTER 8: EMPLOYEE PERFORMANCE APPRAISAL</b> .....	37
Section 1: Reports .....	37
<b>CHAPTER 9: SEXUAL HARASSMENT IN THE WORKPLACE</b> .....	39

<b>Section 1: Definition and Occurrence of Sexual Harassment</b> .....	39
<b>Section 2: Reporting</b> .....	40
<b>Section 3: Disciplinary Action</b> .....	43
<b>Section 4: Grievance Procedure</b> .....	43
<b>APPENDICES</b> .....	45
<b>APPENDIX 1</b> .....	46
<b>APPENDIX 2</b> .....	47
<b>APPENDIX 3</b> .....	48
<b>APPENDIX 4</b> .....	49
<b>APPENDIX 5A</b> .....	50
<b>APPENDIX 5B</b> .....	51
<b>APPENDIX 6</b> .....	52
<b>APPENDIX 7</b> .....	53
<b>APPENDIX 8</b> .....	54
<b>APPENDIX 9</b> .....	55
<b>APPENDIX 10</b> .....	56
<b>PART A</b> .....	56
<b>PART B</b> .....	57
<b>PART C</b> .....	59
<b>APPENDIX 11</b> .....	60
<b>PART A</b> .....	60
<b>PART B</b> .....	63
<b>PART C</b> .....	66
<b>INDEX</b> .....	68

**CHAPTER 1: INTRODUCTION**

**Section 1: General**

- 1.1.1 This manual has been prepared with the objective of ensuring that all Civil Servants have the fullest possible understanding of the regulations which apply throughout all agencies of Government.
- 1.1.2 The Civil Service Agency (CSA), which was established in 1973, is responsible for ensuring that a Merit-Oriented System is applied throughout the Civil Service. It also ensures that Civil Servants' rights are properly protected and that uniformly high standards of personnel administration are practiced in every Government agency.

**Section 2: The Role of the Civil Service Agency**

- 1.2.1 It is the CSA's responsibility to ensure that all vacancies in the classified Civil Service are filled by officers who are properly qualified. Whenever vacancies occur, Agency Heads must notify the CSA giving full details and indicating whether the position is to be temporary or permanent. When a position is to be filled either by a newly created (original) appointment, or by a promotion, anyone being considered for the position must first have been certified as eligible by the CSA.
- 1.2.2 It is the responsibility of the CSA's *Division of Selection* to see that all applicants are subject to the same merit-based selection procedures. Most people (but with certain exceptions which are listed in Chapter 3) will have to sit for, and pass, an examination. Once they have successfully completed the examination, individuals are then certified eligible for a particular class of position.
- 1.2.3 The CSA's Division of Selection will ensure that proper records are kept of everyone who has completed the examinations. In the event there is no candidate on the eligible list, a ministry may nominate a candidate. The CSA will then inform the ministry or agency which is trying to fill the position whether or not the nominated individual is eligible. It will, at the same time, provide names and details of at least three persons who are equally well qualified for the position. The final choice of the eligible candidate will rest with the agency concerned.
- 1.2.4 Before an individual takes up a position, details of the salary he/she is to receive will have to be settled. This is the responsibility of the CSA's *Division of Position Classification and Pay Scale*. Its job is to maintain official Civil Service Classification and Pay Plans through regular reviews, periodical comparative salary studies, job audits and frequent liaison with other agencies of Government.

**Civil Service Agency**

**Division of Selection**

**Division of Classification And Pay**

- 1.2.5 Personnel records on all Classified Civil Servants throughout their careers are maintained by the *Division of Personnel Records and Research*. It is also responsible for ensuring that information about an individual, including, for example, the position he occupies and the salary he draws, is transmitted efficiently among all the agencies concerned. These would normally be the originating ministry, the Ministry of Finance (which pays salaries), the Bureau of the Budget (which approves salaries) and the CSA itself. The form used for recording all this information is the Personnel Action Notice (or PAN) form). There are two types of PAN forms; one for the Clerical Staff and the other for Non-clerical Staff. Non-clerical Staff include professional, administrative and general category staff. Other documents handled by the Division are Employment Record Forms, Duty Statements, and letters of appointment, dismissal, or resignation. This Division will also conduct research to improve the service.
- Division of Personnel Records and Research**
- 1.2.6 *The Division of Leave and Pension* maintains all leave records and ensures that leave is granted to Civil Servants who are entitled to it. There are various categories of leave, all of which are detailed in Chapter 7. In some cases leave can be granted by Agency Heads but in others the approval of the CSA must first be obtained. A Civil Servant's own agency is responsible for initiating requests for those categories of leave which need CSA approval; such requests must be submitted to the Division on the approval Leave Request Form. Pension information is also handled by this division.
- Division of Leave and Pension**
- 1.2.7 The Civil Service Agency's own internal administration is the responsibility of its *Division of Administration*. This Division is also required to conduct regular reviews of all procedures being practiced by the Agency.
- Division of Administration**
- 1.2.8 It will therefore be seen that the CSA has a vital role to play in regulating personnel administration throughout the entire Civil Service. To be completely effective, the CSA needs the fullest support and co-operation from all the other Government agencies it seeks to serve. It must be recognized that this manual represents only the beginning of the process of codifying personnel administration procedures and practices throughout the Civil Service. It is essential that Agency Heads liaise regularly with the CSA's Director-General to ensure that the manual is amended and extended to meet the ever-changing demands which are placed upon it.
- Co-operation Of other agencies Is essential**

**CHAPTER 2: USE OF THE MANUAL**

**Section 1: Amendments**

**2.1.1 Method of Numbering**

Each of the orders contained within this manual has been numbered by chapter, section and paragraph.

**2.1.2 Major Amendments**

Major Amendments will involve the replacement of one or more complete pages. When a major amendment is to be made, the Civil Service Agency will notify all other Government agencies. Replacement pages will be numbered serially and must be inserted in the appropriate place in the manual whilst the pages they supersede must be removed and placed at the back of the manual. All major amendments must be recorded on the "Schedule of Major Amendments" (Appendix 1).

**Replacement  
Of complete  
Pages**

**2.1.3 Minor Amendments**

The Civil Service Agency will notify all other Government agencies whenever minor amendments are to be made. Minor amendments must be recorded on the "Schedule of Minor Amendments" (Appendix 2) and will be numbered serially. When a minor amendment is necessary, the revision to the text must be made in manuscript and the serial number of the amendment must be recorded in the margin.

**Minor  
Amendments  
To be in  
Manuscript**

**2.1.4 Supplements**

The Civil Service Agency will notify all other Government agencies when supplements are to be added. A record of all supplements must be entered on the 'Schedule of Supplements' (Appendix 3).

**Section 2: Distribution**

**2.2.1 Distribution of the Manual**

The manual should be distributed as widely as possible throughout all agencies of Government. It is intended to be issued to an office and not to individual officers personally. It is the responsibility of office supervisors to ensure that the manual is kept in good order and that all amendments are duly entered and recorded.

**Manual not  
Issued to  
Individuals**

**Section 3: Definitions**

2.3.1 "Act" shall mean the Civil Service Agency Act of 1973.

2.3.2 "Director-General" unless stated otherwise, shall mean the Director-General of the Civil Service Agency.





- 2.3.3 “Agency” when referred to specifically and spelt with a capital ‘A’ shall mean the Civil Service Agency. Agency, when not spelt with a capital ‘A’ or when referred to generally may include ministry, agency, bureau or other unit of Government.
- 2.3.4 “Agency Head” shall mean an officer or employee designated by the Head of State/President to be the head of a ministry, agency, bureau or other Government unit.
- 2.3.5 “Appointing Authority” shall mean the Head of an agency or other Government unit, or his officially designated representative who is empowered to appoint or remove employees of the agency over which he has jurisdiction.
- 2.3.6 “Position” means a specified set of duties and responsibilities. It does not refer to a particular employee or incumbent.
- 2.3.7 “Employee” refers to all Civil Servants who legally occupy a position and who are paid a salary or wages for services rendered.
- 2.3.8 “Regulation” shall mean those instructions issued from time to time by the Director-General in accordance with the Civil Service Agency Act.
- 2.3.9 “Orders” shall mean standing orders for the Liberian Civil Service.
- 2.3.10 “Civil Servant” is a Government employee who is appointed under the authority of the Act.
- 2.3.11 “Classified Civil Servant” shall mean a Civil Servant who has been classified by the Civil Service Agency as being qualified for a classified position: see also officer.
- 2.3.12 “Officer” shall mean a classified Civil Servant.
- 2.3.13 “Provisional Appointment” shall refer to an appointment which confers no status in the Civil Service, neither probationary nor permanent.
- 2.3.14 “Probationary Status” is the status of an employee who has been appointed to a position but has yet to complete a specified probationary period as provided by these orders.
- 2.3.15 “Recognized Medical Practitioner” is a medical practitioner who has been recognized by the Liberian Medical Association.

**CHAPTER 3**

---

**CHAPTER 3: APPOINTMENTS**

**Section 1: Authority of Director-General**

3.2.1 Under the provisions of the Civil Service Agency Act the Director-General shall take such steps as are necessary for the effective implementation of these standing orders.

**Section 2: Appointments – General**

3.2.1 All appointments to the classified Civil Service of the Republic of Liberia shall be channeled through the Civil Service Agency, there shall be no exceptions. The Agency shall conduct all recruitment examinations and certification for employment in classified positions.

3.2.2 All original appointments and promotions shall be made from among personnel who have been certified eligible by the Director-General; all candidates except those with certain specified qualifications must have passed the appropriate Civil Service Examination.

3.2.3 In order to be certified eligible by the Director-General, all candidates except those with certain specified qualifications must have passed the appropriate Civil Service Examination.

3.2.4 Agency Heads shall, when requested by the Director-General, designate suitable representatives to serve on Examining Boards. Agency Heads shall also, when requested by the Director-General, designate representatives of their agencies to assist in devising, administering and grading examinations.

3.2.5 At the discretion of the Director-General, candidates with recognized degrees and certain professional qualifications may be exempted from the Civil Service Examination. The Director-General may also waive examination requirements for Civil Servants who are urgently needed in special capacities provided that they are at least 45 years of age or that they have served Government for a minimum of 20 years, 15 of which must have been continuous service.

3.2.6 In order to be appointed under the authority of the Act, and in order to participate in a Civil Service examination or to qualify for inclusion in the list of eligible personnel, a candidate must:

- a) Be a Liberian Citizen as defined under the Liberian Aliens and Nationality Law.
- b) Be at least 17 years of age.

c) Possess such minimum qualifications as may be specified by the Director-General.

**Appointments  
To Civil Service**

**Certification  
Of eligibility**

**Civil Service  
Examination**

**Examining  
Boards**

**Exemption  
From  
Examination**

**Requirements  
For eligibility**



- d) Be certified by a recognized medical practitioner as being fit for the position he is to occupy.

3.2.7 No candidate shall be appointed to the Liberian Civil Service without the specific approval of the Director-General if:

**Candidates  
Excluded from  
Appointments**

- a) He has been convicted of a criminal offense:
- b) He intentionally makes a false statement in respect of any material fact or if he practices any fraud or deception in securing the Examination.
- c) He has been dismissed from the Public Service for delinquency within 6 months preceding the date of application for the Examination.

3.2.8 A candidate who has been disqualified from taking the Civil Service Examination may not re-apply within 3 years of the date of disqualification.

**Dis-qualification**

**Section 3: To Whom the Act Applies**

3.3.1 The Act shall apply to all officials and employees of the Liberian Government of whatever function or designation who are compensated by a fixed salary with the exception of those listed under 3.3.2 of these Orders.

**To whom the  
Act applies**

3.3.2 Those exempted from the Provisions of the Act are as follows:

**Those exempted  
From the Act**

- a) Members of Legislature,
- b) Other elected officials,
- c) Justices of the Supreme Court,
- d) Judges of Subordinate Courts,
- e) all appointed members of Boards and Commissions,
- f) Cabinet Ministers,
- g) Deputy Cabinet Ministers,
- h) Assistant Cabinet Ministers,
- i) Heads of autonomous agencies and bureau,
- j) Ambassadors,
- k) County Superintendents,
- l) Territorial Superintendents,
- m) County, Territorial and all other Commissioners,
- n) Sheriffs,
- o) All Commissioned and Non-Commissioned Officers and enlisted men of the Regular Armed Forces.
- p) Law Enforcement and Security Officers,
- q) All contract-employees of Government,
- r) Other categories specifically exempted by the Director-General

**Section 4: Appointments and Leaving the Service**

- |       |   |  |
|-------|---|--|
| 3.4.1 | All vacancies in the classified Service shall be filled by original or provisional appointment, promotion, re-employment, transfer or demotion.   | <b>Forms of<br/>Application</b>                                      |
| 3.4.2 | Whenever a vacancy is to be filled by original, promotional or provisional appointment, the appointing authority shall make a written request on the approved certification request form (see Appendix 4) to the Director-General. The written request shall include the title of the class, a statement of the duties and responsibilities of the position to be filled, the salary, tenure and any other information required by the Director-General.  | <b>Original<br/>Promotional and<br/>Provisional<br/>Appointments</b> |
| 3.4.3 | When filling vacancies for existing positions above the entry level, the Director-General will, whenever possible, ensure that appointing agencies do so by promotion of appropriately qualified officers from within the agency concerned. When intending to fill a new position appointing agencies shall refer to the Director-General who will provide details of personnel eligible for the appointment.   | <b>Filling of<br/>Vacancies</b>                                      |
| 3.4.4 | Once it has made its selection of the successful candidate the appointing authority shall immediately report each appointment to the Director-General on one of the prescribed Personnel Action Notice forms (PAN forms) (see Appendices 5a and 5b). No appointment shall become effective until approved by the Director-General. The Agency shall maintain the official record of all appointments subject to the Act.  | <b>Appointing<br/>Authorities<br/>To notify<br/>Director-General</b> |
| 3.4.5 | Whenever a vacancy is to be filled in a position which is temporary, the appointing authority shall state in its request to the Director-General for certification, the duration of the position. The Director-General shall provide appointing agencies with details of candidates who are eligible for, and willing to accept, limited-term appointments.<br>Time spent in limited-term appointments shall not be taken into account when considering personnel for permanent appointments.                             | <b>Limited-term<br/>Appointment</b>                                  |
| 3.4.6 | <b>Provisional Appointments</b><br>a) Provisional appointments shall be authorized by the Director-General only when there is no list of eligible personnel available for the position which is vacant and only when the appointing authority certifies that leaving the position vacant will seriously impair its work. In such circumstances the Director-General may recommend personnel to the appointing authority provided that the person nominated has the appropriate qualifications for the position concerned. | <b>Authorization<br/>Of provisional<br/>Appointments</b>             |

- b) Provisional appointments shall be terminated no later than 6 months from the effective date of the provisional appointment or within 30 days following such time as an appointment can be made from a list of eligible personnel, whichever is sooner.
- c) No individual shall serve under a provisional appointment for more than 6 months in any 12 consecutive months.

**3.4.7 Probationary Period Employees**

- a) All personnel taking up original, provisional or re-employment appointments will be required to serve for a probationary period of not less than 3 months and not more than one year in the same class, before being confirmed in the service. The Director-General shall determine the length of the probationary period.
- b) To be eligible for confirmation in the permanent establishment, the probationer must complete his probationary period to the satisfaction of the appointing agency. At the end of the probationary period the officer will, unless he has been rejected or his probationary period been extended, be confirmed in his appointment.
- c) A probationer may be rejected at any stage of his probationary period if he fails to perform to the satisfaction of the appointing agency. A rejection during the probationary period is effected by delivery to the probationer of a written notice of rejection which shall include:
  - i. The effective date for the rejection which shall be not later than the last day of the probationary period.
  - ii. A statement of the reasons for rejection.
- d) A notice of rejection must be delivered to the probationer on or before the effective date of rejection. A copy of the notice shall be filed with the Director-General within 24 hours of the effective date of rejection.
- e) On the basis of the notice of rejection the Director-General may reinstate the rejected probationer if such action appears to him to be in the best interests of the Government.

**Probationary  
Period**

**Confirmation  
After  
Probationary  
Period**

**Rejection  
During  
Probationary  
Period**

**3.4.8 Rights of Return to a Position**

An employee shall have an absolute right to return to a position in the last class in which he had a permanent status upon return from an approved leave of absence or upon rejection while serving as a probationer in another class. If there are no vacant positions in the class to which he is returning a redundancy is created in which case layoff procedures (see 3.4.13) may be initiated.

**3.4.9 Transfer**

a) With the approval of the Director-General, a vacant position may be filled by the transfer of an employee from another position in the same class, or from a different class requiring essentially the same qualifications and the same maximum salary. If the agency which is to lose the employee does not approve, the transfer may still take place, provided that the losing agency is given 30 days' notice of the intended transfer.

**Transfer  
Between/  
Within  
Agencies**

b) Internal transfers may be effected by the administrative authority but such transfers must not reduce the salary or status of civil servants, except in the cases of disciplinary actions which must adhere to sections 4.2.4 and 4.2.8 of these regulations.

**3.4.10 Re-employment**

With the approval of the Director-General and the appointing authority, a permanent or probationary employee who has completed at least 6 months of service, and who has resigned with a good record, may be re-employed in a vacant position, without examination or certification within 2 years of the effective date of the resignation in a position in the same class or to one in another class to which he would have been able to transfer. No credit shall be allowed for his former service in calculating salary, vacation, sick leave or other benefits except on the specific recommendation of both the Director-General and the appointing authority.

**Re-employment  
Of separated  
Employees**

**3.4.11 Re-employment of Retired Employees**

Retired employees shall not be certified for re-employment in the Public Service of Liberia without forfeiture of their retirement benefit.

**3.4.12 Hiring of Non-Citizens**

When an appointing authority considers that it is in the best interests of the Government to hire a non-citizen on contract, the Director-General's approval shall be required before the appointment is made. Approval will be given only when the appointing authority can show that a suitably qualified person cannot be certified from regular Civil Service employment lists.

**When  
Approval  
May be given**

The Director-General will not enquire into the necessity for the work to be done nor into the terms and conditions of the contract. A contract employee has no rights or benefits under the Act or these Orders. Once the Director-General has given approval for employment, a copy of the contract must be attached to the Personnel Action Notice which must be forwarded to the Agency.

**3.4.13 Layoff**

Layoff procedures may be invoked by an Agency Head as a result of shortage of work or funds, the abolition of a position or because of changes in an organization. The Director-General shall not approve the layoff of a permanent employee while there are temporary, provisional or probationary employees serving in the same class of position within the agency concerned. Where a number of employees are to be affected, layoff procedures shall be applied first, to those with least tenure of service and seniority. The Director-General shall specify the procedures by which seniority is determined. The names of employees laid off for any of the reasons above, shall be placed on a 're-employment from layoff' list for a period of one year from the effective date of the layoff. If the position is re-created, the employee shall be re-appointed according to his position on the re-employment list or the Agency may find a comparable position for him elsewhere.

**Invoking  
Layoff  
Procedures**

**3.4.14** Under certain circumstances, and with the approval of the appointing authority and that of the Director-General, an employee affected by layoff procedures may elect for demotion instead.

**Demotion as  
Alternative**

**3.4.15 Resignation**

a) An employee intending to resign his appointment and to leave the service in good standing shall give one month's notice of his intention in writing to his appointing agency. Failure to comply with the procedure may render an employee ineligible for future Government employment. Agency Heads shall forward copies of all notices of resignation to the Director-General within 48 hours of receipt.

**Procedures  
For  
Resignation**

b) An employee who resigns will be liable to forfeit all claims to Civil Service benefits.

**3.4.16 Unauthorized Absence**

Unauthorized absence from work for a period of 14 consecutive days may be considered by an Agency Head as a resignation.

**Unauthorized  
Absence to be  
Considered as  
Resignation**





**Section 5: Retirement**

3.5.1 Unless ordered otherwise by Government, every employee shall be compulsorily retired at the age of 65, or after a minimum of 25 years of service as specified under Section 1 of the Government Employees Pension Act.

**Retirement at  
Age 65**

3.5.2 Agency Heads shall submit at quarterly intervals to the Director-General a list of all employees who are due for retirement. Agency Heads shall ensure that such details are submitted to the Director-General at least 3 months prior to the date of retirement of the employee concerned. A list recording details of all retired Civil Servants throughout the Civil Service shall be maintained by the Director-General.

**Records of  
Retired  
Employees**

**Section 6: Employment after Retirement**

3.6.1 A retiree may obtain other employment, preferably outside of Government. However,

**Procedure for  
Possible employment  
After retirement**

a) Where retiree has been retired due to tenure and obtains employment again within the Civil Service, that retiree will have to forgo his/her pension while on the Government payroll. Such employee, when pensioned finally due to age, will receive a pension that will be calculated based upon his/her most recent salary.

b) Where the retiree has been retired due to age, he/she may obtain other employment only outside of the Civil Service, but will continue to receive his/her pension.

**Retirement  
Due to age**

c) Where the retiree who has been retired due either to age or tenure obtains employment as a consultant in Government due to special skills that are needed, this would be considered part-time employment and the retiree would continue to receive his/her pension in addition to the consultant fee.

**Retirement Due to  
tenure**

d) Employment as a consultant as stipulated in Section 3.6.1c employment contract must include a specific task to be performed within a specific time frame of not more than 6 months and may be renewed for a second 6-month term. After two 6-month periods of employment the contract must be terminated and the retiree/consultant may not obtain another consultant contract with any Government institution for at least a full year.

**Employment As a  
Consultant**

**3.6.2 Employment Due to Special Skills**

**Special skills  
Of retiree**

A private entity retiree may obtain employment in Government or in any other private entity under the following circumstances:

- a) When the retirement is due to tenure, the retiree may obtain employment in government and may continue to receive his/her pension from the private entity as well as salary from the new employment.
- b) When the retirement is due to age, the retiree may not obtain employment in Government except:
  - (i) Where the retiree has some special skills that are necessary for some government operation, special consideration for employment as a consultant may be given.
  - (ii) Where the retiree is employed under the circumstances stated in Section 3.6.2 b (i), he/she may continue to collect his pension.

**CHAPTER 4**

**CHAPTER 4: DISCIPLINE**

**Section 1: General**

4.1.1 Disciplinary proceedings in accordance with this chapter may be initiated by an Agency Head or the Director-General because of an employee's misconduct or general inefficiency.

4.1.2 It shall be the duty of every superior officer, as soon as he observes any fault or short-coming in an officer or employee subordinate to him, to bring it to the officer or employee's notice and to record that this has been done, with a view to improving the officer or employee's usefulness in the service.

4.1.3 If a superior officer is aware of any fault or short-coming in a subordinate, and if in his view further action is necessary, it shall be his duty to bring it to the attention of his Agency Head or the Director-General.

**Section 2: Disciplinary Procedure**

4.2.1 When a case of misconduct or general inefficiency is brought to the attention of an Agency Head or the Director-General, disciplinary proceedings shall be initiated only after the employee or officer concerned has been given adequate opportunity to exculpate himself.

4.2.2 If in the opinion of the Agency Head or Director-General an employee fails to exculpate himself, the following penalties shall apply:

	Act of Omission	Penalty
a	Incompetency/Inefficiency	2 letters of warning followed by withholding or deferment of increment, or dismissal.
b	Unauthorized Absences	Payroll deduction for

		each day absent. But absence for 14 consecutive days – automatic dismissal.
c	Conviction of Felony	Dismissal.
d	Conduct unbecoming of employee in the Public Service	
	(i) Disorderly or immoral conduct	2 letters of warning following by dismissal.
	(ii) Insubordination	2 letters of warning followed by transfer or dismissal.

**Grounds for initiating**

**Disciplinary proceedings**

**Responsibilities of  
Superior officer**

**Drawing attention to  
Short-comings**

**Employee's opportunity  
To exculpate himself**

CHAPTER 4

	Act of Omission	Penalty
	(iii) Intoxication while on duty	2 warning letters followed by dismissal .
	(iv) Addiction to use of narcotic or habit forming drugs	2 warning letters followed by dismissal .
	(v) Discourteous treatment to the public or employees	2 warning letters followed by dismissal .
e	Neglect of duty	2 warning letters followed by dismissal .
f	Negligence or willful damage of Public property	Restitution of damaged property based on official appraisal and money

		paid to Revenue through salary deduction or dismissal .
g	Fraud in securing employment	Dismissal of the employee.
h	Dishonesty in the conduct of Government business	One month's suspension without pay or dismissal .

**4.2.3 Notification to Employees**

An employee who is the subject of disciplinary action shall receive in writing, from his Agency Head or from the Director-General, a statement of the reasons for the action.

**4.2.4 Demotions**

The Appointing Authority with the approval of the Director-General may demote an employee whose ability to perform required duties falls below standard. An employee may also be demoted as a disciplinary measure. No employee shall be demoted to a position for which he does not possess the prescribed qualifications. The Appointing Authority shall give written

notice to the employees and to the Director-General prior to the effective date of the demotion.

4.2.5 **Dismissal**

In accordance with the Act, whenever it is the intention of an Appointing Authority to recommend to the President/Head of State the discharge of an employee, the Director-General and the employee concerned shall be notified in writing in advance of the effective date of such dismissal, if possible, but in any event no later than 24 hours after the effective date. Under normal circumstances one month's notice of the dismissal should be given to both the employee and the Director-General, where this is not possible the employee shall be entitled to one month's pay in lieu of notice.

**Statement of  
suspension  
To be filed with  
Director-General**

**Notification  
To be in writing**

**When demotion  
May be applied**

**4.2.6 Suspension**

The Appointing Authority may suspend an employee from his position at any time for disciplinary purposes. Suspension shall be without pay and shall not exceed 30 days in any one calendar year.

A written statement of the reason for the suspension shall be filed with the Director-General and a copy delivered to the affected employee within 48 hours of the time the suspension becomes effective.

- a) Where an employee is suspended for a period of less than 1 month, the salary and benefits of that employee must be withheld, or the employee must pay to the coffers of the Ministry of Finance the amount of his/her salary that covers the suspension period and produce the receipt upon reporting to work.
- b) Where the employee is under investigation and the investigation continues over 30 days due to no fault of the employee's, he/she may receive 50% of his/her salary and benefits to buffer the hardship caused by the delay, pending the outcome of the investigation. This shall be for a period of up to 6 months after which, if no decision is made by the suspending authority, the employee shall be automatically reinstated, provided the delay was not unnecessarily caused by the employee to purposely prolong the period of adjudication/investigation.
- c) Generally, such investigation as stated above should be completed within 30 days. At the conclusion of the investigation, all arrears will be due or all payment will cease.

**Forfeiture of salary  
For the period  
Of suspension**

**Suspension during  
Investigation**

**Time limit for  
Investigation**

**4.2.7 Fines**

The Appointing Authority may fine an employee for disciplinary purposes. The amount of all fines levied against any one employee shall not exceed in any fiscal year the amount the employee would have lost if he had been suspended in accordance with 4.2.6 of these Orders. Notification to the employee and to the Director-General shall conform to 4.2.6 of these Orders. The Director- General may publish a list of standard fines to which all agencies shall be required to adhere.

**Maximum  
Amount of fines**

**4.2.8 Reduction in Salary**

The Appointing Authority may reduce the salary of an employee for disciplinary purposes. The Appointing Authority shall state whether a reduction in salary is permanent or temporary and if temporary shall give the conditions or date upon which the salary is to be restored. Such statement shall be in writing to the employee with a copy to the Director-General prior to the effective date of such salary reduction.

**Permanent or  
Temporary salary  
Reductions**



4.2.9 **Letter of Formal Reprimand**

An Appointing Authority may discipline an employee by issuing him with a letter of formal reprimand. Such a letter shall include, although it may not necessarily be limited to, the following:

- a) A statement which gives specific details of the nature of the misconduct or inefficiency of the employee concerned.
- b) A statement of what is expected of the employee in the future.
- c) An indication that more serious additional punitive measures will be taken against the employee should there be a recurrence of the misconduct or inefficiency. A letter of formal reprimand shall be copied to the Director-General. The letter shall be placed on the employee's file where it will remain for such time as the Director-General specifies.

**Content of letter  
Of reprimand**

**CHAPTER 5: ATTENDANCE, SALARIES AND INCREMENTS**

**Section 1: Attendance**

- 5.1.1 Employees of the Civil Service are normally required to work 5 days per week. Normal working hours are from 8:00 a.m. to 4:00 p.m. subject to the approval of supervisors. A period of one hour is allowed for lunch. No employee is permitted to leave his place of work without the knowledge of his supervisor. **Normal working Hours**
- 5.1.2 **Attendance Report**  
All Agency Heads shall maintain attendance records and shall submit a report to the Agency, at monthly intervals, on the approved Attendance Report Form (see Appendix 6). The Attendance Report Form shall reach the Agency on, or before, the tenth day of the month following the period covered by the report.
- 5.1.3 **Lateness**  
An employee who fails to provide an adequate excuse for late arrival at his place of work will, on the third occasion he is late, receive a written warning. Four occurrences of lateness will result in the loss of one day's pay. **Action in the Event of Lateness**
- 5.1.4 **Illness**  
An employee who is prevented by illness from attending his place of work for more than 2 days, shall, unless instructed otherwise by his supervisor, ensure that he obtained a medical certificate signed by a recognized medical practitioner. The certificate shall be delivered to his supervisor immediately on his return to work or within 48 hours of the beginning of his absence from work, whichever is sooner. Employees who are required to produce a medical certificate covering days of absence due to illness and who fail to do so shall:  
**Action in the Event of Illness**
- a) Lose equivalent pay for each day absent, or
  - b) Lose equivalent annual leave for each day absent.
- 5.1.5 **Attendance on Training Programs**  
The Director-General or an Agency Head may authorize the attendance of an employee on an approved training program during official working hours. The Director-General may develop and/or approve training programs which will help employees perform their work more efficiently or enable them to qualify for positions of greater responsibility. **Training during Working hours**

**Section 2: Salaries**

- |       |   |  |
|-------|---|--|
| 5.2.1 | <b>Payment</b><br>The payment of salaries and wages throughout the Civil Service shall be the responsibility of the Ministry of Finance.  | <b>Responsibility of<br/>Ministry of Finance</b>             |
| 5.2.2 | <b>Approval</b><br>The Director of the Bureau of the Budget shall approve salary scales in accordance with the annual budget.   | <b>Responsibility of<br/>Bureau of Budget</b>                |
| 5.2.3 | <b>Classification of Salary Plan</b><br>The Director-General of the Civil Service Agency shall be responsible for the classification and salary plan of all civil servants. The salary scale for all classes of all positions held by civil servants shall be determined by the Director-General.   | <b>Director-General's<br/>Responsibility</b>                 |
| 5.2.4 | <b>Payment of First Appointment</b><br>On first appointment, salary shall, as a general rule, be paid from the effective date of employment as shown on the Personnel Action Notice.  | <b>Salary paid from<br/>Effective date of<br/>Employment</b> |
| 5.2.5 | <b>Payment on Promotion</b><br>If an employee is promoted to a salary scale that does not overlap his old salary scale, he will normally be placed at the minimum point of his new scale. If the salary in the former position is higher than the minimum point of his new salary scale, he will be placed at least one point higher than on his former salary scale. | <b>Promotion to<br/>New salary<br/>Scale</b>                 |

**Section 3: Increments**

- |       |   |   |
|-------|---|---|
| 5.3.1 | A Civil Servant who is on an incremental scale is not entitled to an increment by right, but an increment shall normally be granted provided that his work has been of an adequate standard and that there are no disciplinary proceedings in progress against him, and that Government has agreed that such increments shall be provided throughout the Civil Service. | <b>Increment<br/>Not a right</b>                                  |
| 5.3.2 | The incremental date of a Civil Servant shall be the anniversary of the date he commenced to draw the full salary of such appointment or of the date of promotion.  | <b>Incremental<br/>Date</b>                                       |
| 5.3.3 | The grant of an increment may be deferred or withheld in accordance with the disciplinary procedures referred to in Chapter 4. Before deciding to impose such penalties, an Agency Head will take into account the gravity of the short-coming and the quality of the employee's previous service.  | <b>Grounds for<br/>Withholding<br/>Or deferring<br/>Increment</b> |

- 5.3.4 An officer's increment is deferred when the decision as to whether or not it should be granted is postponed for a specific period. The period must be fixed at the time the increment is deferred and must be not less than 3 months nor more than 6 months; if less than 6 months in the first instance, it may, if necessary, be increased to 6 months by additional specific deferment. If a deferred increment is eventually granted it does not become effective until the day following the expiration of the specific period of deferment, but the recipient retains his original incremental date for subsequent increments. If a deferred increment is not granted at or before the expiration of 6 months from the date it was originally due, it must be withheld.
- Deferred  
Increment**
- 5.3.5 A Civil Servant's increment is withheld when it is decided not to grant it and that he shall cease to be eligible therefore until his next incremental date. The withholding of an increment thus results in the salary of the Civil Servant in question remaining for the rest of his incremental service one increment behind what it would otherwise have been. An increment which has been deferred beyond 6 months shall automatically become a withheld increment (see 5.3.4 above).
- Withheld  
Increment**
- 5.3.6 An increment deferred or withheld cannot be restored with retroactive effect in consequence of improved service during a later increment-earning period.
- Withheld or deferred  
Increment cannot  
Be restored**

**CHAPTER 6: GRIEVANCE PROCEDURE**

**Section 1: General**

- |       |  |   |
|-------|--|---|
| 6.1.1 | It is Government policy that full and fair consideration shall be given when an employee or group of employees allege that they have been unfairly treated in the course of their work. Within the framework of existing regulations every effort shall be made to arrive at an agreed solution of mutual satisfaction to both employees and Government. | <b>Fair<br/>Consideration<br/>To be given</b> |
| 6.1.2 | It shall be the responsibility of any employee who considers that he has a grievance to ensure that in pursuing his grievance, he adheres to the procedures set out below. Failure to comply may result in the complaint being disallowed.   | <b>Procedures<br/>Must be<br/>Adhered to</b>  |

**Section 2: Procedure**

- |       |   |   |
|-------|---|---|
| 6.2.1 | An employee who has a grievance should, in the first instance, seek to resolve the issue with his immediate supervisor. This must be done within 5 working days of the occurrence which has resulted in the grievance. The supervisor shall respond within 2 working days.  | <b>Grievance first to<br/>Be referred<br/>To supervisor</b> |
| 6.2.2 | If the grievance arises out of a matter over which the supervisor or Agency Head has no control, the employee may request his supervisor or Agency Head to act on his behalf in referring his grievance to the appropriate authority. In this circumstance the supervisor or Agency Head is obliged to convey the substance of the grievance to the appropriate authority regardless of evaluation of its validity or otherwise. Supervisors at all levels are responsible for receiving and acting properly on complaints made by their subordinates. All employees who comply with these procedures are guaranteed a fair hearing and freedom from restraint, interference, discrimination or reprisal. | <b>Supervisor's<br/>Responsibilities</b>                    |
| 6.2.3 | If the supervisor's response fails to resolve the grievance satisfactorily the employee may, within 5 working days, initiate the formal grievance procedure which shall be as follows:  | <b>Formal grievance<br/>Procedure</b>                       |
| a)    | First level of review – a grievance shall be submitted in writing to the employee's immediate supervisor. The written grievance shall be as specific as possible and shall include all facts deemed pertinent to its resolution. The immediate supervisor may meet and discuss the grievance with the employee and/or his representative, if any, and shall reply in writing to the employee within 5 working days.   | <b>First level of<br/>Review</b>                            |

- |   |  |
|---|--|
| b) Second level of review – if the employee does not agree with the supervisor’s decision, or if no answer has been received within 5 days, the written grievance shall be presented within 3 working days to the next level of supervision. The second level supervisor or his representative shall have 5 working days to investigate and render a written decision to the employee.  | <b>Second level<br/>Of review</b>              |
| c) Third level of review – if the employee does not agree with the decision of the second level supervisor, or if no answer has been received in 5 working days, the written grievance shall be submitted to the Agency Head. After the receipt of the grievance, the Agency Head shall have 10 working days in which to conduct such investigation or hearing as he deems necessary and render a written decision to the employee. | <b>Third level<br/>Of review</b>               |
| d) If the grievance still remains unresolved after having been examined by the Agency Head, the employee may, within 3 working days of receiving the Agency Head’s written decision, appeal to the Examining Committee of the Board of Appeal.  | <b>Referral to<br/>Examining<br/>Committee</b> |

**Section 3: Appeals**

**6.3.1 Board of Appeal**

The Board of Appeal is responsible for giving final decisions in all matters of appeal except in cases of dismissal which are subject to the approval of the President/Head of State (or the Director-General as presidential designate). The Act provides that the Board of Appeal shall consist of 7 members, one of whom shall be the Director-General. The remaining members of the Board shall comprise: 2 Cabinet Members, one Educator, 2 Lawyers and one Senior Civil Servant. With the exception of cases of dismissal, majority decisions shall be final in all cases of appeal.

**Constitution  
Of Board of  
Appeal**

**6.3.2 Examining Committee**

The Director-General shall appoint a Standing Examining Committee of the Board of Appeal. The Committee shall consist of 3 members known as Hearing Officers. The Chairman of the Committee shall be the Deputy Director-General. All grievances shall first be referred to the Examining Committee. If either party is dissatisfied with the ruling of the Examining Committee, they may appeal to the Board of Appeal.

**Constitution  
Of Examining  
Committee**

**6.3.3 Appeals Procedure**

- a) A Civil Servant who has been formally disciplined may appeal to the Examining Committee of the Board of Appeal on any matter concerning the interpretation of the Civil Service Act or these Orders.

**Matters which  
May be the subject  
Of appeal**

<p>b) A Civil Servant may not appeal to the Examining Committee against a decision which relates to working conditions or employee relations as these matters are entirely within the jurisdiction of the Appointing Authority.</p>	<p><b>Matters which May not be the Subject of appeals</b></p>	
<p>6.3.4</p>	<p>a) Any employee of the Government service in a position covered by the Act who has been certified as being eligible, or who has passed the Civil Service Examination for his class of work, may appeal any action affecting his Civil Service status to the Examining Committee and to the Board of Appeal as provided in the Act.</p> <p>b) Any employee of the Government service in a position covered by the Act for which a Civil Service Examination has not been offered may appeal any action affecting his Civil Service status to the Examining Committee and to the Board of Appeals as provided in the Act.</p>	<p><b>Who may Appeal</b></p>
<p>c) Any employee of the Government service in a position covered by the Act who has not passed or who has refused to take the Civil Service Examining offered for his class of work, has no right to appeal any action to the Examining Committee or to the Board of Appeal.</p>	<p><b>Who may not Appeal</b></p>	
<p>6.3.5</p>	<p>Every appeal to the Examining Committee or Board of Appeals shall be written. It shall state the facts upon which it is based and the relief requested.</p>	<p><b>Appeals to be In writing</b></p>
<p>6.3.6</p>	<p>An appeal against dismissal must be filed with the Director-General within 15 days of the date of the notice of dismissal. An appeal against suspension must be filed within 10 working days of the date of suspension. All other appeals must be filed within 30 calendar days of the date on which the appellant was served with the notice, report or other document which is the subject of the appeal. The Director-General may in certain circumstances, and if the appellant can show good cause, agree to extend the time limit for filing an appeal for up to an additional 30 calendar days.</p>	<p><b>Time limits To appeals</b></p>
<p>6.3.7</p>	<p>a) Hearings shall be held in accordance with the Act and may be held during working hours. Any person whose testimony will contribute to the adjustment of the grievance may be called in as witness. All parties to the appeal shall have the right to be represented by a person of their choosing. Hearings shall be informal and the rules of evidence shall not be applicable.</p>	<p><b>Appeal Hearings</b></p>

- b) If an employee is not satisfied with the decision of the Examining Committee in regard to his appeal, he shall, within 10 working days of receiving the decision of the Examining Committee, file an appeal to the Board. Decisions of the Board shall be final except as in 6.3.1 above.



c) An employee who claims sick leave when physically fit shall be subject to dismissal.

**CHAPTER 7: LEAVE**

**Section 1: General**

7.1.1 All leave taken by Civil Servants shall be reported to the Director-General. The Director-General shall specify the manner in which the leave is to be reported.

7.1.2 The categories under which Civil Servants may take leave shall be as follows: annual leave, sick leave, maternity leave, special-leave with pay, study leave, leave for cultural and sporting events and casual leave.

7.1.3 The Director-General shall inform all Agency Heads as to current leave regulations for all employees.

**Leave to be Reported to Director-General**

**Categories Of leave**

**Section 2: Leave Regulations**

**Director-General To inform Agencies**

**7.2.1 Annual Leave**

No person shall be entitled to annual unless he has qualified as a Civil Servant and has completed one year of service. Entitlement to annual leave depends upon the tenure and seniority of the officer concerned as well as the position he occupies. Annual leave shall be granted for a specified number of working days. Weekends and public holidays shall not be included when calculating annual leave entitlement. Annual leave is not cumulative and may not be carried over from one year to the next. An officer's own agency is responsible for initiating a request for annual leave which must be made on the prescribed leave request form (see Appendix 7). Complete leave request forms must be signed by the Agency Head or his designated representative.

**Requirement For annual Leave Applications**

**7.2.2 Sick Leave**

a) Sick leave with pay for all full-time Civil Servants may be granted for a period not exceeding 15 days in any calendar year. Sick leave may be granted only because of personal illness or legal quarantine. Any employee claiming sick leave in excess of 2 days shall, unless instructed otherwise by his supervisor, produce a medical certificate, signed by a recognized medical practitioner, which states the nature of the illness.

**Requirements For approval Of sick leave**

b) An employee who requires extensive medical treatment may, under certain circumstances, be granted up to 60 days sick leave with pay, provided that he is able to produce a certificate from a recognized medical practitioner, which certifies that an extended period of absence from work is necessary.

**Extended Sick leave**



7.2.3	<b>Maternity Leave</b> An expectant mother shall be granted a minimum of 60 continuous calendar days leave of absence from duty with full pay to commence before and expire after confinement. Up to 90 continuous calendar days leave with full pay may be granted subject to the concurrence of a recognized medical practitioner. Such leave shall be separate and distinct from any other leave to which she may be entitled by virtue of her position in the service. Maternity leave may be extended from one calendar year to the next.	<b>Maternity Leave Not to count Against other Entitlement</b>
7.2.4	<b>Special-Leave-With-Pay</b> A Civil Servant may be granted special-leave-with-pay to attend official meetings, conferences and conventions provided that he has the approval of his Agency Head. The fact that an officer has been granted special-leave-with-pay shall be recorded on his attendance record.	<b>Special-leave- With-pay to Be recorded</b>
7.2.5	<b>Study Leave</b> A Civil Servant who has been nominated by his Agency Head to pursue a course of study which will enable him to perform his duties better on his return may, with the approval of the Director-General, be granted study leave. Such leave shall include full salary for up to a maximum of 6 months and half salary for up to a maximum period of 24 months. An officer, who fails to return to the Agency which released him for the course of study, shall be required to return to Government all salaries received whilst on the course of study.	<b>Full salary Up to 6 months</b>
7.2.6	<b>Leave for Cultural and Sporting Events</b> A Civil Servant may be granted leave to participate in cultural and/or sporting events provided that he/she has been nominated by his/her Agency Head and that his nomination has been approved by the President/Head of State.	<b>To be Approved by President/ Head of State</b>
7.2.7	<b>Casual Leave</b> Civil Servants may be granted, at the discretion of Agency Heads, occasional permission to absent themselves from duty for a few days without loss of pay. Casual leave in excess of 7 working days in any one year may not be granted by an Agency Head without the specific approval of the Director-General. However, any casual leave granted an employee, whether for a half day or one week, will be deducted from his/her annual leave. Two half days are equivalent to one full day, and the employee's annual leave will be reduced by the number of days absent.	<b>Casual leave Not normally To exceed 7 days</b>

**7.2.8 Personal Emergency Leave**

- |    |  |   |
|----|--|---|
| a) | Personal Emergency Leave, as with <b>Section 7.2.7</b> referencing Casual Leave, may be granted at the discretion of the Head of the Institution. This period of leave is not to exceed 7 days in one calendar year.   | <b>Personal emergency Leave not to Exceed 7 days</b>    |
| b) | At the discretion of the head of the institution employees may be granted a leave of absence <b>without pay</b> for a period not in excess of 14 days in one calendar year without the specific approval of the Director-General. During such leave of absence the employee shall continue to accrue seniority and salary increments, if applicable, in his or her position. | <b>Leave Without Pay</b>                                |
| c) | However, if the employee so chooses, he/she may use his/her vacation leave, administrative leave or other accrued compensation for such absence.   | <b>Possibility of Substituting Administrative Leave</b> |

**7.2.9 Political Campaign Leave**

- |    |  |  |
|----|--|--|
| a) | A Civil Servant who is certified by the National Elections Commission and is a bona fide candidate will be required to take a leave of absence <b>without pay</b> during his/her campaign period which officially begins with the publication of the official Roster of certified candidates by the National Elections Commission. This period of campaigning will end when the elections results are published. | <b>Compulsory leave For electoral Candidate Civil servants</b> |
| b) | A candidate, if unsuccessful, and if he/she so chooses, may return to his/her original position held as a civil servant prior to the Elections campaign, consistent with <b>Section 3.4.8</b> , or another position of equal grade and remuneration as applied in <b>Section 3.4.9b</b> .  | <b>May return to Original position After elections</b>         |
| c) | If the employee does not return to work within 14 days after the publication of the Elections results the regulation stated in <b>Section 3.4.16</b> (Unauthorized Absence) shall apply. I.E. the absence would be considered by the Ministry/Agency Head as a resignation.  | <b>14-day limit on Absence after Electoral results</b>         |

**CHAPTER 8: EMPLOYEE PERFORMANCE APPRAISAL**

**Section 1: Reports**

- |  |  |
|--|--|
| 8.1.1 All classified Civil Servants shall have their work performance appraised at the end of the calendar year. Performance Appraisal Reports shall be completed by officers who are the immediate supervisors of those being appraised. Reports shall be made on the Standard Performance Appraisal Report Form (see Appendix 10) a copy of which shall be forwarded to the Director-General within 15 working days of the end of the calendar year. | <b>Reports to<br/>Be completed<br/>Annually</b>  |
| 8.1.2 Where a Civil Servant has served in more than one agency or division within an agency during the year, the report shall be completed by the supervisor under whom he has worked for the substantial part of the year.  | <b>Officers who<br/>Transfer<br/>Departments</b> |
| 8.1.3 It is essential for the good of the Civil Service that Performance Appraisal Reports should be fair and candid. Reporting officers should appreciate that theirs is an important responsibility and that their own capabilities are discernible from the reports they write on their subordinates.   | <b>Reports to<br/>Be fair and<br/>Candid</b>     |
| 8.1.4 Reporting officers must ensure that Civil Servants have the opportunity to discuss their performance appraisal. Officers who are being reported on should be given sympathetic advice on correcting any short-comings which have been referred to in the report.   | <b>Advice on<br/>Short-comings</b>               |
| 8.1.5 Having discussed the appraisal, the reporting officer shall ensure that both he and the Civil Servant being appraised sign the report. The completed report shall be treated as confidential and shall be placed on an individual's file at the Agency.  | <b>Reports to be<br/>Confidential</b>            |
| 8.1.6 Where a Civil Servant does not agree with the assessments which have been made by the reporting officer, he shall have the right to discuss the matter with his next level supervisor.   | <b>In the event of<br/>Disagreement</b>          |



**CHAPTER 9: SEXUAL HARASSMENT IN THE WORKPLACE**

**Section 1: Definition and Occurrence of Sexual Harassment**

**9.1.1 Definition of Sexual Harassment in the Workplace**

Sexual harassment is a kind of sex discrimination that can occur in the workplace or at work-related events. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other conduct of a sexual nature – such as unwelcome verbal, visual or physical advances - that tend to create a hostile, intimidating, or offensive work environment.

d) Committing public sexual indecency on the work premises or at a work-related event outside of the premises.

**Definition of Sexual harassment**

**9.1.2 Examples of Sexual Harassment**

Examples of this are: innuendoes; jokes and gestures of a sexual nature; displaying of sexually suggestive objects, photos or drawings; flirting; blocking or impeding physical movement; literally carrying on sex-based behavior that no reasonable employee should have to endure.

**Examples of Sexual harassment**

**9.1.3 Incidence of Sexual Harassment**

The incidence of sexual harassment can occur in a variety of circumstances including but not limited to the following:

- a) The victim as well as the harasser may be a woman or a man, and the victim does not have to be of the opposite sex.
- b) The harasser can be the victim’s supervisor, an agent of the employer, a supervisor in another area, a co-worker or a “non-employee”.
- c) Sexual harassment may occur without economic injury to the victim.
- d) The harasser’s conduct is unwelcome.

**How sexual Harassment Can occur**

**9.1.4 Violations**

The following conduct shall constitute sexual harassment:

- a) Making sexual advances or requesting sexual favors as an implicit basis for imposing terms and conditions for employment.
- b) Making sexual advances in a manner that unlawfully creates an intimidating, hostile, or offensive work environment that otherwise interferes with the individual’s performance.
- c) Engaging in any sexual contact with an individual without his/her consent.

**What constitutes Sexual harassment**

---

**CHAPTER 9**

---

- e) Taking action, recommending action or refusing to take action in a supervisory position in return for sexual favor, or, as a reprisal against an individual who has turned down a sexual proposal, filed a complaint, or been the object of sexual harassment.
- f) Failing to investigate or delaying investigation of allegations of sexual harassment to the extent that action, reporting or investigating as appropriate, or as required by one's supervisory position is compromised.

**9.1.5 Action to Prevent Sexual Harassment**

- a) In carrying out their duties and assignments all employees of Government must maintain an environment that discourages sexual harassment.
- b) Public servants should adhere to the zero tolerance policy of sexual harassment.

**Section 2: Reporting**

**9.2.1 Reporting Sexual Harassment**

- a) Any incident of sexual harassment should be immediately reported.
- b) Any incident of sexual harassment should be reported through the established Reporting Channel as stated in **Section 9.2.2**, below

**9.2.2 Reporting Channels**

Due to the sensitiveness of sexual harassment, the reporting channel and procedure deviate slightly from the regular reporting channel of the Grievance Procedures of the Standing Orders of the Civil Service.

- a) The reporting channel for complaints of sexual harassment shall be through any of the following:
  - (i) The head of the department of human resource/personnel
  - (ii) The head of the institution
  - (iii) Any of the other designated personnel of the institution



- (ii) above shall be permanent members.
- b. Any complaint of sexual harassment brought through the channel of the institution should be investigated immediately.

---

**CHAPTER 9**

- b) The alleged harasser/defendant should be informed in writing before the investigation begins.
- c) The head of the institution shall designate 4 mid-to-upper level employees to serve on the gender-balanced Sexual Harassment Internal Investigative Committee, any 3 of whom may serve to investigate the merit of the charge along with a member from the Ministry of Gender and Development to observe the 3-member Investigative Committee and report fairness.
- d) Where complaint originates from the Ministry of Gender and Development, the external member of the Sexual Harassment Internal Investigative Committee will be from the Civil Service Agency.

**Avoid or prevent Sexual Harassment**

**How to report Sexual Harassment**

**Reporting channels For complaints of Sexual Harassment**

- e) Each employee shall have access to any and all of the 4 designated members of the Sexual Harassment Internal Investigative Committee, the names of whom shall be placed on the Bulletin Board of the institution for employees to view freely.
- f) Any dissatisfied party may file an appeal in accordance with **Chapter 6,Section 3** of the Standing Orders for the Civil Service.
- g) Since the act of sexual harassment is committed by the individual, it is the individual who must come before the Sexual Harassment Internal Investigative Committee and not a representative of the institution as is the case in the usual Grievance Procedure. However:
  - (i) If the head of the institution is involved as a defendant in the reported case of sexual harassment, a committee of his/her peers shall be set up to investigate the charge.
  - (ii) This Committee of Peers shall be composed of the heads of three different institutions (ministries/agencies) and shall also be gender balanced and chaired by the Director General of the Civil Service.
  - (iii) If a member of the Internal Investigative Committee is accused of sexual harassment, the report shall be investigated by any 3 of the remaining 4 members of the Sexual Harassment Internal Investigative Committee.

**Access to all members  
Of the Investigative  
Committee**

**Members of the  
Investigative  
Committee**

**One member of the  
Committee shall be  
From the MoGD**

**Complainant has**

**9.2.3 Reporting Procedure**

A Report of sexual harassment may be:

- a) Verbal for the purpose of immediacy
- b) Followed up in writing within not more than 5 working days in accordance with **Section 6.2.1** of the Standing Orders of the Civil Service.
- c) Filed as an official complaint of sexual harassment with the Examining Committee of the Board of Appeals of the Civil Service, through the Director General of the Civil Service Agency, only after exhausting the probe of the Reporting Channel at complainant's workplace. A copy of the case record must be attached.

**Procedure to follow in reporting an incident of Sexual harassment**

**Section 3: Disciplinary Action**

**9.3.1 Penalty for Acts of Sexual Harassment**

Sexual harassment incidents will be investigated and will justifiably lead to disciplinary measures, which include warning, suspension or summary dismissal.

**Disciplinary action and Penalties for acts of Sexual harassment**

- a) Visual incidents such as showing pornographic pictures, magazines or films in plain view of another employee or client:  
First incident = written warning  
Second incident = second written warning  
Third incident = suspension up to 30 days
- b) Verbal incidents such as soliciting, commenting crudely:  
First incident = written warning  
Second incident = suspension up to 30 days  
Third incident = dismissal
- c) Physical incidents such as touching inappropriately, groping etc.:  
First incident = suspension up to 30 days  
Second incident = dismissal

**Section 4: Grievance Procedure**

**9.4.1 Structure**

The Examining Committee of the Civil Service Board of Appeals, shall receive written complaints of sexual harassment and investigate the complaints and enforce the necessary disciplinary action and sexual harassment regulations, as prescribed in Section 9.3.1 above

**Taking complaints of Sexual Harassment To the Examining Committee**

**9.4.2. Equal Opportunity**

It is the policy of the Government, through the Standing Orders of the Civil Service, that full and fair consideration be given when an employee or group of employees allege that they have been sexually harassed. Each allegation/complaint shall be investigated within the framework of existing regulations.

**Fair and equal  
Consideration  
For all**

**9.4.3 Obligation of the Examining Committee**

The Committee must conduct an investigation of all complaints of sexual harassment brought before it. In investigating a charge the committee may make written requests for information, interview individuals, or review documents, and, if necessary, visit the facility where the alleged sexual harassment occurred, generally following the procedure as stated in Section 6.2 of the Standing Orders of the Civil Service.

**Investigation of all  
Complaints**

# **APPENDICES**

**MAJOR AMENDMENTS**

**Schedule of Replacement Pages**

Note: The pages which are replaced should be reinserted behind this schedule.

Serial No. of page	Orders Replaced (Indicate Chapter, Section and Paragraph)	Civil Service Agency Reference	Date
	3.6		
	3.6.1 a) b) c) d)		
	3.6.2 a) b) (i) (ii) (iii)		
	4.2.6 a) b) c)		
	7.2.7		
	Chapter 9, All Sections		
	Appendix 10 b – Additions for clarification		March 2012
	Appendix 11, A, B, C		March 2012







**CERTIFICATION REQUEST  
CIVIL SERVICE AGENCY  
REPUBLIC OF LIBERIA**

Note: A Separate copy of this form must be submitted for each class for which a certification is requested.

<b>1. FROM – NAME OF AGENCY</b>	<b>2. FOR – CLASS TITLE</b>	<b>3. DATE OF REQUEST</b>
PLEASE REFER TO US INTERESTED INDIVIDUALS ELIGIBLE FOR CIVIL SERVICE APPOINTMENT TO THE CLASS NAMED ABOVE. SPECIFIC POSITION CONDITIONS ARE LISTED BELOW.		
<b>4. NO. OF VACANCIES</b>	<b>5. LOCATION OF EMPLOYMENT</b>	<b>6. TENURE AND EFFECTIVE DATE OF APPOINTMENT(S)</b> PERMANENT <input type="checkbox"/> FROM _____ LIMITED TERM <input type="checkbox"/> FROM _____ TO <input type="checkbox"/> _____
<b>7. CERTIFY FROM THE FOLLOWING LISTS</b> OPEN..... <input type="checkbox"/> PROMOTIONAL ..... <input type="checkbox"/>	<b>8. TIME BASE OF POSITION(S)</b> FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/> * IRREGULAR <input type="checkbox"/> *	*.INDICATE HOURS/WEEKS IF LESS THAN FULL TIME.
<b>9. EXPLANATION OF VACANCY</b> <input type="checkbox"/> REPLACEMENT OF (GIVE NAME) _____ <input type="checkbox"/> NEW POSITION(S) LIST POSITION NUMBER(S)		
<b>10. ANY ADDITIONAL COMMENTS/INFORMATION</b>		
<b>11. HAVE ELIGIBLE PERSONS REPORT TO</b>		
_____ NAME	_____ OFFICE ADDRESS AND ROOM No.	
_____ TITLE	_____ PHONE No.	
<b>12. ATTACH A COMPLETED COPY OF A STANDARD POSITION DUTY STATEMENT TO THIS DOCUMENT <u>FOREACHVACANCY</u> LISTED ABOVE.</b>		
_____ REQUESTORS SIGNATURE	_____ TITLE	_____ DATE

**NON – CLERICAL PERSONNEL ACTION NOTICE FORM**

APPENDIX 5A

BUDGET BUREAU FORM

REPUBLIC OF LIBERIA  
PERSONNEL ACTION NOTICE

ACTION  
LEGEND: A = APPOINTMENT  
P = PROMOTION  
R = RESIGNATION/DECEASED  
D = DISMISSAL  
SC = SALARY CHANGE  
T = TRANSFER  
Q = QUIT

MINISTRY/AGENCY

NAME OF EMPLOYEE	FROM		TO		ACT- ION	EFFECTIVE DATE	PLACE OF WORK BUREAU/DIVISION	REMARKS
	POSITION	SALARY	POSITION	SALARY				

REQUESTING AGENCY: \_\_\_\_\_  
 Personnel: \_\_\_\_\_  
 Finance: \_\_\_\_\_  
 Agency Head: \_\_\_\_\_

BUDGET BUREAU:  
 Analyst: \_\_\_\_\_  
 Asst. Director \_\_\_\_\_  
 Deputy Director \_\_\_\_\_  
 Approve: \_\_\_\_\_

DATE: \_\_\_\_\_

Date: \_\_\_\_\_

**CLERICAL PERSONNEL ACTION NOTICE FORM**

PERSONNEL ACTION NOTICE CIVIL SERVICE AGENCY REPUBLIC OF LIBERIA		No. <span style="border: 1px solid black; display: inline-block; width: 40px; height: 20px; vertical-align: middle;"></span>	ROUTING: SEND ORIGINAL AND FOUR COPIES TO THE CIVIL SERVICE AGENCY TOGETHER WITH THE ORIGINAL AND TWO COPIES OF THE PAYROLL ADD AND DELETE FORMS
1. FROM: NAME OF EMPLOYING AGENCY		2. DATE PREPARED	3. LOCATION OF EMPLOYMENT:
4. NAME OF EMPLOYEE:		5. DATE OF BIRTH	6. CHECK ONE: <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE
7. NEW CLASS TITLE:	8. NEW POSITION #	9. SALARY RATE: ANNUAL/MONTHLY EQUIVALENT \$ <span style="border: 1px solid black; display: inline-block; width: 60px; height: 20px; vertical-align: middle;"></span> \$ <span style="border: 1px solid black; display: inline-block; width: 60px; height: 20px; vertical-align: middle;"></span>	
10. EFFECTIVE DATE OF ACTION	11. OLD POSITION #	12. TIME BASE: CHECK ONE FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/> IRREGULAR <input type="checkbox"/>	
13. EFFECTIVE DATE OF ACTION	14. RETIREMENT (CHECK ONE): REGULAR <input type="checkbox"/> EFFECTIVE DATE: _____ DISABILITY <input type="checkbox"/>		
15. TYPE OF ACTION: CHECK NO MORE THAN ONE FOR ORDER AND AND/OR B FOR ITEMS a. THROUGH e. SHOW CERTIFICATION f. ITEMS e. THROUGH j. ATTACH STANDARD POSITION DUTY : STATEMENT			
A. APPOINTMENT: CERTIFICATION No. <span style="border: 1px solid black; display: inline-block; width: 80px; height: 15px; vertical-align: middle;"></span> <input type="checkbox"/> a. ORIGINAL <input type="checkbox"/> b. PROMOTION <input type="checkbox"/> c. LIMITED TERM-EXPIRES MONTH-DAY-YEAR <input type="checkbox"/> d. PROVISIONAL –EXPIRES MONTH-DAY-YEAR <input type="checkbox"/> e. CONDITIONAL LIMITED <input type="checkbox"/> f. TRANSFER <input type="checkbox"/> g. DEMOTION <input type="checkbox"/> h. RE-EMPLOYMENT <input type="checkbox"/> i. RIGHT OF RETURN FROM <input type="checkbox"/> j. RE-EMPLOYMENT FROM LAY-OFF		A. SEPARATIONS AND MISCELLANEOUS <input type="checkbox"/> k. RESIGNATION <input type="checkbox"/> l. TERMINATION OF PROVISIONAL APPOINTMENT <input type="checkbox"/> m. TERMINATION OF LIMITED TERM APPOINTMENT <input type="checkbox"/> n. REJECTION DURING PROBATION <input type="checkbox"/> o. DISMISSAL <input type="checkbox"/> p. DECEASED <input type="checkbox"/> q. LEAVE OF ABSENCE <input type="checkbox"/> r. LAYOFF <input type="checkbox"/> s. OTHER (EXPLAIN IN REMARKS SECTION)	
16. REMARKS (USE REVERSE SIDE OF THIS DOCUMENT OR ATTACH A SHEET OF PAPER IF NEEDED)   <b>DIRECTOR-GENERAL CIVIL SERVICE</b> DATE: _____		CIVIL SERVICE AGENCY APPROVAL CLASSIFICATION: _____ SALARY: _____ CERTIFICATION: _____  APPROVED: _____	
		BUDGET BUREAU APPROVAL OF FUNDING: ANALYST _____ ASST. DIRECTOR _____ DEP. DIRECTOR _____ FUNDING APPROVED: _____ DATE: _____	
17. SIGNATURE OF APPOINTING AUTHORITY:			
DATE: _____			

REPUBLIC OF LIBERIA  
 CIVIL SERVICE AGENCY  
 MONROVIA  
ATTENDANCE FORM

MINISTRY /AGENCY/BUREAU: \_\_\_\_\_  
 PREPARED BY: \_\_\_\_\_  
 TITLE: \_\_\_\_\_

ATTENCANCE REPORT FOR THE MONTH ENDING \_\_\_\_\_  
 DATE: \_\_\_\_\_

NAME	No. OF DAYS ABSENT WITHOUT EXCUSE	No. OF DAYS ABSENT WITH EXCUSE	No. OF DAYS ABSENT FOR ILLNESS	No. OF DAYS TARDY	DEATH	APPOINTMENT/ TRANSFER	DISMISSAL RESIGNATION SUSPENSION	OTHER DISCIPLINARY ACTION



**PERSONNEL EMPLOYMENT RECORD FORM**

REPUBLIC OF LIBERIA  
CIVIL SERVICE AGENCY

PERSONNEL EMPLOYMENT RECORD FORM

NOTE: This form is to be filled and attached to the Personnel

Action Notice (PAN) of each Personnel being considered for appointment, promotion, or salary change, and all old employees who do not have records with the Civil Service Agency.

PLEASE PRINT OR TYPE

1. \_\_\_\_\_  
NAME LAST FIRST MIDDLE

2. \_\_\_\_\_  
PLACE OF EMPLOYMENT (MINISTRY, AGENCY, BUREAU) OFFICE CODE/PAYROLL NUMBER(S)

3. \_\_\_\_\_  
LOCATION OF EMPLOYEE (COUNTY / TERRITORY)

4. \_\_\_\_\_  
DATE OF EMPLOYMENT SOCIAL SECURITY # NATIONALITY

PERSONAL DATA

5. \_\_\_\_\_  
DATE OF BIRTH (DAY) (MONTH) (YEAR)

6. \_\_\_\_\_  
PLACE OF BIRTH (CITY) (TOWN) (COUNTY) (COUNTRY)

7. \_\_\_\_\_  
(M) (F) (M) (S) (D)  
SEX MARITAL STATUS LAST NAME(S) PREVIOUSLY HELD

8. \_\_\_\_\_  
COUNTY/TERRITORY OF ORIGIN NUMBER OF DEPENDENTS, IF APPLICABLE

9. \_\_\_\_\_  
(DOCTORATE DEGREE) (MASTERS DEGREE) (BACHELOR'S DEGREE) (DIPLOMA) GRADE  
LEVEL OF EDUCATION – CHECK THE HIGHEST COMPLETED TO DATE

10. \_\_\_\_\_  
PRESENT JOB TITLE GROSS SALARY PER ANNUM

11. LIST POSITIONS PREVIOUSLY HELD IN PRESENT PLACE OF EMPLOYMENT (USE  
ADDITIONAL SHEET IF NEEDED)

TITLE/POSITION	ANNUAL SALARY	FROM (YR)	TO (YEAR)	LOCATION (CO)
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

12. LIST PREVIOUS PLACES OF EMPLOYMENT IN GOVERNMENT AND RELATED SERVICES

MINISTRY/AGENCY/BUREAU	POSITION/TITLE	ANNUAL SALARY	FROM	TO	LOCATION
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

13. I HEREBY CERTIFY THAT THE ABOVE INFORMATION IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE. I AM AWARE THAT ANY FRAUDULENT OR UNTRUE STATEMENT WILL AUTOMATICALLY DISQUALIFY ME FROM ENTERING AND SERVING WITHIN THE CIVIL SERVICE

SIGNED: \_\_\_\_\_  
APPLICANT

DATE: \_\_\_\_\_ APPROVED: \_\_\_\_\_  
PERSONNEL DIRECTOR

REPUBLIC OF LIBERIA

PERSONNEL LIST FORM

DATE PREPARED \_\_\_\_\_

FISCAL YEAR \_\_\_\_\_

MINISTRY/AGENCY/BUREAU

NAME OF EMPLOYEE	SEX	DATE OF EMPLOYMENT	POSITION/TITLE	SALARY		EFFECTIVE DATE	REMARKS
				CURRENT	PROPOSED		

**PART A**

**PERFORMANCE APPRAISAL FORM**

**Notes for the appraiser: please read carefully**

1. If the Civil Service is to make the best use of its resources, it is essential to know how people perform in their work. It is essential that every employee should know how his or her performance has measured up to what is expected of them.
2. This appraisal report form has been designed to help you – the supervisor – assess the work of your subordinates and to indicate how further development or improvements can be made.
3. Remember that most people have their strengths and weaknesses. A fully efficient person can, and often will, deserve markings in the lower end of the scale for some aspects of his or her performance, and a person who is not particularly good at his job may have some qualities which rate a mark at the higher end of the scale.
4. It is most important that you give full and careful consideration to the performance of the employee you are about to appraise. Be sure that you give sympathetic consideration to all aspects of his or her work and that you set aside enough time to discuss your report with him or her in detail.
5. You should assess the performance of your subordinates in Part B by placing a check in the appropriate box on a scale which runs from 0 to 5. A rating of '5' represents exceptionally good ability, whereas '0' indicates performance which is inefficient and totally unsatisfactory.
6. Remember that your own performance is discernible from the reports you write on others.



**PART B**

**PERFORMANCE APPRAISAL FORM**

Name of Person Being Appraised \_\_\_\_\_

Class Title \_\_\_\_\_

Ministry or Agency \_\_\_\_\_

Please assess the following aspects of performance by placing a check in the box which is most appropriate. Five (5) being the highest, and zero (0) the lowest.

	5	4	3	2	1	0	
1. Is highly motivated, has drive and determination. i.e. <ul style="list-style-type: none"> <li>• Accepts feedback</li> <li>• Utilizes feedbacks in future performance.</li> <li>• Is encouraged by complements And recognition.</li> <li>• Does well carrying out tasks.</li> </ul>							Is poorly motivated and has no drive.
2. Has good administrative ability i.e. <ul style="list-style-type: none"> <li>• Makes suggestions for improvement.</li> <li>• Works towards achieving improvement.</li> <li>• Identifies areas needing development.</li> <li>• Provides guidance to co-workers</li> </ul>							Has poor administrative ability
3. (If applicable) is good at supervising others. i.e. <ul style="list-style-type: none"> <li>• Contributes to establishing comfortable work environment.</li> <li>• Cooperates with subordinates.</li> <li>• Assists subordinates in completing their tasks</li> <li>• Provides guidance</li> </ul>							(If applicable) Is not a good supervisor.
4. Works well with others. i.e. <ul style="list-style-type: none"> <li>• Nurtures mutual respect.</li> <li>• Open to suggestions of others</li> <li>• Shares ideas</li> <li>• Receptive to co-workers</li> <li>• Team player</li> </ul>							Is difficult to work with.

	5	4	3	2	1	0	
5. Has good analytical ability and judgment i.e. <ul style="list-style-type: none"> <li>• Ability to create</li> <li>• Ability to make decisions</li> <li>• Ability to evaluate/monitor work</li> <li>• Identifies problems</li> <li>• Thinks clearly</li> </ul>							Has poor analytical ability and judgment.
6. Is dependable in meeting work commitments. i.e. <ul style="list-style-type: none"> <li>• Follows instructions</li> <li>• Can be trusted to stay on assigned task</li> <li>• Maintains focus on job</li> <li>• Does not need reminders to complete task</li> </ul>							Is unreliable in meeting work commitments.
7. Gets through a lot of work. i.e. <ul style="list-style-type: none"> <li>• Takes initiative</li> <li>• Assists others in completing assigned tasks</li> <li>• Performs beyond expectation</li> <li>• Does other tasks outside of scope</li> </ul>							Is slow and has a low work output.
8. Is quick to learn. i.e. <ul style="list-style-type: none"> <li>• Appreciates instructions</li> <li>• Works independently</li> <li>• Accepts change</li> <li>• Eager to learn new ideas</li> <li>• Works well with team</li> </ul>							Is a slow learner.
9. Has a good attendance record and is punctual and prompt. i.e. <ul style="list-style-type: none"> <li>• Always present</li> <li>• Comes to work on time</li> <li>• No unexcused absences</li> </ul>							Has a poor attendance record and is often late
10. Has good appearance. i.e. <ul style="list-style-type: none"> <li>• Appropriately attired</li> <li>• Has good deportment</li> <li>• Maintains good hygiene</li> </ul>							Has poor appearance.

TOTAL SCORE \_\_\_\_\_ of possible 50 points

- 0 - 10                    may require re-assignment or training
- 11 - 20                needs re-assessment/ re-training
- 21 - 30                needs improvement, training
- 31 - 40                acceptable but could also use some training
- 41 - 50                good/very good

**PART C**

**PERFORMANCE APPRAISAL FORM**

GENERAL REMARKS

1. Please give additional relevant information in summary pointing out the main strengths and weaknesses of the person being appraised.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. APPRAISER'S SIGNATURE \_\_\_\_\_

CLASS TITLE \_\_\_\_\_

FULL NAME \_\_\_\_\_

DATE \_\_\_\_\_

3. NOTE FOR THE PERSON BEING APPRAISED: After you have read this report and your supervisor has discussed it with you, you must sign below. If you do not agree with the assessments you should check the appropriate box. You will then be able to discuss the assessment with your next level supervisor.

I agree with these assessments.

I do not agree with these assessments, and I wish to discuss them with my next-level supervisor.

SIGNATURE OF PERSON BEING APPRAISED \_\_\_\_\_

CLASS TITLE \_\_\_\_\_

DATE \_\_\_\_\_

## SEXUAL HARASSMENT INQUIRY GUIDELINES

Use the guidelines forms for interviewing the alleging harassee, alleged harasser and any witness (es).

1. Advise all parties of the need for confidentiality and its limitations.
2. Advise all parties of your responsibility to conduct an inquiry and mention the potential for requesting further investigation by Human Resources.
3. Investigate promptly Conduct a thorough and impartial inquiry. Get detailed facts from the parties involved (e.g., who, what, when, where, why, and how,). Follow all procedures in **Section 9.4** and conduct a thorough impartial inquiry. Use the forms in **Appendix 11** of the Standing Orders as guidelines for interviewing the alleging harassee, alleged harasser, and all witnesses. Use additional sheets as necessary.
4. Take immediate remedial action when necessary (e.g. separate employees and offer counseling).
5. Advise all parties that retaliation against any person for reporting or providing information on potential sexual harassment is illegal and will not be tolerated.
6. Take prompt disciplinary action where appropriate, according to Section 9.3.1 of the Standing Orders for the Civil Service.
7. Advise the alleged harasser of his or her rights with regard to resolving the complaint.
8. Contact the Investigative Committee Members to convene promptly after receipt of the complaint.
9. Submit all forms under confidential cover to the Chair of the Internal Investigative Committee upon completion of the initial inquiry. The Committee will convene and review the information to ensure that the inquiry may be appropriately resolved and concluded. The Chair will then give the documents to the Human Resource Director for confidential filing.

### **PART A** **GUIDELINES FOR INTERVIEW WITH ALLEGING HARASSEE**

Date of Interview: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Job location: \_\_\_\_\_

Tour and hours of duty: \_\_\_\_\_

Provide times the events occurred: \_\_\_\_\_

Advise alleging harassee of your responsibility to see that a prompt and thorough management inquiry on the conduct takes place.

List names of individuals who allegedly committed the harassment.

1. Name: \_\_\_\_\_ Title: \_\_\_\_\_

Work Location: \_\_\_\_\_

2. Name: \_\_\_\_\_ Title: \_\_\_\_\_

Work Location: \_\_\_\_\_

3. Name: \_\_\_\_\_ Title: \_\_\_\_\_

Work Location: \_\_\_\_\_

Describe specifically the action (s) and the date (s) on which they occurred.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

---

**PART A – GUIDELINES FOR INTERVIEW WITH ALLEGING HARASSEE**

Was this an isolated event or a pattern of similar events or behavior?

---

---

---

What was your reaction?

---

---

---

How did this conduct or behavior affect you?

---

---

Can you continue to work at your current location?

---

---

Can you identify other individuals with knowledge either of the alleged conduct at issue or of similar actions or behaviors by the charged individual (s) in the past? (Include observations, what people heard, and who you told about the events in question.) Are there any documents or other physical evidence that may support the claim of the alleged occurrences? If so, identify them.

---

---

---

---

Have you previously complained about this or related acts or harassment to a supervisor or manager? If so, please identify the individual to whom you complained, the date(s) of the complaint(s) and the resolution (s), if any.

---

---

---

Ask the alleging harassee how he or she would like the matter resolved.

---

---

---

Ask the alleging harassee if there is any question not asked that should have been, and if there is anything else about the allegations or any other information he/she would like to provide in reference to the inquiry.

---

---

---

Follow up with the alleging harassee to ensure satisfactory resolution of the matter.

\_\_\_\_\_  
Signature of Investigative Committee Member                      Date

\_\_\_\_\_  
Signature of Alleging Harassee    Date

Submit all forms under confidential cover to the Investigative Committee as applicable upon prompt completion of the initial inquiry. The Investigative committee (In sitting) reviews the information to ensure appropriate resolution.

Date of Interview: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Job location: \_\_\_\_\_

Tour and hours of duty: \_\_\_\_\_

Provide a factual statement regarding the allegation.

---

---

---

---

---

---

---

---

How did the alleging harasser react to your words or action?

---

---

---

---

---

---

---

---

Can you identify any witness with knowledge of this incident, either directly or indirectly through you?

---

---

---

---

---

---

---

---

---

**PART B – GUIDELINES FOR INTERVIEW WITH ALLEGING HARASSER**

Can you identify any documents or other supporting evidence?



---

---

---

Is there any other information that should be considered in evaluating this case-e.g., perception of working relations with alleging harassee or perception of why the charge was made?

---

---

---

---

---

---

---

---

Has anyone ever made allegations of this type against you before? And when? And Where? Describe circumstances, including whether the allegations were investigated and the outcome.

---

---

---

---

---

---

---

---

Have you ever been disciplined for improper conduct or sexual harassment.

\_\_\_\_\_  
Signature of Investigative Committee Member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Alleged Harasser

\_\_\_\_\_  
Date

Submit all forms under confidential cover to the Investigative Committee as applicable upon prompt completion of the initial inquiry. The Investigative committee (In sitting) reviews the information to ensure appropriate resolution.

**Page 3 of 3**

**APPENDIX 11**

---

**PART C**  
**GUIDELINES FOR INTERVIEW WITH WITNESS (ES)**

Date of Interview: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Job location: \_\_\_\_\_

Tour and hours of duty: \_\_\_\_\_

Length of time you have known alleged harasser.

---

---

Length of time you have known alleging harassee.

---

---

Provide a factual statement regarding the allegations, noting what you saw or heard, where and when the incident occurred, and anyone else who was there.

---

---

---

---

If you observed the incident(s), describe the parties' reactions.

---

---

---

Provide identities of other persons with knowledge of information relevant to this inquiry –e.g. awareness of similar behavior by the alleged harasser toward other employees, or whether you spoke to anyone else about the incident(s).

---

---

---

---

---

---

Provide any other information that should be considered in this case>

---

---

---

---

---

---

\_\_\_\_\_  
Signature of Investigative Committee Member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Witness

\_\_\_\_\_  
Date

Submit all forms under confidential cover to the Investigative Committee as applicable upon prompt completion of the initial inquiry. The Investigative committee (In sitting) reviews the information to ensure appropriate resolution.

**A.**

**Absence**..... 3.4.16

**Age on entering service**..... 3.2.6

**Appointments**..... 3.2.1,3.5.2

    Disqualification..... 3.2.7,3.2.8

    Eligibility..... 3.2.2, 3.2.6, 3.2.7

    Forms of..... 3.4.1,3.4.2

    Limited-term..... 3.4.5

    Original..... 3.2.2

    Provisional..... 3.4.6

    Right of return to position..... 3.4.8

    To Civil Service..... 3.2.1

    To new positions..... 3.4.3

    To vacant positions..... 3.4.3

**Appraisal**..... 8.1.1-8.1.6

    Content of reports..... 8.1.3

**Attendance**..... 5.1.1-5.1.4

    Absence due to illness..... 5.1.4

    Lateness..... 5.1.3

    Reporting of..... 5.1.3

**Authority of Director-General**..... 3.1.1

**B.**

**Board of Appeal**..... 6.3.1-6.3.7

    Hearings..... 6.3.7

    Subject of appeals..... 6.3.3

    Time limits..... 6.3.6

    Who may appeal..... 6.3.4

**C.**

**Civil Service Agency**..... 1.1.1-1.2.8

    Division of Administration..... 1.2.7

    Division of Leave and Pension..... 1.2.6

    Division of Personnel Records and Research..... 1.2.5

    Division of Position, Classification and Pay Scale..... 1.2.4

    Division of Selection..... 1.2.2

    Establishment of..... 1.1.2

**Compensation Plan – see Salaries**

**INDEX**

---

**D.**

**Demotion**..... 4.2.4

    As alternative to layoff..... 3.4.14

**Discipline**..... 4.1.1-4.2.9

Formal reprimand.....	4.2.9
Grounds for.....	4.1.1
Initiating procedures.....	4.1.1-4.2.1
Notification to employees.....	4.2.3
Penalties.....	4.2.2, 4.2.9
Reduction in salary.....	4.2.8
Superior officers responsibility for.....	4.1.2,4.1.3
<b>Dismissal.....</b>	<b>4.2.5</b>
<b>E.</b>	
<b>Examinations.....</b>	<b>3.2.3</b>
Exemption from.....	3.2.5
<b>Examining Board .....</b>	<b>3.2.4</b>
<b>Examining Committee .....</b>	<b>6.2.3, 6.3.2</b>
<b>Exemptions from Civil Service Act.....</b>	<b>3.3.2</b>
<b>G.</b>	
<b>Grievance Procedure.....</b>	<b>6.1.1-6.3.7</b>
Appeals .....	6.3.1
Formal procedures.....	6.2.3
Supervisor’s responsibilities.....	6.2.1.6.2.2
<b>H.</b>	
<b>Hearing Officers.....</b>	<b>6.3.2</b>
<b>Hiring non-citizens.....</b>	<b>3.4.12</b>
<b>I.</b>	
<b>Increments.....</b>	<b>5.3.1-5.3.6</b>
Grounds for withholding or deferring.....	5.3.3-5.3.6
Incremental date.....	5.3.2
Not a right.....	5.3.1
<b>INDEX</b>	
<hr/>	
<b>L.</b>	
<b>Layoff.....</b>	<b>3.4.13</b>
<b>Leave.....</b>	<b>7.1.1-7.2.7</b>
Annual leave.....	7.2.1
Categories of.....	7.1.1
Casual leave.....	7.2.7
Leave for cultural and sporting events.....	7.2.6
Maternity leave.....	7.2.3

Political Campaign leave .....	7.2.9
Reporting of.....	7.1.1
Sick leave.....	7.2.2
Special-leave-with pay.....	7.2.4
Study leave.....	7.2.5

**N.**

<b>Notice</b> .....	4.2.5
Payment in lieu of .....	4.2.5

**P.**

<b>Personnel Action Notice (PAN)</b> .....	3.4.4
<b>Probationary Period</b> .....	3.4.7

**R.**

<b>Redundancy</b> .....	3.4.8
Right of return.....	3.4.8
<b>Re-employment</b> .....	3.4.10
Of retired employees.....	3.4.11
<b>Resignation</b> .....	3.4.15
<b>Retirement</b> .....	3.5.1,3.5.2
Employment after retirement .....	3.6.1
Employment due to special skills .....	3.6.2
Records of.....	3.5.2

**INDEX**

---

**S.**

<b>Salaries</b> .....	5.2.1-5.2.5
Approval of salary scales.....	5.2.2
Classification of.....	5.2.3
On first appointment.....	5.2.4
On promotion.....	5.2.5
Responsibility for payment.....	5.2.1
Whilst on study leave.....	7.2.5
<b>Sexual Harassment</b> .....	9.1- 9.6
Action to prevent sexual harassment .....	9.1.5
Appeal .....	9.5
Complaint filed with the Examining Committee .....	9.5.1
Definition and occurrence of sexual harassment .....	9.1

Definition of sexual harassment in the workplace .....	9.1.1
Disciplinary action .....	9.3
Examples of sexual harassment .....	9.1.2
Equal opportunity .....	9.6
Incidence of sexual harassment .....	9.1.3
Investigation procedure .....	9.4
Investigation by Internal Investigative Committee .....	9.4.1
Penalty for acts of sexual harassment .....	9.3.1
Procedures followed by the Investigative Committee .....	9.4.2
Reporting .....	9.2
Reporting channel .....	9.2.2
Reporting procedure .....	9.2.3
Reporting sexual harassment .....	9.2.1
Violations .....	9.1.4
<b>Suspension.....</b>	<b>4.2.6</b>
<b>T.</b>	
<b>Training.....</b>	<b>5.1.5</b>
<b>Transfer.....</b>	<b>3.4.9</b>