



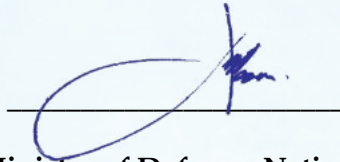
**MINISTRY OF  
DEFENCE, NATIONAL SECURITY  
AND POLICING**

**HUMAN RESOURCES POLICIES AND  
PROCEDURAL MANUAL**



**AUTHORITY TO ISSUE HUMAN RESOURCE MANUAL**

I hereby authorize the issuing of the Human Resource Manual for the Ministry of Defence,  
National Security and Policing.



**Permanent Secretary - Ministry of Defence, National Security and Policing**

Dated today the 5<sup>th</sup> day of July, 2022



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## 1.0 INTRODUCTION

### 1.1 Purpose of the Manual

This manual is published and maintained as a guide for supervisors and managers so that human resources matters are handled more consistently and equitably throughout the Ministry.

The Human Resources Manual is designed to be the primary reference document for communicating and interpreting human resources policies, programs, and procedures to the employees at the Ministry.

Additionally, the manual will be updated periodically to reflect changes in the Ministry's policy and changes in the law.

### 1.2 Statement of Equal Employment Opportunity

It is the policy of the Ministry to provide equal opportunity in all aspects of employment for all persons and to prohibit discrimination in employment and to promote the full realization of equal employment opportunity through a positive, continuing, and result-oriented program throughout the Ministry.

### 1.3 Responsibilities

The policies give supervisors and managers the ability to make decisions within a framework that promotes consistency and objectivity. With decision making comes responsibility. In each policy there is a statement within which related decisions are made and a statement of where responsibility belongs. Many of the policies emphasize and articulate the two-way responsibility of the employer and the employee.

### 1.4 Distribution and Interpretation

This manual should be made available to and used for reference by all employees within the Ministry upon request.

Questions concerning the applicability and interpretation of the policies in this manual should be discussed with and resolved by the Department of Corporate Services.

MDNS&P will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures.

Any suggestions, recommendations or feedback on the policies and procedures specified in this manual are welcome.

### 1.5 Applicability

These policies and procedures apply to all employees and must be read alongside other relevant policies and procedures, where applicable, for better interpretation and application.

### 1.6 Relevant Legislations and other Source Documents

Pursuant to powers vested in the PSDNS&P by virtue of Section 127 of the Constitution of the Republic of Fiji 2013.

<ul style="list-style-type: none"> <li>• PSC Acts and Regulation 1999</li> </ul>	<ul style="list-style-type: none"> <li>• MDNS&amp;P Directives and Instructions</li> </ul>
<ul style="list-style-type: none"> <li>• Circulars</li> </ul>	<ul style="list-style-type: none"> <li>• TCE for GWE 2010</li> </ul>
<ul style="list-style-type: none"> <li>• MDNS&amp;P Policies</li> </ul>	<ul style="list-style-type: none"> <li>• Fijian Civil Service Open Merit Recruitment Selection Guideline</li> </ul>
<ul style="list-style-type: none"> <li>• Health &amp; Safety at Work Act 1996</li> </ul>	<ul style="list-style-type: none"> <li>• Fijian Civil Service Discipline Guideline</li> </ul>



<ul style="list-style-type: none"> <li>• 2013 Constitution of the Republic of Fiji</li> <li>• Workmen's Compensation Act, 1994</li> <li>• Financial Management Act 2005</li> <li>• GO 2011 Edition</li> <li>• Employee Relations Act 2007</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Management Framework</li> <li>• Learning and Development Guideline</li> </ul>
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## 2.0 WORKPLACE RULES & GUIDELINES

### 2.1 HOURS OF WORK

#### 2.1.1 Purpose

This guideline ensures that all MDNS&P staff understands and performs their duties within the provision of hours of work and other conditions, which is authorized by PSDNS&P.

#### 2.1.2 Scope

These procedures apply to all Established Officers, Government Wage Earners, Temporary Relieving Officers and Project Officers employed in the MDNS&P. It provides guidelines to management regarding work hours that meet operational and service requirements while considering employees preferences and external obligations.

#### 2.1.3 Definitions

(i) Hours of Work – The official hours of work, weekly, fortnightly or monthly.

(ii) Normal hours:  
Established Staff – 37hrs

Monday to Thursday - 8am – 4.30pm  
Friday - 8am – 4pm

GWE – 44hrs

Monday to Thursday - 7.00am - 5.00 pm  
Friday - 7.00am - 4pm

Watchman Hours 62hrs per week (Day shift) & 57hrs per week (Night Shift)

(iii) Additional/Overtime Hours – Hours worked after normal working hours.

(iv) Timesheets – The records of all working hours, breaks, holidays and leave entitlements for GWE workers.

#### 2.1.4 Procedures

The PSDNS&P at his discretion may enquire or require the attendance of all or any staff member for such additional period from time to time as may be consider necessary.

Management shall be responsible for ensuring that the operational needs of their respective division operations are met by setting, approving and altering work schedules; approving lunch breaks and monitoring work-time related issues to ensure operational efficiency, effectiveness and responsiveness.

They are also responsible for supporting and approving employee requests for flexible work hours, where possible. All officers' working beyond official working hours when deemed necessary shall seek prior approval from PSDNS&P. Any approval for overtime payment is at the discretion of the PSDNS&P.

#### **2.1.4.1 Established Staff**

The standard maximum hours of work for all employees shall be 48 hours per week excluding overtime. All day workers in the MDNS&P shall work normal hours (37 hours a week).

Temporary changes to these hours to meet an emergency or other exceptional reason shall be at the discretion of the PSDNS&P after consultation with the Honorable Minister and other relevant Government authorities. The Heads of Divisions shall consider all such requests from staff within their unit and submit a recommendation for approval together with an overall work plan for the proposed work.

When the PSDNS&P has made a decision on the recommendation, the HOD shall inform the staff members concerned of the work schedule established for them. Day workers, who are required to work more than 37 hours a week, shall be eligible for overtime pay subject to compliance with current regulations and procedures relating to overtime payment.

All unauthorized absence due to any reason except sickness shall be deducted from the officer's salary, provided the accumulated absence in one month equals or exceeds an hour.

#### **2.1.4.2 Government Wage Earner Staff**

All Government Wage Earners (GWE) day workers shall work 44 hours a week except for Watchman who will be working 62hrs per week (Day shift) & 57hrs per week (Night Shift). Day workers, who are required to work more than 44 hours a week, shall be eligible for overtime pay subject to current regulations, Ministry's Directives and processes relating to overtime payment.

#### **2.1.4.3 Attendance Register**

All Officers except PSDNS & P shall sign an Attendance Register when arriving and leaving work each day, indicating the time of arrival and departure. It is the prerogative of the PSDNS & P to grant exemptions for signing of this Attendance Register.

The entries on timesheets shall, as far as possible be completed daily from the attendance register. Officers shall state reasons for any late arrival and early departure.

The Corporate Service Division (CSD) shall be required to check and initial daily the Attendance Register under their control and to take appropriate advisory and disciplinary action in case of persistent offenders on late arrival, absence without leave and excessive leave and report accordingly.

An Attendance Weekly Report must be submitted to the PSDNS & P every 4pm on Friday for his endorsement.

#### **2.1.4.4 Lunch Hour**

Day workers shall be granted a one-hour lunch break every working day which is not counted as a working hour as follows:

Lunch - 12pm – 1pm or 1pm – 2pm



All staff of MDNS & P shall strictly observe the 12 – 1pm and 1- 2pm lunch break hours. It shall be noted that lunch break hours must be staggered during this period to ensure that the operations of the Ministry continue uninterrupted.

## 2.2 DRESS CODES

### 2.2.1 Purpose

All staff of MDNS&P should dress formally in the course of their employment with appropriate dress code during official hours. Employee who works in risk areas should wear protective clothing and equipment in compliance with the OHS Regulations.

### 2.2.2 Scope

The formal dress code applies to all MDNS&P employees.

### 2.2.3 Definitions

The Ministry's objective in establishing a formal work dress code is to enable our employees to project a professional image to our customers.

Employees are expected to **dress in business** attire unless the day's tasks require otherwise. Employees must always present a clean, professional appearance. Clothing with offensive or inappropriate designs or stamps are not allowed. Clothing should not be too revealing.

### 2.2.4 Procedures

All staff must wear appropriate official attire from Monday, Tuesday and Thursday while Wednesday and Fridays is normally for Bula wear.

If an Officer's attire fails to meet these standards, the supervisor may request the employee to return and change to the appropriate attire that is presentable for work. Any employee found breaching this dress code will be dealt with accordingly.

## 2.3 KAVA/YAQONA CONSUMPTION

### 2.3.1 Purpose

Ensure that all staff are aware of the guiding principles of kava or yaqona drinking and its implication in terms of the enhancement or increase productivity in the Service.

### 2.3.2 Scope

The above covers all MDNS&P employees.

### 2.3.3 Definitions

To advise on the effect of drinking the traditional kava or yaqona drink which may cause drowsiness and can affect the performance of the staff.

### 2.3.4 Procedures

All staff of MDNS&P is strictly prohibited from drinking yaqona at all MDNS & P premises during and after working hours unless approved by the PSDNS & P.

In line with the established procedures an Officer found to be contravening this instruction will be subjected to disciplinary action.



## 2.4 SMOKING

### 2.4.1 Purpose

Smoking is strictly prohibited in all common area of the MDNS&P facilities or premises. Smoking is only allowed in the smoking designated areas.

### 2.4.2 Scope

The above covers all MDNS&P employees.

### 2.4.3 Definitions

Smoking is the inhalation of the smoke of burning tobacco encased in cigarettes, pipes and cigars. A smoking habit is a physical addiction to tobacco products.

### 2.4.4 Procedures

Smoking is banned from all MDNS & P Offices. MDNS & P shall provide designated area within the vicinity for employees to use if they required smoking.

Smoking of other banned substances is strictly forbidden in all MDNS&P premises.

In line with the established procedures an Officer found to be contravening this instruction will be subjected to disciplinary action.

## 2.5 TELEPHONE CALLS

### 2.5.1 Purpose

MDNS & P recognize that telephones and mobile phones have become an integral part of work life. They may be a great asset if used correctly but cell phones may also cause problems when used imprudently or excessively.

Despite their benefits, personal cell phones may cause problems in the workplace. Employees who use their cell phones excessively may:

- Get distracted from their work.
- Disturb colleagues by speaking on their phones.
- Cause security issues from inappropriate use of company-issued equipment or misuse of our Government's internet connection.
- Cause accidents when they illegally use their phones inside Government vehicles or near areas where using phones is prohibited.

It is important to note that all calls made must be for official purposes only and discourage spending long hours on the telephone. The telephone must be answered within three rings and telephone courtesy must be strictly observed.

### 2.5.2 Scope

This policy applies to all our employees.

### 2.5.3 Definitions

The use of landline and mobile phones for communication must be strictly observed. Telephone lines must be kept available at all times to allow effective services delivery to our customers.

All staff provided with work mobile phones via packaged free of charge interconnectivity must maximize this service and avoid use of landline.

#### **2.5.4 Procedures**

MDNS&P provides access to telephone systems to help you to carry out your job. However staff may be allowed personal use of the telephone as long as they adhere to the terms of this policy. While personal calls occasionally during working hours is allowed, excessive use during normal working hours is not.

The general requirement is that your personal use of the telephone system must not interfere with doing your job.

## **2.6 GIFTS AND DONATIONS**

### **2.6.1 Purpose**

Acceptance should be in the interests of the Ministry which should support government objectives.

### **2.6.2 Scope**

This policy applies to all our employees.

### **2.6.3 Definitions**

Gifts are something given voluntarily without payment in return, as to show favor toward someone, honor an occasion, or make a gesture of assistance; present, something bestowed or acquired without any particular effort by the recipient or without it being earned.

Donations is a voluntarily gift (as of money or service or ideas) made to some worthwhile cause.

### **2.6.4 Procedures**

Gift, donations, presents and/or other benefits from Corporate bodies, Business entities, Political Parties, Non-Government Organisations whether local or foreign, United Nations Agencies, Embassies, Religious organisations and other non-cultural organisations must be declared to the PSDN&P with immediate effect from the date it was received.

Traditional gifts presented to any employee during a traditional ceremony shall be received and declared to PSDNS&P.

All gifts, donations and presents must be recorded in the Ministry's gift register.

All gifts must be acknowledged through memorandum or email.

It is at the discretion of PSDN&P to approve the purpose in which the gift/ donations/ presents was presented or else decide on how they can be used which should support the Ministry's objectives.

## **2.7 CONFLICT OF INTEREST**

### **2.7.1 Purpose**

The purpose is to ensure that all employees understand the situation where conflict of interest can occur and the extent to which management will undertake their responsibilities to the exclusion of any personal advantage.

A situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity.

### **2.7.2 Scope**

This policy applies to all our employees.

### **2.7.3 Definitions**

Business interests – practicing business interest of their own or their immediate family members that might be in conflict or affecting his/her deliverables.

Engagement in any trade – Directly or indirectly engagement in any trade either as principal or agent.



#### 2.7.4 Procedures

Employee's participation in any situation involving a conflict, or appearance of a conflict, between their personal interest and the performance of his/her duties must inform his/her Supervisor immediately. Employee must withdraw immediately and shall await further decision from the Supervisor or the PSDNS&P.

Written request must be made to the PSDNS&P if an employee is involved in any business interest or of his/her immediate family members.

Engaging in any trade is prohibited unless approved by PSDNS&P.

## 2.8 VOLUNTARY COLLECTIONS

### 2.8.1 Purpose

The purpose is to ensure that all employees understand the procedures in which voluntary collections maybe required.

### 2.8.2 Scope

This policy applies to all our employees.

### 2.8.3 Definitions

Voluntary collections is a collection made to assist in the progressing of Ministry's social events/obligations such as retirement, resignation, wedding or funerals.

### 2.8.4 Procedures

Voluntary collections shall be organized for the presentation of the following:

- i. organizing farewell of MDNS&P employee resigning or retiring from the Ministry;
- ii. organizing gifts for a wedding invitation from an employee or employees children;
- iii. organising funeral proceedings "reguregu" to the family of the deceased officer or upon the death on an officers next of kin (spouse, children and parents); or
- iv. any other support/ assistance that may require voluntary contributions.
- v. Sliding scale contribution can be considered however only for the passing of staff or to farewell an officer retiring from the Ministry. The amount should be recommended by the Department of Corporate Services or an appointed committee to the PSDNS&P.

All voluntary collections must be approved by the PSDNS&P.

## 3.0 REGISTRY SERVICES

### 3.1 Registry

#### 3.1.1 Purpose

Any importance created paper needed to be kept and maintained properly, no government could survive without written records. Record is a document created or received in an organization or by individual and maintained for the purpose of providing evidence of the organization activities or kept for legal obligation. Without them, all organized administration would quickly come to halt. Records are so important they must be effectively managed at all stages of their existence from their creation to their eventual disposal.

Registry is the administration unit for the receipt, control, and maintenance of current records.

### 3.1.2 Scope

Registry Services covers the safekeeping and management of files, recording of all information and references of the Ministry. All inward correspondences are received and submitted to the PSDNS&P for his decision before distribution to the respective Directors and Managers.

The registry receives and distributes Circulars, Publications and other official documents and ensures that all are appropriately stored.

### 3.1.3 Definitions

Inward Mails – Mails received either through hand delivery, post office, fax or courier.

Outward Mails – mails sent to Ministries, Departments, Stakeholders and members of the public.

Directives – Internal directives and instructions from the PSDNS&P to all staff.

### 3.1.4 Procedure

The procedure and processes for any written correspondence to and from the Ministry is received and recorded at the Ministry's registry are confidential as stated below.

#### (a) Inward and Outward Mails

The processes for collection of inward and outward mails are as follows; Collections of mails are made twice daily. All inward correspondence is to be registered and is submitted to the PSDNS&P for his decisions.

On the receipt of the inward mails from PSDNS&P, correspondences are marked to the respective Directors/Managers who then distribute to desk officers for action.

Files are extracted from registry upon request from officers who should be responsible for return of the file soon after use. All incoming mails delivered to Officer in Charge Registry should be sorted into:

- i. Official' mail - items addressed to officers by designation or by name; 'Confidential' mail – items marked 'Confidential' or private etc, or items:
  - of a personal nature
  - Registered items
  - facsimiles (faxes).
- ii. Confidential mail is to be dispatched, un-opened, to the addressees.
- iii. faxes are entered in the Inward Mail Register and are dispatched immediately, by hand, to addressees.
- iv. Registered items are opened by Officer-in-Charge (Registry) in the presence of another officer. Both Officers will initial the Inward Mail Register entries for these items.
- v. Official mail is opened by the Officer-in-Charge (Registry). Item containing cheques, money order, cash etc. are separated from the general correspondence and recorded accordingly.

All outward mails are to be registered in the outward mail register detailing the addressee, subject, files reference, date and mode of dispatch.



**(b) Registration**

The Officer-in-Charge (Registry stamps all correspondence with the Department official 'Received' stamps to the correct date). Correspondence should be entered in the Inward Mail register on the page appropriate to the date written.

The following information is to be entered in the Register as follows:

- i. Date received
- ii. Originator (Officers designation, usually PSDNS&P or Supervisory Officer in the case of internal correspondence)
- iii. name of person or organization if from outside (Government)
- iv. Mail reference
- v. Subject;
- vi. Inward file to the PSDNS&P

**(c) Cheques, Money Orders, Registered Articles**

These are recorded in a separate inward Mail register highlighting the date received, registered article number, Cheque/ money order number, Bank and Amount, Source and purpose.

All cheques and money orders are then dispatched to the Accounts Section, who will issue receipts. Receipt number is recorded in the Inward Mail register against the appropriate entry, and the receipt is posted or dispatched to the payee.

## 4.0 TERMINATION OF SERVICES

In line with section 127 (7) of the 2013 Fiji Constitution, empowers the PSDNS&P&P and in consultation with the Minister the right to terminate the contract/appointment.

### 4.1 RESIGNATION

#### 4.1.1 Purpose

This is to ensure that all MDNS&P staff who wishes to resign from service must submit his/her intention by giving not less than the prescribed days as listed in their contract letters or any period specified under his/her contract of service/appointment.

#### 4.1.2 Scope

The above covers all employees.

#### 4.1.3 Definitions

Resignation is an act of giving up a job or position in a formal or official way.

#### 4.1.4 Procedures

Any officer who wishes to resign from the service should comply with the notification period:

- Thirty (30) consecutive days for Established Contract Officers.
- Seven (7) consecutive days for GWE Contract Officers.

It is the responsibility of the CSD to ensure that:

- i. The notification period of resignation is served;
- ii. Officer's leave due to be utilized during the period of resignation;
- iii. All monies owed to the Ministry or Government is cleared;
- iv. All Bond obligations are served;
- v. Proper handing over is carried out before the effective date of Resignation;
- vi. Post vacated to be processed immediately.

Certificate of Service shall be issued upon request from officers leaving the service and should only be signed by the PSDNS&P.

## **4.2 RETIREMENT**

### **4.2.1 Purpose**

The purpose is to ensure that all officers are mindful that fifty five (55) years is the retirement age.

### **4.2.2 Scope**

The above covers all employees.

### **4.2.3 Definitions**

When an officer reaches the compulsory retirement age of 55years.

### **4.2.4 Procedures**

It is the responsibility of the CSD to ensure that:

- i. The notification of retirement is submitted to PSDNS&P for approval;
- ii. Officer's leave due to be utilized during the pre-retirement period;
- iii. All monies owed to the Ministry or Government is cleared;
- iv. All Bond obligations are served;
- v. Proper handing over is carried out before the effective date of retirement;
- vi. Post vacated to be processed immediately.

Upon PSDNS&P approval, the Senior Administrative Officer HR shall issue retirement notice.

Certificate of Service shall be issued upon request from officers leaving the service and should only be signed by the PSDNS&P.

## **4.3 DEEMED RESIGNATION**

### **4.3.1 Purpose**

To advise officers that MDNS&P seriously discourage the act of deemed resignations and that proper procedure must be followed accordingly.



### 4.3.2 Scope

The above covers all employees.

### 4.3.3 Definitions

When an Officer fails to report for duties for seven (7) consecutive days, without informing his/ her supervisor or office of his/her absence.

This will also apply to officers who fail to comply with the resignation notice period.

### 4.3.4 Procedures

It is the duty of the Supervisor to inform the respective HOD the absence of an employee for more than seven (7) consecutive days.

The HOD must immediately consult DCS through the Senior Administrative Officer HR for the cessation of salary/wages.

The HOD is to ensure that all issues surrounding the absence of the officer are addressed. The HOD must practice “a duty of care” for its staff, therefore must make an attempt to visit the employee.

If found that there is no substantiated reason, the HOD shall make recommendation on actions to be taken against the officer. The HOD shall then submit a report with recommendation for deemed resignation to PSDNS&P for approval.

Upon PSDNS&P’s approval, the CSD shall issue deemed resignation notice to the officer through the respective HOD.

## 5.0 EMPLOYEE DISCIPLINE

### 5.1 Purpose

The need for satisfactory standards of performance, attendance and behaviour from employees is essential for all organisations. A fair and comprehensive disciplinary procedure is necessary to deal with an employee who deviates from these standards.

The primary purpose of such a process is not just impose disciplinary action on an employee but also to ensure an employee is made aware of any shortcomings in regard to their performance, attendance or conduct.

### 5.2 Scope

The above covers all MDNS&P employees.

### 5.3 Definitions

Disciplinary Procedure – ‘Discipline’ in the workplace is the means by which supervisory personnel address:

- a) Poor or underperformance;
- b) Failure to uphold Public Service Values;
- c) Breaches of Code of Conduct; and
- d) Failure to follow the General Orders and/or established Civil Service and Ministry policies and procedures.

1.1.1 ‘Under-performance or poor performance’ is performance of duties at a lesser standard than that which is required in the job description.

- 1.1.2 The Public Service Values are as identified in S123 of the Fijian Constitution.
- 1.1.3 The Code of Conduct is the Public Service Code of Conduct in the Public Service Act and any other Code of Conduct issued through legislation.
- 1.1.4 Established Civil Service and Ministry policies and procedures are those issued in writing by authorized officers in the Civil Service.

## 5.4 Procedures

Application of the Discipline Process starts with either an incident reported, by colleague, supervisor or manager, concerned individual, affected individual; or a repeated pattern of behavior that raises concerns or poor or under performance.

If the matter reported is performance related, the supervisor and employee should attempt to improve performance through informal/formal initiatives like: counselling, coaching, mentoring, closer supervision and guidance, training, and buddying systems.<sup>1</sup>

If the matter reported is conduct related, and may be considered a breach in the Public Service Code of

Conduct, the matter must be investigated by a trained panel that meets minimum requirements to determine if the allegations and breaches are founded or unfounded before considering instituting disciplinary action or removal.<sup>2</sup>

## 6.0 EMPLOYEE GRIEVANCES

### 6.1 Purpose

To clarify the processes on how MDNS&P handles workplace grievances or complaints and ensure cordial working environment is maintained at all times.

### 6.2 Scope

All officers shall have the right to raise a grievance, have a satisfactory hearing of grievances and be assisted on its solution.

### 6.3 Definitions

#### Aggrieve

When an Officer is denied his/ her rights, entitlements and eligibility according to the Terms and Conditions of Employment and also include inter/ intrapersonal relations.

#### Grievance

Issue(s) that an Officer thinks he/she is unfairly treated and wants to complain to bring to the attention of management any dissatisfaction or feeling of injustice which may deem exist in the workplace.

#### Resolution

Solving a grievance raised by an officer. Any verbal or written work related order given by a superior officer to a subordinate to be carried out by the latter.

<sup>1</sup> Please refer to Clause 5 of the Fijian Civil Service Discipline Guideline (instituting a performance improvement program)

<sup>2</sup> Please refer to Clause 6 - 10 of the Fijian Civil Service Discipline Guideline (confirm a disciplinary case to proceed)

The Fijian Civil Service Discipline Guideline is attached as **Appendix I**.



## 6.4 Procedures

A personal grievance shall be settled in accordance with procedures set out as follows:

- (i) An Officer who has a personal grievance shall submit the grievance to the immediate supervisor in writing setting out: - nature of the grievance, the facts giving rise to the grievance, the remedy sought;
- (ii) The grievance shall be submitted as soon as practicable after it surfaced so as to enable the immediate supervisor to remedy the grievance.
- (iii) The Officer's immediate supervisor shall investigate the matter and provide a written response giving reasons.
- (iv) If the Officer on receipt of a response from the immediate supervisor is not satisfied with the decision, the officer shall request the immediate supervisor to forward the matter in writing to the Head of Division.
- (v) The Head of Division shall consider the matter and give the officer a decision in writing with reasons within 14 days upon receiving the written report.
- (vi) If the Officer on receipt is still aggrieved with the decision, the Head of Division upon request by the officer shall forward the matter in writing to the PSDNS&P.
- (vii) Where it is not practicable to make a decision within the time limits specified, the time limit shall be extended by informing the aggrieved officer of the fact.

## 7.0 RECRUITMENT AND SELECTION

### 7.1 Appointments/ Promotion

#### 7.1.1 Purpose

To ensure that the appointment process is conducted in a manner that is without prejudice, open, transparent, fair, respects and upholds the appointment criteria and values.

#### 7.1.2 Scope

All appointments of persons in the MDNS&P should adhere to the Open Merit Recruitment and Selection Guideline of the Civil Service. Non- compliance with any component of this policy shall be grounds for discipline.

#### 7.1.3 Definitions

In this policy the words "appointment", 'promotion', 'merit', Officer and Office have the same meaning as the Public Service Commission Regulations 1999 and for convenience are repeated here.

##### 7.1.3.1 "Appointment" includes:

- i. Conferment of an office of emolument in the Public Service, whether or not subject to subsequent confirmation, upon a person not in the Public Service.
- ii. The grant of permanent terms of service in a public office to a person recruited and serving on contract or temporary terms of service.
- iii. The engagement in a public office of a person on contract terms of service.

- iv. The appointment of a person temporarily to a permanent office in the public service.
- v. The appointment of an officer to act in any public office other than the office to which he is for the time being appointed.

#### **7.1.3.2 Promotion**

Means the appointment of an Officer to a public office to which is attached a higher responsibility and salary.

#### **7.1.3.3 Contract**

Contract is a legal enforceable agreement between the MDNS&P and another party with mutual obligations.

#### **7.1.3.4 Merit**

Merit is an excellent achievement, honor, value or quality that is deserving of approval in recognizing the officer's outstanding/excellent performance.

#### **7.1.3.5 Qualifications**

Formal or academic qualifications gained during or as a result of a course of study with a recognized educational institution e.g school, college, institute, university.

#### **7.1.3.6 Knowledge, Experience, Skills and Abilities**

Related to actual knowledge, work experience, skills and abilities gained in a regular occupation, job or calling.

### **7.1.4 Procedures**

#### **7.1.4.1 General**

As specified in the 2013 Constitution under the Principles of Appointment and Promotion, the following shall be adhered to:

As soon as it is ascertain that a vacancy will exist, the Corporate Service Divisions (CSD) shall submit the draft advertisement together with the Certificate of Availability of Funds to PSDNS&P&P for approval of advertisement before it is forwarded to the Ministry of Information for publication.<sup>3</sup>

The principle of merit shall be applied to all vacancies including applicants who are not serving officers. Appointments and promotions shall be on contract.<sup>4</sup>

The CSD shall keep up to date lists of all officers in the Ministry showing the date of each officer's first appointment to the Service and the date of his/her appointment to his current substantive grade.

## **8.0 SUCCESSION PLANNING**

### **8.1 Purpose**

The succession plan is necessary in identifying officers to fill key critical positions vacated through retirements, resignations, termination, and transfer or posting of an Officer.

<sup>3</sup> Please refer to the Civil Service Open Merit Recruitment and Selection Clause 5 – 13 on detailed process from recruitment to procedural review process.

<sup>4</sup> Please refer to the Civil Service Open Merit Recruitment and Selection Clause 14 on contracting. The Civil Service Open Merit Recruitment and Selection Guideline is attached as **Appendix II**.



## 8.2 Scope

The succession plan is prepared for all occupational groups in MDNS&P.

## 8.3 Definitions

It is a process of identifying and developing officers with potential to fill key positions in the Ministry.

Ministries competencies – are the measurable or observable knowledge, skills, abilities, and behaviors of an individual or Group workers.

## 8.4 Procedure

HODs are to identify the key critical position with the list of potential staff suitable to the post and relevant competencies required.

Recommendation made to PSDNS&P&P for the identified successors to the position.

Relevant capacity building required to match the staff competencies against the competencies required for the post.

## 9.0 LEAVE ENTITLEMENT

### 9.1 Purpose

The leave entitlement is in accordance with the terms and conditions of service of an Officer.

### 9.2 Scope

The above covers all MDNS&P employees.

### 9.3 Responsibility

CSD shall be responsible for administering leave for Established and GWE officers in in the Ministry.

### 9.4 Guidelines

The prescribed Leave Schedule form shall be maintained for each officer and kept in each officer's leave file. The leave Schedule shall record the following;

- Leave year;
- Number of days of leave entitlement;
- Leave earned;
- Leave utilized;
- Leave balance;
- Sick Leave with medical certificate;
- Sick Leave without medical certificate;
- Bereavement Leave;
- Sporting Leave;
- Maternity leave –confirmed officers will be granted 92 days covering the period before and after confinement.
- Family Care Leave
- Paternity Leave

### 9.5 Procedures

An Officer intending to take leave shall apply for leave in advance. This is to allow management to make arrangement for replacement /relievers where necessary.

When leave is approved, the employee will be advised through email or telephone call that his/ her leave has been approved. In the case that leave is not approved, the employee will be advised on the reason of it's declined.

### **9.5.1 Leave With Out Salary (LWOS)**

Leave without salary may be granted to an officer in the public interest. Any leave for more than three (3) months will be treated as non-leave earning. Leave without salary not in the public interest shall be approved by PSDNS&P.

### **9.5.2 Overseas Leave**

All overseas leave must be approved by PSDNS&P before the officer proceeds on leave abroad. Applications must be submitted one month prior to the intended date of travel.

### **9.5.3 Absence With Out Leave (AWOL)**

All staff must be reminded that any absence without leave will warrant deduction of salary followed by further disciplinary action.

### **9.5.4 Family Care Leave (FCL)**

FCL is provided for the purpose of allowing officers to care for or support their immediate family or household in family emergencies or to be present at important family events such as graduation, wedding or an accident.

All FCL must be applied in advance, however in an unforeseen circumstances arrangement can be made through your respective Managers for approval and that is to be finalized immediately upon resumption of duties.

### **9.5.5 Sporting Leave**

Sporting Leave will only be granted if the officer requesting is a member of a national team or being an official to a national sporting event.

### **9.5.6 Maternity Leave**

Maternity Leave will be approved only once medical certificate is produced.

A worker is entitled to full normal pay for the first 3 births, and half her normal pay for subsequent births. The first three (3) births will be counted from the first born and not as first born in the service.

### **9.5.7 Paternity Leave**

A male worker will be entitled to paid paternity leave if his partner (this includes a spouse or de facto partner) is entitled to maternity leave under the ERA, or would have been entitled to such leave if she were employed.

Paternity leave will only be approved if the officer applying produces a certificate from a registered medical practitioner specifying the possible date of birth of his child.

As with maternity leave, a worker is entitled on paternity leave days to full normal pay for the first 3 births, and half his normal pay for subsequent births.

Paternity leave days can be taken at any time during the 3 months periods before and after the child's birth. Paternity leave entitlements shall only be applicable after the completion of more than 3 months' continuous service with the same employer.

## **10.0 MEDICAL BOARD**

### **10.1 Purpose**

This purpose for this policy is to address the recurring or continuous absence from work of an officer on the grounds of illness.



## 10.2 Scope

The above covers all MDNS&P employees.

## 10.3 Definitions

The Medical Board shall examine an officer continued to be absent on the grounds of illness and recommends the fitness of an officer to determine whether he/she is capable of performing the duties of his/her post.

## 10.4 Procedures

HODs shall make a submission to PSDNS&P through MCS on the grounds of illness of an officer and recommend for Medical Board based on the investigation report.

The PSDNS&P based on the report received shall request the PS for Health to convene a Medical Board on the following grounds:

- (i) An Officer who is frequently absent on Sick leave to determine his/her fitness;
- (ii) An Officer who has exhausted all his inpatient/ outpatient sick leave entitlements;
- (iii) An Officer who is confined to his home stay on the ground of illness.

Upon receiving approval from PS Health, the HOD will inform the officer concerned to attend to Medical Board.

The outcome of the Medical Board shall be forwarded to PSDNS&P for a decision.

## 11.0 LEARNING AND DEVELOPMENT

### 11.1 Purpose

To provide organized learning and development programs for the purpose of increasing the knowledge, proficiency, ability and skills of our employees.

### 11.2 Scope

The above covers all MDNS&P employees.

### 11.3 Definitions

**11.3.1 Local Training** – Short/ Long Term training conducted within Fiji.

**11.3.2 Overseas Training** – Short/Long-Term training conducted outside Fiji and sponsored by donor agencies.

**11.3.3 In-House Training** – Training program organized internally in line with the MDNS&P Training Plan. This includes the mandatory training required under the NTPC scheme.

**11.3.4 Full-Time/Part-Time Training** – Any request for full-time or part-time approved by the PSDNS&P whether sponsored or on private.

**11.3.5 MCS Training** – Short-term training programs conducted by MCS in line with the PSC Training Plan. Other short courses are also identified from other institutions such as FNU, USP and recognized Higher Tertiary Centre.

**11.3.6 Practical Attachment** – Tertiary students who are engaged for a period of 3 – 6 months industrial attachment as a pre-requisite to graduate.

**11.3.7 Bond** – An obligation by the officer selected for training to serve within the Ministry at an agreed period on the completion of study leave.

## 11.4 Procedures

11.4.1 Any request for full-time, part-time or In-Service training shall be approved by PSDNS & P&P. Request must be submitted with full documentation through respective HODs.

11.4.2 MCS Training and other short courses shall be approved by PSDNS&P after consultation with respective HODs.

11.4.3 Nomination for overseas training on short term shall be made by PSDNS&P in consultation with the DSD.

11.4.5 As outlined in the approved MDNS&P Training Plan the Director Corporate Services shall organize training on the approval of the PSDNS&P. This includes scheduled and unscheduled training.

11.4.6 Application for practical attachment shall be approved by the PSDNS&P in consultation with DCS on the availability of position in the area of industrial attachment.

11.4.7 Return of a service bond of a minimum of 1.5 times the length of the study period (to a maximum of 5 years in total).

*(Refer to the Fijian Civil Service Learning and Development Guideline which has detailed processes). A copy is attached as Appendix III.*

## 12.0 HEALTH AND SAFETY

### 12.1 Purpose

To encourage individual employee, enhance the physical and mental wellbeing that promotes a safe and healthy workplace for all employees.

### 12.2 Scope

The above covers all MDNS&P employees.

### 12.3 Definitions

The Health and Safety means creating a working environment that is safe and free from occupational related diseases, injuries and accidents.

## 12.4 Procedures

Listed below are the procedures that need to be followed for overall health and safety at work:-

- (i) General
- (ii) Accident Notification
- (iii) Death Notification
- (iv) Workmen's Compensation

### 12.4.1 General

- An employee shall co-operate with the OHS Policy and Programs to ensure his/her own health and safety and the health and safety of others in the workplace.
- An employee shall ensure individually and collectively that OHS policy and procedures are adhered to.
- An employee shall comply with health and safety policy, procedures and programs of the ministry at all times.



### 12.4.2 Accident Notification

The OHS Desk Officer/Personnel Officer of each Division/Department of the Ministry shall report all accidents causing injury to an officer during and in the course of employment incapacitating such officer from performing his duties for a period of at least 3 consecutive days.

- (a) The report must be filled in triplicate, in the prescribed form LD form C1, OHSF1 and OHSF2 and must be submitted to PSDNS&P within 48 hrs of the accident for submission to PS for Employment, Productivity and Industrial Relations. The distribution to be as follows:-
 

Original	-	PS for Employment, Productivity and Industrial Relations
Duplicate	-	Medical practitioner
Triplicate	-	To be retained by the Ministry
- (b) The report of the injury must reach the PS for Employment, Productivity and Industrial Relations, within fourteen (14) days of the incident with the endorsement of the PSDNS&P.
- (c) Refer the injured officer to a Certified Government Medical Practitioner for immediate medical attention. In the absence of Government Medical Practitioner, the assistance of a private practitioner may be sought.
- (d) The immediate supervisor to submit written report of the accident to the OHS Desk Officer within two (2) days of the accident.
- (e) The preliminary investigation report to be completed within 4 days of the notification by the immediate supervisor of the accident and submitted with supervisor's report to PSDNS&P within five (5) days of the investigation of the accident.
- (f) The x-ray reports, sick sheets, employment records shall be submitted to PSDNS&PP for submission to Ministry of Employment, Productivity and Industrial Relations as soon as practicable.

### 12.4.3 Death Notification

The OHS Desk Officer of the Ministry shall report the:-

- (a) Death of an officer from any cause whatsoever on the same prescribed form as above, clause 12.4.2, within 7 days from the employer's knowledge of the death to Ministry of Employment, Productivity and Industrial Relations with the endorsement of the PSDNS&P of the Ministry.
- (b) The employment records such as pay/wages slips, job description at the time of demise, contact of workmates who could be interviewed and next of kin shall be submitted to Ministry of Employment, Productivity and Industrial Relations as soon as practicable.
- (c) Payment of all salaries/wages due to the deceased must be paid within 14 days after the notification of death of a worker upon production of a medical certificate/Statutory declaration to the deceased spouse or if there is no spouse, to any dependents over 18 years and if the dependents are under 18 years, to their legal claimant or to Public Trustee.
- (d) In circumstances where salaries or wages to be paid is less than \$5,000.00, it is the prerogative of the PSDNS&P to approve the payment on the production of Identification card of the claimant, Statutory Declaration, Married Certificate, Birth Certificate and Death Certificate.

- (e) Repatriation of a deceased employee locally shall be the responsibility of the MDNS&P in accordance with PSC Circular No. 6 of 1999.
- (f) Repatriation of a deceased employee overseas shall be the responsibility of the MDNS&P in liaison with the Ministry of Foreign Affairs.
- (g) The Supervisor's report and preliminary investigation report with supporting documents to be submitted to PSDNS&P as soon as practicable.
- (h) The HODs are to report immediately to PSDNS&P by mobile within 24hrs of such incident and formalize within 48hrs. DCS must also be advised with immediate effect for the cessation of the deceased salary/wages.

#### **12.4.4 Workmen's Compensation**

- (a) All Workmen's Compensation Claims received from Ministry of Employment, Productivity and Industrial Relations shall be submitted to PSDNS&P for his information and instruction;
- (b) Submit all relevant documents to the Solicitor General's Office for legal opinion upon PSDNS&P's instruction;
- (c) Upon receiving the legal opinion from the Solicitor General's Office, submit to PSDNS&P for his decision on whether to give consent to effect payment or otherwise;
- (d) Submit PSDNS&P's decision to the Ministry of Employment, Productivity and Industrial Relations.

## **13.0 PERFORMANCE MANAGEMENT**

### **13.1 Purpose**

Provide a clear system for consistent performance assessment, confirming the criteria and areas for applying performance based payments, contract and salary step on completion of probation and criteria for contract renewal based on performance.

### **13.2 Scope**

The above covers all MDNS&P employees.

### **13.3 Definition**

Performance Management – means by which supervisory personnel formally assess the performance and reward the achievements of staff within the Ministry.

Underperformance/ poor performance – performance of duties at a lesser standard than what is required under the Job Description.

Public Service Values and Public Service Code of Conduct – as identified under Section 4 and Section 6 of the Public Service Act 1999.

Performance payment – lump sum made after the evidence based annual assessment, to reward officers who are confirmed as performing above the requirement of the job.

Employee – Current staff member of the Ministry, with current contract authorised by the Permanent Secretary, regardless of the funding source, the duration of the contract and whether they are wage or salaried staff.



Nine (9) months of continuous service – contracted to and working in the position of the assessment for a minimum period of 9 months, excluding any period of leave paid or unpaid.

Performance assessment – any assessment made through MYAPA or MYPROBA involving performance discussion between an employee and his/her Supervisor.

MYAPA – My Annual Performance Assessment (conducted annually)

MYPROBA – My Probationary Assessment (conducted at the end of probationary period)

A tier two position – management position that reports directly to the Permanent Secretary.

A tier three position – management position that reports to tier two position.

## 13.4 Procedure

### 13.4.1 Probation Assessment

Further extension of probation requires formal performance improvement actions where performance has not been satisfactory.

Probation assessment will cover achievement of objectives in accordance with the approved work plan, the extent of upholding Civil Service Values and Code of Conduct and on-going training or development needs to achieve full competent performance.

Employee will be advised during induction on the criteria that will be used for their probation assessment, when the assessment will occur, how the assessment will be conducted and the possible results/actions that can occur following the probation assessment.

Employee assessed as fully competent will move to Step 4 of the assigned salary band, effective from the first working day after the end of the designated probation period.

Employee assessed as developing competence will move or remain on Step 1, 2 or 3 of the assigned salary band, effective from the first working day after the end of the designated probation period. Determination of steps must be based on the degree of learning and development required to achieve full competence in the role.

The probation assessment shall be moderated by the Ministry Performance Moderation Committee.

Following the moderation, recommendation will be made through the PSDNS&P for approval in movement of salary, termination of contract, and extension of probation or development programmed required.

Any approved extension of probation and development, the PSDNS&P will institute performance improvement programme in accordance with the Discipline Policy.

Where employee does not agree with the final assessment result, they may submit an appeal through the PSDNS&P.

### 13.4.2 Annual Performance Assessment

Annual performance assessment only applies to employees who have completed a minimum nine (9) months of continuous service in the position for which they will be assessed.



Assessment will be evidence based, against the individual work plan, measuring outputs and outcomes.

Employees will prepare their Individual Work Plan annually in May.

The PSDNS&P may authorised additional, technical requirements as part of the Annual Performance Assessment, provided they are consistent with the approach of the Performance Management Framework and are notified to employees in advance of the assessment.

Annually, in April, all employees will complete the “employee” section of the Annual Performance Assessment.

Within two weeks of the employee completing their section of the Annual Performance Assessment, the supervisor will complete their section and hold a Performance Conversation with the employee.

Results of performance discussion will be provisional until after ratification through the Ministry Moderation Committee. Moderation must be completed by end of May to allow for budget preparation.

Employees who are confirmed after moderation as “fully competent” will move to step 4 of the salary band assigned to their position, any increase in salary will be included in the Ministry’s budget submission and any movement of salary band will take effect from the first pay in the new financial year.

Employees who are confirmed after moderation as “developing competence” will move to/ remain on Step 1,2 or 3 of the salary band assigned to their position, and will have a learning and development plan completed to assist them to improve their performance.

In cases where an employee was on Step 4 or higher in the salary band and they are confirmed after moderation on any rating below “fully competent”, the Discipline Framework with regards to performance improvement will be followed.

Employees who are confirmed after moderation as “generally exceeds expectations” will be paid a one off payment of the difference between Step 4 and step 5 of the assigned salary band. Payment will be made within the current financial year.

Employees who are confirmed after moderation as “consistently exceeds expectations” will be paid a one off payment of the difference between step 4 and step 6 of the assigned band. Payment will be made in the in the first pay of the next financial year.

If the employee was not on step 4 of the assigned salary band, they will move to step 4 effective from the first pay of the new financial year and be paid performance payment within the current financial year.

Employees who are confirmed after moderation as “consistently exceptional” will be paid a one off payment of the difference between step 4 and step 6 of the assigned band. Payment will be made in the in the first pay of the next financial year.

If the employee was not on step 4 of the assigned salary band, they will move to step 4 effective from the first pay of the new financial year and be paid performance payment within the current financial year.

Where an employee dies whilst in service during the year, and they have completed 9 months of service during the year, the assessment will be completed by their immediate supervisor and submitted for moderation. Any performance payment due will be paid to the estate of the deceased employee.

All performance payment must be agreed by the Minister.



Employees will be advised of their final moderated performance result, and any payment authorised by the Permanent Secretary and agreed with the Minister, no later 30 June annually.

Employees who do not agree with their final performance results may lodge an appeal through the process outlines in 13.4.6 below.

The breakdown of performance payments made to employees, including full analysis, gender statistics, justification, levels and percentage of establishment will be included in the Ministry's annual report to Parliament.

### **13.4.3 Interim Assessment**

The purpose of interim assessment is to confirm progress and identifying any possible issues with meeting performance indicators for full performance assessment.

Interim Assessments will be conducted annually in November as mid-year interim assessment for all employees.

Interim Assessments are not moderated, they are intended to provide feedback and foster communication between an employee and their supervisor.

Interim Assessments will be monitored by the Department of Corporate Services of the Ministry and held on the employees' personal file.

There is no appeal against the result of an interim assessment.

The interim assessment is not part of the scoring when completing the full annual assessment.

### **13.4.4 Assessment of Employees who have not completed a full year of service**

Employees will not be entitled for assessment if they do not completely serve in a position for a minimum of nine (9) months. This includes employees who have been acting on different positions, appointed to a different position during the 12 months period and on any leave in excess of 3 months during the 12 months period, including scholarship or other study leave.

The process of assessment will apply except for movements in steps and performance payment.

### **13.4.5 Moderation of Assessment Results**

#### ***(i) Moderation of tier two and three***

Performance assessment of tier two and three roles will be moderated by an Inter- Ministry committee. Inter-Ministry committee is established to ensure consistency of ratings for senior positions across ministries.

Inter- Ministry committee/s will consist of a minimum of three Permanent Secretaries, trained in performance assessment and moderation requirements.

Inter- Ministry moderation committee will be appointed by the Public Service Commission.

#### ***(ii) Moderation of all other positions***

Performance assessment of all other positions will be moderated within the Ministry. For internal moderation the PSDNS&P will establish a Central Moderation Committee and suitable sub committees to ensure consistency of performance assessments across the Ministry.

The moderation committee will ensure the consistent application of performance ratings within the Ministry, and that the performance ratings for individuals correlate with the outcomes achieved by the Ministry.

The PSDNS&P will determine membership in the Central Moderation Committee and how many moderation sub-committees are required for the Ministry.

The PSDNS&P will not sit in any moderation sub – committee or committee, in order to independently authorise final results hear any appeals on ratings.

Moderation sub-committees may be location or professional based and will consist of a minimum three (3) members, all of whom occupy tier two or three positions, successfully complete an authorised training programme and at or above the level of all performance assessment being moderated.

Central moderation committee and sub-committee cannot moderate their own performance assessments.

Central moderation committee members must also successfully complete an authorised training programme.

The Central moderation committee may be supported by the advisers/ observers, such advisers/ observers will be authorised by the Permanent Secretary for Defence and National Security.

The Central moderation committee will prepare a final list of moderated performance assessments, for approval by the Permanent Secretary in agreement of the Ministry.

#### **13.4.6 Employee Appeals**

Where an employee disagrees with the final, moderated result of their performance assessment, can lodge an appeal.

Tier two and three positions to the Public Service Commission.

All other positions appeal to the PSDNS&P.

All appeals must comply with the following requirements:

1. Submitted within 5 working days of notification of their final results;
2. Be supported with evidence, demonstrating why they do not agree with the final result. Evidence cannot be new documents proving completion of activities, it can only be evidence that was submitted during the initial assessment that they believe was not fully considered; and
3. Appeal may also be lodged on the basis of process not followed or allegations of bias in the process.

*(Please refer to the Fijian Civil Service Performance Management Framework attached as **Appendix IV**)*

## **14.0 JOB EVALUATION**

### **14.1 Purpose**

Provide a clear system for consistent implementation of Job Evaluation and remuneration setting based on the requirements of the position as defined in the Job Description and not the attributes of any particular employee.



## 14.2 Scope

The above covers all MDNS&P employees.

## 14.3 Definition

Job Evaluation – human resource tool which establishes the relative value of jobs in order to maintain equitable and defensive grade and pay structures.

A vacant position – any position which does not have a substantive post holder occupying the position.

Substantive change – where duties/ requirements of a post have changed in way/s that would be likely to affect the level of the post.

Gender balance – both gender representation in a team or organisation.

Trained and Accredited – being assessed as competent after successfully completing the required Job Evaluation Methodology and maintaining accreditation.

Current staff member – an employee who has a valid contract of employment including

## 14.4 Procedures

MDNS&P will apply a proprietary point's factor methodology of Job Evaluation, the current approved methodology is SP 10.

MDNS&P will establish Job Evaluation Committee to evaluate:

- i. Vacant positions which have never been evaluated;
- ii. Vacant positions where there has been a substantial change to the Role Description since it was last evaluated;
- iii. Position where the Supervisor/Manager/ Permanent Secretary identifies that the work required of the post has substantially changed since the last evaluation;
- iv. Position where the job holder requests a review of the level of the job and can demonstrate that the job has substantially changed or that the level of the job is not comparable to similar jobs in their or other Ministries;
- v. PSDNS&P will determine whether a job is to be evaluated or not.

The Job Evaluation Committee will consist of a minimum of three (3) members with the following representations:

- i. Gender balance with all members trained and accredited in the JE methodology and approved by PSDNS&P to undertake JE for the Ministry;
- ii. HR representative/s with knowledge of job relativities across the civil service;
- iii. Technical representative/s with detailed understanding of the job to be evaluated;
- iv. Management representative/s with an understanding of the context of the Ministry and work requirements;
- v. Observers may be included at the discretion of the Permanent Secretary. Observer may include staff representatives, should have an understanding of the relativities of the job being evaluated, but may not be the job holders.

The Ministry JE Committee will recommend to PSDNS&P the appropriate level for the position, based on the application of the JE methodology.

PSDNS&PP will approve/not approve the recommendation and will confirm the remuneration rate based on the Cabinet approved salary bands.

- i. If the salary Band is not approved, PSDNS&P will reconvene new JE Committee to review the JE for the post;

- ii. Where the evaluation is approved PSDNS&P will advise JELT within 5 working days that an evaluation has been completed;
- iii. JELT will complete its moderation within 20 working days of its decision to moderate the evaluation;
- iv. The level recommended by the JE Committee will not be final until it has been considered by JELT and approved by PSDNS&P in agreement with the Minister.

Where PSDNS&P, with the support of the Minister, believes that the evaluated level for the position will not attract or retain an appropriately qualified person, PSDNS&P may make a submission to the Minister for Civil Service for payment of a “scarce skills” compensation rate. The following documentations must be submitted together with the application:

- i. The completed Job Evaluation and results;
- ii. Confirmation of scarce skills (recruitment evidence);
- iii. Documented market rates for similar skills;
- iv. Confirmation of available budget to pay the identified market rate for the position and
- v. Review date of the market rate of the position

Any approval for special compensation rates will require that position is appropriately advertised and that merit selection is used to appoint the most suitable person to the post.

When the JE recommends a change to the level of the position, in accordance with the OMRS Guideline, the position must be advertised.

Where a job is to be advertised in accordance with a change to its level, and it is occupied, the CSD will make every effort to transfer/redeploy the incumbent to a position at their current substantive level either within MDNS&P or across the Civil Service.

*(Please refer to the Fijian Civil Service Job Evaluation Procedures Guideline attached as **Appendix V**)*

## **15.0 REPORTING**

### **15.1 Fortnightly Brief**

#### **15.1.1 Purpose**

Update PSDNS&P on the progress of respective HODs Annual Costed Operation Plan (ACOP) Output Achievements.

#### **15.1.2 Scope**

The report covers the fortnightly achievement of respective Divisions.

#### **15.1.3 Procedures**

The respective HODs are required to provide a fortnightly brief on the 15<sup>th</sup> and 30<sup>th</sup> of every month. The 15<sup>th</sup> report shall be presented in the PSDNS&P’s forum.

### **15.2 Monthly Achievement**

#### **15.2.1 Purpose**

Ensure that the MDNS&P’s Monthly Achievement Report is compiled and submitted to the Minister through PSDNS&P.

#### **15.2.2 Scope**

The report covers the Monthly Achievement Report of the Divisions.



### 15.2.3 Procedures

On the 5<sup>th</sup> of every month, each Division is required to submit their Monthly Report to the CSD. These reports should include progress of work undertaken within a particular month in line with their respective outputs as specified in the Cost Operated Plan.

- i. On the 6<sup>th</sup> to the 8<sup>th</sup> of each month after receiving monthly report, CSD verify, collate and compile the MDNS&P Monthly Report.
- ii. On the 9<sup>th</sup> of every month, a draft copy of the monthly report is submitted to DCS for vetting.
- iii. The amended Monthly report vetted by DCS is submitted to the PSDNS&P's office on the 10<sup>th</sup> of every month.

## 15.3 Annual Reporting

### 15.3.1 Purpose

Ensure that the MDNS&P's Annual Report is compiled and submitted to the Minister through PSDNS&P.

### 15.3.2 Scope

The report covers the Annual Achievement of the Ministry.

### 15.2.3 Procedures

The CSD after the completion of a financial year will provide a template to all Divisions with timeline to summarize their achievements for the last financial year.

After receiving the Divisions report, the CSD will then formalize the Annual Report and submit a draft to the PSDNS&P through DS Office.

The Corporate Service Division will ensure that the final version is printed for Cabinet before 30 March of every year.

# Civil Service Guidelines



## Appendix I



# FIJIAN CIVIL SERVICE

## Discipline Guideline

January 2019

## Discipline Guideline

### JANUARY 2019

#### 1. OBJECTIVES

The objectives of this guideline are to:

- 1.1. Enable Permanent Secretaries to apply their Constitutional responsibilities to “institute disciplinary action” and to “remove employees” fairly, consistently and equitably where necessary.
- 1.2. Ensure consistency in the application of fair and transparent Discipline across the Fijian Civil Service.

#### 2. BACKGROUND

- 2.1. The Fijian Constitution s.127 (7), states that the Permanent Secretary of each Ministry shall have the authority to appoint, remove and institute disciplinary action against all staff of the Ministry, with the agreement of the Minister responsible for the Ministry.
- 2.2. The Fijian Constitution also mandates the “cultivation of good human resource management and career development practices, to maximise human potential”, specifically s.123(h). This requires all Government employees to adhere continuously to the required level of conduct and job performance.
- 2.3. This guideline applies to all current staff in Ministries, including General Wage Earners, temporary and project staff.
  - 2.3.1. Where a contract lapses during discipline action, the contract will not be extended and the disciplinary action will also lapse;
  - 2.3.2. Where the disciplinary action has lapsed, any entitlements must be paid to the employee as the case has not been proven and no penalty can be imposed.
- 2.4. Disciplinary action can only be undertaken by the Permanent Secretary of the employee’s Ministry.
- 2.5. The Guideline supports the requirement for employees to understand their responsibilities fully with regard to relevant ministry codes of conduct, Civil Service Values and individual standards of work performance.
- 2.6. The purpose of Discipline is to correct behaviour and to improve poor performance. Any disciplinary action is not intended to be used to punish or embarrass an employee.
- 2.7. In principle, any Disciplinary action that is undertaken must be:
  - 2.7.1. Prompt;
  - 2.7.2. Transparent;
  - 2.7.3. Fair and Impartial;
  - 2.7.4. Consistent;
  - 2.7.5. Made with the employee’s understanding and, where appropriate, after the employee is given the opportunity to improve.
- 2.8. This guideline does not replace any role provided by the Office of the Solicitor General in



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providing legal advice on the action to be taken with regard to disciplining employees.

Permanent Secretaries may seek legal opinion from the Office of the Solicitor General with regard to any potential disciplinary action;

- 2.9. This guideline has been updated with minor, clarifying sections following the comprehensive review conducted during 2017.

### 3. DEFINITIONS

- 3.1. **Discipline in the workplace** is the means by which supervisory personnel address poor or underperformance, failure to uphold the Civil Service Values, breaches of the Code of Conduct or contract provisions or failure to follow the General Orders and/or established Civil Service and Ministry policies and procedures.

3.1.1. Underperformance or poor performance is performance of duties at a lesser standard than that which is required in the job description and/ or for the step the employee occupies on the Salary bands;

3.1.2. The Civil Service Values are as identified in S123 of the Fijian Constitution;

3.1.3. Contract provisions are the clauses in the current employment contract for the employee;

3.1.4. The Code of Conduct is the Civil Service Code of Conduct in the Civil Service Act and any other Code of Conduct Issued through legislation;

3.1.5. Established Civil Service and Ministry policies and procedures are those issued in writing by authorised officers in the Civil Service.

- 3.2. "Institute Disciplinary Action" commences after the Permanent Secretary confirms / establishes that there is a discipline case that needs to proceed. This may include providing written instructions on the need to amend behaviour or performance (warning letter) and/ or formally notifying the PSTD of a case for their adjudication.

- 3.3. "Remove" is defined as invoking the contractual clause to remove an employee from the workplace and terminate the contract.

- 3.4. A trained Investigation Panel member is a current Civil Servant who has completed an approved Investigation Panel Training program:

3.4.1. Training programs will be approved and provided by the Ministry of Civil Service through the Core Skills Training Unit.

- 3.5. An employee is a current staff member of a Ministry, either with a current contract or who is permanently employed. The provisions apply equally to those on probation, short and long term contracts, wages and salaried staff.

### 4. NATURAL JUSTICE – GUIDING PRINCIPLE

- 4.1. All disciplinary processes will incorporate the principle of Natural Justice.

- 4.2. The principle of Natural Justice requires that investigations, and any related decisions, are fair and reasonable.

- 4.3. In the context of Workplace Discipline, Natural Justice requires that employees have the right to:

4.3.1. Be informed of the details of the allegation;

4.3.2. Be provided with the opportunity to respond to the allegation;

4.3.3. Be given adequate time to respond to the allegation;

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4.3.4. Be given the opportunity to have support or representation during the investigation.

## 5. INSTITUTING A PERFORMANCE IMPROVEMENT PROGRAM

5.1. Where a supervisor identifies that an employee is not performing to the required standard, the supervisor will:

5.1.1. Advise the employee of the areas where their performance does not meet the required standard;

5.1.2. Confirm for the employee what the required standard is;

5.1.3. Identify with the employee reasons for the underperformance;

5.1.4. Confirm with the employee actions required of the employee to improve their performance and the timeline for such improvement;

5.1.5. Document the discussion and agreed plan for improvement;

5.1.6. Advise the PS of the action taken and agreed plan for improved performance.

5.2. Timelines for a performance improvement plan will vary depending on the nature of the improvement required, but should not exceed three months.

5.3. The supervisor will monitor the employee's performance and provide ongoing feedback to the employee on their progress in meeting the required standards of performance.

5.4. Within 5 days of conclusion of the period given for improvement, the Supervisor will collate all documentation and report on progress to the Permanent Secretary with a recommendation on whether to conclude or continue the performance improvement program, or institute formal disciplinary action.

5.4.1. The supervisor will advise the employee of their recommendation and give the employee an opportunity to comment on the recommendation.

5.5. The Permanent Secretary will, within five days of receipt of the report, decide appropriate action and advise the employee and supervisor accordingly.

5.6. Performance improvement programmes should not be used to manage poor behaviour, including late and inconsistent attendance.

## 6. CONFIRM A DISCIPLINARY CASE TO PROCEED

Where an issue that could result in a need for disciplinary action is identified, **within five days** of identification that an investigation is required, the Permanent Secretary will follow a process that covers the principles of Natural Justice and includes the following broad steps:

6.1. Notify the employee that an investigation is to be undertaken and how that process will work.

6.2. Appoint an investigation panel of at least three, trained members, who are at or above the level of the employee being investigated:

6.2.1. All investigation panels will have gender balance.

6.2.2. Investigation panel members must be current civil servants and may come from any **Ministry in the Civil Service.**

6.2.3. Appointment to an investigation panel is considered to be official duty, and is part of the employee's corporate responsibility. **No additional allowances are payable for the time**



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commitment, normal travel and subsistence are payable where travel for investigation is required.

6.2.4. Appointment of the investigation panel will be in writing and will include the timeframe within which the investigation and reporting are to be completed.

6.3. The investigation panel will:

6.3.1. Establish the facts of the case and collect all relevant evidence related to the case;

6.3.2. Interview relevant people, including the employee concerned;

6.3.3. Review relevant information;

6.3.4. Provide a report giving the details of their investigation and conclusions on whether the allegations are well founded or not;

6.3.5. Make a recommendation on whether to institute disciplinary action or remove the employee.

6.4. Where interviews are to be conducted, the Permanent Secretary will ensure that the investigation panel have the skills required for the relevant interviews.

6.4.1. Where minors are to be interviewed, parental consent, in writing must be obtained and appropriate support must be provided to ensure valid information is gathered.

6.5. Within 10 days of receipt of the report the Permanent Secretary will determine whether to accept the panel's recommendations, in agreement with their Minister:

6.5.1. Where the Permanent Secretary confirms that the allegations have been proven, the employee will be given a final, formal notification that serious action is being considered, through the issue of a "show cause" notice. This notification gives the employee the opportunity to present any other information they feel relevant before the final decision and penalty are determined;

6.5.2. After consideration of any further information, the Permanent Secretary in agreement with their Minister, will determine the final outcome of the case;

6.5.3. The employee and their supervisor will be advised of the Permanent Secretary's decision and any further action that will be taken.

## 7. SUSPENSION OF AN EMPLOYEE

7.1. The Permanent Secretary may suspend the employee at any stage during the process. In determining whether suspension is warranted, the Permanent Secretary will consider whether:

7.1.1. The presence of the employee could compromise safety in the workplace;

7.1.2. The presence of the employee could compromise or hinder the investigation;

7.1.3. There are concerns about the preservation or integrity of Ministry information, property or service to the public.

7.2. If a decision to suspend is made by the Permanent Secretary, the employee will have the decision confirmed in writing. The written advice will include all relevant details of the suspension.

7.3. Any period of suspension while the matter is under investigation by the Ministry is on full pay.

7.4. If the decision is made to institute Disciplinary Action, any suspension will initially be on no pay:

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7.4.1. The period of no pay will commence from the date the case is referred to the Public Service Disciplinary Tribunal (PSDT);

7.4.2. Payment of any salary once the case is referred to PSDT will be determined by the PSDT following a request by the employee to it in accordance with their procedures;

7.4.3. Where an employee occupies staff quarters, they may be required to vacate the staff quarters within one month from the date the case is referred to PSDT;

7.4.3.1. In accordance with the Civil Service Regulations, only PSDT can require a staff member to vacate quarters. Such a request should form part of the Ministry case submission to the PSDT;

7.4.4. Any reasonable expenses incurred in vacating the staff quarters will be borne by the Ministry.

## 8. INSTITUTE DISCIPLINARY ACTION

Where the Permanent Secretary decides there is a discipline case for further action, the Permanent Secretary, in agreement with their Minister, may Institute Disciplinary Action in the following ways.

8.1. Where the offence is such that the investigation recommends that no immediate penalty be applied but that the employee be formally notified of the need to change their behaviour or performance, the Permanent Secretary may issue a formal written warning to the employee.

8.2. Formal warnings will be in writing and will include:

8.2.1. Confirmation of the circumstances leading to the warning;

8.2.2. The nature of the behaviour or performance that is to be amended;

8.2.3. The consequences of not improving or repeating the behaviour or performance that is to be amended.

8.3. Where a warning is not appropriate, but where the case does not warrant removal of the employee, the Permanent Secretary will package all relevant information and send same to the PSDT for determination.

8.3.1. Submissions will conform to the format prescribed by the PSDT.

## 9. REMOVE AN EMPLOYEE

9.1. The Permanent Secretary, in agreement with their Minister, may remove any contracted employee in accordance with the terms of their contract and having complied with the principles of Natural Justice and confirmed a case to answer in accordance with Section Six of this guideline.

## 10. IMPLEMENT THE DECISION OF PSDT

10.1. The PSDT will determine the outcome of discipline cases forwarded to it.

10.2. The PSDT will advise the Permanent Secretary of the outcome of relevant discipline cases, and any penalty to be imposed.

10.3. Should the Permanent Secretary disagree with the decision of the PSDT, the Permanent Secretary may request the Solicitor General to appeal the decision to the High Court:

10.3.1. The Solicitor General will determine whether to appeal and will advise the Permanent Secretary accordingly.



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- 10.4. Where there is no appeal of the decision of PSDT, the Permanent Secretary will implement the decisions of the PSDT.

## 11. EMPLOYEE APPEALS

- 11.1. Where an employee is unhappy with the Ministry process they may follow the grievance procedures under the Employment Relations Act.
- 11.2. Any decision of the PSDT is reviewable by the High Court (Constitution s.120(10)).

## 12. MAINTAINING CONFIDENTIALITY

- 12.1. When addressing disciplinary issues including poor performance or misconduct all those involved must respect and maintain confidentiality of the information obtained.

## 13. CRIMINAL, FRAUD AND CORRUPTION MATTERS

- 13.1. Any potentially criminal matter is to be referred to the Police.
- 13.2. Any potentially fraudulent or corrupt matter (including any criminal matter that is potentially corrupt) is to be referred to FICAC.
- 13.3. Any internal disciplinary action may be carried out independently and parallel to any investigation by the relevant authorities.

## 14. PROFESSIONAL BODIES

- 14.1. Where licensing, membership of, or registration by, a professional body (e.g. Chief Registrar, Medical Council) is a pre-requisite for an employee holding a specific position in their Ministry the employee's continued employment is dependent on maintaining that standing with their professional body.
- 14.2. The relevant professional body may investigate alleged breaches of the member's professional conduct in accordance with their own governing legislation.
- 14.3. Once the professional body has completed their enquiries, a separate and independent employment investigation may be carried out.
- 14.4. Should an employee's membership or registration be revoked, this will result in their immediate removal from office or a recommendation to PSTD for dismissal of permanent employees.

## 15. ONGOING TRAINING AND IMPLEMENTATION

- 15.1. All transition arrangements have now concluded.
- 15.2. Ongoing training for Investigation Officers will be conducted through the Ministry of Civil Service Core Training Skills unit. The Ministry of Civil Service will provide an updated list of accredited Investigation Officers to all Ministries on a quarterly basis.
- 15.3. In accordance with the findings of the review, the CSRMU will update and provide further training as follows:
- 15.3.1. Induction materials for use by all Ministries, on the rights and responsibilities of all staff in maintaining a positive workplace through adherence to the Code of Conduct and the Civil Service Values;

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- 15.3.2. For supervisors and managers, with a focus on appropriate supervision, links between Discipline, the Performance Management Framework and appropriate use of the Performance Improvement Programmes;
- 15.3.3. Develop “advanced investigation officer” training materials, focusing on higher level skills for more complex investigation and Interviewing.
- 15.3.4. After successful pilot of updated materials and when agreed targets have been reached, the CSRMU will hand the materials to the Ministry of Civil Service for ongoing training of New Appointees (Induction core skills) Investigation Officers, Supervisors and Managers.

#### 16. ENDORSEMENT BY THE PUBLIC SERVICE COMMISSION



**Vishnu Mohan**

Chairman

Public Service Commission



## Appendix II



# FIJIAN CIVIL SERVICE

## Open Merit Recruitment and Selection

# OPEN MERIT RECRUITMENT AND SELECTION

## JULY 2019

### 1. OBJECTIVES OF THE GUIDELINE

- 1.1. Define Open Merit; and
- 1.2. Provide the policy basis for Permanent Secretaries to ensure that all Recruitment and Selection of staff adheres to the principles of Open Merit.

### 2. BACKGROUND

- 2.1. The Fijian Constitution defines the Values and Principles for the Civil Service, including that recruitment and promotion will be based on objectivity, impartiality and fair competition and ability, education, experience and other characteristics of Merit (S123, (i) (i, ii)). Further, the Fijian Constitution states that Permanent Secretaries, with the agreement of their Minister, have the authority to determine all matters pertaining to the employment of all staff in the Ministry, including the qualification requirements for appointment and the process to be followed for appointment, which must be an open, transparent and competitive selection process based on merit (S127, (8) (b)).
- 2.2. The OMRS Guideline was originally approved in January 2016. Amendments were made in January 2017 to introduce the Procedure Review Process and in August 2017 to update panel membership requirements and in April 2018 to incorporate improvements from the formal review.
- 2.3. This update highlights new steps to ensure that all positions are funded, reviewed and aligned to corporate and annual plans prior to advertising and that recruitment for positions that were not funded through the budget process is approved by the Minister responsible for the Civil Service.
- 2.4. This guideline applies to all positions in Ministries where appointment is approved by the Permanent Secretary (in agreement with their Minister), including Government Wage Earners, temporary and project staff and to all appointments including promotions, secondments and acting on higher positions:
  - 2.4.1. Where a position is advertised as temporary the contract can only be renewed once, for a period not exceeding the original appointment.
- 2.5. The application of open merit based recruitment and selection policies requires adherence to the following Principles:
  - 2.5.1. Decision making based only on the requirements of the position, with no assumption on who will possess these requirements;
  - 2.5.2. Open and transparent competition for all positions;
  - 2.5.3. Transparency and Accountability in decision making;
  - 2.5.4. Fairness and equity in all staffing decisions, particularly with regard to activities which would impact on relative merit of recruitment and selection decisions.



- 2.6. Ministries are required to document and publish their internal procedures ensuring that they adhere to these principles.
- 2.7. All advertisements will refer to an approved Role Description, the format for which is included as Annex A to the Guideline. Role descriptions may be supported by other Job Documentation including Job Descriptions, Job Evaluation Questionnaires, Duty Statements, which are more specific and for internal use. Role Descriptions are designed to be generic, supporting pool recruitment for multiple positions and must not contain any discriminatory criteria or language that would only be understood by internal candidates.
- 2.8. Succession planning –is to be conducted with a focus on broad organisational needs, with strategies that do not advantage / disadvantage any particular individual or group;
- 2.9. The guideline is to be applied to all recruitment and selection activities. Permanent Secretaries must ensure that Ministry level policy and procedures are consistent with this guideline.

### 3. DEFINITIONS

- 3.1. Acting is defined as an appointment where an internal applicant is selected and appointed to a role that is at a higher level than their substantive position and where the higher position will exist for a period less than their substantive contract.
- 3.2. Approved Panel Member register is held by the Ministry, and is a list of all officers who have completed sufficient panel training to demonstrate that they fully understand the principles and application of open merit in a public sector environment.
- 3.3. Benchmark is the level required by applicants to be considered suitable for appointment. It should be set in advance of scoring applicants at any stage of the assessment process.
- 3.4. Entry level positions are defined as those where an individual begins their career in a profession or role.
- 3.5. Government entity is defined as an organisation whose employees who are paid through the government payroll.
- 3.6. Immediate family member is defined as a relative living (residing in the same dwelling) with the employee or panel member.
- 3.7. Internal applicants are from within any Ministry in the Civil Service.
- 3.8. Level is defined as the Band of the position, or for external panel members, similar range of responsibility.
- 3.9. Open Ended Advertising is where a position does not have a specific closing date, with applications able to be submitted at any time, assessed and applicants added to the order of merit. This type of advertising can be used for positions that occur frequently, such as teachers, nurses etc. The advertisement must include a statement that applications may be submitted at any time and vacancies will be filled using the order of merit as they occur.
- 3.10. Open Merit Recruitment and Selection is defined as the system of appointing employees based on their ability to do the job, assessed against objective selection criteria which do not discriminate against or give preference to any group or individual.

- 3.11. Order of Merit is the final list of candidates, listed in order of their results in the selection process. Appointments are made from the top of the order of merit.
- 3.12. Panel training is defined as instruction or briefing sufficient that the Permanent Secretary is satisfied that the panel member fully understands the principles and application of open merit in a public sector environment.
- 3.13. Pool recruitment is where more than one appointment may be made from a single recruitment exercise. This applies to positions where the KESA are the same for more than one position, and could be within a Ministry or Service wide.
- 3.14. Position includes all jobs within a Ministry, regardless of funding source or type of employment.
- 3.15. Recruitment is defined as the process of seeking applicants for vacant positions within the approved Ministry structure.
- 3.16. Redeployment is defined as the required placement of staff into a position at their contracted level, where their previous position has changed level, been redefined or abolished.
- 3.17. Role Description is the brief details of the position, in the prescribed format included as Annex A to this Guideline. It may be supported by other job documentation, including Job Description, Duty statement and Job Evaluation Questionnaire which may be required for other purposes in the Ministry.
- 3.18. Selection is defined as the process of assessing applicants in order to determine the most meritorious candidate for appointment to the vacant position.
- 3.19. Stale applicant pool is one where a nomination has not been approved by the Permanent Secretary within four months of the closing of the advertisement. Vacancies must be re-advertised where the applicant pool has become stale.
- 3.20. Substantive level is defined as the contracted band of the officer concerned.
- 3.21. Substantive vacancy is defined as any position that does not have an ongoing incumbent appointed (including where contracts have expired or not been renewed) and where the new appointment will be for greater than nine months.
- 3.22. Temporary vacancy is defined as any position that has an ongoing incumbent (e.g. on leave) or where the appointment will be for a period of nine months or less.
- 3.23. Transfer is defined as the movement of staff from one position to another, where the positions are on the same band and have substantially the same key responsibilities, Knowledge, Experience, Skill and Ability requirements.
- 3.24. Vacancy is defined as any position where the appointment will be for greater than one month, and where the contract or appointment will be signed by the Permanent Secretary.

#### 4. TRANSFERS AND REDEPLOYMENT OF STAFF

- 4.1. Consideration of any staff requiring redeployment must occur prior to any recruitment activity:
  - 4.1.1. Redeployment may only occur at the current level of the staff member and where the staff member has the required Knowledge, Experience, Skills and Abilities to perform the key responsibilities of the position;



4.2. Transfer of staff at their substantive level may occur before any recruitment activity, to meet current or future organisational needs:

4.2.1. A transfer may only occur for a current, appointed staff member to a position at the same level, where the duties and the Knowledge, Experience, Skills and Abilities for the positions are substantially the same;

4.2.2. Where the transfer would be regarded as a developmental opportunity, internal advertisement and merit selection (expression of interest) for the opportunity should be undertaken.

## 5. ROLE DESCRIPTIONS

5.1. Successful and valid Open Merit only operates where the role description is well written, containing no discriminatory criteria, enabling the selection process to focus on the applicant's ability to do the job.

5.2. Generic Role Descriptions are encouraged, allowing movement of staff at level and pool recruitment to occur.

5.3. Role descriptions must align to the strategic and operational requirements of the Ministry. Key Performance Indicators (KPI) in role descriptions must link to the KPI at the work unit level.

5.4. The following principles apply to all Role Descriptions:

5.4.1. Where registration is a legal requirement for a role, this will be specified in the role description;

5.4.2. Qualifications are only mandatory where they are a legal requirement (in which case the registration will be stated), in all other cases equivalent experience must be considered;

5.4.3. The Knowledge, Experience, Skills and Abilities (KESA) as stated in the role description are the only selection criteria and must adequately assess the applicant's ability to undertake the key responsibilities of the role;

5.4.4. There must be a direct link between any specified KESA and the documented key responsibilities of the role;

5.4.5. Entry level positions must be open to applicants with no experience;

5.4.6. Language must be general public usage, easily understood with no acronyms included;

5.4.7. Specific knowledge that would be available only to internal applicants, cannot be included and role descriptions must allow for the ability to rapidly acquire such internal knowledge.

5.5. The role description must be reviewed and approved by the Permanent Secretary (or delegate) prior to any recruitment activity.

## 6. RECRUITMENT

6.1. The principles of merit and open competition will apply to all recruitment activities of Ministries.

6.2. Prior to commencing the recruitment activity and advertising the position in accordance with 6.3 of this Guideline, the Minister responsible for the Civil Service must approve:

(i) The recruitment of any new position; or

- (ii) The recruitment of any position that does not have budgetary allocation for that financial year.
- 6.2.1 Requests for approval to recruit must be forwarded through the Ministry for the Civil Service in the format specified by the Ministry of Civil Service.
- 6.3. All vacant positions (both substantive and temporary) will be advertised for a minimum period of five working days, through the means deemed appropriate with regard to the location, term of the position and the knowledge, experience, skills and abilities required to perform the duties of the position.
- 6.4. Advertisements will:
- 6.4.1. Be brief, with only the information to attract potential applicants to seek the applicant package for more information;
  - 6.4.2. Clearly state whether the position is of an ongoing nature or short term/temporary;
  - 6.4.3. Clearly state the closing date and time for applications, late applications are not to be accepted unless special arrangements are to apply;
  - 6.4.4. State any special arrangements, such as pool recruitment or open ended advertising.
- 6.5. Permanent Secretaries are encouraged to adopt pool recruitment whenever it will provide efficiencies for their Ministry. Pool arrangements may include:
- 6.5.1. Open Pool for ongoing vacancies that arise (e.g. for positions such as nurses, teachers), these pools can accept applications at any time without a closing date, advertisements must include these provisions and applicants must be advised that positions will be filled on the order of merit from available applicants, at the time of the vacancy;
  - 6.5.2. Ministry / role pool recruitment - where there are multiple positions within the Ministry with the same job description, recruitment can occur for current and potential vacancies that may occur during the specified period of time (examples may be teachers, nurses);
  - 6.5.3. Service wide, core position pools - where there are multiple, core positions across the civil service with substantially the same role description, recruitment can be coordinated by a nominated Permanent Secretary for current and potential vacancies that may occur across the service during the specified period of time (examples may be entry level clerical officers, drivers).
  - 6.5.4. Special provisions apply with regard to offers and procedural review with regard to pool positions;
  - 6.5.5. All principles of Open Merit apply to “pool” positions, pool recruitment results in an order of merit which is used for vacancies as they arise, not for a single position.
- 6.6. Applicants for positions in the Civil Service must declare that there are no matters which will affect the credibility of their employment and must allow the Ministry to make all such reasonable enquiries to confirm these declarations.
- 6.7. All applications will be registered in the format approved by the Permanent Secretary:



- 6.7.1. The register must be sorted in a manner that only reflects the criteria directly related to the job;
- 6.7.2. The register will not reflect any criteria that are not directly related to the job, or that are discriminatory or biased; this includes any sorting by reference to internal / external applicants or seniority of internal applicants.
- 6.8. All applications will be acknowledged to confirm receipt, in the format approved by the Permanent Secretary.

## 7. SETTING THE SELECTION PANEL

- 7.1. The Permanent Secretary (or delegate) will approve the selection panel for the vacancy / pool:
  - 7.1.1. Selection panels should be appointed at the time of advertisement and be ready to commence the process as soon as the vacancy closes.
- 7.2. The Selection Panel is responsible for managing all selection activities for the designated vacancy.
- 7.3. The Selection panel shall comprise of a minimum of three members, meeting the following requirements:
  - 7.3.1. All must be at or above the level of the position, with no conflict of interest evident and/or declared;
  - 7.3.2. All must be trained, with the knowledge and understanding of the Merit Principle required to fully contribute to the Selection Process;
  - 7.3.3. All must be on the Ministry's register of approved Panel Members;
  - 7.3.4. One member will have technical knowledge of the position, preferably the Director or Supervisor responsible for the position;
  - 7.3.5. Panels will have gender equity, with at least one male and one female on every panel;
  - 7.3.6. For positions at Band J or above, there will be one independent panel member who is a suitably qualified person from outside the Civil Service;
  - 7.3.7. For all positions (including Band J or above), there will be one suitably qualified person from another Ministry;
  - 7.3.8. Any prior knowledge of applicants must be declared but is not necessarily a conflict of interest. Proposed panel members must withdraw from any selection activity where immediate family member/s are an applicant.
- 7.4. In addition to the three panel members, all panels will include a Human Resource (HR) Representative. The HR Representative will not participate in the selection process, but will advise the panel on process and guideline compliance requirements, including technical assistance in setting appropriate selection tools.
- 7.5. One member will be appointed by the Permanent Secretary as the Chair of the panel. The Chair is responsible for ensuring the process is completed in a timely manner in accordance with the requirements of this Guideline.
- 7.6. The HR Department will maintain the Ministry's Register of Approved Panel Members. To be an approved panel member, the employee will have successfully completed an approved Panel

Member Training Program and be authorised by the Permanent Secretary to be included on the register:

7.6.1. The HR Department will keep the register up to date and ensure they have sufficient trained officers to sit on panels.

7.7. Where an independent panel member is included, and they are not an employee of another Ministry or Government entity, they may be paid a sitting allowance at the rate not to exceed the equivalent to the daily rate for the position being considered.

7.8. Ministry and Government entity employees will be granted duty time to sit on panels for another Ministry, subject to the approval of the Permanent Secretary (or equivalent):

7.8.1. No additional payment is to be made where duty time has been granted for ministry or government entity employees.

7.9. The Selection Panel is responsible for determining and setting the appropriate selection tools, including writing Interview or Test questions, these will be approved by the Permanent Secretary (or delegate) along with any costs associated with the process:

## 8. DETERMINING APPROPRIATE SELECTION TOOLS

8.1. The selection tools will be determined based on KESA documented in the role description, considering the most cost effective method of assessment.

8.2. Selection tools may include (any of the following, but not be limited to) paper review of stated qualifications and responses to the role requirements, aptitude testing, skills based testing, work samples, presentations to demonstrate skills / knowledge, assessment centres, interview.

8.3. Panels should use a range of selections tools, which validate each other and therefore confirm the relative merit of applicants.

8.4. The Selection Panel will determine the most appropriate selection method/s:

8.4.1. Skills and abilities should be assessed through practical testing wherever possible;

8.4.2. Knowledge should be assessed through knowledge based testing wherever possible;

8.4.3. Experience must be applied and be supported with solid examples of where the applicant has successfully performed similar roles in the past;

8.5. The Selection Panel will develop the questions/ activities for the recommended selection tool:

8.5.1. The HR Representative is responsible for ensuring that the questions / activities are valid and reliable and relate only to the KESA as stated in the Role Description.

8.6. Questions / activities must not advantage / disadvantage any particular group or applicant.

8.7. The Selection panel will document their questions / activities and will confirm their model answers and scoring methodology, prior to commencing the selection activity. These documents must be included in the selection report.

## 9. CONDUCTING THE SELECTION

9.1. Only the KESA listed in the approved role description may be considered when determining the most meritorious applicant for a position.

9.2. Selection activities will be conducted through the means and in the most cost effective location possible:



- 9.2.1. Skype and telephone interviews are acceptable approaches;
- 9.2.2. Testing can be conducted online or in supervised remote locations to suit the particular vacancy;
- 9.2.3. Tests do not need to be marked by all panel members, but must be at least marked and check-marked;
- 9.2.4. For large applicant pools, multiple sub-panels can be used to conduct activities, provided all are trained, have consistent marking guides and a final moderation process confirms consistency of assessments. All sub-panels must meet the panel composition requirements.
- 9.3. Where interviews are one of the tools, they will use predominantly behaviour based questions which must directly relate to the documented KESA for the position.
- 9.4. Questions which relate to information not directly connected to the requirements of the position, such as family background, ethnicity, gender, personal arrangements, etc must not be included.
- 9.5. Where testing is the recommended selection tool, the test instrument and marking guide will be prepared in advance of the test and will be kept confidential. The test will be supervised by a minimum of one supervisor to 10 applicants. The test will be marked using the marking guide, by a nominated marker who was not a supervisor at the test.
- 9.6. Where multiple positions are available for appointment (including pool positions), or where there is more than one suitable applicant for a single position, an order of merit list will be compiled and offers made based on that order of merit.
- 9.7. Where an order of merit is compiled, the order of merit will remain current for a period of four months, unless otherwise stipulated by the Permanent Secretary:
  - 9.7.1. Pool positions may have their order of merit approved to remain current for a period of up to 12 months.
- 9.8. Additional provisions with regard to procedural review for Pool positions apply, refer to Section 12 of this guideline;
- 9.9. All applicants will be advised of the outcome of their application (whether suitable / unsuitable) within five days of confirmation that they are unsuccessful:
  - 9.9.1. Applicants can be advised that they are unsuccessful at any stage of the process, provided that the Permanent Secretary has approved the selection process to that point;
  - 9.9.2. Advice to applicants must include feedback and details of the Procedure Review Process.
- 9.10. Referee checks must be conducted for all recommended applicants. Referee checks are used to substantiate claims made by the applicant. They cannot change the order of merit, they confirm / deny the suitability of applicants only.
- 9.11. Where the selection activities are not completed within four calendar months from advertisement, the applicant pool will be declared stale and the process will recommence.

## 10. RECOMMENDATION FOR APPOINTMENT

- 10.1. A recommendation for appointment must be made within four calendar months of the close of advertisement:
  - 10.1.1. Where the process is not completed within four calendar months, the applicant pool will be declared stale and the role will be re-advertised, unless exemption is granted by the Public Service Commission for exceptional circumstances;
  - 10.1.2. For the purpose of this section, the process is complete when the selection report is approved by the Permanent Secretary.
- 10.2. Following completion of the selection activity, the Panel will recommend the Order of Merit for appointment (identifying who is suitable / not suitable for appointment), subject to referee checking.
- 10.3. The HR Department / Representative will conduct referee checks and finalise the full final report on the selection process.
- 10.4. Referee checks will be conducted for at least the top recommended applicant:
  - 10.4.1. Referee checks will confirm / deny claims made by the applicant during the selection process. They can eliminate an applicant from the process but cannot change the order of merit;
  - 10.4.2. Referee checks must be conducted with work related referees, who can comment on the applicant's work performance;
  - 10.4.3. Referee checks are not scored and do not contribute to the overall merit of the applicant;
  - 10.4.4. MyAPA (Performance Appraisal) results may be used as one referee check, where they are available;
  - 10.4.5. Written references are not acceptable, the referee check must be specific to the position being considered.
- 10.5. Following confirmation of referee reports, the selection report with final referee comments will be finalised. The HR Department / Panel Secretariat will recommend the appointment and step. The Step on the Salary band will be in accordance with the Job Evaluation and Civil Service Remuneration Setting guideline.
- 10.6. For pool appointments, the final selection report can recommend the order of merit and initial appointments. Subsequent appointments can refer to the approved order of merit, with confirmation that the next appointment is next on the order of merit.
- 10.7. Any appointment offers must be made in accordance with the order of merit – lower ranked applicants cannot be appointed before the highest ranked applicants. Location preferences can be used to determine any final offers of employment.
- 10.8. Appointments at Band J and above will be published in the government gazette, as soon as the successful applicant accepts the appointment.
- 10.9. The appointment/s are to be approved by the Permanent Secretary with the agreement of the responsible Minister.



## 11. TAKE UP OF DUTY

- 11.1. Once approved, the successful applicant is to be notified and a duty start date is to be confirmed.
  - 11.1.1. Offers are provisional until the expiry of the procedural review period;
  - 11.1.2. The duty start date should not be before the expiry of the procedural review period, if applicable.
- 11.2. The appointment and commencement of salary are not effective until the appointee commences duty:
  - 11.2.1. Normally, commencement of duty is to be within 30 calendar days (one month) of acceptance and confirmation of appointment, following the expiry of the procedural review period;
  - 11.2.2. The Permanent Secretary may approve a longer take up period to suit Ministry needs. However, this would be in exceptional circumstances, for example to start at the beginning of a school term;
  - 11.2.3. Where the appointment involves payment of a different salary, no change to salary is to be paid until the appointee takes up duty.
- 11.3. Where the appointee does not take up duty within the agreed period of time, the appointment will be cancelled and the position offered to the next applicant in the order of merit list (following referee checking);
  - 11.3.1. Such changes will be documented and filed with the Selection Report. No further procedure reviews are allowed for such consequential appointments.
- 11.4. Where there is no other suitable applicant for the position, recruitment will recommence for the position, along with other strategies for attracting scarce skills where appropriate.

## 12. PROCEDURAL REVIEW PROCESS

- 12.1. A procedural review is available for all substantive vacancies that are advertised on or after 01 January 2017.
- 12.2. The Procedural Review process is applicable only for appointments to substantive vacancies, and can be based on process only:
  - 12.2.1. The only considerations are whether the Ministry's process was followed and whether that process is consistent with this guideline;
  - 12.2.2. Where a vacancy was advertised prior to the approval of this version of the Guideline, the previous Guideline provisions will apply.
- 12.3. At each stage of elimination through the process, applicants must be advised that they have been unsuccessful, within five working days of that decision being confirmed:
  - 12.3.1. The Permanent Secretary will confirm each stage of the process and approve the forwarding of unsuccessful letters, with feedback and confirmation of the procedure review process;
  - 12.3.2. Notification must include advice on whether they were considered to be suitable / unsuitable and the process for procedural review, if applicable;

- 12.3.3. If suitable, that they will be held on the order of merit list pending any vacancy in the same position for the period approved by the Permanent Secretary.
- 12.4. A procedural review must be lodged with the Secretariat to the Public Service Commission, within five working days of notification that they have not been offered the position.
- 12.4.1. Procedural Reviews must be lodged using the format provided by the Secretariat;
- 12.4.2. Procedural Reviews must be accompanied by the documentation specified by the Secretariat.
- 12.5. Notification is deemed to be the date of the notification, unless the applicant can demonstrate that the notification was not sent to them on that date.
- 12.6. The Secretariat Manager will confirm whether a Procedural Review request is eligible. The Secretariat Manager may reject any procedural review, without further reference to the PSC Delegate if:
- 12.6.1. The vacancy was not substantive;
- 12.6.2. The appellant has not demonstrated that they applied by the closing date/time of the vacancy;
- 12.6.3. The procedural review is not submitted within five working days of their notification that they were unsuccessful for the position;
- 12.6.4. The appellant was not eligible to be considered for the vacancy (where the eligibility criteria are advertised and lawful, such as under age 55 and Fijian Citizen);
- 12.6.5. The procedural review is not clearly based on process as per the advertised basis and format for procedural review;
- 12.6.6. The procedural review is in relation to a pool position and is not in accordance with the provisions for review of pool position (see S10).
- 12.6.7. The Secretariat Manager will advise the appellant if their procedural review is ineligible, within five working days of receipt of the procedural review.
- 12.7. The PSC Delegate will consider any eligible procedural review and make a recommendation within ten working days of receipt of the procedural review.
- 12.8. Recommended outcomes of a procedural review can be:
- 12.8.1. Appointment stands, process was in accordance with this guideline;
- 12.8.2. Appeal upheld – Ministry to review and recommence the process from where it contravened this guideline.
- 12.9. The Delegate's recommendations will be compiled into a report, for ratification by the Public Service Commission at its next meeting.
- 12.10. The appellant will be advised of the outcome of their procedural review and what further action, if any, will occur as a result.

### 13. PROCEDURAL REVIEW PROVISIONS FOR POOL POSITIONS

- 13.1. Where a position is advertised for ongoing selections as part of a pool process (in accordance with Section 5 and 6 of this guideline), the following additional provisions apply with regard to procedural review.



- 13.2. Applicants will be advised of the outcome of the application (whether suitable / unsuitable), within five days of the approval of their elimination from or final order of merit for the pool.
- 13.3. Procedural review based on process must be lodged within five days of notification of the outcome of the suitability of their application.
- 13.4. No subsequent procedural review may be lodged on the basis of process.
- 13.5. As appointments are made from the pool, applicants may lodge a procedural review within five days of awareness of an appointment, if they believe that the order of merit has not been followed.
  - 13.5.1. These procedural reviews may only be based on a claim that the order of merit was not followed;
  - 13.5.2. The procedural review will consider and review only whether the most meritorious applicant was appointed based on the order of merit;
  - 13.5.3. The Process which determined the order of merit will not be reviewed in these circumstances.

#### 14. ONGOING CONTRACTING

- 14.1. Where a vacancy was advertised as a temporary position, the contract can only be for the duration of the advertised period;
  - 14.1.1. Where unforeseen circumstances arise, one extension only, for a period not exceeding the original period, can be made.
  - 14.1.2. Where the duration of the position changes, the position must be re-advertised as the duration of the vacancy directly affects the applicant pool and therefore the merit competition for the position.
- 14.2. All other contract renewals are to be in accordance with the provisions of the Performance Management Framework.

#### 15. Transition and Review of this Guideline:

- 15.1. All transition timelines have now expired and Ministries are expected to fully comply with all requirements of this Guideline.
- 15.2. The guideline will be reviewed by the CSR MU commencing in January 2020, with a report submitted to PSC for consideration within one month of conclusion of the review.

#### 16. ENDORSEMENT BY THE PUBLIC SERVICE COMMISSION



**Vishnu Mohan**

**Chairman**  
**Public Service Commission**

Date: 25 October 2019

## ANNEX A ROLE DESCRIPTION FORMAT

# MINISTRY AND LOGO

### ROLE DESCRIPTION: ROLE TITLE (e.g. Driver, Administrative Officer)

#### CORPORATE INFORMATION

1. Position Level:
2. Salary Range:
3. Duty Station:
4. Reporting Responsibilities;
  - a) **Reports To:**
  - b) **Liaises with:**
  - c) **Subordinates:**

#### ROLE PURPOSE

Brief, one or two sentences describing why the role exists and it's prime objective.

#### KEY RESPONSIBILITIES

The role will achieve its purpose through the following key responsibilities. Working with relevant staff and service providers, in accordance with legislative requirements:

1. Only the key responsibilities – not every task that needs to be completed (maximum 8)

#### KEY PERFORMANCE INDICATORS

Performance will be measured through the following indicators:

1. Specific, Measurable, Attainable, Relevant, Time bound (maximum 4);
2. Relate to performance on the job.

#### PERSON SPECIFICATION

These are the selection criteria, and identify if an applicant is suitable for the role – there must be a specific link to the Key Duties. No acronyms to be included.

In addition to *an appropriate qualification* (or equivalent relevant experience) the following Knowledge, Experience, Skills and Abilities required to successfully undertake this role are:

##### Knowledge and Experience

1. At least XXX years experience doing something specific relevant to the job;
2. If applicable, sound knowledge of (specific technical knowledge required for the job);



3. Understanding of the applicable legislation or policies / procedures (or experience which demonstrates the ability to rapidly acquire);
4. Understanding of teams and how to work effectively within a team environment.

#### Skills and Abilities

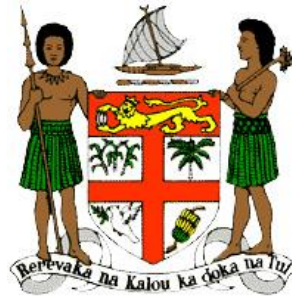
1. Ability to use computer programmes

#### Personal Character

All applicants for employment in the XXX Ministry must be of good character, with a background that demonstrates their commitment to the civil service values contained in the Fijian Constitution. Applicants must also be Fijian Citizens, under age 55, in sound health, with a clear police record. The selected applicant will be required to provide a medical certificate and police clearance prior to taking up duty.

**MAXIMUM 2 PAGES IN TOTAL**

## Appendix III



# FIJIAN CIVIL SERVICE

## Learning and Development Guideline



## LEARNING AND DEVELOPMENT GUIDELINE

### 1. OBJECTIVES OF THE GUIDELINE

- 1.1. Define the purpose and confirm the commitment to Learning and Development across the Civil Service;
- 1.2. Confirm the policy basis for scholarships, study leave and study assistance;
- 1.3. Confirm the role of the Ministry of Civil Service with regard to core skills training and coordination of development partner assistance; and
- 1.4. Provide the policy basis for Permanent Secretaries to ensure that all Learning and Development activities focus on transfer of learning to the workplace and provide a return on investment for the Civil Service and the Fijian people.

### 2. BACKGROUND

- 2.1. The Fijian Constitution defines the Values and Principles for the Civil Service, including the efficient, effective and economic use of public resources; and the cultivation of good human resource management and career development practices, to maximise human potential (S123 (d) (h)). Further, the Fijian Constitution states that Permanent Secretaries, with the agreement of their Minister, have the authority to determine all matters pertaining to the employment of staff in the Ministry (S127, (8)).
- 2.2. The aim of learning and development is to develop Civil Servants' capacity – their knowledge, skills and abilities – to create high performing organisations by aligning individual ability and performance with the organisation's overall vision and strategic objectives. Ongoing development of individual Civil Servants contributes to the Fijian Civil Service performing its role of providing effective and efficient delivery of services to the Fijian people.
- 2.3. This guideline applies to all positions in Ministries where appointment is approved by the Permanent Secretary (in agreement with their Minister), including Government Wage Earners, temporary and project staff.
- 2.4. Ministries are required to document and publish their internal procedures ensuring that they adhere to these principles.
- 2.5. The Ministry of Civil Service is responsible for submission of grant claims ONLY for the core skills programmes run through the Ministry of Civil Service. All refunds will be utilised for future core skills learning and development programmes.
- 2.6. Individual Ministries are responsible for their own legislative compliance with the Training Levy and any subsequent legislative amendments, including submission of grant claims for all training run within their own Ministries.
- 2.7. This guideline is to be applied to all learning and development activities. Permanent Secretaries must ensure that Ministry level policy and procedures are consistent with this and all guidelines issued by the Public Service Commission.

### 3. DEFINITIONS

- 3.1. Bond is a legal document requiring officers to provide return service for a period of study. The terms and conditions of the bond are as specified by the Office of the Solicitor-General.
- 3.2. Core skills are common across all Ministries and include (but are not limited to) public administration, code of conduct, civil service values, leadership, supervision and other generic skills critical to good public sector workplace management.
- 3.3. Development is defined as activities which prepare an employee for future job opportunities.
- 3.4. eLearning activities are those provided through electronic educational technology.
- 3.5. Learning is defined as a multi-dimensional approach to personal development, which encourages problem solving and application to workplace performance.
- 3.6. mLearning is a form of distance education, utilising mobile device educational technologies.
- 3.7. Return on Investment refers to the improvements in organisational performance as a result of investment in learning and development activities.
- 3.8. Scholarships are funded programmes of study, normally leading to formal qualifications.
- 3.9. Study leave can be with or without pay, enabling an employee to undertake a long term programme of study whilst retaining their position in a Ministry.
- 3.10. Training is defined as a specific activity to provide skills to meet an immediate workforce need.
- 3.11. Transfer of learning refers to the application of skills, knowledge or abilities gained during learning opportunities, to the job / workplace.

### 4. IDENTIFYING LEARNING AND DEVELOPMENT NEEDS

- 4.1. Individual learning and development needs will be identified through completion of the Learning and Development Plan in the MyAPA, or MyPROBA or through skills gaps identified in a formal performance improvement programme.
- 4.2. Organisational skill gaps, as identified through Workforce Plans, may also be used to confirm learning and development needs at the Ministry level, particularly where such skills are not readily available in the market.
- 4.3. Training / Learning Needs may also be identified through programmes of change or formal Training / Learning Needs analysis either within a Ministry or across the Civil Service.
- 4.4. Learning and development needs should be compiled at ministry level and prioritised to meet organisational (Ministry) needs.
- 4.5. Core skills needs will be forwarded by Ministries to the Ministry of Civil Service, for service wide compilation and prioritisation:
  - 4.5.1. Ministries will forward their core skills needs by the end of December each year (through compilation of results from the Interim Assessment in the Performance Management Framework);
  - 4.5.2. Ministries will update their core skills needs following the annual MyAPA process in May each year;

- 4.5.3. The Ministry of Civil Service will provide core skills learning and development programmes to meet the identified needs of the highest priorities across all Ministries;
- 4.5.4. The Ministry of Civil Service will consult with Ministries to reconfirm service wide priorities and will publish their training calendar for the next year by the end of January each year. The calendar will be updated with any amendments through the budget cycle;
- 4.5.5. Where Ministry's identified priorities will not be met by the Ministry of Civil Service, the individual Ministry should endeavour to support their own learning and development needs.
- 4.6. Ministry learning and development needs which require development partner support will be forwarded to the Ministry of Civil Service by the end of December each year.
  - 4.6.1. The Ministry of Civil Service will utilise the identified learning and development needs to direct development partner offers to the appropriate Ministry as they are received;
  - 4.6.2. Where specific development partners have other timelines, the Ministry of Civil Service will consult with Ministries and update priority needs as required to meet the development partner timelines;
  - 4.6.3. The Ministry of Civil Service will liaise with development partners to highlight the coordinated learning and development needs of the civil service.

## 5. MEETING LEARNING AND DEVELOPMENT NEEDS

- 5.1. Learning and development activities should be met by the most cost effective method available.
- 5.2. This Guideline acknowledges that Workplace learning can happen anywhere, at any time and can be one or a combination of:
  - 5.2.1. On job experience;
  - 5.2.2. Coaching and mentoring;
  - 5.2.3. Secondments and attachments, task force participation, job rotation and other workplace based development opportunities;
  - 5.2.4. Attendance at conferences;
  - 5.2.5. Classroom learning / courses or workshops;
  - 5.2.6. Distance learning including eLearning and mLearning;
  - 5.2.7. Academic programmes leading to professional qualifications.
- 5.3. Learning and development is a shared responsibility to ensure that the civil service has the required capacity and capability to provide quality services to the Fijian people:
  - 5.3.1. Employees take responsibility for their own learning and development needs and for transferring new knowledge into their workplace;
  - 5.3.2. Managers lead by example, demonstrating continuous self-development and support their teams in continuous improvement and knowledge transfer; and
  - 5.3.3. Ministries regularly identify capacity gaps and encourage employees to participate in learning and development opportunities.
- 5.4. The Ministry of Civil Service is responsible for ensuring that the core skills learning and development needs across the civil service are met in a coordinated and cost effective manner.



They are the main point of contact for all development partners, unless exemption is approved for bilateral negotiations:

5.4.1. Ministries requiring exemption will do so through request to the Permanent Secretary, Ministry of Civil Service, stating the reasons and need for bilateral arrangements. Examples would include the bilateral arrangements between the World Health Organisation and the Ministry of Health and Medical Services.

5.5. The Ministry of Civil Service is responsible for liaising with all development partners to ensure that opportunities are utilised to benefit the capacity development of civil servants and the resulting service delivery to the Fijian people.

5.6. The Civil Service Reform Management Unit is responsible for all training, learning and development to support new reform initiatives in their implementation phase.

## 6. SCHOLARSHIPS AND STUDY LEAVE

6.1. Ministries do not fund scholarship opportunities – they provide leave to allow employees to take up scholarships offered through scholarship providers including development partners.

6.2. Study leave and study assistance may be provided for employees who achieve a minimum performance assessment rating of “competent” (step 3) or higher, unless specific special circumstances apply:

6.2.1. Specific special circumstances will be approved by the Ministry of Civil Service, mainly to meet scarce skills needs.

6.3. Where an individual seeks and is awarded a scholarship, they may be provided with study leave under the following provisions:

6.3.1. The programme of study must be compatible with an identified priority need in the Civil Service;

6.3.2. The employee must have notified their Permanent Secretary, through their manager, of their intention to seek the scholarship and subsequent period of leave without pay, prior to the final submission of their application for scholarship;

6.3.3. Leave will be without pay, for a period not exceeding the remaining duration of their contract;

6.3.4. Contracts may be extended to cover a further period to allow completion of a programme of study, provided the employee’s last performance assessment was “competent” (step 3); or above;

6.3.5. Any period of study leave without pay does not count as service for the purpose of performance assessment in accordance with the performance management framework;

6.3.6. During the period of study leave without pay, no other leave will accrue and no other benefits (e.g. FNPF) will be paid;

6.3.7. Bonding is not required for a period of study leave without pay;

6.3.8. Where the employee occupies sponsored government housing and the period of scholarship is greater than 12 calendar months, they will be required to vacate the

sponsored housing at their own expense to allow for a replacement employee to live in the sponsored housing;

6.3.9. On return to duty, the employee will be guaranteed placement at their band, in a similar job to the one vacated. No guarantee of location or section can be given and placement will be made to suit Ministry needs and priorities.

6.4. Where a Ministry has identified an area of scarce skills, that would be met by a programme of study of greater than 12 calendar months leading to academic qualifications, they will liaise with the Ministry of Civil Service who will coordinate with development partners for the provision of scholarship opportunities to meet such scarce skill needs – unless the Ministry of Civil Service provides exemption for the individual Ministry to seek bilateral support for the scholarship.

6.5. Once development partner support is secured for the scholarship, the following will apply:

6.5.1. The position / scholarship opportunity will be advertised, for appointment including a sponsored period of study;

6.5.2. Selection for the position / scholarship opportunity and the sponsored period of study will follow the requirements of OMRS (paragraph 2.7.4) – this includes the setting of objective selection criteria, advertising and selection by a panel compliant with the OMRS guideline;

6.5.3. Leave will be provided on full or partial salary for the successful applicant to complete the programme of study. Determination of the amount of salary will be at the discretion of the Permanent Secretary, considering the stipend provided by the scholarship and the available budget within the Ministry;

6.5.4. Leave on full or partial salary will not be extended to cater for programmes which are not completed on time. Leave without pay may be granted in exceptional circumstances, where the employee demonstrates that they will complete the programme with a short extension of time and where the sponsor is willing to continue sponsorship of the programme.

6.5.5. Where an employee fails units / courses of study and it becomes apparent that they will not be able to complete the programme within the allocated period of time, their leave may be cancelled and they may be required to immediately return to the workplace. Further action in accordance with the Discipline guideline may be instituted if the Permanent Secretary believes the employee has been negligent in their approach to their study.

6.5.6. During a period of study leave on full or partial salary, all other benefits (e.g. FNPF) are payable (proportionate to the salary paid). Allowances that are due for specific duties performed (e.g. location allowance, higher duties) are NOT payable during the period of study leave on full pay;

6.5.7. No other allowances are payable, all scholarship costs are to be met by the sponsor;

6.5.8. During a period of study leave on full or partial salary, other leave entitlements cease to accrue. Employees are able to take the semester breaks without return to work;

- 6.5.9. The contract of employment will cover the full programme of study and a return of service bond of a minimum of 1.5 times the length of the study period (to a maximum of 5 years in total);
- 6.5.9.1. Where the employee's current contract does not cover the period of study and bond, the contract may be renewed prior to the employee's departure on their period of study to cover the period of study and bond provided this does not exceed the maximum of 5 years in accordance with the Civil Service Regulations;
- 6.5.10. Where the contracted period of 5 years is not sufficient to cover the study and bond, the contract may be renewed during the study period, for a period not exceeding 5 years provided progress in the study has been satisfactory in accordance with paragraph 6.3.6 or any additional requirements made by the scholarship sponsor;
- 6.5.11. The employee will be required to maintain a minimum pass in every subject / unit (or higher if required by the scholarship sponsor) taken to remain on study leave on full or partial salary. The employee is required to provide their semester results to their Permanent Secretary within two weeks of the issue of such results;
- 6.5.12. Where the development partner cancels the scholarship, the period of leave is also automatically cancelled and the employee must return to work as soon as is practicable;
- 6.5.13. No increments or performance payments are payable during the period of study, and the period on study does not count as time served in a position for the purpose of the performance management framework requirements which will apply once the employee resumes normal duties. There is no automatic movement in step for completion of any qualification or period of study;
- 6.5.14. Where the employee occupies sponsored government housing and the period of scholarship is greater than 12 calendar months, they will be required to vacate the sponsored housing at their own expense to allow for a replacement employee to live in the sponsored housing;
- 6.5.15. On return to duty, the employee will be guaranteed placement at their band, in a job matching the identified scarce skills for which they were recruited. No guarantee of location or section can be given and placement will be made to suit Ministry needs and priorities.
- 6.6. Where the Ministry has identified a skills gap which can be met through a formal programme of study of less than 12 calendar months, all such offers will be coordinated and finalised through the Ministry of Civil Service, unless specific exemption has been provided for bilateral approvals (for example, the World Health Organisation and the Ministry of Health and Medical Services). Within such requirements, the following provisions will apply:
- 6.6.1. The Ministry of Civil Service will seek (or have offered) a suitable programme to meet the skills gap;



- 6.6.2. The Ministry of Civil Service will call an expression of interest in accordance with the OMRS guideline, with advertising and eligibility being open to all either working in the identified position or who would reasonably aspire to be appointed to a position requiring the skills;
- 6.6.3. Utilising the "Learning Contract Proposal" format at Annex A, the applicant's supervisor/ manager will identify the expected changes in work practice / service delivery as a result of the programme of study;
- 6.6.4. The Permanent Secretary of the line Ministry will include a recommendation on the suitability of the programme to the Ministry;
- 6.6.5. The study opportunity will be offered to the most meritorious applicant following the EOI, as determined by the Ministry of Civil Service;
- 6.6.6. Study leave will be granted on full or partial salary for the duration of the study programme, as determined by the employee's Permanent Secretary;
- 6.6.7. Where the programme is funded by a sponsor, no additional allowances are payable by the Ministry, unless such cost sharing is specified in the agreement with the sponsor;
- 6.6.8. The employee will be required to sign a bond of return of service for a minimum period of 1.5 times the duration of the programme of study;
- 6.6.9. The contract of service will be renewed prior to departure on study to cover the period of the study and the required bond (if required);
- 6.6.10. The period of study does not count as service in a position for the purpose of increments and/or performance payments in accordance with the performance management framework, but does not break continuity of service. There is no movement in step on a band for completion of any programme of study;
- 6.6.11. The employee will be required to provide a report on return to service, covering skills / knowledge gained and confirmation of how such skills and knowledge will be utilised in the workplace (matched / referring to paragraph 6.5.1);
- 6.6.12. Where the employee occupies sponsored government housing they may be required to vacate the sponsored housing at their own expense to allow for a replacement employee to live in the sponsored housing;
- 6.6.13. On return to duty, the employee will be guaranteed placement at their band, in a job matching the identified scarce skills for which they were sent on study. No guarantee of location or section can be given and placement will be made to suit Ministry needs and priorities.

## 7. ATTENDANCE AT OTHER LEARNING AND DEVELOPMENT OPPORTUNITIES

- 7.1. Other learning and development activities are offered or identified through a variety of means. This section relates to activities which do not result in a formal qualification but do meet an identified need and where the activity is for four calendar months or less (full time equivalent, including any travel time).

- 7.2. Activities may include (but not be limited to) on the job training activities; attachments and secondments with other ministries, mentoring programmes, and short conferences and workshops which are conducted locally and overseas.
- 7.3. Attendance at these learning and development are regarded as duty time.
- 7.4. International and development partner activities will be coordinated by the Ministry of Civil Service:
  - 7.4.1. Each Ministry will identify a “Learning and Development Focal Point” who will receive all offers and ensure they are actioned within their Ministry within the timelines specified by the Ministry of Civil Service.
- 7.5. For all opportunities that require international travel, or where the activity is greater than two calendar weeks, the opportunity will be advertised by the Ministry of Civil Service, to the appropriate audience, to seek Expressions of Interest in attending the opportunity. Expressions of Interest will include a “Learning Contract Proposal”, which covers the minimum information in the template included in Annex A:
  - 7.5.1. Selection of the most meritorious candidate will be approved by the Ministry of Civil Service. Merit will be based on objective criteria, focussed on the anticipated return on investment demonstrated by the applicants for the opportunity.
- 7.6. Where the programme is funded by a sponsor, no additional allowances are payable by the Ministry, unless such cost sharing is specified in the agreement with the sponsor.
- 7.7. Programmes which are run locally and do not require travel with an overnight stay, will not attract any allowances.
- 7.8. Where a programme is run locally and requires an overnight stay away from the Officer’s duty station, the officer will be provided with accommodation and meals or meal allowances where meals are not provided, in accordance with the General Orders.
- 7.9. Employees who are on probation, or who have not achieved a minimum of “competent” (step 3) in their last performance assessment are ineligible for international learning and development opportunities:
  - 7.9.1. Specific exemptions may be sought by Ministries where scarce skills or special circumstances apply. Such exemptions are to be sought in advance, and will be approved by the Ministry of Civil Service.
- 7.10. Where bilateral arrangements have been approved, the responsible Ministry may carry out the above process for the opportunity except that scarce skills approval will remain with the Ministry of Civil Service (7.9.1).
- 7.11. On return to duty, the employee will review their “Learning Contract Proposal” and confirm how they will implement their knowledge / skills acquired through the opportunity. Their implementation will be incorporated into their work plan in their MyAPA and will form part of their next Performance Assessment.

## 8. STUDY ASSISTANCE

- 8.1. Individual employees are encouraged to undertake formal programmes of study, including to further their own development.
- 8.2. Employees requesting support for a formal programme of self-initiated study, must have their programme of study approved by their Permanent Secretary, prior to commencement of each semester of study.
  - 8.2.1. The request will include details of the support being sought, approval will confirm the level of support approved.
- 8.3. Employees with approval for support to pursue formal programmes of study under their own initiative may be supported in the following ways:
  - 8.3.1. Leave on full pay to attend compulsory examinations – applications for leave must be accompanied by the examination timetable and the period of leave will cover the examination and reasonable travel time only;
  - 8.3.2. Priority access to utilise annual leave entitlements to complete assignments, attend seminars or residential schools or study for examinations;
  - 8.3.3. Reimbursement of full or part payment of compulsory course fees, for ministry priority programmes, where such reimbursement was approved at the start of the semester and where a pass or higher was achieved for the unit / course of study;
  - 8.3.4. Reimbursement is not obligatory, and approvals will include the amount of refund which may be made following successful completion of a semester of study;
  - 8.3.5. Approvals may not be retrospective and payments are not to be made without the appropriate approvals;
  - 8.3.6. Flexible hours of work to attend lectures – provided there is no disruption to the programme of work, employees may seek prior approval to vary their normal hours of work to enable the attendance at lectures. E.g. working an additional hour on two days per week to access two hours off on another day to attend lectures. Overtime and meal allowances are not payable on these days. The variance to working hours must be approved at the start of the semester and must suit the office / work unit and must not contravene the Employment Relations Act (work cannot be made up through lunch hours).

## 9. CORE SKILLS DEVELOPMENT ACROSS THE CIVIL SERVICE

- 9.1. The Ministry of Civil Service is responsible for providing learning and development programmes to meet the core skill needs of the civil service. Programmes will be run through the most cost effective and efficient means available.
- 9.2. Programmes may be run internally or outsourced, as determined by the Ministry of Civil Service.
- 9.3. The Ministry of Civil Service will publish a programme of planned core skills development programmes annually. Ministries will nominate individuals to attend programmes, to meet their core skill needs.
- 9.4. The Civil Service Reform Management Unit is responsible for providing training, learning and development activities which support the implementation of specific reform initiatives.



Following successful implementation of a reform initiative, ongoing learning and development in such areas will be the responsibility of the Ministry of Civil Service.

- 9.5. The Ministry of Civil Service and the Civil Service Reform Management Unit work in partnership to ensure the development of core skills across the Civil Service. Where staff have been nominated to attend learning and development programmes, and they do not attend without prior notice or nomination of an appropriate replacement, the Permanent Secretary of the responsible ministry will be notified and cost recovery may be sought for the lost development opportunity. Such cost recovery may include surcharge of the individual employee in accordance with the Finance Instructions or other appropriate action in accordance with the Discipline Guideline.

#### 10. MEASURING RETURN ON INVESTMENT

- 10.1. Each ministry will report on its investments and return on investment from funded learning and development activities.
- 10.2. Reporting will be included in the Ministry's Annual Report to Parliament, and will be linked to Ministry outcomes and Individual Performance Assessment results.

#### 11. TRANSITION AND REVIEW OF THIS GUIDELINE:

- 11.1. All existing scholarship and bonding arrangements are to be honoured for the current period of approval.
- 11.2. Within 6 months of the date of approval of this guideline, the Ministry of Civil Service will develop and implement any procedures related to their coordination of learning and development needs and opportunities.
- 11.3. Study assistance arrangements included in Section 8 of this Guideline are effective from the next available Semester, allowing for prior approval of all sponsored study arrangements.
- 11.4. All other provisions of this guideline are effective from date of approval, including scholarships and study leave to attend full time study that are not coordinated through the Ministry of Civil Service.
- 11.5. A review of this guideline will be commenced by CSRMU in June 2020. The results of the review will be advised to all Permanent Secretaries and the Public Service Commission within one month of completion of the Review.

- 11.6. **ENSORSEMENT BY THE PUBLIC SERVICE COMMISSION**



Lawrence McGrath  
**Commissioner**  
for **Chairman, Public Service Commission**

Date: 12 June 2018

## ANNEX A LEARNING CONTRACT PROPOSAL

# MINISTRY AND LOGO

NAME: \_\_\_\_\_

WORK UNIT / DEPARTMENT / SECTION \_\_\_\_\_

I wish to apply for the following Learning and Development Opportunity:

Provide a brief description of the opportunity offered, including sponsor, duration, location.

Include investment required from the Ministry – e.g. per diems not covered by the sponsor.

On return to duty, I will be able to implement / improve the following aspects of my work:

Provide a brief description of the activities in your Learning and Development Plan / Individual Work Plan (MyAPA) that directly relate to this L & D opportunity and how the opportunity will enable you to improve your work or the work of your Section / Department / Ministry.

Provide a brief overview of what you think you will learn on the programme and how you will apply this learning in your work.

**This box is the basis for determining merit for the programme.**

I declare that my last performance assessment was (insert result), and that I am not currently under any discipline investigation or performance improvement programme.

Employee Signature	Printed Name, EDP/TPF and Date

## SUPERVISOR ENDORSEMENT

I agree / disagree that the programme proposed will benefit the team / section / department. I recommend / do not recommend approval of the application.

Supervisor Comments:

Provide brief comments on the employee's proposal for the programme, and whether their plans are acceptable to the team / work unit.

Supervisor Signature	Printed Name, Title and Date

The sections above are to be completed as a response to an Expression of Interest for a Programme.

### MINISTRY RECOMMENDATION

Endorsed / Not endorsed

Reasons:

Permanent Secretary Signature	Printed Name, Date

### MINISTRY OF CIVIL SERVICE FINAL OUTCOME

Approved / Not approved

Reasons:

Permanent Secretary (MCS) Signature	Printed Name, Date

### ON COMPLETION OF THE PROGRAM - to be completed within 2 weeks of return to duty

#### Employee to Complete

I confirm I learned the following (refer to what was expected and what was learned):	
As planned (refer to your plan above), I seek endorsement for the following activities which will be incorporated into my IWP:	
Employee Signature	Printed Name, EDP/TPF and Date

#### Supervisor Endorsement

Provide comments on the Employee's proposed plan, whether you agree and how it will benefit the team / work unit.	
Supervisor Signature	Printed Name, Title and Date

**To be submitted within two weeks of return to duty from the Programme.**



## Appendix IV



# FIJIAN CIVIL SERVICE

## Performance Management Framework

# Performance Management Framework

July 2018

## 1. OBJECTIVES OF THE FRAMEWORK

- 1.1. Provide a framework for regular, formal performance assessment;
- 1.2. Confirm the criteria and parameters for applying performance based payments,
- 1.3. Confirm contract and salary step on completion of probation;
- 1.4. Confirm the criteria for contract renewal based on performance.

## 2. BACKGROUND

- 2.1. The Fijian Constitution s.127 (8), states that the Permanent Secretary of each Ministry, with the agreement of the Minister responsible for the Ministry, has the authority to determine all matters pertaining to the employment of all staff in the Ministry, including (a) terms and conditions of employment and (c) the salaries, benefits and allowances payable, in accordance with its budget as approved by Parliament.
- 2.2. The Fijian Constitution also mandates the “cultivation of good human resource management and career development practices, to maximise human potential”, specifically s.123(h). This requires all Government employees to adhere continuously to the required level of conduct and job performance.
- 2.3. This Framework applies to all Ministry employees (as defined below).
- 2.4. The Framework supports the requirement for employees to understand their responsibilities fully with regard to relevant Ministry codes of conduct, Public Service Values and individual standards of work performance.
- 2.5. This Framework does not cover the management of poor performance, this is covered by the Discipline Framework.

## 3. DEFINITIONS

- 3.1. Performance Management is the means by which supervisory personnel formally assess the performance and reward the achievements of staff within the Ministry.
  - 3.1.1. Underperformance or poor performance is performance of duties at a lesser standard than that which is required in the Job description;
  - 3.1.2. The Civil Service Values are as identified in S123 of the Fijian Constitution and S4 of the Civil Service Act 1999;
  - 3.1.3. The Code of Conduct is the Civil Service Code of Conduct in the Civil Service Act and any other Code of Conduct issued through legislation;
- 3.2. Performance payment is a lump sum made after the evidence based annual assessment, to reward officers who are confirmed as performing above the requirements of their job.
- 3.3. Established Civil Service and Ministry policies and procedures are those issued in writing by authorised officers in the Civil Service.
- 3.4. A Ministry employee is a current staff member of a Ministry, either with a current contract or

who is permanently employed, with employment authorised by the Permanent Secretary, regardless of the funding source, the duration of the contract and whether they are wage or salaried staff.

3.5. Nine (9) months of continuous service is defined as contracted to and working in the position of the assessment for a minimum period of 9 months, excluding any period of leave paid or unpaid.

3.6. Performance assessment definitions are:

Developing competence (steps 1, 2, 3 on the salary bands)	Does not achieve a minimum rating of fully competent in all areas of the performance assessment, including completion of less than 80% of planned work with approved timelines. Is able to perform all duties of the role only with supervision at a level greater than that applicable to the level of the position. Step 1 – Beginning in the Role – requires supervision and training for most tasks, most work can only be completed following instruction and with supervision (less than 40 % of work can be completed without prior instruction or supervision). Step 2 – Developing into the Role – requires supervision and training for some tasks, some work can only be completed following instruction and with supervision (approx. 40 – 60 % of work can be completed without prior instruction or supervision). Step 3 – Competent – can complete most tasks, requires supervision and training for new tasks or for tasks not completed often (approx. 70 – 80% of work can be completed without prior instruction or supervision).
Fully competent (step 4 on the salary bands)	Achieves a minimum rating of fully competent in all areas of the performance assessment, including a minimum of 75 % of planned work within approved timelines. Is able to perform all duties (100%) of the role with normal supervision as applicable to the level of the position.
Generally exceeds expectations	Achieves at least 30% of ratings above fully competent with the remainder rated at fully competent, including a minimum of 90% of planned work completed within approved timelines. Is able to perform all duties of the role with normal supervision as applicable to the level of the position
Consistently exceeds expectations	Achieves at least 60% of ratings above fully competent with the remainder rated at fully competent, including a minimum of 100% of planned work completed within approved timelines. Is able to perform all duties of the role with supervision as applicable to the level of the position
Consistently exceptional	Achieves at least 90% of ratings above fully competent with the remainder at fully competent, including a minimum of 100% of planned work completed within approved timelines. Demonstrates initiative and drive, contributes to performance improvements of the Ministry. Is able to perform all duties of the role with less supervision that would normally be applicable to the level of the position

3.7. A tier two position is a management position that reports directly to the Permanent Secretary.

3.8. A tier three position is a management position that reports to a tier two position.

#### 4. PERFORMANCE MANAGEMENT – GUIDING PRINCIPLES

4.1. Employees must be advised of the criteria for assessment prior to the assessment being



undertaken;

- 4.2. Individual work plans will include the key performance indicators listed in the job description and activities which are directly linked to the Ministry objectives and Operational Plan;
- 4.3. Performance is measured against the outputs and outcomes as approved in the Individual Work Plan, achievement of results will be verified against documented Ministry outcomes;
- 4.4. Performance ratings are evidence based, relevant and moderated for consistency and fairness;
- 4.5. Both employees and supervisors participate in the performance assessment;
- 4.6. Employees are able to take responsibility for their progress against their planned objectives, and can contribute to their resulting performance assessment;
- 4.7. Performance assessments contribute to a culture of learning and development and ongoing achievement in the Ministry;
- 4.8. Performance conversations between supervisors and staff are regular and relevant;
- 4.9. An objective appeals process is available for genuine grievances against the process or result.

## 5. FORMAL ASSESSMENT REQUIREMENTS

The following are the minimum requirements for formal performance assessments:

- 5.1. Probation assessment – conducted within one month of completion of the probationary period, to confirm the appointment and possible movement to a higher step within the assigned salary band for the position;
- 5.2. Contract renewal – will be based on the previous annual assessment, unless performance has significantly changed since that assessment; and
- 5.3. Annual Performance Assessment – conducted in April, to confirm any movement in step up to the fully competent step 4 and/or performance payment payable to the employee in recognition of exceptional performance above fully competent.

## 6. PROBATION ASSESSMENTS

All employees who are appointed on probation (after the transition period for this Framework) will have their performance formally assessed within one month of the completion of the probationary period.

- 6.1. In accordance with the Job Evaluation and Civil Service Remuneration Framework (JECSR), employees are initially appointed on steps 1 to 3 of the assigned salary band, determined by their performance during the recruitment and selection assessment;
  - 6.1.1. Where employees have been appointed to a higher step or assigned market salary rates based on an approval of scarce skills, the process is the same but there may not be any further movement in salary step;
- 6.2. The purpose of the probation assessment is to confirm the level of performance and the extent to which the employee is performing the full range of duties to the level required of the position, in order to determine any subsequent movement of salary step, further extension of probation required or formal performance improvement actions where performance has not been satisfactory;
- 6.3. Employees will be advised during induction on the criteria that will be used for their probation assessment, when the assessment will occur, how the assessment will be conducted and the

- possible results / actions that can occur following their probation assessment;
- 6.4. Employees assessed as fully competent on completion of their period of probation, will move to Step 4 of the assigned salary band, effective from the first working day after the end of the designated probation period;
  - 6.5. Employees assessed as developing competence on completion of their period of probation, will move to or remain on Step 1, 2 or 3 of the assigned salary band, effective from the first working day after the end of the designated probation period;
    - 6.5.1. Determination of whether it is step 1, 2 or 3 will be based on the degree of learning and development required to achieve full competence in the role.
  - 6.6. Payment of performance payments can only occur following a full annual assessment, in accordance with Section 8 of this Framework;
  - 6.7. As a minimum, the probation assessment will cover:
    - 6.7.1. Achievement of objectives in accordance with the approved work plan;
    - 6.7.2. Extent to which the Civil Service Values and Code of Conduct have been upheld; and
    - 6.7.3. Any ongoing training or development needs to achieve fully competent performance.
  - 6.8. A sample probationary assessment form is included as Annex A to this Framework. This sample is the minimum required, Permanent Secretaries may include additional criteria to suit the technical requirements of their Ministry, any additional criteria will be included in the employee's induction on commencement of their contract;
  - 6.9. The probation assessment is moderated by the Ministry Performance Moderation Committee (in accordance with Section 11 of this Framework);
  - 6.10. Following moderation, the recommendation is made to the Permanent Secretary for any movement in salary, termination of contract, extension of probation or development programmes required;
  - 6.11. Where extension of probation and development programmes are approved, the Permanent Secretary will institute a performance improvement programme, in accordance with the Discipline Framework;
  - 6.12. Where the employee does not agree with the final assessment result, they may submit an appeal in accordance with Section 12 of this Framework.

## **7. CONTRACT RENEWAL**

- 7.1. Prior to any contract renewal (minimum three months prior to contract expiry), the Permanent Secretary will confirm the need for the position and whether any substantial changes are required in the position;
  - 7.1.1. Where the position is no longer needed under its current specifications, the employee will be advised accordingly that there will be no contract renewal.
- 7.2. Provided there is an ongoing need for the position, for all employees, contract renewal will be automatic provided the last annual performance assessment (in accordance with Section 8 of this Framework) was at least at the level of "fully competent" and provided that the employee's performance has not significantly changed since that assessment;

- 7.2.1. Where the employee's performance has significantly changed since their last annual performance assessment, the Permanent Secretary may request another assessment for the Employee, utilizing the Annual Assessment format;
- 7.2.2. Where this assessment is at least "fully competent", the contract may be renewed in accordance with this section.
- 7.3. The period of renewal will be based on workforce planning data and the likelihood of continuance of the position;
  - 7.3.1. Any contract renewal under this section will continue the employee on step 4 of the assigned band for the position;
  - 7.3.2. In accordance with contract terms and conditions, no leave entitlements can transfer from one contract to the next;
  - 7.3.3. Employees whose position was approved for higher payment due to scarce skills (in accordance with the Job Evaluation and Civil Service Remuneration Framework), will be offered a market rate commensurate with a further assessment of the ongoing scarcity of skills;
- 7.4. Where an employee achieves a rating that is below "fully competent", the position will be advertised for open competition, unless an exemption has been approved for a particular occupation, based on scarce skills criteria. The employee will be advised accordingly.

## **8. ANNUAL PERFORMANCE ASSESSMENT**

All employees will have a formal, annual performance assessment. The purpose of the formal annual performance assessment is to provide employees with formal feedback, identify learning and development requirements, provide movement up to step 4 for performance up to fully competent and determine any performance payments due for exceptional results. This section applies to employees who have completed a minimum of nine (9) months of continuous service in the position for which they will be assessed.

- 8.1. Annual Performance Assessments will be evidence based, against the individual work plan, measuring outputs and outcomes;
- 8.2. Except as provided for in transition (Section 13 – 17 of this Framework), employees will prepare their Individual Work Plan annually in May;
  - 8.2.1. Individual Work Plans will include specific reference to the Ministry Operational Plan;
- 8.3. The minimum requirements for the Annual Performance Assessment are included in the format in Annex B. The Permanent Secretary may authorize additional, technical requirements as part of the Annual Performance Assessment, provided these are consistent with the approach of this Framework and are notified to employees in advance of the assessment;
- 8.4. Annually, in April, all employees will complete the "employee" section of the Annual Performance Assessment;
- 8.5. Within 2 weeks of the employee completing their section of the Annual Performance Assessment, the supervisor will complete their section and hold a Performance Conversation with the employee;



- 8.6. Results are provisional until after ratification through the Ministry Moderation Committee, in accordance with Section 11 of this Framework;
- 8.7. Moderation of results must be completed by the end of May, to allow for budget preparation;
- 8.8. Employees who are confirmed after moderation as “fully competent” will move to / remain on step 4 of the salary band assigned to their position;
  - 8.8.1. Any increase in salary will be included in the Ministry budget submission and may require productivity improvements to offset payment;
  - 8.8.2. Any movement of salary band will take effect from the first pay in the new financial year;
- 8.9. Employees who are confirmed after moderation as “developing competence” will move to / remain on steps 1, 2 or 3 of the salary band assigned to their position, and will have a learning and development plan completed to assist them to improve their performance;
  - 8.9.1. If an employee was on step 4 or higher in the salary band, and they are confirmed after moderation on any rating below “fully competent”, the Discipline Framework with regards to performance improvement will be followed;
- 8.10. Employees who are confirmed after moderation as “generally exceeds expectations” will be paid a one off payment of the difference between step 4 and step 5 of the assigned salary band. Payment will be made within the current financial year;
  - 8.10.1. If the employee was not on step 4 of the assigned salary band, they will move to step 4 effective from the first pay of the new financial year and be paid the performance payment within the current financial year;
  - 8.10.2. Performance payments for “generally exceeds expectations” will be capped at 30% of the Ministry establishment and will be met through productivity improvements and savings from within the Ministry in the current financial year;
- 8.11. Employees who are confirmed after moderation as “Consistently Exceeds expectations” will be paid a one off payment of the difference between step 4 and step 6 of the assigned salary band. Payment will be made in the first pay of the new financial year;
  - 8.11.1. If the employee was not on step 4 of the assigned salary band, they will move to step 4 effective from the first pay of the new financial year and be paid the performance payment within the current financial year;
  - 8.11.2. Performance payments for “Consistently Exceeds expectations” will be capped at 20% of the Ministry establishment and will be met through productivity improvements and savings from within the Ministry in the current financial year;
- 8.12. Employees who are confirmed after moderation as “Consistently Exceptional” will be paid a one off payment of the difference between step 4 and step 7 of the assigned salary band. Payment will be made in the first pay of the new financial year;
  - 8.12.1. If the employee was not on step 4 of the assigned salary band, they will move to step 4 effective from the first pay of the new financial year and be paid the performance payment within the current financial year;
  - 8.12.2. Performance payments for Consistently Exceptional” will be capped at 10% of the

Ministry establishment and will be met through productivity improvements and savings from within the Ministry in the current financial year;

- 8.13. Where an employee dies whilst in service during the year, and they have completed 9 months of service during the year, the assessment will be completed by their immediate supervisor and submitted for moderation. Any performance payment due will be paid to the estate of the deceased employee.
- 8.14. All performance payments will be agreed with the Minister.
- 8.15. Employees will be advised of their final moderated performance result, and any payment authorised by the Permanent Secretary and agreed with the Minister, no later than 30 June annually.
- 8.16. Employees who do not agree with their final performance result may appeal through the process outlined in Section 12 of this Framework.
- 8.17. The break down of performance payments made to employees, including full analysis, gender statistics, justification, levels and % of establishment will be included in the Ministry's annual report to Parliament.

## 9. INTERIM ASSESSMENT AND PERFORMANCE CONVERSATION

- 9.1. Following completion of the transition period, annually in November there will be a mid-year interim assessment completed for all employees;
- 9.2. The interim assessment is aimed at confirming progress and identifying any possible issues with meeting performance indicators for full annual assessment;
- 9.3. The interim assessment uses the same format (Annex B) as the annual assessment, and is completed in the same manner;
- 9.4. Interim assessments are not moderated, they are intended to provide feedback and foster communication between an employee and their supervisor;
- 9.5. Interim assessments will be monitored by the Human Resources department of the Ministry and held on the employee's personal file;
- 9.6. There is no appeal against the result of an interim assessment;
- 9.7. The interim performance assessment is not part of the scoring when completing the full annual assessment.

## 10. ASSESSMENT FOR EMPLOYEES WHO HAVE NOT COMPLETED A FULL YEAR OF SERVICE

This section applies to employees who have not completed a minimum of 9 months of continuous service in the position for which they will be assessed. This includes employees who have been:

- Acting on different positions;
- Appointed to a different position during the 12 month period; and
- On any leave in excess of 3 months during the 12 month period, including scholarship or other study leave;

- 10.1. The process outlined in Section 8 will apply, except for the paragraphs relating to movement in steps and performance payments;

- 10.2. **No movement in step or performance payment is due to any employee who has not completed 9 months of continuous service in the position for which they will be assessed.**

#### 11. MODERATION OF ASSESSMENT RESULTS

All Ministry probation, and annual performance assessments will be moderated. The primary basis for moderation is work unit and Ministry results. Work unit results must show the planned activities and outcomes for the work unit and the achievements against all planned activities and outcomes. Results will be checked and approved by the Permanent Secretary a minimum of two weeks prior to the commencement of the MYAPA process.

Performance assessments for tier two and three roles will be moderated by an inter-Ministry committee. For tier two and three positions, inter-Ministry committee/s will be established to ensure consistency of ratings for senior positions across ministries.

- 11.1. The inter-Ministry committee/s will consist of a minimum of three Permanent Secretaries, **all of whom have completed approved training in performance assessment and moderation requirements;**
- 11.2. The Public Service Commission will appoint the members of the inter-Ministry moderation committee/s;
- 11.3. The inter-Ministry moderation committee will be chaired by the Permanent Secretary nominated by the Public Service Commission;
- 11.4. A Permanent Secretary can sit on an inter-Ministry moderation committee that is moderating assessments from their own Ministry;
- 11.5. Membership and active participation on the inter-Ministry moderation committee is a corporate responsibility and will form part of the Permanent Secretary's performance **assessment;**
- 11.6. Moderation of tier two and three performance assessments will specifically consider the link between individual performance and the stated performance of the Ministry against their **operational plan;**
- 11.7. **Inter-Ministry moderation committees may be supported by the CSRMU for training purposes.**

Performance assessments for all other positions will be moderated within the Ministry. For internal moderations, the Permanent Secretary will establish a Central Moderation Committee and suitable sub committees to ensure the consistency of performance assessments across the Ministry.

- 11.8. The role of sub-committees and the central moderation committee is to ensure the consistent application of performance ratings within the Ministry, and that the performance ratings for individuals correlate with the outcomes achieved by the Ministry.
- 11.9. The Permanent Secretary will determine how many moderation sub-committees are required for the Ministry;
- 11.10. The Permanent Secretary will not sit on any moderation sub-committee or committee, in order to **Independently authorise final results and hear any appeals on ratings;**
- 11.11. **Moderation sub-committees may be location or profession based, and will consist of:**



- 11.11.1. A minimum of three members, all of whom occupy tier two or three positions, at or above the level of all performance assessments being moderated;
- 11.11.2. Sub-committees cannot moderate their own performance assessments;
- 11.11.3. Sub-committee members must successfully complete an authorised training programme;
- 11.11.4. Membership of a sub-committee is a corporate responsibility, active and successful participation will form part of members' own performance assessment
- 11.11.5. Sub-committees may be supported for training purposes by observers / advisers to the sub-committee, such advisers / observers will be authorised by the Permanent Secretary.
- 11.12. All ministries will have a central moderation committee, consisting of a minimum of three members:
  - 11.12.1. Two members from the Ministry, all of whom occupy tier two or three positions, at or above the level of all performance assessments being moderated;
  - 11.12.2. One member from another Ministry in the Civil Service, who is at or above the level of all performance assessments being moderated;
  - 11.12.3. The central moderation committee cannot moderate their own performance assessments;
  - 11.12.4. Central moderation committee members must successfully complete an authorised training programme and be formally appointed to the committee by the Permanent Secretary;
  - 11.12.5. Membership of the central moderation committee is a corporate responsibility, active and successful participation will form part of the members' own performance assessment;
  - 11.12.6. The central moderation committee may be supported by advisers / observers, such advisers / observers will be authorised by the Permanent Secretary.
- 11.13. The central moderation committee will prepare a final list of moderated performance assessments, for approval by the Permanent Secretary in agreement with the Minister.

## 12. EMPLOYEE APPEALS

- 12.1. Where an employee disagrees with the final, moderated result of their performance assessment, they can appeal.
- 12.2. Tier two and three positions appeal to the Public Service Commission.
- 12.3. All other positions appeal to the Permanent Secretary.
- 12.4. All appeals must comply with the following requirements:
  - 12.4.1. Be submitted within 5 working days of notification of their final result;
  - 12.4.2. Be supported with evidence, demonstrating why they do not agree with the final result. Evidence cannot be new documents proving completion of activities, it can only be evidence that was submitted during the Initial assessment that they believe was not fully considered; and

12.4.3. Appeals may also be lodged on the basis of process not followed or allegations of bias in the process.

### **13. TRANSITION AND IMPLEMENTATION – GENERAL PREPARATION FOR ASSESSMENTS**

Transition arrangements cover the initial assessments following approval of this Framework.

- 13.1. Ministries will ensure that all Job Descriptions are reviewed to ensure they include Key Performance Indicators, which are Specific, Measurable, Attainable, Relevant and Time bound;
- 13.2. CSRMU will assist Ministries to run intensive information sessions on the content of this Framework and the preparation required prior to the first annual performance assessment;
- 13.3. Permanent Secretaries will confirm work units and ensure work unit results are prepared, covering all planned activities and the outcomes achieved, and including budget execution against planned expenditure.

### **14. TRANSITION AND IMPLEMENTATION – ANNUAL PERFORMANCE ASSESSMENTS 2018**

- 14.1. Annual performance assessments will commence in 2018, in accordance with section 8 of this Framework;
- 14.2. To ensure the robust implementation of the moderation process outlined in Section 11 of this Guideline, timelines have been extended to allow for payment of salary step movements and performance payments no later than the first pay of December 2018. These payments will be backdated to the first pay of August 2018;
- 14.3. Performance payments will be made based on the step applicable at the effective date of the performance assessment (April 2018);
- 14.4. CSRMU will provide samples to guide Ministries in the preparation of work unit results. All Ministries are required to submit Permanent Secretary Approved Work Unit Results (to CSRMU) covering all planned activities and outcomes as for the period May 2017 to April 2018 (Budget Financial Year 2017-2018) whether in draft form or published;
- 14.5. Ministries will provide moderation progress reports to CSRMU, on the first of each month, to monitor progress and confirm how they will meet the deadline of December 2018 for moderation. CSRMU will summarise and report to PSC on progress and any emerging issues with moderation;
- 14.6. Employees must not be disadvantaged by not knowing the criteria for the assessment for the full period of the assessment, however, all performance criteria must be met to achieve performance payments.

### **15. TRANSITION AND IMPLEMENTATION – PROBATIONARY ASSESSMENTS**

- 15.1. Probationary assessments will commence in accordance with this Framework, for all appointments made after the initial transition period for this Framework including initial training (February 2018);
- 15.2. Any probationary appointment made prior to the approval of this Framework, can have a probationary assessment in accordance with the Framework, with the agreement of the employee;

- 15.2.1. If the employee does not agree to utilizing the process outlined in this Framework, prior Ministry systems for confirmation of probation will apply to those appointments made prior to approval of this Framework.

#### **16. TRANSITION AND IMPLEMENTATION – CONTRACT RENEWALS**

- 16.1. Contract renewals may start to be processed in accordance with Section 7 of this Framework, for any contracts that are expiring three months after the first Annual Assessment is conducted and moderated in accordance with this Framework;
- 16.2. This therefore potentially applies to contracts expiring from February 2019 onwards.

#### **17. TRANSITION AND IMPLEMENTATION – JOB EVALUATION TRANSITION STEP MOVEMENTS**

- 17.1. The implementation of the Job Evaluation and Civil Service Remuneration Setting Framework included some staff who moved to the “transitional step” of the new salary bands;
- 17.1.1. This step was created to provide time for a performance assessment to be undertaken, instead of full Open Merit Recruitment and Selection for these positions;
- 17.2. For school based employees, the transitional performance assessment will be carried out in November 2017, utilizing the Ministry of Education’s Interim Teacher Performance Assessment form and process;
- 17.2.1. The Ministry of Education will confirm the full list of employees on the transitional step of the salary band and will ensure that transitional assessments are received and recorded for all employees on the list;
- 17.2.2. School based employees who achieve an overall rating of “competent” will move to step one of the assigned salary band for their position, effective from the first day Term One, 2018;
- 17.2.3. School based employees who do not achieve an overall rating of “competent” will remain on the transitional step, and will be assessed again as part of the annual performance assessment cycle in accordance with this Framework;
- 17.2.4. No moderation is to be undertaken on the transitional performance assessment;
- 17.2.5. Employees who disagree with their transitional performance assessment may appeal in accordance with Section 12 of this Framework;
- 17.2.6. Further action / movement in steps will occur in accordance with Section 8 of this Framework;
- 17.3. For non-school based employees, the transitional performance assessment will be carried out in January 2018, utilizing the transitional assessment format included as Annex C;
- 17.3.1. Each Ministry will prepare and keep a list of all employees on the transitional step of the salary bands;
- 17.3.2. The Permanent Secretary will ensure that the transitional performance assessment forms are distributed in early January 2018, with instructions on the completion of the assessments;
- 17.3.3. All supervisors with staff on the transitional step will complete training on completion of the transitional assessments, prior to completing the assessments;



- 17.3.4. All staff on the transitional step will attend an information session, covering how the assessment will be carried out, the criteria for assessment and the appeals process;
- 17.3.5. Non-school based employees who achieve an overall rating of "competent" will move to step one of the assigned salary band for their position, effective from the first pay in February, provided the employee completed their section of the assessment in January 2018;
- 17.3.6. Non-school based employees who do not achieve an overall rating of "competent" will remain on the transitional step, and will be assessed again as part of the annual performance assessment cycle in accordance with this Framework;
- 17.3.7. No moderation is to be undertaken on the transitional performance assessment;
- 17.3.8. Employees who disagree with their transitional performance assessment may appeal in accordance with Section 12 of this Framework;
- 17.3.9. Further action / movement in steps will occur in accordance with Section 8 of this Framework.

## 18. TRAINING AND AWARENESS

- 18.1. The CSRMU will organize appropriate training for all Permanent Secretaries, Moderation Committee and Sub Committee members and supervisors.
- 18.2. Permanent Secretaries are responsible for ensuring that all managers and supervisors attend the appropriate training, and that all staff are aware of the changes to performance assessment and performance management.

## 19. DATE OF EFFECT AND REVIEW TIMELINES

- 19.1. This Framework will be effective from the date of approval by the Public Service Commission, such approval to potentially form the basis of the Collective Agreement with the relevant Public Sector Unions.
- 19.2. Implementation in 2018 is to be considered a trial, with a review to be conducted in the three months following the moderated assessments in May 2018.
- 19.3. The results of the review will be discussed between CSRMU and the relevant Public Sector Unions, with any amendments proposed back to the Public Service Commission no later than December 2018, for updating the Framework.

## 20. ENSORSEMENT BY THE PUBLIC SERVICE COMMISSION



Vishnu Mohan  
**Chairman, Public Service Commission**

Date: 30 July 2018

# Performance Management Framework

## Annex A: Transition Arrangements

June 2020

### 1. OBJECTIVES OF THE TRANSITION ARRANGEMENTS

- 1.1. These transition arrangements supersede and update sections 13 to 18 of the updated Performance Management Framework (July 2018) and replace all previous annexes of the updated Performance Management Framework.
- 1.2. These transition arrangements will remain in place whilst Ministries fully adopt the principles of the Performance Management Framework and continue to provide essential services to the public, during the current review of the Performance Management Framework.

### 2. BACKGROUND TO THE TRANSITION ARRANGEMENTS

- 2.1. The Fijian Government implemented the Performance Management Framework in 2017 with support provided to Ministries to effectively implement the Framework throughout 2018 and 2019.
- 2.2. A review of the Framework commenced in mid-2019. Whilst this review is ongoing, there is an identifiable need to implement immediate changes to enable Ministries to finalise performance assessments for the 2019–2020 year and provide certainty to ongoing performance requirements for contract renewals.
- 2.3. These arrangements apply to all employees to whom the Performance Management Framework applies commencing from the 2019–2020 performance year.

### 3. PERFORMANCE ASSESSMENT DEFINITIONS DURING TRANSITION

- 3.1. A Primary Key Performance Indicator is a measure of the outcomes of the work performed by the Employee, linked from Operational and Strategic Plans of the Ministry to the Individual Work Plan of the Employee. Primary Key Performance Indicators will be scored on a 3 point rating scale.
- 3.2. Rating Scale for Primary Key Performance Indicators:

Rating	Performance Level	Definition
1	KPI Not Met	Less than 100% of the planned work is completed and / or some tasks require supervision and training above that appropriate for the level of the position
2	KPI Met	All work and associated tasks are completed with normal supervision, with at least 75% completed within agreed timeframe
3	Exceeds KPI Requirements	All KPI requirements met within agreed timeframes, initiatives and improvements are made with some activities beyond those planned completed or activities are completed before their due dates

- 3.3. A Core Key Performance Indicator is a measure that applies to all Civil Servants, relating to the core values and behaviour required of a Civil Servant. Core Key Performance Indicators are either “met” or “not met”, they are not scored. Requirements for Core Key Performance Indicators are included in the updated Assessment Form, Annex B to this Framework

#### 4. STEP MOVEMENTS AND PERFORMANCE PAYMENTS DURING TRANSITION

- 4.1. No step movements or performance payments will be payable whilst these transition arrangements are in place.

#### 5. CONTRACT RENEWAL ARRANGEMENTS DURING TRANSITION

- 5.1. Contract renewal decisions must be made a minimum 3 months prior to the anticipated contract end date, in accordance with section 7 of the Performance Management Framework.
- 5.2. Provided the position is still required and funded, contract renewal will be automatic where an employee meets a minimum of 70% of their planned Key Performance Indicators. 80% of this final summary score will come from the Primary Key Performance Indicators and 20% from the Core Key Performance Indicators.
- 5.3. Where an employee has not met a minimum of 70% of their planned Key Performance Indicators, contract renewal may be approved if the position or occupation is a scarce skill, provided the employee has met the requirements for the Core Key Performance Indicator of Code of Conduct and is not undergoing a performance improvement plan;
- 5.4. Contract renewal will be based on the last performance assessment completed for the employee (either annual or interim);
- 5.5. Where the performance requirements above have not been met, the positions will be advertised for open competition and the employee advised accordingly.

#### 6. FORMAL ASSESSMENT ARRANGEMENTS DURING TRANSITION

- 6.1. Probation assessment will be conducted within one month of completion of the probationary period, using the updated format included as Annex B to this Framework. No step movement will occur as a result of completion of probation.
- 6.2. Interim Performance Assessments and Annual Performance Assessments will continue to be conducted to provide performance feedback for all staff, using the updated format included as Annex B to this Framework. No step movement or performance payments will be made during this transition period.
- 6.3. Employees may appeal against their performance assessment result in accordance with section 12 of the Performance Management Framework, during this transition period.

#### 7. MODERATION REQUIREMENTS DURING TRANSITION

- 7.1. Moderation of results is not required during this transition.

#### 8. RESPONSIBILITY FOR IMPLEMENTATION OF TRANSITION ARRANGEMENTS

- 8.1. Permanent Secretaries are responsible for
- 8.1.1. Ensuring these transition arrangements are effectively communicated and implemented within their Ministry;



8.1.2. Leading their Ministry in improving their organisational planning, and the effective monitoring of outcomes at the Ministry and Individual levels.

8.2. The Ministry of Civil Service will provide awareness and training materials to support Permanent Secretaries with the implementation of these transition arrangements.

9. DATE OF EFFECT AND REVIEW TIMELINES

9.1. These Arrangements will be effective from the date of approval by the Public Service Commission, until reviewed, and will apply to contract renewals that are yet to be processed.

10. ENDORSEMENT BY THE PUBLIC SERVICE COMMISSION



**Vishnu Mohan**

Chairman, Public Service Commission

Date: 02 June 2020

## FIJIAN CIVIL SERVICE

INSERT MINISTRY NAME HERE

## PERFORMANCE ASSESSMENT

**Employee details**

Employee Name:		Employee No.:	
Substantive Position Title:		Contract Salary Band & Step	
Contract Start Date:	___/___/___	Contract end date:	___/___/___
Department/Section:		Division/Location:	
Immediate Manager Name:		Immediate Manager Position:	
Tier 2 Manager Name		Tier 2 Manager Position:	

**Performance Assessment Details**

Performance Assessment Start:	___/___/___ OR 1 May 20___	Interim Assessment Due:	___/___/___
Performance Assessment End:	___/___/___ OR 30 April 20___	Final Assessment Due:	___/___/___
<u>Type of Assessment</u> <input type="checkbox"/> This is a probation assessment - Probation end date ___/___/___ <input type="checkbox"/> This is an Interim Assessment <input type="checkbox"/> This is a Final Assessment		Outline any acting arrangements during the assessment period including position, salary band, start and end dates:	

**Instructions****Purpose of the Performance Assessment**

The performance assessment is an essential activity for employees and their managers, providing the opportunity to agree what work will be completed by the employee and to what standard and to ensure managers can give constructive, job-relevant feedback. Through the performance assessment process managers can ensure that every employee understands how they contribute to the achievements of their Ministry.

This form does not replace managers providing good ongoing management of employees. The form is designed to capture formal performance feedback, however, managers should provide ongoing guidance and performance feedback to assist employees to complete their work to the required standard and on time.

**How to complete the Annual Performance Assessment:**

The formal annual performance assessment arrangements are:

- Each year the manager and employee work together to plan the employee's work for the year. The employee's planned work must align with the work allocated for the employee in the Work Unit Plan and/or Costed Operational Plan;
- Employee and manager meet to discuss performance and complete an interim performance assessment to confirm progress half-way through the year; and
- Employee and manager meet to discuss performance and a final assessment of performance is done at the end of the year to confirm achievements and if all planned work has been completed.
- A tier 2 manager is included in this performance assessment process to ensure that the planned work is the highest priority for the Ministry and that performance ratings are fair and consistent. This can be amended to tier 3 for larger ministries, at the discretion of the Permanent Secretary.

**EMPLOYEE NAME:****Individual Work Plan and Assessment**

- Prepare work plan - At the start of performance assessment or probation period, manager and employee complete Columns 1 and 2 together and sign to confirm agreement on planned activities. Higher Manager to review the planned work activities and sign to confirm agreement.
- Interim Assessment (After 6 months or halfway through the assessment period) and Final Assessment (after 12 months or at end of assessment period):
  - Employee completes Column 3 to outline what was achieved and the level of performance the employee believes they have achieved;
  - Immediate Manager completes Column 4 to outline how he/she believes the employee has performed, providing justification for the ratings;
  - Immediate Manager and Employee then meet to discuss and agree final ratings; and
  - Responsible Tier 2 Manager to review assessment and provide performance ratings. If performance ratings vary from those of the Immediate Manager, the reasons for the rating are to be provided. The Tier 2 Manager may also meet with the Immediate Manager and Employee to discuss the ratings and to address any differences.

**Performance Ratings**

The following performance ratings must be used to rate employee performance on each Primary KPI. Assessment relates to the extent to which the employee delivered what was planned and agreed in writing. Employees may be perceived as 'working hard' but if they are not meeting KPI requirements and delivering planned activities, then the Ministry will not achieve performance goals and deliver required services to Fijians. Primary KPIs (from role description and related specifically to the role) may be rated from 1 to 3 as below. Core KPIs are rated as 'met' or 'not met'.

1 (KPI Not met)	2 (KPI met)	3 (Exceeding requirements of the position)
Less than 100% of the planned work is completed and / or some tasks require supervision and training above that appropriate for the level of the position	All work and associated tasks are completed with normal supervision, with at least 75% completed within agreed timeframe	All KPI requirements met within agreed timeframes, initiatives and improvements are made with some activities beyond those planned completed or activities are completed before their due dates

KPI from role description	Planned activities for the year, from the activities and tasks in the work unit plan	Employee Assessment & Summary of Achievements	Immediate Manager assessment	Tier 2 Manager (if applicable)
Column 1	Column 2	Column 3	Column 4	Column 3
Copy from the role description & check it aligns with work unit plan. You may include more KPIs as discussed and agreed to with the employee.	Outline the specific activities in the Work Unit Plan to be completed for each KPI and due dates for their completion. There will usually be a number of activities for each KPI	Describe what you achieved of the planned activities during the assessment period and rate yourself on the KPI. Provide sufficient details to justify your rating	Manager to indicate the level of achievement and provide performance feedback in relation to achievement of KPIs and completion of planned activities	Higher manager to review ratings and provide a reason if it is different from immediate manager rating (not applicable for direct reports to PS)
<b>Primary KPI1</b>		Describe achievement of KPI & Planned Activities:         <b>Employee Rating:</b>	<b>Manager Rating (1 to 3):</b> Reason for rating:	<b>Rating (1 to 3):</b> Reason for rating:



## EMPLOYEE NAME:

KPI from role description	Planned activities for the year, from the activities and tasks in the work unit plan	Employee Assessment & Summary of Achievements	Immediate Manager assessment	Tier 2 Manager (if applicable)
Primary KPI2		Describe achievement of KPI & Planned Activities:  <b>Employee Rating:</b>	<b>Manager Rating (1 to 3):</b> Reason for rating:	<b>Rating (1 to 3):</b> Reason for rating:
Primary KPI3		Describe achievement of KPI & Planned Activities:  <b>Employee Rating:</b>	<b>Manager Rating (1 to 3):</b> Reason for rating:	<b>Rating (1 to 3):</b> Reason for rating:
Primary KPI4		Describe achievement of KPI & Planned Activities:  <b>Employee Rating:</b>	<b>Manager Rating (1 to 3):</b> Reason for rating:	<b>Rating (1 to 3):</b> Reason for rating:
<b>Section 1 Rating summary</b>	<b>% of KPI Met – count the number of KPI with rating 2 or 3 and divide by the total number of KPI</b>	<b>Employee Rating:</b> ( ____ / ____ ) * 100 = ____ %	( ____ / ____ ) * 100 = ____ %	( ____ / ____ ) * 100 = ____ %
<b>Core KPI1: Code of Conduct</b> All actions, decisions and attitudes reflect the Code of Conduct and the values of the Civil Service	<b>Conduct</b> – complies with all requirements of the Code of Conduct and Civil Service Values <b>Policy</b> – actively promotes and adheres to all policy directives <b>Discipline</b> – does not have any discipline findings confirmed during the assessment period <b>Attendance</b> – complies with work unit's working hours arrangements, completes full working hours each week	<b>Employee Rating: Met / Not Met</b> Describe how you met the KPI:	<b>Manager Rating: Met / Not Met</b> Reason for rating:	<b>Rating: Met / Not Met</b> Reason for rating:
<b>Core KPI2: Key Capabilities</b> Demonstrates the core capabilities of interpersonal skills, quality of work and team work as required for the role	<b>Interpersonal skills</b> - Builds good relationships with customers, supervisors and colleagues. <b>Quality of Work</b> - Completes quality work and complies with agreed timeframes, standards and procedures. <b>Team Work</b> - Works cooperatively with and fulfills commitments to team. Exchanges ideas and contributes knowledge to complement those of other team members.	<b>Employee Rating: Met / Not Met</b> Describe how you met the KPI:	<b>Manager Rating: Met / Not Met</b> Reason for rating:	<b>Rating: Met / Not Met</b> Reason for rating:

**EMPLOYEE NAME:**

KPI from role description	Planned activities for the year, from the activities and tasks in the work unit plan	Employee Assessment & Summary of Achievements	Immediate Manager assessment	Tier 2 Manager (if applicable)
<b>Core KPI3: Leadership Capabilities</b> Provides effective leadership of staff to deliver Ministry plans and actively contributes to corporate goals and follows financial and human resource management guidelines, regulations, principles, and standards.	<b><u>Applies only to employees with responsibility for supervising/managing other staff</u></b> <u>Work Plan and Budget</u> – set clear goals and budget for the work unit, prepared annual work unit plan and monitors work outputs and budget <u>Build staff capacity</u> - identify gaps in performance, provide encouragement, coaching and mentoring for staff as required <u>Manages performance</u> - ensures all team members have a current role description, a work plan and provides regular performance feedback to guide and improve performance <u>Corporate Contribution</u> - participated as member of recruitment and investigation panels as required, actively supported the corporate requirements of the Ministry and the Civil Service <u>Other activities</u> - contributes to effective management of the work unit and the Ministry	<b>Employee Rating: Met / Not Met</b> <i>Describe how you met the KPI:</i>	<b>Manager Rating: Met / Not Met</b> <i>Reason for rating:</i>	<b>Rating: Met / Not Met</b> <i>Reason for rating:</i>
<b>Section 2 :</b>	<b>% of Core KPI met – count the number of Core KPI (2 or 3) met and divide by the number of Core KPI (2 or 3)</b>			

**Learning and Development:** The employee will complete Columns 2 and 3 to outline specific learning and development needs and planned actions in relation to both the current role and future roles. The Immediate Manager will complete Column 4 after the performance discussion. The Tier 2 Manager will complete Column 3.

Column 1 Skill Areas	Column 2 Specific skills to be developed	Column 3 Actions to be taken in next performance year to develop skills with timeframe	Column 4 Immediate Manager Comments	Column 3 Tier 2 Manager Comments (if applicable)
	Employee to complete		Immediate Manager to complete	Tier 2 Manager to complete
Role specific technical skills				
Communications and Customer Service				
Admin skills (records, IT etc)				
Management and Leadership				

EMPLOYEE NAME: \_\_\_\_\_

### Confirmation of Assessment:

Column 1 and 2 are completed at the end of the Performance Conversation with the employee. The Immediate Manager submits the form to their Tier 2 Manager for final confirmation. The Tier 2 manager submits the form to HR for filing.

Column 1: Manager to Complete	Column 2: Employee to Complete	Column 3: Tier 2 Manager to complete
<p>I have discussed this performance assessment with the employee.</p> <p>Final comments:</p> <p>The following recommendation/s is/are made:</p> <p><input type="checkbox"/> Confirm appointment at end of probation</p> <p><input type="checkbox"/> Terminate appointment at end of probation</p> <p><input type="checkbox"/> Implement a performance improvement plan to address poor performance</p> <p>Signed: _____ Date: ____/____/____</p>	<p>This performance assessment has been discussed with me:</p> <p><input type="checkbox"/> Assessment and Recommendations Agreed</p> <p><input type="checkbox"/> Assessment and Recommendations Not Agreed.</p> <p>Comments: _____</p> <p>Signed: _____ Date: ____/____/____</p>	<p>I have reviewed this performance assessment.</p> <p><input type="checkbox"/> I agree with final assessment above OR <input type="checkbox"/> I do not agree with assessments above</p> <p>Comments: _____</p> <p>Signed: _____ Date: ____/____/____</p>

**Summary Assessment:** This section is completed by the immediate supervisor after the performance conversation is held with the employee and the ratings are finalised. Return the form to HR for HRMIS update and filing.

Summary of Ratings and Final Assessment			
	% of Primary KPI at Rating 2 or 3 (from Section 1)	% of Core KPI Met (from Section 2)	Weighted % of KPI met
Employee			
Immediate Manager			
Tier 2 Manager (if applicable)			
	(A) Average % of Primary KPI at Rating 2 or 3 ____ * .8 = ____ (80% of final %)	(B) Average of Core KPI Met ____ * .2 = ____ (20% of final)	% A + B ____ + ____ = ____

### HR Action Required:

Calculations checked and are correct	Date Completed	Initials
Prepare summary for Permanent Secretary	Date Completed	Initials
Enter Results in HRMIS	Date Completed	Initials
Provide copy to employee	Date Completed	Initials
File Away	Date Completed	Initials



## Appendix V



# FIJIAN CIVIL SERVICE

## Job Evaluation and Civil Service Remuneration Setting Guideline

# Job Evaluation and Civil Service Remuneration Setting Guideline

AUGUST 2017

## 1. Objectives

- 1.1. Define Position Based pay and remuneration and provide the policy basis for Permanent Secretaries to implement Job Evaluation and remuneration setting;
- 1.2. Confirm that remuneration is based on the requirements of the Position as defined in the Job Description, not the attributes of any particular employee;
- 1.3. Ensure consistency in the remuneration of staff across the Fijian Civil Service.

## 2. Background

- 2.1. The Fijian Constitution states that Permanent Secretaries, with the agreement of their Minister, have the authority to determine all salaries, benefits and allowances payable, in accordance with its budget as approved by Parliament (S127, (8) (c)).
- 2.2. To ensure consistency across the Fijian Civil Service, this guideline confirms that remuneration for Civil Servants will be position based and provides the policy basis for Permanent Secretaries to implement a system of Job Evaluation to ensure fair and consistent application of remuneration setting across the Civil Service.
- 2.3. This guideline covers the ongoing application of Job Evaluation and Remuneration setting, and establishes the methodology for determining the relevant level and therefore salary range for a position.
- 2.4. The guideline also provides the policy basis for documenting the need for differential pay to attract and retain scarce skills in the Fijian Civil Service.
- 2.5. The key element of position based pay is that the position must be considered separately from the incumbent post holder when setting the level and therefore remuneration for the position.
- 2.6. This guideline applies to all positions in the Fijian Civil Service including established (contract and permanent), General Wage, temporary and project positions.

## 3. Definitions

- 3.1. Job Evaluation is a human resource tool which establishes the relative value of jobs in order maintain equitable and defensible grade and pay structures.
- 3.2. Proprietary Job Evaluation Methodology is the approved and authorised methodology purchased by the Fijian Government for use by Ministries.
- 3.3. Points Factor is the type of methodology to be applied for Job Evaluation.
- 3.4. A vacant position is any position which does not have a substantive post holder occupying the position, including:

- 3.4.1. Newly created positions;
- 3.4.2. Positions where the post holder has resigned, retired or otherwise left the service;
- 3.4.3. Positions where the contract is expiring and the position is to be advertised.
- 3.5. A substantial change is where the duties / requirements of a post have changed in way/s that would be likely to affect the level of the post.
- 3.6. Gender balance is defined as at least one male and one female.
- 3.7. Trained and Accredited is defined as being assessed as competent after successfully completing the required Job Evaluation Methodology training and maintaining accreditation with the Job Evaluation Methodology provider.
- 3.8. A current staff member is defined as an employee with a valid contract of employment, including permanent employees.

#### 4. Job Evaluation

- 4.1. The Fijian Civil Service will apply a proprietary points factor methodology of Job Evaluation, the current approved methodology is SP10.
- 4.2. Each Ministry will establish Job Evaluation Committees, effectively to evaluate all:
  - 4.2.1. Vacant positions which have never been evaluated;
  - 4.2.2. Vacant positions where there has been a substantial change to the Job Description since it was last evaluated;
  - 4.2.3. Positions where the supervisor / manager / Permanent Secretary identifies that the work required of the post has substantially changed since the last evaluation;
  - 4.2.4. Positions where the job holder requests a review of the level of the job and can demonstrate that the job has substantially changed or that the level of the job is not comparable to similar jobs in their or other Ministries;
  - 4.2.5. The Permanent Secretary will determine whether a job is to be evaluated or not.
- 4.3. The Job Evaluation Leadership Team (JELT, refer Section 6 of this Guideline) will maintain a Service Wide list of all trained and accredited Job Evaluators, Permanent Secretaries may approve their internal Job Evaluation Committee from the Service Wide list:
  - 4.3.1. Where a Job Evaluator is currently an employee of the Fijian Civil Service, participating in job evaluations is considered to be a corporate duty and no additional allowance is payable;



- 4.3.2. Potential Job Evaluators from outside the Civil Service may be paid a daily allowance to attend the required training for accreditation purposes. Such allowance will be determined by the Permanent Secretary, based on the daily rate for the likely positions to be evaluated and will be paid from the Ministry budget.
- 4.4. The internal Job Evaluation Committee will consist of a minimum of three members with the following representation:
  - 4.4.1. Gender balance, with all members trained and accredited in the Job Evaluation methodology and approved by the Permanent Secretary to undertake Job Evaluations for the Ministry;
  - 4.4.2. HR representative/s with knowledge of job relativities across the civil service;
  - 4.4.3. Technical representative/s with detailed understanding of the job to be evaluated;
  - 4.4.4. Management representative/s with an understanding of the context of the ministry and work requirements;
  - 4.4.5. Observers may be included at the discretion of the Permanent Secretary. Observers may include Staff Representatives, and should have an understanding of the relativities of the job being evaluated, but may not be the current job holder.
- 4.5. To ensure consistency of evaluations across the Civil Service, a central "Job Evaluation Leadership Team" (JELT) will be established (in accordance with Section 7 of this Guideline) to moderate evaluations.
  - 4.5.1. The Job Evaluation Leadership Team will moderate a sample of jobs evaluated, the minimum sample will be 10% of jobs evaluated each quarter.

## 5. Setting the Remuneration Rate for a Position

- 5.1. The Ministry Job Evaluation Committee will recommend to the Permanent Secretary the appropriate level for the position, based on application of the Job Evaluation methodology.
- 5.2. The Permanent Secretary will approve / not approve the recommendation and will confirm the remuneration rate based on the Cabinet approved salary bands. The current bands are included as Annex A.
  - 5.2.1. If the evaluation is not approved, the Permanent Secretary will reconvene a new Job Evaluation Committee to review the Job Evaluation for the post;
  - 5.2.2. Where the evaluation is approved, the Permanent Secretary will advise the JELT within 5 working days that an evaluation has been completed;

- 5.2.3. JELT will confirm whether it intends to moderate the evaluation within 5 working days of the above advice;
- 5.2.4. JELT will complete its moderation within 20 working days of its decision to moderate the Evaluation.
- 5.2.5. Where the evaluation is to be moderated, the level is not final until it has been considered by the JELT, with those results approved by the Permanent Secretary in agreement with the Minister.
- 5.2.6. Where the position is not to be moderated, the level is final after approval by the Permanent Secretary in agreement with the Minister.
- 5.3. Where the Permanent Secretary, with the support of their Minister, believes that the evaluated Level for the position will not attract or retain an appropriately qualified person to for the post, the Permanent Secretary may make a submission to the Minister for Civil Service for payment of a “scarce skills” compensation rate. Submissions will document the reasons for the application, including:
  - 5.3.1. The completed Job Evaluation and results,
  - 5.3.2. Confirmation of scarce skills (recruitment evidence),
  - 5.3.3. Documented market rates for similar skills,
  - 5.3.4. Confirmation of available budget to pay the identified market rate for the position and
  - 5.3.5. Review date for the market rate of the position.
- 5.4. Any approval for special compensation rates will require that the position is appropriately advertised and that merit selection is used to appoint the most suitable person to the post.
- 5.5. Where the job evaluation recommends a change to the level of the position, in accordance with the Open Merit Recruitment and Selection Guideline, the position must be advertised.
  - 5.5.1. Where a job is to be advertised in accordance with a change to its level, and it is occupied, the Ministry will make every effort to transfer / redeploy the incumbent to a position at their current substantive level, either within the Ministry or across the Civil Service.

## **6. Assigning a New Employee to the Appropriate Step on the Band**

- 6.1. In accordance with Section 5 of this guideline, all appointments must be to the Salary Band assigned for the position.
- 6.2. The salary bands overlap, therefore it is not always appropriate to start a new employee on Step 1.

- 6.3. The Salary Bands are benchmarked to the Private Sector at Step 4 – this is the fully competent step, and should only be provided to employees following a performance assessment in accordance with the Performance Assessment Guideline.
- 6.4. Steps 1 to 3 are for employees “developing into their roles”, and new appointees should therefore be assigned the appropriate step in this range, based on their performance during the selection process. As a guide:
  - 6.4.1. Step 3 for performance above 85%,
  - 6.4.2. Step 2 for performance between 70 and 84% and
  - 6.4.3. Step 1 for performance below 70%.
- 6.5. In transition, the current step of most officers in the Ministry performing similar duties should also be considered – it would not be fair to appoint a new person to a higher step than those already performing in the role, when performance assessment has not been introduced.
- 6.6. The previous salary of the person being appointed to the role is NOT a consideration when assigning the appropriate step, unless a market rate has already been approved and is being implemented above the approved Salary Bands.
- 6.7. The recommendation on the appropriate step should be made by the Selection Panel, with final approval by the Permanent Secretary in agreement with the Minister.

## **7. Moderating Job Evaluations – the Job Evaluation Leadership Team**

- 7.1. The Job Evaluation Leadership Team will review the Job Evaluations of a minimum of 10% of evaluations conducted across all Ministries, on a quarterly basis.
- 7.2. The purpose of moderation is to ensure consistency of position levels across the Civil Service.
- 7.3. The JELT will provide advice to Permanent Secretaries on all moderations conducted.
  - 7.3.1. Where JELT moderation advises a different level for a position, the Permanent Secretary will be advised of the different level and will review all documentation with regard to the position;
  - 7.3.2. Where the Permanent Secretary does not agree with the JELT moderated level for the position, they may review / update/ amend the job analysis documentation and convene another Job Evaluation Committee to evaluate the position further, taking account of comments and advice from the JELT.
- 7.4. The JELT will comprise the Chair, and at least 2 Permanent Secretaries, nominated by the PSC.



- 7.4.1. All JELT members must be trained and accredited in the approved Job Evaluation methodology;
- 7.4.2. The JELT may be supported by technical advisers / observers who are job evaluation specialists, trained and accredited in the approved Job Evaluation methodology. The Chair will appoint / convene such advisers / observers as are required.
- 7.5. During implementation and transition, the JELT will be chaired and convened by the Director, CSRMU;
  - 7.5.1. Following completion of the transition phase, the JELT will be chaired and convened by a remuneration specialist approved by the PS Ministry of Economy.

## 8. Review of Results

- 8.1. There is no further review of results of a Job Evaluation.
- 8.2. Where an employee does not agree with the evaluated level for a position, they can request an Evaluation in accordance with Section 4.2.4 of this Guideline.

## 9. Transition

- 9.1. CSRMU will coordinate implement the transition in accordance with the separate Job Evaluation Transition Procedures.
  - 9.1.1. Transition arrangements will conclude following the review in accordance with Section 10 of this Guideline.

## 10. Review of this Guideline:

- 10.1. The guideline will be reviewed by the CSRMU commencing in January 2018, with a report submitted to the Public Service Commission and the Permanent Secretary, Ministry of Economy for consideration within one month of conclusion of the review.

## 11. Endorsement of the Public Service Commission

- 11.1. This Guideline is take effect from date of approval



(Commissioner, for Public Service Commission)

Name: **Lawrence McGrath**

Date: 22 August 2017

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