

**The Government of the Republic of South Sudan**

**INTERIM LOCAL GOVERNMENT HUMAN RESOURCE  
MANAGEMENT MANUAL**

**Issued by the Ministry of Public Service and  
Human Resource Development and the Local  
Government Board**

**December 2014**



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## Abbreviations

GRSS	Government of the Republic of South Sudan
GRSS PFM Manual	Government of the Republic of South Sudan Public Financial Management Manual
HR	Human Resource
HRM	Human Resource Management
LG	Local Government
LGB	Local Government Board
LPC	Last Pay Certificate
MoPS&HRD	Ministry of Public Service and Human Resource Development
SMoF	State Ministry of Finance
SMoLG	State Ministry of Local Government
SMoPS	State Ministry of Public Service
SSEPS	South Sudan Electronic Payroll System

## Glossary

<b>Accounting Officer</b>	In the County, this is the County Executive Director. Part of the duties of this position involves overall responsibility in connection with public funds, public stores; and all other assets of the County.
<b>Appointing Authority</b>	In the County, this is the County Executive Director
<b>Appointment</b>	<p>means:</p> <p>(a) The conferment of a position upon a person whether or not that person is already in the Local Government Service; or</p> <p>(b) The conferment upon a Local Government employee of the same or other position by way of extension or renewal of his/her contracted terms and conditions of employment for a further specified period following the expiration of his/her original contract; or</p> <p>The conferment of an acting appointment upon an employee in respect of the discharge of the duties of a higher position in a Department/Unit</p>
<b>Cadre</b>	A group of officers around whom a functional unit is formed, e.g. Nurses form a cadre in a Health Department; hence there is a Maternal and Child Health Unit.
<b>Classified Staff</b>	<p>Includes all staff holding categories: Super Grades, Administrative and Professional professional and Technical posts, (including Degree, Diploma and O-level Certificate holders who are newly recruited into the Service). These are staff in Special Grades and 1,2,3,4,5,6,7,8,9,10,12, and 14 as per the Civil Service Grade Schedule</p>
<b>Common Cadre</b>	Means a category of similar public service positions whose post holders possess generic qualifications and competencies and render management support to a line Department in a Local Government. Officers in common cadre employment classification are not confined to one particular Public Service organization, but are usually recruited, deployed and managed centrally; e.g. Accountants, Human Resource Officers, Clerks, Typists, etc.
<b>Consolidated Pay</b>	Salary paid to a newly recruited government employee while waiting for his/her formal Letter of Appointment from the National or State Ministry of Public Service and Human Resource Development. An employee on Consolidated Pay is not eligible for Pension deductions and employer contribution. During the provisional appointment period, the employee receives consolidated pay and does not qualify for payment of allowances or Cost of Living Allowance [COLA]).

<b>County Executive Committee</b>	means a Committee made up of all Heads of Departments in a County or Town Council which is overall responsible for management of HRM issues within the County. The County Executive Committee may delegate specific HRM functions, e.g. to a County Recruitment and Promotion Committee, but will still retain the overall responsibility for HRM within the County. The CEC reports to the County Executive Director.
<b>County Executive Director</b>	Means the County Chief Administrator or Accounting Officer of the County or Town Council
<b>Establishment Structure</b>	Lists by Department or Units the permanent posts that the County requires to execute the functions assigned to it.
<b>Human Resource Management (HRM)</b>	Is defined as a deliberate and consistent approach to the management of an organization's most valued assets, the employees who individually and collectively contribute to the achievement of organizational goals and objectives. Until December 2012, Human Resource Officers were referred to as Establishment Officers
<b>Human Resource Officer (HRO)</b>	The County HRO is the technical officer at county level that technically guides and practically supports HRM within the County. He/she provides guidance to all County Departments on human resource management processes from recruitment to termination/exit from Local Government employment.
<b>Local Government</b>	Means the level of government closest to the people within a State in the Republic of South Sudan as provided under Article 165 of the Transitional Constitution 2011. This refers primarily to the Counties.
<b>Local Government Board</b>	Means the Local Government Board established in accordance with the provisions of Article 165(2) of the Transitional Constitution 2011
<b>Local Government Employee</b>	Any person occupying a post in the Nominal Roll of any Department and Unit for which post he/she is legally appointed. The employee can be locally recruited or seconded.
<b>Local Staff</b>	Local Staff are recruited at the County level, and their services are terminated at the County level. Their letters of appointment are signed by the County Executive Director. They include both classified and unclassified staff.
<b>Nominal Roll</b>	A Nominal Roll refers to the list of approved posts of a County Department that are included in the annual approved budget for appointment of civil servants.
<b>Organizational Structure</b>	Consists of activities such as tasks allocation, coordination and supervision hierarchy, which are directed towards the achievement of the County. It is normally presented in the form of a hierarchical diagram of staff and posts.
<b>Post</b>	A position of employment to which a person is appointed in the Local Government Service or any other service.

<b>Promotion</b>	Means the substantive appointment of an employee to a position for which the salary grade is higher than that for the position, which he/she previously held, on the basis of satisfactory performance or additional relevant qualification.
<b>Provisional Appointment</b>	A tentative appointment made by the State and Local Government Recruitment Committees so that the post holder can provide services pending the formal approval and issuance of a Letter of Appointment by the SMOPS&HRD. At the County level this applies to Local Government staff seconded from the national or State Civil Services.
<b>Salary Grade</b>	Means a range of Salary Points allocated to a post within the current salary structure
<b>Secondment to the LG Civil Service</b>	Means the attachment of a National or State Government employee for a specific period of time to the Local Government Civil Service upon the request of the County/Town Executive Director when a County or Town Council is unable to fill a vacant position through recruitment or promotion.
<b>Specialized Authority</b>	Means the County Executive Director or Head of County Department.
<b>Suspension</b>	Means removal from office without pay as a disciplinary measure or pending investigation that may lead to disciplinary action.
<b>State Government</b>	Means the second level of government in the Republic of South Sudan provided for under Article 50(b) and established under Article 161 of the RSS Constitution
<b>Transfer</b>	Means moving an employee from one Department or Unit to another or outside of the Department or Unit temporarily or permanently with or without alteration in the salary grade as the interest of work and the needs of optimal utilization of available human resources may require.



## Foreword

The Transitional Constitution of the Republic of South Sudan 2011 created a three tier system of government with three civil service levels, namely: the National, State and Local Government civil services all of which are expected to work collaboratively in a coordinated manner. Indeed, Article 49 (1) (c) (ii) of the Transitional Constitution 2011 states that Government organs at all levels shall perform their functions and exercise their powers so as to among other things *“promote co-operation by rendering assistance and support to other levels of government”*. In this regard, the national government’s role is mainly to formulate policy and provide regulatory frameworks, technical support and funding.

The State and Local Governments have predominantly implementation and service delivery responsibilities. National sector ministries’ budgets provide for significant transfers to sub-national governments to fund local service delivery (e.g. Ministries of Health and Education). The mandate of Local Governments includes delivery of basic services including primary education, primary healthcare, public health, water and sanitation, extension workers, feeder roads, etc. at the local level. However, Local Governments have not yet fully taken on these responsibilities, which require increased financial and human resources management capacity at that level of government.

The first South Sudan Development Plan sets out the improvement of service delivery as one of its key priorities. In order to render effective service delivery to the citizens of the Republic of South Sudan, it is important that the three tiers of Government have a coherent understanding of policy, legal and regulatory frameworks, institutional structures and human resource management systems and practices. This will foster the standardization and application of human resource management processes, procedures and practices. Some of the key HRM processes that require clear guidelines to ensure compliance include, but are not limited to preparation of the nominal roll, payroll control and management, grading and salary structures, recruitment, deployment, appraisal, promotion, discipline, termination, among others.

In this regard, the Government has issued the Local Government Human Resource Management Interim Manual to provide some practical guidance to staff involved in managing Local Government human resources. The guidelines and procedures contained in the Interim Manual ensure an appropriate level of standardization in the application of rules, regulations and conditions of service in the Local Government. They are to be applied in the short-term as policy formulation and development efforts continue. The procedures set out herein are intended not only to standardize practices, but also to guide heads of Local Governments and their management teams in handling day- to-day human resources management and administration matters for improved service delivery. Revisions to the Interim Manual will be informed by emerging relevant laws, regulations and policies.

I would like to reiterate that excellence in human resource management remains a key driver in South Sudan’s national development agenda. Local Government managers, Human Resource Officers, and all employees are expected to familiarize themselves with the content of this Local Government Human Resource Management Interim Manual.

Undersecretary for Public Service and Human Resource Development  
Republic of South Sudan

## Preface

The Local Government Interim Human Resource Management Manual is a product of extensive consultations and concerted efforts on the part of many people in the National Government institutions, the States and the Local Government. It has been developed under the auspices of Ministry of Public Service and Human Resource Development (MoPS&HRD) and the Local Government Board (LGB) with the support of the Overseas Development Institute (ODI). The development of this Interim Manual was guided by relevant legislation, regulations, policies and ministerial orders/directives that frame human resource management processes, procedures and practices across all levels of the Government of South Sudan. It must therefore be read alongside these legal, regulatory and policy documents, amongst others<sup>1</sup>. Sound human resource management decisions can only be achieved when appropriate policies and standards are applied and established procedures are followed.

The key objective of developing the Interim HRM Manual is to bring about clarity in the human resource management responsibilities of Local Government staff so as to improve service delivery to the people of South Sudan. The aim is to assist County Executive Directors, County Heads of Departments, Supervisors, and Human Resource Officers in the efficient discharge of human resource management functions on day-to-day basis. The Interim Manual is also a useful resource in enlightening Local Government employees about their rights and obligations.

The provisions set out in the Interim HRM Manual cover all staff who are on Local Government payrolls, - including those seconded from the States. This is a key step in the adoption of common norms and standards aimed at orienting Local Governments to become more responsive to the public in service delivery. It is important that this Interim Manual is read and implemented side by side with relevant laws; for example, the Republic of South Sudan Transitional Constitution 2011, the Local Government Act 2009, and the Civil Service Act, among others.

While great effort has been invested in the production of this document, no manual, no matter how detailed can cover all employment situations, nor can guidelines and procedures substitute for good judgment and common sense. Although the provisions set out in the Manual are consistent, they may not necessarily cover all situations, and are therefore not a substitute for detailed review of unique individual cases.

County Executive Directors are responsible for the effective implementation of this Interim HRM Manual in their respective Counties. Heads of County Departments, supervisors, County HR Officers and all Local Government employees are required to familiarize themselves thoroughly with the Interim HRM Manual and any amendments and additions thereto which may be issued from time to time.

Finally, I would like to acknowledge with profound gratitude all the institutions and people who made the development and finalization of this Interim LG HRM Manual and Model Structures possible through their constructive contributions.

I am confident that the sound implementation of the Local Government Human Resource Management Interim Manual will, in the short-term, bring about improvements in the overall management of human resources in the Local Governments of our beloved country.

Undersecretary of Local Government Board  
Republic of South Sudan

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<sup>1</sup> The Republic of South Sudan Transitional Constitution, 2011  
The Civil Service Act, 2011  
The Revised Draft Civil Service Regulations 2013  
The South Sudan Civil Service Pension Scheme Act 2013  
The South Sudan Public Finance Management Manual for Local Governments May 2013; etc

# 1. INTRODUCTION

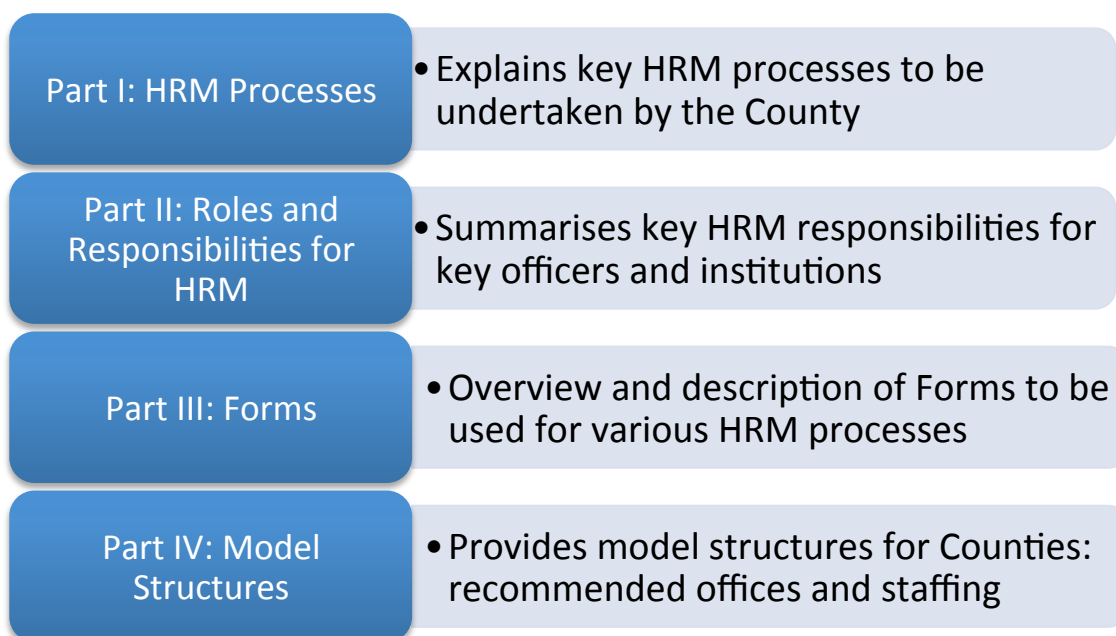
## 1.1 Scope and Coverage

The contents of this Interim Local Government Human Resource Manual shall apply to all Local Government employees, including staff seconded by State Ministries, Local Government Administrative Officers, and Local Staff. The provisions set therein are to be followed by all employees and applied by County Human Resource Officers, County Department Heads and supervisors in order to maintain equity and impartiality in handling human resource matters.

As its name implies, this Manual is interim in nature hence subject to changes as laws get enacted, and policies are developed. The legal and policy guidance offered by the national level is expected to assist State and County civil services develop their own frameworks based on existing tradition and internationally recognised good practices. However, this process will take time to complete, as it must be tailored to the unique circumstances of each state and the local government structure. This Manual is therefore a living document that is subject to amendment, updating and review. Any sections or subsections that will require amendments, updating and/or review shall be referred to the Undersecretary of the Local Government Board (LGB), and the Undersecretary MoPS&HRD through their counterparts in the States and Local Governments who will work with them in assessing the need for and nature of such changes. Any modification of the guidelines stated herein shall be made only after due consideration has been given to the effect the proposed modifications will have on the advantages, benefits and responsibilities of the staff. They shall be approved by the LGB and the national MoPS&HRD.

## 1.2 Overview of the manual

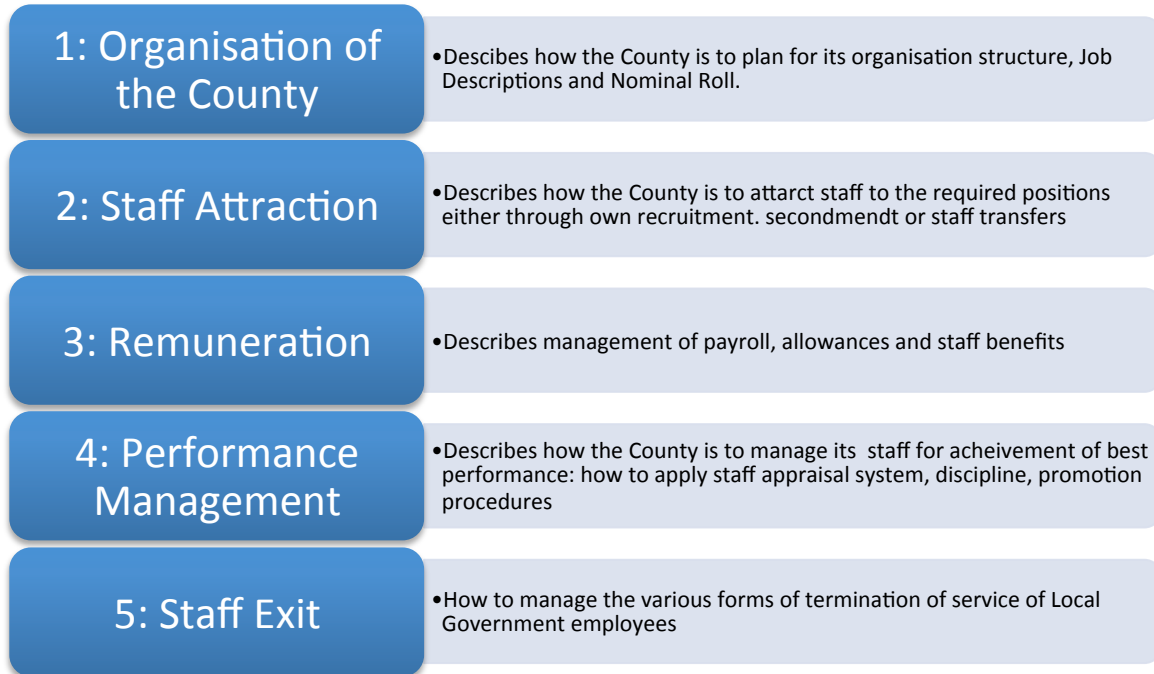
The manual is divided into four main parts



## PART I: HRM PROCESSES

This part of the manual describes the county responsibilities for management of its human resources.

County responsibilities for HRM can be divided into five main processes explained further below in the following five chapters (chapter 1 – 5).

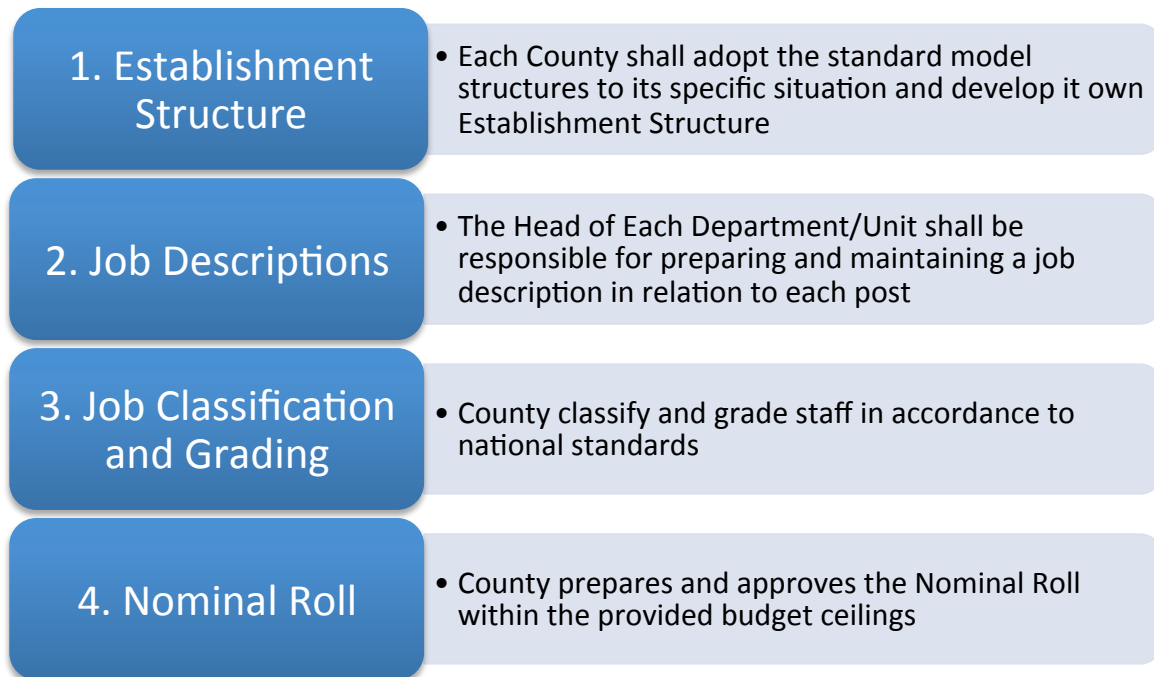


### 1. COUNTY ORGANISATIONAL STRUCTURE

Each County is responsible for the preparation of its own Organization and Establishment structures. The overall responsibility for this and other aspects of local government human resource management rests with the County Executive Committee that acts as the overall County Human Resource Management Committee. Specific responsibilities for County HRM may be delegated, but the overall responsibility rests with the County Executive Committee.

State Ministries of Public Service provide support to County officials in developing organizational and establishment structures.

The County responsibilities for work on its organizational structures can be divided into four main parts described further in the following main sections:



### 1.1 Model Organization Structures

An organization structure defines how core and supporting functions, activities and tasks are allocated, coordinated and supervised in order to achieve an organization's goals.

National sector ministries shall prepare model organization structures illustrating the overall set-up of respective Local Government Departments of service delivery sectors and submit them to the Local Government Board and the national MOPS&HRD for approval.

The recommended model organization structures are presented in Part IV of this Manual.

Local Government Departments shall customize the Model Structures to suit their specific needs along the following guidelines:

- (a) A summary scope of work assigned to each of the units within the Department shall be included as set out in the model organization structures.
- (b) In customizing the model organization structures, each Local Government shall be guided by:
  - (i) The mandate of the Department and its core functions
  - (ii) The Department's strategic plan, including available financial, human and physical resources
  - (iii) Specializations and division of work- i.e. differentiated functions

- (iv) Linkages between different functions
  - (v) Clarity in grouping of individual functions and tasks into departments
  - (vi) Hierarchy and flow of authority and communication.
- (c) The job descriptions and job specifications, i.e. duties and responsibilities assigned to each position in the unit, and the qualifications, experience and other abilities or competencies required for satisfactory performance of the job.
  - (d) The customized Organisational structure shall be technically reviewed by the relevant State Ministries to ensure that they are consistent with the guiding principles listed above, before they are submitted to the State Ministry responsible for Public Service for approval.. Particular focus shall be given to the availability of financial, human and physical resources – State Ministries of Public Service shall not endorse Organisational Structures that are not consistent with available resources over the medium term.
  - (e) The customized Departmental Structures, Job Descriptions and Job Specifications shall be reviewed by the County Executive Council and approved by the County Council

## **1.2 Establishment Structures**

Establishment structures refer to details of staff numbers and posts classification titles within the approved organization structures. County establishment structures shall be approved by the County Executive Council. Posts classification titles are centrally approved and issued by the national MoPS&HRD in consultation with sector ministries.

- (a) Each County Department shall initiate the preparation of its Establishment Structure based on posts in the approved Organization Structure that lists by Units, the permanent posts that the County requires to execute the functions assigned to it.
- (b) The Establishment Structure shall not be restricted by the level of personnel expenditures budgeted for any financial year but shall represent the staffing target for the County.
- (c) The cost of the structure shall be consistent with the projected medium term funding available to the County.
- (d) The State Ministry responsible for Public Service shall review the technical feasibility of the County's recommended structures (whether the structures are in line with national standards, approved organizational structures etc) – however final approval of the county structures rests with the County. The County Executive Director will issue notification of approval of the establishment structure to the department concerned with a copy to the Ministry responsible for Finance.
- (e) Where the State Ministry for Public Service does not believe that the County Executive has the necessary capacity for approving the establishment structure, or has approved a structure that is not technically feasible, they may intervene. This must be done in writing, with approval of the State Governor. In such cases the State Ministry for Public Service may issue an Interim establishment structure. This will be the official establishment structure of the County government until such time as the State Ministry of Public Service is satisfied that the County Executive has approved a feasible Establishment Structure.

### 1.3 Job Descriptions

The Head of Each Department/Unit shall be responsible for preparing and maintaining a job description in relation to each post for every Cadre in the Department's/Unit's Establishment Structure other than for Skilled and Unskilled Worker posts in Grades 11-17 (e.g. health facility staff, teachers, which are developed centrally by state sector ministries, etc).

A job description shall provide a summary statement of the approved title and level/grade in accordance with the Grading Schedule approved by the national MoPS&HRD; a brief description of the overall purpose of the position (why the position exists); the main duties and responsibilities of the post-holder; the minimum qualifications and experience for appointment to the post; and a clear indication of the position to which the post-holder shall report to.

- a) The job description shall be a public document.
- b) The job description for a post shall be required when:
  - (i) Advertising a vacant post for recruitment or promotion.
  - (ii) Selecting a candidate for appointment or promotion to the post;
  - (iii) Assigning work, and assessing and managing the performance of the occupant of the post;
  - (iv) Assessing the needs and prospects of the occupant for training and development; and
  - (v) Determining whether in relation to the occupant of the post a conflict of interests exists, or may reasonably appear to exist.
- c) The State Ministry of Public Service and Ministry of Finance shall prepare model job descriptions and specifications for general cadre posts such as Accountants and Human Resource Officers. For some technical positions (such as teachers and health workers) national sector ministries shall develop standard/model job descriptions. These shall serve as benchmarks for the identification of performance standards to be used in the recruitment and selection process, deployment, performance appraisal and training of employees in the Local Government.

The job description shall include:

- (a) The job title and grade of post.
- (b) The Department where the post is located.
- (c) Reporting relationship and accountability responsibilities.
- (d) The purpose of the job and the main duties and responsibilities of the job holder.
- (e) The supervision exercised by the position.
- (f) Working conditions—e.g. "May be required to work beyond normal working hours as defined by the needs of the department."

The job specification shall set out the **essential** qualifications and experience the post holder needs, and any **desirable** skills in order to perform the duties of the job competently. The job specification is closely linked with the job description because it emphasizes the attributes that are required of the post holder.

**Essential criteria** – these are attributes that must be in place at the time of recruitment or during consideration for promotion. Candidates shall demonstrate in their application that they meet the essential criteria in order to be shortlisted. For example:

- (i) The minimum level and type of education needed to be successful at the job as well as any acceptable substitutions (i.e. additional experience in lieu of the required diploma, degree, etc). It is important to ensure that required qualifications are kept to a realistic level.
- (ii) The minimum level and type of experience needed to be successful at the job as well as any acceptable substitutions (i.e. additional education in lieu of the required experience).

**Desirable criteria** – these are skills, knowledge or abilities that are useful or necessary for the job, but not from day one. A person could acquire these after they have been appointed (for example through training or experience over time). For example:

- (i) Must be proficient in using Windows Microsoft Office applications (Microsoft Word, Excel, and PowerPoint).
- (ii) Must demonstrate strong interpersonal, speaking, and writing skills.
- (iii) Must be able to solve complex problems independently.
- (iv) Ability to speak a particular working language.

Example of a Job Description and Job Specification Template is included as Annex 1

## **1.4 Post Classification and Grading**

The **Grading Schedule** below is centrally issued through Section 99 of the Civil Service Act 2011. It forms the basis of the grading of LG Grading Schedule indicated further below.

Local Government Departments shall adhere to the Grading and Salary structures set by the national MoPS&HRD from time to time.

At the County level jobs are classified into fifteen (15) Job Grades and six (6) major Grade Categories as indicated below:

- (a) Leadership
- (b) Super Grades
- (c) Administrative and Professional
- (d) Sub-Professional and Technical
- (e) Skilled Labour
- (f) Unskilled Labour



**Table 1: Local Government Grading Schedule**

Grade	Grade Category	Examples of Title or Post
1	--	--
2	--	--
3.	<b>Leadership Grade</b>	Executive Director of a County
4.	<b>Super Grades</b>	Deputy Executive Director of a County /County Deputy Director of Public Works/ County Deputy Director of Education/ County Medical Officer/Specialist Experts of Civil Institution
5.		County Assistant Director of Water & Sanitation/ County Assistant Director, Environmental and Public Health / County Assistant Director of Administration & Finance / County Assistant Director of Water and Sanitation Chief Technical Officer/Expert of Civil Institution
6.		Assistant Chief Technical Officer/Expert of Civil Institution or Department
7.	<b>Administrative and Professional</b>	Senior Inspector/Senior Technical Officer/Senior IT Professional/County Senior Water Supply Officer/County Senior Water Resources Management Officer/County Senior Sanitation and Hygiene Officer/County Senior HR Officer
8.		Inspector/Technical Officer/IT Professional/ County Sanitation Officer/ County Operation and Maintenance Officer/ County Sanitation and Hygiene Officer/ County Water Resources Management Officer/County Hygiene Officer /County HR officer
9.		Assistant Inspector/Assistant Technical Officer/Graduate Entry
10.	<b>Sub-Professional &amp; Technical (SP&amp;T)</b>	Head Staff Clerk/Head Accountant/Chief Cashier/ Chief Store Keeper /Senior Bookkeeper 7
12.		Senior Clerk / Senior Bookkeeper / Computer Operator / Secretary
14.		<b>Entry Point for Secondary Leavers</b> Receptionist / Radio Technician / Sanitary Overseer / Artisans / Clerk / Book Keeper / Land Officer / Secretary Secondary School Leaver
11.	<b>Skilled Worker</b>	Senior Technician / Veterinary Assistant / Certified Artisan / Head Driver / Head Mechanic
13.		Driver/Mechanic,/Artisan/Plumber/ Fitter etc.
15.		Assistant Fitter, Mechanic, Driver (3rd Class)/Mason/ Technician
16.	<b>Unskilled Worker</b>	General Administration Officer, Payam/Messenger, Cleaner, Unskilled Labourer/Apprentice
17.		General Administration Officer , Payam/Unskilled Labourer

## 1.5 Nominal Rolls

A Nominal Roll refers to the list of approved posts of a County Department that are included in the annual approved budget for appointment of civil servants. Posts in the Nominal Roll are arranged in hierarchical order, and are directly linked to the salary and career structure in the Civil Service. The Nominal Roll of a County shows the maximum number of staff that may be employed in accordance with the approved budget, the County Organization Structure and the Departmental Establishment Structure.

Each County Department in conjunction with the County Administration Department (the County HR Unit) shall prepare annually a Nominal Roll indicating the post titles, the number of approved posts at each level, their grades, and the status of post as pensionable or non-pensionable, number of posts that are filled, and the names of the persons occupying the posts.

The Nominal Roll shall be based on organizational analysis, approved organizational chart and establishment structure, and most importantly will be affordable within the annual salary budget of the county.

### 1.5.1. Main Steps in the Preparation of the Nominal Roll

- (a) The County Department shall initiate the preparation of the County Nominal Roll once the budget ceiling has been set for the County by the County Executive Council. It shall submit its staff requirements to the County HR Unit in line with the Department's Establishment Structure and budget allocation.
- (b) The County HR Officer will reject Nominal Rolls that are not consistent with the requirements above.
- (c) The County HR Officer shall prepare the County's Nominal Roll, deriving it from the County Department's submission, and in line with the approved overall County Establishment Structure. He/she shall include the following elements for every County Department:
  - (i) List Post Number; Number of Approved Establishment; Job Title; Segment (i.e. grade and increment); Name; Nationality; Service Status as pensionable or non-pensionable; File Number; Date of Birth; Appointment Date, Last Promotion, Last Increment Increase; and Present Monthly Salary Rate.
  - (ii) Add the names and personal details of employees currently occupying posts for those posts that are occupied.
  - (iii) Indicate the posts that are vacant.
  - (iv) Submit to the State MoPS&HRD for information and record
- (d) Once approved by the County Council, the SMoPS shall issue an approval notification to the County with a copy to the State Ministry responsible for Finance and State Ministry of Local Government.
- (e) The County HR Unit shall maintain a full County Nominal Roll comprising all County Departments. See Annex 2 for sample Nominal Roll.

- (f) The Nominal Roll shall be submitted to respective State Ministries annually not later than 30 days after the approval of the budget for information.
- (g) If the County is using an electronic payroll tool with a nominal roll module the nominal roll must be imported into this system. If the County is using a simpler payroll tool, it must ensure that only those staff named on the Nominal Roll, as updated within the year, are paid each month.

Below is a depiction of the steps of preparing a Nominal Roll.

**Steps in the Preparation of the County Nominal Roll**

STEP	Activity
1.	<b><u>National Ministry of Finance</u></b> (a) Sets annual budget ceilings in accordance with availability of funds (b) Makes Block Transfers to States and Block Transfers and Conditional Transfers to Counties, upon which budgets ceilings are decided for LGs
2.	<b><u>State National Ministry of Finance</u></b> (a) Passes on block transfers from National government to the County (b) Makes additional block or conditional transfers from its own resources, including for LG Administrative Officers
3.	<b><u>County Executive Council</u></b> (a) Approves Resource Envelope for County, including all transfers and own source revenue (b) Sets budget ceiling for County Departments
4.	<b><u>County Council</u></b> Approves County Chapter Budget, including salary (Chapter 1) Budget
5.	<b><u>County Department</u></b> (a) Initiates the preparation of Department’s Nominal Roll once the budget ceiling has been set for the County by the County Executive Council (b) Submits to County HR Unit (c) Reviews the number of posts in Department’s Nominal Roll based on work-related need
6.	<b><u>County HR Unit</u></b> Using Establishment Form No. 10--For each County Department, lists out Post Number; Number of Approved Establishment; Job Title; Segment; Name; Nationality; Service Status as pensionable or non-pensionable; File Number; Date of Birth; Appointment Date, Last Promotion, Last Increase; and Present Monthly Salary Rate. Submits to the State MoPS&HRD for verification and approval.
7.	<b><u>State MoPS&amp;HRD</u></b> (a) Checks, Approves and Returns to County HR Unit (b) Notifies Ministry of Finance through copy of approval letter
8.	<b><u>County HR Unit</u></b> (a) Retains approved County Nominal Roll by Departments (b) Sends copies of approved Departmental Nominal Rolls to respective County Departments (c) Checks County Departments’ payrolls against respective Nominal Roll (d) Updates the Nominal Rolls and provides updated Nominal Rolls to respective Departments. (e) Monitors the filling of vacancies and their funding (f) Oversees Chapter 1 Expenditure

The Nominal Roll shall be updated annually, as part of the annual budget process.

#### 1.5.2 Status of Post and Pension Contributions

County Departments and the County Human Resource Officer shall clearly indicate whether a post is pensionable or non-pensionable, and accordingly reflect additional amounts in their annual budgets to represent Government-as-employer contributions for pensionable posts.

A Local Government employee on permanent pensionable employment shall be subject to compulsory monthly pension deductions from the payroll.

Proper distinction shall be made between employees for which there may be different contribution rates, e.g. pension contributions for employees in the Organized Forces, where this applies—e.g. Wildlife Officers.

All Local Government classified staff are eligible for pension, whether they are appointed by the Local Government, or seconded from the State.

Details on employee and employer contributions are provided in relevant pension legislation and accompanying manuals. It is the responsibility of the County HR Officer to ensure that all contributions are accurately provided for in the annual budget, and are implemented during payroll execution. Pension contributions must be remitted to the relevant pension fund as provided for under pension legislation.

## **2. STAFF ATTRACTION**

The County is responsible for attraction of staff to fill the posts as indicated on the Nominal Roll. The positions can be filled in two different ways:

- 1) The County may locally recruit its staff; or
- 2) The County may request the state to second staff.

Article 139(1n) of the Transition Constitution 2011, and the Local Government Act, 2009 Sections 66 and 96 (2) respectively provide the basic legal framework for appointment of staff in local governments.

- (i) Article 139(1n) stipulates that all levels of government shall be responsible for the recruitment, appointment, promotion, transfer and dismissal of employees of the Civil Service in their administrations guided by uniform norms and standards set out in the Transitional Constitution 2011 and the law.
- (ii) Section 66 of the Local Government Act, 2009 sets out the criteria for the appointment, training, promotion, transfer and disciplinary procedures of Local Government Administrative Officers (Executive Directors, Payam Officers and Boma Officers).

## 2.1 Local recruitment

- (a) A County may only recruit and promote staff when payment of their full remuneration is provided for in the annual budget.
- (b) Written records of interviews and selection processes shall be maintained by the County Human Resource Units for at least three (3) years. These records shall include the job descriptions, the advertisement, the shortlist, the interview questions, tests, answer sheets, and the completed assessment sheet for each candidate.
- (c) Records shall also include data on the gender, ethnicity, religion, and ability/disability status of each applicant.
- (d) The interview results may be kept indefinitely for reference at any time in future.

Local Governments may recruit for any vacant position in their nominal roll, both classified and unclassified staff. The exceptions to this are:

- The Local Government Administrative Officers (Executive Director, Clerk of the County Legislative Council, Payam and Boma officers) who are to be seconded from the State Ministry of Local Government as provided for by the Local Government Act.
- Local Government Accountants, who are to be seconded from State Ministries responsible for Finance.
- HR Officers, who are to be seconded from State Ministries responsible for Public Service.

*The State Ministry responsible for Public Service shall monitor and ensure legal compliance in the County recruitment processes. In cases where the County does not have adequate capacity to carry out recruitment, they can seek assistance from the SMOPS.*

### 2.1.1 General Meaning of Recruitment and Promotion

Recruitment refers to the process of attracting, screening, selecting and integrating a qualified person for a job within an organization. The process requires finding and hiring the best qualified candidate from within or outside an organization for a job opening in a timely and cost effective manner.

Promotion on the other hand refers to the conferment of a civil servant to a higher office than the one he/she is substantively appointed to, and which has a higher salary attached to it. It involves elevating a qualified officer already within the Civil Service rather than bringing someone from outside the public service.

### 2.1.2 Recruitment and Promotion Guidelines

- (a) Recruitment or promotion shall be done to fill existing vacancies in the approved establishments in the current year.
- (b) Prior to the advertisement and filling of a vacant position in any concerned Department through recruitment or promotion, the Department shall confirm the existence and continuity of the post in the respective Nominal Rolls.

- (c) Recruitment from outside the Civil Service shall be done where it is deemed necessary to bring fresh talents and skills into the service, or where there is a shortage of qualified internal candidates.
- (d) Promotion shall be used when there is a supply of well-qualified candidates to fill the existing vacancies within the Civil Service.
- (e) Recruitment and promotion shall be on merit, based on a fair and open competitive process.
- (f) No candidate shall receive less favourable treatment or consideration on the basis of age, gender, marital status, religion, ethnicity, disability or geographic origin. Affirmative action may be used from time to time in accordance with the law.

#### 2.1.3 Advertising for vacant positions

No appointment or promotion shall be made without advertisement of the position. The advertisement shall:

- Provide details of the vacant position, including job title, duties, responsibilities, reporting structure and grade
- Be published on public notice boards and in local media where available

#### 2.1.4 Receipt of Applications and Long-Listing of Applicants

The County HR Officers shall ensure that applications for positions advertised by the Local Government are deposited in sealed boxes strategically placed in the following locations:

- (i) County Headquarters;
- (ii) State Ministry of Public Service (classified posts only); and
- (iii) State Ministry of Local Government (classified posts only)

Once the closing date for the applications is reached, the County Human Resource Officer shall collect the sealed boxes. The boxes shall be opened in the presence of another County official and together all applications received shall be counted. The HR Officer and the official present shall sign a document to signify the total number of applications removed from the sealed boxes. The HR Officer shall record the details of all applicants regardless of whether they qualify for appointment for the advertised post or not. This aims at safeguarding against people who could allege that they applied and their applications were removed maliciously. The following details shall be recorded;

- (i) The applicant's full name;
- (ii) Sex;
- (iii) The date the application was received;
- (iv) The applicant's age;
- (v) His/Her qualifications including recording the copies of certificates/testimonials submitted;  
and
- (vi) His/Her experience.

#### 2.1.5 Short Listing of Applicants

- (a) The County Executive Director shall constitute a Pre-Selection Recruitment Committee chaired by a senior County official. Members of the Pre-Selection Recruitment Committee shall be:
  - (i) A County Departmental expert in the area of specialization for which recruitment is being conducted who shall evaluate the applications to identify those applicants who meet the minimum job specifications and shortlist them for the selection interview; and
  - (ii) The County Human Resource Officer, who will also serve as the Secretary to the Committee.
- (b) All applications shall be screened and applicants shortlisted against selection criteria which reflect the minimum requirements set out in the job description and job specifications of the advertised vacancy. These may include skills and abilities, behavioural competencies, formal qualifications, training, experience, specific demands and any special requirements (e.g. official travel, working hours.) All candidates who meet the selection criteria shall be shortlisted.

#### 2.1.6 Invitation for Interview

- (a) The County HR Officer is responsible for arranging and coordinating all interview processes. This includes advising both interviewers and interviewees of the date, time and venue for interviews as well as ensuring the preparation of all relevant documentation related to the interviews, including recommended selection criteria.
- (b) Shortlisted candidates shall therefore be given a minimum of fourteen (14) working days' notice before the date of the interview.
- (c) Only shortlisted candidates shall be invited for interview. Invitation for interview shall be in the form of letters addressed to short-listed applicants. The list of applicants invited for any interview shall also be announced through the radio and the names shall be displayed on Notice Boards at the County Headquarters; SMoLG; SMoPS; Payam and Boma level offices; and announced on local radio.
- (d) Sample Format for Letter for Invitation for Interview is included as Annex 3.

#### 2.1.7 Preparation for Interview

- (a) The Secretary to the Recruitment Committee (County HR Officer) shall ensure that there are reasonable waiting room facilities for candidates invited for interview. He/She shall make available to the Committee members relevant reference documents (e.g. the RSS Constitution, the Local Governments Act 2009, the Civil Service Act, the Local Government HRM Manual, confidential files in the case of serving officers, Circulars/Standing Orders, job descriptions and specifications as advertised, etc.

#### 2.1.8 The County Recruitment and Promotion Committee

- (a) The County Executive Committee is overall responsible for management of HRM issues within the County. The County Executive Committee may delegate specific HRM functions, e.g. to a County Recruitment and Promotion Committee, but will still retain the overall responsibility for HRM within the County. If very senior personnel are to be recruited (County Head of

Departments) it is recommended to include relevant state representatives (from SMoLPS and the concerned sector).

*The State Ministry responsible for Public Service shall monitor and ensure legal compliance in the County recruitment processes. In cases where the County does not have adequate capacity to carry out recruitment, they can seek assistance from the SMoPS.*

#### 2.1.9 Recruitment Interview and Selection Procedures

- (a) All candidates shall bring to the interview their original academic certificates, transcripts, testimonials and evidence of citizenship. The Recruitment and Promotion Committee members shall verify the original documents and return them to the candidate before he/she leaves the interview room.
- (b) The interview process shall be guided by a structured interview which may be combined with tests and exercises as appropriate. Interviews shall only assess candidates against job-specific criteria. Tests and exercises shall be relevant to the job and shall measure the applicant's ability to perform the job.
- (c) A question sheet shall be designed by the County Recruitment and Promotion Committee to ensure that only relevant criteria are assessed.
- (d) Each interviewer shall complete a scoring sheet for each candidate.
- (e) The highest ranked candidate overall shall be selected and recommended for appointment.
- (f) Upon completion of the interview for a specific vacant position, the County Recruitment and Promotion Committee shall prepare the list of candidates in their order of merit indicating the names and number of those selected to fill the vacancy.
- (g) The final results of the interview shall be signed by all members of the Recruitment and Promotion Committee.
- (h) Through a letter, the County Executive Director shall communicate the names of selected candidates to fill the vacant position and issue the letters of appointments with a copy to the SMoLPS and the recruiting County Department.
- (i) The County Executive Director shall also communicate the names of the second and third selected candidates placed on reserve list to the recruiting County Department.
- (j) The County Executive Director shall also communicate the names of the second and third selected candidates placed on reserve list to the recruiting County Department. The County Executive Director shall retain the names of the second and third selected candidates as reserves for replacement in the event that the first selected candidate fails to report for work within the stipulated period of 45 days. However, if only two candidates pass threshold for appointment, a third candidate shall not be included in the reserve list..
- (k) The reserve list for replacement for the second and third selected candidates initially placed on the reserve list to fill a particular vacant position shall only be used if the first selected, and the second selected candidates fail to take up the post.
- (l) In the event that the first, second and third selected candidates fail to take up the post and the vacant position shall be re-advertised.



#### 2.1.10 Constitution and Role of Ad-hoc Interview Panels

- (a) In cases where candidates invited for interview are very many, the Recruitment Committee may be assisted by one or more ad hoc Interview Panels constituted by the County Executive Director. An Interview Panel shall be chaired by an officer of appropriate seniority from outside the recruiting County Department, appointed by the County Executive Director. A representative from another County Department shall be the second member of an Interview Panel. A County Department representative in the area of specialization for which recruitment is being conducted shall be co-opted into the Interview Panel. The co-opted experts shall be of a higher rank than the post for which candidates are being interviewed. An officer from the County HR Unit shall act as the Secretary to the Interviewing Panel. The latter shall not participate in the interview proceedings.
- (b) Prior to the commencement of the interview, Interview Panel members shall be thoroughly briefed by the County Executive Director on what is expected; the assessment procedure; the importance of fairness, impartiality confidentiality; and any other relevant information.
- (c) Interview Panels shall not direct appointments, but rather shall make their recommendations in order of merit to the Recruitment Committee for consideration of the successful candidates for selection.
- (d) All members of a Panel shall append their signatures to their recommendations before submitting them to the Chair of the County Recruitment and Promotion Committee for vetting by the Committee and consolidation into an agenda for submission to the County Executive Director.
- (e) The Panel shall produce comprehensive interview proceedings listing candidates in order of merit for consideration and decision. A reserve list of up to 3 qualified candidates shall be made in case the selected candidate(s) do not take up appointments.
- (f) All interview notes and score sheets of the Interview Panel shall be handed over to the County HR Officer as Secretary of the County Recruitment and Promotion Committee for safe custody.

## **2.2 Transfers of County Staff**

A vacant position can be filled through transfer within the Civil Service of the County. A Transfer can be within a County department or between County departments (within the same County). An employee of one County cannot be transferred to another County unless he/she is a State employee on secondment to the County. Such secondments are described below.

A transfer can only be effected when there is a vacancy in the receiving Department/Unit.

- (a) Transfers shall be in the interest of service delivery and shall not be used as a tool for discipline.
- (b) Transfers are made at all levels of the Civil Service to achieve among others, the following purposes:
  - (i) To meet shortages of staff (gaps) in the recipient Departments and Units or Civil Service Institutions, for effective delivery of services.
  - (ii) To allow for opportunities for training and diversification of professionalism and exposure.
  - (iii) To allow for more effective utilization of knowledge, skills and competencies.

- (iv) To gain experience in supervision and decision-making processes.

### 2.2.1 Implementation of Staff Transfers

The Executive County Director is the head of the County administration; he/she may transfer staff from one department to another based on competence of the individual being transferred and the operational needs of the County provided that a relevant vacant post exists in the Nominal Roll of the receiving Department/Unit. Both departments must confirm the transfer before it can be actioned. If there is no vacant post available Nominal Roll, the transfer cannot be effected.

In order to ensure the harmonious management of human resources in the County, transfers of Departmental Heads and all employees in Grade 9 and above should be done in consultation with the County Executive Committee. Heads of Departments may initiate and effect transfers within their own Departmental Units in consultation with the concerned Unit Heads and with approval of the County Executive Director.

Once a decision has been made to transfer an officer, he/she will be notified in writing using the Transfer Notification Form at Annex 4. The Form will be completed by the HR Unit, countersigned by the sending and receiving units and authorized by the Executive Secretary. One copy of the form will be delivered to the officer being transferred, one will be placed on his personnel file and one retained by the relevant Head of the sending and receiving units.

A Last Pay Certificate must be received by the Department/Unit to which the employee is transferred to facilitate action to be taken on the transfer.

- (a) Following the transfer of a Local Government employee, the County Department where the officer has been transferred from shall forward to the receiving Department, the departmental record file
- (b) Upon transfer, a Local Government employee shall be required to hand over all government property in his/her possession before proceeding to the new station.
- (c) In the event of the refusal of a Local Government employee to oblige to the transfer or handing over he/she shall be subjected to disciplinary action.

Transfers within the County are effected by the Executive Director. An interdepartmental transfer shall be effected by the County Executive Director in consultation with concerned Heads of Departments.

## **2.3 Promotion**

Promotion refers to a case where a position is filled by a staff from within the County Civil Service who was previously of a lower grade. Promotion must be on the basis of a competitive process. The same process for short listing and interviewing applicants is to be followed as described above for recruitment. If an existing civil servant of the County is selected to fill the vacant position by promotion, then the process for promotion will be followed:

- (a) Each County Executive Director shall once a year, after the receipt of Annual Appraisal reports from County Departments, constitute Departmental Promotion Committees as appropriate for every County Department to screen promotion cases and make recommendations for promotion.

- (b) Promotion shall be guided by the provisions of the Establishment and Grading Structure; academic qualifications; number of years served in the current grade; recommendation from the Head of Department; and existence of an approved funded vacant post in the Department's Nominal Roll for the specific cadre.
- (c) A Local Government employee shall not be promoted beyond the next higher grade from his/her current grade, unless he/she has met all the basic entry requirements for appointment to a much higher grade—e.g. an O-Level Certificate holder who successfully attains a recognized University degree may be promoted from Grade 14 to Grade 9.

Any Local Government employees being considered for promotion shall:

- (a) Have served satisfactorily in the current grade for at least three years.
- (b) Be in possession of the basic qualifications required for promotion for the advertised post.
- (c) Have favourable performance appraisals during the last two years.
- (d) Make a formal application and be recommended for promotion by the Head of County Department when vacant posts are advertised.
- (e) Be serving in the next lower grade from the grade for which he/she is applying for promotion to- e.g. an officer who has satisfactorily served in Grade 9 for three years may apply for promotion to Grade 8 subject to existence of a funded vacant post in the relevant financial year.

#### 2.3.1 Departmental Promotion Committee

The Departmental Promotion Committee shall comprise of not less than three members, viz: two specialized experts, and one other member of appropriate seniority selected from another County Department, all of whom shall be holders of higher positions than the posts that are being filled.

The Departmental Promotion Committee shall be chaired by the senior official from outside the concerned Department.

The secretary of the Departmental Promotion Committee shall be the County HR Officer.

The Head of each County Department shall forward the list of the recommended officers to the County Executive Director.

Upon receipt of the lists, the County Executive Director shall commence the Promotion Process from the stage of "**Invitation for Interview**" and follow the same procedures as those of Recruitment outlined above, except in the stage of Selection for Promotion.

#### 2.3.2 Selection for Promotion

Candidates shall be interviewed by the County Recruitment and Promotion Committee, who shall individually award points, rank candidates as per overall marks scored, and sign before submitting record sheet to the Chair as per the following criteria:

- 50% for position performance based on the actual performance appraisal reports, with a minimum requirement of two current appraisal reports.
- A total of 30% for academic qualifications.

- 20% for experience, seniority in service and in grade.
  - Where points are equal, the tie shall be broken by the points scored in performance; if parity persists the tie shall be broken by the academic qualification, or by date of first appointment.
- (i) Upon completion of interviews and selection for a specific vacant position, the Committee shall prepare the list of candidates in their order of merit indicating the names and number of those selected to fill the vacancies. All members of the County Recruitment and Promotion Committee shall sign the lists.

### 2.3.3 Letter of promotion

- (ii) The County Executive Director shall issue a letter of promotion to successful candidates.
- (iii) The effective date of promotion shall be the date of the decision to promote by the County Recruitment and Promotion Committee, except in the case of the promotion of a candidate on reserve list when the first selected candidate fails to take up the promotion.
- (iv) Where a promoted Local Government employee has received a letter of promotion and has failed to take up the duties of the promotional grade, and/or fails to report to the duty station of his/her new deployment, the promotional decision shall lapse upon the expiration of sixty (60) days from the date of the decision and the Local Government employee shall revert to the office held prior to the promotion decision.
- (v) Where a Local Government employee has been promoted, the Head of the concerned County Department shall, within thirty days from the date of the issuance of a letter of promotion, release the Local Government employee to take up the promotion, and if the Local Government employee is not so released, he/she shall stand released upon lapsing of the thirty days.

### 2.3.4 Promotion of staff seconded from State Governments other than Common Cadre Staff

If the employee selected for promotion is appointed by a State Government and seconded to the Local Government, then:

- (i) through a letter, the County Executive Director shall communicate to the SMoLPS and concerned state ministry, with a copy to the concerned County Department, the names of selected candidates to fill the vacant position.
- (ii) The County Executive Director shall issue a letter of promotion to successful candidates with a copy to the SMoLPS.

### 2.3.5 Promotion of Local Government Officers

The promotion of Local Government Administrative Officers shall be the responsibility of the State Ministry of Local Government working closely with the Local Government Board, and following the criteria for promotion set out by the Local Government Board; namely:

- (a) The County Executive Director shall forward confidential reports of each administrative officer to the Director General of State Ministry of Local Government.

- (b) The County Executive Director shall forward to the Director General of the State Ministry of Local Government recommendations for promotion of Administrative Officers due for promotion.
- (c) The Local Government Board shall constitute Technical Committees to process the promotions upon receipt of the recommendations from the Director General of the State Ministries of Local Government.
- (d) The Local Government Board shall submit to the State Ministry of Local Government the valid lists of promotions for deliberations and adoption of final resolution by the State Council of Ministers.
- (e) Letters of appointment on promotion shall be issued to the selected candidates by the SMoLP.

## **2.4 Secondment**

### 2.4.1 Local Government Administrative Officers and Common Cadre Staff

The State Ministry of Local Government shall second Administrative Officers (Executive Director, Clerk of the County Legislative Council, Payam and Boma officers) to each County. These Administrative Officers will be appointed in accordance with laws, policies and procedures governing State recruitment by State governments.

State Ministries shall be responsible for secondment of common cadre staff:

- State Ministries Responsible for Public Service will second qualified Human Resource Officers to County Administration Departments.
- State Ministries responsible for Finance shall second qualified accountants to County Administration Departments.

### 2.4.2 Secondment of other staff

In addition to Local Government Administrative Officers and Common Cadre staff, if the County is unable to fill a vacant position through recruitment or promotion, they may request a secondment from the relevant State Ministry. Such secondments are only valid where initiated by a request from the County concerned.

#### 2.4.2.1 Requesting a seconded officer to fill a vacant post

If the County fails to fill a vacant position through recruitment or promotion, then:

- The head of the relevant County department may request the Executive Director to request the State government to second an officer.
- The Executive Director shall send a written request for the secondment of a qualified officer to the relevant State Ministry, with copies to the State Ministry responsible for Public Service and the State Ministry of Local Government.

#### 2.4.2.2 Approval of proposed seconded officers by the County Executive Director

The State Ministry responsible for Public Service will inform the County Executive Director that an officer has been selected for secondment to the requested post, and will provide details of the selected officer, including details of the relevant qualifications. The County Executive Director, on the advice of the Head of the relevant County Department, will accept or reject the proposed officer on the basis of the stated qualifications and the requirements of the post.

#### 2.4.2.3 Secondments of less than 6 months

In the case of short-term secondments, where the officer is seconded to perform a specific, short-term task or assignment, the responsibility for payroll, records and performance management shall remain with the State Government.

#### 2.4.2.3 Secondments exceeding a period of six (6) months

Where the secondment is not for a specific short-term assignment, and is expected to be for longer than six (6) months, responsibility for management of such an officer's HR processes, including payment of salary, shall be transferred from the State to the County Government.

## **2.5 Processing of Appointment**

*N.B. This section refers to appointment by the Local Government following recruitment, promotion or internal transfer. This section does not apply to staff appointed by State Governments and seconded to Local Governments (see above). The appointment of such employees shall be in accordance with legislation, policies and procedures for appointment of State Employees.*

- (a) The Executive Director shall issue a letter of appointment, within ninety (90) days from the date of receipt of the letter conveying the decision to recruit by the County Recruitment and Promotion Committee.
- (b) A letter of appointment shall clearly indicate: the title of the post and Nominal Roll Number to which the candidate has been appointed; summary job description; grade; salary segment; salary range; the effective date of appointment; and the incremental date.
- (c) Before a letter of appointment is issued, the County HR Officer and County Executive Director shall verify whether the selection process has followed the approved selection criteria.
- (d) Upon receipt of all required documents, the County Executive Director shall inform the successful candidates through a Letter of Appointment, who shall be required to accept their appointments in writing and report to their duty stations within 45 days. The Letter of Appointment shall be copied to the relevant Head of County Department and to the State Ministry responsible for Public Service. Letters of appointment for staff seconded to the Local Government Service from the state shall be copied to the concerned State line ministries.

*The State Ministry responsible for Public Service shall monitor and ensure legal compliance in the County recruitment processes. In cases where the County does not have adequate capacity to carry out recruitment, they can seek assistance from the SMoPS.*

- (e) All new appointees joining the Local Government Service shall start at the first step of appropriate salary grade, except for those who have gained relevant approved experience elsewhere and those with post-graduate qualifications.

### **2.5.1 New Appointments made from Outside the Civil Service**

- (a) Subject to the provisions set out above, the Executive Director shall issue letters of probationary appointment to all new appointees joining the Local Government Service with copies to the concerned Department, the State Ministry responsible for Public Service and the Internal Audit Unit in the State Ministry of Finance.
- (b) Newly appointed employees who have been issued with letters of appointment by the Executive Director shall be required to serve and complete an uninterrupted period of twelve (12) months satisfactorily.
- (c) New appointees joining the Local Government Service shall be required to undergo medical check-up at a Government health facility or hospital, either before, or prior to completion of, probation. The doctor conducting the medical examination or tests shall send confidential medical reports to the County Executive Director and share the report with the new appointee. The cost of the medical examination/s or test/s shall be borne by the recruiting County Department. The County shall set affordable and practical standards for medical check-up.
- (d) The results of the medical tests shall not be used to discriminate against the candidate unless, in the opinion of the medical examiner, a disease suffered by the candidate poses a serious health risk to fellow Local Government employees, in which case the offer of appointment may be withdrawn or postponed by the appointing authority.
- (e) In case of dispute, the national/State Ministry responsible for higher education and respective Professional Councils shall validate and accredit academic qualifications acquired from within/outside the country.

### **2.5.2 Probation and Confirmation**

- (a) All newly appointed Local Government employees shall be subject to an uninterrupted probationary period of **twelve (12) months, except for Local Government Administrative Officers who are currently required to serve on probation for eighteen months by the Local Government Act 2009.**
- (b) During the probationary period, the supervisor should ensure the employee has been given: (i) a clear definition of the job duties; (ii) reasonable expectations of performance; (iii) an opportunity for discussion of his/her performance; and (iv) assistance in correcting problem areas.
- (a) The supervisor shall provide the necessary support and guidance during the probationary period. At the end of the probationary period, the supervisor shall assess whether probation has been successfully completed or not and, make a recommendation to the Executive Director

for confirmation upon satisfactory performance, or extension for up to a maximum of three (3) months in case of unsatisfactory performance, or termination.

#### 2.5.2.1 Probation and confirmation of employees appointed or recruited by the County

A Local Government employee while on probation:

- (i) shall not be promoted or appointed to any other post, except by temporary assignment at the initiative of the concerned Department and with the approval of the Executive Director.
- (ii) shall be assessed prior to the completion of the specified probation period, and if his or her performance of duties and responsibilities is considered satisfactory by the Head of the concerned Department, this shall be communicated in writing to the County Executive Director, with a copy to the Local Government employee concerned within thirty (30) working days from the date of expiry of probationary period.
- (iii) may have his/her probation period extended for not more than three (3) months if the performance is not satisfactory, but the head of his/her Department/unit has reasons to believe that there will be improvement.
- (iv) shall be terminated from the County Civil Service if his/her performance is reasonably considered by the Head of the concerned Department to be unsatisfactory for a reason that is within the probationer's control.

Upon confirmation, a Local Government employee shall be considered to have entered into permanent service with effect from the date of his/her appointment on probation. The Executive Director shall issue a letter of permanent appointment with a copy to the concerned County Department and the Internal Audit Unit of the Ministry of Finance for their records.

#### 2.5.2.1 Probation and confirmation for employees seconded by the State

This sub-section applies to staff who are appointed by the State and seconded to the County before their appointment has been confirmed.

A Local Government employee appointed by the State and seconded to the County while on probation:

- (i) shall not be promoted or appointed to any other post, except by temporary assignment at the initiative of the concerned Department and with the approval of the SMoLPS.
- (ii) shall be assessed prior to the completion of the specified probation period, and if his/her performance of duties and responsibilities is considered satisfactory by the Head of concerned Department, this shall be communicated in writing through the County Executive Director, with copies to the concerned state ministry, State Ministry of Local Government, the Local Government employee concerned, and to the SMoLPS for confirmation, extension of the probationary period, or termination of service within thirty (30) working days from the date of expiry of probationary period as appropriate.
- (iii) having completed his/her probationary period and whose appointment has not been communicated in writing to the SMoLPS for confirmation, or probationary period extension, or termination of service, the Local Government employee on probation shall



inquire in writing from the County Executive Director through the Head of Department , with a copy to the SMoLPS and concerned state ministry.

- (iv) may have his/her probation period extended for not more than three (3) months if the performance is not satisfactory, but the head of his/her Department/unit has reasons to believe that there will be improvement.
- (v) shall be terminated from the County Civil Service by the appointing authority, if his/her performance is reasonably considered, by the Head of the concerned Department, to be unsatisfactory for a reason that is within the probationer's control.

Upon confirmation, a seconded Local Government employee shall be considered to have entered into permanent service with effect from the date of his/her appointment on probation. The SMoLPS shall issue a letter of permanent appointment with a copy to the County Executive Director and the Internal Audit Unit of the State Ministry of Finance for their records.

### 2.6.3 Induction/Orientation

The main aim of inducting all levels of Civil Servants is to assist them to understand their work, and the environment so as to settle down quickly and be productive. Proper employee induction instills into new employees a sense of belonging, loyalty, greater commitment to organizational values, culture and goals, and higher levels of job satisfaction.

- (a) Heads of County Departments shall ensure that newly recruited Local Government employees are orientated into the Civil Service culture, and are trained either on-job or off-the-job in government work rules, regulations, processes, procedures general practices and to enable them perform their duties and responsibilities satisfactorily.
- (b) The concerned Department shall develop orientation guidelines.
- (c) Newly recruited administrative Cadet Officers shall undergo induction courses in public administration conducted by the Local Government Board in collaboration with the concerned State Ministry of Local Government.

### 2.6.4 Employment of Relatives

- (a) Generally, relatives and friends of employees shall not be employed. If a relative is to be recruited into a Local Government Department, he/she must have met all the requirements for appointment to the specific post. For the purpose of this regulation, the term relative refers to spouse, parent, sibling, grandchildren, brother and sister, aunts, uncles, nephews, nieces.
- (b) Where the employment of relatives is concerned, the following guidelines shall apply:
  - (i) Employees and their relatives should not be placed in positions where there is direct or indirect involvement in the assessment of the performance of the other, or where there is likelihood that they could take action jointly to undermine established Local Government systems and controls;
  - (ii) Situations in which the employment of relatives may constitute or may be perceived as constituting favoritism or inequity shall be avoided.

## **3. REMUNERATION AND BENEFITS**

### **3.1 Management of the Payroll**

The County payroll shall be managed in accordance with the provision set out in the Public Financial Management (PFM) Manual for Local Governments issued by MoFEP and LGB, and policies and guidelines relating to pensions, taxation and the South Sudan Electronic Payroll System.

The Payroll is the sum of all financial records of salaries for an employee, wages, allowances and deductions. The primary mission of the payroll process is to ensure that all employees are paid accurately and timely with the correct withholdings and deductions made, and to ensure the withholdings and deductions are remitted in a timely manner. This includes salary payments, tax withholdings, and deductions. In accounting, payroll refers to the amount paid to employees for services they provided during a certain period of time.

The Nominal Roll, if used properly, is the main control for Payroll, Human Resource Management and Pensions. The number and names of staff on the County payroll shall be controlled by the current year's approved Nominal Roll, and as promptly amended in-year for changes of circumstance and information. The salary payable shall be controlled by approved salary scales, allowances and deductions, with fixed calculations.

#### 3.1.1 Payroll control and payroll processing

The primary responsibility for payment of County Civil Service employees and staff seconded to the County for more than six months from the State Government lies with the County Executive Director. However, payroll processing is done using an electronic system that requires a functioning computer and printer and training on use of the system. Therefore there may be cases where the County is not able to process its own pay sheets and other payroll reports. In these cases the State Ministry for Public Service will be responsible for *processing* the payroll reports. However, responsibility for payroll *control* (in particular the accuracy and completeness of payroll data) remains with the County. Any changes required in the Electronic Payroll System must be communicated to the State Ministry using a payroll data change request form (see Annex 10 for an example) or other appropriate forms (e.g. attendance monitoring forms).

#### 3.1.2 Payroll Manager

The primary responsibilities for payroll management lie with the Executive Director and the County HR Officer. These officers may delegate certain responsibilities to a designated payroll manager within any County Department. A payroll manager may be any officer working in the County Civil Service. It does not have to be a full time position, but a set of responsibilities to be carried out by a designated person. Payroll Managers shall be designated by the County Executive Director at the recommendation of the HR Officer and with the approval of the relevant Head of Department. If a Department does not have a designated Payroll Manager, the functions of the Payroll Manager shall be performed by the County HR Officer.

#### 3.1.3 Payroll data

Payroll data is stored in the South Sudan Electronic Payroll System. It is the responsibility of the County Executive Director, Heads of County Departments, HR Officer and Payroll Managers to ensure the accuracy and completeness of payroll data.

It is the responsibility of the above listed officials to ensure that each employee of the County Civil Service has a payroll record in SSEPS. The payroll record includes personal details used to identify the employee, details on the workstation, grade and allowances of their current position, and their current salary grade increment.

The HR Officer should ensure that regular reviews are conducted to ascertain that payroll records are accurate. Heads of Department and payroll managers should immediately alert the HR Officer of any changes required or inaccuracies identified.

How changes to payroll records are processed will depend on whether the County has taken on responsibility for managing SSEPS payroll processing, or whether payroll processing is being done by the State Ministry responsible for Public Service.

- If the County is using SSEPS, then changes to payroll records can be made directly, following guidelines issued by National MoPS&HRD.
- If payroll processing is being done by the State on behalf of the county, then a Payroll Data Change Request Form should be sent to the State Ministry (see example below)

#### 3.1.3.1 Changes to payroll data for seconded staff

In the case of changes to payroll records for staff appointed by State Governments and seconded to County Civil Services:

- The responsibility for payment of these staff lies with the County (except for short-term secondments of less than 6 months)
- Therefore responsibility for accuracy of payroll records lies with the County
- However, all changes to payroll records for seconded staff should be approved by the State Ministry responsible for Public Service.

#### 3.1.4 Attendance monitoring

Payment of salaries is contingent on attendance. Every month each County Department shall record any unauthorized days of absence for each employee. This shall be done in accordance with Ministry of Public Service and Human Resource Development guidelines and guidelines on the use of the South Sudan Electronic Payroll System. Attendance will be entered into SSEPS on a monthly basis either directly, or by submitting an attendance form to the County HR Officer and/or State Ministry responsible for Public Service, accordingly in accordance with guidelines on the use of SSEPS issued by national MoPS&HRD from time to time.

#### 3.1.5 Monthly payroll process

No payment of salaries and allowances, or deductions for tax and social contributions, for Local Government employees will be made outside of SSEPS. Each month, SSEPS will be used to generate pay sheets and payroll reports covering all County civil servants, both locally appointed and seconded, both classified and unclassified.

The monthly pay sheet will be approved by the Local Government HR Officer. If the HR Officer has access to SSEPS, this approval will be done in the system. Otherwise pay sheets will be printed either locally or at State level if payroll processing is being handled there for the County, and the printed version verified and approved by the HR Officer. Once the pay sheet has been approved, the following documents shall be printed from SSEPS by the HR Officer, or by the State Ministry responsible for

Public Service in cases where the County HR officer does not have direct access to SSEPS, and submitted to the Local Government Finance Unit to execute payment:

- (i) Detailed pay sheet for each LG department.
- (ii) Summary pay sheet for each LG department (as per Appendix 7.3 of the GRSS PFM Manual).
- (iii) Cash payment schedule for each physically separate unit of the LG Department (as per Appendix 7.4 of the GRSS PFM Manual).
- (iv) Bank payment schedule for each LG Department where staff are paid into bank Accounts (as per Appendix 7.5 of the GRSS PFM Manual).

### 3.1.6 Deductions: pension contributions, personal income tax and non-standard deductions

Salaries are paid net of personal income tax and employee pension contributions. Pay sheets printed by SSEPS show net amounts to be paid to employees. Where national or state government transfers are based on net salaries, it is the responsibility of these levels of government to remit deductions to the relevant funds. However, where salaries are paid from local revenues, block grants, or conditional grants based on gross salaries, it is the responsibility of the Local Government to remit deductions to the relevant pension fund and revenue fund (for tax deductions). Details on use of conditional grants are provided in guidelines issued by the Ministry of Finance. Details on tax remittances are provided by the National Directorate of Taxation.

### 3.1.7 Salary payments

Salary payment shall be processed on a per-department basis, and also on a funding source basis. Therefore if any staff within a County Department are funded through project or donor funds but are paid through the payroll, a separate Payment Request Form shall be prepared for such staff.

For each County Department a Salary Payment Request Form (also known as a Requisition Order) must be completed. This form can be generated from SSEPS.

Supporting documents, such as SSEPS generated pay sheets (or Finance Form 13 and/or Establishment Form 7) must be attached to the Payment Request Form. An example of Payment Request Form layout is provided at Appendix 7.6 of the GRSS PFM Manual.

The process for payment of salaries is detailed in the Local Government PFM Manual and SSEPS guidelines issued by the MoPSHRD.

- (a) Multiple copies of pay sheets are produced by SSEPS. These must be signed by employees receiving their salaries.
- (b) Individual employees shall sign or put their finger print in person for their pay. "Progression" or "procuration" is unacceptable. Cashiers/Paying Officers shall not sign for others employees otherwise disciplinary action shall be taken against them.

- (c) Pay sheets are printed for verification and record keeping. **Four collated copies** of the pay sheets shall be made on plain A4 paper.
- (d) Immediately after payment, copies of all paid pay sheets shall be taken to the County Administration Department where the HR Officer shall supervise the separation of the four copies. HR Officers shall NOT release the new pay sheets for Departments that have failed to present copies of previous month's paid pay sheets.
- (e) One copy shall be given to State Ministry of Finance to check and file. SMoF may withhold subsequent months' conditional salary transfers for counties that fail to submit a copy to their respective SMoF.
- (f) One copy shall be returned back to the workstation. A record of payment shall be made available wherever employees are posted.
- (g) One copy shall be filed at the County Headquarters;
- (h) The fourth copy shall be carefully stored and filed ready to be sent to GRSS Ministry of Finance upon request. All government entities shall be targeted randomly for checking. They will be given minimum notice from GRSS Ministry of Finance to compile the requested paid pay sheets for checking at GRSS level;
- (i) Failure to comply and to report will put Counties at risk of delays or reductions in transfers.

#### 3.1.8 The South Sudan Electronic Payroll System

The South Sudan Electronic Payroll System (SSEPS) is a tailor made payroll system for the Government of South Sudan covering the national, state and local governments. SSEPS has not yet been fully rolled-out at County level. The goal of SSEPS is to improve public service payroll management system and practices within the national and state Institutions. SSEPS II integrated the Nominal Roll and payroll processes into a single tool which ensures that the laws and regulations are strictly followed in order to generate accurate payroll data that fulfils the reasons this tool was established to achieve.

- (a) SSEPS provides numerous benefits. Some of these are:
  - (i) Transparency of **who** is being paid **what** and **when**;
  - (ii) Standardised and transparent salary grading, deductions and allowances;
  - (iii) A comprehensive database of information by which state policy makers can review their employment and expenditure and take informed decisions; and
  - (iv) Standardised reporting from counties to States and RSS through County Transfers Monitoring Committees (at State level) and State Transfers Monitoring Committee (at national level).

## **3.2 Salary, allowances and benefits**

Compensation is what an employee gets in return to his contribution to the organization. The term compensation includes salary, incentives, and financial and non-financial benefits offered by the employer for hiring the services of employees.

The basic objective of compensation is to attract, retain and motivate staff so as deliver quality services to the citizens.

### 3.2.1 The Local Government's Service Wage Bill

- (a) Each Local Government's wage bill shall be controlled through approved pay scales in line with its Nominal Roll— i.e. the salary, approved benefits attached to each post, and pension contributions.
- (b) A Local Government employee's annual wage budget shall be prepared for each fiscal year and shall be managed by the County Executive Director. The approved annual wage budget comprises the number of posts, salary scales and benefits attached to each post.

### 3.2.2 Salary and Starting Salary Grade

- (a) Salary is paid to a Local Government employee for executing his/her official duties in Civil Service employment. Salaries shall be fixed at annual rates and paid in twelve (12) equal instalments. Payment of salary shall be effective from the date a Local Government employee assumes duty after receiving his/her appointment on probation, or re-appointment into the Civil Service.
- (b) A Local Government employee shall:
  - (i) On first appointment or re-appointment be entitled to the first starting rate of pay in the salary grade of the post. The appointing authority may at appointment offer another rate on the basis of experience or educational/ academic qualifications.
  - (ii) On transfer to another station be entitled to the same rate of salary as he/she was receiving before the date of the transfer, unless such transfer is on promotion.
  - (iii) On promotion receive the starting point in the grade of the post to which he/she has been promoted. In case he/she does not benefit financially, he/she shall be eligible for the next higher increment in the next higher grade.

### 3.2.3 Actual Payment of Salary

All Civil Servants shall be paid his/her salary in arrears promptly at the end of the month.

### 3.2.4 Payment of Salary upon Death of a Local Government Employee

As an interim measure, until the civil service pension scheme is implemented for Local Government employees: Upon the death of a Local Government employee, the salary of the deceased employee shall be paid to the survivors for three months from the date he/she dies.

### 3.2.5 Payment of Salary in Advance

The County Executive Director may approve payment of salary in advance not exceeding two (2) months on the grounds of difficulties arising out of unforeseen circumstances such as illness or death of a member of immediate family, or other reasons requiring a cash advance. Recovery of salary advance shall be limited to a period of not more than twelve (12) months. For a Local Government

employee who is about to leave the service, the recovery shall be made within the remaining months of his/her service.

#### 3.2.6 Forfeiture of Salary

- (a) Without prejudice to the provisions of these regulations, a Local Government employee may forfeit the right to a salary or any part of it due to the following:
  - (i) Absence from work without acceptable reasons
  - (ii) On being sentenced by a competent court of law to imprisonment
  - (iii) Suspension from performing official duties by a Disciplinary Board.

#### 3.2.7 Annual Increment

- (a) Subject to satisfactory performance, a Local Government employee is entitled to the annual increment set out in the approved public service pay scale, within the same grade, upon completion of one year from the date of appointment in service, and for every subsequent year he/she spends in service.
- (b) A Local Government employee on leave without pay (or seconded to an organisation outside of the County Civil Service), shall be entitled to nominal (tabulated) annual increment.
- (c) A Local Government employee shall be entitled to increment subject to successful completion of a relevant upgrading examination offered by a recognized education or training institution upon presentation of a certificate and transcript.
- (d) Employees appointed by the State on provisional appointment and in receipt of consolidated pay shall not be eligible for annual increment.

#### 3.2.8 Allowances

Allowances are payments made to Civil Servants in addition to their basic salary in a particular grade to facilitate the proper execution of their duties. Guidance on payment of these allowances shall be provided from time to time by the national Ministry of Labour, Public Service and Human Resource Development. All allowances shall be recorded and paid through the SSEPS and shall be subject to relevant income tax and pension deductions as prescribed by law.

### **3.3 Leave**

This section outlines the different types of leave for Local Government employees as a benefit, how leave shall be regulated and the procedures to be followed for the granting and taking of leave.

A Local Government employee intending to take any type of leave shall formally apply for it and obtain approval from his/her head of unit before leaving his/her place of work. The leave application and approval shall indicate when leave begins and ends prior to the date fixed for the Local Government employee to resume work (as per the leave and Approval Form as prescribed in Annex (14b) and is to be kept on file at the workplace.

### 3.3.1 Leave as a Right

Leave is a right for every civil servant. The main purpose of leave is to enable civil servants to rest for recuperation, recreation and relaxation to avoid accumulation of fatigue. The timing and length of any of the leave period during the calendar year shall be determined according to the demands of the service.

Leave shall include any days of public holidays and occasions. If such public holidays and occasions fall within the leave period taken they shall be counted as part of leave.

### 3.3.2 Categories of Leave

There shall be two categories of leave: Leave with pay and special or exceptional leave without pay. Both categories of leave shall be approved and granted by the Head of Department of the concerned County Department on the recommendation of the head of unit, or the County Executive Director.

### 3.3.3 Leave with Pay

#### **(a) Annual Leave:**

- (i) Local Government employees who work in Departments where as part of their annual programme go on holiday or recess, e.g. teaching institutions, shall take their annual leave entitlements during the holidays or recess within that calendar year. The balance of leave days, if any, shall be applied for and taken normally.
- (ii) Annual leave entitlements (days) shall be granted according to the leave periods fixed to each grade as provided for in the leave Schedule as per Annex (14a).
- (iii) Annual leave days shall include Saturdays, Sundays, and Public Holidays
- (iv) A Local Government employee shall be eligible to take annual leave after completion of one year in service from the date he/she assumes duty after appointment.
- (v) Annual leave shall not be carried forward to the next calendar year. In case a Local Government employee is unable to take his/her leave due to exigencies of duty with authorization from the Head of Department or County Executive Director, he/she shall be paid cash in lieu of leave. The County HR Officer shall be informed accordingly.
- (vi) No Local Government employee shall be entitled for annual leave for any of the following periods:
  - a) Leave without pay;
  - b) Suspension from work in case of conviction;
  - c) Secondment outside of the Civil Service;
  - d) Period of imprisonment while serving a sentence after conviction by a competent court of law; and
  - e) Study leave.



- (b) **Sick Leave:** Granted by the County Executive Director or Head of Department on recommendation of a government Medical Doctor using Sick Sheet Form (Annex (14d) as follows:
- (i) A Local Government employee shall be entitled to a period of six months sick leave with full pay, then another six months with half pay.
  - (ii) The Local Government employee on sick leave shall be monitored by medical authorities where he/she is receiving treatment. The medical authorities shall submit monthly reports about the patient's status to his/her Department.
  - (i) If the illness persists for more than one continuous year, or a cumulative total of one year of sickness during a period of two years, then the Local Government employee shall be referred to the Medical Commission to decide on his/her fitness for work. No pay shall be made for the extra period.
  - (ii) If a Local Government employee falls sick while on annual leave, the period of sickness shall be taken as part of annual leave.
  - (vii) A Local Government employee who has not completed one year of service may take sick leave to be calculated commensurate to the period he/she has been in the service.
- (c) **Injury leave:** in respect of accident or disease acquired in the course of performing official duties on the part of the Local Government employee that temporarily prevents him/her from doing official duties; he/she shall be granted injury leave instead of sick leave. A monthly medical report shall be submitted to the County Executive Director or Head of Department detailing the progress being made by the injured Local Government employee towards full recovery.
- (d) **Local leave:** granted by the County Executive Director or head of Department for pressing personal circumstances to a Local Government employee in one or more periods not exceeding an aggregate of seven (7) calendar days in a year.
- (e) **Maternity Leave:** a female Local Government employee shall be granted maternity leave with pay as follows:
- (i) For a period of ninety (90) days, exclusive of annual leave, with a choice of two (2) weeks taken before delivery and the remaining period after delivery.
  - (ii) On return to work after completion of the maternity leave, a female Local Government employee may work up to 1.00 pm and return home to nurse the baby up to a maximum period of six (6) months.
  - (iii) A female Local Government employee wishing to extend maternity leave for purposes of caring for her baby, may be granted leave without pay for a period not exceeding 1 year (see unpaid leave below).
- (f) **Paternity Leave:** A male Local Government employee shall be eligible to take a maximum total period of seven (7) working days in a year to attend to his wife's delivery. If he requires taking more than seven (7) days in any one year, he shall apply for annual, or exceptional, or unpaid leave, (see unpaid leave below).
- (g) **Compassionate leave:** may be granted to a Local Government employee based on medical report to attend to a sick family member (spouse, parent or child) for a period not exceeding thirty (30) days in one year.
- (h) **Sports leave** shall be granted to a Local Government employee as appropriate to prepare and represent the Republic of South Sudan in national and international sports activities.

- (i) **Mourning leave:** granted to a Local Government employee upon the death of his/her family member (spouse, grandparent, parent, or child) commencing from the date of death for a period not exceeding 14 days in total.

#### 3.3.4 Leave without Pay

Exceptional leave without pay for a period not exceeding thirty (30) days in a year may be granted in exceptional and acceptable circumstances by the County Executive Director on recommendation of the Head of concerned Department provided the period shall not interfere with the job requirements, or affect performance in the Unit.

Applications for leave without pay exceeding thirty (30) days shall be submitted to the County Executive Council through the County Executive Director after recommendation by the Head of Department.

If the employee is appointed by the State Government and seconded to the Local Government then the Executive Director shall forward the application for unpaid leave exceeding thirty (30) days to the State Ministry responsible for Public Service once approval has been obtained from the County Executive Council. The approval of leave without pay shall only be valid once confirmed by the State Ministry responsible for Public Service.

A Local Government employee on provisional appointment, probation or contract terms shall not be eligible for leave without pay.

The rules concerning mandatory employee salary, government-as-employer contributions and pension accrual rights during a period of leave without pay are described in the Civil Service Pension Scheme Act 2013.

- (a) **Study Leave:** Local Government employees who proceed on full time training without approved study leave shall be regarded as having absconded from duty and their posts shall be declared vacant.
- (b) **Study leave:** Study leave with or without pay may be granted to Local Government employees who have been in the service for at least three years, and have been confirmed in their appointment. On selection to go for studies relevant to his/her job within the country or abroad under the national training administration in the Directorate of Human Resource Development in the Ministry, a Local Government employee shall be granted study leave for the duration equivalent to the length of the course following procedures set out for the release of civil servants for study leave at the State level.
  - i. The employee must have served in the Civil Service for at least three continuous years;
  - ii. The course he/she is to attend must be relevant to his/her work in the Department.
  - iii. The performance and conduct of the Local Government employee has been consistently satisfactory.
  - iv. The period of leave without pay shall not in normal circumstances exceed twelve (12) months.
  - v. In the case of a Local Government employee proceeding on unpaid study leave, he/she will meet the costs of the course of study.

- vi. The Local Government employee's salary and benefits shall not apply and are deemed to be suspended for the duration of the period of leave without pay.
  - vii. The Local Government employee shall not lose his seniority and shall continue to be retained in the roster of employees for the duration of the approved period of leave without pay.
  - viii. The Local Government employee shall immediately resume duty upon expiry of the approved period of leave without pay.
  - ix. The period of leave without pay shall not be increment earning.
- (c) **Maternity and Paternity leave:** Employees may request additional leave in addition to the prescribed leave with pay (above).
- (d) **Leave to accompany spouse:** on scholarship abroad, or diplomatic service subject to the period of scholarship or diplomatic service, provided such leave shall not exceed the period of six (6) years or period of the spouse's duration of study or assignment abroad.
- (e) **Secondment leave outside the Civil Service:** granted to a Local Government employee on secondment for a period not exceeding four (4) years.
- (i) A Local Government employee shall have the administrative status of secondment where there is a period during which he/she is authorized to interrupt his or her normal functions in a County Department in order to fill a post temporarily, and for reasons of public interest, in an organisation or body which is not subject to the Civil Service Act 2013.
  - (ii) A Local Government employee may be placed on secondment only to one of the following categories of organisations:
    - A public body recognised by the Constitution and which does not belong to the Civil Service; or
    - An international organisation of which the Republic of South Sudan is a member.
    - Recognized NGOs at the national, State or County level.
  - (iii) Secondment shall be approved by the County Executive Council for technical staff after:
    - The organisation to which the Local Government employee is to be seconded has made an official request; and
    - Recommendation by the concerned County Department and the County Executive has been given.
  - (iv) Secondment shall be granted for a maximum period of two years for technical staff whose appointment has been confirmed to pensionable terms, and may be renewed for a further two-year period. Upon expiry of the extended period of secondment, a Local Government employee shall return to his/her County Department failure to which he/she shall be deemed to have resigned from the Local Government Civil Service.
  - (v) No Local Government employee shall be seconded to a post lower than the equivalent to his/her substantive post in the parent concerned Department.

- (vi) Posts vacated by Local Government employees on secondment shall be held as 'hors cadre post' without monetary provision, or may be filled on temporary or contractual basis depending on the needs and exigencies of work in the concerned Department.
- (vii) Local Government employees on secondment shall not be subject to the Civil Service Act 2013 except where expressly stated otherwise or where the Local Government employee's salaries shall continue to be paid from the Government budget.
- (viii) No Local Government employee shall receive two salaries. Any Civil Servant in receipt of two salaries (one from Government and the other from the organization to which he/she is seconded) shall be committing an act of fraud.
- (ix) A Local Government employee deployed on a project within a County Department shall be paid either by the project, or by the concerned Department and not by both.
- (x) A Local Government employee on secondment shall, at the request of the organisation or institution to which the Local Government employee is seconded, be withdrawn.
- (xi) At the end of the period of secondment, or where secondment is terminated, the Local Government employee shall return to his/her former post in the Civil Service taking into consideration any promotion opportunity foregone during secondment.
- (xii) If at the end of the secondment, the Local Government employee is unable to return to the Local Government Civil Service, he/she will be regarded as having resigned and his/her post shall be declared vacant and filled accordingly.
- (xiii) During the period of absence on secondment, the seconded Local Government employee shall administratively be under the supervision and evaluation of the organization of secondment.
- (xiv) The parent County Department shall ensure that seconded Local Government employees are considered nominally for promotions and annual increments.

SSEPS records must be updated immediately to register that the employee is on leave without pay.

### 3.3.5 Travelling Days for Annual Leave

- (a) The Head of Department or County Executive Director may grant a Local Government employee additional travelling days not exceeding a total of six (6) days for purposes of travelling for annual leave and returning to his/her duty station.
- (b) The SMoLPS shall issue guidelines on the application of this regulation based on the total distance from respective duty stations.

### 3.3.6 Leave Roster

Each Unit in the County Department shall, at the beginning of every year, prepare an annual roster of leave indicating the period when each staff will take his/her annual leave in a manner that ensures continuity of work. Each Head of Unit shall ensure that there will be adequate staff at every point in time throughout the year.

### 3.3.7 Leave Records Register

Each County Department shall prepare and maintain a leave records register on every Local Government employee detailing the leave due, leave taken and any balances as per Annex (14c).

## **3.4 Health care**

### 3.4.1 General

The health status of employees of Local Government is a matter of concern. The County Government has the obligation to provide free medical and dental attention to a Civil Servant, his/her spouse(s) and children. County Departments shall make adequate budgeting provision for medical treatment of Civil Servants and their dependents.

- (i) Free medical, dental attention, and child vaccinations, except where specifically otherwise stated, shall be confined to public medical facilities available in South Sudan as detailed by the Ministry of Health.
- (ii) A Certificate of dependency shall be evidence of the relationship.

### 3.4.2 Emergencies in absence of government medical facilities

In cases of emergencies and where government medical facilities are not available, a Local Government employee may be treated in the nearest private hospital at government expense. In the event of medical referrals within or outside the Republic of South Sudan, a Local Government employee being so referred shall be on approval of the South Sudan Medical Commission.

### 3.4.3 Treatment outside the country

A Local Government employee who has been referred for treatment within or outside the Republic of South Sudan shall be required to avail a medical report to the County Executive Director and his/her County Department Head from the medical facility to which he/she was referred after treatment.

### 3.4.4 HIV/AIDS Mainstreaming and awareness on public health issues

- (a) There shall be no discrimination against any Local Government employee on account of being a person living with HIV/AIDS.
- (b) Local Governments shall ensure the necessary policies for managing HIV/AIDS in the work place are developed and implemented.
- (c) Local Governments have a responsibility to create awareness among their employees about the importance of cross-cutting public health issues in order to promote workers' safety, health and working capacity.

## 3.5 Transport

### 3.5.1 Appointment, re-appointment, retirement, termination and transfer as approved

- (a) Local Government employees and their families are entitled to be transported at Government expense at times of appointment, re-appointment, retirement, termination and transfer as approved by their supervisors.

### 3.5.2 Annual leave

A Local Government employee and his/her family (not exceeding 8) proceeding on annual leave shall be entitled to travel allowance as per the following stipulations:

- (i) One (1) months basic salary for unmarried Civil Servant;
- (ii) Two (2) months basic salary for married Civil Servants with no dependent children; and
- (iii) Three (3) months basic salary for married Civil Servants with dependent children.

### 3.5.3 Study leave upon successful completion of studies

- (a) Upon successful completion of studies abroad lasting not less than two years, a Local Government employee shall be entitled to transport his/her personal belongings at government expense up to a maximum of one hundred and fifty (150) kilogrammes only once during his/her tenure in the Civil Service.

### 3.5.4 Transportation of Deceased Local Government Employee

- (a) Transport shall be provided to the Local Government employee and family members (spouse(s), parent, or children) at Government expense to the place of burial while the Civil Servant is still in active service.
- (b) In the event of death of a member of the immediate family of the Local Government employee (spouse(s), parent, or children) the government shall provide some assistance.
- (c) The County Department concerned shall identify an official who will represent the Government at the deceased's burial.

### 3.5.5 Filing of Claim

Local Government employees shall be required to file claims subsequent to the travel presenting receipts for actual reasonable and necessary expenses for transport and subsistence. No receipts shall be required for Out-of-pocket costs. If a payment received in advance is in excess of the expenses, the excess shall be refunded to the Local Government by the employee. If a payment received in advance is less than the expenses, additional reimbursement shall be made to the employee by the Local Government.

Any claims for any of the entitlements stipulated in this Chapter shall be done within three (3) months from the date of entitlement. All claims submitted after that period shall be rejected.

## **4. STAFF PERFORMANCE MANAGEMENT**

Managing employee performance every day is the key to an effective performance management system. Setting goals, making sure expectations are clear, and providing frequent feedback help people perform most effectively. This Section provides guidance to basic elements of staff management including staff performance appraisals as well as guidance on attendance, staff discipline and grievance handling.

### **4.1 Performance Appraisal**

Performance appraisal is the process of monitoring the performance of an employee by the supervisor with a view to providing him/her with feedback about his/her performance and work-related conduct, and discussing matters related to correction and continuous improvement on the part of the employee. The process also allows the identification of the training needs of an employee

The main objectives of performance appraisal are to:

- (a) provide the employee with clear feedback about overall performance of their duties and responsibilities.
- (b) provide feedback about the employee's work-related conduct
- (c) determine the training needs of an employee

#### 4.1.1 Performance Appraisal Procedures for Local Government Employees

- (a) The staff performance appraisal process of Local Government employees shall be conducted fairly and with open communication between the supervisor and the concerned staff member.
- (b) County Heads of Departments shall conduct performance appraisal of all staff in their Departments (including seconded staff) and report on their work through the County Executive Director to the County Commissioner and the State Ministries concerned.
- (c) The County Executive Director shall conduct Performance Appraisals for County Department Heads and Local Government Administrative Officers and report on their work to the State Minister of Local Government.
- (d) All Local Government employees shall be evaluated on the performance of their duties and responsibilities. In addition they shall also be evaluated on attendance, absences and lateness.

#### 4.1.2 General Guidelines

- (a) The concerned supervisor shall avoid a situation where issues of poor performance are raised to the Local Government employee at the end of the assessment period.
- (b) When conducting the appraisal, the supervisor shall refer to the employee's job description and annual work plan in appraising his/her performance.
- (c) The Appraiser shall avoid pointing out only the concerned staff member's faults/weaknesses, but shall also point out his/her strong points/strengths and encourage him/her to even do even better in future.



- (d) The comments and signatures of both the supervisor and concerned staff member shall be appended in the Appraisal Forms.
- (e) The staff member being appraised shall complete the appropriate Appraisal Form. For Local Government staff employed by the County, one copy shall be retained in the County Departmental File; the second copy shall be kept in the County Human Resource Unit File
- (f) For Local Government staff seconded from the state, one copy of the completed Appraisal Form shall be retained in the County Departmental File; the second copy shall be kept in the County Human Resource Unit File; third and fourth copies of the completed Appraisal Form shall be forwarded to the concerned state ministry, and the State Ministry responsible for Public Service respectively.
- (g) Annual appraisal shall be preceded by a predetermined number of checkpoint meetings between the supervisor and the supervisee to ensure that performance problems are noted and attended to as soon as they occur.

#### 4.1.3 Appraisal Forms

Reports on the performance of Local Government staff shall be made annually on the Form prescribed for each category of staff (see Annexes (15a)-(15f)).

## **4.2 Attendance**

- (a) Each Local Government employee shall correctly and promptly enter his/her time of arrival and departure to his/her workplace in the Attendance Register.
- (b) The signing of an Attendance Register on behalf of another employee is an act of misconduct which shall attract disciplinary action.
- (c) A Local Government employee shall notify his/her supervisor of any anticipated reason(s) that might cause him to arrive at work late the following day. An employee shall call in at the earliest opportunity if he/she anticipates arriving late on any particular day. An employee who is unable to contact his/her supervisor before shall, immediately upon arriving late, contact his/her supervisor and give an explanation.
- (d) A Local Government employee shall notify his/her supervisor in advance when he/she expects to be absent. Where this is not possible, as in the case of sudden illness, the employee or someone authorized, must notify the supervisor as soon as possible and explain why he/she is absent and when he/she expects to return to work.
- (e) An employee who is absent in excess of one (1) month without previous permission or without approval/notification shall be considered as having abandoned his job and shall be dismissed.
- (f) Unjustified absences shall result in non-payment of salaries for the days the employee was absent from work.

### 4.3 Code of Conduct

The Civil Service Code of Conduct serves to provide general guidance to Local Government employees on acceptable standards of behaviour in the execution of their duties and in their relationships with clients and the general public.

The objectives of the Civil Service Code of conduct are:

- (a) To act as a guideline to Local Government employees about what is expected of them from an ethical point of view, both in their individual conduct and in their relationship with others.
- (b) To enhance professionalism and help to ensure confidence in the public service through compliance

The Code of Conduct shall be guided by the following principles:

#### 4.3.1 Impartiality

- (a) A Local Government employee shall:
  - (i) Discharge all official duties in accordance with the Constitution and Laws of the Republic of South Sudan.
  - (ii) Maintain political neutrality of the Civil Service and provide unbiased service to the Government and the public.
  - (iii) Report illegal acts confidentially without being victimized.
  - (iv) Be committed to the implementation of Government policies and decisions at all levels.
  - (v) Give fair and unbiased treatment to the public irrespective of gender, race religion, disability, ethnicity and political affiliation.
  - (vi) Comply with all restrictions on political activities.

#### 4.3.2 Professionalism

- (a) A Local Government employee shall:
  - (i) Conduct himself/herself in a manner compatible with the proper performance of his/her duties at all times.
  - (ii) Execute his/her duties responsibly during designated hours.
  - (iii) Act with care and due diligence and in a way which maintains the trust and confidence of other Local Government employees and the public.
  - (iv) Not threaten, insult, abuse, act violently or harass sexually others in the course of their duties.
  - (v) Provide full and accurate information and evidence-based advice in accordance with the law.
  - (vi) Comply with all lawful instructions from superiors.

- (vii) Promote a work environment that values teamwork, learning and respect for colleagues and the public.

#### 4.3.3 Accountability and Responsiveness

- (a) A Local Government employee shall:
  - (i) Prudently utilize resources entrusted to him/her for the purposes of quality service delivery.
  - (ii) Provide accurate and timely information to the public on plans, budgets and the delivery of services.
  - (iii) Treat the public with courtesy and respect.
  - (iv) Provide services to the public promptly and efficiently, and in accordance with agreed standards.

#### 4.3.4 Integrity

- (a) A Local Government employee shall:
  - (i) Use public resources, equipment and property only for their authorized purposes and administer them properly and efficiently.
  - (ii) Not solicit or receive any bribes, gifts, promises, gratuities or other personal benefits which may be seen to compromise his/her judgment or integrity.
  - (iii) Not engage in business or other activities which could be perceived to conflict with his/her official duties. The employee has a duty to report such business interests to the County Executive Director.
  - (iv) Not own shares or occupy a Directorship position in any company which provides services to a public body.
  - (v) Declare his/her interest and thereafter disqualify him/herself from negotiating and/or concluding local government contracts with any person or organisation with which he/she and/or his/her relatives, friends or associates have a business connection, or have had in the past.
  - (vi) Not hold more than one job, or receive more than one salary in the Civil Service or in the public sector.

#### 4.3.5 Confidentiality

- (a) A Local Government employee shall:
  - (i) Maintain official information confidentially, and where there is a duty to disclose it, this shall be done accurately and promptly.
  - (ii) Continue to maintain secrecy and confidentiality of official information even after leaving the Civil Service.

#### 4.3.6 Working Hours

- (a) The South Sudan Civil Service at all levels has a scheme of (5) days' work week, or (40) hours per week on the basis of (8) hours per day from Monday to Friday. Saturdays and Sundays shall normally be non-working days.
- (b) Working hours shall be as follows:
  - (i) Working hour starts at 8.00 a.m. to 5.00 p.m.
  - (ii) One (1) hour lunch break from 1.00 am to 2.00 pm.
- (c) Heads of County Departments in consultation with respective County Executive Directors may determine a different time schedule in their Departments/ Units depending on the nature of their work, provided that the hours shall be at least (40) hours in a week. Such Units include Hospitals, Customs and Immigration, etc. whose work entails performance around the clock and on shift basis. Once such a determination is made it shall be communicated in writing by the County Executive Director to relevant state sector ministries and the SMoLPS.
- (d) All Local Government employees shall observe the official working hours, report to their places of work promptly and shall not leave their places of work without permission or report their absence from office to the immediate supervisor or colleague, as excessive tardiness may result in disciplinary measures.
- (e) A Local Government employee shall desist from engaging in conduct that may disrupt or interfere with work of colleagues during working hours.
- (f) Local Government employees shall be provided with lunch break from 1.00 p.m. to 2.00 p.m.

#### 4.3.7 Dress Code

- (a) A Local Government employee shall always dress decently and in line with the generally acceptable dressing standards in the South Sudan community.
- (b) Where a Local Government employee's job requires him/her to dress in uniform, e.g. Medical Services, he/she shall wear such uniform as prescribed from time to time by the nature of his/her profession or occupation.
- (c) A uniform for a Local Government employee shall be provided by the County Government on such conditions as the respective County Department Head shall decide, or the nature of his/her profession requires.
- (d) A non-uniformed male Local Government employee while on duty shall wear appropriate attire and closed shoes which shall be neat and respectable; female Local Government employees' attire shall be neat and respectable.
- (e) A Local Government employee, who has to tour and undertake work in rural and open urban conditions, such as building and works sites, may dress casually, but neatly even though he/she is based at the headquarters, and;
- (f) Unskilled Labour /Support staff like office attendants, drivers and security guards recruited by the County shall be provided with at least two pairs of uniforms per year.

#### 4.3.8 Bullying, Violence and Sexual Harassment at the Workplace

It is an offence for any Local Government employee to engage in any form of bullying, violent behaviour, or sexual harassment of their workmates or of members of the public, or any such violence as may affect the psychological safety and health of others.

#### 4.3.9 Smoking and Consumption of Drugs and Alcohol

There shall be no smoking, consumption of drugs and/or alcohol in the work place. Each County Department shall set aside and designate a specific area for smoking outside the offices.

#### 4.3.10 Appropriate Use of Information Technology at the Workplace

Information Technology refers to computers, e-mail and the Internet. These valuable tools in government offices shall be used for official business purposes only.

- a) Local Government employees may not make personal use of e-mail or Internet access facilities. If personal use is unavoidable (to communicate with family on urgent an urgent matter), it should be kept to an absolute minimum during working hours.
- b) Computers provided to Local Government employees remain the property of the Government at all times and must be returned upon secondment, transfer, termination or retirement. Any Local Government employee who removes such equipment from the County Department concerned shall be liable for the full cost of replacement.
- c) Local Government employees are not entitled to privacy or anonymity when using Government computers, e-mail and Internet access resources for any purposes (creating, downloading, or receiving data).
- d) Certain uses of Government computers, e-mail and the Internet are unacceptable, including but not limited to downloading indecent materials, playing of card games, sending of political, solicitation or harassing e-mails and harassment of any fellow workers, through these media. Use of these media to engage in harassment of any sort is completely unacceptable.
- e) Local Government employees making unacceptable use of computers, e-mail or the Internet shall be disciplined.

#### 4.3.11 Political Activities

- (a) Local Government employees like any other citizens in the Republic of South Sudan have a right to participate in general political activities. However, Local Government employees shall not engage in partisan politics.
- (b) Local Government employees shall avoid the following:
  - (i) Holding office in the structure of a political party.
  - (ii) Campaigning or canvassing political support for candidates, or political parties.
  - (iii) Participating in public political debates.
  - (iv) Displaying party symbols.

- (c) A Local Government employee, who offers to contest for an elective political office, shall resign before his/her nomination.
- (d) Upon appointment to a political office, a Local Government employee shall relinquish his/her job with effect from the day before the date of assumption of duty in the political appointment.
- (e) No Local Government employee may be favoured or victimized because of political party membership.

#### 4.3.12 Signing of Code of Conduct

The County HR Officer shall ensure that every Local Government employee shall sign two copies of the Code of Conduct. One signed copy shall be maintained in the personnel file of the Local Government employee. The second copy shall be given to the employee.

## **4.4 Training and development**

### 4.4.0 General Meaning

Training and development refers to all activities undertaken to equip employees with competencies, knowledge, skills, and right attitudes to enable them perform their duties and prepare them to perform higher levels of responsibility.

### 4.4.1 Objectives

The objectives of training are to:

- a. Upgrade the skills, knowledge and attitudes of Local Government employees to perform their current and future jobs at acceptable standards;
- b. Continuously improve the performance of individuals and Civil Service organisations; and
- c. Ensure continuous development of Local Government employees.

### 4.4.2 Basic Guidelines

Staff training and development for Local Government employees shall be guided by the South Sudan Civil Service Training Policy issued by the national MoLPS.

Any training undertaken by Local Government employees shall be based on prior identification of training needs.

Training shall be offered fairly to all Local Government employees without discrimination on the basis of gender, disability, ethnicity, race, religion, HIV/AIDS status. Affirmative action may be considered based on policy circulars issued from time to time.

A Local Government employee may be required to undertake training to improve his/her performance in his/her Department/Unit when a need is identified.

All training organized for Local Government employees shall be based upon the Department's performance gaps and the concerned individual's training needs. It shall be relevant, practical and cost effective and fulfil minimum quality standards as set out in the Civil Service Training Policy.

Government will encourage Local Government employees to undertake self-development in order to improve their performance and to further their careers within the Civil Service issued by the national MoPS&HRD.

Concerned County Departments shall be responsible for:

- Identifying staff training needs; - this is to be guided by the staff performance management appraisals and any organizational assessment of the relevant departments,
- Planning, coordinating, monitoring and evaluating training;
- Keeping records of staff trained;
- Providing the necessary office space, working tools, equipment and resources to enable staff utilize the skills acquired.

State Ministries which are responsible for the deployment of common cadre personnel (e.g. SMoLPS and SMoF) shall be responsible for identifying the training needs of respective cadres.

Supervisors shall continuously be responsible for:

- (i) Identifying the training needs of their staff;
- (ii) Ensuring that knowledge and skills are applied in the work place; and
- (iii) Providing mentorship, coaching and support to assist the development of their staff

#### 4.4.3 Study Leave and Bonding

A Local Government employee, having been nominated for studies that are relevant to his/her work, shall qualify for study leave after successfully serving for a period of at least three years and having been confirmed to permanent and pensionable terms of service.

Local Government employees who proceed on full time training without approved study leave shall be regarded as having absconded from duty and their posts shall be declared vacant.

Local Government employees undertaking long-term training programmes of one year or longer must pass the required examinations within the specified timescales. Extensions shall not be permitted except on the grounds of proven ill-health.

Local Government employees on a fixed contractual engagement shall not be eligible to undertake long-term training

Travel costs and allowances will be paid to participants attending training in accordance with existing guidelines and rates issued by the national MoPS&HRD.

Local Government employees who are sponsored directly by government or on a scholarship channelled through the government for education and training shall sign a bonding agreement with the government which commits them to serve for three (3) years after completion of the course. In

case of breach of the Bond, the government shall recover from the Local Government employee such sums of money as are contained in the bond agreement.

In order to ensure fairness, equity and application of knowledge and skills acquired, a Local Government employee shall not be nominated for a long-term training course more than once in a period of three years, except in very special circumstances.

Study leave shall be authorized in accordance with the Civil Service Training Policy and the State's laid down procedures.

#### 4.4.4 Monitoring, Evaluation and Reporting

All training shall have learning objectives agreed with Heads of Units which shall be used as a basis for evaluation of the training. Concerned County Departments shall be responsible for monitoring the delivery of training and for evaluating its impact using appropriate methods.

#### 4.4.5 Financing of Training

Training shall be financed through annual training budgets, technical assistance, and external scholarships. A Local Government employee may also finance his/her own training.

### **4.5 Discipline**

This Chapter sets out the disciplinary procedures to be followed when a Local Government employee fails to meet satisfactory standards with regard to, for example, conduct, job performance, attendance, time keeping and the observance of laid down rules and regulations. Disciplinary procedures shall only be invoked after informal action has been exhausted. Disciplinary action should primarily be corrective and provide the employee with the opportunity where necessary to improve his/her conduct and/or job performance up to acceptable standard.

#### 4.5.1 Objectives

- (a) The objectives of the disciplinary regulation are to:
  - (i) Ensure a fair and consistent approach to enforcing standards of performance and conduct.
  - (ii) Provide a framework to guide the behaviour and conduct of Local Government employees.
  - (iii) Correct behaviour and encourage improvement among Local Government employees whose performance or conduct is unsatisfactory.
  - (iv) Resolve disciplinary cases fairly and as quickly as possible.



#### 4.5.2 Principles

- (a) No Local Government employee shall be subjected to any disciplinary penalty without first being informed in writing of the charge(s) and being given an opportunity to defend himself/herself in writing.
- (b) No disciplinary action shall be imposed without a full investigation and a fair and impartial disciplinary hearing at which both sides in the case are heard.
- (c) A Local Government employee who is a member of a trade union has the right to be accompanied by a trade union representative or colleague at any disciplinary hearing.
- (d) A Local Government employee shall be given a reasonable opportunity to improve before any disciplinary action is imposed, except in cases of gross misconduct;
- (e) Disciplinary action meted to an employee shall be appropriate to the nature of the offence, and similar or same disciplinary offences should attract similar or same punishments across the Civil Service.
- (f) A Local Government employee shall have the right of appeal against any decision or disciplinary penalty to the Employee Justice Chamber;
- (g) No disciplinary action shall be taken against a Local Government employee in the case of poor performance where the reasons are not within his/her control.

#### 4.5.3 Responsibilities for the Discipline of Local Government Employees

Discipline of staff working in the County Civil Service (both locally appointed and seconded staff) is the responsibility of the County Executive Director. Certain disciplinary actions, if they relate to staff appointed by the State Government and seconded to the County, must be approved by the State Ministry responsible for Public Service.

#### 4.5.4 Grounds for Disciplinary Action

Any act by a Local Government employee without reasonable justification, which amounts to failure to perform any duty assigned to him/her, or which contravenes any laws relating to the Civil Service, or which is otherwise prejudicial to the efficient conduct of the Civil Service, or tends to bring the Civil Service into disrepute constitutes misconduct.

- (a) Misconduct for which disciplinary action may be taken shall be subject to existing laws. It will include, but shall not limited to the following reasons:
  - (i) Insubordination or repeated disobedience;
  - (ii) Assault and physical violence;
  - (iii) Repeated poor timekeeping;
  - (iv) Unauthorized absence;
  - (v) Abuse of leave;
  - (vi) Negligence of duty;
  - (vii) Misuse, abuse and/or loss of government property;

- (viii) Abuse of office;
  - (ix) All forms of harassment, including sexual harassment;
  - (x) Financial embarrassment (e.g. a civil service living knowingly and deliberately beyond his/her means);
  - (xi) Intimidation;
  - (xii) Conflict of interest including private employment while in the employment of government;
  - (xiii) Misuse of internet for pornography or other unwarranted purposes;
  - (xiv) Breach of workplace safety rules;
  - (xv) Misuse/ abuse of drugs and drunkenness while on duty;
  - (xvi) Theft of government property;
  - (xvii) Embezzlement and fraud;
  - (xviii) Falsification of records and documents;
  - (xix) Wilful or malicious damage to government property;
  - (xx) Unauthorized use or possession of government facility/property;
  - (xxi) Engaging in activities such as gambling, betting, or holding more than one full-time employment while still in fulltime government employment; and
  - (xxii) Any breach of the code of conduct.
- (c) Any of the following matters may amount to gross misconduct so as to justify the summary dismissal of a Local Government employee for lawful cause. However, the enumeration of such matters shall not preclude the Department or a Local Government employee from respectively alleging or disputing whether any other matters not mentioned in this Section constitute justifiable or lawful grounds for dismissal. Gross misconduct shall include, but shall not be limited to the following:
- (i) If, without leave or other lawful cause, an employee absents himself from the place proper and appointed for performance of his/her work.
  - (ii) If, during working hours, by becoming or being intoxicated, or bringing and/or using alcoholic beverages, or illegal drugs at work, or reporting to work under the influence.
  - (iii) If, a Local Government employee unlawfully neglects to perform any work which was his/her duty to have performed, or if he/she carelessly and improperly performs any work which from its nature it was his/her duty, under his/her contract, to have performed carefully and properly.
  - (iv) If, a Local Government employee uses abusive language or behaves in a manner insulting to the government or to a Local Government employee placed in authority over him, or engages in disruptive or offensive behaviour.
  - (v) If, a Local Government employee engages in violent acts or threats of violence including any activity by an individual that would cause another individual to feel unsafe. Violent behaviour may be verbal threats to harm another person or damage to property, physical aggression, or harassment, including sexual harassment. Threats of violence include

possession or display of a weapon of any type or exhibiting an object in such a manner that it appears to be a weapon.

- (vi) If, an employee knowingly fails, or refuses to obey a lawful and proper command which it was within the scope of his/her duty to obey, issued by the County Executive Director or a Local Government employee duly authorized to do so by the Executive Director.
- (vii) If, in the lawful exercise of any power of arrest given by or under any written law, a Local Government employee is arrested for cognizable offence punishable by imprisonment and is not within ten (10) days either released on bail or bond or otherwise lawfully set at liberty.
- (viii) If, a Local Government employee commits, or on reasonable and sufficient grounds, is suspected of having committed a criminal offence against (or to the substantial detriment of) the property of the concerned Department.

#### 4.5.5 Investigation

##### 4.5.5.1 Investigation principles

- (a) No Local Government employee shall be brought before the Departmental or High Board of Discipline except after a written investigation of his/her misconduct.
- (b) Investigation shall be carried out by three or more officials, chosen by the Head of the concerned County Department, as the case may be, provided that the Grade of the investigators shall not be less than the Grade of the Local Government employee concerned.
- (c) The investigation on the accused Local Government employee shall be in his/her presence except if he/she has reasonable grounds to be absent.
- (d) The investigator shall present to the accused Local Government employee the charges brought against him/her before the Board of Discipline. He/she shall be given a chance to respond to the charges levelled against him/her.

##### 4.5.5.2 Investigation Procedures

- (a) When investigating, the following procedures shall be followed:
  - (i) The accused Local Government employee shall be notified at least seven (7) days in advance to present himself/herself before the investigator to answer the charges against him/her.
  - (ii) The Local Government employee shall be notified personally or through the address of his/her last service file. If he/she is not found in his/her place, the notification shall be done through the address of his/her next-of-kin found in his/her service file, or shall be pinned on the notice board in his/her place of work.
  - (iii) The investigator shall listen to the statement of the witnesses and he/she shall read all the documents and correspondence connected with the offence.

- (iv) The investigator shall call all the witnesses or technical expert, whoever he/she thinks are necessary to listen to them. He/she has the right to order for any document or correspondence which he/she deems necessary to read.
- (v) The Local Government employee concerned shall be allowed to discuss the statement of the witnesses or technical expert.

#### 4.5.5.3 Investigation Report

- (a) The investigation report shall be confirmed in a series of pages indicating the date when it began, the place, the statement and the procedures followed, and the time it ends. All the papers of the investigation report shall bear the signature of the investigator.
- (b) The statement shall be read to the Local Government employee concerned, and he/she shall sign on them.
- (c) The documents and correspondences which have any connection to the offence shall be attached to the investigation report when submitting it to the concerned bodies.

#### 4.5.5.4 The Result of the Investigation

- (a) The investigator shall submit the result of his/her investigation to the concerned County Department Head or County Executive Director which shall:
  - (i) Return it to the investigator if he/she deems that it is incomplete.
  - (ii) Order the retention of procedures and issue resolution for lifting of interdiction or cancellation of the suspension order, as the case may be, and the refund of all the salary withheld if the investigation never discovered any initial evidence against the Local Government employee.
- (b) The concerned County Department Head or County Executive Director shall transfer the report of the investigation to the Board of Discipline concerned if the investigation has uncovered the presence of initial evidence against the Local Government employee to have committed an offence.
- (c) The concerned County Department Head or County Executive Director shall submit the issue to the relevant authorities together with the documents and correspondence obtained by him/her, if the investigation reveals that there is evidence against the concerned Local Government employee which amounts to criminal offence.
- (d) If criminal procedures are taken against any Local Government employee, he/she shall not be brought before a Board of Discipline for any of the reasons included in the criminal accusation as long as the criminal procedures are still under review.
- (e) Any Local Government employee shall be disciplined administratively who has been freed from criminal accusation on condition that the charges against the Local Government employee shall not be framed in the way of the accusation for which he/she has been freed from by a competent criminal court.

#### 4.5.6 Disciplinary Action and Penalties

- (a) A disciplinary penalty shall only be imposed where it is reasonable to do so in the particular circumstances and this shall be decided by considering the nature of the offence or misconduct.
- (b) Any Local Government employee who does not comply with any provisions of the discipline regulations shall be liable to disciplinary action. The disciplinary actions and penalties available to the concerned Department are as follows:
  - (i) Verbal warning
  - (ii) Initial written warning
  - (iii) Final written warning
- (c) The following penalties may be imposed as appropriate:
  - (i) Recovery of any loss or damage of government property
  - (ii) Loss or withholding of annual increment
  - (iii) Deferred or delayed promotion
  - (iv) Demotion, reduction in rank or reduction in salary
  - (v) Dismissal (with severance benefits)
  - (vi) Dismissal (without severance benefits).
  - (vii) Disciplinary action shall be commensurate with the offence. Supervisors shall initiate disciplinary action at any of these stages and then adopt progressively more serious action if there is no improvement or change in behaviour or conduct. There shall be no dismissal for a first breach of discipline except in the case of gross misconduct.
  - (viii) An oral or verbal warning by the immediate supervisor shall be noted, but not recorded, and shall remain valid for a duration of three (3) months.
- (d) A first written/formal warning may be issued by the immediate supervisor in serious cases, stating the nature of the offence and the likely consequences for further offences where the Local Government employee has failed to heed to verbal warning.
- (e) A final written warning may be issued by the supervisor of the immediate supervisor and shall remain valid for a period of twelve (12) months. Recurrence of the offence shall lead to suspension or interdiction, or other disciplinary measure.
- (f) Any disciplinary penalty or dismissal shall be determined by the competent appointing authority on the basis of a recommendation from a Disciplinary Board constituted by the concerned County Department or the County Executive Director.

#### 4.5.7 Interdiction from Duty

- (a) Interdiction is the temporary removal of a Civil Servant from exercising his/her duties while an investigation over a particular act of misconduct is being carried out.

- (i) Where a Local Government employee is interdicted the Head of concerned Department, through the County Director shall ensure that investigations are done expeditiously, in any case within ninety (90) days for cases that do not involve the Police and courts of law.
- (ii) For cases that involve the Police and Courts, the interdiction may remain in force for a period not exceeding one hundred and eighty (180) days. In the event that the matter is not resolved within the prescribed periods, the SMoLPS will institute an appropriate administrative action to bring the matter to conclusion.
- (iii) Interdiction shall be in writing showing the reasons for such an interdiction; the Local Government employee shall be required to explain in writing the charges preferred against him/her.
- (iv) A Local Government employee after being interdicted shall receive such salary as not being less than half of his/her salary.
- (v) Where disciplinary proceedings have been taken or instituted against a Local Government employee under interdiction and the Local Government employee is not dismissed or, as the case may be, convicted as a result of those proceedings, the whole of his/her salary withheld under sub-regulation (b) above of this regulation shall be paid to him/her upon termination of the proceedings and he/she will be restored on full salary.
- (vi) A Local Government employee who is on interdiction shall not leave the Republic of South Sudan without the permission of the County Executive Director.

#### 4.5.8 Suspension from Work

- (a) Suspension is a temporary removal of a Local Government employee from exercising his/her duties when he/she has been convicted of a criminal offence, or when criminal charges have been preferred against him or her for offences committed within or outside the institution.
- (b) The County Executive Director shall, in writing, suspend from work a Local Government employee against whom criminal charges have been levied. The suspension order shall either be without pay or part of his/her pay, and not exceeding half pay.
- (c) The suspension shall remain in force until the criminal case is determined by a competent court of law.
- (d) When the court of law has disposed the case :
  - (i) Upon acquittal the Local Government employee's rights shall be restored;
  - (ii) Notwithstanding (d) (i) above and/or upon conviction the relevant authority shall take an appropriate administrative action.

#### 4.5.9 Boards of Discipline

##### 4.5.9.1 Responsibility for constituting Boards of Discipline

There shall be Boards of Discipline constituted to handle disciplinary cases as follows:

- Departmental Board of Discipline constituted by the County Head of Department shall handle disciplinary cases of staff in Grade 7 and below; and
  - County-constituted High Board of Discipline constituted by the County Executive Director in consultation with the County Executive Council to handle cases of Super scale staff Grades 4, 5 and 6.
  - State-constituted High Board of Discipline constituted by the State Minister of Local Government to handle disciplinary cases involving County Executive Directors.
- (a) The Departmental Board of Discipline and respective High Boards of Discipline shall conduct disciplinary hearings and make recommendations which may result in the acquittal or severe disciplinary action including demotion or dismissal of a Local Government employee.
- (b) Disciplinary cases involving Super Grade staff and County Executive Directors shall be heard by a County-constituted and State-constituted High Board of Discipline respectively, of which one member shall be at least a legal advisor. The Board shall make any recommendations as appropriate to the constituting authority. The constituting authority shall approve/reject disciplinary penalties recommended.

#### 4.5.10 Composition of the Departmental Board of Discipline

- (a) The Departmental Board of Discipline shall consist of a Chairperson from a different department from that of the accused, a representative of the County Department concerned, and a Legal Counsel. The County HR Officer shall be the secretary to the Board.
- (b) The grade of the Chairperson shall be higher than the grade of the accused Local Government employee. The grades of the Board members shall not be lower than the grade of the accused Local Government employee.
- (c) The Boards of Discipline shall have powers to recommend punishments or sanctions over Local Government employees in the respective grades to the appointing authority.

#### 4.5.11 Composition of the County-constituted High Board of Discipline to handle super scale cases

The County-constituted High Board of Discipline to handle super scale cases shall consist of a Chairperson who may be picked from outside the County at the discretion of County Executive Director in consultation with the County Executive Council, a representative of the County Department concerned, and a Legal Counsel. The County HR Officer shall be the secretary to the Board. The grade of the Chairperson shall be higher than the grade of the accused official.

#### 4.5.12 State-constituted High Board of Discipline

The State Minister of Local Government shall constitute a High Board of Discipline to deal with disciplinary cases involving County Executive Directors and make recommendations to him/her. The Chairperson of the Board shall be drawn from the Local Government Board. Members of the Board will be the Directors General from the State Ministry of Local Government and State Ministry of Public

Service. The Director General of SMOPS shall be the Secretary to the State Board of Discipline A Legal Counsel shall be co-opted to advise the Board.

#### 4.5.13 Disciplinary Procedures before Departmental and High Boards of Discipline

The procedures for discipline before a Departmental or High Boards of Discipline shall be as follows:

- (i) The concerned County Head of Department shall inform the accused Local Government employee about the accusation charged against him/her with a copy to the County Executive Director. In case of handling a disciplinary case of a Departmental Head the County Executive Director shall inform the accused Local Government employee about the accusation charged against him/her with a copy to the SMOPS&HRD.
- (ii) The Chairperson of the Departmental or High Board of Discipline shall fix the place and date for convening the hearing of a disciplinary case. The Local Government employee shall be informed through his/her concerned County Department Head about the place and date, at least seven (7) days before the hearing.
- (iii) The accused Local Government employee shall be notified in person, either through his/her address contained in the service file, and in case the address is not found, he/she shall be notified through the next-of-kin mentioned in his/her service file, or the notification shall be pinned on the notice board of his/her unit.
- (iv) The Departmental or High Board of Discipline may listen to the summary of accusations from the representative of the unit and what supporting evidence he/she has. The Board shall listen to the accused and whatever supporting evidence he/she has to defend himself/herself.
- (v) The statement of the witness(es) shall be taken in writing upon an oath.
- (vi) The two sides have the right to question and cross-examine the witness(es) and present the final findings.
- (vii) In the case of a Local Government employee who has been convicted of a criminal offence appearing before a Departmental or High Board of Discipline, the decision of a competent Court of Law shall be read before the Board. It is for the Board to accept the sentence of the competent Criminal Court. The Local Government employee shall not present any defence before the Board of Discipline to criticize the criminal accusation in which he/she has been convicted.

#### 4.5.14 Right to Protest and Appeal

The Local Government employee, before the Departmental or High Board of Discipline and before the beginning of the hearing may protest and appeal against the Chairmanship of the Board or against any member, by giving the reasons for that. The concerned Board of Discipline shall raise this protest before the concerned County Department Head, or County Executive Director, or State Minister of Local Government for a decision.



#### 4.5.15 Right to be assisted by a Friend

- (a) The accused Local Government employee before an appropriate Board of Discipline has the right to bring a friend to assist him/her in his/her defence.
- (b) The accused Local Government employee has the right to read the minutes of the investigation report, the document and the correspondence connected with the case.

#### 4.5.16 Report of the Disciplinary Case

The Chairperson of the Departmental or respective High Board of Discipline shall record all the information submitted or issued or presented. All the documents and correspondence connected with the disciplinary case shall be attached.

#### 4.5.17 Decision of the Departmental or respective High Board of Discipline

- (a) The resolution of the Departmental or respective High Board of Discipline shall be issued by the majority. The reasons for the resolution shall be stated and signed by the Chairperson and members of the Board, if unanimous.
- (b) For a member who objects, he/she shall give reasons in writing and sign on them.
- (c) The decision of the Board of Discipline shall include the judgment of guilty or not guilty of the offence for which the accused Local Government employee was charged. The Board shall recommend punishment, or accordingly declare the innocence of the accused employee. The Chairperson shall sign the Board's verdict.
- (d) If the decision of the Board of Discipline states "not guilty", there shall be a recommendation lifting the order of suspension and cancellation of salary. If the resolution convicts the concerned Local Government employee the Board shall issue a suitable order in connection with the concerned Local Government employee's suspended salary.

#### 4.5.18 Notification about the Decision of the Departmental or High Board of Discipline

- (a) The Chairperson of the Departmental or respective High Board of Discipline shall inform in writing, the accused and the concerned County Department Head, or County Executive Director, or State Minister of Local Government about the decision of the Board stating the reasons for arriving at the decision.
- (b) If the concerned Local Government employee cannot be reached, he/she shall be informed about the decision of the Board of Discipline through his/her next-of-kin, or through a notice placed on the notice board in his/her unit. This shall be considered as if he/she received the decision of the Board of Discipline from the date he/she received the notification, or when it was pinned on the notice board.

#### 4.5.19 Keeping of Minutes of Procedures

- (a) The Minutes of Procedures of the Departmental and respective High Boards of Discipline and any summary procedures shall be kept in the Departmental /Confidential file (as appropriate) of the concerned Local Government employee after the disciplinary case hearing has been completed.
- (b) A true copy of the report of the relevant High Board of Discipline procedures shall be kept in a place to be decided by the concerned State Minister for Local Government, with respect to disciplinary cases involving County Executive Directors. The Executive Director shall retain a true copy of the report of the County-constituted High Board of Discipline for holders of Grades 4, 5 and 6 while the concerned County Department Head shall keep Minutes of the cases of staff in Grades 7 and below.

#### 4.5.20 Appeal

The Local Government employee has the right to appeal to the County Department Head, or County Executive Director, or State Minister of Local Government against a disciplinary penalty within 15 days from the date of the decision of the respective Board of Discipline. If the Local Government employee remains dissatisfied with the decision on appeal, he/she may take the case to the Employee Justice Chamber.

#### 4.6 Local Government Administrative Officers

Disciplinary procedures for Local Government Administrative Officers shall be conducted in accordance with Section 66 (6) & (7) of the Local Government Act 2009, as follows:

“(6) Local Government Administrative Officers shall be supervised and disciplined at the State level by the chief administrators in their respective councils in accordance with the Public Service Law, Rules and Regulations.

(7) For the purposes of justice and fairness in the management of the affairs of the Local Government Administrative Officers, the following conditions shall be observed:–

- (a) It shall be the duty of each Chief Administrator of the Council to ascertain that the disciplinary procedures are fair and conducted according to the law;
- (b) Each Chief Administrator shall assume full responsibility to protect all the Local Government Administrative Officers under his or her supervision or control against any form of victimization; and
- (c) Any Administrative Officer who becomes a victim of any form of victimization shall have the right to appeal to the Local Government Board, after having exhausted all the necessary procedures as provided for by the Public Service Law, Rules and Regulations.”

## **4.7 Grievance Handling**

The purpose of this Section is to advance sound labour relations and address grievances in the Local Government civil service by promoting the speedy, impartial and equitable handling of grievances; and the resolution of individual grievances at the lowest possible level in a Department.

### 4.7.1 General Meaning and Principles

Grievance refers to a condition which makes a Local Government employee feel and believe that he/she has been treated unfairly by the decision of the institution.

The regulations set out in this Section cover grievances and/or complaints raised by individual Local Government employees on current work place issues. They do not extend to collective disputes regarding new or improved terms and conditions affecting the County Civil Services.

- (a) Grievances raised should be dealt with fairly and promptly.
- (a) As far as possible grievances arising from decisions by concerned Departments shall be handled internally.
- (b) No Local Government employee shall suffer any disadvantage or victimization as a result of raising a grievance with management.
- (c) A Local Government employee may seek legal redress from a competent Court of Law.

### 4.7.2 Rights

- (a) A Local Government employee has the right to a fair hearing.
- (b) A Local Government employee has the right to be accompanied by a colleague or trade union representative during the formal stage.
- (c) A Local Government employee has the right to appeal any management decision to an appropriate independent authority that protects the rights of employees.

### 4.7.3 Responsibilities

- (a) The County HR Unit shall make available to Local Government employees this Local Government HRM Manual to enlighten them about their rights and responsibilities.
- (b) Supervisors and heads of units shall be responsible for promoting good employer-employee relations and dealing with grievances and or complaints as they arise.
- (c) The Employee Justice Chamber shall be responsible for hearing any grievance appeals by Local Government employees who are not satisfied with the decision of management.

### 4.7.4 Causes of Grievance

- (a) A Local Government employee may raise a grievance and or complaint on any of the following matters, among others:

- (i) Violation of terms and conditions of employment.
- (ii) Unhealthy and unsafe working conditions.
- (iii) Poor working conditions.
- (iv) Being asked to perform an unlawful act (e.g. actions that are against the Penal Code of the Republic of South Sudan)
- (v) Discrimination, bullying or harassment.
- (vi) Any breach of the Civil Service Regulations.

#### 4.7.5 Stages in Grievance Handling

##### 4.7.5.1 Verbal or Oral Stage

A Local Government employee may first discuss with a view to resolving any grievance verbally and informally with the immediate supervisor unless the grievance concerns the immediate supervisor or is of too personal, or sensitive nature [e. g. sexual harassment].

##### 4.7.5.2 Written Stage 1

- (i) If the grievance is not resolved verbally, a Local Government employee may proceed to lodge it in writing. However, a Local Government employee may formally initiate a grievance under the circumstances set out in Section 15.5.1 above.
- (ii) The nature of the grievance shall be set out in writing and submitted to the Supervisor of the immediate supervisor within 15 days of the informal discussion. The letter shall be copied to the immediate supervisor.
- (iii) The supervisor must write a letter to invite the Local Government employee to attend a formal meeting within seven (7) days after receipt to consider the grievance.

##### 4.7.5.3 Written Stage 2

- (i) If the Local Government employee is not satisfied with the decision of the supervisor of the immediate supervisor he/she may submit the grievance in writing to the County Department Head with a copy to the County Human Resource Unit within fifteen (15) days. The Head of the concerned County Department shall constitute a committee headed by a Director from another department to chair a grievance hearing. The County Human Resource Unit shall be the secretary to the committee. The Chairperson shall send out written invitations and a copy of the grievance letter to the Local Government employee and the County Human Resource Unit within seven (7) days. The Local Government employee may attend with his/her representative.
- (ii) The Chairperson shall send a letter to the Local Government employee setting out the decision of the grievance hearing with reasons within seven (7) days. Copies of the minutes of the meeting shall be provided to all those who attended and to the Head of the concerned County Department. The County Department Head may mediate if the Local Government

employee is dissatisfied with the outcome to avoid the case being taken to the Employee Justice Chamber.

- (iii) If the Local Government employee is dissatisfied with the outcome of the grievance, he/she may appeal to the Employee Justice Chamber within fifteen (15) days of the decision of the Committee and accordingly inform the Head of the concerned County Department.

#### 4.7.6 Investigation

An investigation may be carried out at either Stage 1 or stage 2 in order to establish relevant facts which are not immediately available. The concerned County Department Head shall constitute an appropriate investigation committee depending on the grade of the aggrieved employee. The investigator shall conduct interviews with the Local Government employee and colleagues, supervisors and witnesses as necessary, and examine written records and information. The parties to the grievance shall be informed of the findings of the investigation committee within seven (7) days. Where necessary, the identity of witnesses shall be kept confidential.

#### 4.7.7 Appeal

If the Local Government employee is not satisfied with the result of the grievance hearing, he/she may appeal in writing to the Employee Justice Chamber whose regulations shall apply in resolving the grievance. If the Local Government employee remains dissatisfied he/she may take the grievance to a competent Court of law.

#### 4.7.8 Others

- (a) Necessary precaution shall be taken by supervisors or any Local Government employee or authority handling grievances and/or complaints to discourage malicious or vexatious grievances.
- (b) A Local Government employee may raise his/her grievances initially in writing directly with the Employee Justice Chamber if he/she perceives that he/she may be victimized or disadvantaged by management if the grievance is raised directly with the concerned County Department.
- (c) Any complaint about the actions or decisions of a Minister or County Executive Director or County Department Head shall be raised directly with the Employee Justice Chamber.
- (d) Complaints about criminal offences, unlawful conduct, impropriety, fraud or dishonesty shall be made directly to the Police or Anti-Corruption Commission and Ministry of Justice in accordance with relevant laws.
- (e) The right to lodge grievances as provided in Section 46 of the Civil Service Act, 2013 shall not apply to general decisions taken by competent public authorities to determine salary rates and remuneration and terms and conditions of service of Civil Servants in general and the Salary Review Committee in particular.

## 4.8 Records Management/Personnel Records

### 4.8.1 General

Records management seeks to manage and control records throughout their life cycle, from their creation and distribution, through their filing and use, and ultimately to their final disposition or permanent retention.

The objectives of records management are to: (i) identify what records exist; (ii) preserve records throughout their life cycle; and (iii) simplify the activities and processes of records maintenance and use.

Every County Department shall maintain personnel records of service for each of its employees. Every Local Government employee's record shall be kept in three files, namely:

- (i) Establishment file;
- (ii) Departmental file; and
- (iii) Confidential file.

The Establishment and Confidential files shall be kept in the County Administration and Finance Department. In the interim period, pending the roll-out of SSEPS II at County level, the SMOPS shall keep copies of records of all County employees.

Departmental files shall be kept in the offices of the County Department.

All documents entered into any of the files shall be considered official documents. They shall be registered as they are received, and shall be endorsed by the County HR Officer.

Departmental and Confidential files shall not be handled by any Local Government employee other than the official authorized to handle the personnel files and with the knowledge and consent of the Head of the concerned Department.

### 4.8.2 Establishment File

- (a) The Establishment file in the Civil Service is divided into ten (10) sections, namely:
  - (i) Record of Service
  - (ii) Appointment letters and documents of eligibility.
  - (iii) Increments and Promotions
  - (iv) Medical fitness certificate and medical reports
  - (v) Leave
  - (vi) Transfer, Secondment letters
  - (vii) Training and Scholarship documents
  - (viii) Pension documents
  - (ix) Loans (if any)
  - (x) Discipline procedures and resolutions.

- (b) In order to ensure the security of vital records of Local Government employees, County Human Resource Units shall ensure that the following information for each employee is preserved through the SSEPS and any other relevant Human Resource Management Information System:
- (i) Employee's full name
  - (ii) Date of appointment into the Civil Service
  - (iii) Establishment number
  - (iv) Date of the termination of Civil Service
  - (v) Job Title and grade
  - (vi) Months and years of break in service
  - (vii) Months and years of leave without pay
  - (viii) Date of birth
  - (ix) Month and year of final salary
  - (x) July 2012 total salary: basic plus COLA and allowances (in accordance with the provisions of the Civil Service Pension Scheme Act 2013)
  - (xi) Employee gender
  - (xii) Telephone number if any
  - (xiii) Nationality certificate
- (c) Upon retirement/termination of service, the above information shall be forwarded to the South Sudan Pensions Fund.

#### 4.8.3 Confidential File

- (a) The confidential file shall contain the following:-
- (i) Copy of record of service;
  - (ii) Performance appraisal report; and
  - (iii) Resolutions and rulings of the Board of Discipline

#### 4.8.4 Departmental File

During the transfer of a Local Government employee from one Department to another, his/her departmental file shall be sent to the Department to which he/she has been transferred.

#### 4.8.5 Loss or Damage of File

- (a) If the file of the Local Government employee is lost or damaged, the Head of the concerned Department shall investigate the matter to determine responsibility.
- (b) He/she shall submit to the County Executive Director a statement indicating what action he/she has taken, the procedures followed, and what information he/she has collected about the subject.
- (c) Upon receipt of the statement from the Head of Department, the County Executive Director shall prepare the information available in the County Human Resource Unit about the Local

Government employee. In case the available information is not complete, the County Executive Director shall inform the Head of Department concerned to form a committee to complete this information.

- (d) In the event a file is not recovered, a new file shall be reconstructed using information tracked back from any of the available employee's Files and that contained in copies of records provided by the concerned employee.
- (e) A Local Government employee who causes the loss or damage of a file shall be subjected to disciplinary action.

## **5 TERMINATION OF SERVICE**

### **5.1 Definition and General Provisions**

- (a) Termination means ceasing to be an employee in the Civil Service, under the terms of service, Regulations and Special contracts signed between the Government (employer) and the Local Government employee.
- (b) The service of a Local Government employee in the employment of County Government of South Sudan shall end or terminate for any of the following reasons:
  - (i) Resignation;
  - (ii) Death;
  - (iii) Retirement including retirement in accordance with the Civil Service Pension Scheme Act 2013;
  - (iv) Permanent and total disability in accordance with the Civil Service Pension Scheme Act 2013;
  - (v) Dismissal;
  - (vi) Redundancy;
  - (vii) Appointment to a constitutional or political post;
  - (viii) Loss or forfeiture of South Sudanese nationality;
  - (ix) End or termination of a special service contract;
  - (x) Failure to perform well during the probationary period; or
  - (xi) Conviction by a competent court of law.



## 5.2 General Principles

- (a) In all cases of termination, all legal Severance Benefits (transport, outstanding leave, severance pay, and any other fringe benefits in accordance with the Civil Service Act 2013) shall remain payable to the employee, unless stated otherwise in the decision of the Board of Discipline, or a competent Court of law.
- (b) Severance Benefits shall not be disbursed without clearance by the concerned County Department. Any outstanding debts shall be deducted from Severance Benefits due to the employee.
- (c) In cases where an employee does not give adequate notice of termination (unless waiver has been sought and granted), the sum of money equivalent to the notice to be served shall become deductible from the Severance Benefits of the employee.
- (d) Abscondment: where a Local Government employee deserts his/her place of work without permission from the concerned County Department Head for a period exceeding twenty-one (21) days, the County Department Head shall in consultation with the County Executive Director put up notices in the available media, requesting the Local Government employee to report to his place of work within seven (7) days. On failure, he/she shall be tried in absentia by the appropriate Board of Discipline, and dismissed without notice.
- (e) Retirement: Retirement on grounds of age is expected to take place upon attainment of Pensionable age as defined in the Civil Service Pension Scheme Act, 2013. However, when there is a lack of a qualified staff in any profession whose functions are a priority for the Local Government Civil Service, the County Department Head through the County Executive Director, may propose that the appointing authority postpone the retirement of the retired Local Government employee of that profession up to a maximum of two (2) years.
- (f) Resignation: A Local Government employee may resign from his/her post in the County Civil Service. He/she shall give thirty (30) days' written notice or pay one month's salary in lieu of notice. Upon resignation, the provisions of the Civil Service Pensions Scheme Act 2012 shall apply. The letter of notice shall be addressed to the Appointing Authority through his/her County Department Head.

## 5.3 Types of termination

### 5.3.1 Dismissal

- (a) A Local Government employee may be dismissed with or without notice on the following grounds:
  - (i) Irregular or fraudulent recruitment.
  - (ii) Loss of South Sudan Nationality or other civil rights under the law.
  - (iii) Abscondment and/or unjustified absence from his/her post for a period exceeding twenty-one (21) calendar days.
  - (iv) Poor performance on two consecutive performance evaluations, with no mitigating circumstances.

- (v) Disciplinary decision of the Board of Discipline for gross misconduct, criminal offences, etc.
- (b) Dismissal does not affect the Local Government employee's rights under the Civil Service Pension Scheme Act 2013.

#### 5.3.2 Retirement before Attainment of Pensionable Age

- (a) A Local Government employee may become redundant as a result of Government administrative re-structuring, or downsizing in accordance with Government policies. Where transfer or redeployment is not possible, the Local Government employee shall be laid off due to redundancy and be paid severance compensation.
- (b) On confirmation of the post to be abolished by the Department, the County Executive Director shall serve the Local Government employee affected with a Notice of Abolition of his/her post.
- (c) A Local Government employee whose post is abolished shall be given priority consideration of transfer to another Department/Unit provided his/her performance is satisfactory and his/her skills are required.
- (d) A Local Government employee who is laid-off on the ground of abolition of office/ post shall be entitled to a letter of reference to assist his/her search for new employment opportunities.
- (e) Severance pay shall be based upon the Local Government employee's grade and length of service. He/she shall be paid the equivalent of six (6) months gross pay in lieu of notice.
- (f) Transport shall be provided for the Local Government employee and his/her immediate family to his/her home of domicile using the most direct and economical route.

#### 5.3.3 Unsatisfactory Completion of Probationary Period

A Local Government employee on probation shall be terminated if the Head of Unit observes that he/she has failed to perform satisfactorily during the probation period with effective from the date, the probation period comes to an end. The terminated Local Government employee shall be compensated in accordance with the Civil Servant Pension Scheme Act 2013.

#### 5.3.4 Termination of Special Contract

- (a) A Local Government employee on contract may be terminated before the end of the term of the contract in accordance with the specified period stated in the contract.
- (b) A terminated contract employee shall be entitled to severance allowance of three (3) months basic salary as gratuity unless the termination is a result of breach of contract.

#### 5.3.5 Appointment to Political Post

A Local Government employee shall be terminated when appointed to a political post with effect from the date of the appointment. The Local Government employee Local Government employee

shall be entitled to the post service benefits and cannot be considered for reappointment into the Civil Service.

#### 5.3.6 Transfer of Service

A Local Government employee who is transferred to another Institution with different terms of service but still in the Civil Service, shall contribute to his/her pension in accordance with the rules of the Civil Service Pension Scheme Act 2013.

#### 5.3.7 Death

- (a) The death of a Local Government employee must be reported immediately by the quickest means of communication to the County Department Head, who shall in turn inform the next of kin. The initial notification must be followed by a detailed report with the following:
  - (i) Date and time of death;
  - (ii) Address of next-of-kin; and
  - (iii) Death Certificate or Letter from the Village Chief confirming the death of a Local Government employee.
- (b) Burial expenses for all Local Government employees shall be borne by the government and shall include the following:
  - (i) Coffin;
  - (ii) Shroud (wrapping cloth);
  - (iii) Wreath;
  - (iv) Mortuary expenses;
  - (v) Funeral service expenses;
  - (vi) Transport of the deceased from the point of death to the home place or any other place decided by the Local Government employee, prior to the death or his/her relatives or official representative(s); and
  - (vii) The Head of the concerned County Department shall provide the transport and any other assistance to the deceased Local Government employee's family in connection with the burial expenses.
- (c) County Departments shall make budget provisions for burial expenses for staff.
- (d) The head of the County Department where the deceased Local Government employee was employed shall draft a Notice stating the name of the employee, his/her designation, the County Department with which he/she was serving, the place, date of death, which should be dispatched to the County HR Unit (and the concerned State Ministry in the case of staff seconded from State Governments) for action in relation to stoppage of salary and payment of the deceased's benefits to his/her survivors.

- (e) The County Executive Director shall write a letter of a personal and sympathetic nature to the Local Government employee's next of kin, which should refer to the departed employee's contribution and the esteem in which he/she was held in the County Civil Service.
- (f) The County Executive Director, or his/her representative may, if possible accompanied by other members of staff shall be present during the burial ceremony.
- (g) When a Local Government employee is killed on duty or dies as a result of injuries sustained during the course of his/her public service, a full report of the circumstances which led to the employee's death shall be sent to the County Executive Director (and the same submitted to the SMoLPS in the case of seconded staff), together with a copy of the Local Government employee's death certificate signed by the government medical officer for pension and compensation purposes.
- (h) County Executive Directors shall ensure that severance benefits of a deceased Local Government employee are paid promptly by making submissions to the County HR Unit (and the SMoLPS in the case of seconded staff) within a period of 30 calendar days from the date of demise.
- (i) Application for probate letters of administration must be made before the High Court personally by the Local Government employee's next-of-kin, or by a duly authorized attorney within two months from the date of the deceased's death, or otherwise the Administrator General may apply for a grant of representation of the deceased's estate or may administer it summarily if it falls within his/her summary jurisdiction. A Letter of Administration shall only be granted to persons who are connected with the deceased by marriage or consanguinity in that order in accordance with the Succession Act and filing application by such shall be clearly explained to the intending applicant(s).
- (j) A Local Government employee upon death shall have his/her post-service benefits paid to his/her legal inheritance upon presentation of a death certificate. In addition, he/she shall be given a decent burial at Government expense, as well as transportation of the deceased's family members and property to the home of domicile within the Republic of South Sudan.
- (a) In case of death the County Executive Director in consultation with the Head of concerned County Department shall constitute a committee to recover all government property previously under the care of the deceased Local Government employee within a period of three months.
- (b) In the case of a Local Government employee who is in receipt of house allowance, the government shall pay three months' house rent to the family of the deceased.

## **5.4 Benefits related to termination**

### 5.4.1 Transport for Local Government Employees on Termination

The Local Government shall provide transport for terminated employees and eligible dependents, together with personal effects to the place of domicile within the Republic of South Sudan, using the most appropriate and economical means of transport. This shall only be when the ex-employee is returning to his/her home of domicile within the Republic of South Sudan.

#### 5.4.2 Pension and Disability Pension

- (a) A deceased Local Government employee benefits shall be provided in accordance with the provisions of the Civil Service Pension Scheme Act 2013.
- (b) A Local Government employee who is permanently and totally disabled shall be provided a disability pension in accordance with the provisions of the Civil Service Pension Scheme Act 2013.

#### 5.4.3 Severance Pay

Except where otherwise provided, a terminated Local Government employee shall be paid a Severance Benefit of three (3) months basic salary as gratuity.

### **5.5 Clearance Certificate**

An LG employee when terminating his/her service must submit a Clearance Certificate to the HR Unit, duly completed and signed by his/her Head of Department, the Head of Administration and Finance, Payroll Unit, Stores certifying that he/she has returned the property of Local Government issued to him/her to facilitate the performance of his/her duties, or the rights to use such property (or services) are appropriately discontinued. The Head of Department will assume financial responsibility for any unrecovered Local Government property.

### **5.6 Certificate of Service**

- (a) On termination of the service of a Local Government employee, the County Human Resource Unit shall issue a Certificate of Service in triplicate containing the following information and data (Annex 12):
  - (i) Employee's full name
  - (ii) Date of appointment into the service
  - (iii) Establishment number
  - (iv) Date of the termination of service
  - (v) Job title and grade
  - (vi) Recommendation by the County Executive Director or Head of concerned County Department.

## PART II: SUMMARY DIVISION OF ROLES AND RESPONSIBILITIES

The matrix below summarizes the key roles of the major actors in County human resource management.

Name of Actor	HRM Role in the Local Government Civil Service
<b>COUNTY LEVEL</b>	
County Council	<ul style="list-style-type: none"> <li>(a) Approval of County Budget</li> <li>(b) Receipt and review of semi-annual and annual budget reports</li> <li>(c) Approval of Departmental Organization Structures.</li> <li>(d) Approval of Local Orders relating to HRM matters.</li> </ul>
County Executive Council	<ul style="list-style-type: none"> <li>(a) Overall responsibility for HRM matters in the County including procedures for staff attraction, appointment, promotion and discipline</li> <li>(b) Review and approval of County Nominal Roll</li> <li>(c) Review of Departmental Organization Structures</li> <li>(d) Review and approval of Job Descriptions and Job Specifications</li> <li>(e) Setting the budget ceiling for the County for submission to the County Council and to allow for the preparation and updating of County Nominal Roll and possible revision of Departmental structures.</li> <li>(f) Scrutinizing monthly and quarterly budget reports</li> <li>(g) Submitting semi-annual and annual reports to the County Council</li> <li>(h) Approving applications for study leave</li> <li>(i) Approval of unpaid leave applications in excess of 30 days</li> </ul>
County Executive Director	<ul style="list-style-type: none"> <li>(a) Head of Local Government Civil Service and Chief Accounting Officer</li> <li>(b) Overall responsible for payroll control and processing</li> <li>(c) Supervision of the administration and management of the County personnel</li> <li>(d) Overseeing HRM procedures for recruiting and retaining employees;</li> <li>(e) Ensuring the implementation and execution of the resolutions of the County Executive Council on all matters;</li> <li>(f) Effecting transfers within the county</li> <li>(g) Conducting performance appraisal of HoDs and the seconded staff and reporting on their work to the County Commissioner and the State Ministries concerned respectively.</li> <li>(h) Developing capacity building programmes and making recommendations to support technical staff and administrative officers, to the State Ministries concerned;</li> <li>(i) Constituting Recruitment Pre-Selection Committee</li> <li>(j) Constituting of Recruitment and Promotion Committees/Panels</li> </ul>

Name of Actor	HRM Role in the Local Government Civil Service
	<ul style="list-style-type: none"> <li>(k) Constituting of County High Board Discipline Committee</li> <li>(l) Issuing appointment letters</li> <li>(m) Approving monthly payroll reports and payment requests</li> </ul>
Departmental Head	<ul style="list-style-type: none"> <li>(a) Management and control of Departmental budget</li> <li>(b) Overall supervision of all staff in the Department</li> <li>(c) Assessment of Department's staff requirements and initiating recruitment or secondment processes</li> <li>(d) Attendance monitoring</li> <li>(e) Staff performance appraisal</li> <li>(f) Discipline processes, including constituting of Departmental Discipline Committee</li> <li>(g) Informing the County HR Officer of any changes to payroll information</li> <li>(h) Accounting for disbursement of salaries</li> <li>(i) Preparing the department's annual report</li> </ul>
County HR Officer	<ul style="list-style-type: none"> <li>(a) Handling a wide variety of HRM responsibilities for both compliance-oriented and strategic duties.</li> <li>(b) Ensuring accuracy of payroll records.</li> <li>(c) Providing HRM advisory services to the CED; County HoDs; etc. and making LG employees aware of their rights and obligations</li> <li>(d) Assisting County Departments in human resource planning</li> <li>(e) Preparing, reviewing and updating of the County Nominal Roll</li> <li>(f) Payroll review, verification, approval and submission to County Executive Director</li> <li>(g) Submitting copies of payroll reports to SMoPSHRD</li> <li>(h) Duties related to serving as Secretary to the County Recruitment and Promotion Committee</li> <li>(i) Etc.</li> </ul>
County Transfer Monitoring Committee	<ul style="list-style-type: none"> <li>(a) Monitoring and approving the release of transfers being made to Counties in line with the State budget</li> <li>(b) Monitoring the quarterly budget performance reports and payroll reports submitted by Counties, demonstrating the funds provided to them have been used in the correct manner</li> <li>(c) Coordinating capacity-building support to Counties, and take action where a county's performance is not improving.</li> </ul>
<b>STATE LEVEL</b>	
SMoPS&HRD	<ul style="list-style-type: none"> <li>(a) Supporting Counties during Recruitment, Promotion and Selection Interviews where County capacity is inadequate.</li> <li>(b) Assisting counties to fill positions by secondment when the county is unable to recruit.</li> </ul>

Name of Actor	HRM Role in the Local Government Civil Service
	<ul style="list-style-type: none"> <li>(c) Monitoring and ensuring legal compliance in the County recruitment and other HRM processes.</li> <li>(d) Participating in CMTC</li> </ul>
SMoLG	<ul style="list-style-type: none"> <li>(a) Recruitment, training/induction, deployment, promotion, transfer, and discipline of Local Government Administrative Officers.</li> <li>(b) Submitting cases of appointment to SMoPS&amp;HRD for issuance of Letters of Appointment of LG Administrative Officers.</li> <li>(c) Preparation of schedules and guidelines for internal transfers of LG Administrative Officers.</li> <li>(d) Submission to the State Council of Ministers the valid lists of promotions of LG Administrative Officers for deliberations and adoption of final resolution.</li> <li>(e) Performance Appraisal of County of County Executive Directors</li> <li>(f) Review of performance appraisals of Local Government Administrative Officers.</li> <li>(g) Review of county budgets and submitting a copy to the Local Government Board</li> </ul>
Minister of SMoLG	<ul style="list-style-type: none"> <li>(a) Raising memos to the State Council of Ministers for promotion into super scale grades</li> <li>(b) Transfer of Local Government Administrative Officers</li> <li>(c) Constituting a High Board of Discipline to handle cases relating to County Executive Directors</li> </ul>
SMoF	<ul style="list-style-type: none"> <li>(a) Making Block and Conditional Transfers to Counties</li> <li>(b) Processing monthly transfer of salaries to Counties for payment</li> <li>(c) Review of county payroll and salary payment compliance (through County Transfer Monitoring Committees)</li> <li>(d) Convening of State CTMC</li> </ul>
State Sector Departments	<ul style="list-style-type: none"> <li>(a) Assisting County Departments in customizing model organization structures and job descriptions/specifications</li> <li>(b) Budgeting for conditional grants for county sector staff</li> <li>(c) Monitoring transfer of conditional transfers for county staff (including through County Transfer Monitoring Committee meetings)</li> <li>(d) Secondment of staff to County Departments when these positions cannot be filled by County recruitments,</li> <li>(e) Handling disciplinary cases of seconded staff after investigations have been completed and recommendations made at the County level and been forwarded by the Executive Director.</li> </ul>



Name of Actor	HRM Role in the Local Government Civil Service
	(f) Supporting LGs in staff training and development
State Transfer Monitoring Committee	<p>(a) Making monthly reports on whether States have submitted accountabilities for their previous transfers in relation to: budget execution; payroll; requests for capital transfers; and amount to be transferred to each State</p> <p>(b) Setting out the actions that are recommended where a State has not submitted reports</p> <p>(c) Submitting to the 1<sup>st</sup> Undersecretary of the Ministry of Finance and Economic Planning, and the Undersecretary of the Ministry of Labour &amp; Public Service by the start of the second week of month.</p> <p>(d) Issuing a standing invitation for comments and requests from Line Ministries concerning state transfers and all payroll, and a monthly deadline for input into the payroll.</p>
<b>NATIONAL LEVEL</b>	
Local Government Board	<p>(a) Liaising with the national MoPS&amp;HRD on all HRM policy matters related to Local Government.</p> <p>(b) Conducting training needs assessment of Admin. Officers in conjunction with SMoLG and organizing training for LG Administrative Officers.</p> <p>(c) Soliciting of scholarships from partners for the training of LG Administrative officers.</p> <p>(d) Constitution of Technical Committees to process the promotions of LG Administrative Officers upon receipt of the recommendations from the State Ministries of Local Government.</p> <p>(e) Maintenance of the General List of all Administrative Officers according to their batches and seniority</p>
National MoPS&HRD	<p>(a) Formulating public service HRM legal, policy and regulatory framework</p> <p>(b) Setting HRM standards</p> <p>(c) Provide the system and guidelines for payroll management</p> <p>(d) Managing and maintaining the HRMIS</p> <p>(e) Civil Service training and capacity building</p> <p>(f) Resource mobilization for training and capacity development</p> <p>(g) Through participation in the State Mentoring Teams, mentor and monitor states functionality in support of county HRM including payroll management.</p> <p>(h) Participating in the CTMC</p>
National Ministry of Finance	<p>(a) Budgeting for Block grants.</p> <p>(b) Preparing budgeting and reporting guidelines</p>

Name of Actor	HRM Role in the Local Government Civil Service
	(c) Transferring block and conditional grants for States (d) Convening STMC
Sector Ministries	(a) Preparation of model organization structures and job descriptions/specifications for County Departments (b) Supporting LGs in staff training and development (c) Participating in STMC

### PART III: FORMS

This Part provides an overview of the Forms to be used for various HRM processes.

All tasks and activities performed in Local Government offices are expected to be conducted following certain processes, methods and procedures as set out in various Office Manuals/ Circulars. Most offices practices are simplified through the use of standard Forms.

Forms are standard tools for providing data and information that helps in decision making. Forms relating to this Interim Manual comprise part of the Appendices to this report, and can be obtained from the Human Resources (Establishment) Offices of Local Governments.

Different types of Forms (see Annexes) shall be used by Human Resource Officers and Heads of Departments and Units as follows:

1. **Nominal Roll Form 10:** This Form shall be completed by County HR Officers to indicate the maximum number of staff that may be employed in the County in accordance with the approved budget, the organization chart, and the establishment structure. The completed and approved Nominal Roll Form shall be retained in the County HR Unit and copies of the same shall be provided to the concerned County Department, the SMOPS&HRD, and the SMoLG.
2. **Format for Advertising Vacant Positions Form:** This Form will be used by the County HR Officer in consultation with the County Executive Director and Heads of County Departments to advertize vacant posts for recruitment.
3. **Recruitment and Promotion Interview Rating Form:** Shall be used by members of the County Recruitment and Promotion to rate shortlisted applicants appearing before the Committee for interview. The highest rated applicant(s) will be selected to fill vacant advertised post(s). Each Committee members shall complete this Form and sign it.
4. **County Recruitment and Promotion Committee Decision Summary Form:** Shall be completed and signed by individually by each member of the Committee to indicate his/her ranking the total scores of candidates being interviewed.
5. **Letter of Probationary Appointment:** Shall be completed by the CED to convey the Local Government decision to offer the successful candidate probationary appointment after being selected by the County Recruitment and Promotion Committee.

6. **Transfer Notification Form:** Shall be used by the County Executive Director and County Heads of Departments to authorize the transfer of of aLG employee from one Department to another within the County, or one Unit to another within a County Department, respectively.
7. **Confirmation of Appointment Form:** Shall be completed by the CED to convey to a Local Government employee serving on probation the decision to confirm him/her following the satisfactory completion of his/her probation period.
8. **Establishment Form No. 40** to recommend a candidate for appointment into the civil service. This Form shall be completed by the Head of Department to recommend a candidate for appointment to the County Executive Director. This Form shall be placed in the officer's Establishment File and a copy shall be retained in the Departmental File.
9. **Establishment Form No. 1: Recommendation for Promotion/ Upgrading Form:** shall be completed by the County Head of Department to recommend an officer for promotion/ Upgrading. The Form shall be completed by the Head of Department for submission to the County Executive Director.
10. **Leave Roster Form** to be completed at the beginning of the year by each Local Government employee in each Unit to indicate when he/she would like to proceed on leave. Each Head of Unit shall ensure that all staff in his/her Unit plan their leave in a manner that does not disrupt work schedules. The completed Leave Roster shall be maintained by the County HR Officer and copies shall be retained by the concerned Department.
11. **Leave Application Form** to be completed by employees before they proceed on leave. The completed Leave Application Form shall be placed in the employee's Establishment File in the County HR Unit. A copy of the completed Leave Application Form shall retained in the Departmental File.
12. **Leave Certificate Form** to indicate official grant of leave. This shall be retained in the employee's Establishment File and also in the officer's Departmental File.
13. **Certificate of Service Form** to be completed by the County HR Officer for each employee at the time of termination of service. The original completed Form shall be given to the employee and copies of the same shall be retained in his/her Establishment File in the HR Unit and in the Departmental File.
14. **Sick-Leave Form** shall be issued and signed by the Head of Unit to an employee who takes illness-related time-off authorized by a government doctor, or other recognized medical doctor. It shall be the duty of the Local Government employee to ensure that the Sick-Leave Form is completed, signed and officially stamped by the concerned doctor. This Form shall be placed in the employee's Establishment File in the HR Unit, wih a copy in the Departmental File.
15. **Payroll Data Change Request Form** to be completed by Payroll Managers/HR Officers monthly to enter information primarily on attendance and on payroll changes (especially where staff have left the payroll). This Form shall accompany the payroll when it is submitted to the SMoPS&HRD for verification and authorization. A copy of the completed Form shall be retained in the Officer's Establishment File in the HR Unit.
16. **Request for Acting Allowance Form** shall be completed and signed by the Head of Department/Unit when recommending an officer to be paid Acting Allowance for performing the duties of a vacant higher post than the one he/she is substantively appointed to. The Form

shall be retained in the officer's Establishment File, while a copy shall be kept in the County Departmental File.

17. **PUBLIC SERVICE EMPLOYEES DISCIPLINE ACT, 1994 Forms- (to be completed by various County officials as appropriate):**

- a) **Public Service Employees Discipline Act, 1994 Form No. 1** shall be completed by the County Executive Director or Head of Department when suspending a Local Government employee for a grave offence and shall be copied to the County Accountant. The completed Form shall be served to the accused officer and a copy placed in his/her Establishment File in the County HR Unit. Another copy shall be kept in the officer's Departmental File.
- b) **Charge Sheet Form 2:** shall be completed by the County Department Head after the result of the investigation of an officer who is a subject of disciplinary action. The completed Form shall be placed in the officer's Establishment File in the HR Unit and copy in the Departmental File.
- c) **Form 3: Constitution of a Board of Discipline Members to Hear the Case of a Local Government Employee Suspended from Work for Grave Offence:** This Form shall be completed by the County Department Head or County Executive Director (as appropriate) to constitute a Board of Discipline to hear the case of an accused Local Government employee. A copy of the completed Form shall be kept in the accused officer's Departmental File. Copies of the Form shall be given to Members of the Discipline Board and the County HR Officer.
- d) **Form 4(A): Constitution of Departmental Board of Discipline for Officers in Grades 7-and below:** This shall be completed by the County Head of Department to convene a Board of Discipline for staff for officers in Grades 7-15. Copies of the completed Form shall be given to the Members of the departmental Board of Discipline for Officers in Grades 7-15. The original completed Form (4A) shall be placed in the officer's Departmental File.
- e) **Form 4(B): Constitution of Board of Discipline for Officers in Grades 4-6:** This shall be completed by the County Executive Director to convene a Board of Discipline for staff for officers in super scale Grades 4-6. Copies of the completed Form shall be given to the Members of Board of Discipline for Officers in Grades 4-6. The original completed Form (4B) shall be placed in the officer's Confidential File in the HR Unit. Copies of the completed Form shall be given to the Members of Board of Discipline and to the County Commissioner (for information this being super grade level) for Officers in Grades 4-6.
- f) **Form 5: Hearing of the Case by Board Of Discipline:** This Form shall be completed by the County HR Officer being the Secretary of the Board of Discipline. The completed Form for officers in Grades 7-15 shall be retained the officer's Departmental File. In the case of Officers in Grades 4-6 the completed shall be retained in the officer's Establishment File in the HR Unit.
- g) **Form 6: Notification of the Decision of the Board of Discipline:** This Form shall be completed by the County HR Officer being Secretary to the Board of Discipline for officers in Grades 7-15. The original signed Form 6 shall be retained in the officer's Establishment File in the HR Unit, with a copy kept in the officer's Departmental File. Notification of the Board of Discipline's decision for officers in Grades 4-6 shall be signed by the County Executive Director and copies kept in the officer's Confidential File. Copies of the completed Form shall be given to the County Executive Director, concerned County Department Head, Chair of the Board of Discipline, and the Accused Officer.

- h) **Form 7: Advice to the Accused Officer to Appeal to the Employees Complaints and Grievances Bureau:** This Form shall be completed by the County HR Officer to advise an Accused Officer to appeal against the verdict passed against him/her by the Board of Discipline to the Employees Complaints and Grievances Bureau within thirty (30) days from the date of this notification. Copies of the completed Form for officers in Grades 7-15 shall be kept in the officer's Establishment and Departmental Files. For Officers in Grades 4-6, copies shall be kept in the Confidential File.
18. **File Movement Register** shall be completed by the Records Clerk to trace the movement of Files at the County Headquarters and in County Departments. The register shall be kept in the by the Clerk in charge of managing records in the Clerical Office.
19. **Local Government Staff Performance Appraisal Forms** shall be completed annually on the prescribed Forms for each category of staff as follows
- (a) Performance Evaluation Form for holders of Administrative Leadership Posts
  - (b) Performance Evaluation Forms for holders of Super Scale Posts
  - (c) Performance Evaluation Form for Holders of Professional and Scientific Posts
  - (d) Performance Evaluation Forms for Holders of Technical Posts
  - (e) Teachers Performance Evaluation Form
  - (f) Performance Evaluation Forms for Classified and Unclassified Staff in Job Grades 10-17
20. **Employee Exit Form** is to be used by HR Officers and/or supervisors to collect qualitative information from exiting employees to identify work environment issues that contribute to both retention and turnover, and to provide exiting employees an opportunity to voice concerns and make suggestions. Data from exit interviews may be used to help improve human resource practices, e.g. recruiting, orientation, performance management, training, working conditions, etc.
21. **Clearance Form** is to be completed when a Local Government employee is transferred from one Department to another, proceeding on prolonged leave without pay, or when terminating employment to ensure that the employee: is discontinued from the payroll; has returned all government property; and cleared all liabilities. Clearance actions on this Form are to be completed by the relevant Department, the IT Unit, Stores Section, HR Officer, Accounts Section, and signed by the County Deputy Director of Administration and Finance, with a copy to the relevant County Head of Department.

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## Annex 1: An Example of a Job Description and Job Specification Template

<p><b>Job Title:</b>  <b>Job Location:</b>  <b>Reports to:</b> <i>Title of Manager/Supervisor (not person's name)</i>  <b>Salary Grade:</b></p>
<p><b>Duties and Responsibilities</b></p> <p>(a) Write short paragraph providing the functional statement (overall responsibility of the job) summarizing the functions, duties and responsibilities of the unit in which the position is located.</p> <p>Overall Responsibility: <i>The County Director of Education is the head of the County Education Department, and is in charge of education policy implementation at County level.</i></p> <p>(b) List the specific duties and responsibilities of the position that are to be performed. Items should begin with action words such as perform, responsible for, deliver, develop, etc. e.g. the duties and responsibilities of the County Education Director are to:</p> <ul style="list-style-type: none"> <li>• <i>Review all education plans submitted from Payams and make appropriate recommendation;</i></li> <li>• <i>Supervise or oversee the activities of education in the County;</i></li> <li>• <i>Supervise and monitor continuous school assessment; etc.</i></li> </ul> <p>(c) If the position is part of a group of levels, be sure to show the increase in responsibility or progress required to advance to different levels.</p>
<p><b>Job Specifications</b></p> <p>(a) This section describes the education and/or work experience requirements of the post holder.</p> <p>(b) The section is used to describe what knowledge, skills and abilities are required to perform satisfactorily the duties and responsibilities listed in the job description.</p> <p>(c) Where the position requires management or supervisory skills, this should be mentioned.</p> <p>(d) If the position is part of a group of levels in the organization structure, it is important to indicate the increase in the knowledge, skills and abilities necessary to perform the daily tasks and job duties.</p> <p>Some examples are:  Appointment to the position of County Education Director will be made from among candidates in possession of:</p> <p>(a) <i>Master of Arts (MA) degree in Education or its equivalent from a recognized university</i></p> <p>(b) <i>At least six (6) years relevant professional and supervisory experience</i></p> <p>(c) <i>Bachelors' degree in Education from a recognized university with at least eight (8) years relevant professional and supervisory experience.</i></p> <p>(d) <i>Diploma in Education holders with at least ten (10) years relevant professional and supervisory experience shall also be considered.</i></p> <p>Possession of a Diploma in Management will be an added advantage.</p>
<p><b>Other Abilities /Competencies</b></p> <p>(a) Ability to gather data, to compile information, and prepare reports</p> <p>(b) Ability to communicate effectively, both orally and in writing</p> <p>(c) Knowledge of general accounting and budgeting</p> <p>(d) Proficiency in the use of Microsoft Office applications</p>
<p><b>Approved by:</b> _____ <b>Date:</b> _____</p>

## Annex 2: Sample of Nominal Roll Template

**Republic of South Sudan**  
**Public Service Form (10)**  
**County Nominal Roll of 2013/2014 Approved Chapter One Budget by Departments**  
**County Department Name**  
**Classified Staff**

1.	2	3.	4.	5.	6.	7.	8.
Post No.	EST. No	Title of Post	Segment	Grade	A. Name B. Nationality C. Service Status D. File No.	A. Date of Birth B. Appointment Date C. Last Promotion D. Last Increase	Present Monthly Salary Rate
A	1	Executive Secretary	1188/1388	7 Ord	A. Name B. South Sudanese C. Pensionable D. 50.B.1/5	A. 01/01/1976 B. 01/10/2009 C. No. D. 01/01/2011	
B	1	Inspector of Accounts	1075/1200	8 Ord	A. Name B. South Sudanese C. Pensionable D.	A. B. C. D.	
C		Asset and Building Supervisor	925/1125	9 Ord	A. Name B. South Sudanese C. Pensionable D. 50.B.1/5	A. B. C. D.	
D		Asset and Building Supervisor	925/1125	9 Ord	A. Name B. South Sudanese C. Pensionable D. 50.B.1/5	A. B. C. D.	



**Annex 3: Format of the Letter of Invitation for Interview**

REPUBLIC OF SOUTH SUDAN  
(County Letterhead)

Date \_\_\_\_\_

REF: \_\_\_\_\_

To: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dear Mr./Mrs. Miss \_\_\_\_\_

**SUBJECT: INVITATION FOR INTERVIEW FOR THE POSITION OF .....**

Further to your application for the position of \_\_\_\_\_ dated \_\_\_\_\_, I am pleased to inform you that you have been shortlisted for this position.

You are invited for interview which will take place in our County Offices located at \_\_\_\_\_  
\_\_\_\_\_ on \_\_\_\_\_ (date)  
\_\_\_\_\_ at (time) \_\_\_\_\_

You are required to bring with you the following documents:

1. Original Academic Certificates;
2. Original Transcripts;
3. Birth Certificate (or a document to prove your age);
4. Testimonials; and
5. National Identity Card/Recognized Proof of Nationality.

Please note that this Invitation for Interview is not a guarantee of employment in the Local Government.

Yours faithfully,  
\_\_\_\_\_  
For County Executive Director

**Annex 4: Transfer Notification Form**

This Form shall be used to effect transfer of an employee from one department, Section, or Unit to another.

<b>Notification of Transfer of a Local Government Employee</b>			
Name of LG employee being transferred _____			
Personnel No. _____			
Designation _____ Current Job Grade _____			
Current Department/Section/Unit _____			
<b>Please return this form to the County HR Unit</b>			
To:			
Department:			
Section/Unit:			
Date:			
<b>Notification</b>			
You are hereby notified that it has been decided that you be transferred from your present position as follows:			
Name of Current Position	To	Name of New Position	Name of New Department, Section or Unit
1. With effect from (date of taking up new position)			
2. You will report to ( <i>Title New Supervisor</i> ).			
3. Your remuneration will be ( <i>state no changes to remuneration, or new remuneration</i> ).			
<b>HR Unit and Payroll Actions</b>			
Action	Signed Done		
Personnel record noted			
Payroll change noted and effected			
Notes/Comments			
<b>Recommendation of Transfer by Head of Department</b>			
Signature of Department Director:			
Name and title of Department Director:			
Date:			
<b>Authorization of Transfer by County Executive Director</b>			
Name of County Executive Director:			
Signature of County Executive Director:			
Date:			

## **Annex 5: Format for Advertising Vacant Positions**

The advertisement for vacant positions in County Departments should take the following Format:

1. Job Title \_\_\_\_\_
2. Job Grade \_\_\_\_\_
3. Location \_\_\_\_\_
4. Responsible supervisor by position (not name) \_\_\_\_\_
5. Job Description (i.e. duties and responsibilities assigned to the position being advertized)
  - a) \_\_\_\_\_
  - b) \_\_\_\_\_
  - c) \_\_\_\_\_
  - d) \_\_\_\_\_
  - e) \_\_\_\_\_
6. Minimum qualifications and experience required  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
7. Documents to be submitted together with the letter of application (e.g. copy of certificates, curriculum vitae; testimonials; proof of nationality, etc.)
8. The place where applications and job request documents are to be submitted and the person responsible to receive them.
9. Deadline for submission of applications.

**Annex 6: Recruitment and Promotion Interview Rating Form**

Interview Rating Form (Confidential)			
County Name			
State			
Name of Committee Member			
Job Title		Job Grade	
Department			
Interview date			
Ranking Instructions		Rate each Interviewee's Response on a Scale of 0- 10	
0- 2		Poor	
3- 4		Fair	
5 -6		Good	
7 - 8		Very Good	
9 -10		Excellent	

Name of Applicant			
Selection Criteria		Ranking 1-10	Reasons and comments for decision
Appointment		Rejected	
		May consider for appointment	
		Recommended for appointment	
Any other comments:			

Signature of Committee Member..... Date.....

## Annex 7: Recruitment and Promotion Committee Decision Summary Form

Each member should complete this Form and submit to the Secretary of the County Recruitment and Promotion Committee

**Title of Post:** .....

**Department:** .....

**Name of Committee Member:** .....

**Date:** .....

Please record your scores for each applicant for the examination and the interview for this position. **The highest score is the best qualified candidate.**

Name of Committee Member					
	Examination Score	Actual Interview	Score	Total Score	RANK
1.		Met minimum qualifications for appointment to this position			
2.		Possesses minimum experience required			
3.		Additional relevant qualifications			
4.		Job knowledge			
5.		Leadership skills			
6.		Communication skills			
7.		Specific skills			
8.	<b>TOTAL SCORE</b>				

**Earliest possible reporting date** \_\_\_\_\_  
**COMMENTS**

Scoring Instructions		Rate each trait on a Scale of 0- 10
a)	0- 2	Poor
b)	3- 4	Fair
c)	5 -6	Good
d)	7 - 8	Very Good
e)	9 -10	Excellent

**Signature of Committee Member**..... **Date**.....

**Annex 8: Establishment Form No. 40**

**THE GOVERNMENT OF SOUTH SUDAN**

**Ministry of Labour, Public Service and Human Resource Development**

ESTABLISHMENT FORM No. 40

To \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Submitted by \_\_\_\_\_

Designation \_\_\_\_\_

**1. PARTICULARS OF THE CANDIDATE RECOMMENDED FOR APPOINTMENT**

- a) Name of Candidate \_\_\_\_\_
- b) Date of Birth -or attach Certificate of Assessment of Age ( ) *Tick*
- c) Nationality Certificate must be attached ( ) *Tick*
- d) Certificate of Academic Qualification must be attached ( ) *Tick*
- e) Certificate(s) or testimonial(s) of previous experience (if any) should be attached ( ) *Tick*

**2. VACANCY**

- a) Title of Post \_\_\_\_\_
- b) Segment \_\_\_\_\_
- c) Number of Post \_\_\_\_\_
- d) Date on which vacancy occurred \_\_\_\_\_
- e) Reason for vacancy occurring \_\_\_\_\_
- f) Kind of Post \_\_\_\_\_

**3. REASON FOR SELECTION**

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

Signature of Head of Department \_\_\_\_\_

Number \_\_\_\_\_

Date \_\_\_\_\_

**Annex 9: Letter of Probationary Appointment**

Further to your interview with the (Name of County), I am pleased to convey the County’s decision to offer you employment with effect from \_\_dd\_\_\_\_m\_\_\_\_20\_\_ on the following terms and conditions:

**1. Position**

You will be employed as (Job Title)

\_\_\_\_\_

You will report to: (title of supervisor) \_\_\_\_\_ -

\_\_\_\_\_

**2. Location of Work**

You will be based at the County headquarters in (department). As an employee of Local Government, you will be expected to serve and represent the Department in any part of the County.

**3. Working Hours**

The Local Government has a five-day and 40 hours work week. Normal working hours are from 8.00 a.m. to 1.00 p.m. with a lunch break between 1.00 p.m. and 2.00 p.m. to 5.00 p.m. However, you may be called upon to work on a different schedule due to the exigencies of work from time to time, provided that the hours shall be at least (40) hours in a week. You are expected to observe the official working hours, report to your places of work promptly and not leave without permission

**4. Probationary Period**

You serve on probation in the first instance for a period of twelve (12) month(s) during which time your suitability for confirmation of appointment will be assessed. Your performance will be continuously appraised by your supervisor and discussed with you. This appointment may be terminated by either the Local Government or by yourself by giving one-month’s notice, or upon payment of one month’s salary in lieu of notice.

**5. Completion of Probation**

On successful completion of the probationary period, you will be confirmed in your position and enjoy the full benefits and responsibilities of permanent and pensionable employment. Your employment is regulated by the South Sudan Civil Service Act 2011, the Local Government Act 2009 and the provisions of other relevant laws and policies. You must familiarize yourself with the provisions of the current laws governing employment in the Local Government and others that may be issued from time to time.

**6. Remuneration**

The salary attached to the position of (title to which he/she is being appointed) is in Job Grade XX; (salary band SSP XXXX). You will enter at (segment SSP XXXX) per month subject to income tax and other statutory deductions.

The amount shall be payable monthly in arrears not later than the last day of the month.

Annual increment is based purely based on satisfactory performance of your duties and responsibilities.

**6. Job Description**

Your job description setting out your duties and responsibilities is herewith attached in duplicate.

Please sign the attached copy to signify that it is understood and will be adhered to for official record.

**7. Rights and Obligations**

*As a Local Government employee, you have specific rights and obligations. Please ensure that you obtain the necessary documents from the County Human Resource Officer to enlighten yourself about your other entitlements, including the different types of leave, Pension, Death and Retirement Benefits, Medical Benefits, Disciplinary Procedures, etc. and the rules and regulations governing human resource management and the code of conduct*

You are required to devote your whole time and attention to your duties diligently, doing all in your power to serve the people in this County through the services rendered by the Local Government.

This letter of appointment is sent to you in duplicate. If the above terms are acceptable, please sign below in front of a witness. The signed duplicate of this letter should be returned to the County HR Officer in the Finance and Administration Department, who will also arrange for your induction.

**Yours faithfully,**

**County Executive Director**

Acceptance by Employee

**I, (Full Legal Name) \_\_\_\_\_  
hereby confirm that I have read and understood the above and do accept the appointment subject to terms of this letter. I confirm that I will be able to take up the appointment with effect from (date\_\_\_\_\_).**

**Signature\_\_\_\_\_ Date: \_\_\_\_\_**

Witness: Name\_\_\_\_\_ Signature \_\_\_\_\_



(Print on County Letterhead)

**Annex 10: Confirmation of Appointment Form**

**REF: CONFIRMATION OF APPOINTMENT**

Reference is made to this Office letter of “Offer of Appointment on Probationary Terms” dated \_\_\_\_\_.

Following the satisfactory completion of your probation period, I am writing to convey the decision to confirm your appointment with effect from (*date of this letter*), and to admit you into permanent and pensionable terms of employment in accordance with the provisions of the South Sudan Civil Service Pension Scheme Act 2012. You will be subjected to monthly pensions deductions in accordance with this Act.

Your employment henceforth will be on a permanent basis subject to satisfactory performance of duties assigned to you.

On behalf of the Local Government, I welcome you to the permanent staff and wish you an enjoyable and rewarding career.

Yours faithfully,

**County Executive Director**

**Cc.**

1. Head of Department
2. HR Officer
3. Payroll Manager

## Annex 10: Payroll Data Change Request Form

<b>SECTION A: STAFF CONTROL INFORMATION</b>	
<b>STAFF NUMBER (IF ISSUED)</b>	
<b>First Name:</b>	<b>Requested Change (please tick):</b> <input type="checkbox"/> Personal information change <input type="checkbox"/> Job title <input type="checkbox"/> Transfer <input type="checkbox"/> Deletion (circle) : Death; Retired Long Absence; Other: Specify _____ <input type="checkbox"/> Reinstatement: if employee requires reinstatement, specify reason:
<b>Second Name:</b>	
<b>Third Name:</b>	

<b>SECTION B: CHANGE REQUEST</b>			
Data Field	Old Information (Current Payroll Data)	New Information (Change requested)	Reason for Change
Job Title			
Work Station			
Job Title (attach qualification/ letter of appointment)			
Grade (attach qualification/ letter of appointment)			
Payam/County			

<b>SECTION C: AUTHORIZATION</b>			
	Name	Signature/Stamp	Date
Workstation person in charge			
Relevant county official			
Relevant State Ministry official			
Input by [Name of Payroll Analyst/ Manager]			

**Directions: Relevant documentation for change requested must be attached**  
*The team acknowledges Charlie Goldsmith Associates for this Form*

MINISTRY OF LABOUR, PUBLIC SERVICE AND HUMAN RESOURCE DEVELOPMENT

**Annex 11: Request for Acting Allowance Form**

This Form shall be completed and signed by the Head of Department/Section/Unit when recommending an officer to be paid Acting Allowance for performing the duties of a vacant higher post than the one he/she is substantively appointed to. The Form shall be submitted to the State Ministry of Labour, Public Service and Human Resource Development for consideration and approval.

**1. In the case of a vacancy that has occurred from absence of an Officer holding the higher post:**

- a) Name of Absent Officer \_\_\_\_\_
- b) Title of Post \_\_\_\_\_
- c) Salary Scale of Post or Segment \_\_\_\_\_
- d) Reason of Absence \_\_\_\_\_
- e) Period of absence with dates up to the date of submission and date of return of absent officer if known \_\_\_\_\_

**2. In the case of a vacant post:**

- a) Title of Post \_\_\_\_\_
- b) Salary Scale of Post or Segment \_\_\_\_\_
- c) Date the vacancy occurred \_\_\_\_\_
- d) Number of Post in the Nominal Roll \_\_\_\_\_

**3. Details of the Officer being Recommended for Acting Allowance**

- a) Name \_\_\_\_\_
- b) Title of Post currently held \_\_\_\_\_
- c) Salary Scale or Segment \_\_\_\_\_
- d) Number of Post in the Nominal Roll \_\_\_\_\_
- e) Period of Acting/when duties of the higher post were performed with dates, or the exact period during which the officer is expected to perform the duties of the higher post \_\_\_\_\_  
\_\_\_\_\_.

\_\_\_\_\_  
Signed by Head of Department/Section/Unit

Date \_\_\_\_\_

THE REPUBLIC OF SOUTH SUDAN

**Annex 12: Establishment Form No. 1: Recommendation for Promotion/ Upgrading**

Submitted by \_\_\_\_\_

**1. VACANCY**

- (a) Title of Post \_\_\_\_\_
- (b) Salary Range \_\_\_\_\_
- (c) Reference No. in Nominal Roll \_\_\_\_\_
- (d) Caused by \_\_\_\_\_

**2. PARTICULARS OF OFFICER BEING RECOMMENDED**

- (a) Name of Officer \_\_\_\_\_
- (b) Classification to which officer belongs in the Civil Service Grading Schedule \_\_\_\_\_
- (c) Title of Post Currently held by Officer \_\_\_\_\_
- (d) Salary Range of Present Post \_\_\_\_\_
- (e) Reference No. in Nominal Roll \_\_\_\_\_
- (f) Present Pay SSP \_\_\_\_\_ per annum from (Date) \_\_\_\_\_

**3. PARTICULARS OF PROMOTION/UPGRADING**

- (a) Date officer was selected for Promotion/Upgrading \_\_\_\_\_
- (b) Date on which vacancy occurred \_\_\_\_\_
- (c) Date on which officer took up duties of the higher post \_\_\_\_\_
- (d) Unpaid salary after Promotion/Upgrading from \_\_\_\_\_
- (e) Pay SSP \_\_\_\_\_ per annum with effect from \_\_\_\_\_

(With eligibility for increase to SSP \_\_\_\_\_ on (Date) \_\_\_\_\_)

**REASON FOR SELECTION**

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

Officer's File Number \_\_\_\_\_

Signed by Head of Department \_\_\_\_\_ Date \_\_\_\_\_

**Annex 13: File Movement Register**

<b>FILE NUMBER</b>				
<b>Action Officer's Name</b>	<b>Folio No.</b>	<b>Date Received</b>	<b>Initials of Action Officer</b>	<b>Date Out</b>

## Annex 14: Leave Forms

### (14a) Annual Leave Entitlement in Calendar Days

Post Grade	Annual Leave Entitlement	Maximum of following year	Maximum leave in any year
1-4	45	15	60
5-7	40	10	50
6-9	35	10	45
10-15 ( <i>More than 10 years' service</i> )	30	10	40
10-15 ( <i>and Less than 10 years' service</i> )	25	10	35
16-17	25	5	30

**(14b) Leave Certificate Form**

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

Establishment No. \_\_\_\_\_

Job Title \_\_\_\_\_ Grade \_\_\_\_\_

Department/Unit \_\_\_\_\_

No. of days leave granted \_\_\_\_\_ Days

To be spent in (place) \_\_\_\_\_

Plus \_\_\_\_\_ days for travelling

Last leave granted (Date) from \_\_\_\_/\_\_\_\_/2\_\_\_\_ to \_\_\_\_/\_\_\_\_/2\_\_\_\_

Leave commencement date \_\_\_\_/\_\_\_\_/2\_\_\_\_ Return to work date \_\_\_\_/\_\_\_\_/2\_\_\_\_

Address of employee while on leave:

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

Duty Station \_\_\_\_\_

Date \_\_\_\_/\_\_\_\_/2\_\_\_\_

Signed \_\_\_\_\_

**Head of Department/Unit**





# Republic of South Sudan

## Ministry of Labour, Public Service and Human Resource Development

### Annex (14d): Sick-Sheet Form

Name	Department/ Section/Unit	Job Title	Ailment	Doctor's Remarks

Date \_\_\_\_\_ Time \_\_\_\_\_

\_\_\_\_\_  
Signed by Attending Medical Officer

**Official Stamp**

\_\_\_\_\_  
Signed by Head of Department/Section/Unit

**Official Stamp**

## REPUBLIC OF SOUTH SUDAN

### Annex 15: Performance Evaluation Forms

This Performance Evaluation Form is to be used to assess the performance of Local Government employees holding administrative leadership positions, i.e. County Executive Directors and Heads of County Departments in Job Grade 3.

#### Annex (15a): Performance Evaluation Form for holders of Administrative Leadership Posts

*(The Form is to be filled and shared with the concerned Staff Member whether his/her Performance Evaluation is Good or Adverse. The concerned Staff Member shall sign the Form after the evaluation is completed)*

**Department:** \_\_\_\_\_

**Unit:** \_\_\_\_\_

**Section:** \_\_\_\_\_

**Period of Evaluation: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

#### **PART ONE: OFFICER'S PERSONAL INFORMATION**

##### **1. BASIC INFORMATION**

Full Name \_\_\_\_\_

Date of Birth (or Assessment) \_\_\_\_\_

Date of joining the Service \_\_\_\_\_

Job Title \_\_\_\_\_

Grade \_\_\_\_\_

Language (s) \_\_\_\_\_

##### **2. ACADEMIC AND PROFESSIONAL QUALIFICATIONS**

1. Educational qualifications when joining the Service	(a) _____ (b) _____ (c) _____																
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: center;">Name of Course Attended</th> <th style="width: 15%; text-align: center;">Where</th> <th style="width: 15%; text-align: center;">From</th> <th style="width: 10%; text-align: center;">To</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">2. Training periods during Service</td> <td style="height: 20px;"></td> <td></td> <td></td> </tr> <tr> <td></td> <td style="height: 20px;"></td> <td></td> <td></td> </tr> <tr> <td></td> <td style="height: 20px;"></td> <td></td> <td></td> </tr> </tbody> </table>	Name of Course Attended	Where	From	To	2. Training periods during Service											
Name of Course Attended	Where	From	To														
2. Training periods during Service																	
<b>Qualifications Attained during Service</b>																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%; text-align: center;">Programme of Study</th> <th style="width: 20%; text-align: center;">Institution</th> <th style="width: 10%; text-align: center;">From</th> <th style="width: 10%; text-align: center;">To</th> <th style="width: 25%; text-align: center;">Award (Degree, Diploma, etc)</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">3. Educational</td> <td style="height: 20px;"></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Programme of Study	Institution	From	To	Award (Degree, Diploma, etc)	3. Educational										
Programme of Study	Institution	From	To	Award (Degree, Diploma, etc)													
3. Educational																	

Qualifications Attained during Service					

**PART TWO: OFFICER’S DUTIES AND RESPONSIBILITIES**

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
- (e) \_\_\_\_\_

**ASSESSMENT GUIDELINES**

- (i) Stands out as an exceptional employee; exemplary and beyond expectation, always timely, highly commendable: **④ OUTSTANDING**
- (ii) Work done is above par; often meets schedules, meets planned requirements more than expected: **③ ABOVE AVERAGE**
- (iii) Well up to required standard, usually beats deadlines, good enough material to get by: **② AVERAGE**
- (iv) Quality of work falls below standard; delays in accomplishing work are frequent, needs improvement: **① BELOW AVERAGE.**

**PART THREE: PERFORMANCE EVALUATION FACTORS** *(Please tick in the appropriate box)*

Job Elements	Description	Outstanding ④	Average ③	Above Average ②	Below Average ①
<b>1) Planning and Scheduling</b>	Sets well defined objectives, plans and schedules operations for the Department/ Unit.				
<b>2) Resource Allocation</b>	Allocates available resources within budget limits to attain objectives.				
<b>3) Policy Implementation</b>	Enthusiastically implements and observes the laid down policies, systems, and procedures.				
<b>4) Performance Standard</b>	Sets and updates performance standards for the Department /Unit and staff working				

<b>Setting</b>	under him/her.				
<b>5) Monitoring and Evaluation</b>	Follows through, reviews, and evaluates plans, programs and budgets, takes corrective action.				
<b>6) Delegation of Authority</b>	Distributes authority and responsibility to staff under him/her as appropriate.				
<b>7) Technical Know-how and Support</b>	Provides needed technical information and support; develops alternative solutions, approaches, or reviews to achieve desired objectives.				
<b>8) Reports</b>	Prepares analytical, comprehensive, well organized reports solidly based on facts and figures.				
<b>9) Motivation</b>	Encourages staff under him/her to take required action, recognizes and commends good performance, and corrects weaknesses.				
<b>10) Staff Development</b>	Trains and encourages staff under him/her to improve performance and assume more responsibility.				

**PART FOUR STANDARD OF PERFORMANCE OF EMPLOYEE BEING EVALUATED**

1. **Total Overall Assessment** \_\_\_\_\_

2. **Efficiency Level:**

- 85 – 100      Excellent**
- 65 – 84      Good**
- 50 – 64      Average**
- 45 – 49      Below Average**
- Below 45    Weak/Poor**

3. **Strengths:** Indicate specific observations wherein outstanding performance was shown by the employee since the last review \_\_\_\_\_

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4. **Areas of Improvement:** Indicate weakness (es) shown by the employee

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5. **Recommendation by Immediate Supervisor:** Indicate whether you recommend employee for promotion, merit increase, training, transfer, or disciplinary action \_\_\_\_\_

---

**Signature of Immediate Supervisor** \_\_\_\_\_

**Name** \_\_\_\_\_

**Grade** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature of Staff Member being evaluated** \_\_\_\_\_

*(The staff member's signature indicates only that he/she has seen this appraisal and does not necessarily indicate he/she agrees in every instance with the Evaluation as made).*

**Comments /Remarks about the employee and recommendation(s) by Head of Department**

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**Signature of Head of Department** \_\_\_\_\_

**Full Name** \_\_\_\_\_

**Date** \_\_\_\_\_

## REPUBLIC OF SOUTH SUDAN

### Annex (15b): Performance Evaluation Forms for holders of Super Scale Posts

This Performance Evaluation Form is to be used to assess the performance of Local Government employees holding Super Scale positions in Job Grades 4-6-- e.g. Deputy County Executive Directors, Assistant Directors of County Departments, and specialized experts.

*(The Form is to be filled and shared with the concerned Staff Member whether his/her Performance Evaluation is Good or Adverse. The concerned Staff Member shall sign the Form after the evaluation is completed)*

**Department:** \_\_\_\_\_

**Unit:** \_\_\_\_\_

**Section:** \_\_\_\_\_

**Period of Evaluation: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

**PART ONE: INFORMATION ABOUT THE OFFICER**

**I. BASIC INFORMATION**

Full Name \_\_\_\_\_

Date of Birth or Assessment \_\_\_\_\_

Date of joining the Service \_\_\_\_\_

Job Title \_\_\_\_\_

Grade \_\_\_\_\_

Language (s) \_\_\_\_\_

**II. ACADEMIC AND PROFESSIONAL QUALIFICATIONS**

1. Educational qualifications when joining the Service	1. _____ 2. _____ 3. _____				
	<b>Name of Course Attended</b>	<b>Where</b>	<b>From</b>	<b>To</b>	
2. Training periods during Service					
<b>Qualifications Attained during Service</b>					
	<b>Programme of Study</b>	<b>Institution</b>	<b>From</b>	<b>To</b>	<b>Award (Degree, Diploma, etc)</b>
3. Educational Qualifications Attained during Service					

**PART TWO: OFFICER’S DUTIES AND RESPONSIBILITIES**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_

**NOTES ON ASSESSMENT**

- (i) Stands out as an exceptional employee; exemplary and beyond expectation, always timely, highly commendable: **④ OUTSTANDING**
- (ii) Work done is above par; often meets schedules, meets planned requirements more than expected: **③ ABOVE AVERAGE**
- (iii) Well up to required standard, usually beats deadlines, good enough material to get by: **② AVERAGE**
- (iv) Quality of work falls below standard; delays in accomplishing work are frequent, needs improvement: **① BELOW AVERAGE:**

**PART THREE: PERFORMANCE EVALUATION FACTORS** *(Please tick in the appropriate box)*

Job Elements	Description	Outstanding ④	Above Average ③	Average ②	Below Average ①
1) Use of available resources	Sensible utilization of equipments, materials, supplies, funds, etc.				
2) Information	Data obtained, analyzed, communicated and decision (s) and results based on it.				
3) Interpersonal relations	Approach to others, overcoming objections, cooperative, team player, human relations.				
4) Self	Self-disciplined, time management, exemplary behavior, commitments kept.				
5) Initiative and drive	Enthusiastic, self starter, positively aggressive, persistent doer, knows what he/she is doing.				
6) Planning, organizing, & following through	Looks ahead, is logical, sets goals and priorities, is innovative and systematic. Utilizes own capabilities and those of				

	others.				
<b>7) Creativity</b>	Inventive, has unusual and unique ideas, creates own breakthroughs, is a critical and independent thinker.				
<b>8) Communication and presentation</b>	Gets his point across clearly, sells ideas, and generates action.				
<b>9) Judgment and decision</b>	Realistic, shows common sense, bases decisions on facts, considers alternatives, decisive.				
<b>10) Staff development</b>	Trains and encourages staff under him to improve performance and assume more responsibility.				

**PART FOUR STANDARD OF PERFORMANCE OF EMPLOYEE BEING EVALUATED**

1) **Total Overall Assessment** \_\_\_\_\_

2) **Efficiency Level:**

- 85 – 100      Excellent**
- 65 – 84      Good**
- 50 – 64      Average**
- 45 – 49      Below Average**
- Below 45      Weak/Poor**

3) **Strengths:** Indicate specific observations wherein outstanding performance was shown by the employee since the last review \_\_\_\_\_

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4) **Areas of Improvement:** Indicate weakness (es) shown by the employee

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5) **Recommendation by Immediate Supervisor:** Indicate whether you recommend employee for promotion, merit increase, training, transfer, or disciplinary action \_\_\_\_\_



---

**Signature of Immediate Supervisor** \_\_\_\_\_

**Name** \_\_\_\_\_

**Grade** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature of Staff Member being evaluated** \_\_\_\_\_

**Comments /Remarks about the employee and recommendation(s) by Head of Department**

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**Signature of Head of Department** \_\_\_\_\_

**Full Name** \_\_\_\_\_

**Date** \_\_\_\_\_

## REPUBLIC OF SOUTH SUDAN

### Annex (15c): Performance Evaluation Form for Holders of Professional and Scientific Posts

This Performance Evaluation Form is to be used to assess the performance of Local Government employees holding professional and scientific positions, i.e. experts serving in Civil Institutions. These cadres may be distributed across Job Grades 3-7.

*(The Form is to be filled and shared with the concerned Staff Member whether his/her Performance Evaluation is Good or Adverse. The concerned Staff Member shall sign the Form after the evaluation is completed)*

**Department:** \_\_\_\_\_

**Unit:** \_\_\_\_\_

**Section:** \_\_\_\_\_

**Period of Evaluation: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

**PART ONE: INFORMATION ABOUT THE OFFICER**

**III. BASIC INFORMATION**

Full Name \_\_\_\_\_

Date of Birth or Assessment \_\_\_\_\_

Date of joining the Service \_\_\_\_\_

Job Title \_\_\_\_\_

Grade \_\_\_\_\_

Language (s) \_\_\_\_\_

**IV. ACADEMIC AND PROFESSIONAL QUALIFICATIONS**

1. Educational qualifications when joining the Service	1) _____ 2) _____ 3) _____				
	<b>Name of Course Attended</b>	<b>Where</b>	<b>From</b>	<b>To</b>	
2. Training periods during Service					
<b>Qualifications Attained during Service</b>					
	<b>Programme of Study</b>	<b>Institution</b>	<b>From</b>	<b>To</b>	<b>Award (Degree, Diploma, etc)</b>
3. Educational Qualifications Attained during Service					

**PART TWO: OFFICER’S DUTIES AND RESPONSIBILITIES**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_

**NOTES ON ASSESSMENT**

- (i) Stands out as an exceptional employee; exemplary and beyond expectation, always timely, highly commendable: **④ OUTSTANDING**
- (ii) Work done is above par; often meets schedules, meets planned requirements more than expected: **③ ABOVE AVERAGE**
- (iii) Well up to required standard, usually beats deadlines, good enough material to get by: **② AVERAGE**
- (iv) Quality of work falls below standard; delays in accomplishing work are frequent, needs improvement: **① BELOW AVERAGE**

**PART THREE: PERFORMANCE EVALUATION FACTORS** *(Please tick in the appropriate box)*

Job Elements	Description	Outstanding ④	Above Average ③	Average ②	Below Average ①
<b>1) Planning, Organizing, and Time Management</b>	Arranges work so that it can be executed in a timely manner within specifications and budget; prioritizes and effectively utilizes resources.				
<b>2) Job Knowledge</b>	Demonstrates the technical and professional knowledge to successfully execute duties; shows knowledge and understanding of his/her profession through application of policies, procedures, technologies and concepts				
<b>3) Management of available resources</b>	Demonstrates competence and integrity in fulfilling responsibilities specific to the management of budgets and other resources.				
<b>4) Problem Solving and Decision Making</b>	Understands factors and develops sound, timely, and practical solutions to daily challenges; demonstrates ability to				

	critically evaluate impact of decision making on others.				
<b>5) Analytical Skills</b>	Uses a variety of techniques to analyze situations most efficiently; assesses risk and makes appropriate decisions				
<b>6) Cooperation and Collaboration</b>	Builds strong working relationships with professional colleagues and seeks opportunities to partner with others to achieve goals and objectives. Welcomes feedback to promote improvement and progress				
<b>7) Communication</b>	Shares information effectively in verbal and written form with various audiences (including ability to deliver presentations in a professional, organized, and persuasive manner); listens attentively and openly to the ideas, concerns, and suggestions of others.				
<b>8) Creativity</b>	Produces innovative ideas. Shows imagination and originality				
<b>9) Self -development</b>	Demonstrates awareness of new practices, approaches and technologies by applying this knowledge in work related activities. Works to remain current in his/her field.				
<b>10) People Development</b>	Shares knowledge and information willingly. Initiates learning opportunities to advance the professional knowledge and skills of others				
<b>11) Motivating/ Enthusiastic</b>	Manages staff effectively; plans and supports the achievement of professional development goals for staff under him/her; provides regular and timely feedback to all direct reports. Demonstrates genuine interest in others. Builds morale.				
<b>12) Professional contribution</b>	Actively contributes to the professional learning community and the good of society				

**PART FOUR STANDARD OF PERFORMANCE OF EMPLOYEE BEING EVALUATED**

1) **Total Overall Assessment** \_\_\_\_\_

2) **Efficiency Level:**

<b>85 – 100</b>	<b>Excellent</b>
<b>65 – 84</b>	<b>Good</b>
<b>50 – 64</b>	<b>Average</b>
<b>45 – 49</b>	<b>Below Average</b>
<b>Below 45</b>	<b>Weak/Poor</b>

3) **Strengths:** Indicate specific observations wherein outstanding performance was shown by the employee since the last review \_\_\_\_\_

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4) **Areas of Improvement:** Indicate weakness (es) shown by the employee

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5) **Recommendation by Immediate Supervisor:** Indicate whether you recommend employee for promotion, merit increase, training, transfer, or disciplinary action \_\_\_\_\_

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**Signature of Immediate Supervisor** \_\_\_\_\_

**Name** \_\_\_\_\_

**Grade** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature of Staff Member being evaluated** \_\_\_\_\_

*(The staff member's signature indicates only that he/she has seen this appraisal and does not necessarily indicate he/she agrees in every instance with the Evaluation as made).*

**Comments /Remarks about the employee and recommendation(s) by Head of Department**

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**Signature of Head of Department** \_\_\_\_\_

Full Name \_\_\_\_\_

Date \_\_\_\_\_

## REPUBLIC OF SOUTH SUDAN

### Annex (15d): Performance Evaluation Forms for Holders of Technical Posts

This Performance Evaluation Form is to be used to assess the performance of Local Government employees holding technical positions in Job Grades 7-9—e.g. Sanitation & Hygiene Officers, Water Supply Officers, Water Resources Management Officers, Local Government Administrative officers, etc.

*(The Form is to be filled and shared with the concerned Staff Member whether his/her Performance Evaluation is Good or Adverse. The concerned Staff Member shall sign the Form after the evaluation is completed)*

**Department:** \_\_\_\_\_

**Unit:** \_\_\_\_\_

**Section:** \_\_\_\_\_

**Period of Evaluation: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

#### **PART ONE: OFFICER'S PERSONAL INFORMATION**

##### **1. BASIC INFORMATION**

Full Name \_\_\_\_\_

Date of Birth (or Assessment) \_\_\_\_\_

Date of joining the Service \_\_\_\_\_

Job Title \_\_\_\_\_

Grade \_\_\_\_\_

Language (s) \_\_\_\_\_

##### **2. ACADEMIC AND PROFESSIONAL QUALIFICATIONS**

1) Educational qualifications when joining the Service	1) _____ 2) _____ 3) _____				
	<b>Name of Course Attended</b>	<b>Where</b>	<b>From</b>	<b>To</b>	
2) Training periods during Service					
<b>Qualifications Attained during Service</b>					
	<b>Programme of Study</b>	<b>Institution</b>	<b>From</b>	<b>To</b>	<b>Award (Degree, Diploma, etc)</b>
3) Educational Qualifications Attained					

during Service					
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**PART TWO: OFFICER’S DUTIES AND RESPONSIBILITIES**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_
- f) \_\_\_\_\_

**ASSESSMENT GUIDELINES**

- (i) Stands out as an exceptional employee; exemplary and beyond expectation, always timely, highly commendable: **④ OUTSTANDING**
- (ii) Work done is above par; often meets schedules, meets planned requirements more than expected: **③ ABOVE AVERAGE**
- (iii) Well up to required standard, usually beats deadlines, good enough material to get by: **② AVERAGE**
- (iv) Quality of work falls below standard; delays in accomplishing work are frequent, needs improvement: **① BELOW AVERAGE.**

**PART THREE: PERFORMANCE EVALUATION FACTORS** *(Please tick in the appropriate box)*

Job Elements	Description	Outstanding ④	Above Average ③	Average ②	Below Average ①
1) <b>Planning &amp; organizing</b>	Plans and organizes work, coordinates activities with others, and establishes appropriate priorities.				
2) <b>Job knowledge &amp; skills</b> [to meet the technical requirements of the work]	Effectively applies technical skills and knowledge-- Demonstrates professional, specialized knowledge required to perform the job.				
3) <b>Materials, equipments, and keeping of records</b>	Handles resources with care and makes optimum use of them				



<b>4) Quality of work</b>	Completes assignments with thoroughness and accuracy; demonstrates ability to achieve quality results.				
<b>5) Dependability</b>	Accepts responsibility with a sense of duty and is generally reliable in accomplishing assigned tasks- Monitors projects and exercises follow through, adheres to time frames,				
<b>6) Attitude towards work</b>	Starts positive action without need for prompting or prodding and shows effort to correct noted errors.				
<b>7) Punctuality and attendance</b>	Reports to work promptly and regularly makes optimum use of working hours.				
<b>8) Inter-personal relations</b>	Works harmoniously with others in carrying out activities, or rendering services and support to other units- Maintains positive work relationships with supervisor(s) and co-workers.				
<b>9) General conduct</b>	Observes laid down policies and regulations, and conducts him/herself in an acceptable manner.				
<b>10) Professional development</b>	Keeps professional /technical knowledge up to date and seeks to increase his/her knowledge through additional training and reading; demonstrates ability to apply new information to enhance effectiveness on the job.				

**PART FOUR STANDARD OF PERFORMANCE OF EMPLOYEE BEING EVALUATED**

1) **Total Overall Assessment** \_\_\_\_\_

2) **Efficiency Level:**

- 85 – 100      Excellent**
- 65 – 84        Good**
- 50 – 64        Average**
- 45 – 49        Below Average**
- Below 45      Weak/Poor**

3) **Strengths:** Indicate specific observations wherein outstanding performance was shown by the employee since the last review \_\_\_\_\_

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4) **Areas of Improvement:** Indicate weakness (es) shown by the employee

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5) **Recommendation by Immediate Supervisor:** Indicate whether you recommend employee for promotion, merit increase, training, transfer, or disciplinary action \_\_\_\_\_

**Signature of Immediate Supervisor** \_\_\_\_\_

**Name** \_\_\_\_\_

**Grade** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature of Staff Member being evaluated** \_\_\_\_\_

*(The staff member's signature indicates only that he/she has seen this appraisal and does not necessarily indicate he/she agrees in every instance with the Evaluation as made).*

**Comments /Remarks about the employee and recommendation(s) by Head of Department**

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**Signature of Head of Department** \_\_\_\_\_

**Full Name** \_\_\_\_\_

**Date** \_\_\_\_\_

**REPUBLIC OF SOUTH SUDAN**

**Annex (15e): Teachers Performance Evaluation Form**

This Performance Evaluation Form is to be used to assess the performance of pre-primary and primary school teachers in the Counties.

*(The Form is to be filled and shared with the concerned Teacher whether his/her Performance Evaluation is Good or Adverse. The concerned teacher shall sign the Form after the evaluation is completed))*

Training Administration \_\_\_\_\_

Educational Institution \_\_\_\_\_

Period of Evaluation: From \_\_\_\_\_ To \_\_\_\_\_

**PART ONE: INFORMATION ON TEACHER BEING EVALUATED**

**I. BASIC INFORMATION**

Full Name \_\_\_\_\_

Date of Birth \_\_\_\_\_

Date of Joining the Service \_\_\_\_\_

Job Title \_\_\_\_\_

Grade \_\_\_\_\_

Languages Good at \_\_\_\_\_

**II. ACADEMIC PROGRESS**

1. Academic qualification at the time of joining the Service \_\_\_\_\_

\_\_\_\_\_

2. Training Courses attended during Service \_\_\_\_\_

\_\_\_\_\_

Additional Academic Qualifications acquired during Service \_\_\_\_\_

\_\_\_\_\_

**PART TWO: EVALUATION OF PERFORMANCE TRAITS**

**I. EXPERIENCE IN THE ART OF TEACHING**

1. Teaching Method

Excellent Skills	Skillful	Limited Skills	Weak Skills
4	3	2	1

2. Teaching Objectives

Clear	Confused	Lacking	Blurred
4	3	2	1

3. Means of Teaching Enlightenment

Suitable and connected with Lesson	Mostly suitable	Suitable and sometimes connected	Suitable but rarely connected
4	3	2	1

**II. EXPERIENCE WITH SUBJECT BEING TAUGHT**

1. Detail in absorbing Subject Matter

Very Detailed	Sometimes Detailed	Somewhat Detailed	No Detail
4	3	2	1

2. Concentration and level of Knowledge of Topic being taught

Very Knowledgeable	Average Knowledge	Limited knowledge	Weak
4	3	2	1

3. Level of Reading in ..... Subjects ( *He/She teaches* )

Reads all Teaching Material	Reads some material	Limited Reading of material	Never Reads
4	3	2	1

4. Skill in connecting the Subject being taught with daily lives of pupils and other Subjects being taught

Excellent Skills	Very Skillful	Average	Weak
4	3	2	1

**III. TEACHING AND ORGANIZATION OF WORK**

1. Lessons Preparation

Prepares always	Mostly prepares	Sometimes prepares	Rarely prepares
4	3	2	1

2. Correction of pupils' exercise books

Corrects everyday	Corrects most of the time	Corrects sometimes	Rarely corrects
4	3	2	1

3. Correction of Examinations

Always	Mostly	Sometimes	Rarely
4	3	2	1

4. Cooperation in undertaking Other Administrative Work

Always Cooperates	Mostly Cooperates	Sometimes Cooperates	Rarely Cooperates
4	3	2	1

**IV. ORDER AND POSTURE IN CLASSROOM**

1. Level of Order the Teacher keeps in the Classroom

Excellent	Very Good	Average	Weak
4	3	2	1

2. Application of re-compensation techniques

Excellent	Good Way	Moderate	Weak
4	3	2	1

3. Application of means of punishment

Normal	Mostly Normal	Sometimes Normal	Rarely
4	3	2	1

**V. HUMAN RELATIONS**

1. Organization of School Work Groups

Normal	Mostly Normal	Sometimes Normal	Rarely
4	3	2	1

2. Social Relations in and outside the Classroom

Excellent	Very Good	Good	Weak
4	3	2	1

3. Concern with development of educational thought and creativity among pupils

Consistently concerned	Mostly concerned	Sometimes concerned	Rarely concerned
4	3	2	1

4. Concern with personal indifference among pupils

Great concern	Mostly concerned	Sometimes	Weak
4	3	2	1

**VI. INVOLVEMENT IN SCHOOL ACTIVITIES AND CONTACT WITH THE PUBLIC**

1. Involvement in School Activities

Reserved	Mostly concerned	Sometimes	Rarely
4	3	2	1

2. Participation in activities of Local Community

Great concern	Mostly concerned	Sometimes	Weak
4	3	2	1

3. Participation in Teachers' Parents Association (PTA)

Always	Mostly	Sometimes	Absent
4	3	2	1

**VII. PUBLIC SERVICE VALUES IN HIS/HER BEHAVIOUR**

1. Behavior of the Teacher outside and in the class exemplifies and maintains public service values

Exemplary Behavior	Good Behavior	Average Behavior	Unacceptable Behavior
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4	3	2	1
---	---	---	---

2. Concern with ensuring good social and religious values during teaching

Always concerned	Mostly concerned	Sometimes	Does not care	
4	3	2	1	

3. Concern with community affairs during teaching

Always concerned	Mostly concerned	Sometimes	Does not care	
4	3	2	1	

### VIII. STANDARD OF PERFORMANCE OF THE TEACHER

1. Total Overall Marks \_\_\_\_\_

2. Efficiency Level:	<b>90 – 100</b>	<b>Excellent</b>
	<b>79 – 89</b>	<b>Very Good</b>
	<b>67 – 78</b>	<b>Good</b>
	<b>57 – 67</b>	<b>Fair</b>
	<b>46 – 56</b>	<b>Acceptable</b>
	<b>45 – Below</b>	<b>Weak</b>

General Evaluation of the Teacher \_\_\_\_\_

Grade \_\_\_\_\_

Signature of Evaluating Authority \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

Signature of the Teacher being evaluated \_\_\_\_\_

*(The Teacher signature indicates only that he/she has seen this appraisal and does not necessarily indicate he/she agrees in every instance with the Evaluation as made).*

Endorsement by Head of Unit

Signature of Head of Unit \_\_\_\_\_

Name \_\_\_\_\_ Date \_\_\_\_\_

**Annex (15f): Performance Evaluation Forms for Classified (Support) and Unclassified Staff in Job Grades 10-17**

This Performance Evaluation Form is to be used by supervisors to assess the performance of Local Government Unclassified and Unclassified Staff in Job Grades 1-17 —e.g. Clerical Staff, Receptionists, Typists, Book Keepers, Drivers, Mechanics, Veterinary Assistants, Artisans, Messenger, Cleaner, Unskilled Labourers, Payam General Administration Officers, County Local Staff, etc.

*(The Form is to be filled and shared with the concerned Staff Member whether his/her Performance Evaluation is Good or Adverse. The concerned Staff Member shall sign the Form after the evaluation is completed)*

**Department:** \_\_\_\_\_

**Unit:** \_\_\_\_\_

**Section:** \_\_\_\_\_

**Period of Evaluation: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

**PART ONE: OFFICER’S PERSONAL INFORMATION**

**3. BASIC INFORMATION**

Full Name \_\_\_\_\_

Date of Birth (or Assessment) \_\_\_\_\_

Date of joining the Service \_\_\_\_\_

Job Title \_\_\_\_\_

Grade \_\_\_\_\_

Language (s) \_\_\_\_\_

**4. ACADEMIC AND PROFESSIONAL QUALIFICATIONS**

Educational qualifications when joining the Service	1) _____				
	2) _____				
	3) _____				
	<b>Name of Course Attended</b>	<b>Where</b>	<b>From</b>	<b>To</b>	
Training periods during Service					
<b>Qualifications Attained during Service</b>					
	<b>Programme of Study</b>	<b>Institution</b>	<b>From</b>	<b>To</b>	<b>Award (Certificate, Diploma, etc)</b>
Educational Qualifications Attained during					

**PART TWO: OFFICER’S DUTIES AND RESPONSIBILITIES**

- g) \_\_\_\_\_
- h) \_\_\_\_\_
- i) \_\_\_\_\_
- j) \_\_\_\_\_
- k) \_\_\_\_\_
- l) \_\_\_\_\_

**ASSESSMENT GUIDELINES**

- (v) Stands out as an exceptional employee; exemplary and beyond expectation, always timely, highly commendable: **④ OUTSTANDING**
- (vi) Work done is above par; often meets schedules, meets planned requirements more than expected: **③ ABOVE AVERAGE**
- (vii) Well up to required standard, usually beats deadlines, good enough material to get by: **② AVERAGE**
- (viii) Quality of work falls below standard; delays in accomplishing work are frequent, needs improvement: **① BELOW AVERAGE.**



**Performance Evaluation Form for Classified and Unclassified Staff (Job Grades 10-17) *(Please tick in the appropriate box)***

<b>Classified and Unclassified Staff Performance Evaluation Form</b>				
<b>TRAIT BEING EVALUATED</b>	<b>④ OUTSTANDING</b>	<b>③ ABOVE AVERAGE</b>	<b>② AVERAGE</b>	<b>① BELOW AVERAGE</b>
<b>1) Dependability</b>	a) Gives supervisor advanced written notice when absence is anticipated b) Consistently completes tasks and meets deadlines, sometimes in advance of schedule c) Initiates communication with supervisor on status of ongoing or unfinished work.	a) Prepared to start work on time b) Informs administration of absence in a timely manner c) Completes tasks and meets deadlines	a) Arrives at work on time b) Sometimes informs supervisor about absence c) Generally completes tasks on time	a) Frequently arrives to work late or leaves early b) Fails to notify administration of tardiness or absence c) Assigned tasks/projects are late or incomplete
<b>2) Attitude (flexible, respectful, cooperative)</b>	a) Volunteers for unexpected assignments b) Engages in emerging and unplanned activities	a) Anticipates schedule changes and adjusts activities accordingly b) Independently identifies where assistance is needed and provides it	a) Requires some persuasion to accept unanticipated assignments b) Will assist co-workers and supervisors only when requested	a) Refuses or argues about work re-assignment b) Displays negative attitude toward assisting others
<b>3) Initiative (self-motivated, resourceful, independent)</b>	a) Suggests new ideas and assists where needed b) Recommends solutions and ideas to supervisors and colleagues	a) Asks questions to improve job performance or secure resources	b) Sometimes appears indifferent towards work assignments c) Make improvements only when directed	a) Carries out tasks half-heartedly or reluctantly b) Disregards supervisor's suggestions or requires continuous monitoring
<b>4) Adherence to policies and procedures</b>	a) Strictly adheres to laid down policies; follows procedures and rules b) Seeks out information related to policy, procedures and rules	a) Implements and follows policies, procedures and rules	a) Concerned about violations of policy, procedures and rules to administration	a) Little or no concern about policies, procedures and rules

<p><b>5) Follows chain of command when communicating with co-workers, other professional staff, supervisors and managers.</b></p>	<p>a) Differentiates between decisions that need approval of supervisor from those that are within the his/her role b) Initiates and responds to contact with supervisor or others by written or oral means.</p>	<p>a) Appropriately seeks out direction from supervisor b) Responds to all requests for information.</p>	<p>a) Follows supervisor's directions b) Inconsistently responds to written or verbal requests for information.</p>	<p>a) Disregards supervisor's directions b) Ignores requests by supervisors or others for written or verbal information.</p>
<p><b>6) Teamwork</b></p>	<p>a) Works well with others, including co-workers, and supervisors b) Demonstrates excellent interpersonal skills</p>	<p>a) Friendly and cooperative b) Able to work well with others</p>	<p>a) Cooperates with others when required b) Limited interpersonal skills</p>	<p>a) Does not work well with others b) Uses negative tone of voice, inappropriate volume and pitch when speaking c) Makes demeaning or critical remarks</p>
<p><b>7) Job Knowledge</b></p>	<p>a) Very good knowledge and skills to perform job b) Understands all phases of work requires no instruction</p>	<p>a) Sufficient knowledge and skills to perform job b) Usually quick to understand &amp; learn</p>	<p>a) Sufficient knowledge and skills to perform job at a basic level b) Requires frequent instruction and explanation</p>	<p>a) Lacks knowledge and skills about work duties b) Serious knowledge retention problems c) Requires constant instruction and explanation</p>
<p><b>8) Professional Growth</b></p>	<p>a) Has learned new skills through training since joining the LG Service and makes good use of them in his/her job</p>	<p>a) Has attended some training and demonstrates interest in expanding skill set for the job</p>	<p>a) Has attended training as required by administration but shows little interest in expanding skills beyond basics needed for the job</p>	<p>a) Shows little or no interest in training or other in-service opportunities</p>

**PART FOUR: STANDARD OF PERFORMANCE OF EMPLOYEE BEING EVALUATED**

6) **Total Overall Assessment** \_\_\_\_\_

7) **Efficiency Level:**

<b>85 – 100</b>	<b>Excellent</b>
<b>65 – 84</b>	<b>Good</b>
<b>50 – 64</b>	<b>Average</b>
<b>45 – 49</b>	<b>Below Average</b>
<b>Below 45</b>	<b>Weak/Poor</b>

8) **Strengths:** Indicate specific observations wherein outstanding performance was shown by employee since the last review

\_\_\_\_\_

\_\_\_\_\_

—

\_\_\_\_\_

—

\_\_\_\_\_

—

9) **Areas of Improvement:** Indicate weakness (es) shown by the employee

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

10) **Recommendation by Immediate Supervisor:** Indicate whether you recommend employee promotion, merit increase, training, transfer, or disciplinary action

\_\_\_\_\_

\_\_\_\_\_

**Signature of Immediate Supervisor**

\_\_\_\_\_

**Name** \_\_\_\_\_

**Grade** \_\_\_\_\_ **Date** \_\_\_\_\_

**Signature of Staff Member being evaluated** \_\_\_\_\_

*(The staff member's signature indicates only that he/she has seen this appraisal and does not necessarily indicate he/she agrees in every instance with the Evaluation as made).*

**Comments /Remarks about the employee and recommendation(s) by Head of Department**

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**Signature of Head of Department** \_\_\_\_\_

Full Name \_\_\_\_\_

Date \_\_\_\_\_

**Annex 16: Public Service Employees Discipline Act, 1994 (Forms 1-7)**

**Form No. 1: Order Suspending LG Employee from Work on Grave Offence**

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

Job Title \_\_\_\_\_

By \_\_\_\_\_

In exercise of the powers conferred upon me by Section 13(1) of the Employees Discipline Act, 1994, I hereby notify you that you are suspended from performing your duties without pay/ with pay/ with half pay as from \_\_\_\_\_ (date) of the (month) \_\_\_\_\_, 2 \_\_\_\_\_ (year).

Signature \_\_\_\_\_

Designation \_\_\_\_\_

Date \_\_\_\_\_ day of \_\_\_\_\_, 2 \_\_\_\_\_

- Cc. Inspector of Accounts
- Human Resource Officer
- Payroll Manager

**PUBLIC SERVICE EMPLOYEES DISCIPLINE ACT 1994**

**Form No. 2 Constitution of a Disciplinary Committee to handle the case of for LG Employee Charged with Grave Offence**

**1. Accused**

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

Job Title \_\_\_\_\_ Grade \_\_\_\_\_

Date of First Appointment \_\_\_\_\_

Department/ Unit \_\_\_\_\_

**2. Charges**

1) \_\_\_\_\_

–

2) \_\_\_\_\_

–

3) \_\_\_\_\_

–

4) \_\_\_\_\_

–

5) \_\_\_\_\_

–

**3. Committee Members**

Name \_\_\_\_\_

Job Title \_\_\_\_\_ Grade \_\_\_\_\_

Name \_\_\_\_\_

Job Title \_\_\_\_\_ Grade \_\_\_\_\_

Name \_\_\_\_\_

Job Title \_\_\_\_\_ Grade \_\_\_\_\_

Signature \_\_\_\_\_

Designation \_\_\_\_\_ Date \_\_\_\_\_

Cc. Committee Members

Cc. The Accused

**PUBLIC SERVICE EMPLOYEES DISCIPLINE ACT 1994**

**Form 3: Charge Sheet**

Name \_\_\_\_\_

Job Title \_\_\_\_\_ Grade \_\_\_\_\_

Date of First Appointment \_\_\_\_\_

After the result of the investigation, you are hereby charged under Section 18 (1) of the Public Service Employee Discipline Act, 1994 under the following charges:

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_

Signature \_\_\_\_\_

Designation

\_\_\_\_\_

Date

\_\_\_\_\_

Cc. Director General

Head of Unit

**Form 4(A): Convening the Departmental Board of Discipline (for Job Grades 7 and below)**

In exercise of powers vested upon me by the Public Service Employees Discipline Act 1994, Section 8 (1, 2, 3) I hereby convene a Board of Discipline to try:

Name \_\_\_\_\_ Grade \_\_\_\_\_

Job Title \_\_\_\_\_

Date of First Appointment \_\_\_\_\_

Service Status: Probation/Pensionable

Date of Suspension \_\_\_\_\_

The trial shall take place on (date) \_\_\_\_\_ at (time) \_\_\_\_\_ a.m./p.m.  
at (Place) \_\_\_\_\_ based upon the Charges set out in the attached Form 3.

Chairman \_\_\_\_\_

Member (1) \_\_\_\_\_

Members (2) \_\_\_\_\_

Signature \_\_\_\_\_

Designation \_\_\_\_\_

Date \_\_\_\_\_

**Cc. Members of Board of Discipline for Officers in Grades 7-15**



**PUBLIC SERVICE EMPLOYEES DISCIPLINE ACT 1994**

**Form 4(B): Convening the County-constituted High Board of Discipline (for Officers in Grades 4-6)**

In exercise of powers vested upon me by the Public Service Employees Discipline Act 1994, Section 8 (1, 2, 3) I hereby convene a Board of Discipline to try:

Name \_\_\_\_\_ Grade \_\_\_\_\_

Job Title \_\_\_\_\_

Date of First Appointment \_\_\_\_\_

Service Status: Probation/Pensionable

Date of Suspension \_\_\_\_\_

The trial shall take place on (date) \_\_\_\_\_ at (time) \_\_\_\_\_ a.m./p.m.  
at (Place) \_\_\_\_\_ based upon the Charges set out in the attached Form 3.

Chairman \_\_\_\_\_

Member (1) \_\_\_\_\_

Members (2) \_\_\_\_\_

Signature \_\_\_\_\_

Designation \_\_\_\_\_

Date \_\_\_\_\_

**PUBLIC SERVICE EMPLOYEES DISCIPLINE ACT 1994**

**Form 5: Proceedings of the Board of Discipline**

The hearing was held at (Place) \_\_\_\_\_ on the  
\_\_\_\_\_ day of the month of \_\_\_\_\_ 2 \_\_\_\_\_

Convened by: \_\_\_\_\_

**To hear and determine the disciplinary case of:**

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

Job Title \_\_\_\_\_

Date of First Appointment \_\_\_\_\_

Service Status: Probation/ Pensionable

Date of Suspension \_\_\_\_\_

**CONSTITUTION OF THE BOARD OF DISCIPLINE**

Chair \_\_\_\_\_

Member (1) \_\_\_\_\_

Member (2) \_\_\_\_\_

**NOTIFICATION AND ATTENDANCE**

The Board took cognizance of the fact that the Accused had received notice of the date of the convening of the Board and had been furnished with a written copy of the charges and investigation report in accordance with Section 18 (11) of the Public Service Employees Discipline Act 1994.

The Accused attended \_\_\_\_\_

The Accused did not attend \_\_\_\_\_

**PUBLIC SERVICE EMPLOYEES DISCIPLINE ACT 1994**

**Form 6: Notification of the Decision of the Board of Discipline**

**To: (Name)** \_\_\_\_\_

In accordance with the Public Service Employees Discipline Act 1994, Section 24 (1), you are hereby notified of the decision of the Departmental/High Board of Discipline that convened on (Date) \_\_\_\_\_ at (Place) \_\_\_\_\_ to try you on the following charges:

**Charges:**

1. \_\_\_\_\_  
—
2. \_\_\_\_\_  
—
3. \_\_\_\_\_  
—
4. \_\_\_\_\_  
—

**Findings:**

1. \_\_\_\_\_  
—
2. \_\_\_\_\_  
—
3. \_\_\_\_\_  
—
4. \_\_\_\_\_  
—

**Verdict:**

\_\_\_\_\_  
\_\_\_\_\_  
—

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**Right to Appeal:**

In case you would like to appeal against the verdict passed against you, you may appeal to the XXXXX within 14 days from the date of this notification.

Place \_\_\_\_\_ Date \_\_\_\_\_

- Cc. Specialist Authority
- Cc. Chair of the Board
- Cc. The Accused

**PUBLIC SERVICE EMPLOYEES DISCIPLINE ACT 1994**

**Form 7: Notification of the Decision of the Board of Discipline**

**To: (Name)** \_\_\_\_\_

In accordance with the powers conferred upon me by the Public Service Employees Discipline Act 1994 Section 24, I hereby declare the verdict of the Board of Discipline which met for your trial on (date) \_\_\_\_\_ at (place) \_\_\_\_\_ as follows:

- Charge(s)** (1) \_\_\_\_\_  
(2) \_\_\_\_\_  
(3) \_\_\_\_\_  
(4) \_\_\_\_\_  
(5) \_\_\_\_\_

- Findings:**  
(1) \_\_\_\_\_  
(2) \_\_\_\_\_  
(3) \_\_\_\_\_  
(4) \_\_\_\_\_  
(5) \_\_\_\_\_

Verdict:  
\_\_\_\_\_  
\_\_\_\_\_

---

In case you would like to appeal against the verdict passed against you may appeal to the Employees Complaints and Grievances Bureau within thirty (30) days from the date of this notification.

Signature \_\_\_\_\_

Designation \_\_\_\_\_

**Cc: Unit Head**

**Annex 17 EXIT INTERVIEW FORM**

Your contribution to *[insert name of organization here]* during your period of employment are greatly valued. Before you leave the organization, we would appreciate it if you could share some of your thoughts and insights with us. The purpose of this Form is to help us to learn some of the good and not-so-good experiences you have had as an employee of LG. **This information will be used to improve the organization and will be kept strictly anonymous and confidential.** Thank you for being open and sharing your thoughts with us.

Employee .....	Interviewer.....	Date.....
Department.....Unit.....		
Last Job Title: .....		Grade:.....

Date of First Appointment in LG employment \_\_\_\_\_

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

**Questions:**

1.	Reason for terminating employment
2.	Is there anything that the Department could have done differently that would have influenced you to stay longer in the LG’s employment
3.	Did you request a reference letter? Yes/No  If yes, were you satisfied with your reference letter?  If no, please explain.
4.	Do you remember receiving an orientation when you joined the Department? Yes/No  If yes, who performed the orientation?  How would you rate your orientation? (1-10, with 10 being the best)  Why?
5.	Do you believe you received adequate support from management? Yes/No

	If no, please explain.
6.	Did you find your job or your work challenging and rewarding? Yes/No  Why?
7.	Did your job turn into what was described to you during the job interview process? Yes/No  If No, did you discuss this with your supervisor? Yes/No
8.	Were LG policies and procedures explained to you? Yes/No
9.	Did you feel that you were treated fairly by your supervisor? Yes/No  If No, why?
10.	Did you receive adequate training for your job? Yes/No
11.	Do you believe you were paid what you are worth? Yes/No  Why? Explain
12.	Were the working conditions, hours, equipment and facilities fair and adequate? Yes/No  What needs to be improved?
13.	Please make any other comments that would contribute to the improvement of the work environment and the performance of LG employees

## Annex 18: EMPLOYEE CLEARANCE FORM

Before leaving the Department, the terminated employee must certify that all Local Government property has been returned, or the rights to use such property or services are appropriately discontinued. The employee's name has been electronically earmarked for deletion from the County payroll upon completion of three (3) months from the date of termination of service.

<b>Employee Name:</b>	<b>Establishment No:</b>
<b>Job Title:</b>	<b>Department:</b>
<b>Last Day of Work:</b>	<b>Name of Supervisor:</b>
<b><i>The officer has returned the following government property in good condition</i></b>	
<b>Departmental Clearance Actions</b>	<b>Signature -Supervisor</b>
1. Official Identification Card <i>(if issued)</i>	
2. Government House surrendered <i>(where provided)</i>	
3. Government Car surrendered <i>(where provided)</i>	
4. Computer/ Printer surrendered <i>(where provided)</i>	
5. LCD Projector surrendered <i>(if designated custodian)</i>	
6. Mobile Phone and Line surrendered <i>(if provided)</i>	
7. Office keys surrendered	
<b>Comments including statement on Employee liabilities, if any:</b>	
<b>IT Clearance Actions</b>	<b>Signature -Head of IT</b>
1. His/her Password and official email address have been blocked/withdrawn	
2. Software Licenses have been handed over	
<b>Comments including statement on Employee liabilities, if any:</b>	
<b>Human Resource Management Department Actions</b>	<b>Signature- HR Officer's</b>
1. Last day of employment confirmed	
2. Employee has no outstanding leave	
3. Employee's payroll aspects have been cleared	
4. Employee's letter of voluntary termination (e.g. resignation) is in his/her File	
5. Employee has completed the Exit Form	
6. All conditions of Training Bond (where applicable) have been met/cleared.	



<b>Comments including statement on Employee liabilities, if any:</b>			
<b>Stores Section Actions</b>		<b>Value (SSP)</b>	<b>Signature-Head of Stores Section</b>
The employee has returned all returnable items issued to him/her			
The employee has not returned the following returnable items issued to him/her (Indicate value of each item)	1.	---	
	2.		
	3.		
	4.		
<b>Payroll Section</b>		<b>Signature-Payroll Manager</b>	
Employee's name has been electronically earmarked for deletion deleted from the payroll at the end of three (3) months from the date of termination of service.			
<b>Accounts Section Actions</b>		<b>Signature-Head of Accounts Section</b>	
1. All imprests and advances taken have been surrendered			
2. Last working month's salary has been paid			
3. All liabilities owed by the employee to the LG have been recovered			
4. All pending end of service entitlements have been processed and paid			
<b>Comments including statement on outstanding Employee liabilities, if any and how they are to be recovered:</b>			

D/D of Administration and Finance .....

Date.....

Cc. Head of County (Name)..... Department

**Annex 19: Certificate of Service Form**

Name of Civil Servant: ..... Establishment No. ....

Ministry/Civil Service Institution: .....

Employment Status (Probation/Permanent/Contract): .....

Post held at the time of termination: ..... Grade: .....

Date of termination: ..... Cause of termination: .....

General Comment on the Civil Servant by Undersecretary/Executive Director:

.....

.....

.....

Name: ..... Designation: .....

Signature: ..... Date: .....

Stamp:

## **PART IV: MODEL STRUCTURES**

### 1.1 Introduction

This part provides Model Organization Structures for Counties, including recommended units and staffing in the interim period as legal, regulatory and frameworks are being developed or reviewed. The model structures recommended herein therefore are a stop-gap measure specifically focusing on County Departments of Education; Health; Water Resources; and Administration and Finance. The model structures recommended the first three levels of professional and technical staff in each Department at the County headquarters.

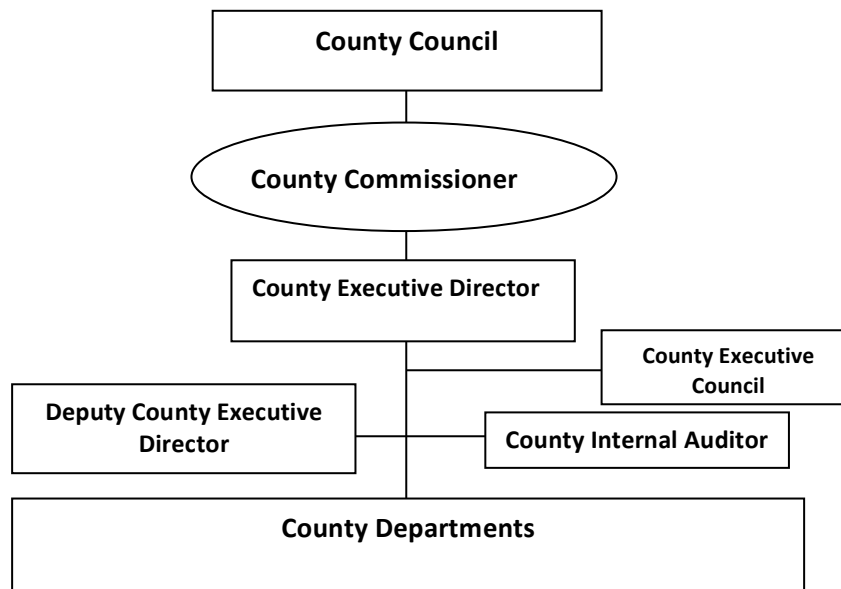
## **1. Organization of the Local Government Civil Service**

### 1.1 Introduction

The organs of Local Government Councils are: (i) Legislative Council; (ii) Executive Council; and (iii) Customary Law Council, also referred to as the Traditional Authority. The head of the local government Council is the County Commissioner, who is supposed to be elected by universal suffrage in a general election by the people of the County. However, currently County Commissioners are directly appointed by the Governors of respective states. The County government has executive and legislative powers in the provision of basic services to the people. In undertaking its responsibilities, the County government is responsible for the management of Civil Service at the Local Government level.

The County Executive Director (Job Grade 3) is the head of the County Government Civil Service and is assisted by a County Deputy Director (Job Grade 4). Below this level are Heads of County Departments drawn from service delivery sector ministries; viz: Health; Education, Science and Technology; and Water Resources and Sanitation Unit. There is also the Office for Administration and Finance which is manned by staff seconded from the Ministries of Finance; and Labour, Public Service and Human Resource Development. In each County also exists the Agriculture, Forestry, Animal Resources & Fisheries Department; and Social Development Department. Each of the County Departments has its own organization structure and technical staff who are responsible for the execution of the mandate of the respective Departments. The organization and mandates of County Departments are derived from their respective state ministries, and all these taken together constitute the County Civil Service organization structure.

## 1.2 Organization of Local Government at County Level



## 2. Functions and Structure of County Departments

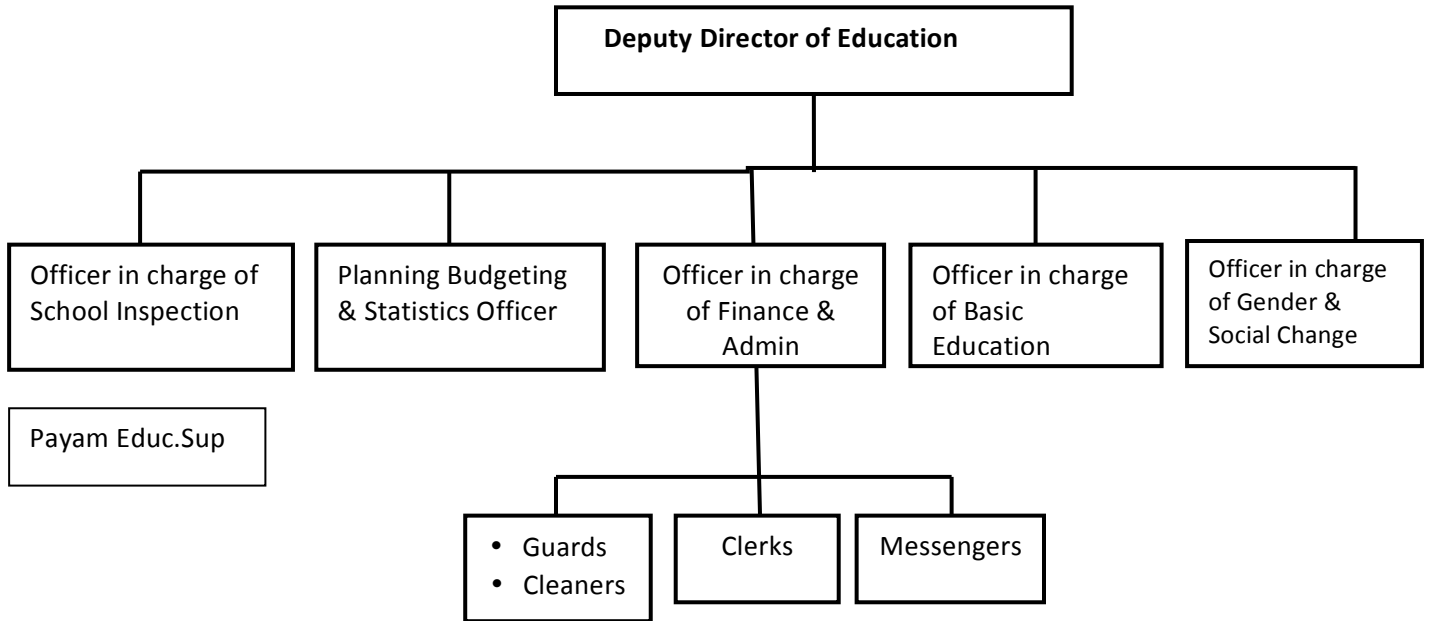
### 2.1 Education Department

The Head of the County Education Department reports to the County Executive Director. The mandate of the County Education Department is to manage pre-primary, primary and alternative education centres within their respective Counties regardless of age, special needs, or gender. County Education Departments also manage Payam Education Offices, and together they ensure that each school has a functioning Parent Teachers Association and School Management Committee to provide oversight of school management and approve school budgets and reports.

This mandate requires the County Department of Education to:

- (a) Manage and deliver pre-primary, primary and alternative education;
- (b) Create awareness on the importance of literacy and lifelong education;
- (c) Provide for community literacy and lifelong education needs;
- (d) Supervise construction of schools and other education infrastructure;
- (e) Establish learner centers based on community learner needs to optimize the economic developmental capacity of the community;
- (f) Administer examinations;
- (g) Collect and consolidate school statistics at County level; and
- (h) Transfer of teachers within the County

2.1.1 Model Structure of County Education Department



2.1.2 Proposed Staffing of County Education Department

The Titles and Job Grades below will need to be aligned with the approved nomenclature by MoLPS&RD

Post	Job Grade	No. of Posts
1. County Education Director		1
2. Schools Inspection Officers [1 per Payam]		??
3. Planning, Budgeting & Statistics Officer		1
4. Head of Finance & Administration		1
5. Head of Basic Education		1
6. Head of Gender & Social Change		1
7. Clerks		?
8. Messengers		?
9. Guards		?
10. Cleaners		?
<b>TOTAL</b>		

## **2.2 Water and Sanitation Unit in the County Public Works Department**

The County Department of Public works develops, operates and maintains sanitation and water services, develops and manages County spatial development plans, and maintains feeder roads to facilitate effective and efficient spatial development and basic municipal services delivery.

The County Public Works Department is headed by County Public Works Officer, JG 4. At the County level, the Public Works Department combines the work of Ministry of Housing and Infrastructure and Ministry of Electricity, Dams, Irrigation and Water Resources. The County Water and Sanitation Department is divided into three functional Units, namely: Water and Sanitation; Town Planning; and Roads and Drainage. These Units should be headed at the level of Deputy Director/Assistant Commissioner, JG 5.

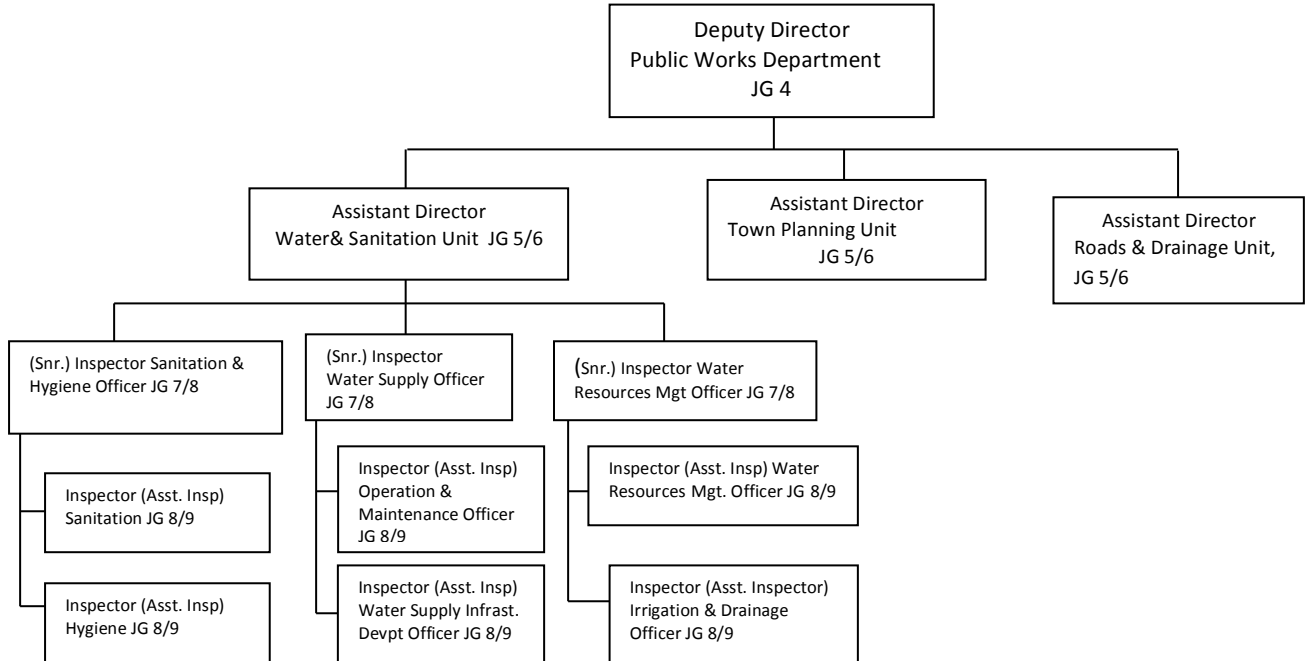
For the purpose of this report, only the County Water and Sanitation Unit was studied.

### 2.2.1 Functions of the County Water and Sanitation Unit

The functions of the County Water and Sanitation Unit include:

- (a) Development of water supply legal, regulatory and policy frameworks
- (b) Development of guidelines for the operation and management of water supply facilities including: drilling of boreholes; improvement of traditional hand-dug wells; water harvesting and storage (haffirs, tanks and small dams); and protection of springs.
- (c) Training of pump mechanics in collaboration with water user committees and water supply management committees on operation and maintenance of water supply facilities.
- (d) Identification of County water supply needs, and operation and maintenance of existing infrastructure.
- (e) Community mobilization and awareness creation towards sustainability of water provision facilities mechanisms; and supporting communities in siting boreholes and other water facilities.
- (f) Supporting the establishment and training of Water Supply Management Committees and Water User Committees.
- (g) Monitoring of water quality, maintenance and updating inventory of all water facilities in the County.

2.2.2 Model Structure of County Water & Sanitation Unit in the Public Works Department



2.2.3 Staffing of County Water and Sanitation Unit

From the above Model Structure for the County Water and Sanitation Unit, the following is the proposed staffing:

Proposed Staffing of County Water and Sanitation Unit

	Post	Job Grade	No. of Posts
1.	Assistant Director/DD of Water and Sanitation	5/6	1
2.	(Snr.) Inspector Sanitation and Hygiene Officer	7/8	1
3.	(Snr.) Inspector Water Supply Officer	7/8	1
4.	(Snr.) Inspector Water Resources Management Officer	7/8	1
5.	Inspector (Assistant Inspector) Sanitation Officer	8/9	1
6.	Inspector (Assistant Inspector) Operation and Maintenance	8/9	1
7.	Inspector (Assistant Inspector) Water Resources Management	8/9	1
8.	Inspector (Assistant Inspector) Hygiene	8/9	1
9.	Inspector (Assistant Inspector) Water Supply Infrastructure Development	8/9	1
10.	Inspector (Assistant Inspector) Irrigation and Drainage	8/9	1
	<b>TOTAL</b>		<b>10</b>



## 2.3 County Health Department

In RSS, there are 27 County Hospitals, 284 Primary Health Care Centres, 792 Primary Health Care Units. Of these, 1 County Hospital, 30 Primary Health Care Centres, 302 Primary health Care Units are non-functional. The distribution of these health facilities by Counties was not provided.

The Team was informed that in addition to the government funded facilities, there are close to 800 primary health care units and primary health care centers that are run and managed by national and international NGOs and faith-based organizations. These organizations currently manage and support these facilities to deliver health services, working in close collaboration with State Ministries of Health and County Health Departments.

During consultations, the Team learned that the Nominal Rolls and structures of County Departments of Health are guided by the standard staffing requirements for the size and nature of services provided by a specific health facility. The national MoH guides on the organization structures based on the population in a State or County, and World Health Organization standards.

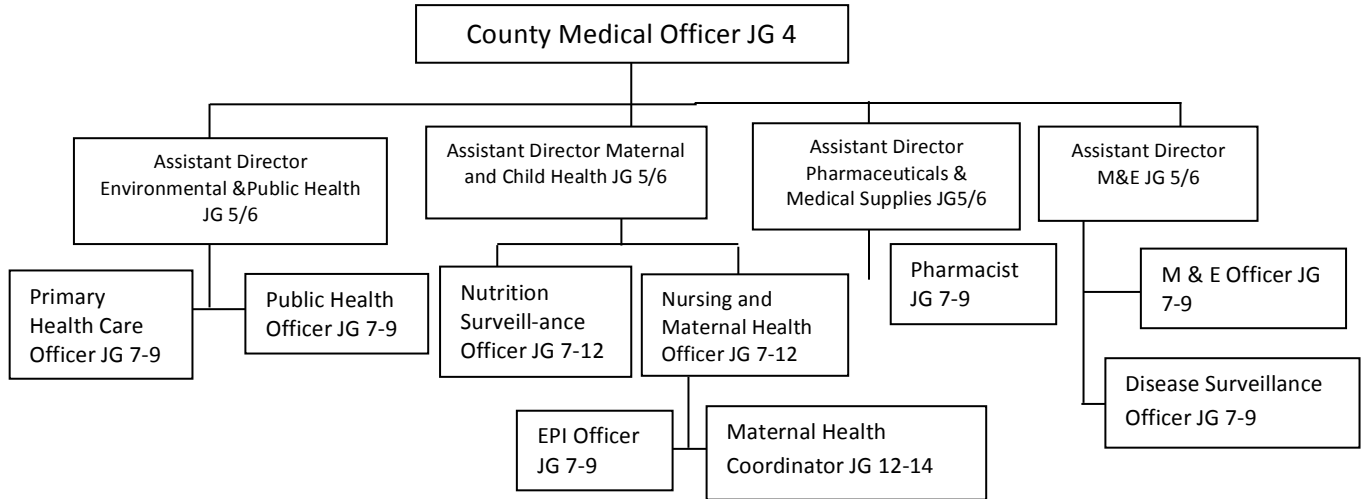
The national MoH recruits and seconds to the States cadres such as Consultants, Medical Officers, Dentists, Registered Nurses, Certificated Nurses, Laboratory Technologists, etc. States and Counties recruit Enrolled Nurses and Midwives.

### 2.3.1 Functions of the County Health Department

The County Health Department is responsible for, among others:

- (a) Promotion of preventive, public and environmental health, including conducting outreach activities to communities;
- (b) Reporting and containing outbreak of epidemic diseases and disasters and participating in their management.
- (c) Establishment of primary health care centres/units and mobile treatment units in nomadic areas
- (d) Supervision and inspection of health facilities
- (e) Management of drugs and pharmaceutical supplies and their distribution within County
- (f) Promotion of nutrition, ante-natal care and safe motherhood
- (g) Supporting the establishment of Boma Health Committees to assist with promotion activities, oversight of health status of the community and grassroots supervision of health facilities
- (h) Overseeing and guiding civil society organizations providing health services
- (i) Managing staff working in the County Health Department, Primary Health Care Centres and primary Health Care Units all of whom must be recorded on the County Payroll
- (j) Monitoring and evaluation of health services.

2.3.2 Model Structure of County Health Department



2.3.3. Proposed Staffing of County Health Department

	Post	Job Grade	No. of Posts
1.	County Medical Officer	4	1
2.	Assistant Director, Environmental and Public Health	5/6	1
3.	Assistant Director, Maternal and Child Health	5/6	1
4.	Assistant Director, Pharmaceuticals and Medical Supplies	5/6	1
5.	Assistant Director, Monitoring & Evaluation Officer	5/6	1
6.	Public Health Officer	7-9	1
7.	Nutrition Surveillance Officer	7-12	1
8.	Nursing and Maternal Health Officer	7-12	1
9.	Pharmacist	7-12	1
10.	Monitoring & Evaluation Officer	7-9	1
11.	Disease Surveillance Officer	7-9	1
12.	EPI Officer	7-9	1
13.	Primary Health Care Officer	7-9	1
<b>TOTAL FOR COUNTY HQs</b>			<b>13</b>

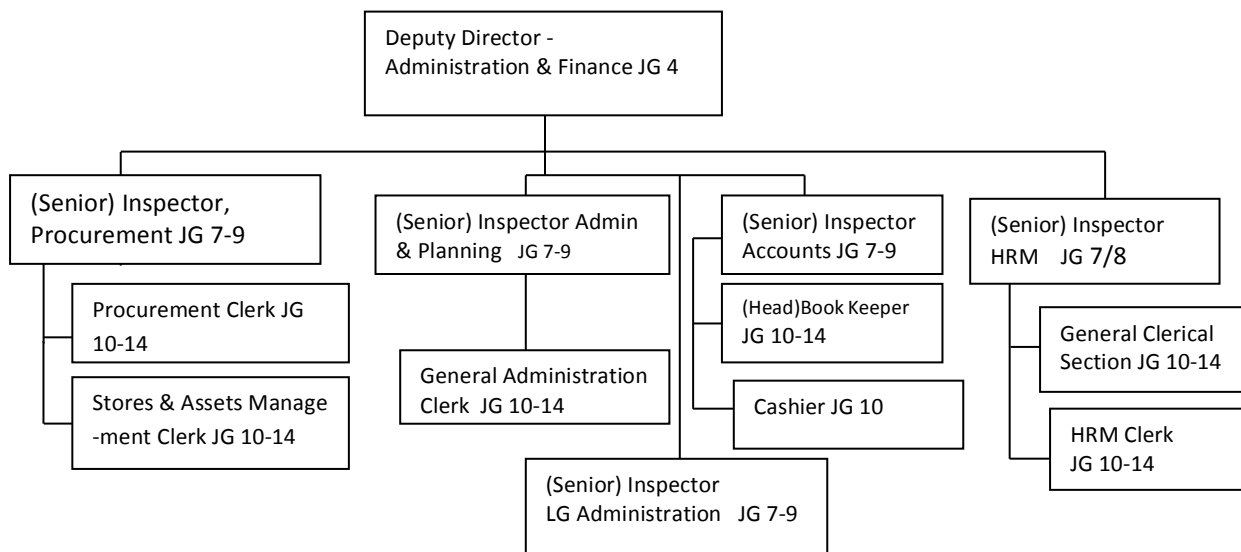
## 2.4. County Administration and Finance Department

### 2.4.1 Functions of the County Administration and Finance Department

The functions of the County Administration and Finance Department include:

- (a) Initiation of the formulation and review of sound County policies to ensure overall achievement of departmental goals.
- (b) Overseeing the implementation of policies and procedures to ensure observance of administrative and financial discipline by all County Departments.
- (c) Leading the County's planning and budget preparation processes and ensuring the effective disbursement of all financial transfers/disbursements within the County, including overseeing County payroll management.
- (d) Organization of County finance, accounting, human resource management and general administration activities to ensure internal checks and balances, and compliance.
- (e) Conducting of regular checks to ensure that all financial records are correctly written and filed.
- (f) Review and completion of all monthly, quarterly and annual financial statements before submission to the County Executive Director for action
- (g) Oversight responsibility for the County's fixed assets.
- (h) Development and submission of quarterly, half yearly and annual budget performance reports
- (i) In consultation with the County Executive Director, preparation and submission of reports to be included in the agenda of County Council meetings.
- (j) Responsibility for the smooth provision and running of office services, including security.

### 2.4.2 Model Structure of County Administration and Finance Department



### 2.4.3 Proposed Staffing of County Administration and Finance Department

As an interim arrangement, the following staff are proposed for the County Administration and Finance Department

#### Proposed Staffing of County Administration and Finance Department

	<b>Post</b>	<b>Job Grade</b>	<b>No. of Posts</b>
1.	Assistant Director of Administration & Finance	4	1
2.	(Senior) Inspector Procurement	7/9	1
3.	(Senior) Inspector Administration & Planning	7/9	1
4.	Senior) Inspector LG Administration	7/9	1
5.	(Senior) Inspector Accounts	7/9	1
6.	(Senior) Inspector HRM	7/9	1
7.	Procurement Clerk JG 10-14	10/14	1
8.	Stores and Asset Management Clerk	10/14	1
9.	General Administration Clerk	10/14	1
10.	Head Book Keeper	10/14	1
11.	Cashier	10/14	1
12.	General Clerk	10/14	1
13.	HRM Clerk	10/14	1
	<b>TOTAL</b>		<b>13</b>