Acknowledgments

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Under the *Public Service Act*, the Public Service Commission, as a good employer, is responsible for carrying out a range of important functions and duties, including the provision of guidelines to Directors-General and Directors on the management of staff and the determination of terms and conditions of employment that are fair and equitable.

In order to meet this obligation, the Commission, under Section 44 of the *Public Service Act*, from time to time, publishes a *Public Service Staff Manual* and *Instructions* relating to any matter contained in the *Act*. The *Manual* was last published in 1998 and as numerous *Instructions* have been issued since that time, the Commission has in 2002 undertaken a consultative program with Ministries and Departments to review the document.

The revision of the *Public Service Staff Manual which came into effect in 1 January 2003* incorporated all *Instructions* issued by the Commission since 1998 and up to PSC Instruction Number 17 of 14 June 2002. Since then the *Manual*, had been amended from time to time and these amendments were indicated in the *Manual* which had been printed in a “loose leaf” document format (which made it easier to make deletion and removal of superseded sections and insertion of future amendments a much easier process). It is based on this revision format i.e. *Manual* which came into effect on 1 January 2003 that the 2008 revision is done.

The 2008 changes to the *Manual* involves changes to the structure of the *Manual* by including at the end of each Chapter the relevant Chapter Forms and Tables thereby deleting the old Chapter 8 which had contained all schedules of forms. It also introduces two new chapters which now becomes new Chapters 8 and 9 on management of Housing and Public Service Administrative Vehicles respectively. It also made changes to a number of provisions or contents arising from policy changes as approved by the Commission to address areas that needed improvements.

The *Manual* will still be printed as a “loose leaf” document to make the deletion and removal of superseded sections and the insertion of future amendments a much easier process.

The *Manual* is a dynamic document and as such should be subjected to continuous scrutiny, review and amendment, where necessary. Ministries are encouraged to bring to the attention of the Secretary, Office of the Public Service Commission, any problems or issues which may arise in respect of clarity, interpretation or implementation of any provisions contained within the Revised *Manual*.

For those who are responsible for the management of staff in the Public Service the *Manual* is a helpful guide for informing staff of their rights and obligations. It also provides a framework for the enhancement of effective service delivery.

It is hoped that with clear policies and procedures in place, the Public Service will be able to effectively focus on its main task of providing a high quality service to the people of Vanuatu.


Charles Maon
Chairman, Public Service Commission
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DEFINITIONS

In this Staff Manual, unless the context requires otherwise -

- "Appropriate Minister" in relation to a Ministry means: (1) the Minister responsible for the Ministry; or (2) where two or more Ministers are responsible for different functions of a Ministry, the Minister responsible for the relevant functions of the Ministry.
- "Chairman" means the Chairman of the Public Service Commission appointed in accordance with Article 59(2) of the Constitution;
- "Commission" and "PSC" means the Public Service Commission established by Article 59 of the Constitution;
- “Contract Employee” is a person employed under the provisions of section 30 (3) of the Public Service Act to provide specialist services or where it is inappropriate to employ a permanent officer to perform the duties required.
- “Daily Rated Worker” means a person engaged under the provisions of section 31 (1) of the Public Service Act to perform work which, by reason of its temporary, fluctuating or special nature does not warrant the employment of a permanent officer.
- "Department" means an entity designated as such or a division within a Ministry;
- "Director of Department", "Director" or "Head of Department" means a person appointed as a Director of a Department within a Ministry or a position evaluated as equivalent by the Public Service Commission;
- "Director-General" means the head of a Ministry or a position evaluated as equivalent by the Public Service Commission;
- "Minister" means the Minister responsible for the public service;
- "Ministry" means a Ministry of the Government and includes a Department within the Ministry. Where applicable, it also includes a State appointed office, agency or instrument designated by the Prime Minister under the Government Act or section 50 of the Public Service Act;
- "Office of the Public Service Commission" and "OPSC" means the secretariat and administrative support services of the Public Service Commission established in accordance with section 13 the Public Service Act;
- “Officer” and “Permanent Officer” means a full time public servant who has been appointed with tenure under the provisions of section 23 (1) of the Public Service Act.
- “prescribed” means prescribed by regulations under the Public Service Act or by any Instruction or any Staff Manual issued by the Public Service Commission, in accordance with the Public Service Act;
- “Promotion” means the process of appointing an officer to another position at a higher evaluated level, in accordance with section 23 (1) of the Public Service Act.
- "Secretary" means the administrative head of the Office of the Public Service Commission appointed by the Public Service Commission in accordance with section 13 the Public Service Act.
- "Staff" and “Staff Member” in relation to the Public Service means a person employed therein whether as a permanent officer, temporary salaried employee or a daily rated worker;
- “Temporary Salaried Employee” means a person appointed under the provisions of section 30 (1) of the Public Service Act to a post within the public service on a temporary basis for a period which is not to exceed six months.
- “Transfer” means the process of being moved from one position to another at the same level in accordance with section 22 (3) or 26 (1) of the Public Service Act.
CHAPTER 1 - THE ROLE OF THE PUBLIC SERVICE COMMISSION

1. **Guiding principles of the Public Service**

Under section 4 of the *Public Service Act*, the guiding principles of the Public Service and the Public Service Commission are to:

(a) be independent and perform their functions in an impartial and professional manner;

(b) make employment decisions based on merit;

(c) provide a workplace that is free from discrimination and that recognizes the diverse background of staff;

(d) have the highest ethical standards;

(e) be accountable for their actions;

(f) be responsive to the Government in providing timely advice and implementing the Government's policies and programs;

(g) deliver services fairly, effectively, impartially and courteously to the public and to visitors to Vanuatu;

(h) provide leadership of the highest quality;

(i) establish co-operative workplace relations based on consultation and communication;

(j) focus on achieving results and managing performance;

(k) observe the law; and

(l) ensure transparency in the performance of their functions.

To implement these principles, the Public Service Commission has adopted a series of objectives and performs a range of functions through a co-ordinated set of reform-orientated programs. These objectives, functions and programs are described in this chapter.

2. **The role of the Public Service Commission**

2.1. **Objectives of the Commission**

In line with these guiding principles, a critical objective of the Public Service Commission is to provide a service of the highest professional standard to the Government and the people of Vanuatu by building a high quality public service that is competent; accountable; ethical; impartial; and responsive to the needs of its clients.

Under section 15 of the Public Service Act, the Commission has a duty to act as a good employer. Accordingly,

(1) it shall be the duty of each member of the Commission to ensure that the Commission shall, in the performance of its functions, responsibilities and duties, be a good employer.

(2) The Commission shall as a good employer:
(a) ensure the fair and proper treatment of staff in all aspects of their employment;
(b) require the selection of persons for appointments and promotion to be based on merit;
(c) promote good and safe working conditions;
(d) encourage the enhancement of the abilities of individual staff members;
(e) promote and encourage an equal opportunities programme; and
(f) abide by the principles set out in section 4 of the Act.

(3) In determining a persons’ merit for appointment or promotion to a post or salary increment, regard must be had to:

(a) skill and ability to perform the duties and responsibilities of the post;
(b) the standard and efficiency of work performance;
(c) formal qualifications and training; and
(d) personal qualities including conduct.

(4) For the purpose of subsection (3), where appropriate the Commission may determine the minimum qualifications for any position.

2.2. Functions of the Commission
Under Section 8(1) of the Public Service Act, the major functions of the Commission are to:

- provide policy advice to the Government on matters relating to the efficiency and effectiveness of the Public Service and in human resource development;
- appoint and promote staff on merit;
- select or approve the staff to undergo training courses, workshops, seminars, attachments, and meetings/conferences locally and overseas including scholarships, and for such purposes organise merit based selection processes;
- resolve employment disputes and discipline staff;
- promote codes of conduct in the Public Service;
- review the efficiency and economy of the Public Service in employment matters;
- review the establishment and grading of posts;
- provide training programs to staff and assist with the training of staff;
- provide guidelines to Directors-General, Directors and the Public Service in managing or developing staff in good employer systems and obligations;
- ensure the observance of the rule of law in public affairs;
- ensure compliance with and be responsible for the administration of the Public Service Act;
- set targets for the delivery of services by the Commission; and
- provide regular reports to the Minister on the performance of the Commission.
2.3. **Programs of the Commission**

These functions are performed through a range of programs. These programs are:

2.3.1 **Human Resource Management:**

Under this program, the Commission assists Ministries by developing sound human resources systems, policies, practices, organization structures, plans and reporting arrangements to facilitate improved individual and organizational performance.

2.3.2 **Human Resource Development:**

Under this program, the Commission works to improve and develop the skills, knowledge and attributes of public servants so that they can increase their level of performance and service delivery.

2.3.3 **Corporate Services (Executive Services):**

Under this program, the secretariat of the OPSC assists Ministries by providing timely, well researched advice to the Commission and the Disciplinary Board and also determines housing arrangements. OPSC internal administrative arrangements are also provided through this program.
CHAPTER 2 – ORGANIZATION REVIEW, ESTABLISHMENT VARIATIONS AND JOB EVALUATION

1. Introduction

The Public Service Act requires a Director-General, amongst other matters to:

- carry out the functions and duties of the Ministry, including the implementation of Government policies [s. 20(1)(a)];
- manage the activities of their Ministry in an efficient, effective and economical manner [s.20 (1) (e)].

To meet these requirements, Directors-General should ensure that the organization structure and activities of their Ministries and the Departments within the Ministries are appropriate and in line with the service delivery requirements and objectives of the corporate plan.

Guidelines relating to the preparation of Corporate Plans, Business Plans and Annual Reports are available from the Organizational Performance Improvement Unit of the OPSC.

2. The Process

A flow chart with an overview of the organization restructure and establishment variation process appears at section 3 of this chapter.

2.1 Developing/Revising a structure to implement a Corporate Plan

(a) If restructuring or establishment variations are necessary to implement the Corporate Plan, a Director-General must, in consultation with Directors in the Ministry, develop a preliminary organizational structure for the Ministry for discussion with the Secretary of the Commission.

(b) All Department-level restructuring/establishment variation proposals by Directors must be endorsed by the Director-General of the relevant Ministry.

(c) The organizational structure should be based on a careful and detailed analysis of the functions performed by the organizations that are within the Ministry. The organizational chart should identify specific positions needed and how the Ministry should be structured to most effectively fulfil objectives in the Corporate Plan.

(d) All revised structures must be in accordance with and must be subject to the most recent Corporate Plan.
(e) Any proposed restructure should also facilitate, where appropriate, team work and minimize demarcation barriers between different sections of the Ministry.

(f) The cost of the proposed Ministry restructure/establishment variation must be within the agreed budget of the Ministry.

(g) Staff should be informed on developing a new organizational structure or any other major restructuring decisions or proposals that affect them.

2.2 Preparing individual Job Descriptions

(a) A Director-General must prepare, in the prescribed format (PSC FORM 2-1), an individual Job Description for every position in their Ministry whenever:

(i) A new position is created; or

(ii) When substantial changes are made to the duties assigned to a position; or

(iii) Where no Job Description currently exists.

(b) A Job Description must be written by a person or group of persons within the Ministry with an adequate knowledge of the job in question and be validated through consultation with persons familiar with the requirements of the position. In the case of an existing position, it must be written in consultation with the present incumbent of the position.

(c) Prior to writing the Job Description, the nature of the required work the position is expected to do is to be carefully analysed to determine the major components and the outcomes required of the position. The major components should not include any duties which are of a short term nature only.

(d) A Job Description must accurately reflect the requirements of the position and in the case of an existing position, the Job Description must focus on what is required to achieve the outcomes of the position, and not the specific skills and/or preferences of the occupant of the position. In addition, when completing a job description, special attention must be given to Section 17 of the form which sets out the minimum qualifications required to be selected to the post as these qualifications must be used to determine the selection criteria to be applied whenever the post is advertised.

(e) Ensure that the selection criteria is open and is not a closed criteria targeted at a particular person;

(f) Where jobs are very similar in nature, generic Job Descriptions may be used, but each separate job must have its own post number and Job Description.

(g) A Director-General is responsible for ensuring that the Job Description contains sufficient information to allow the job to be evaluated and graded by the OPSC.

(h) The Job Description must be signed by the person preparing the form and also the Director-General (or their representative) at sections 18.1 and 18.2 of the Job Description form prior to it being referred to the OPSC for evaluation.
2.3 Assessing restructuring/establishment variation proposals and grading Job Descriptions

(a) A Director-General must submit all restructuring/establishment variation proposals for assessment and new or significantly amended Job descriptions for evaluation and grading to the Secretary of the Commission for formal consideration by the Commission.

(b) Directors-General are encouraged to informally discuss their proposals with staff of the OPSC before submitting them to the Secretary of the Commission for assessment and evaluation.

2.3.1 Restructuring/establishment variation proposals

(a) All restructuring/establishment variation proposals are to be submitted to the OPSC in a standard format in both paper and electronic form (diskette). The standard format, which incorporates guidelines for completion, is set out at section 4 of this chapter.

(b) It is the responsibility of the Ministry HRO to ensure that submissions, revised organization structures and job descriptions are prepared in accordance with OPSC requirements and, therefore, assistance and advice in preparing these documents should be sought from the occupants of these positions, at least in the first instance. In addition, Directors-General and Directors should also take the opportunity to discuss proposals of this nature with staff of the Performance Improvement Unit of the OPSC before they are formally submitted for review and approval.

(c) In assessing a restructuring proposal submitted by a Director-General, the Secretary of the Commission must, as far as practicable and as appropriate, use the following criteria:

- Government policy priorities in terms of service delivery;
- Efficiency and cost-effectiveness and within the Ministry's nominated budget;
- avoidance of duplication of functions by Ministries;
- impact on staff employed by the Ministry; and
- any other appropriate criteria as the Secretary in consultation with Directors-General may determine from time to time.

(d) If the Secretary of the Commission considers that changes are warranted to the restructuring proposals he or she shall consult with the Director-General and any other persons or organizations. No significant variation/decision must be made by the Secretary of the Commission, concerning a Director-General’s restructuring proposals without consulting the Director-General.

2.3.2 Evaluating and Grading Job Descriptions

(a) A Director-General must submit all new and substantially changed Job Descriptions to the Secretary of the Commission, for evaluation and grading as an attachment to restructure/establishment variation proposal.

(b) In evaluating and grading new Job Descriptions, the Secretary of the Commission must use, as far as practicable and as appropriate, the following criteria:
• Objective of the position;
• The nature and complexity of the duties and responsibilities;
• Reporting relationships and supervisory responsibilities;
• Impact of the position on financial and other resources;
• Nature of the qualifications required for the position;
• Nature and dimension of the position in relation to comparative positions elsewhere;
• Recommended salary level and grading proposed by the Ministry;
• Relativity with other positions across the Public Service;
• Any other criteria, as determined by the Secretary of the Commission.

(c) Adequate documentation must be kept by the Ministry and OPSC on all separate instances of job evaluation and grading by the Office of the Public Service Commission. In the case of positions at Director-General and Director level, this documentation must be retained permanently by the OPSC.

(d) If the Secretary of the Commission considers that changes are warranted to the Job Descriptions, he or she shall consult with the Director-General. No significant variation/decision must be made by the Secretary of the Commission concerning any Job Description submitted by a Director-General without consulting the Director-General.

2.4 Obtaining the approval of the Public Service Commission

(a) Only the Commission may approve the implementation of any significant restructuring proposals including the establishment and grading of new and/or revised positions and Job Descriptions forms.

(b) Consequently, after assessment by the Secretary of the Commission and, if necessary, consultation with the relevant Director-General on any changes, the restructuring-establishment variation proposal and/or new Job Descriptions and the revised organization chart must be submitted to the Commission for approval.

Any administrative changes that will not affect the evaluated level of the position will be approved by the Secretary of the OPSC.

(c) Adequate documentation must be kept by the Ministry and OPSC on all separate instances of organisation restructures and/or establishment variations approved by the Office of the Public Service Commission

(d) If the restructuring-establishment variation proposal or Job Description is not approved, the Secretary of the Commission will consult with the relevant Director-General and provide assistance in making appropriate changes to the restructuring proposal or Job Descriptions for reconsideration by the Commission.

(e) All Submissions not meeting PSC submission requirements will be returned to Ministry. The Ministry after meeting the requirement will re-submit restructure as a new submission.
(f) All submission must be signed off by the relevant Director General or person acting on his or her behalf.

2.5 Implementing an approved restructure and establishing new positions

(a) A Director-General must implement any approved restructure or the establishment of new or regraded positions in the form that they have been approved by the Commission.

(b) In implementing the restructure/establishment variation, a Director-General must consult with any Director and other staff within the Ministry affected by the implementation and, as far as practicable, take their views into account.

2.6 Implementing an approved restructure where the regraded position/s is occupied by a permanent officer

2.6.1 Occupied position is up-graded

(a) Where the Commission approves the up-grading of a position which is occupied by a permanent officer, the Director of the Department and/or the Director-General of the Ministry may approve the occupant of the up-graded position being appointed to the new position in an acting capacity for a period which shall not exceed six months duration.

(b) During the six-month period, action must be taken by the Director of the Department or the Director-General of the Ministry to substantively fill the position. In this regard, the following options are available:

(i) Where upon assessment by the Supervisor the permanent officer meets the criteria of the new upgraded position the officer may be recommended for appointment to the new upgraded position;

(ii) Where upon assessment by the Supervisor the permanent officer does not meet the criteria of the new upgraded position, the position shall be advertised in accordance with the policy and procedures contained in Chapter 3 of this Manual.

(iii) In cases where the establishment variation involves a change in post title only and the salary level/grade and duties remain unchanged, the occupant of the position automatically remains in the new post.

(c) Where the occupant of the re-graded position is unsuccessful in being selected for the up-graded post following advertisement action, the officer must be transferred to a vacant funded post (at the same level) within the Ministry or to another Ministry, with the agreement of the Directors-General and the approval of the Commission. If no position can be found for the officer, the approval of the Commission may be sought to declare the officer redundant. In such cases, the entitlements of the officer on cessation of employment with the public service are as specified in Chapter 7 of this Manual.
2.6.2  Occupied position is down-graded

(a) When an officer is occupying a position which is down-graded, he/she must be transferred to a vacant funded post (at the same level) within the Ministry or to another Ministry, with the agreement of the Directors-General and the approval of the Commission.

(b) If there is no suitable vacant position available at the time of the down-grading, the officer may be made redundant and the officer will be compensated.
3. Organization review and/or establishment variation process

Ministry reviews organisation structure and develops revised structure consistent with corporate plan, as and when required.

Ministry drafts job descriptions in prescribed format (PSC FORM 2-1)

Ministry completes prescribed Organization Restructure and/or Establishment Variation Submission - Standard Format

Ministry and OPSC retain copies of PSC approval together with revised organisation structure and job description.

If deferred, the submission is amended by the Ministry, in consultation with OPSC and re-submitted for approval.

If deferred, the submission is amended by the Ministry, in consultation with OPSC and re-submitted for approval.

Commission approves or defers the proposal and Ministry advised of decision.

OPSC records details in tracking system, assesses Submission, evaluates job descriptions (in consultation with Ministry) and submits to Commission for approval.

Ministry sends submission and job descriptions to OPSC in hard copy and electronic format.

Ministry implements new organisation structure and/or establishment variation and job descriptions.

Ministry sends submission and job descriptions to OPSC in hard copy and electronic format.
3.1 Organization Restructure and/or Establishment Variation Submission – Standard Format

(To be typed on Ministry or Departmental letter Head)

The Secretary
Public Service Commission
PM Bag 017
Port Vila

Dear

Subject: (insert title of proposal)

Example: Proposal to Revise the Organisation Structure for the Ministry/Department of etc.

1. Background:

(Insert details of the reasons for seeking the restructure/establishment Variation)

Examples:

- One of the objectives of the Comprehensive Reform Program, which is currently being implemented by the Government, is to devolve non-core human resource functions from the PSC to Ministries.

- To facilitate this process, the (insert the name of Ministry/Department/Agency) proposes to establish a Corporate Services Unit within the Office of the Director-General to take control of all HR functions for the whole of Ministry and to strengthen/improve the overall management of the Ministry’s budget. In addition, the Corporate Service Unit will include a (insert the name of the position) to provide high-level support and policy advice to the Director-General.

- It is further considered that the implementation of this structure will lead to an improvement in the Ministry’s overall service delivery to its clients.

2. Proposal:

(Insert details of any positions to be deleted or re-graded, the new positions being sought and their respective roles and responsibilities and also proposed grading of each position).

3. Costing:

(Insert details of the savings from funded positions to be deleted (if applicable) plus costing of new positions plus salary difference (+ or -)) in a Table, as shown hereunder.
CURRENT APPROVED POSITIONS TO BE DELETED OR AFFECTED

<table>
<thead>
<tr>
<th>Post No.</th>
<th>Title/Occupant</th>
<th>Level/Grade</th>
<th>Salary</th>
</tr>
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</table>

PROPOSED POSITIONS TO BE CREATED AND OR UPGRADED/DOWN GRADED

<table>
<thead>
<tr>
<th>Post No.</th>
<th>Title</th>
<th>Level/Grade</th>
<th>Salary*</th>
<th>Salary Difference</th>
</tr>
</thead>
<tbody>
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<td></td>
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</tbody>
</table>

Total

- **Note:** If the position is vacant, please indicate whether funds have been allocated from the current financial year to enable the position to be filled, if required.

- **Note:** Insert salary figure for proposed grade.

Also include, below the table, a statement indicating the amount required to fill the proposed positions in the current financial year.

*Example: If new position is to be filled in July, only 6/12th of the full year funding figure will be required in the current financial year.

4. **Implementation Plan:**

   (Insert details of how the proposal, if approved by the PSC, will be implemented)

   - Indicate whether funds available from the current financial years budget to proceed with the immediate filling of the new positions if approved by PSC?
   - Provide details of how it is proposed to fill the positions;
     *Example: indicate whether the position/s will be filled by transferring staff member at same grade, acting arrangements (pending advertisement), temporary or contract appointments

5. **Recommendation:**

   - It is therefore recommended that the PSC approve:

   (Insert details of what the Ministry/Department want the PSC to approve)

**Director's Name, Signature and Date**

**Attachments:**

- *Organization Structure – Current Structure approved by OPSC (must have OPSC stamp) & proposed structure*
- *Job descriptions- New positions only*
- *Any other supporting documents*

I support/endorse the above proposal from the Director, *(insert title of Director)*

**Directors-General Name, Signature and Date**
FORMS FOR CHAPTER 2: ORGANIZATION REVIEW, ESTABLISHMENT VARIATIONS AND JOB EVALUATION
# PUBLIC SERVICE COMMISSION JOB DESCRIPTION FORM

Ministry to prepare and request Approval by the Public Service Commission. Please contact the Performance Improvement Unit Staff of the office of the Public Service Commission if you need helping completing this form.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>1</td>
<td><strong>Job title</strong></td>
</tr>
<tr>
<td>2</td>
<td><strong>Post number</strong> Allocate the next available number. This number is to be used in all subsequent correspondence relating to this post.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Level</strong> Suggested by Ministry and determined by PSC</td>
</tr>
<tr>
<td>4</td>
<td><strong>Ministry</strong></td>
</tr>
<tr>
<td>5</td>
<td><strong>Department</strong></td>
</tr>
<tr>
<td>6</td>
<td><strong>Location</strong> Where the position is located</td>
</tr>
<tr>
<td>7</td>
<td><strong>Purpose</strong> “why this Post exists” this might be a one line statement adapted from the Corporate Plan or Business Plan for higher level Posts.</td>
</tr>
<tr>
<td>8</td>
<td><strong>Key Result Areas</strong> (KRAs) refers to general areas of outcomes or outputs for which the post/role is responsible.</td>
</tr>
<tr>
<td>9</td>
<td><strong>Key Performance Indicators</strong> (KPIs) refers to the quantifiable measurements that reflect the critical success of the KRAs.</td>
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<td>8.1</td>
<td>9.1</td>
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<td>8.2</td>
<td>9.2</td>
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<tr>
<td>8.3</td>
<td>9.3</td>
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<tr>
<td>8.4</td>
<td>9.4</td>
</tr>
<tr>
<td>10</td>
<td><strong>Duties and responsibilities</strong> Simple statements starting with an action word; more important ones first; less than 10; cover main areas of work but not details you should find in Procedure Manuals. Areas to think of include policy/ research/ advice, preparing reports; external communication; administrative; legislative and what this particular job must achieve. For lower level jobs it will be more specific e.g. deliver, record, type, maintain.</td>
</tr>
<tr>
<td>10.1</td>
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<td>10.2</td>
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<td>10.6</td>
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<td>10.7</td>
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<tr>
<td>11</td>
<td><strong>Reports directly to</strong> Title of Post and Level only</td>
</tr>
<tr>
<td>12</td>
<td><strong>Directly supervises</strong> Title of Posts and level if any</td>
</tr>
<tr>
<td>13</td>
<td><strong>Frequent Internal Personal Contacts with...</strong> (“Internal” means within the Ministry)</td>
</tr>
<tr>
<td>14</td>
<td><strong>Occasional Internal Personal Contacts with...</strong></td>
</tr>
<tr>
<td>15</td>
<td><strong>Frequent External Personal Contacts with...</strong> (“External” means other Ministries and the community)</td>
</tr>
<tr>
<td>16</td>
<td><strong>Occasional External Personal Contacts with...</strong></td>
</tr>
<tr>
<td>17</td>
<td><strong>Impact of Decisions</strong> (a) Think of the decisions this Post makes without help on a regular basis (weekly or monthly) to greatly reduce the risk of serious things happening. Name the more important thing(s) decided. (b) If the Post has a significant Financial Delegation to commit funds the amount should also be stated.</td>
</tr>
<tr>
<td>18</td>
<td><strong>Special Conditions</strong> e.g. if unusual work hours, equipment or...</td>
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<td></td>
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</tr>
<tr>
<td>19</td>
<td><strong>Reason for Seeking Approval</strong> (e.g.; Routine Revision of Existing Job Description, New Post, Regrading, State if any overlap or duplication with existing Job Descriptions or new duties and responsibilities)</td>
</tr>
<tr>
<td>20</td>
<td><strong>CRITERIAS TO BE SELECTED FOR THIS POST</strong> (Allow for some on-the-job training to bring outsiders up to standard and do not unnecessarily bias the Post to certain people. Remember education is only one indicator of capability to do the job.)</td>
</tr>
<tr>
<td></td>
<td><strong>20.1 Qualification</strong> the required qualification for the job e.g certificate, diploma, degree…</td>
</tr>
<tr>
<td></td>
<td><strong>20.2 Special Business Education</strong> refers to the field of study that would be preferable</td>
</tr>
<tr>
<td></td>
<td><strong>20.3 Experience</strong> e.g. number of years or level of experience in filing/keyboard work or driving; or, e.g. low or high level achievements in leadership, communicating, advising, managing resources, writing reports, advising clients, doing similar type of work etc</td>
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<tr>
<td></td>
<td><strong>20.4 Management/Supervisory Skills</strong></td>
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<td></td>
<td><strong>20.5 Special Skills</strong> e.g. vehicle license, driving record, computer word/excel etc</td>
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<td></td>
<td><strong>20.6 Thinking style</strong> e.g an analytical thinker, a practical thinker, creative thinker…</td>
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<td></td>
<td><strong>20.7 Communication/ Interpersonal Skills</strong> list the skills required of this position</td>
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<tr>
<td></td>
<td><strong>20.8 Behavioural Competencies</strong> refers to the personal attributes or characteristics needed for the position.</td>
</tr>
<tr>
<td></td>
<td><strong>20.9 Language</strong> “English, French and Bislama” is usual.</td>
</tr>
<tr>
<td>21</td>
<td><strong>ENDORSEMENT WITH NAME, SIGNATURE AND DATE</strong></td>
</tr>
<tr>
<td>21.1</td>
<td><strong>Prepared in the Ministry by …</strong> Sign Date / / Name</td>
</tr>
<tr>
<td>21.2</td>
<td><strong>Certified by or for the DG</strong> that the Post fits with any Corporate Plan, and is required. Sign Date / / Name</td>
</tr>
<tr>
<td>21.3</td>
<td><strong>Checked by OPSC</strong> for completeness and consistency; check structure; confirm Level and Post Number (job evaluation process). Sign Date / / Name</td>
</tr>
<tr>
<td>21.4</td>
<td><strong>DECISION OF PUBLIC SERVICE COMMISSION</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Decision:</strong> Approved or Deferred or Amended Date of Decision: …………………… (Circle the appropriate Decision)</td>
</tr>
<tr>
<td></td>
<td>Name Sign Date / /2005</td>
</tr>
</tbody>
</table>
CHAPTER 3 - RECRUITING AND SELECTING STAFF

1. **Introduction**

The *Public Service Act* requires that "the selection of persons for appointments and promotion to be based upon merit" [section 15(2) (b)] and that a person’s merit for appointment or promotion be determined by assessing their:

(a) skill and ability to perform the duties and responsibilities of the post;
(b) standard and efficiency of work performance;
(c) formal qualifications and training; and
(d) personal qualities including conduct [section 15 (3)].

For the purpose of these criteria, the Commission may also determine what the minimum qualifications are for any particular position or class of positions.

In order to determine the best applicant for a vacant position, appropriate selection procedures need to be in place that will ensure the recruitment and selection processes and decisions are transparent, impartial, and fair. In particular, the procedures should ensure that:

- all potential applicants have reasonable access and opportunity to apply for vacancies;
- applicants are given the same information about the selection process;
- all applicants receive and are assessed against the same selection criteria;
- selection committees make sound and unbiased selection decisions using information gathering methods appropriate to the nature of the job being filled; and
- the selection process is free from political interference.

At the same time, recruitment and selection decisions should be made with regard to the Department’s short and long-term objectives. The aim of recruitment is to establish a quality workforce capable of effectively delivering government programs and services. Efficient and effective recruitment means operating within reasonable cost restraints and avoiding unnecessary delays, whilst achieving the outcome of recruiting the most suitably qualified and meritorious person.

To implement the principles of merit selection and, at the same time, achieve cost-effectiveness in the recruitment process, the procedures in this chapter must be used in all cases of standard appointments and promotions. These procedures also apply in the case of recruiting to the positions of Director-General or Director, except that additional prescribed procedures in Section 18 of the *Public Service Act* also apply.

In some circumstances, appointments can be made without the need for the prescribed competitive process. Section 4 of this chapter identifies cases where the full recruitment procedures may not apply. However, at a minimum, all selection decisions should be based on an assessment of the person's suitability for the job and be publicly defensible. Specific categories of people eligible for appointment are identified in Section 5 of this chapter.

*A flow chart with an overview of the standard recruitment process required by this policy is provided on the next page, while a Recruitment Check List is at section 3 of this chapter.*
Overview of the Public Service Recruitment Process

Director/D/G obtains Financial Visa from Department of Finance.

Ministry inducts new appointee and places signed acceptance and job application on a personal file.

Successful applicant accepts job offer and returns signed acceptance to Ministry.

Director/D/G seeks Secretary, OPSC approval to advertise vacancy, (PSC FORM 3-1)

PSC returns all documents to D/G who arranges for unsuccessful applicants to be advised and for the documents to be placed on appropriate file.

PSC approves/defers report and, if approved, makes job offer to successful applicant and advises D/G of decision.

Secretary, OPSC approves/defers request and informs D/G of decision.

If endorsed, D/G certifies that merit procedures have been followed and submits all relevant documents to PSC for approval.

If not endorsed, other appropriate action has to be taken by the Ministry in relation to the vacancy eg. re-advertise.

Director and D/G consider /endorse selection report

If approved, D/G arranges to advertise vacancy and establishes selection panel.

If approved, D/G obtains Financial Visa from Department of Finance.

Selection Panel assesses applications against selection criteria and creates short-list for further assessment, (PSC FORM 3-3)

Selection Panel prepares Selection Outcome Report, (PSC FORM 3-5)

Within 21 days the Selection Panel decides on the information gathering methods to be used.

Selection Panel assesses short-listed applicants and ranks them in order (PSC FORM 3-4)

Applications (PSC FORM 3-2) received, registered, acknowledged and referred to selection committee by Ministry HRO.
2. Procedures to be followed in recruiting staff

2.1 A Director-General must obtain the Secretary’s approval to advertise the vacancy and have sufficient information available to ensure that applicants are assessed against appropriate selection criteria;

2.2 A Director-General must keep accurate records of recruitment actions carried out in their Ministry. In the case of a recruitment action for a Director-General or Director, the Commission must keep appropriate records.

2.3 Job vacancies must be broadly advertised by the Ministry and job-related information must be reasonably accessible to members of the community;

2.4 A Director-General must establish a Selection Panel constituted with appropriate and balanced representation to ensure that all applicants are considered in a fair manner;

2.5 Selection Panel must decide on the appropriate information gathering methods to be used in assessing the applicants for the vacancy;

2.6 Selection decisions must be based on job-related selection criteria, clearly documented and publicly defensible;

2.7 Selection Panel may consult with the relevant senior management of the Ministry/Department and/or OPSC during the selection process;

2.8 A Director-General must certify that the prescribed merit selection methods have been followed;

2.9 Under section 25 of the Public Service Act, the Commission, on the recommendation of a Director and Director-General, may appoint an officer to a higher post without advertising the position, providing the officer has been acting in the post for at least six months and merit and equity criteria have been satisfied; and

2.10 A Selection Outcome Report in the prescribed format must be submitted by a Director-General to the Commission for approval after the completion of any recruitment action within their Ministry.

These procedures are described in detail in the correspondingly numbered sections below.

2.1 Obtaining approval to fill the vacancy and job vacancy information

(a) If a Director-General wishes to fill a vacant position with a category of staff which is not covered by section 4 of this chapter, the Director-General, using the prescribed Request to Advertise a Vacancy form (PSC FORM 3-1), must request the approval of the Secretary of the Commission to advertise the vacancy.

(b) For each vacant position that is to be advertised, the Director and Director-General must outline the selection criteria for the job vacancy on the Request to Advertise a Vacancy Form PSC FORM 3-1) and attach copies of the:
(i) Current approved Job Description;
(ii) Current approved Department’s organisation chart that clearly shows where the position fits in the structure;
(iii) Job advertisement; and
(iv) Approved Financial Visa from the Department of Finance.

(c) The Director-General must then certify that the Job Description is accurate and up-to-date and that there is sufficient funding available for the position to be filled.

2.2 Keeping accurate records of the recruitment process

(a) The Director-General must arrange for a separate Recruitment File to be created by the Ministry HRO for each job vacancy that is to be filled with the file being kept in the Ministry for a period of 12 months.

(b) In the case of recruitment action for a Director-General or Director, this file must be created by the Office of the Public Service Commission and be kept permanently.

(c) Each recruitment file must contain the following documentation:

(i) A copy of the job vacancy advertisement;
(ii) A copy of the job description;
(iii) A copy of the Department’s organisation chart that clearly shows where the position fits in the structure
(iv) The approved Financial Visa;
(v) A register noting down the name of each applicant and the date their application was received and acknowledged;
(vi) All job applications received for the particular vacancy, with the prescribed Individual Assessment Forms (PSC FORM 3-3) attached to the applications (Note that the job application and Individual Assessment Form for the successful applicant should be placed on a personal file, once the Commission has approved the Selection Outcome Report, together with a copy of the appointment letter and the successful applicants’ acceptance of the offer);
(vii) Copies of all documentation sent to the Commission regarding the job vacancy, including the Approval to Advertise and Fill a Vacancy form (PSC FORM 3-1); the Comparative Assessment of Applicants Form (PSC FORM 3-4) and the Selection Outcome Report (PSC FORM 3-5);
(viii) All documents relating to the job vacancy received from the Commission or others; and
(ix) Any other relevant documentation (e.g. copies of the acknowledgment and unsuccessful letters).

2.3 Advertising the job vacancy, providing job information and acknowledging receipt of applications

(a) All vacancies must be advertised in such a manner that will provide a reasonable number of potentially suitable applicants with the opportunity to see the advertisement and obtain access to job related information.
(b) Job vacancies should be advertised through any means that would increase the public’s awareness of the vacancies such as advertising in local and regional newspapers. Consideration should also be given to the following means of advertising:

- placing vacancy announcements on notice boards that are accessible to the public in Government Departments and facilities;
- placing vacancy announcements on notice boards in public places such as market places, banks, educational facilities;
- placing advertisements in specialist journals or magazines relevant to the position being advertised; and
- Circular distributed throughout the Ministry/Departments.

(c) Under section 18 (2) (a) of the Public Service Act, Directors-General and Director level vacancies must be advertised in a newspaper with a wide circulation in Vanuatu.

(d) Applicants must be provided with one month to apply from the date the vacancy is first advertised. In cases of urgency, the Secretary of the Commission may, on request, approve a shorter period than this but as a general rule this period may not be less than two calendar weeks.

(e) All job vacancy advertisements should contain the information outlined in Section 8, Minimum Contents of Advertisements of this chapter, and must inform potential applicants that applications have to be made using the prescribed Public Service Job Application Form (PSC FORM 3-2).

(f) An information package should be provided to all potential applicants who inquire about the job. This kit should contain, as a minimum, the Public Service Job Application form (PSC FORM 3-2), a copy of the approved Job Description (PSC FORM 2-1), a copy of the current approved organisation chart showing where the position fits in the structure and any other relevant information relating to the Department and/or the position.

(g) All applications received are to be recorded in a register (see section 2.2 (v) above) and a simple acknowledgment forwarded to the applicant to indicate that the application has been received and that it will be referred to the selection committee for consideration.

2.4 Establishing a Selection Panel

(a) To ensure job applicants are assessed in a fair and equitable manner, a Director-General must establish a Selection Panel comprising three to five members.

(b) Each Selection Panel must comprise a Departmental representative (from the Department in which the vacancy is located), a representative from the OPSC or an OPSC nominee who shall perform the role of Convenor and one independent representative from another Department or from outside the public service. It should be noted that the independent representative on all senior management panels for Director level and above must be selected from outside the public service. Wherever possible, members of selection panel should be at a higher level (or at least an equivalent level) than the position being advertised.
(c) Independent members of Selection Panel may be as the Director-General determines but they should, wherever possible, be chosen on the basis of their technical expertise and/or knowledge of the requirements of the position.

(d) In determining the composition of a Selection Panel, a Director-General must consult with the Director of the Department where the vacant position is located and take into account his or her views.

(e) The Selection Panel shall be chaired by the Departmental representative where the vacant position is located.

(f) Each Selection Panel should have a reasonable balance of French and English speaking members.

(g) Each Selection Panel should have a reasonable gender balance.

(h) Should a member of a selection panel discover, at the commencement of the process, that he/she is related or has a personal relationship with any of the applicant’s, the member must declare the potential conflict of interest and immediately excuse themselves from the panel. The matter should then be referred to the Director-General who, in consultation with the relevant Director, is to make arrangements for a replacement panel member to be appointed.

(i) Following the receipt of applications in response to an advertisement for a vacant position and on the request of the Director of the Department in which the vacancy is located and the Director-General, the Secretary of the Commission may approve that a Selection Panel not be established for positions below Director level if it can be demonstrated that this is not warranted under the particular circumstances surrounding the vacancy or the nature of the position in question. Such requests however need to clearly demonstrate in writing what alternative mechanisms have been established by the Director-General making the request to ensure that the merit requirements of the Public Service Act will be fulfilled through the proposed recruitment process.

(j) The Selection Panel shall, within 21 working days from the date of closing of applications for the advertised vacancy, ensure that a Selection Report is submitted to the Public Service Commission for consideration.

2.5 Using appropriate information gathering methods

(a) Before assessing the applications, the Selection Panel shall determine appropriate information gathering methods to use in relation to short-listing and final selection of applicants. Any methods used must be clearly noted on the Individual Applicant Assessment Form (PSC FORM 3-3). From the date when the advertisement for application of the vacancy closes the Selection Panel shall within 21 days assess all the applicants for vacancy and submit a Selection Report to the Director and DG and endorse the Selection Report.

(b) Depending on the nature of the job vacancy, a range of information gathering methods may be used. These methods include, but are not limited to, the following:

- Assessing the written application against the selection criteria;
- Assessing the applicants resume;
- Examining work samples provided by the applicant;

- Interviewing the applicants (this method must be one of the methods used in the case of Director-General and Director level appointments);

- Testing the applicants suitability through a practical job related test or exercise; and

- Obtain written or verbal referees reports.

(c) In the case of creating a short-list of applicants, using the first two or three methods will generally suffice. In making a final selection of a candidate from the short-listed applicants, additional methods may be used, depending on the complexity of the position, as the Selection Panel may determine. Not all of these methods have to be used.

(d) In all cases, Selection Panel must ensure that they use these methods in a clear, even-handed and systematic manner. That is, in establishing the short list, the same methods must be applied to all applicants. Similarly, the range of methods used for final selection must be applied to all short-listed applicants.

2.6 Using appropriate selection criteria

(a) To ensure that all applicants are assessed against the same criteria, a Director and/or the Director-General should prepare appropriate job related selection criteria based on the current approved Job Description (as described in section 17 of the job description form) for each vacant position that is to be advertised. If the Job Description is not appropriate, it should be revised and submitted to the Commission for approval prior to requesting approval to advertise the vacant position.

(b) A person’s merit for the vacant position may be determined by assessing how they satisfy the selection criteria.

(c) As a general rule, no applicant shall be assessed against selection criteria that were not identified in either the advertisement or the Job Description at the time that the vacancy was advertised.

(d) Except in the case of staff working in a Minister’s Office, a Selection Panel shall not take into account or be influenced by any direction or statement made by a Minister, or a Minister’s representative or Political Advisor, in relation to its recommendations, except that normal employment references may be considered by the Selection Panel.

(e) In short-listing and recommending the successful applicant, Selection Panel must provide adequate documentation of their assessment of the job applicants. The outcome of the selection process must be clearly documented both in relation to individual applicants and a comparative testing of the applicants in the following manner:

(i) For each separate assessed application, the Selection Panel must fill out the Individual Applicant Assessment Form (PSC FORM 3-3) identifying to what degree the applicant has met the selection criteria. After filling in the form, it must be attached to the job application it relates to and becomes part of the recruitment documentation.
(ii) After assessing all the applicants individually and rating them in order of merit, the Selection Panel must fill out the **Comparative Assessment of Applicants Form (PSC FORM 3-4)** indicating the ranking of the applicants, commenting on their suitability for the job and recommending the applicant who has been assessed as the most meritorious. In addition, other applicants who have been assessed as being suitably qualified and capable of performing the duties of the position should also be identified on **PSC FORM 3-4** as being eligible for appointment.

(f) Eligibility lists, created following the ranking of applicants in order of merit, may remain in force for a period of six months from the date of approval of the Selection Outcome Report (**PSC FORM 3-5**) by the Commission. Should the recommended applicant decline the offer or the position becomes vacant again within the six months period, a Director and Director-General may, if they so choose, seek the Commission’s approval to appoint the next most suitable applicant from the eligibility list or, alternatively, request approval to advertise the position.

2.7 Consulting senior management during the selection process

(a) A Selection Panel established within a Ministry may consult with the appropriate Director and/or Director-General regarding its recommendations and shall submit its report and all documentation including all job applications and **Individual Assessment Form (PSC FORM 3-3)** for his or her endorsement.

(b) A Director shall review the Individual Assessment Forms (**PSC FORM 3-3**), assess the **Comparative Assessment of Applicants Form (PSC FORM 3-4)**, and then provide his or her comments and endorsement using the **Selection Outcome Report (PSC FORM 3-5)**. These two forms (**PSC FORMS 3-3 & 3-4**) together constitute the full Selection Report.

(c) All of these forms shall then be forwarded to the Director-General of the Ministry concerned for his or her comments and endorsement.

(d) The relevant Director or Director-General are not obliged to accept a Selection Panel’s recommendations but may defer endorsing them.

(e) If the Selection Panel recommendations are not supported by a Director and/or a Director-General, he or she must decide what further action is warranted (for example, refer the report to the Commission with his or her comments, defer the recruitment action, request the Selection Panel to reassess the applicants, recommend that the vacancy be re-advertised etc.).

(f) Except in the case of staff working in a Minister’s Office, a Director and/or a Director-General shall not take into account or be influenced by any direction or statement made by a Minister, or their representative or Political Adviser, in relation to any selection recommendation the Director or Director-General endorses or makes.

2.8 Certifying that prescribed merit selection methods have been followed

(a) A Director-General is responsible for ensuring that prescribed and appropriate merit selection procedures are in place within all Departments and agencies within their Ministry. Ministry HRO’s are to assist the Director-General in the overall process.
(b) In all cases of recruitment action done within a Ministry for positions below Director level, the relevant Director-General must certify on the Selection Outcome Report (PSC FORM 3-5) that prescribed merit selection methods have been used to undertake the selection process.

(c) For the purpose of this certification, “prescribed and appropriate merit selection procedures” means the selection procedures outlined in this Staff Manual unless the particular recruitment action has been exempted from these procedures by the Public Service Commission or within this Manual.

(d) In the case of recruitment action for Directors and Directors-General, such certification must be provided by the Convener of the Selection Panel established by the PSC.

(e) No Selection Outcome Report will be approved by the Commission without this certification.

2.9 Permanent appointment of a staff member to a higher post without advertising the vacancy

(a) Where a permanent officer has been acting in a higher post for a continuous period of at least 6 months, the Commission may appoint that officer to the post on a permanent basis if it is satisfied that the merit and equity criteria have been satisfied (Section 25 (3) and (4) of Public Service Act). A financial visa must also be obtained to indicate the appointment is within the means of the Department.

(b) In general terms, a permanent appointment of an officer under paragraph (a) above will only be approved by the Commission where the officer was transferred into a higher post during the right sizing exercise and the Ministry can provide a copy of the transfer letter or where a position, which is substantively occupied by a permanent officer, is up-graded but the salary level of the original/former position is within the range of the up-graded position. In both cases, a Director and Director-General must be able to demonstrate to the Commission that merit and equity criteria have been satisfied.

(c) Where a daily rated worker or temporary salaried employee has been acting in a higher post to which he or she had been originally appointed for a continuous period of at least six months, the Commission may appoint that person to the position on a permanent basis where:

- It is satisfied that merit and equity criteria have been satisfied;
- It is appropriate in the circumstances (i.e. the work of the position would ordinarily be considered to be of a permanent nature and not fluctuating or otherwise “special”);
- The staff member was transferred into the position during the right sizing exercise and the Ministry can provide a copy of the transfer letter; and
- A financial visa is provided.

(d) An appointment under this section requires the recommendation of the staff members Director and Director-General as set out in the Permanent Appointment Report (PSC FORM 3-6).

(e) All Directors and Directors-General positions must be advertised and are not subject to section 2.9.
2.10 Obtaining approval of the Selection Outcome Report

(a) A Director-General must submit all Selection Outcome Reports (PSC FORM 3-5) completed in the prescribed format to the Commission for consideration. Each Selection Outcome Report (PSC FORM 3-5) must have attached to it the completed Comparative Assessment of Applicants Form (PSC FORM 3-4) prepared by the Selection Committee. In addition, the job applications and Individual Assessment Forms (PSC FORM 3-3) for those persons interviewed for the vacancy should also be provided to the Commission.

(b) Under section 23 of the Public Service Act, the Commission is the sole authority for making appointments to the Public Service. No job offer or appointment is to be made by any other person or organization, either within or outside the Public Service. In exercising this function, the Commission shall:

(i) consult and take into consideration the views and requirements of the Director-General and Director affected by the appointment;
(ii) act independently but have regard to its obligation to act as a good employer.

(c) If the Commission approves the recommendations made in the Selection Outcome Report, the Secretary of the Commission shall:

(i) inform the Director-General concerned;
(ii) make an offer to the successful applicant;
(iii) if the offer is not accepted, an offer shall be made to the next eligible candidate, if any were recommended in the Comparative Assessment of Applicants Form;
(iv) advise those applicants who have been placed on the eligibility list; and
(v) return all documents as referred to in point (a) above to the Director-General.

It should be noted that details of the terms and conditions of employment and a copy of the Code of Conduct is to be provided to the successful applicant with the job offer letter. (A copy of the “Code of Conduct” appears at Section 9 of this Chapter.) Furthermore, the successful applicant is required to formally accept the offer under the terms and conditions specified by signing a copy of the job offer letter and returning it to the Ministry HRO prior to commencing duty.

(d) The Director-General must arrange for:

(i) all unsuccessful applicants to be advised in writing of the outcome of the selection process;
(ii) the induction of the selected applicant (once the formal job acceptance has been received);
(iii) the creation of a personal file for the new appointee, which, at this stage, is to contain the persons job application form, the Individual Applicant Assessment Form (PSC FORM 3-3), the job offer letter signed by the Secretary of the OPSC and the signed acceptance of the job offer;
(iv) the placement of all other documents relating to the recruitment process on the Recruitment file created at the commencement of the process.
The Recruitment file can be destroyed after 12 months. However, the Personal file of the appointee must be retained permanently. Should the officer transfer to another Ministry at a later date, the Personal file should be referred to the new Ministry.

(e) If the Commission does not approve the Selection Outcome Report’s recommendations, the Secretary shall refer the report and all other documents back to the Director-General concerned to advise all applicants of the decision and for further action as he or she may determine, or as directed by the Commission.
### Recruitment process check list

*(To be completed by Ministry HRO and retained on the top of each Recruitment File)*

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>When requesting approval to advertise and fill a vacancy, has the relevant Director-General provided appropriate documentation in the prescribed format?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Has the Secretary of the Commission approved the filling of the vacancy <em>(PSC FORM 3-1)</em> and the relevant Director-General been informed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Has the vacancy been advertised at a level appropriate to the nature of the job and has the Director-General established an appropriate Selection Panel?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Have all applications received been on <em>PSC FORM 3-2</em>, signed by the applicant, registered, acknowledged and the applications forwarded to the Selection Panel?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Has the Selection Panel agreed on which information gathering methods to use appropriate to the nature of the job vacancy in relation to short listing and final selection?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Have all the applications been assessed and short-listed against the selection criteria using appropriate information gathering methods?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Has an <em>Individual Applicant Assessment Form (PSC FORM 3-3)</em> been completed for each applicant and attached to job application?</td>
<td></td>
<td></td>
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<tr>
<td>8.</td>
<td>Have the short-listed applicants been assessed against the selection criteria using appropriate information gathering methods?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Has a <em>Comparative Assessment of Applicants Form (PSC FORM 3-4)</em> been completed in the prescribed PSC format recommending the successful applicant?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Has the <em>Selection Outcome Report (PSC FORM 3-5)</em> been endorsed by the relevant Director of Department and Director-General?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Has the <em>Selection Outcome Report</em> been <em>deferred or approved</em> by the PSC and the Secretary of OPSC advised the Director-General of the decision and/or offered the position to the successful applicant?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>If <em>deferred</em> by the PSC, has the Secretary of the Commission consulted with the relevant Director-General on any appropriate action required?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>If <em>approved</em> by the PSC, has the successful applicant accepted the job offer by signing a copy of the job offer letter and all relevant documents placed on a Personal file?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Have all eligible and unsuccessful applicants been advised and all relevant documents placed on the Recruitment file?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. **Special cases of recruitment**

(a) Unless otherwise determined by the Commission from time to time, the recruitment policy specified in this Manual does not need to be applied in full to the following categories of staff, subject to any merit requirements of the Public Service Act being met:

   (i) Any person engaged temporarily to work in a position in a Minister’s office (permanent appointments remain subject to this policy);

   (ii) Temporary salaried employees engaged under Section 30 of the *Public Service Act* for a period no longer than six months;

   (iii) Contract employees engaged under section 30 of the *Public Service Act* for no more than three years;

   (iv) Daily rated workers engaged under section 31 of the *Public Service Act* for a period of no more than three years in accordance with the provisions of the Employment Act [CAP 160];

   (v) Acting positions at the same salary level of the appointee, if filled by a permanent officer (outside appointments remain subject to this policy);

   (vi) An acting appointment at a higher level where the duration of appointment, or series of appointments, will not exceed six months;

   (vii) The permanent appointment of an officer, daily rated worker or temporary salaried employee to a higher post in circumstances specified in section 2.9 of this chapter;

   (viii) A transfer authorized under section 21 (3) and 26 (1) of the *Public Service Act* where the position is at the same salary level.

   (ix) An officer appointed to another position as a result of actions taken under section 27 of the *Public Service Act*. Such appointments should be at the same salary level.

   (x) Expatriate employees engaged on a contract basis to meet a local staff shortage, subject to the original request and appointment being approved by the PSC.

5. **General conditions of eligibility for appointment**

(a) No person may be appointed to an office in the Public Service:

   (i) Unless he or she is a citizen of Vanuatu

   (ii) unless he or she fulfils the physical requirements, if any, for the appointment;

   (iii) if he or she is under 18 years of age;

   (iv) if he or she is over 55 years of age, except in respect of an appointment on contract;

   (v) unless he or she has a knowledge of English, French and Bislama.

   (vi) unless he or she is of good character, but a person:

      • with a criminal conviction may be considered for appointment if they have not been convicted of an offence for a period of not less than 4 years, and there is no known reason to suppose that they are not a reformed character and fit for appointment to the Public Service, or as the Commission may determine; or
who was dismissed or retired on a compulsory basis or resigned from the Public Service as the result of a disciplinary matter may be considered for re-appointment if the date of dismissal/retirement or resignation is two years or more from the new date of proposed appointment, or as the Commission may determine.

(b) The Commission may determine any other general conditions of eligibility for appointment, including minimum educational qualifications or their equivalent.

6. Recruitment of daily rated workers

(a) Daily rated workers are employed in situations where the work required to be performed, by reason of its temporary, fluctuating or special nature does not warrant the employment of a permanent officer. As such, it is not necessary to apply the formal recruitment processes outlined in this Manual i.e. there is no formal requirement to advertise. However, whenever the need arises to employ daily rated workers, it is a requirement that a number of persons should be invited to apply and that some form of comparative assessment is made of the applicants against a Job Description criteria of the position by a representative of the Department who has technical knowledge of the requirements of the work to be performed and the Ministry HRO.

(b) Daily rated workers shall only be employed for up to a maximum period of three (3) years and if adequate budgetary provision has been made by the Department. All requests to employ daily rated workers are to be submitted to the Commission for approval on the Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee Form (PSC FORM 3-7) which must be supported by a Job Application (PSC FORM 3-2) completed by the sed employee, a Job Description (PSC FORM 2-1) and an approved financial visa in cases where the proposed duration of the employment exceeds six months. Under no circumstances are daily rated workers to commence duty prior to the approval of the Secretary, OPSC.

(c) If approved, the Secretary, OPSC shall make the offer of employment to the recommended applicant. A copy of the terms and conditions of employment and the code of conduct is to be provided with the job offer letter. The applicant must sign and return a copy of the offer letter to the Ministry HRO to acknowledge acceptance of the offer under the terms and conditions advised prior to taking up duty. In addition, the OPSC will advise the Ministry HRO of the decision by providing the original copy of the approved Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee – (PSC FORM 3-7) and a copy of the job offer letter. Copies of these documents will be retained by the OPSC and placed on a personal file.

(d) No person may be employed:
   (i) unless they are able to perform the requirements of the job;
   (ii) who is under 18 years of age, unless approved by the PSC;
   (iii) who is over 55 years of age;
   (iv) unless they are of good character;
   (v) for a period of more than 3 years.

(e) Every daily rated worker shall on recruitment be subject to a period of probation of six months duration. This condition will be specified in the job offer letter which is to be signed
by the person to indicate that they accept the offer under the terms and conditions specified prior to entry on duty.

7. **Recruitment of temporary salaried employees**

(a) Temporary salaried employees can be engaged up to a maximum period of 6 months generally where there is an approved established position and a person is required to cover the absence of permanent officers during periods of leave or to fill a temporary vacancy pending recruitment action. As such, it is not necessary to apply the formal recruitment processes outlined in this Manual i.e. there is no formal requirement to advertise.

(b) All requests to employ temporary salaried employees are to be submitted to the Commission for approval on the *Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee Form* (PSC FORM 3-7) and be supported by a *Financial Visa*, a *Job Application* (PSC FORM 3-2) completed by the proposed employee and the approved *Job Description* (PSC FORM 2-1) for the position to be occupied. Under no circumstances are temporary salaried employees to commence duty prior to the approval of the Secretary, OPSC.

(c) If approved, the Secretary, OPSC shall make the offer of employment to the recommended applicant. A copy of the terms and conditions of employment and the code of conduct is to be provided with the job offer letter. The applicant must sign and return a copy of the offer letter to the Ministry HRO to acknowledge acceptance of the offer under the terms and conditions advised prior to taking up duty. In addition, the OPSC will advise the Ministry HRO of the decision by providing the original copy of the approved *Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee* – (PSC FORM 3-7) and a copy of the job offer letter. Copies of these documents will be retained by the OPSC and placed on a personal file.

(d) No person may be employed:

- (i) unless they are able to perform the requirements of the job;
- (ii) who is under 18 years of age unless approved by the PSC;
- (iii) who is over 55 years of age;
- (iv) unless they are of good character;
- (v) for a period of more than six months.

8. **Engagement of Contract Employees**

(a) Contract Employees may be engaged for up to a period of six (6) months where, due to the nature of the work to be performed (such as short term specialist services with specific Terms of Reference) it would be inappropriate to establish a position or employ an officer on a permanent basis. Expatriate technical advisors contract with specific terms and conditions of work maybe engaged for more than six months depending on the need of engagement, but shall be subject to the approval of the Commission.

(b) All requests to engage contract employees are to be submitted to the Commission for approval on the *Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee Form* (PSC FORM 3-7) and be supported by a *Job Application*.
(PSC FORM 3-2) completed by the proposed employee, a Job Description (PSC FORM 2-1) and an Agreement of Service duly completed and signed by the proposed contractor and the Director-General. Under no circumstances are contract employees to commence duty prior to the approval of the Commission or OPSC Secretary, as the case maybe. PSC will terminate any contract made without its prior approval.

(c) If approved, the Secretary, OPSC shall sign the Agreement of Service and advise the Ministry/Department of the decision by providing the original copy of the approved Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee – (PSC FORM 3-7) and the signed Agreement of Service. Copies of these documents will be retained by the OPSC and placed on a personal file.

9. Minimum content of job vacancy advertisements

(a) Name of Ministry, Department and Section/Unit

(b) Title, salary level, position number and location of job being advertised

(c) Duties of position
   The duties of the position appearing in the advertisement should be based on the approved Job Description. The advertisement should cover the duties of the position in the form of a general, abbreviated statement. [NOTE: This is not required if an information package is available providing this information].

(d) Selection Criteria
   The selection criteria should summarize what skills, knowledge, qualifications and experience are needed to successfully undertake the duties and responsibilities of the position. A distinction needs to be made between those requirements considered essential to perform the duties of the position and those which are desirable. [NOTE: This is not required if an information package, including the job description form and a PSC job application form is available providing this information].

(e) Essential qualifications
   Essential qualifications are those educational and professional qualifications which must be possessed by the occupant to legally discharge the duties and responsibilities of the position (e.g. solicitor or lawyer, medical practitioner etc.). These qualifications should be in the advertisement if the qualifications are legally required for the position.

(f) Contact name and telephone number for inquiries
   The Director-General should nominate an officer within the Ministry as the contact officer to provide additional information about the position and an information package, including the job description form and a PSC job application form to prospective applicants.

(g) Public Service Job Application Form
   The advertisement must inform potential applicants that they have to submit a completed Public Service Job Application Form when applying for a vacancy in the Public Service.

(h) Closing date for submitting applications
   In most cases, the closing date should be four weeks after the day of first publication of the job vacancy advertisement. When setting a closing date, consideration needs to be given to the access of all prospective applicants to the advertisement e.g. those in remote areas. In such cases an extended closing date should be considered.

Postal Address for receipt of applications
10. **Code of Conduct**

The “Code of Conduct” governing the actions and behaviour of staff of the public service is contained in Part V, Sections 32 to 34 of the *Public Service Act*. Details of the code are as follows:

10.1 **Private Employment and Elections**

(1) Except with the express written permission of the Commission, which must consult with the Director-General affected, and which may at time be withdrawn, no staff member, Director-General or Director, shall accept or continue to hold or discharge the duties of any other paid office outside the public service, which in the opinion of the Commission is incompatible with the due performance and proper discharge of his or her duties as a member of the public service, provided that a Director-General, Director or staff member shall have the right to bring a complaint under the Trade Disputes Act [CAP. 162] in respect of a decision pursuant to this section.

(2) A person who intends becoming a candidate for election to Parliament must resign from the Public Service before accepting a nomination as a candidate for election to Parliament.

10.2 **Fees for Official Services**

(1) Unless otherwise provided, in the performance of any service on behalf of the Government no fee, reward or remuneration of any kind whatsoever, beyond the remuneration and approved allowances of a person employed in the public service may be received by that person or other person for that person’s own use or benefit.

(2) Where a staff member is required to perform a service for which a charge would lawfully be payable, then that charge must be levied and the amount paid into the Public Fund, or into the account of the Ministry concerned.

(3) Subsections (1) and (2) of this section shall apply to Directors-General and Directors.

10.3 **Staff Members Obligations**

(1) Every staff member, Director-General, Director or senior administrator (as the case may be), must in the course of his or her employment in the public service:-

(a) comply with generally accepted behaviour in the conduct of his or her employment;

(b) comply with any reasonable direction given by a Director-General, Director or the Commission;

(c) behave honestly and with integrity;

(d) act with care and diligence;
(e) treat everyone with respect and courtesy and without coercion or harassment of any kind;

(f) observe and comply with all applicable laws;

(g) comply with all lawful and reasonable directions given by someone employed in the Ministry for which the staff member works and who has authority to give the direction;

(h) maintain confidentiality about dealings that the staff member has with any Minister or members of staff of a Ministry;

(i) disclose and take reasonable steps to avoid any conflict of interest (real or apparent) in connection with his or her employment;

(j) use resources and public money in a lawful and proper manner;

(k) not provide false or misleading information in response to a request for information;

(l) not make improper use of information or his or her duty, status, power or authority in order to gain a benefit or advantage for himself or herself or for any other person; and

(m) comply with any other requirements imposed by this or any other Act, Regulation or Instruction.

(2) This code of conduct applies to all categories of staff within the public service i.e. permanent officers, temporary salaried employees and daily rated workers and persons engaged on a contract basis.
FORMS FOR CHAPTER 3: RECRUITING AND SELECTING STAFF
APPROVAL TO ADVERTISE A VACANCY FORM

JOB TITLE: ___________________________ POST NO. ______

SALARY VT. _______ GRADE: ______ LOCATION: _____________

MINISTRY: _______________ DEPARTMENT: _______________________

ADDITIONAL INFORMATION AND DOCUMENTS REQUIRED:

1 Has a Job Description been developed for the position? (The Job Description must be an accurate description of the duties of the post. Please attach a copy to this form).

2 Has an organisation chart been developed that clearly shows where the position fits into the Department’s structure? (Please attach a copy of the PSC approved organisation chart and circle the vacant position for which approval is being requested to this form).

3 What are the selection criteria for the position? (Please list the selection criteria from section 17 of the job description form.).

1. ___________________________
2. ___________________________
3. ___________________________
4. ___________________________
5. ___________________________
6. ___________________________

4 Has a Job Advertisement been developed for the vacancy? (Please prepare a Job Advertisement for advertising the vacancy and attach a copy. Please note that the selection criteria placed in the advertisement must be the same as the selection criteria identified in section 3 above).

5 Has a Financial Visa from the Department of Finance been obtained for this vacancy, stating that there is sufficient funding available for the position? (Please attach a copy).

I certify that the attached Job Description is accurate and up-to-date and that there is sufficient funding available in the Department/Ministry's budget for this position.

_________________________________
Name of Director of Department

______________________________
Date: ________________

Signature of the Director of Department

_________________________________
Name of the Director –General of Department

______________________________
Date: ________________

Signature of the Director-General of Ministry
[for OPSC use only]

Date request received: ____________________

Approved/Not approved - Secretary, OPSC, Signature: ________________ Date: ______

Ministry informed on: ________________ Position Advertised on: ________________
PUBLIC SERVICE JOB APPLICATION FORM

A separate application must be submitted for each job you apply for.

1. DETAILS OF JOB VACANCY:
   
   JOB TITLE: ___________________________ POST NO: _______________
   
   MINISTRY: ___________________________ DEPARTMENT: ______________

2. PERSONAL DETAILS:
   
   NAME: _______________________________
   
   ANY OTHER NAME YOU ARE KNOWN AS: ___________________________
   
   MAILING ADDRESS: ___________________________________________
   
   DATE OF BIRTH: _______________ (Attach certified copy of birth certificate)
   
   MALE: _____ FEMALE: _____ NATIONALITY: ________________________

3. EDUCATION AND TRAINING:
   (List RELEVANT educational or training organizations you have attended and include any short courses in chronological order starting with the latest. Attach certified copies of educational qualifications or any training certificates that you have.)

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4. LANGUAGE ABILITY: (Please tick the appropriate box. DO NOT attach any certificates).

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5. PREVIOUS EMPLOYMENT:
(Please list recent, relevant previous employment in chronological order starting with your latest job. Attach a separate piece of paper if more space is required. Please also attach your resume or CV if you have one and any work or personal references you want us to see).

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6. SUPPORTING STATEMENT: Please attach a written statement of up to 3 pages stating how you satisfy the selection criteria specified in the job description/advertisement.

Wherever possible you should relate this statement to the duties, responsibilities and qualifications required for the position, so please be as specific as possible in describing how your experience and qualifications make you suitable for the job. You must show the Selection Committee how you are specifically suited to the job and the best applicant. If you do not provide this statement, your application may not be considered by the Selection Committee.

7. REFEREES: Please provide the names and phone numbers of two relevant work referees:
(e.g. recent work supervisor or manager):

1. Name: ___________________________ Daytime Phone: ____________
2. Name: ___________________________ Daytime Phone: ____________

8. CRIMINAL RECORDS CHECK: Do you have a criminal record; any criminal convictions; or any current legal proceedings against you?: NO YES (please CIRCLE answer). If yes, please provide details on a separate piece of paper in a sealed envelope and attach it to this form. This information will be kept confidential and only be seen by the Selection Committee.

9. CERTIFICATION AND AUTHORISATION: I hereby certify that the information given in my job application is true and correct. I also acknowledge that if I am appointed on the basis of any false information that I provide, my appointment will be revoked by the Public Service Commission. I also authorise the Selection Committee for the job or the relevant Ministry to undertake any necessary checks to confirm the information provided by me.

10. SIGNATURE: ___________________________ DATE: ____________
INDIVIDUAL APPLICANT ASSESSMENT FORM

This form is to be filled out by the Selection Committee for the purpose of short-listing and any further assessment. A completed form is to be attached to each separate job application.

JOB TITLE: _____________________________ GRADE: _____ POST No: ______
MINISTRY: ______________ DEPT: ____________ LOCATION: ________

APPLICANT'S NAME: ____________________________________________

**SECTION 1: ASSESSMENT OF APPLICANT AGAINST SELECTION CRITERIA**  
(In each row, write down one of the selection criteria. Generally there should be no more than six)

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**TOTAL SCORE:**
SECTION 2: GENERAL COMMENTS ON THE APPLICANT

________________________________________________________________________

________________________________________________________________________

SECTION 3: SELECTION METHOD USED TO ASSESS APPLICANT
Tick the box of the methods used to assess the applicant. You do not have to use all the methods, but only those the Selection Committee considers suitable for the nature of the job vacancy.

☐ Written application  ☐ Resume  ☐ Work samples

☐ Interviews  ☐ Practical test  ☐ Referee checks

☐ Other (Please describe) __________________________________________________________________

SECTION 4: To be short-listed for further consideration?: YES ☐ NO ☐

SECTION 5: Further consideration through referee reports?: YES ☐ NO ☐
(Generally Referee Reports would only be obtained on those applicants considered for appointment to the position)

SECTION 6: Selection Committee authorisation:
Representative: Name Signature: Date:

Department: ____________________________________________
(Chair Person)

OPSC OR
Nominee: _______________________________________________
(Convenor)

Independent
(Other Department or Organisation):

________________________________________________________________________
COMPARATIVE ASSESSMENT OF APPLICANTS FORM

To be filled out and signed by the Selection Committee members and attached to the Selection Outcome Report form (PSC FORM 3-5).

JOB TITLE: ____________________________ GRADE: _____ POST No: _______

MINISTRY: ______________ DEPT: ______________ LOCATION: __________

SELECTION PANEL:

Representative: Name Signature Date

Department: ____________________________
(Chair Person)

OPSC or Nominee: ____________________________
(Convenor)

Independent: ____________________________
Other Department or Organisation)

COMPARATIVE RANKING OF APPLICANTS: (place recommended applicant first)

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RECOMMENDED APPLICANT:

ELIGIBLE CANDIDATE(S) (if any): ____________________________
SELECTION OUTCOME REPORT

(NOTE: This form MUST have attached to it the Comparative Assessment of Applicants Form (PSC FORM 3-4) completed by the Selection Committee).

JOB TITLE: __________________________  GRADE: _____  POST NO: _____

MINISTRY: _______  DEPT: ________  LOCATION: __________

RECOMMENDED APPLICANT: ________________________________

ELIGIBLE APPLICANT(S) (if any): ________________________________

(ranked in order of merit commencing with the next most suitable applicant)

1. DIRECTOR OF DEPARTMENT or PSC CONVENOR (if Director-level vacancy)
   Comments:
   ______________________________________________________

   Recommendation Supported                           (Please circle) Yes/No

   I certify that the merit selection procedures set out in the Staff Manual have been followed.

   Name: ______________________

   Signature: ____________________________  Date: ______________

2. DIRECTOR-GENERAL OF MINISTRY or PSC CONVENOR (if DG-level vacancy)
   Comments:
   ______________________________________________________

   Recommendation endorsed                           (Please circle) Yes / No

   I certify that the merit selection procedures set out in the Staff Manual have been followed and that sufficient funding is available in the Department’s budget to fill this position.

   Name: ______________________

   Signature: ____________________________  Date: ______________

3. Decision of PUBLIC SERVICE COMMISSION

   Date of PSC Meeting: ________________  Decision: ___Approved/Not Approved
   (Please circle)

   Comments:
   ______________________________________________________
PERMANENT APPOINTMENT REPORT

NOTE: This form is to be used in accordance with sections 23 and 25 of the Public Service Act and section 2.6.1 of Chapter 2 and section 2.9 of Chapter 3 of this Manual for the permanent appointment of a staff member who has been acting in a higher post for at least 6 months. A copy of the job description for the acting post and a financial visa is to be attached to this form.

The information in this form shall be used by the Commission to assist in satisfying itself that merit and equity criteria have been satisfied.

Staff Members Name:__________________________________________________________

Staff Members Substantive Position:_________Post No:_________Grade:____

Staff Members Acting Position:_____________Post No:_________Grade:____

Employment Status: Officer/Daily Rated Worker/Temporary Salaried Employee
(Please circle relevant status)

Period the staff member has been Acting in the Position - FROM:____TO:____

Does the staff member have the Required Qualifications (as per the job description)
___________

What languages, other than Bislama, does the staff member speak:______________

What is the staff members Island of Origin:____________________________________

Is the staff member Male or Female:___________________________________________

Why was the staff member selected to Act in the Post: Please attach report setting out reasons.

How has the staff member performed during their time in the Acting Position: Please attach a report on the officer’s performance during the acting period.

In your opinion, is the staff member sufficiently experienced to occupy the position on a permanent basis:__________________________________________________________

Are there any other staff within the Ministry below the level of the grade of the acting post who would be capable of performing the duties of the position:______________

I recommend the staff member be appointed to the Position on a permanent basis
_________________________________Date:___________________________

Signature of Director

_________________________________Date:___________________________

Signature of Director-General

____________________________________________________________}_
Public Service Commission Decision:

Approved/Not Approved at PSC Meeting No: ____________ Held on: _________

Date Director-General Advised of Decision: ________________________________

Date Letter of Appointment issued to staff member (if approved by Commission):
_________
REQUEST TO EMPLOY A TEMPORARY SALARIED EMPLOYEE, A DAILY RATED WORKER OR A CONTRACT EMPLOYEE

NAME OF PROPOSED EMPLOYEE: ________________________________
(Person is to complete a Job Application (PSC Form 3-2), which is to be attached)

IS THE PERSON TO BE EMPLOYED IN AN ESTABLISHED POST: YES ☐ NO ☐

IF YES, PLEASE PROVIDE THE FOLLOWING DETAILS:

POST TITLE: ______________________________________________________

POST NO: ___________________ POST LEVEL: ________________________
(Please attach a copy of the approved job description form)

IF NOT AN ESTABLISHED POST, PLEASE PREPARE DRAFT JOB DESCRIPTION AND ATTACH TO THIS REQUEST FORM

REASONS WHY IT IS NECESSARY TO EMPLOY THIS ADDITIONAL STAFF MEMBER:

__________________________________________________________________

__________________________________________________________________

__________________________________________________________________

HOW WAS THE PROPOSED EMPLOYEE SELECTED?

__________________________________________________________________

__________________________________________________________________

__________________________________________________________________

IS THE PERSON TO BE EMPLOYED AS A

TEMPORARY SALARIED EMPLOYEE ☐ (generally applicable where there is an established position and a person is required to cover the absence of an officer on leave or to fill a temporary vacancy pending recruitment action – maximum period of employment is 6 months - an approved financial visa is to be attached to this Request Form)

DAILY RATED WORKER ☐ (Applicable where there is no established position and the work to be performed by reason of its temporary, fluctuating or special nature does not warrant the employment of a permanent officer – maximum period of employment is 3 years – an approved financial visa is to be attached to this Request Form for proposed periods of employment in excess of 6 months)

CONTRACT EMPLOYEE ☐ (Applicable where it is necessary to employ short term specialist services; generally where there is no established position and where it is inappropriate for a person to be employed on a permanent basis – maximum period of employment is 6 months - an approved financial visa is to be attached to this Request Form.)

Note: If it is proposed to employ the person as a contract employee, please complete an Agreement of Service which is to be duly signed by the Director-General and the contractor and attach to this Request Form.
PROPOSED PERIOD OF EMPLOYMENT: FROM ___________ TO ___________

NOTE: EMPLOYEE MUST NOT COMMENCE DUTY PRIOR TO OBTAINING THE APPROVAL OF THE OPSC

PROPOSED SALARY LEVEL: VT ________________ )

CERTIFICATION

I hereby certify that:

(1) The employment of this person is essential for the Department to maintain an adequate level of service delivery to our clients;

(2) Funds are available to cover the cost of salary for the full period of the proposed period of employment; and

DIRECTOR

Name of Director: ____________________________________________

Signature: _________________________________________________

Name of Department: ________________________________________

Date: _____________________________________________________

DIRECTOR-GENERAL

I support the Director’s request.

Name of Director-General: __________________________________

Signature: ________________________________________________

Name of Ministry: __________________________________________

Date: _____________________________________________________

TO BE COMPLETED BY THE SECRETARY, OPSC

Approved: Yes [ ] No [ ] (Place a cross in the appropriate box)

SECRETARY

Name: _____________________________________________________

Signature: ___________________________ Date: ________________

OPSC OFFICE USE ONLY

Ministry advised of decision on: _____________________________

Temporary Salaried Employee or Daily Rated Worker Job Offer Letter issued and a copy forwarded to the Ministry on: _____________________________

OR

Signed Agreement of Service (for contract employee) forwarded to Ministry on: __________
CHAPTER 4 – TERMS AND CONDITIONS OF EMPLOYMENT

1. Introduction

Section 15 of the Public Service Act places a duty on the Public Service Commission to act as a good employer. An essential component of being a good employer is to provide a range of terms and conditions that are fair, equitable and meet the needs of staff while being simple and cost effective to administer and deliver. In this regard, the purpose of terms and conditions is to provide suitable forms of remuneration, meet work related expenses incurred by the staff member, and/or address appropriate social needs. The following terms and conditions apply to all categories of public service staff (i.e. permanent officers, temporary employees and daily rated workers) except where exceptions are noted or have been authorized by the Commission.

2. Salary and incremental payments

2.1 Salary payments

(a) Each staff member will be entitled to the salary set out in the Revised Public Service Salary Structure (Table 4-1) that corresponds to the grade of position to which they have been appointed.

2.2 Incremental progression

(a) Except in circumstances specified in paragraph (c) & (d), approval to grant standard increments in accordance with this section is hereby delegated to Directors-General and Directors, as the case may be, with appeal rights to the Commission should a staff member be refused an increment on the grounds of unsatisfactory performance.

(b) Except in circumstances specified in paragraph (d) and subject to any stated restrictions regarding the range of increments available to a staff member in their Letter of Appointment, a permanent officer is entitled to be assessed for the next increment point increase within the salary band that an officer has been permanently appointed to, upon certification of satisfactory work performance in writing by their Director, or in the case of a Director, the Director-General of the relevant Ministry.

(c) In exceptional cases of outstanding performance, a Director-General may recommend to the Commission that a staff member be granted an increment increase before the end of a six months period in a year.

(d) Where, after a hearing by the Disciplinary Board, an officer has been demoted, any subsequent increment increases are to be granted by the Commission, unless the Commission has otherwise agreed.

(e) Daily Rated workers are eligible for incremental progression.

(f) All training periods on full salary shall be eligible for an incremental progression review and progression is dependent on satisfactory work performance as specified in Chapter 4, section 2.2
(g) A period of full time study, whether in country or overseas, over 12 months will not count for incremental progression. However, staff members will be eligible for an incremental progression review after 6 months from the return to work date.

3. **Hours of work**

3.1 **Starting and finishing times**

(a) The standard hours of work per week shall be 40 for all categories of staff.

(b) These hours shall normally be worked between the following starting and finishing times: 7:30AM to 12:00PM and 1:00PM to 4:30PM. However, in consultation with and consent of the Director-General and staff, the actual starting and finishing times for the 40 hours week in any particular Department or any section of a Department may be varied by the Director to best enable the Department to deliver its services, providing the revised starting and finishing times are outside the unsocial hours bandwidth of 6pm to 6am, unless a genuine service delivery need exists.

4. **Work related allowances**

4.1 **Overtime payments or time off in lieu of overtime payments**

(a) Overtime shall mean any hours worked in excess of the actual number of standard working hours in the calendar month i.e. number of working days x 8 hours per day.

(b) All staff members in Level/Grade L1 Bs 1.0 to F6 Ps 6.1 of the Public Service salary scales, shall be eligible for overtime payment or time off in lieu provisions on the basis of 1 ¼ hours off for each additional hour worked. Should a staff member elect to take time in lieu of overtime payment, such time must be taken within 3 months of the date approved.

(c) In order to calculate the extent of overtime or time off in lieu of overtime payments due to a staff member at the end of each calendar month, the total hours of work actually performed and/or hours during which the officer was required to be in attendance at the place of duty and the daily total of hours (8) for each day of absence occasioned by:

(i) any type of authorized leave; and

(ii) public holidays

is to be determined from the staff member’s time sheet. Any hours in excess of the standard working hours for the calendar month which have been worked at the direction of a supervisor, is the staff member’s overtime entitlement. However, a staff member must work a minimum of one hour in excess of the standard hours in order to qualify for payment or time off in lieu provisions.

(d) All claims for overtime payment must be made using prescribed Overtime Claim Form (PSC FORM 4-1) and be endorsed by the staff member’s immediate supervisor. A staff member may only claim for overtime where he or she is directed by their supervisor to work overtime. No claim shall be payable where an officer voluntarily works overtime, without his or her supervisor's request to do so.
(e) The *Overtime Claim Form* must then be forwarded to the responsible Manager. To minimize the future use of overtime, the Manager should discuss the claim with the Supervisor, and then forward it to the Director of the Department for approval.

(f) In cases where the staff member elects to take time off in lieu of overtime payment, every effort should be made for the time off to be taken within the next 4 week period. However, it must be taken within three (3) months of the date of approval.

(g) Directors of Departments shall be responsible for checking the necessity for overtime work performed in their Departments and ensuring that no work is performed as overtime unless it is essential from a service delivery perspective for it to be performed as overtime.

(h) The rate of the allowance shall be as specified in the attached *Allowances and Additional Payments Table* [Table 4-2].

### 4.2 Unsocial hours payments

(a) Unsocial hours bandwidth means -

(i) 18:00 to 06:00 Monday to Friday, and

(ii) 00:00 to 24:00 Saturdays, Sundays and Public Holidays.

(b) With the exception of staff who are employed on regular alternating or regular rotating night shifts and are in receipt of a Shiftwork Allowance, work performed by all categories of staff during unsocial hours, irrespective of whether it is part of a staff members normal hours of duty or overtime work, are entitled to the additional unsocial hours payment; i.e. normal work hours which fall within the unsocial hours bandwidth shall be paid at the ordinary hourly rate plus the unsocial hours payment and overtime performed in unsocial hours shall be paid at the overtime rate plus unsocial hours payment.

(c) Eligibility for unsocial hours payments shall be the same as for overtime payments as specified this chapter i.e. the work conducted during unsocial hours must be at the direction of a supervisor and will only be paid to staff on Salary scale Grade/Level L1 Bs 1.0 to F6 Ps 6.1 and all daily rated workers.

(d) The rate of the allowance shall be as specified in the attached *Allowances and Additional Payments Table* [Table 4-2].

### 4.3 Shiftwork allowances

(a) Shift Allowances shall be payable in respect of work performed on a shift system approved by the Commission as being a regular alternating (2 shifts) system or regular rotating (3 shifts) night shift system, for the purpose of Shift Allowance. Night work shall mean work commencing at or before 2200 and finishing at or after 0600 hours.

(b) Staff who are employed on regular alternating or regular rotating night shifts and are in receipt of a Shiftwork Allowance are not entitled to unsocial hours payments for any normal/standard hours worked i.e. any hours worked within the first 8 hours of each shift.
(c) Staff employed on regular alternating or regular rotating night shifts are entitled to the payment of overtime or time off in lieu of payment for any hours worked at the direction of the supervisor which are in excess of the standard hours required to be worked in each calendar month. In addition, these staff are entitled to receive unsocial hours payment for any overtime hours worked during the unsocial hours bandwidth i.e. 6pm to 6am Mondays to Fridays and 00:00 to 24:00 Saturdays, Sundays and Public Holidays.

(d) The rate of the allowance shall be as specified in the attached *Allowances and Additional Payments Table* [Table 4-2].

### 4.4 On call allowance (subject to review)

(a) On-call shall mean being required to be on stand-by on a 24 hour basis, waiting to be called upon to perform an urgent task, should this be required.

(b) Eligibility for On-call allowance shall be restricted to officers working in Laboratory, Theatre, X-Ray, Doctors and Nurse Practitioners. It shall also include Nurse Practitioners in Hospitals. Other groups of staff or particular occupational categories may also be approved for the payment of on-call allowance by the Commission from time to time.

(c) The On-call payment shall be endorsed and be certified by the relevant Director of the Department at the beginning of each financial year and be paid in with the officer's salary.

(d) The rate of the allowance shall be as specified in the attached *Allowances and Additional Payments Table* [Table 4-2].

### 4.5 Acting allowance

(a) Using the prescribed *Acting Allowance Form* (PSC FORM 4-2) a Director, (or in the case of a Director level position, a Director-General) may, subject to paragraph (c), approve a staff member being appointed to act in another position and be paid an acting allowance, if the other position is remunerated at a higher level than the staff members substantive salary/position. As a general rule, acting appointments should be for a relatively short period and, except for circumstances specified in paragraph (b), no staff member may be appointed to act in a position for a period exceeding six continuous months.

(b) Only in the case of officers approved to proceed on Sabbatical Leave, Leave Without Pay, Secondment or on full-time training programs for periods in excess of six months, can acting appointments be made for the full period of the absence of the substantive occupant of the position, subject to merit and equity requirements being satisfied. One way this may be done would be to advertise the temporary vacancy within the Ministry only and assessing applicants based on their applications, previous work performance etc.

(c) Any continuous period of acting appointments of at least 10 calendar days and up to the maximum period of six months or 20 calendar days in the case of a Director or Director-General may be approved by the Director of the Department or Director-General of the Ministry in which the staff member is located.

(d) Directors-General, subject to the conditions specified in paragraph (b), may approve acting appointments for periods in excess of six months to fill temporary vacancies caused by officers below Director level proceeding on Sabbatical Leave, Leave Without Pay, and
Secondment or on full-time training programs. In addition to submitting the prescribed *Acting Allowance Form*, a report explaining how the merit and equity requirements have been satisfied will also need to be submitted to the Director-General.

(e) In the case of Director and Director-General positions, any continuous period of acting in excess of 20 calendar days shall be submitted to the Commission for approval using the prescribed *Acting Allowance Form*. Where the acting appointment to a Director or Directors-General position is proposed for a period in excess of six (6) months, in accordance with the conditions specified in paragraph (b) above, a report explaining how the merit and equity requirements have been satisfied will also need to be submitted to the Commission, in addition to the prescribed *Acting Allowance Form*.

(f) When a position becomes substantively vacant and it is necessary to appoint a staff member to the position in an acting capacity, options for the permanent filling of the position must be considered at the time of making the initial acting appointment. Possible options include obtaining the Secretary, OPSC approval to advertise the vacant position and fill it through the normal recruitment process; or to transfer a staff member from within the Ministry who is at the same salary level of the vacant position.

(g) The level of the acting allowance shall be determined by taking into account the difference between the staff member’s substantive incremental salary point and the first increment point of the salary level of the position being acted in and the extent to which the staff member is performing the full range of duties of the position.

(h) However, in no case shall the level of the allowance exceed the difference between the staff member’s incremental salary point and the first incremental salary point of the acting position.

(i) Acting allowances are not to be paid during any periods of leave in excess of 5 continuous days.

(j) A staff member is not entitled to receive an acting and responsibility allowance concurrently. In cases where the staff member is in receipt of a responsibility allowance and is also to be paid an acting allowance for performing duties in a higher graded post, payment of the responsibility allowance is to cease during the period of the acting appointment.

4.6 Responsibility allowance

(a) Using the prescribed *Responsibility Allowance Form* (PSC FORM 4-3), a Director, through their Director-General, may recommend that the Secretary-PSC approve payment of a *Responsibility Allowance* to a staff member if he or she is on a temporary basis or for a reasonable period of time performing or undertaking extra responsibilities in addition to those listed in the Job Description of the staff member’s position.

(b) A responsibility allowance shall only be approved by the Secretary-PSC if the extra duties to be performed would affect the evaluated level of the post. In this regard, a copy of the job description of the staff member’s position must be attached to PSC FORM 4-3 to enable this assessment to be undertaken.

(c) The payment of the responsibility allowance shall not exceed six months. However, should it be necessary to seek the Secretary-PSC approval to pay the allowance for periods exceeding six months, the position is to be re-evaluated and a new Job Description incorporating the
additional responsibilities submitted to the Secretary-PSC for assessment and, if appropriate, approval.

(d) The rate of the allowance shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].

(e) Responsibility allowances are not to be paid to a staff member during any periods of leave in excess of 5 continuous days or during any periods where he or she is appointed to another position in an acting capacity and is paid an acting allowance.

4.7 Permanent posting allowance and associated costs.

(a) When an officer is permanently posted to a position at another work locality that requires the officer to change his or her place of residence, a one-off Permanent Posting Allowance and an Establishment Allowance, both of which shall be payable to the officer to assist with the incidental costs of removal and setting up home in the new locality.

(b) The rate of the allowances shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].

(c) In addition, an officer’s reasonable transportation and removalist's fees for himself or herself and immediate family shall be paid by the Department in which the officer is or will be employed, upon production of genuine quotes for such costs. Such payment shall also cover transporting the officer’s motor vehicle or small boat.

(d) When a husband and wife, who are both permanent officers, are posted to a new locality, only one officer is eligible to claim and be paid the allowance and associated costs.

(e) Permanent Posting Allowances and associated costs are only payable to permanent officers. Temporary salaried employees and daily rated workers are not entitled to receive this benefit.

4.8 Domestic duty travel allowance and associated costs

(a) Where a staff member is directed to travel for work purposes, within Vanuatu away from their normal work location and is required to be away overnight from their normal place of residence, they shall be entitled to be paid a Domestic Travel Allowance upon application using the prescribed Domestic Travel Allowance Claim Form (PSC FORM 4-4).

(b) This allowance shall cover the cost of accommodation, subsistence and incidentals and no additional amounts shall be payable, unless the staff member establishes through written receipts that reasonable subsistence costs were higher than the prescribed amount.

(c) The rate of the allowance shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].

(d) In the case where the Staff member is required to travel away from their normal place of work and residence to attend to work for more than 7 calendar days, the Daily Domestic Travel Allowance rate shall be reduced by 50%. The continuous 7 calendar day period will not be broken should an officer or temporary salaried employee return home for personal reasons e.g to visit family over a weekend. In such cases, the number of days in which the officer or
temporary employee returns home is to be counted for the purposes of determining when the 7 continuous calendar days will expire.

(e) In addition to travel costs to and from work place, Domestic Travel Allowance (inclusive of accommodation and subsistence), transport allowance shall be paid by the Department in which the officer or employee is employed.

(f) Subject to the approval of the Director of the Department in which the staff member works, these costs may be paid in advance upon production of reasonable quotes or after the staff member has returned from the official travel.

(g) Transport allowance rate is Vt.200 per km. Where there is a specific standard rate the standard shall apply provided that the travelling officer produce a work plan of activities and the map showing the routes to travel.

4.9 Overseas Mission travel allowance and associated costs

(a) Using the prescribed Individual Overseas Travel Approval Form (PSC FORM 4-5) or the Mission Group Overseas Travel Approval Form (PSC FORM 4-6), as appropriate, a Director and Director-General must submit any proposed overseas travel on official duty by an individual officer or a group of officers participating in a Mission Group, regardless of the source of funding for the proposed travel to the Public Service Commission for approval.

(b) Should the Mission Group consist of officers from more than one Ministry, the Director-General of the Ministry, where the Mission Group Leader is located, shall submit the form on behalf of the other Directors-General.

(c) No significant expenditure must be incurred or firm travel arrangements made before the Public Service Commission’s approval.

(d) Officers on approved overseas travel, on official duty, shall be entitled to An Overseas Mission Travel Allowance to cover the costs of accommodation, subsistence, transport and incidental. The rate of the allowance shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].

(e) However, the allowance, accommodation costs and travel expenses under this section are only payable for actual expenses incurred by the officer. No amount is payable by the Government where the costs have been met by another party or sponsor or where subsistence, accommodation or transport have been provided. Officers claiming an Overseas Mission Travel Allowance under these circumstances shall be subject to disciplinary proceedings.

4.10 Dirty Job allowance

(a) When performing work under unpleasant conditions or work which is excessively dirty by nature compared to the normal work performed, a staff member may apply to the Director of the Department in which they are located for the payment of a Dirty Job Allowance using the prescribed Dirty Job Allowance form (PSC FORM 4-7).

(b) The payment of such an allowance shall be subject to the approval of the Director of the Department.
(c) The rate of the allowance shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].

4.11 Telephone allowance

(a) Subject to the approval of a Director (or the Director-General in the case of a claim from a Director), an officer may claim the cost of official calls on their telephone. While only actual costs may be claimed, this allowance is restricted to 50% of the total payment due for the telephone calls, although in exceptional circumstances, a Director may approve a limit of up to 75% to address the work related needs of particular occupational groups.

(b) This allowance shall not be payable to an officer who has the full cost of their telephone service met as part of their written contract of employment.

4.12 Sea-Going and Victualling allowances (Ports Authority)

4.12.1 Sea-Going Allowance

(a) Sea-going allowance will, subject to the approval of the Director of the Ports Authority, be paid to the crews of Government vessels, in cases where they are absent from home ports for a period of not less than 12 hours.

(b) Calls at ports in the Group other than Vila, Santo and the home port shall be considered as service at sea. In the case of calls at Santo or Vila, where these ports are not the home port, the first 24 hours of the call shall be considered as service at sea and thereafter service ashore.

(c) Crews of Government vessels providing the permanent harbour service in the ports of Vanuatu are eligible for overtime payments in accordance with the normal overtime rules specified in section 4.1 of this chapter, in respect of their normal harbour duties but shall receive sea-going allowance instead whenever they are required to proceed to sea on a voyage. However, when they are actually engaged in towing or salvage work of non-government vessels, they shall be eligible for overtime payments and not sea-going allowance or any form of salvage payments.

(d) The rates of the allowance shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].

4.12.2 Victualling Allowance

(a) Victualling Allowance is payable to the personnel of all Government vessels when they are absent from their home port on official duty.

(b) For absences of less than 24hrs, an allowance is paid for meals provided.

(c) Personnel of the rank of Bosun and below detailed as linemen on Government wharves may, with the approval of the Director of Ports Authority be paid a victualling allowance at the appropriate rate.

(d) The rates of the allowance shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].
4.13 Allowance for sitting on Boards/Committees

Under section 33 of the Public Service Act:

(a) Unless otherwise provided, in the performance of any service on behalf of the Government no fee, reward or remuneration of any kind whatsoever, beyond the remuneration and approved allowances of a person employed in the public service may be received by that person or other person for that person’s own use or benefit.

(b) Where an officer is required to perform a service for which a charge would lawfully be payable, then that charge must be levied and the amount paid into the Public Fund, or into the account of the Ministry concerned.

(c) Subsections (a) and (b) of this section shall apply to Directors-General and Directors.

4.14 Special Skills Allowance

(a) Officers with special and critical skills to the country shall be entitled to Special Skills Allowance. The annual rates shall range from Vt120,000 to a maximum of Vt2,000,000. The allowance shall be calculated using Point Matrix System [Table 4-3] to determine the right level of allowances.

(b) The matrix rates of the allowance shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].

4.15 Remote allowance

(a) Officers posted to remote areas shall be entitled to Remote allowances. Remote areas are areas not frequented by regular shipping, and far from Air strips and all other forms of communication.

(b) The rates of the allowances shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].

4.16 Domestic In-Service Training Allowance and associated costs

(a) Where a Staff member is required to attend a workshop or a short term training in Vanuatu and away from their normal work location and is required to be away overnight from their normal place of residence, they shall be entitled to be paid a Domestic In-Service Training Allowance upon application using the prescribed Domestic Travel Allowance Claim Form (PSC FORM 4-4).
(b) The rate of the allowance shall be as specified in the attached *Allowances and Additional Payments Table* [Table 4-2] and it shall cover subsistence and incidentals. Any additional amounts will only be payable where the Staff member establishes that he or she is required to meet the accommodation expenses.

(c) *In addition to travel costs to and from work place, In-Service Training Allowance*, transport allowance at the rate of Vt.200 shall be paid to the officer or employee by the Department in which he or she is employed. However where there is a specific standard rate that standard rate shall apply.

(e) Subject to the approval of the Director of the Department in which the staff member works, these costs may be paid in advance upon production of reasonable quotes or after the staff member has returned from the official travel.

### 4.17 Temporary Transfer Allowance

(a) Where an officer is temporarily posted or transferred to a position at another work locality within Vanuatu, away from his or her normal work location and is required to be away for more than 7 days, he or she shall be entitled to be paid a *Temporary Transfer Allowance*.

(b) The rate of the allowance shall be specified in the *Allowances and Additional Payments Table* [Table 4-2]

(c) Transportation and accommodation shall be the responsibility of the Department/Ministry concern.

### 4.18 Panel Member Allowances

(a) Where an officer is appointed to a Selection Panel, to assess and/or interview applicants for a vacancy within the Public Service or to an Investigation Panel pursuant to section 19B(2) of the Public Service Act, the officer shall be entitled to a *Panel Member Allowance* using the prescribed form [PSC FORM 4-13].

(b) The rate of the allowances shall be specified in the *Allowance and Additional Payments Table* [Table 4-2]

### 5. Social benefit allowances

#### 5.1 Child allowance

(a) Upon application using the prescribed *Child Allowance Form* (PSC FORM 4-8) and approval by a Director-General or Director, a permanent officer shall be entitled to the payment of a child allowance for natural or adopted children for which the permanent officer has legal custody is financially responsible.

(b) Provided the application is received within 3 months of the date of birth or adoption or of joining the Public Service, payment of the allowance will be back-dated to the date of birth or adoption or to the date when the applicant joined the Public Service. If the application is
received later than 3 months after the date of birth or adoption or to the date when the applicant joined the Public Service, the allowance will be paid from the date the application is received in the Ministry or Department.

(c) Adoption in accordance with native custom shall be treated for the purpose of these rules as legal adoption (Any certificate signed by a local Custom Chief must be countersigned by a Magistrate).

(d) The rate of the allowance shall be as specified in the attached Allowances and Additional Payments Table [Table 4-2].

(e) Child allowance shall be payable with the officer's normal salary.

(f) An officer is entitled to be paid child allowance in the amount specified in Allowances and Additional Payments Table [Table 4-2] of Chapter 4 in respect of children under 18 years of age.

(g) When a husband and wife or de facto partners are both employed as permanent officers in the ‘Vanuatu Government’ only one spouse or de facto partner is eligible to be paid the allowance. The decision of who should make the application for payment of the allowance is a matter for the parents to determine.

(h) In the case of divorced parents, the allowance shall be payable to the parent having legal custody of the children.

(i) The father, mother or guardian of a child may apply to the Magistrate Court for an order that the child allowance shall be paid to him/her directly where it is established that the entitled officer is using the money for other purposes other than the well-being of the child.

(j) An officer must inform the OPSC of any reason which affects their eligibility for the child allowance. This may, for instance, be for the following reasons:

- Death of a child
- Change in the legal custody status of the child;
- The child reaches the relevant age limit; or

(k) Any officer who makes a false declaration in order to obtain or to attempt to obtain child allowances to which they are not entitled shall be liable to such penalty as may be imposed by the Disciplinary Board in addition to the refund of any sums fraudulently obtained.

(l) Child Allowances are only payable to permanent officers. Temporary salaried employees and daily rated workers are not entitled to receive this benefit.

6. **Leave Conditions**

6.1 **Annual vacation leave**

(a) An officer and temporary salaried employee shall be entitled to 21 working days annual vacation leave per year. An officer or temporary salaried employee who has not completed a full year of service shall be entitled to leave proportional to the service completed at the rate
of 1.75 working days for each completed month of service. In accordance with the provisions of the Employment Act [CAP 160], the rate of the annual leave entitlement shall be increased to 2 working days for each completed month of service after 20 years, 4 working days after 25 years and to 6 working days after 30 years service.

(b) Daily rated workers are entitled to 1 working day annual leave for each completed month of employment. In accordance with the provisions of the Employment Act [CAP 160], the rate of the annual leave entitlement shall be increased to 2 working days for each completed month of employment after 20 years, 4 working days after 25 years and to 6 working days after 30 years service.

(c) Using PSC FORM 4-10, staff may apply to take leave, up to the limit of their accrued entitlement, in the course of the year in whole or in several parts, according to the needs of the staff member's Department. It should be noted that staff who do not return to duty at the end of a period of approved leave (or fail to report for duty on any given work day) are to be regarded as being absent without approval and accordingly, immediate action is to be taken to stop payment of their salary until such time as they return to work. On return to work, the staff member may, on request, have their salary reinstated for the period (or part thereof) they were absent without approval providing the period of absence (or part thereof) is charged against their accrued annual leave.

(d) For occupational health and safety reasons, Directors-General and Directors must encourage staff to take leave at least annually and in the year that the leave is earned. For purposes of performance assessment Directors-General and Directors will be assess on the management of their staff member's outstanding annual leaves i.e. to ensure that staff members’ outstanding leaves are maintained within their relevant prescribed accrual limit under this rule.

(e) Effective from 1 January 2009, staff will only be permitted to accrue annual leave up to the maximum prescribed in the Table below without the approval of the Commission.

<table>
<thead>
<tr>
<th>Category of staff member</th>
<th>Prescribed accrual limit of annual leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Daily rated workers and Contract employees (unless the contract specifically prescribes otherwise) with less than 20 years unbroken service</td>
<td>24 working days</td>
</tr>
<tr>
<td>• Permanent officers with less than 20 years unbroken service</td>
<td>42 working days</td>
</tr>
<tr>
<td>• All staff members after 20 years unbroken service, commencing 1 August 1980, but less than 25 years service</td>
<td>42 working days</td>
</tr>
<tr>
<td>• All staff members after 25 years unbroken service, commencing 1 August 1980, but less than 30 years service</td>
<td>48 working days</td>
</tr>
<tr>
<td>• All staff members after 30 years unbroken service, commencing 1 August 1980</td>
<td>72 working days</td>
</tr>
</tbody>
</table>
Staff who have leave balances in excess of the maximum prescribed as at 31 each year (commencing from 31 December 2008), will need to submit a request to the Commission, through the Director and Director-General, indicating how they propose to reduce the leave balance to below the prescribe limit and over what period of time the balance will be reduced. The Commission, after due consideration and taking into account any comments of the Director and Director General, may either:

(i) Direct that the staff member proceed on immediate leave for a designated period in order to reduce the accrued balance; or

(iii) Approve a one off retention of the excess leave, providing the balance is reduced to below the prescribed limit within a specified period.

(f) Any accrued annual vacation leave within the prescribed limit shall be paid out when the staff member leaves the Public Service.

(g) A staff member may, on request, be paid his or her annual leave salary in advance for the total period of leave they are taking, providing they submit the leave application in sufficient time for the advance payment to be processed.

(h) A permanent officer taking annual leave shall be entitled to be reimbursed for 75% of the cost for transport for his or her immediate family (with a limit of up to four dependent children once every year to the officer’s, or his or her partner’s/spouse’s home island. (For the purposes of this entitlement, the officer of the VPS must undertake the travel and Home Island is limited to islands of Vanuatu.) (use PSC FORM 4-11 to claim).

For the purpose of this benefit, Home Island is established by the officer at the commencement of employment through his or her own nomination or as nominated by the spouse, on the first instance that an allowance is claimed for travel to the spouse’s home island.

In cases where the officer and family visit the partner’s/spouse’s home island, the cost to Government is not to exceed the cost of travel to the home island of the officer, for the same number of people in the immediate family, actually undertaking the travel.

This cost shall not be paid in advance, but only upon the officer's return to work and on the production of the receipts/tickets for the transport.

Furthermore, where both the mother and father are both employed in the Public Sector, only one claim per family will be paid

Temporary salaried employees and daily rated workers are not entitled to receive this benefit.

6.2  **Sabbatical leave**

(a) Using the prescribed form (**PSC FORM 4-10**), a Director (or in the case of a Director going on leave, a Director-General) may recommend an officer to the Commission for approval to take up to one year **sabbatical leave** in order to take up duties or functions outside the Public Service which are in the public interest (for example, providing service to a Non-Government Organization involved in community development work). This policy shall not apply in circumstances where an officer takes his/her own initiative to apply for an employment advertised in an open market and is accepted.
(b) During the sabbatical leave, an officer will receive the salary for the post to which they are temporarily appointed in the receiving organization. The receiving organization shall be required to pay the salary of the officer concerned as well as the Government's contribution to the pension scheme (if the officer is a member of the Government pension scheme). If the salary is less than their Public Service salary, the Commission may grant an allowance of the difference between their Public Service emoluments and the total emoluments to be paid by the receiving organization, but is under no obligation to do so and will consider each individual case on its merits.

(c) Sabbatical leave shall count as effective service for continuity of employment, but no form of leave may be earned by the officer while on sabbatical leave.

(d) During the period of sabbatical leave, the officer continues to occupy their Public Service post and shall not be replaced by another permanent appointment, although an acting appointment, or a series of acting appointments of different officers, can be made to the position. Refer to section 4.5 of this chapter for the process relating to acting appointments where the period of the sabbatical leave exceeds 6 months.

(e) Any acting appointment made to relieve the officer on sabbatical leave shall automatically cease at the end of the sabbatical leave granted to the officer.

(f) Sabbatical Leave is only available to permanent officers. Temporary salaried employees and daily rated workers are not entitled to receive this provision.

6.3 Secondment

(a) Secondment shall only apply in circumstances where for the interests of the government and the public, the Public Service Commission takes the initiative to release a permanent officer on loan to another Public Service Department, Public Sector Organisation or any other public institution. This policy shall not apply in circumstances where an officer takes his/her own initiative to apply for an employment advertised in an open market and is accepted.

(b) A director (or in the case of a director, a director general) may recommend a permanent officer to the Commission for approval to be placed on secondment for a maximum period of no more than five years to another Public Service Department, Public Sector Organisation or any other public institution, locally or abroad provided it is a government to government initiative or a Vanuatu Government initiative with a regional or an external organisation. No permanent officer shall take up a secondment posting prior to the Commission’s approval.

(c) The Officer shall continue to be a public servant during the secondment period and return to the public service at the end of the secondment period as approved by the Commission. Where the Officer refuses to return to the public service at the end of secondment period he/she will be deemed to have resigned from the public service.

(d) During the secondment period, the Commission shall ensure the vacant position is filled either by way of transfer of an employee or advertise the position pursuant to the normal recruitment process.

(e) Unless determined otherwise by the Commission, the receiving organisation shall be responsible for the payment of the officer’s salary, pension contribution, and any other payments or benefit received by the officer during the period of secondment.
(f) All secondment periods shall count as effective service for continuity of employment and all leaves entitlement shall accrue at the normal rate for secondments to the Public Service Organisations. It is expected that in the case of secondments to other public sector or other organisations, that the officer would accrue and take leave in accordance with the provisions applying in that organisation.

(g) Secondment is available to permanent officers only. Temporary salaried employees and daily rated workers are not entitled to this provision.

6.4 Leave without pay

(a) Upon application using the prescribed form (PSC FORM 4-10), leave without pay of not more that 6 months may be granted by the Secretary of the Commission on grounds of urgent private affairs or on compassionate grounds to any officer or daily rated worker. Applications for any periods of leave without pay in excess of 6 months shall be referred to the Commission for consideration.

(b) Subject to the provisions of the Government pension scheme, leave without salary shall not constitute a break in service for the purpose of continuity of service, but shall not count as leave earning service.

(c) During the period of leave without pay, an officer continues to occupy their Public Service post and shall not be substantively replaced by another permanent appointment, although an acting appointment, or a series of acting appointments of different staff, can be made to the position. Refer to section 4.5 of this chapter for the process relating to acting appointments where the period of the leave without pay exceeds 6 months.

(d) Leave without pay is only available to permanent officers and daily rated workers. Temporary salaried employees are not entitled to this provision.

(e) Leave without pay while on training; should refer to Chapter 5, section 3.3 subsection 3.3.5 for the process of training allowance. (section 7.4 (e) inserted by a decision of the PSC on 28/03/2006)

6.5 Sick leave

6.5.1 General sick leave provisions

(a) All staff members are entitled to sick leave on full salary for a maximum period of 21 working days in each consecutive period of twelve months, provided that each sickness necessitating an absence of 2 working days or more, where the officer resides within the boundaries of Port Vila or Luganville or 4 days or more in any other area is covered by a medical certificate which is to be received within 24 hours of the absence, or if this is not possible, within such time as the Director of the Department in which the staff member is located may approve. A staff member who has not completed a full year of service shall be entitled to leave proportional to the service completed at the rate of 1.75 working days for each completed month of service.

(b) All sick leave shall be applied for using the prescribed form (PSC FORM 4-10).
(c) A staff member who falls sick during their annual vacation leave will be eligible for sick leave on condition that they provide a medical certificate (irrespective of the duration of the sickness); and the period of sick leave granted will be re-credited to the staff members annual leave entitlement.

(d) In the case of permanent officers, the 21 working days entitlement may be extended to 30 working days (an additional 9 working days) on full salary on medical advice. Under these circumstances, the Secretary of the Commission may require the officer to be examined by a medical practitioner approved by the Commission.

(e) Unless the permanent officer medically retires under the provisions of the "Cessation of Employment" policy in this Manual, in cases of serious illness requiring extended sick leave beyond 30 working days the following provisions will apply:

(i) Aggregated periods of absence due to sickness exceeding 30 working days in a period of 12 consecutive months shall be treated as annual vacation leave and deducted from the staff member’s annual vacation leave entitlement, except where the provisions of the paragraphs below apply.

(ii) An officer, absent from duty due to sickness for a period exceeding 30 working days shall be examined by two registered medical practitioners nominated by the Commission. On the medical board’s recommendation, the Commission may grant further sick leave of an additional 30 working days on half pay.

(iii) On the expiry of the sick leave granted under the previous paragraph, the officer shall be re-examined by two registered medical practitioners who shall report to the Commission on the officer’s fitness to resume duty. The Commission shall decide whether the officer shall resume duty or be granted further sick leave without pay up to a maximum of 6 months (from the end of the period of sick leave on half pay) after the expiry of which the officer shall be directed to resume duty or retired in accordance with the cessation of employment policy in Chapter 7 of this Manual.

(f) Any sick leave without pay granted under these provisions shall count as effective service but shall not be leave earning.

6.5.2 Sick leave to care for a sick child

(a) A staff member may utilise a proportion of their annual sick leave entitlement to care for their sick children who are under 18 years of age and spouse who are incapable of looking after themselves when they are sick. Any staff member is entitled to utilise a maximum of five days from their accrued sick leave entitlement for this purpose, providing absences of 2 days or more, where the staff member resides within the boundaries of Port Vila or Luganville or 4 days or more in any other area, is supported by a medical certificate certifying that the child or spouse was ill.

6.6 Maternity leave

(a) Upon application using the prescribed form (PSC FORM 4-10) a female permanent officer shall be entitled to 12 weeks maternity leave on full pay. The maternity leave commences 6 weeks before the confinement date certified by the doctor. The doctor’s certificate must be attached to the prescribed application form.
(b) Temporary female salaried employees and female daily rated workers are also entitled to 12 weeks maternity leave on half pay. Again, the maternity leave commences 6 weeks before the confinement certified by the doctor and the doctor’s certificate must be attached to the prescribed application form.

(c) In circumstances where the baby dies after delivery, the female staff member will be entitled to 6 weeks, in accordance with either paragraph (a) or (b) above, after her confinement and an additional 10 working days compassionate leave.

(d) A female staff member who is nursing a child is entitled to a break of half an hour twice a day or 15 minutes four times a day during normal working hours for this purpose; such breaks shall be counted as working hours and shall therefore form part of the staff members 40 standard weekly work hours.

6.7 Family leave

(a) Upon application using the prescribed form (PSC FORM 4-10), a permanent officer shall be entitled to two days family leave on full salary and a temporary salaried employee and daily rated worker one day’s family leave on full salary on the occasion of his or her marriage.

(b) Upon application using the prescribed form, a male staff member shall be entitled to one day family leave on full salary on the occasion of the birth of his child.

6.8 Compassionate Leave

(a) Upon application using the prescribed form (PSC FORM 4-10), on the occasion of death of his or her relatives, a permanent officer shall be entitled to Compassionate Leave on full salary for:

(i) 10 calendar days on the death of parent, child, brother or sister and husband or wife.

(ii) 1 calendar day, at the discretion of a Director of Department, on the death of other close relatives.

(b) Upon application using the prescribed form (PSC FORM 4-10), temporary salaried employees and daily rated workers shall be entitled to two days Compassionate Leave on full salary following the death of a parent, child, brother or sister and husband or wife of the worker.

6.9 Special leave for international and provincial sporting events, cultural events and religious events

(a) Upon application using the prescribed form (PSC FORM 4-10), when a permanent officer is selected as a member of an international or provincial sporting team (which term for the purpose of these rules may include not more that one official and one trainer), or a representative of a cultural or religious body to represent Vanuatu, with the approval of the appropriate governing authority for the sports, cultural or religious activity in Vanuatu and the Commission, the officer may be granted leave on full salary in accordance with the following provisions:
(i) For major international meetings, conferences or conventions involving more than one other country, special leave for the duration of the event.

(ii) For meetings, conferences or conventions involving only one other country, special leave up to 5 calendar days, but no more than the actual duration of the meeting.

(iii) Local selection or training event in Vanuatu to form a team for an international meeting, special leave for the duration of the meeting, with an upper limit of 5 calendar days for meeting in category (ii).

(iv) For participation as a competitor or official in the Vanuatu Provincial Games, special leave up to 14 calendar days, but no more than the actual duration of the meeting.

7. **Medical expenses**

7.1 **Within Vanuatu**

(a) Subject to the approval of the Secretary of the Commission, full 100% payment for reasonable medical costs of all permanent officers and their immediate family incurred at a public health facility shall be met upon the production of receipts for the medical treatment in question, upon application using the prescribed form (PSC FORM 4-12). Daily rated workers (but not members of their family) are also entitled to receive reimbursement of these costs upon application on the prescribed form and production of receipts. Temporary salaried employees are not entitled to this benefit.

(b) Subject to the approval of the Secretary of the Commission, full 100% payment for reasonable medical costs of all permanent officers and their immediate family shall be met upon the production of receipts for medical treatment by a registered medical practitioner in private practice, subject to a registered medical practitioner certifying that the treatment is necessary and unavailable in a public health facility and referring the person to the private health care provider, upon application using the prescribed form (PSC FORM 4-12). Daily rated workers and temporary salaried employees are not entitled to reimbursement of the costs of treatment by a registered medical practitioner in private practice.

(c) Subject to the approval of the Secretary of the Commission, the cost of medically necessary items such as glasses and other medical appliances certified as necessary by a registered medical practitioner or registered optometrist shall also be reimbursed to permanent officers only. Daily rated workers and temporary salaried employees are not entitled to reimbursement of these costs.

7.2 **Overseas medical treatment**

(a) Subject to the approval of the Secretary of the Commission, a permanent officer and their immediate family shall be eligible for full payment of any overseas medical treatment, subject to a registered medical practitioner certifying that the treatment is necessary and unavailable in Vanuatu at a reasonable cost.

(b) A permanent officer entitled to claim under this section, shall also be entitled to receive the costs of the return air fares to the place of medical treatment.
FORMS FOR CHAPTER 4: TERMS AND CONDITIONS OF EMPLOYMENT
# OVERTIME AND UNSOCIAL HOURS CLAIM FORM

Overtime/Unsocial Hours Claim for the Month of:

<table>
<thead>
<tr>
<th>Name:</th>
<th>Department of Finance Use</th>
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</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Date Received:</td>
</tr>
<tr>
<td>Payroll No:</td>
<td>Date Paid:</td>
</tr>
</tbody>
</table>

Rate 1 – Unsocial Hours x 0.25 (b):

Rate 2 – Overtime hours x 1.25 (d):

(In hours and part hours to the nearest quarter of an hour)

Part hours are expressed in decimals eg. h ¼ = 0.25 2h ½ = 2.50 and 2h ¾ = 2.75

NOTE: - Unsocial hours (Column (b)) means: 1800 hrs to 06.00 hrs Monday to Friday and any hours worked on Saturday, Sunday and Public Holidays.

<table>
<thead>
<tr>
<th>Date</th>
<th>Day of Week</th>
<th>Start and Finish Time</th>
<th>Hours Worked</th>
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<td>(a) In Normal Hours</td>
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</table>

Total Hours Worked in Month (a) (b) (c)
NOTE

Staff who are employed on regular alternating or regular rotating night shifts and are in receipt of a Shiftwork Allowance are not entitled to unsocial hours payments for any **standard** hours worked i.e. within the first 8 hours each day of the shift.

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<tr>
<th>Start:</th>
<th>Finish:</th>
<th>Dates: From:</th>
<th>To:</th>
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</table>

**CALCULATION OF OVERTIME HOURS DUE TO BE PAID**

Total Hours Worked (c)  

Less Standard Hours for month (no of working days x 8)  

Overtime Hours Due (d)

<table>
<thead>
<tr>
<th>SIGNATURES</th>
<th>NAMES</th>
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<tbody>
<tr>
<td>STAFF MEMBER:</td>
<td>NAME:</td>
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<td>DATE:</td>
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<tr>
<td>SUPERVISOR:</td>
<td>NAME:</td>
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<td>MANAGER:</td>
<td>NAME:</td>
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<td>DATE:</td>
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<tr>
<td>DIRECTOR:</td>
<td>NAME:</td>
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<td>DATE:</td>
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</table>
ACTING ALLOWANCE APPLICATION FORM

I certify that the following officer will be absent from duty for the dates indicated below and that it will be necessary for the post to continue to be filled during this absence. No officer of corresponding substantive rank is available for transfer to the position.

Name of absent officer: ____________________ Payroll No:________

Post Title: ________________________________________________

Post No: ___________________________ Grade: __________

Reason for Absence: _______________________________________

Date of absence from: __________________________ to __________

I recommend that the following officer, who is the most suitable officer, should be appointed to the above post on an acting basis for the period from: __________ to __________

(This period must not exceed 6 months, except in the case of acting arrangements to cover the absence of an officer on sabbatical leave, secondment, leave without pay or full time training program)

Name of Acting Officer: ______________________________________

Substantive Post Title: __________________ Post Number: _________

Grade: __________ Salary Level of Acting Officer: ________________

Minimum Incremental Point of Acting Post: ___________________

(The level of acting should be the minimum incremental point of the evaluated level of the acting post. e.g. P13/15 = 13.1)

The Acting appointment is essential because ______________________________________

________________________________________________________________________

(Note: Acting appointments will only be approved where a clear priority need has been established and funding is available).

The Acting Officer will assume the duties and responsibilities of the post to the following extent (tick one box only):

S In full (100%)  About 75%  About 50%  About 25%

About 50%  About 25%

Is funding available to pay acting allowance:  Yes  No  (Please tick appropriate box)

Manager: Name: __________________ Signature: __________________

Name of Section: __________________ Date: ___________________
Approval is granted /withheld (Please circle decision) for the abovementioned officer to be appointed on an acting basis to the post detailed above and to receive, in addition to his/her substantive salary, an acting allowance on a per annum basis of VT._______

**Director** - Name:_________________________ Signature:________________

Name of Department:________________________ Date:____________________

OR

**Director-General** - Name:_____________________ Signature:________________

Name of Ministry:________________________ Date:____________________

**NOTE:** Acting arrangements for all posts up to the maximum period of 6 months, other than Director-General and Directors positions, may be approved by either a Director General or Director. Acting arrangements to cover an officer (below Director level) on sabbatical leave, secondment, leave without pay or on a fulltime training course for a period in excess of six months may be approved by a Director-General, subject to the provisions specified in section 4.5 of Chapter 4 of this manual. Acting arrangements to cover a Director who has been approved to proceed on sabbatical leave, secondment, leave without pay or on a fulltime training course for a period in excess of six months must be submitted to the PSC for approval as specified in section 4.5 of Chapter 4 of this manual.

OR

Approval is granted /withheld (Please circle decision) for the above mentioned officer to be appointed on an acting basis to the post detailed above and to receive, in addition to his/her substantive salary, an acting allowance on a per annum basis of VT.______________

**Decision taken at PSC meeting held on:** ________________________________

**Secretary** - Name:_________________________ Signature:________________

Public Service Commission Date:____________________

**NOTE:** PSC approval is only required for Directors-General and Director posts, where the acting arrangements proposed exceeds 20 days.
RESPONSIBILITY ALLOWANCE FORM

Name of Officer: ___________________________ Payroll No: ___________________________

Post Title: ___________________________ Grade: ___________________________

Post No: ___________________________

Additional responsibility/ies to be given to the Officer in addition to his/her normal duties and responsibilities (Please attach a copy of the officer’s job description):

_____________________________________________________________________________

_____________________________________________________________________________

_____________________________________________________________________________

Are these additional responsibilities currently being undertaken within the Department: Yes or No (Please circle) If Yes, who is currently undertaking the duties:

Name of Officer: ___________________________ Post Title: ___________________________

Post No: ___________________________ Grade: ___________________________

(Please attach a copy of this officer’s job description)

Why are these responsibilities being transferred to the officer nominated to receive the allowance:

_____________________________________________________________________________

_____________________________________________________________________________

_____________________________________________________________________________

I recommend that the Officer should receive a responsibility allowance of VT. _________ per annum, in addition to his/her substantive salary for the period from ______to______.

(This period is not to exceed six months)

Director - Name: ___________________________ Signature: ___________________________

Name of Department: ___________________________ Date: ___________________________

I support the Directors recommendation

Director-General - Name: ___________________________ Signature: ___________________________

Name of Ministry: ___________________________ Date: ___________________________

TO BE COMPLETED BY THE SECRETARY, OPSC

APPROVED: YES or NO (Please circle decision) Date of Approval: _______

Secretary - Name: ___________________________ Signature: ___________________________
DOMESTIC TRAVEL ALLOWANCE FORM

Name of Claimant: ____________________________ Payroll Number: ____________________________

Post Title: ____________________________ Post No: ____________________________

Employment (i.e. Permanent, daily rated etc.): ____________________________

Normal Work Location: ________________________________________________

1. PURPOSE OF TRAVEL (Please indicate by ticking the appropriate box)

<table>
<thead>
<tr>
<th>Purpose</th>
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<tbody>
<tr>
<td>Duty Travel</td>
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<tr>
<td>Workshop/Training</td>
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<tr>
<td>Temporary Transfer</td>
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<tr>
<td>Others (please specify)</td>
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</table>

2. ITINERARY & ACCOMODATION EXPENSES

<table>
<thead>
<tr>
<th>Place to Visit</th>
<th>Arrived</th>
<th>Departed</th>
<th>Type of Accommodation</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
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<td>Date</td>
<td>Time</td>
<td>Date</td>
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</table>

| TOTAL AMOUNT (VT.) |

I certify that to best of my knowledge the information provided above is correct and true. And in the event that it is found to be intentionally incorrect or misleading I can be discipline for breaching Employees obligation as provided for in Section 34 (1) (k) of the Public Service Act 1998. I also undertake to reimburse any amount paid to myself as a result of the incorrect or misleading information.

Travelling Staff members Signature: ____________________________

Date: ____________________________
I certify that the above staff member will attend the Duty Travel/ In-service workshop /training at the location indicated, on dates and times specified in the above information. The above staff member will be on official duty away from his normal work location.

Head of Department: __________________________

________________________________

(print name)

Date: __________________________
INDIVIDUAL OVERSEAS TRAVEL APPROVAL FORM

1. INFORMATION ON APPLICANT:

Name: ___________________________ Payroll No: __________

Post title: ______________________ Post No: __________

Department: _____________________ Ministry: ______________

Has applicant been overseas on official duty on previous occasions: Yes/No (If yes, please attach details)

2. JUSTIFICATION AND DURATION OF ABSENCE:

Purpose of the travel: __________________________________________

________________________________________________________________

Duration of proposed Travel: From: ___________ To: _____________

What benefit will Vanuatu get from your travel? ____________________________

________________________________________________________________

3. PLACES TO BE VISITED-DETAILS AND DATE (Please attach a complete itinerary)

<table>
<thead>
<tr>
<th>Places/institutions</th>
<th>Dates - from/to</th>
<th>Brief details of purpose at each place</th>
</tr>
</thead>
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</table>

4. ACTING ARRANGEMENTS DURING THE OFFICER’S ABSENCE (IF ANY)

Name: ______________________ Post title: ______________________

Post No: ______________ Salary: ______________________

5. COST OF PROPOSED TRAVEL

(a) How will the proposed travel be funded eg. Ministry or Departmental Budget or Donor etc____________________________

(b) Total estimated travel cost: ___________________________

(c) Total Acting Allowance to be paid: ___________________
(d) Will you be travelling with Imprest?

Yes [ ] No [ ]

(e) Total amount of Government Imprest: ____________________________

6. I agree to submit:

(a) Report on the outcome of my training/workshop/seminar etc.
(b) Retire my government imprest within 5 Calender days of my return

7. I hereby agree that I may be disciplined for failing to provide either of 6. (a) or (b).

I hereby apply for approval for overseas travel and agree to submit a detailed report on the benefits to Vanuatu to my Director and Director-General within one month of my return.

Applicant’s Name: ____________________________ Signature: ____________________________
Date: ____________________________

TO BE COMPLETED BY DEPARTMENT/MINISTRY

I certify that:
• the proposed travel is business related and will be of benefit to the Government of Vanuatu;
• funds are available to cover the cost of travel and the payment of an acting allowance, if applicable; and
• I will ensure that the officer submits a detailed report of the benefits of the travel to the Government of Vanuatu.

Accordingly, I recommend approval be given for the officer to travel overseas for the purpose indicated.

Director - Name: ____________________________ Signature: ____________________________

Name of Department: ____________________________ Date: ____________________________

I SUPPORT THE DIRECTOR’S RECOMMENDATIONS.

Director-General - Name: ____________________________ Signature: ____________________________

Name of Ministry: ____________________________ Date: ____________________________

FOR PURPOSE OF A DIRECTOR GENERAL, THE MINISTER’S APPROVAL IS REQUIRED.

Minister - Name: ____________________________ Signature: ____________________________

Name of Ministry: ____________________________ Date: ____________________________
The travel above is approved/not approved

Name of Secretary of PSC: ________________________________

Signature: ___________________________ Date: _________________
MISSION GROUP OVERSEAS TRAVEL APPROVAL FORM

This form is to be completed by the Ministry proposing the mission and no expenditure must be committed in respect of the proposed mission until approval has been given for the mission.

1. DESCRIPTION OF MISSION

<table>
<thead>
<tr>
<th>Purpose of Mission</th>
<th>Please indicate what benefits to Vanuatu will be derived from the mission (If insufficient space, provide supporting paper)</th>
</tr>
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</table>

2. MEMBERS OF PROPOSED MISSION (If insufficient space, please attach full details)

<table>
<thead>
<tr>
<th>Proposed members of Mission group</th>
<th>Justification for including this person on the Mission Group</th>
<th>Acting arrangements to be made to cover the duties of absent officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Post Title</td>
<td>Name</td>
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<td>Post Title</td>
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Have any of the applicants been overseas on official duty on previous occasions: Yes/No (If yes, please attach details)

3. PLACES AND ORGANISATIONS TO BE VISITED - DETAILS AND DATES (If insufficient space, please attach full details)

<table>
<thead>
<tr>
<th>Place/organisation</th>
<th>From/to</th>
<th>Brief details of purpose at each place and organisation</th>
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4. COST OF PROPOSED MISSION GROUP TRAVEL

How will the proposed travel be funded eg. Ministry or Departmental Budget or Donor etc
Total estimated travel costs: ____________ Total Acting Allowances to be paid: ____________

I hereby apply for approval for mission group overseas travel and agree to coordinate the preparation of a detailed report on the benefits to Vanuatu to my Director and Director-General within one month of the groups return.

Mission Leaders Name: ___________________________ Signature: ___________________________
Date: __________________________

TO BE COMPLETED BY DEPARTMENT/MINISTRY

I certify that:
• the proposed travel is business related and will be of benefit to the Government of Vanuatu;
• funds are available to cover the cost of travel and the payment of an acting allowance, if applicable; and
• I will ensure that the officer submits a detailed report of the benefits of the travel to the Government of Vanuatu.

and accordingly, I recommend approval be given for the officer to travel overseas for the purpose indicated.

Director - Name: ___________________________ Signature: ___________________________
Name of Department: ___________________________ Date___________________________

I support the Directors recommendation.

Director-General - Name: ___________________________ Signature_________________
Name Ministry: ___________________________ Date___________________________

TO BE COMPLETED BY PUBLIC SERVICE COMMISSION

The travel above is approved/not approved

Name of Secretary of PSC: ___________________________

Signature: _________________ Date____________________
DIRTY JOB ALLOWANCE CLAIM FORM

Name: _______________________________ Payroll No: ____________________________

Post title: _______________________________

Post No: _________________________ Grade: __________________________

Department: ___________________________ Ministry: ________________________

I hereby claim dirty job allowance in respect of the hours of work listed below:

<table>
<thead>
<tr>
<th>Date</th>
<th>From</th>
<th>To</th>
<th>Description Of Work</th>
<th>Hours</th>
</tr>
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<tbody>
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</table>

Total

Signature of the Applicant: ___________________________ Date: __________

Signature of Supervisor: ___________________________ Date: __________

TO BE COMPLETED BY THE DIRECTOR OF DEPARTMENT

Dirty Job Allowance equals 50% extra for each hour the unpleasant work is performed.

- Normal hourly rate: VT ______ Divided by 2 = VT ______ per hour extra for the duration of the unpleasant work.

Debit to Chapter Head: ____________________________

Directors - Name: ___________________________ Signature: _________________

Name of Department: ___________________________ Date: __________________

UPON COMPLETION, FORM TO BE SUBMITTED DIRECT TO THE DEPARTMENT OF FINANCE ON A MONTHLY BASIS OR WHERE MINISTRIES ARE ENTERING DATA ON PAYROLL, TO THE MINISTRY HRO.
CHILD ALLOWANCE CLAIM FORM

Application on new appointment ☐
Application for additional child allowance ☐

Name of officer: __________________________ Payroll No: ____________

Post Title: __________________________ Post No: ____________

Ministry: __________________________ Department: __________________________

Location: __________________________ Employment Status: __________________________

(N.B. Must be a permanent officer or no entitlement exists)

Is your spouse or de-facto partner a Public Servant or an employee of a Government Agency which pays child allowances:   Yes ☐   No ☐

If your answer is yes, please state name of spouse: __________________________

What Department/Government Agency does he or she work in: __________________________

Does Your Spouse or de facto partner receive a Child Allowance from the Government? Yes ☐ No ☐

(Only one spouse can claim the child allowance)

Has Ministry HRO confirmed this with other Ministry:  Yes ☐ No ☐

(Ministry HRO use only)

NAMES AND DATE OF BIRTH OF YOUR CHILDREN:

<table>
<thead>
<tr>
<th>Name of children</th>
<th>Date of birth</th>
<th>Natural or adopted child</th>
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DOCUMENTS REQUIRED:

(Please attach copies of these documents relating to the child)

- Birth Certificate
- Adoption certificate (if certified by chief, needs to be countersigned by magistrate).

CERTIFICATION:

I hereby certify that the information provided above is true and correct.

I also certify that I have legal custody of the above children and I am financially responsible for them.

I also understand that any false declaration made by me to obtain a child allowance to which I am not entitled may be subject to disciplinary action by the Public Service Commission.

SIGNATURE: ___________________________ DATE: ________________

APPLICATION SHOULD BE MADE WITHIN THREE MONTHS OF COMMENCING EMPLOYMENT OR FOLLOWING THE BIRTH OF A NEW CHILD FOR THE ALLOWANCE TO BE BACK DATED.

APPROVED/NOT APPROVED BY DIRECTOR/DIRECTOR GENERAL:

Name: _______________ Signature: ___________________________

Name of Department: ___________________ Date __________________

Name of Ministry: ________________________

OR IN THE CASE OF DIRECTORS-GENERAL AND STAFF OF THE OPSC

APPROVED/NOT APPROVED BY SECRETARY, OPSC:

Name: _______________ Signature: ___________________________

Date ______________ Name of Ministry (if applicable): ________________________
APPLICATION FOR LEAVE FORM

Name: ____________________________ VNPF No: __________________

Post title: ____________________________

Post No: ____________________ Grade: __________________

Department: ____________________________ Ministry: __________________

ENTRY DATE OF SERVICE: ________________

TYPE OF LEAVE TO BE TAKEN: ____________________________

DESTINATION OF LEAVE TO BE TAKEN: ____________________________

FIRST DATE OF LEAVE: ________________ LAST DATE OF LEAVE: ________________

TOTAL NUMBER OF WORKING DAYS LEAVE: ________________

ADVANCE LEAVE SALARY REQUIRED: YES NO Date required: ________________

(please circle the appropriate answer and submit at least three weeks in advance)

Signature of Staff Member: ____________________________ Date: ________________

LEAVE APPLIED FOR IS SUPPORTED: YES/NO (please circle the appropriate answer)

Signature of Supervisor: ____________________________ Date: ________________

COMMENTS: ____________________________

DIRECTOR GENERAL/DIRECTOR OR SECRETARY, OPSC APPROVAL:

LEAVE APPROVED: YES/NO (please circle the appropriate answer) Date: ____________________________

COMMENTS: ____________________________

Name: ____________________________ Signature: __________________

(For annual vacation, standard sick leave, maternity, family, compassionate, international/provincial sporting, cultural and religious events only. A medical certificate is to be attached where the period of sick leave is more than 2 days and the staff member lives within the boundaries of Port Vila or Luganville or more than 4 days for all other areas)

PUBLIC SERVICE COMMISSION APPROVAL: (For sabbatical, secondment, leave without pay and non-standard sick leave only)

APPROVED/NOT APPROVED (please circle decision) PSC Meeting held on: ____________________________

SECRETARY, OPSC - Name: ____________________________ Signature: __________________

HRO USE ONLY
Date entered into HRMIS: ____________________________
HOME ISLAND LEAVE TRAVEL CLAIM

Name: _____________________________ Payroll No: __________________

Post title: ____________________________

Post No: ___________________________ Grade: ____________________________

Department: ____________________________ Ministry: ____________________________

Is your spouse or de-facto partner a Government employee?: Yes [ ] No [ ]

If your answer is yes, please state name of spouse/de facto: ____________________________

What Department/Government Agency does he or she work in: ____________________________

Has your spouse/de facto partner submitted a claim for Home Island Leave Travel?: Yes [ ] No [ ]

Have you or your spouse/de facto partner submitted a claim for Home Island Leave Travel in the current leave year?: Yes [ ] No [ ]

Has Ministry HRO confirmed this with other Ministry: Yes [ ] No [ ]

(Ministry HRO use only)

NAME AND AGE OF CHILDREN

Name: _____________________________ Age: ________________

Name: _____________________________ Age: ________________

Name: _____________________________ Age: ________________

Name: _____________________________ Age: ________________

TRAVEL ARRANGEMENTS:

Describe the most direct route between work station location and home island location:

________________________________________________________________________

________________________________________________________________________

State the actual route to be undertaken with dates and method of transport:

________________________________________________________________________

If the shortest route is not being undertaken please state why?

________________________________________________________________________

TRAVELLING OFFICERS CERTIFICATION:
PSC FORM 4-10

I certify that the above information is correct and true and undertake to obtain receipts/produce ticket stubs for every journey made.

Name: _______________________________________________

Signature: ___________________________________________ Date: _____________

DIRECTOR/DIRECTOR-GENERAL OR SECRETARY, OPSC CERTIFICATION

I certify that the above details are correct and authorise the officer to undertake the route shown.

Signature: ___________________________________________ Date: _____________

UPON RETURN FROM HOME ISLAND

DETAILS OF ACTUAL JOURNEYS UNDERTAKEN TO AND FROM HOME ISLAND

<table>
<thead>
<tr>
<th>DATE OF JOURNEY</th>
<th>FROM (PLACE)</th>
<th>TO (PLACE)</th>
<th>METHOD OF TRANSPORT</th>
<th>COST VT.</th>
<th>RECEIPT NO. (attached)</th>
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SUMMARY

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<th>TOTAL COST</th>
<th>75% CLAIM</th>
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TRAVELLING OFFICER’S CERTIFICATION

I certify that I have incurred the expenses detailed above, that all attached receipts are genuine and that I (or my spouse/de facto partner) have not previously submitted a claim for re-imbursement.

Name: ___________________________________________

Signature: ________________________________________ Date: _____________

DIRECTOR/DIRECTOR-GENERAL OR SECRETARY, OPSC CERTIFICATION

I certify that the above actual journeys and expenses are reasonable, that the details have been recorded in the Ministry/OPSC and that the officer and/or spouse has not made a previous claim for these expenses.

Name: ___________________________________________

Signature: ________________________________________ Date: _____________

Officer and Department of Finance advised on: __________________________

____________________________

Page 2 of 2
MEDICAL EXPENSES CLAIM FORM

NAME OF STAFF MEMBER: ________________________________

PAYROLL NO: ___________ Grade: _______________________

EMPLOYMENT STATUS: ______________________ (N.B. Must be permanent officer or daily rated worker or no entitlement exists)

POST TITLE: ___________________________ POST No: __________

MINISTRY: _______________ DEPARTMENT: ____________________

(To be used by permanent officers only – Members of daily rated workers families are not entitled to re-imbursement)

NAME OF THE PERSON RECEIVING TREATMENT, IF NOT THE OFFICER: ________________________________

RELATIONSHIP TO THE OFFICER ________________________________

FULL DETAILS OF MEDICAL EXPENSES BEING CLAIMED – INCLUDE NAME AND LOCATION OF HOSPITAL(S) AND OTHER PLACES OF TREATMENT, A LIST OF MEDICINE (ATTACH MEDICAL CERTIFICATE IF PRIVATE)  TOTAL AMOUNT PAID IN VT

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<th>VT</th>
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</table>

(SEE ATTACHED ORIGINAL RECEIPTS)

CLAIMING STAFF MEMBER’S CERTIFICATION

I certify that I have necessarily incurred and paid for the above medical treatment, that I have attached original receipts and that I now wish to claim reimbursement from the Government.

NAME: _____________________________  SIGNATURE: ______________________

Date: _______________________________
DIRECTOR/DIRECTOR-GENERAL CERTIFICATION

I certify that the above information is correct and that he/she is a permanent officer or daily rated worker (circle whichever is correct) employed in my Department/Ministry on the above salary level.

NAME: ___________________________ SIGNATURE: __________________

DATE: __________

DEBIT TO CHAPTER HEAD: ___________________________

SECRETARY OF OPSCS CERTIFICATION

I certify the personal details of the officer/daily rated worker are correct and that the person receiving treatment is entitled to reimbursement in accordance with the Staff Manual.

NAME: ___________________________ SIGNATURE: __________________

DATE: __________

Staff member and Department of Finance advised on: ___________________________
PANEL MEMBER ALLOWANCE APPLICATION FORM

Name of Officer: __________________________________________ Payroll No: __________

Post Title: ___________________________ Post Level: ______________________

Post Number: __________________________

Department/Ministry _________________________________________________

Indicate in the box below by ticking the appropriate type of panel you have been appointed to:

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<th>Type of Panel</th>
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<td>Recruitment Selection</td>
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<tr>
<td>Other (Please specify)</td>
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</table>

Describe the task(s) you have been appointed to carry out [Please attach a copy of your appointment letter and copy of Terms of Reference (if any)]:

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

I certify that I had done my part as a panel member to complete the task allocated to me and had submitted a report and/or relevant papers to the Department/Ministry/Authority concerned.

Name:____________________________________Signature:__________________

Date:_______________________________

I recommend that the Officer should receive a Panel Member allowance of VT. ____________ in addition to his/her substantive salary for the work done. (The appropriate amount is found in the Allowance and Additional Payments Table PSC Table 4-2)

Director - Name: __________________________Signature: ________________

Name of Department: __________________________Date: ________________
I endorse the Directors recommendation.

Director-General - Name: __________________ Signature: __________

Name of Ministry: __________________ Date: __________

TO BE COMPLETED BY THE SECRETARY, OPSC

APPROVED: YES or NO (Please circle decision of PSC)

Date of PSC Meeting: ______________

Secretary - Name: __________________ Signature: __________

Date: ______________
## REVISED PUBLIC SERVICE SALARY STRUCTURE

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<td>✓</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Bs 1.3</td>
<td>458 640</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L</td>
<td>Bs 1.2</td>
<td>423 360</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bs 1.1</td>
<td>388 080</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bs 1.0</td>
<td>352 800</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Index Value = 200
ALLOWANCES AND ADDITIONAL PAYMENTS

This Table has the allowances and additional payments identified in Chapter 4 *Terms and Conditions of Employment*.

**NOTE:** In all calculations, fractions or decimals in final figures should be rounded upwards to the nearest whole VT. Total time worked should be rounded off to the nearest quarter hour.

<table>
<thead>
<tr>
<th>Allowance &amp; extra payments</th>
<th>Current rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime rates</td>
<td>Time and a quarter with a minimum payment of one hour of overtime work.</td>
</tr>
<tr>
<td>Unsocial hours rates</td>
<td>Time and a quarter.</td>
</tr>
<tr>
<td><strong>Shift allowances:</strong></td>
<td></td>
</tr>
<tr>
<td>- Regular alternating</td>
<td>• 1500 VT per month</td>
</tr>
<tr>
<td>- Regular Night Shift</td>
<td>• 3500 VT per month</td>
</tr>
<tr>
<td>On call allowance</td>
<td>Time and a quarter for actual hours worked (25% on top of normal working hrs) plus 7.5% for on call / waiting time</td>
</tr>
<tr>
<td>Acting allowance</td>
<td>Percentage of difference between salaries determined by PSC with a set scale</td>
</tr>
<tr>
<td>Responsibility allowance</td>
<td>Percentage of set band:</td>
</tr>
<tr>
<td></td>
<td>• H Os 4.0 to E Ms 6.: 120,000 to 180,000 VT per annum</td>
</tr>
<tr>
<td></td>
<td>• L Bs 1.0 to I As 3.5: 60,000 to 120,000 VT per annum</td>
</tr>
<tr>
<td>Permanent posting requiring moving to a different locality</td>
<td>• Vt. 50,000 one-off payment</td>
</tr>
<tr>
<td></td>
<td>• Vt. 30,000 establishment allowance</td>
</tr>
<tr>
<td>Domestic duty travel allowance</td>
<td>• 5,000 VT per day for first 7 days</td>
</tr>
<tr>
<td></td>
<td>• After first 7 days the Domestic travel allowance will be reduced by 50%</td>
</tr>
<tr>
<td>Domestic In- Service Training Allowance (excluding accommodation)</td>
<td>• 2,000 VT per day commencing from date workshop or training begins and ends when workshop ends</td>
</tr>
<tr>
<td></td>
<td>Where accommodation is not provided an appropriate additional amounts will be paid to enable the staff member?</td>
</tr>
<tr>
<td>Temporary Transfer Allowance</td>
<td>• 2,000 VT per day commencing from date of temporary transfer</td>
</tr>
<tr>
<td><strong>Area</strong></td>
<td><strong>Details</strong></td>
</tr>
<tr>
<td>----------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Accommodation</strong></td>
<td>Shall be the responsibility of the Department</td>
</tr>
</tbody>
</table>
| **Selection Panel Member’s Allowance** | - VT5,000 for Participating as a member of the Recruitment Selection Panel to assess and/or interview applicants for a vacancy in the Public Service.  
- VT10,000 for Investigation Panel pursuant to section 19B (2) of the Public Service Act. |
| **Overseas Mission Travel Allowance:** |  
- In the Pacific  
  - Class A: 20,000 VT Perdiem per day  
  - Class B: 15,000 VT Perdiem per day  
- Australia & Asian Countries  
  - Class A: 25,000 VT Perdiem per day  
  - Class B: 20,000 VT Perdiem per day  
- Europe & US rates  
  - Class A: 50,000 VT Perdiem per day  
  - Class B: 35,000 VT Perdiem per day  
  - Note: These rates applicable only when no other Donors funds the cost |
| **Dirty job allowance** | 50% of the base hourly rate (excluding COLA) extra for each hour dirty job performed |
| **Child allowance** | - VT.2000 VT per Child  
  - Note: Child allowance is limited to VT48,000 per annum. |
| **Housing allowances and rent deductions** |  
- Standard allowance of Vt.180,000/pa for officers not entitled to Government house subject to government Housing Policy.  
- Free Accommodation for officers entitled to Government house.  
- 30% of current market value rate for officers not entitled to, but occupy a Government House. |
| **Medical expenses** | 100% payment but conditions apply. See policy details at section 8 of chapter 4 of this manual. |
| **Special Skills Allowance** |  
- Technical. VT120,000 to 2.0 million per annum  
  Allowances will be calculated using Point Matrix System according to the following range: |
<table>
<thead>
<tr>
<th></th>
<th>120,000-333,000</th>
<th>334,000-667,000</th>
<th>668,000-1,000,000</th>
<th>1,000,001-1,333,000</th>
<th>1,334,000-1,666,000</th>
<th>1,667,000-2,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote Allowance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Vt 10,000 per month</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dead while performing services (Accidents)</td>
<td>• For those officers or employees employed for over 5 years continuous service – 6 month’s salary plus Funeral expense</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• For those employed for 6 years and more 1 year’s salary plus Funeral expense.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural Death (Due to ailments)</td>
<td>• 6 months plus funeral costs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# POINT MATRIX SYSTEM

A point system Matrix, a guide to determining salary grade, with the 14 scale level

<table>
<thead>
<tr>
<th>Comparable Critical Factors</th>
<th>Minimum</th>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Responsibility</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Policy &amp; Corporate Planning</td>
<td>0 – 25</td>
<td>50</td>
<td>75</td>
<td>100</td>
</tr>
<tr>
<td>b) Financial Management &amp; Accountability</td>
<td>0 – 25</td>
<td>50</td>
<td>75</td>
<td>100</td>
</tr>
<tr>
<td>c) Supervision/responsibility for others</td>
<td>0 – 30</td>
<td>60</td>
<td>90</td>
<td>200</td>
</tr>
<tr>
<td>d) Equipments and Materials/assets</td>
<td>0 - 20</td>
<td>45</td>
<td>60</td>
<td>80</td>
</tr>
<tr>
<td>e) Training/assisting others</td>
<td>0 – 5</td>
<td>20</td>
<td>35</td>
<td>50</td>
</tr>
<tr>
<td>f) Risk and extend of risk/impact</td>
<td>0 –15</td>
<td>25</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td><strong>2 Skill</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Experience</td>
<td>0 – 20</td>
<td>45</td>
<td>60</td>
<td>80</td>
</tr>
<tr>
<td>b) Education/Training Qualification</td>
<td>25</td>
<td>50</td>
<td>75</td>
<td>100</td>
</tr>
<tr>
<td><strong>3 Effort</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Physical</td>
<td>5</td>
<td>20</td>
<td>35</td>
<td>70</td>
</tr>
<tr>
<td>c) Mental</td>
<td>0 – 15</td>
<td>30</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td><strong>4 Working condition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Unpleasant/hazard Condition</td>
<td>5</td>
<td>20</td>
<td>35</td>
<td>50</td>
</tr>
<tr>
<td>b) Work Load</td>
<td>5</td>
<td>20</td>
<td>45</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total points</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DEPARTMENT SPECIFIC CONDITIONS

1. Department of Ports and Marine

1.1 Sea-Going Allowance

- Captains: VT 975
- Engineers: VT 975 per period of 24 hours
- Bosun & Below: VT 450

1.2 Victualling Allowances

<table>
<thead>
<tr>
<th></th>
<th>Breakfast</th>
<th>Lunch</th>
<th>Dinner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Captains:</td>
<td>VT: 225</td>
<td>VT: 375</td>
<td>VT: 375</td>
</tr>
<tr>
<td>Engineers:</td>
<td>VT: 225</td>
<td>VT: 375</td>
<td>VT: 375</td>
</tr>
<tr>
<td>Bosun &amp; Below:</td>
<td>VT: 90</td>
<td>VT: 180</td>
<td>VT: 180</td>
</tr>
</tbody>
</table>

Note: For absences of less than 24 hours an allowance is paid for meals provided.
CHAPTER 5 TRAINING AND DEVELOPMENT

1. Introduction

Under section 4 of the Public Service Act, staff of the Public Service are to:

- Be responsive to the Government in providing timely advice and implementing the Government's policies and programs;

- Deliver services fairly, effectively, impartially and courteously to the public and visitors to Vanuatu; and

- Focus on achieving results and managing performance.

To assist staff in meeting these requirements, the Public Service Commission is committed to effectively managing and enhancing staff members' work performance. This will be done by promoting effective supervision in the workplace, encouraging the implementation of appropriate performance appraisal systems and by providing opportunities for work related training and development activities.

It is also committed to developing and training public servants through providing focused, work-related development and training opportunities. This commitment is supported by the Public Service Act, which requires that the Commission, as a responsible and good employer, provide training programs for its staff and encourage the enhancement of their abilities.

To attain both these service delivery and staff development objectives requires that:

- Staff know and understand their customer’s needs and meet them in a responsive, professional manner to the best of their ability and provide accurate, up-to-date information in a form that the customer can understand.

- Taking into account clients' needs, staff and their supervisors have a clear understanding of the work to be carried out, and of the Department’s or the Units goals that need to be achieved.

- Staff relations be based on cooperation, consultation and communication between all staff, supervisors and senior managers.

- The performance of staff be regularly assessed in relation to the work that they have to do and are recognized for the contribution they make to the Public Service.

- Staff keep up-to-date with knowledge and appropriate skills and be provided with appropriate work related training and development opportunities.

To fully implement these requirements, Ministries need to have in place a Corporate Plan together with a Human Resource Development Plan and an individual Work Performance & Development plan (WP&D) for each staff member.
2. Procedures to be followed in managing staff performance

To achieve these goals, Directors-General, Directors and all supervisors are responsible for implementing the procedures in this chapter for managing the performance of staff and providing appropriate development and training opportunities. These procedures require that:

2.1 Each staff member have a Work Performance and Development Plan (WP&D Plan) developed through informal consultation and discussion between the Supervisor and the staff member, stating the specific work that the staff member is required to perform;

2.2 The WP&D Plan and the staff member’s work performance are regularly reviewed by the Supervisor and the staff member through informal discussion and consultation;

2.3 The WP&D Plan identifies the staff member's development and training needs and how these may be met; and

2.4 Appropriate records of WP&D Plan are kept, with all information being shared between the Supervisor and the staff member.

2.1 Work Performance and Development Plan

(a) Directors and supervisors in Departments shall be responsible for ensuring each staff member in the Public Service shall have a personal Work Performance and Development Plan (WP&D Plan). WP&D Plan Form is found at the end of this Chapter (PSC FORM 5-1).

(b) Each individual staff member’s WP&D Plan shall be developed through informal discussion between the staff member and his or her immediate supervisor. The WP&D Plan must set out in table form:

(i) The name of the staff member and their supervisor;

(ii) The time period the WP&D Plan covers (this should be 12 months with a review every six months);

(iii) The ongoing tasks and the projects the staff member is required to do in relation to the work objectives;

(iv) The performance indicators against which the staff member will be assessed;

(v) The date the tasks have to be finished by, if they are not ongoing activities;

(vi) any identified training or development needs the staff member has in relation to the work in their WP&D or the Department's goals; and

(vii) The staff member's and supervisor’s comments at the end of the WP&D Plan time period.
2.2 Reviewing the WP&D Plan and the staff member's work performance

(a) Every six months, the Supervisor and the staff member are to discuss and review the WP&D Plan to see if any changes need to be made to it (for example, changes in tasks; changes to finishing dates; changes to training needs);

(b) Every twelve months, the staff member should assess their own performance by completing the relevant section of PSC FORM 5-1. The supervisor should then also assess the staff member's work performance in relation to the agreed performance indicators and discuss the assessment with the staff member, particularly where the staff member’s and supervisors assessments are significantly different. After this discussion, the staff member and supervisor should note their comments on the WP&D Plan and sign and date the plan.

(c) The discussion should focus on:

(i) The staff member's work performance in relation to the tasks and performance indicators listed in his or her WP&D Plan; and

(ii) The staff member's training and development needs [see next section 2.3].

2.3 Identifying the staff member's training and development needs

(a) At the same time as the annual review, the supervisor and staff member should also identify and discuss any training and development needs of the staff member and how these might be met. This discussion must carefully focus on what specific training or development opportunity the staff members needs to improve or enhance his or her work performance or make a greater contribution to the Public Service and Vanuatu.

(b) Specific on-the-job and off-the-job development and training opportunities must be identified and noted by the Supervisor and the staff member and written on the WP&D Plan. Then, if feasible, arrangements must be made to ensure that the staff member is provided with the opportunity to undertake appropriate training and development activities [see section 3 of this chapter for training and development requirements]

2.4 Keeping records of WP&D Plans

(a) Both the supervisor and the staff member shall each have a copy of the WP&D Plan, including any comments by the supervisor or staff member made on the WP&D Plan.

(b) All assessment reports made by the Supervisor on the staff member are to be shown to and discussed with the staff member.

(c) A copy of a staff member's WP&D Plan is to be placed on their personal file in the Ministry where they work and may, on request, be forwarded to the Director of that Department. It may also be used by the staff member when applying for a job vacancy.

(d) Copies of WP&D Plans need not be provided to the Commission, unless specifically requested by the Secretary of the Commission. If any such request is made, the Commission shall be provided with a copy of the requested WP&D Plan and the staff member informed that his or her WP&D Plan has been forwarded to the Commission.
3. **Procedures to be followed in developing and training staff**

(This section was amended by a decision of the PSC at a meeting held on 21 June 2005) (Further amended by a decision of PSC at a meeting on .......... March 2008.

3.1 **Training and Development**

Training and development activities can be provided through a range of “on-the-job” learning experiences (for example, secondments, job rotation and special projects) as well as through “off-the-job” formal courses and programs (for example, training courses, short and long term scholarship opportunities and conferences).

3.1.1 Eligibility to undertake training and development activities

(a) Staff members on probation are not entitled to apply for external or overseas training activities including scholarships.

(b) Permanent officers are eligible to apply for internal, external and overseas training opportunities.

(c) Daily rated staff are entitled to apply for internal and locally based training activities as well as study leave as outlined under section 3.5.

(d) Temporary salaried staff are entitled to apply for internal training activities only.

(e) Contract employees are not entitled to apply for internal, external or overseas training activities.
### 3.1.2 Assessing training and development activities

(a) To ensure that the development and training activities meet genuine skills needs of staff member’s and the Public Service, such activities and opportunities should be assessed using the following check list:

<table>
<thead>
<tr>
<th>Activity</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Can the training or development be provided &quot;on-the-job&quot; instead of sending the staff member to an &quot;off-the-job&quot; course or activity? While it is recognized that focused off-the-job-training is essential in some areas (for example, specialist technical or professional training or high-level management training), as a general rule, Directors-General and Directors should consider how training can be provided &quot;on the job&quot; before approving staff attendance at &quot;off-the-job&quot; training courses or activities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Is there evidence of the staff member’s capacity to benefit from this training activity? Examples of what should be considered include:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Capacity to meet the entry criteria of the relevant study program?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Job description and relevance of course of study?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Record of previous local, in-country and overseas training that demonstrates commitment to ongoing development?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Satisfactory academic performance (refer to previous training and development record, copies of academic qualification and grades)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Satisfactory work performance (current and past)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Satisfactory work attendance record?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Is the proposed course or activity a cost-effective method for the Department?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Are there cheaper options available? (for example, by having an ‘in-house’ course or using current staff to provide the training).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Has the Ministry adequate resource to release the staff member at both a human resource and financial level?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Have the salary costs of the staff member as specified in sections 3.3.1. and 3.6.2 been allowed for?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Has the costs of a staff member acting in the applicant’s position been considered?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Is the proposed course or activity based on a careful analysis of training needs of staff member applying to do it?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Is it supported by their supervisor?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Is it an identified training need in their Work Performance and Development Plan?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Will the proposed course or activity meet the genuine skill requirements of the Department, Ministry or, more broadly, the Public Service?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Will it increase the Department’s ability to better meet its customer’s needs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Will it lead to improved service by the Department?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Is this a training or development need identified in the Ministry HRD Plan or Corporate Plan?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- In the case of a long-term scholarship does it address the Public Service scholarship priorities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Have all staff been provided with a fair and reasonable opportunity to participate in appropriate development and training activities that enhance their work related abilities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Have the principles of fairness and equity been implemented in making this recommendation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Have gender and language equity considerations been applied?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Has the applicant’s supervisor developed a plan with the applicant to ensure the optimal transfer of skills and knowledge after completion of the training and development activity?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.1.3. Short and Long Term Scholarships

(a) A short term scholarship is defined as “a sponsored training course of twelve months duration or less” and a long term scholarship is defined as “a sponsored training course that exceeds twelve months duration”

(b) All applicants must be permanent public servants and comply with the eligibility criteria of the specific scholarship as well as the assessment criteria in section 3.1

Roles of HRD Unit and Ministry

(c) The HRD Unit coordinates the selection of long-term scholarships and submits the Training Approval Form (PSC Form 5-2) to the Commission for approval to attend an overseas training course in accordance with the procedures specified in section 3.2.3.

(d) Ministries are responsible for selecting, nominating and recommending of short-term scholarship applications but must submit the Training Approval Form (PSC Form 5-2) to the HRD Unit for Commission approval to attend an overseas training course of over 15 days.

Termination or Withdrawal of Scholarships

(e) In the case of the termination or withdrawal of a scholarship it is the recipient’s responsibility to immediately notify the HRD Unit and their Department Head. Those staff members who do not comply with this requirement will be subject to disciplinary proceedings.

(f) The recipient will resume duty within one working day of the termination or withdrawal date of the approved scholarship as specified in the termination or withdrawal letter.

(g) No additional allowances as outlined under section 3.3.1 will be payable after the day of termination or withdrawal.

(h) Scholarship recipients who have been terminated or withdrawn will not be considered for new scholarship applications until a period of three years has elapsed and the officer has clearly demonstrated their capacity and commitment through the successful completion of local or other short term courses.

Extension or Deferment of Scholarships

(i) Scholarship recipients applying for an extension or deferment of their training course should notify the HRD Unit.

(j) The HRD Unit will refer the matter to the Commission.

(k) Extensions or deferments will be subject to approval by the Commission. Approvals will not be automatically given and the Commission may impose certain conditions including a return to work during academic vacations.
3.1.4 Short and long term scholarship with private sponsorship:

Public servants may seek private sponsorship for short or long term training either for in-country or overseas’ studies. The release for studies will be under the conditions prescribed by the Public Service Commission.

A staff may engage in a short or long term studies on the following conditions based on the criteria listed below:

a) **Private sponsorship with full entitlements:**

Criteria:
- Has to be an initiative from the organisation or agency
- Has to have the commitment of the employee
- Has to address the agency interest
- Receive strong support from the Director General, or Director and the approval of the PSC
- Private Sponsor has to meet Insurance Cover for the employee

*(The explanation of Full entitlement is specified under section 3.3 of this Chapter)*

b) **Private sponsorship pursued by employee for personal interest:**

Criteria:
- Individual initiative
- Focus on Personal interests
- Receive no support from Director General, Director and not approved by PSC
- Officer will be asked to resign.

c) **Private sponsorship with other terms and conditions:**

Criteria:
- It is not only an Individual but also an organisational initiative
- 50-60% personal benefit over 40-50% benefits for the organisation
- Where all the above criteria’s are silent.

d) The request must be detailed in PSC Training Approval Form” *(PSC Form 5.2)*

e) Employees who are offered a private scholarship shall be subject to the endorsement of Director General or Director

f) The Public Service Commission shall be responsible for approving all private scholarship and the request should reach Commission 6 weeks prior to the commencement of the course


g) Only Permanent and temporary employees are entitled to this type of training,

*The public service commission reserves the power to prescribe the terms and conditions of in-service trainings.*

3.2 Approving attendance at training courses

3.2.1 Training and development conducted in Vanuatu:
(a) A Director-General shall be responsible for approving all training and development activities for Directors in his or her Ministry in accordance with the criteria in section 3.1 using the prescribed PSC Training Approval Form (PSC FORM 5-2).

(b) A Director shall be responsible for approving all training undertaken by staff in his or her Department on the recommendation of the Supervisor/Manager and in accordance with the criteria in section 3.1 using the prescribed PSC Training Approval Form (PSC FORM 5-2).

(c) The Commission shall be responsible for approving all training and development activities for Directors-General in accordance with the criteria in section 3.1 using the prescribed PSC Training Approval Form (PSC FORM 5-2).

(d) As long as the training fulfils the criteria in section 3.1 and funds are available, a Director-General and Director is authorised to approve training provided by Government or non-Government training providers. Special permission is not required from the Commission to use non-Government or private sector training providers.

(e) Copies of all approved Training Approval Forms (PSC FORM 5-2) are to be referred to the Ministry HRO (or designated HRD staff member for the Ministry) for the compilation of information relating to training activities and retention of the forms on appropriate files.

3.2.2 Training and development conducted overseas:

(a) A Director-General shall be responsible for approving all applications for permanent officers in his or her Ministry to attend an overseas training or development activity of 15 working days or less duration. All applications shall be approved in accordance with the criteria in section 3.1 using the prescribed PSC Training Approval Form (PSC FORM 5-2).

(b) The Commission shall be responsible for approving all applications to attend an overseas training course of more than six months duration. The PSC Secretary will approve overseas short term training for Public Servants for a period of less than 6 months. All applications shall be approved in accordance with the criteria in section 3.1 using the prescribed PSC Training Approval Form (PSC FORM 5-2).

(c) Copies of approved Training Approval Forms (PSC FORM 5-2) are to be referred to the Ministry HRO (or designated HRD staff member for the Ministry) for the compilation of information relating to training activities and retention of the forms on appropriate files.

(d) All overseas training applications must be submitted to the Director-General or the Commission at least six weeks before the course commences.

(e) A permanent officer who wishes to pursue a training program abroad while on leave must apply for permission to do so before leaving Vanuatu in accordance with this section.

(f) A permanent officer who wishes to attend an overseas residential component of a correspondence course that he or she is taking must apply for approval in accordance with this section.

[NOTE: This section applies to overseas travel specifically undertaken for the purpose of attending approved training and development activities. For the purpose of this section, "training and development activities" are activities that meet one or more of the criteria identified in section 3.1 of this chapter. All other overseas travel by staff shall be considered to be normal]
business travel. This shall be approved in accordance with the overseas travel section of the "Terms and Conditions of Employment" chapter of this Manual.

3.2.3 Long Term Scholarship Committee

(a) To ensure long-term scholarship applicants are assessed in a fair, merit based manner, the HRD Unit of the PSC will establish a Scholarship Committee comprising of four members.

(b) The four members will be the respective representatives of:
   - the Public Service Commission
   - the National Education Commission
   - the Department of Economic and Sector Planning
   - the Department of Strategic Management

(c) The Scholarship Committee shall be convened and chaired by the PSC representative.

(d) Whenever possible the Scholarship Committee should have a reasonable balance of male and female members.

(e) Whenever possible the Scholarship Committee should have a reasonable balance of French and English speaking members

(f) Staff members applying for a Public Service long term overseas scholarship will be assessed, through a merit selection process, by the Scholarship Committee.

(g) The selection criteria will be based on the criteria outlined in section 3.1 and specified in the application advertisement. The Commission will look for evidence of an applicant’s commitment to learning and development and the applicant’s attendance at locally based courses will be a positive consideration.

(h) A member of the Scholarship Committee must immediately declare any potential conflict of interest when assessing applicants and excuse themselves from the Committee as an interim measure.

(i) If necessary the Scholarship Committee will liaise with relevant Ministry staff to seek specific expertise and advice about the suitability of a training course.

(j) The Scholarship Committee will document their assessment of the applicants and submit a short-list of recommended applicants to Commission for approval.

(k) The PSC approved short-list will then be forwarded by the HRD Unit to the relevant donor agencies for further assessment and placement.

3.3 Salary, leave and allowances during in-service training.

3.3.1 Salary to be received by a staff member while on training

(a) A staff member who is on the Commission’s approved training course of twelve months duration or less will continue to receive his or her full salary.
(b) The payment of salary (training allowance) for courses exceeding twelve months will be dealt with in accordance with section 3.6.2 of this chapter.

3.3.2 Leave earned while on full-time training

(a) All training periods on full salary shall accrue leave at the normal rate.

(b) Any training periods that do not incur a full salary will not be leave earning. However, an officer completing an approved training course of 12 months or more will be entitled to five calendar days leave at the end of the approved period of study. This is in addition to any annual vacation leave that they may be entitled to.

3.3.3 Allowances for training and development conducted overseas and of twelve months duration or less.

(a) Where accommodation (housing rent, hotel costs) and subsistence allowance (includes meal and living allowances and local travel costs) is fully funded by a donor agency or other party, no top up or additional allowances are payable.

(b) Where accommodation or subsistence costs are partially funded by a donor agency or other party, the HRD Unit will contact the donor agency to establish a reasonable daily allowance rate that will cover the accommodation and/or subsistence costs.

(c) In cases where accommodation or subsistence costs are not funded by a donor agency or other party, the officer will be entitled to claim this daily allowance rate outline in section 3.3.3 (b).

(d) In cases where accommodation or subsistence costs are partially funded by a donor agency or other party, the officer will be entitled to claim the difference between this daily allowance rate outline in section 3.3.3 (b) and the partially funded donor allowance.

3.3.4 Return to work after training activities

(a) Officers undertaking long term scholarships are not required to return to work during vacation periods unless this requirement is specified by the Commission.

(b) On completion of the approved course of study officers must return to duty on the next working day unless leave arrangements have been approved as specified in section 3.3.2.

3.3.5 Leave without pay while on training

(a) an officer granted “Leave Without Pay” shall not be entitle to training allowance but shall provide reimbursement of training fees provided that he/she submit quotes from expenses incurred during training, a copy of academic qualifications; and shall be subject to the approval of the Public Service Commission.

(b) A fully sponsored officer granted leave without pay shall neither claim training allowances nor training fees during or after training.
3.4 Payment of training course costs if sponsored by the Vanuatu Government

(a) When a staff member undertakes an approved in-service training course, which is not sponsored by a donor agency, the staff member’s Department shall meet the full cost of his or her training, including any necessary travel expenses.

(b) These costs will comply with the requirements and entitlements that relate to the duration of the training course as specified in this chapter. Approval of the training application must be made in accordance with section 3.2 of this chapter.

(c) Prior to approval the costing arrangements must be detailed in the Training Approval Form (PSC Form 5-2).

(d) If the course exceeds one academic year, an officer may be granted a return airfare to Vanuatu at the end of each academic year, provided that there is at least nine months of the course remaining as at the date of his or her overseas return.

3.5 Study leave and costs for attending local training

(a) Officers and daily rated workers wishing to undertake an accredited course at a local educational institution (for example, a local vocational or university course) or a correspondence course or short training in an area related to his or her official work may submit an application for approval to his or her Director to undertake such courses using the prescribed Study Leave Approval Form (PSC FORM 5-3).

(b) Directors may approve up to three hours study leave per week on full salary for officers and daily rated workers enrolled in a work related course at a local accredited educational or vocational institution.

(c) On successful completion of any course/unit or module, the officer or daily rated worker may claim full reimbursement from his or her Department of any necessary course related expenses accrued during that training, (for example, costs of course fees and the cost of essential text books), upon production of receipts and a transcript of results for the subjects undertaken and approval by the Director.

(d) Temporary salaried employees and contractor are not entitled to study leave or reimbursement of course costs.

3.6 Vanuatu Government-sponsored (or partially sponsored) Long Term and/or High Cost Training Scheme

(a) In order to encourage and promote the training of officers within the public service, the following Training Scheme will operate for officers on long-term training courses which exceed twelve months in duration or where the course is for one years duration or less but the cost to the Government of Vanuatu exceeds 1,500,000 VT. The training allowance referred to in section 3.6.2 below will be in substitution of salary during the second and subsequent years of the training course.

3.6.1 Bonding Agreement

3.6.1.1 Long Term Training Courses of more than one years duration
(a) All officers supported under this scheme will be required to sign a Bonding Agreement Form (PSC Form 5-4) requiring them to return to government service for a period equivalent to the duration of the training course. For example, an officer would be required to sign a bonding agreement for a period of 2 years where the duration of the training course was for a two year period.

(b) All officers approved to participate in this scheme would be required to refund a proportion of the Government’s training cost if they do not abide with the bonding agreement. The Bonding Agreement Form (PSC Form 5-4) should be submitted as part of the application for training.

3.6.1.2 Training Courses of one year duration or less where the total cost to the Government of Vanuatu exceeds 1,500,000 VT

(a) All officers supported under this scheme where the Government’s contribution towards the training costs exceed 1,500,000 VT will be required to sign a Bonding Agreement Form (PSC Form 5-4) requiring them to return to Government Service for a period which will be aligned to the extent of the Government’s contribution towards the training costs.

(b) The calculation of the period of service for each Bonding Agreement is to be based on the government’s contribution towards the cost of the course divided by the officer’s salary rate per month. The calculation is to be rounded up to the nearest month. For example, where the government’s contribution is as follows:

- Training Costs: 2,000,000 VT
- Officers salary: 83,144 VT per month
- Calculation: $2,000,000/83,144 = 24.05$

the officer would be required to sign a Bonding Agreement Form (PSC Form 5-4) prior to approval being given to his/her release to attend the training course agreeing to return to government service for a period of 25 months after the completion of the course.

For the purposes of this calculation, training costs are to include all costs met by the Vanuatu Government such as:
- Course fees;
- Accommodation, travel and subsistence expenses; and
- Total salary costs of the officer, including allowances.

(c) All officers approved to participate in this scheme would be required to refund a proportion of the Government’s training allowance if they do not abide with the bonding agreement. The Bonding Agreement Form should be submitted as part of the application for long-term training.

3.6.2 Determination of training allowance

(a) For the first year of training, an officer will be paid his or her full salary. For any period in excess of twelve months, a percentage of the officer’s salary will be paid. The officer will continue to be paid the training allowance until he or she completes their training. The Housing Allowance and Child Allowance will be at the discretion of the PSC.

(b) For any period in excess of twelve months, if a spouse, child, housing or other equivalent allowances are covered by the donor agency, the matter is to be referred to the Commission and the salary may be abated according to the amount of the allowances.
(c) Human Resource Officers within each Ministry or Department will advice the Department of Finance of the appropriate training allowance to be paid to the officer in accordance with the *Training Allowance Scheme Table* [Table 5-1].

(d) The allowance will not be limited to one year only, and it will form a charge against the Ministry/Departmental budget.

(e) In order to qualify for a training allowance, the applicant must fully disclose the officer’s personal financial commitments, and the value of any scholarships and other allowances granted by any other body in connection with the training.

3.7 **Keeping records of training in Departments**

(a) Directors-General and Directors, with the assistance of the Ministry HRO (or designated officer with HRD responsibilities), are also required to keep accurate records of all training undertaken by their staff. Directors-General must also provide a report to the Commission once every 12 months providing the following information:

(i) The type of training and development activities undertaken by the staff of the Department;

(ii) The total cost of training provided by the department;

(iii) The distribution of training amongst the staff by salary level and gender;

(iv) Identified training needs and skill needs of the Department; and

(v) An assessment of the training undertaken by staff and how it meets the training needs of the Department.

3.8 **Responsibilities for training and development activities**

(a) Directors-General and Directors have responsibility for:

(i) the development and publication of a Corporate Plan for his/her Ministry and a Human Resource Development Plan for his/her Department;

(ii) managing the performance of staff and providing appropriate training and development opportunities for them; and

(iii) keeping accurate records of all training undertaken by their staff and must provide a report to the Commission once every 12 months as outlined in the this Manual.

(iv) must ensure that arrangements are in place to cover the officer’s responsibility for the duration of the officer’s study period.

(b) Supervisors are responsible for:

(i) ensuring each staff member has a personal Work Performance and Development Plan. This plan includes any identified training or development needs the staff member has in relation to the work in their WP&DP or in relation to the Department’s goals; and

(ii) a plan being developed to ensure that staff who have undertaken a significant training and development activity share their knowledge and skills within the Unit/Department; and
(iii) assisting staff to participate in appropriate, work-related training and development activities.

(c) Staff have a responsibility to:

(i) fully participate in activities both on the job and off the job, which will enhance their skills and assist them to perform the tasks associated with their position; and
(ii) plan their individual career development program in consultation with their supervisor.
(iii) maintain contact through e-mail with their Department at least every six-months when undertaking long term training in regards to their progress, study program and ideas for utilising skills and knowledge on return to the workplace.

3.9 **Links between training, development and other people management development activities**

(a) Training and Development activities should be viewed in the context of other people management development activities in the Public Service such as:
- recruitment;
- selection;
- work performance and development planning;
- human resource planning; and
- supervision.

(b) Human Resource Development Plans should include training and development activities, which emphasize:
- greater clarity about skills required in the workplace;
- better targeting of training to achieve workplace competencies;
- integration of on-the-job and off-the-job learning;
- better matching of people to jobs; and
- structures for the transfer of skills to new areas of work.

4 **Apprenticeship and Cadetship program**

(a) Ministries may invest in potential students for the ministries specific HR needs.

(b) The Cadetship program is for the ministries to attract the most promising year 12, 13 and 14 students to some field of expertise by provisions of awards at the Public service Salary Structure.

(c) The Apprenticeship is a work attachment agreement between a tertiary student and a Director General. The agreement should be treated as other employment agreement and should apply performance appraisal every six months in accordance with the PSC regulations.

(d) Application for Apprenticeship and Cadetship should be sent to the HRD Unit and should receive the endorsement of the Public Service Commission.
(e) PSC HRD Unit and Training and Scholarship Coordination Unit (TSCU) are responsible to develop and monitor the application of Cadetship and Apprenticeship programs.

4.1 Succession Planning

a) Ministries to focus on ensuring the availability and sustainability of a supply of capable staff that are ready to assume key or critical roles. For that purpose it is recommended that the ministries focus on building internal capability.

b) Ministries must develop a Succession Plan that is appropriate and within their capacity and strength.

c) Succession Plan is to be approved by the Director General and endorse by the PSC HRD Unit.
FORMS FOR CHAPTER 5: PERFORMANCE, TRAINING AND DEVELOPMENT
# WORK PERFORMANCE AND DEVELOPMENT PLAN FORM

Staff member’s Name: ___________________________ Position Title: ___________________________ Payroll No: - / / / / /  

For the 12 months period from ___________ to ___________ Supervisor’s Name: ___________________________

## SECTION A: WORK DEVELOPMENT PLAN

*(To be completed together by the supervisor and the staff member each 12 months and reviewed every 6 months)*

<table>
<thead>
<tr>
<th>Projects/Tasks (list things you have to do in the next 12 months period)</th>
<th>Performance Indicators (describe what measures will be used to assess work performance)</th>
<th>Target date (if applicable put in the finishing date)</th>
<th>Identified training needs (list the training that you need to do your job better)</th>
<th>Staff member’s Comment</th>
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</table>

Assessment & Comments of Supervisor on work outputs and training needs of the officer: ___________________________

Name of Officer: ___________________________ Name of Supervisor: ___________________________  

Signature of Officer: ___________________________ Signature of Supervisor: ___________________________  

Date: ___________________________ Date: ___________________________
SECTION B: WORK PERFORMANCE

(Table to be completed separately by the staff member and Supervisor at the end of the 12 month period by placing ticks in the appropriate boxes to indicate the level of performance against the agreed performance indicators for each project task and comments in the space provided)

<table>
<thead>
<tr>
<th>PROJECT TASKS (same tasks identified in Part A of this form)</th>
<th>PERFROMANCE INDICATORS (same indicators identified in Part A of this form)</th>
<th>UNSATISFACTORY</th>
<th>SATISFACTORY</th>
<th>VERY SATISFACTORY</th>
<th>EXCELLENT</th>
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<tr>
<td></td>
<td>Officer</td>
<td>Supervisor</td>
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</table>

Comments of Staff member: ____________________________________________________________

 Comments of Supervisor on work performance of staff member: ___________________________

Name of Staff member: ___________________________ Name of Supervisor: ___________________________
Signature of the Staff member: ___________________________ Signature of the Supervisor: ___________________________
Date: ___________________________ Date: ___________________________

Page 1 of 2
TRAINING APPROVAL FORM

INFORMATION ON APPLICANT:

Name: ___________________________ VNPF No: __-__-__-__-__

Post title: _______________________ Salary grade: _______________________

Permanent, daily rated worker or temporary salaried status: _______________________

Department: _______________________ Ministry: _______________________

Date commenced in Public Service: ____________________________________________

PROPOSED TRAINING COURSE OR ACTIVITY: ________________________________

What is the core content of this course? _______________________________________

Training Provider/Institution: _______________ Aid Donor (if applicable): _________

Dates of the Course/Activity: From: _______________ To: _____________________

Is a Bonding Agreement required? YES/NO Location: _______________________

(TRAINING AGREEMENTS are required for all scholarships over 6-months)

TRAINING NEEDS ASSESSMENT (be completed by Department/Ministry):

I certify that in accordance with the criteria specified in Chapter 5, Section 3.1, the proposed training or development activity:

☐ can not be provided as an “on-the-job” learning opportunity;
☐ is a cost-effective method for the Department and can be resourced by the Department/Ministry at both a human resource and financial level;
☐ is based on a careful analysis of the training and development needs of the staff member and their Work Performance and Development Plan or Performance Agreement;
☐ is based on evidence of the staff member’s capacity to successfully undertake the level of study and benefit at a professional level;
☐ will meet the genuine skill requirements of the Department, Ministry or, more broadly, the Public Service; and
☐ will be used to ensure the optimal use of skills and knowledge transfer within the department on completion of the training and development activity.

SCHOLARSHIP APPLICATIONS (over 15 days) ONLY:

☐ Is there a supporting letter from the Ministry addressing the above criteria?
☐ Is the Corporate Plan or HRD Plan attached?
☐ Is the WP&D Plan or Performance Agreement or Job Description attached?
☐ Is there a record of previous study and training undertaken attached?
INDICATION OF FINANCIAL COSTING (to be completed by Department/Ministry):

Level of sponsorship (if applicable) ie. fully funded or partially funded: ____________________

Details of sponsorship (if applicable) ie. What costs are covered? ____________________

Estimated costs for duration of activity: Salary costs of Applicant: ____________________

Full salary costs of replacing officer: _____________ Name of replacing officer: ______

Course Fees: ____________________

Accommodation, travel & subsistence costs of Applicant (if not covered by sponsorship):

________________________________________________________________________

Who will pay these costs? Department ____________________ Other ____________________

Please provide details as an attachment to this form if space provided is insufficient. Provide a full explanation on the financial arrangements and attach written information on sponsorship allowances. NB: Where accommodation, travel and subsistence allowance (irrespective of the amount) is funded by the sponsor, no additional allowances are payable.

APPLICANT AGREEMENT: I have read, understand and accept the financial arrangements and conditions of my proposed application:

Applicant - Name: ____________________________ Signature: __________________________

Date: ____________________________________

TRAINING ACTIVITY RECOMMENDED: YES/NO (Please circle appropriate answer)

Supervisor/Manager - Name: _____________ Signature: __________________________

Date: ____________________________________

TRAINING ACTIVITY CONFIRM RECOMMENDATION: YES/NO (Please circle appropriate answer)

Director/Director-General - Name: _____________ Signature: __________________________

Date: ____________________________________

(This form only needs a Director-General’s confirmation of recommendation if a Director is applying to do the training or if the training is conducted overseas and is of 15 working days or less in duration. It should be submitted at least six weeks before the course commences).

PUBLIC SERVICE COMMISSION APPROVAL:

Chairman/Secretary, PSC - Name: ____________ Signature: __________________________

Date: ____________________________________

(This form only needs the PSC’s approval where the course is conducted overseas and is longer than 6 months in duration or where the application is from a Director-General. It should be submitted at least six weeks before the course commences).
STUDY LEAVE APPROVAL FORM

A new form is to be submitted at least two weeks before the beginning of each term or semester. Any approval given is only valid for one semester or term at a time.

INFORMATION ON APPLICANT

Name: ____________________________ Payroll No: ____________________________
Post title: _________________________ Salary grade: _________________________
Department: ______________________ Ministry: _____________________________

PROPOSED STUDY COURSE DETAILS

Name of course: ___________________ (please attachment proof of enrolment)
Name of organisation: ___________________ Location: _________________________
Dates of this Semester or Term: ____________________________________________
Days of the week and times you wish to take study leave:

______________________________________
Course fees: _________________________ Estimated text book costs: ____________
Do you have any sponsorship for any of this cost? If yes, name of sponsor: __________
I certify that the above statement is true and accurate and I have attached proof of my enrolment.
Applicant's signature: ____________________________ Date: ______________________

TRAINING NEEDS IDENTIFICATION (to be filled out by the Director):

What skill requirement of the Department or Ministry does this study activity meet?

______________________________________________
What identified training need of the staff member does this study activity meet?:

______________________________________________

STUDY LEAVE APPROVED: YES/NO Date: _____________
(please circle the appropriate answer)

Director General/Director - Name: ____________________________ Signature: ____________________________
Date: ____________________________
BONDING AGREEMENT

To be submitted in situations where a permanent officer is seeking approval to attend a training course under the Vanuatu government-sponsored (or partially sponsored) training scheme. This applies only where

SECTION A – DETAILS

PERMANENT OFFICER INFORMATION:

Name: __________________________________ VNPF No: ___-__/__/__/__/__

Post title: __________________________Salary grade: _________________

Department: ________________________Ministry: _______________________

Mailing address: ____________________________________________________

__________________________________________________________________

Telephone: ______________Fax: _____________Email: _________________

EDUCATING INSTITUTION

Name of educating institution: ________________________________________

Faculty/Department: _________________________________________________

Mailing address: ____________________________________________________

__________________________________________________________________

Telephone: ______________Fax: _____________Email: _________________

TRAINING COURSE

Title of training course:

Commencement date of training course:

Date of completion*:

*Some post graduate courses require satisfactory completion of the first year before proceeding to the masters level. In such cases provide full details of these requirements.

Duration of training course (mark X in appropriate box):

☐ Exceeding twelve (12) months (proceed straight to section C).
   Please specify duration:

☐ Twelve (12) months or less (proceed to section B).
   Please specify duration:
SECTION B – CONTRIBUTION OF THE GOVERNMENT OF VANUATU

Note: This section to be filled in only where the duration of the training course is twelve months or less but the cost to the Government of Vanuatu exceeds 1,500,000 VT.

Please specify contributing sponsoring agency/agencies (if any):

<table>
<thead>
<tr>
<th>Expenditure items</th>
<th>Sponsor agency/agencies</th>
<th>Vanuatu Government</th>
<th>Other contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition fees</td>
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<td>Accommodation</td>
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<td>Travel</td>
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<td>Subsistence (meals etc)</td>
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<td>Living allowance</td>
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<td>Salary</td>
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<td>Other (please specify)</td>
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<td>TOTAL</td>
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</table>

SECTION C – BONDING PERIOD

Mark X in the appropriate box

☐ Duration of the training course exceeds twelve (12) months

Bonding period is equivalent to the duration of the training course, which is:

☐ Duration of the training course is twelve (12) months or less

Bonding period is calculated as follows:

\[ BP = \frac{CVG}{MS} \]

Where:
- \( BP \) = Bonding period (months)
- \( CVG \) = Cost to the Government of Vanuatu (VT)
- \( MS \) = Monthly salary (VT/month)

Monthly salary (see Section A):

Cost to the Government of Vanuatu (see Section B):

Bonding period (see method of calculation above):
SECTION D – AGREEMENT

Date of departure from the Vanuatu Public Service: ____________________________

Date of expected return to the Vanuatu Public Service: __________________________

(1) I accept the contribution from the Government of Vanuatu under the Training Scheme and hereby agree to abide to the following conditions:

(a) I will attend the training course for its duration, in good faith and will not be absent without reasonable excuse.

(b) I will complete all academic requirements of the training course in good faith and will immediately submit any formal results obtained to the Approving Authority.

(c) I will immediately inform the Approving Authority if I become aware of any circumstances which may lead to me not completing the training course by the date of completion specified in Section A, (for example, I fail an academic requirement of the training course or there is a change to the training schedule).

(d) Any extension of time will need to be sought by a separate request for approval in accordance with PSC Form 5-2 or 5-3 as the case may be.

(e) Should an extension of time be granted, the Bonding Period specified in Section C will be extended accordingly.

(f) Upon completion of the training course I will immediately return to Vanuatu to resume my position within the Vanuatu Public Service. Subject to the availability of positions the position may be the identical position occupied before departure for the training program or a position of equivalent rank elsewhere in the Vanuatu Public Service.

(g) I will remain in my position or another position of equivalent rank in the Public Service for the Bonding Period specified in Section C, or if an extension of time is granted, for the extended Bonding Period.

(h) I will immediately inform Approving Authority if I receive financial assistance (including from any employment) from any sources other than those specified in Section B.

(i) I will maintain regular contact (at least every 6-months) with the Approving Authority in regards to my progress and study program.

*Note: The Approving Authority is the person responsible for approving the attendance at the training course as specified in the Public Service Staff Manual, Chapter 5.*

(2) If I fail to comply with any of the above conditions:

(a) I will be required to reimburse, as a debt, the training and other costs incurred by the Government of Vanuatu.

(b) The Government of Vanuatu will terminate the provision of financial assistance (study leave or any other form of financial assistance provided) to me.

Name of Permanent Officer: _____________________________________________

Signature: _____________________________________________ Date: ______________

Approved:

Director-General - Name: __________________________ Signature: ______________

Name of Ministry: ___________________________ Date: ______________________

Secretary - Name: ___________________________ Signature: __________________

Public Service Commission Date: ______________________

Page 3 of 3
# TRAINING ALLOWANCE SCHEME RATES

This schedule contains the "Training Allowance Rates" referred to in section 3.6 of Chapter 5 Performance, Training and Development.

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<th>Salary Grade</th>
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<td>C</td>
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Index Value = 200
CHAPTER 6 - MANAGING STAFF DISCIPLINE

1. **Introduction**

Staff of the Public Service are to have the highest ethical standards; be accountable for their actions; and observe the law in all they do as public servants. Consequently, to ensure that the highest standards of appropriate and ethical behaviour are maintained in the Public Service, it is important that when a staff member commits a disciplinary offence, it is resolved promptly and effectively and in accordance with the disciplinary requirements of the *Public Service Act* and the procedures in this chapter.

At the same time, the Commission also has a responsibility under the *Public Service Act* to be a good employer. This requires that staff are treated fairly in all employment related matters, including discipline. To ensure that all of these requirements are met, all discipline matters must be dealt with in accordance with this chapter.

These procedures are based on the requirements of the *Public Service Act* and additional procedures authorized by the Commission and, except where otherwise indicated, are applicable to permanent officers only.

**Notwithstanding the requirements set out in this chapter for dealing with disciplinary offences, these procedures should not be used as a substitute for proper and effective management action. In this regard, an effective manager should identify and deal with issues such as poor performance or unacceptable conduct, before they become disciplinary matters.**

2. **General procedures to be followed in discipline matters**

Unless the Commission determines otherwise, the following general procedures must be followed by staff who have supervisory responsibilities and are therefore involved in dealing with disciplinary matters relating to all categories of staff. These procedures require that:

2.1 Ministries are to have appropriate management systems in place for preventing disciplinary matters from arising and that concerted efforts are made to resolve any performance or conduct related issues within the Ministry, in the first instance;

2.2 Officers are suspended from duty (on half pay) only in very serious discipline cases and can only be suspended by a Director, Director-General or the Commission;

2.3 Discipline matters are only referred to the Commission after attempts have been made to resolve it within the Ministry. If the officer has been suspended from duty for a serious discipline matter, the Commission should be informed immediately, and the matter is to be referred to it with the required documentation as soon as possible, and wherever possible within 10 days of the suspension;

2.4 The Commission considers which discipline matters should be dismissed or referred to the Disciplinary Board. In the case of serious misconduct or inability, the Commission may dismiss the officer without referring the matter to the Disciplinary Board. Officers are provided with an opportunity to respond to any allegations made against them through a Discipline Report (DR);
Where matters are referred to the Disciplinary Board, it must provide at least 28 days notice to the officer of the hearing;

The Commission must confirm, vary or quash the Disciplinary Board’s decisions within 45 days after the decision is notified to the officer;

The aggrieved officer can appeal to the Supreme Court within 21 days after being given notice of a decision of the Board in relation to a discipline matter.

No person may attempt to influence the Commission or the Disciplinary Board in relation to a discipline case except as provided for in the Public Service Act and these procedures.

The process relating to the removal from office of a Director-General or Director be in accordance with Sections 19A and 19B of the Public Service Act.

The use of government vehicles without appropriate authority are to be dealt with in accordance with chapter 9 of this Manual.

It should be noted that nothing in this chapter prevents the Secretary, OPSC from suspending or taking disciplinary action against an officer where the Secretary considers it is appropriate and where there has been no action taken by the Director, or Director General, as the case may be.

These procedures are described in detail in the correspondingly numbered sections below.
Overview of the discipline process for officers of the public service

Except in serious misconduct cases requiring immediate suspension, the Supervisor attempts to resolve matter through informal discussion with the officer.

(Section 2.1)

If inappropriate behaviour continues, the Director (or Director-General) provides two written warnings, copies of which are placed on officer’s personal file.

(Section 2.1(f))

Officer provided with opportunity to respond in writing to the allegations within 7 days before warnings are issued. Response is placed on officer’s personal file.

(Section 2.1)

If inappropriate behaviour still continues or officer is suspended on full pay, the Discipline Report, the officer’s response and copies of warning and/or suspension letters referred to Commission by the Director-General within 10 working days, where possible. (Sections 2.2 and 2.3)

If confirmed or varied by the Commission, disciplinary punishment is applied to the officer from a date the Commission may determine.

(Section 2.6)

If no appeal is lodged, Commission confirms, varies or quashes the Board’s decision within 45 days and the Secretary, OPSC informs officer, Director-General and Director of decision.

(Section 2.6)

Board dismisses the matter or decides on appropriate disciplinary punishment, if any, and informs the Commission of its decision (Section 2.5). Officer may lodge appeal to the Supreme Court within 21 days of being given written notice by the Board (section 2.7)

If referred to the Disciplinary Board, the Board hears and determines the matter after providing 28 days notice of the hearing date to the officer, with copies of notice being provided to the Director-General and Director. (Section 2.5)

Commission considers documents provided by the Director-General and may dismiss the matter or, in the case of serious misconduct or inability, dismiss the officer with cause or refer the matter to the Police or the Disciplinary Board (Section 2.4)

If quashed, disciplinary matter is dismissed
2.1 Attempting to first resolve the matter within the Ministry

(a) Directors-General and Directors are responsible for ensuring that there are appropriate work management systems in place within Ministries, so that staff clearly understand what duties they should be undertaking and what level of work performance is expected of them.

(b) Directors-General and Directors are responsible for ensuring that officers within the Ministry know what forms of behaviour may lead them to being charged with a disciplinary offence under the Public Service Act. Disciplinary offences are listed in Appendix A to this chapter.

(c) Except in cases of serious disciplinary offences requiring immediate suspension of the officer (for example, theft; fraud; misappropriation of funds; serious misuse of Government property; assault; and sexual harassment) under the next section, if an officer commits a disciplinary offence, his or her supervisor must attempt to resolve the matter first with the officer directly through informal discussion and counselling. The aim must be to resolve the matter within the Department and avoid it becoming a discipline case that needs to be referred to the Commission.

(d) If this is unsuccessful, and the officer continues to commit the disciplinary offence, the Supervisor shall, through his or her manager, inform the Director of the Department.

(e) The Director must warn the officer in writing up to two times, warning the officer that if the alleged behaviour continues or re-occurs, the matter will be referred to the Commission. (see "Letter of Allegation", “First Warning” and "Second Warning" model letters for department use at the end of this Chapter)

(f) To determine whether to issue a ‘First Warning’ to a first time offender or a ‘Second Warning’ to second time offender, the Director shall properly notify the employee of the allegations and provide him or her 7 days to respond to the allegations. Where the employee failed to respond to the allegations within 7 days the Director shall proceed to issue a Warning, if in his opinion the employee did commit the disciplinary offence. The Director may only issue a First or Second Warning after having received a response from the employee.

(g) The Director's warnings and any written response from the officer shall be placed on the officer's personal file within the Ministry.

(h) In the case of temporary salaried employees and daily rated workers, every effort is to be made to resolve all matters relating to poor performance or unsuitable conduct within the Ministry through informal discussions and counselling. If the inappropriate behaviour continues, the matter is to be referred to the Director who, in turn, shall immediately submit a report to the Commission for a decision relating to the continued employment of the temporary salaried employee or daily rated worker. The report must provide full details of the poor performance or unsuitable conduct and the attempts which have been made to resolve the issue within the Ministry.

2.2 Suspending the officer from duty immediately in serious misconduct cases

(a) No prior written warnings or verbal counselling need be given where the officer commits a serious misconduct requiring immediate suspension, but no officer shall be suspended except in accordance with this section. Serious misconduct are acts which (depending on circumstances of each case) are inconsistent with due and faithful discharge by an employee of their duties of service, such as (but not limited to) a failure to follow a lawful and reasonable instruction, dishonesty, inability to carry out work due to consumption of non prescription drugs, kava or
alcohol, breach of confidentiality, insubordination, insolence, violence, harassment, or breach of implied duties such as fidelity and trust.

(b) If an officer commits a serious misconduct the Director of the Department where the officer works, may suspend the officer on half pay and immediately inform his or her Director-General of the suspension who shall confirm or vary the Director's decision within 24 hours (see model "Notice of Suspension" letter for Department use at the end of this Chapter)

(c) The Director-General must then refer the matter to the Commission in accordance with the next section. Where the Officer is not suspended but the disciplinary offence committed is deemed to amount to serious misconduct then the Director General must refer the matter to the Commission in accordance section 2.3 of this manual for consideration.

(d) In the case of a Director who has committed a serious misconduct, his or her Director-General may immediately suspend the officer on half pay and immediately inform the Secretary of the Commission. In such cases, the matter is to be dealt with in accordance with section 19A and 19B of the Public Service Act.

(e) Suspension can only be applied in an exceptional circumstance where an officer is alleged to have committed a serious misconduct and the officer’s presence in office is seen to be a threat to other officers, documents, assets and properties.

(f) Where upon determination of the Disciplinary offences by the Public Service Commission or Public Service Disciplinary Board the officer is found to be not guilty the balance of his salaries will be reimbursed.

2.3 Referring the matter to the Public Service Commission

2.3.1 Documentation required for discipline cases

(a) In all alleged discipline offences, the Director-General shall refer the matter formally to the Commission in writing, providing a fully completed Discipline Report (PSC FORM 6 -1) of the offence and details of what steps have been taken by the Ministry to resolve the matter. Copies of the “First” and “Second” warning letters and/or the “Notice of Suspension” letter are also to be provided to the Commission with the report.

(b) Before submitting the report to the Commission, it shall be provided by the Director to the officer, who shall be given seven (7) calendar days to submit a written response to the allegations made in the Director’s Report. The officer’s response shall be forwarded in full to the Commission with the Director’s Report and copies of the warning and/or suspension letters.

(c) If the officer fails to make a written response within the seven calendar days, the Discipline Report and copies of the warning and/or suspension letters are to be provided to the Commission immediately together with details of any action taken to obtain a written response form the officer. The Commission shall then determine whether the officer should be given a final opportunity to respond before making a decision on the alleged offence.

2.3.2 Time limits for referring discipline cases

(a) In cases where the officer has not been suspended from duty, but he or she continues to commit or repeats the disciplinary offence, the Director-General must refer the matter to the Commission
after the process in section 2.3.1 above has been undertaken. This should be done as promptly as possible.

(b) In cases where the officer has been suspended on full pay, the matter must be referred to the Commission as soon as practicable and wherever possible within 10 working days after the suspension.

(c) It is the Ministry’s responsibility to manage the process as a matter of importance and urgency, bearing in mind the time limits specified.

2.4 Consideration of discipline cases by the Commission

(a) The Commission must consider the report provided and the officer’s response and make a decision as to whether to:

(i) dismiss the matter;
(ii) immediately dismiss the officer with cause [Public Service Act, section 29];
(iii) refer the matter to the Police for criminal charges to be laid;
(iv) refer the matter to the Public Service Disciplinary Board.

(b) If the Commission dismisses the matter, the officer must, if suspended, resume duty.

(c) If the Commission considers the matter should be referred to the Police or heard by the Disciplinary Board, it must do so as soon as possible and wherever possible within 10 working days of receiving all the required documentation from the Ministry.

(d) The Secretary, OPSC must inform the respective Director-General and officer of the decision of the Commission, in writing, and a copy of the Secretary’s letter, the Discipline Report and all other documentation must be placed on the officer’s personal file within the Ministry. Copies of the relevant documentation must also be placed on an appropriate file at the OPSC.

2.5 Hearing of discipline offences by the Disciplinary Board

(a) The Disciplinary Board must hear and determine all disciplinary matters referred to it by the Commission.

(b) The composition of the Board and the filling of vacancies on the Board must be determined in accordance with section 37 of the Public Service Act.

(c) Every proceeding before the Board must be commenced by a notice to the officer [Public Service Act, section 37(5)] informing the officer of:-

(i) the full particulars of the offence;
(ii) the date on which the hearing will be held;
(iii) the place where the hearing will be held;
(iv) their right to be represented or assisted by an advocate or any other person; and
(v) any other matter the Board may consider relevant.
(d) The date of the hearing must not be less than 28 days from the date of service of the notice on the alleged offender [Public Service Act, section 37(5)].

(e) The procedure at the hearing will be as the Board may determine [Public Service Act, section 37(6)].

(f) A copy of this notice must also be forwarded to the Director-General of the Ministry and the Director of the Department where the officer works and to the Secretary, OPSC for information.

(g) The officer shall be entitled to be present at the hearing and may be represented by an advocate of his or her choice or any other person of his or her choice [Public Service Act, section 37(8)].

(h) If an officer who does not reside in Port Vila has to attend a hearing of the Disciplinary Board, his or her Ministry is responsible for paying his or her travel expenses, including airfares, accommodation and subsistence. At the request of the officer, these expenses may be paid in advance, but he or she must provide receipts to the Ministry after the hearing or reimburse the Ministry for the amount of any unsubstantiated expenses.

(i) The Director-General (or representative of the Ministry) where the alleged offender is employed, shall be entitled to be present at the hearing [Public Service Act, section 37(8)].

(j) For the purpose of carrying out its functions in relation to disciplinary offences, the Board has the same powers and authority to summon witnesses and admit and receive evidence as the Supreme Court [Public Service Act, section 39].

(k) Under section 37(9) of Public Service Act the Board may:

   (i) dismiss the notice; or
   (ii) issue a warning or reprimand to the offender; or
   (iii) demote the officer; or
   (iv) suspend the offender from the Public Service without pay; or
   (v) order compulsory retirement; or
   (vi) dismiss the offender from the Public Service.

2.6 Confirmation by the Commission of the Disciplinary Board's decisions

(a) Unless an appeal to the Supreme Court has been lodged, all decisions of the Board are subject to confirmation by the Commission not later than 45 days after they have been published or notified to the officer concerned [Public Service Act, section 37(11)].

(b) The Commission may confirm decisions of the Board, vary such decisions or quash them [Public Service Act, section 37(12)]. The Secretary, OPSC must inform the officer, the Ministry and the Department concerned of the Commission's decision. The decision applies from the date the Commission so determines.

(c) If the Commission fails to confirm, vary or quash a decision of the Board within 45 days of the date the decision, it will be considered to have quashed the decision [Public Service Act, section 37(13)].
(d) The member of the Commission who sits on the Board must not participate nor confer with other members of the Commission when the Commission is exercising its functions under this section [Public Service Act, section 37(14)].

2.7 Statutory right of appeal against a decision of the Board

(a) An officer who is dissatisfied with a decision of the Board can appeal to the Supreme Court which may affirm, vary or quash the decision of the Board [Public Service Act, section 38]. An appeal must be lodged within 21 days after being given written notice of the Board’s decision.

2.8 Attempting to influence the Disciplinary Board or the Commission

(a) Except as provided for in paragraph (c) of this section, no person shall in any way attempt to influence the Commission, or any member of the Board in respect of any disciplinary case or matter.

(b) A person who acts in contravention of this section commits an offence and is liable on conviction to a fine not exceeding VT500, 000 or a term of imprisonment not exceeding 1 year or both under section 46 of the Public Service Act. Where applicable, the person may also be found to be in breach of the Leadership Code and that person is liable to be dealt with under the Leadership Code in addition to any penalty imposed under section 46 of the Public Service Act.

(c) Nothing in this section shall prohibit any person from giving or making representations in respect of any case or appeal at the request or invitation of the Commission or the Board or as a witness or as a defendant or appellant or the representative of a Director-General, Director or officer appearing at a hearing before the Commission or Board [Public Service Act, section 46 (1-3)]

2.9 Removal of Directors-General and Directors from office

The grounds and procedures for removal from office of a Director-General or Director are specified in Sections 19A and 19B of the Public Service Act.

2.10 Procedures to be followed for misuse of Government vehicles

The procedures for Misuse of Government Vehicles are specified in Chapter 9 of this Manual.
3. **Disciplinary procedures checklist**

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<td>Has the Ministry attempted to resolve the matter through informal discussion with the officer?</td>
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<td>2.</td>
<td>If the inappropriate behaviour continued, has the Director issued two written warnings to the officer?</td>
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<td>3.</td>
<td>Has the officer been given the opportunity to respond in writing to the allegations made against them?</td>
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<td>4.</td>
<td>In the case of a serious disciplinary offence, has the Director suspended the officer and a “Notice to Suspend” letter issued and has the Director-General confirmed the Director’s decision</td>
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<td>5.</td>
<td>If the inappropriate behaviour still continues, has a Discipline Report been completed by the Director and provided to the officer for response?</td>
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<td>6.</td>
<td>Has the Discipline Report and required documents, including the Officer’s response been referred to the OPSC in a timely manner?</td>
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<td>7.</td>
<td>Has the Commission considered the Director’s report and the officer’s response to the allegations in a timely manner?</td>
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<td>8.</td>
<td>Has the Commission dismissed the matter, dismissed the officer with cause or referred the matter to the Disciplinary Board for hearing?</td>
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<td>9.</td>
<td>If referred to the Board, has the officer been provided with at least 28 days of notice of the day the matter will be heard?</td>
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<td>10.</td>
<td>Has the Secretary, OPSC advised the Director-General, the Director and the officer of the Board’s decision and their right of appeal to the Supreme Court within 21 days of the notification of the decision?</td>
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<tr>
<td>11.</td>
<td>After hearing the matter, has the Board’s decision been referred to Commission to confirm, vary or quash the Disciplinary Board’s decision within 45 days of the date of the notification of the decision?</td>
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4. Appendix A - Disciplinary offences

4.1 Disciplinary offences under Section 36 (1) of the Public Service Act

An officer commits a disciplinary offence who –

(a) by any wilful act or omission fails to comply with the requirements of the Public Service Act or of any order hereunder or of any official instrument made under the authority of the Commission or of the Director-General of the Ministry in which the officer is employed;

(b) in the course of his or her duties disobeys, disregards or makes wilful default in carrying out any lawful order or instruction given by any person having authority to give the order or instruction or by word or conduct displays insubordination;

(c) is negligent, careless, indolent, inefficient, or incompetent in the discharge of his or her duties;

(d) behaves in a manner calculated to cause unreasonable distress to other staff or to affect adversely the performance of their duties;

(e) uses intoxicating liquors or drugs (including for the avoidance of doubt, kava) to excess or in such manner as to affect adversely the performance of his or her duties;

(f) improperly uses or removes property, stores, monies, stamps, securities or negotiable instruments for the time being in his or her official custody or under his or her control, or fails to take reasonable care of any such property, stores, monies, stamps, securities or negotiable instruments;

(g) otherwise than in the proper discharge of his or her duties directly or indirectly discloses or for private purposes uses any information acquired by him or her either in the course of his or her duties or in his capacity as an officer;

(h) absents himself or herself from his or her office or from the official duties during hours of duty without leave or valid excuse, or is habitually irregular in the time of his or her arrival or departure from his or her place of employment;

(i) is guilty of any improper conduct in his or her official capacity, either inside or outside of working hours, or of any other improper conduct which is likely to affect adversely the performance of his or her duties or is likely to bring the Public Service into disrepute;

(j) is guilty of any other offence prescribed from time to time by regulations made under this Act [Public Service Act, section 36(1) (a-j)].
5. Appendix B - Criminal charges

[NOTE: Section 5.1 and 5.2 shall not apply to any decision of a custom court, but only to a decision of a full judicial court].

5.1 Procedure in the case of an officer convicted of a criminal offence

(a) Staff members are required to inform their Director of Department (or Director-General, in the case of a Director or the Chairman of the Commission in the case of a Director-General) within 24 hours or the next working day (whichever is the latest) if they are charged with a criminal offence. After the trial, the staff member is to inform the Director, Director-General or Chairman of the decision of the Court, again within 24 hours or the next working day, of the judgment. The advice provided by the staff member will be confirmed by reference to the judgment in the case Court Register.

(b) The Director of a Department or a Director-General must report each case to the Secretary, OPSC who must report it to the Commission.

(c) Under section 29A of the Public Service Act 1998, the Commission may dismiss an officer who is convicted of a criminal offence as if it were a disciplinary offence.

(d) A temporary salaried employee or a daily rated worker may also be dismissed by the Commission if convicted of a criminal offence.

5.2 Procedure in the case of a staff member sentenced to a term of imprisonment

(a) If a staff member is sentenced to a term of imprisonment or subjects himself or herself to a term of imprisonment by failure to pay a fine, he or she must be automatically dismissed and must not receive any emoluments from the date of the decision of the court or the date he or she is sent to prison in default of paying a fine.

(b) The Director of a Department or a Director-General must report each case to the Secretary, OPSC who must report it to the Commission.
FORMS FOR CHAPTER 6: MANAGING STAFF DISCIPLINE
DISCIPLINE REPORT

SECTION 1 - DETAILS OF STAFF MEMBER:

Name of staff member: ___________________________ Payroll No: ___________________________

Position Title: ___________________________ Post No: ___________________________

Ministry: ___________________________ Department: ___________________________

Mailing address of staff member: _______________________________________________________

Date staff member suspended from duty (if applicable): __________

SECTION 2 - DETAILS OF ALLEGED OFFENCE:

Alleged disciplinary offence(s): _______________________________________________________

(The alleged offence(s) should be an offence identified from Section 36 26 29A 29B and 46 of the Public Service Act or an identified offence listed in Appendix A of Chapter 6 of the Public Service Staff Manual).

Date(s) the alleged offence occurred: __________________________________________________

Details of the alleged offence: (In this section, please describe carefully exactly what has happened. Attach a separate report if there is insufficient space here and clearly label it ATTACHMENT A.)

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
Evidence for the alleged offence:

List here, in dot point form, any evidence that you have for the alleged offence. For example, statements from witnesses; missing property found in the staff member’s possession etc.

* 

* 

* 

* 

* 

* 

* 

What attempts have been made to resolve the matter within the Department up to now:

Please indicate, in point form, what attempts have been made in the Department to resolve this matter. For example, number of times that the staff member was counselled by their supervisor; dates that the staff member received first and second warnings etc.

* 

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* 

SECTION 3 - PROVIDING THIS DISCIPLINE REPORT TO THE STAFF MEMBER

After the above sections have been completed by the Director, this Discipline Report is to be provided to the staff member for his or her certification and response. The staff member is to be given seven (7) calendar days inclusive for this purpose. If posting form, provide additional days for mail delivery on top of the seven days the staff member has the form.

Date this Discipline Report provided to staff member: __________________________

Date this Discipline Report is to be returned to the Director: __________________
SECTION 4 - STAFF MEMBER’S CERTIFICATION AND RESPONSE:

This section is to be filled in by the staff member and then this Discipline Report is to be returned to the Director of his or her Department within seven (7) calendar days by the staff member. Failure to return the report may constitute a new disciplinary offence.

I, ________________________________ (name) certify by signing below that:

- I have been shown and provided with this Discipline Report;
- I have been provided with seven days to respond to it;
- If I choose to make a response it is noted below or attached to this form;
- I understand that if I do not provide a response to this report, it may be assumed by the Public Service Commission that I agree with the allegations made in this report; and
- I will return this Discipline Report to the Director seven days after receiving it.

By ticking the appropriate box, I also certify that: (Please tick only box only, either 1, 2, or 3)

1. I accept that the allegation(s) made against me in this report are true; OR

2. I partially accept that the allegations against me in this report are true
   (If there is more than one allegation and you accept one or more but not all of them, please indicate which allegations you accept and which ones you reject in the space provided below); OR

3. I do not accept that the allegation(s) made against me in this report are true.

Details of my response:
(Please provide a written response to the allegations contained in this report. If there is insufficient space here, attach a separate report and label it ATTACHMENT B).

_________________________________________________________________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________________________________________________________________

Name: _____________________________ Signature: _____________________________

Date this report returned to Director: _____________ (This date must be no later than seven calendar days after receiving the report. If posting it back, do so seven days after receiving it).
SECTION 5 - DIRECTOR’S CERTIFICATION:

- I certify that to the best of my knowledge the above allegations made by me are true.
- I certify that I have provided the staff member concerned with this *Discipline Report* and provided him or her with seven (7) calendar days to return it to me with their response.

Name: __________________________ Signature: __________________________ Date: ________

SECTION 6 - DIRECTOR-GENERAL’S CERTIFICATION:

- I certify that to the best of my knowledge the above allegations made in this report are true.
- I certify that this *Discipline Report* has been provided to the staff member and that they have been provided with seven (7) calendar days to respond to it.

Name: __________________________ Signature: __________________________ Date: ________

*Public Service Commission only*

SECTION 7 - PUBLIC SERVICE COMMISSION CONSIDERATION:

Date *Discipline Report* received from Ministry: ______________________________

Date *Discipline Report* considered by the Commission: __________________________

Outcome of PSC consideration:

1. Suspension removed: [ ]
2. Suspension confirmed: [ ]
3. Matter dismissed: [ ]
4. Staff member dismissed: [ ]
5. Matter referred to Police: [ ]
6. Matter referred to Disciplinary Board: [ ]

Chairman of the Public Service Commission:

Name: __________________________

Signature: __________________________ Date: __________________________

Staff member and Ministry informed of PSC decision on: ________________________________

If confirmed, matter referred to Police or Disciplinary Board on: ________________________________
[Date]
[Name]
[Address]

Dear [Name]

Notice of Allegations of disciplinary offences against you

Please be advised that it has been alleged that you committed the following disciplinary offences:

1. [nature of offence and degree of involvement with dates and places]
2. [nature of offences and degree of involvement with dates and places]

You are required to respond to these allegations within seven (7) days from today’s date. Failure to do so may result in the Director determining the matter without a response from you and you may receive a warning letter that will be placed in your Personal File.

If you wish to discuss this matter, you may make an appointment to see me.

Yours faithfully

[Name]
Director
[Date]

[Name]
[Address]

Dear [Name]

NOTICE OF FIRST WARNING

This letter serves to formally warn you for the first time in relation to the allegation below.

1. [nature of offence and degree of involvement with dates and places]

2. [nature of offences and degree of involvement with dates and places]

The allegations were put to you by way of a letter on . You responded to them on . Upon investigation by the department and considering the response from you it is determined that the allegation/s is/were true.

Should this behaviour continue or be repeated it may lead to you being suspended from duty; having a formal disciplinary charge against you and the matter to be referred to the Public Service Commission. A copy of this “First Warning” letter and your responses will be placed in your Personal File

Yours faithfully

[Name]
Director
SECOND WARNING LETTER

[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

[Date]

[Name]
[Address]

Dear [Name]

NOTICE OF SECOND WARNING

This letter serves to formally warn you for the second time in relation to the allegation below.

1. [nature of offence and degree of involvement with dates and places]

2. [nature of offences and degree of involvement with dates and places]

The allegations were put to you by way of a letter on ................. You responded to them on ................................ Upon investigation by the department and considering the response from you it is determined that the allegation/s is/were true.

Should this behaviour continue or be repeated it may lead to you being suspended from duty; having a formal disciplinary charge against you and the matter to be referred to the Public Service Commission. A copy of this “Second Warning” letter and your responses will be placed in your Personal File.

Yours faithfully

[Name]
Director
NOTICE OF SUSPENSION

[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

[name]
[address]

NOTICE OF SUSPENSION

Dear [name]

This letter is to inform you that you are suspended on full pay [immediately or from date].

I am taking this action because it is alleged that you have committed the following disciplinary offence(s):

1. [nature of offence and degree of involvement with dates and places]
2. [nature of offence and degree of involvement with dates and places]

A full Disciplinary Report will be prepared on this matter and provided to you for your consideration and response shortly.

Until the above matter is resolved, you are suspended from duty and you must not enter any premises belonging to this Department except with my permission.

You are required to return all Public Service property (including any Government vehicle) in your possession to me immediately. You are also required to return all office or vehicle keys to me.

The Director-General has been informed of this action. If you wish to discuss this matter, you may make an appointment to see me.

Yours faithfully

[Name]
Director
CHAPTER 7 – MANAGING CESSATION OF EMPLOYMENT

1. **Introduction**

Under Section 15(a) of the Public Service Act, the Public Service Commission is obliged to ensure the fair and proper treatment of all staff in all aspects of their employment. This obligation also extends to how a staff member’s employment ceases. In this regard, cessation of employment must be done in an appropriate and fair handed manner. To ensure that this obligation is fulfilled, the following principles shall apply when a staff member’s employment with the Public Service ceases.

2. **General principles of cessation of employment**

(a) Only the Public Service Commission can terminate a staff member’s employment and shall only do so in accordance with the law and its obligation to act as a good employer.

(b) In exercising the function of terminating the employment of a staff member, the Public Service Commission shall act independently and not be subject to direction or control of any other person or organization.

(c) Although the Public Service Commission shall act independently, in terminating the employment of a staff member, it shall consult on the termination with the Director-General of the Ministry where the staff member is employed. In turn, the relevant Director-General shall consult on the termination with the Director of the Department where the staff member is employed.

(d) Except in circumstances specified in this policy where dismissal without notice is warranted or allowed, a staff member shall be provided with the appropriate period of notice as specified in this policy so as to allow the staff member time to seek alternative employment or payment in lieu. During this period, the staff member shall receive one day per week off work for the purpose of seeking alternative employment.

3. **General Period of Notice for Cessation of Employment**

**Permanent Officers**

(a) Subject to the express provisions of any written contract or unless specified otherwise in this policy, the general period of notice specified in section 28 of the Public Service Act shall apply when an officer’s employment ceases or payment in lieu shall be paid. This requires in most cases that:

   (i) An officer who has been continuously employed for a period of less than 12 months must be given two weeks notice or payment in lieu; or
(ii) An officer who has been continuously employed for 12 months or more but less than two years must be given one month's notice or payment in lieu; or

(iii) An officer who has been continuously employed for two years but less than three years must be given two months notice or payment in lieu; or

(iv) An officer who has been continuously employed for three years or more must be given three months notice or payment in lieu.

(b) An officer who resigns shall provide notice in accordance with the period of notice specified in section 49 of the Employment Act [CAP 160]. This requires that where the officer has been continuously employed:

(i) for less than three years, two weeks notice of cessation must be provided or payment in lieu;

(ii) if three years or more, three months notice of cessation must be provided or payment in lieu.

(c) At any time during a probationary period, an officer’s employment may be terminated by either party without notice.

Temporary Salaried Employee’s

(a) Subject to the express provisions of any written contract or unless specified otherwise in this policy, the general period of notice specified in section 30 (1) of the Public Service Act shall apply when the temporary salaried employee’s employment ceases or payment in lieu shall be paid. This requires that a temporary salaried employee be provided with not less than one week’s notice, or, in the case of misconduct or inability, without notice.

(b) A temporary salaried employee who resigns prior to the end of the period of employment specified in the job offer letter is required to give a minimum of one week’s notice.

Daily rated workers

(a) Subject to the express provisions of any written contract or unless specified otherwise in this policy, the general period of notice specified in section 49 of the Employment Act [CAP 160] shall apply when a daily rated worker’s employment ceases or payment in lieu shall be paid. This requires in most cases that:

(i) for less than three years, two weeks notice of cessation must be provided or payment in lieu;

(ii) if three years or more, three months notice of cessation must be provided or payment in lieu.

(b) A daily rated worker who resigns prior to the end of the period of employment specified in the job offer letter shall provide notice in accordance with the period of notice specified in the preceding paragraph (section (a) above).

(c) At any time during a probationary period, a daily rated workers employment may be terminated by either party without notice.
Persons engaged on a contract

(a) Any period of notice required of persons engaged on a contract arrangement for specified periods shall be in accordance with the Employment Act [CAP 160].

4. General entitlements

Subject to any written contract providing additional or other entitlements, there are standard payments that staff are entitled to when their employment with the Public Service ceases. In particular types of cessation, additional payments may also be payable to the staff member.

4.1 Standard payments

(a) Salary accrued to the date the person’s employment ceases;

(b) Accrued allowances rounded up to the end of the month in which the person’s employment ceases; and

(c) Accrued annual recreation leave.

4.2 Additional payments due in particular cases of cessation

(a) If applicable, severance payments calculated on the basis of 2 weeks or one month per year of service depending on the form of cessation if employed for 12 continuous months or more.

(b) If applicable, payment in lieu of any required notice of termination.

(c) If applicable, a repatriation payment made up of reasonable transportation, subsistence and removalist costs to the officer or daily rated worker’s ordinary place of residence for the officer or daily rated worker and their immediate family (husband or wife and dependent minor children). In accordance with the Employment Act [CAP 160], the repatriation payment shall only be paid to an officer or daily rated worker where their ordinary place of residence is more than 50 kms from their work location. In situations where both a husband and wife cease employment in the public service at the same time, only one claim for the repatriation payment will be processed. The right of the officer or daily rated worker to this entitlement will lapse if not claimed within 6 months from the date of ceasing employment with the public service.

(d) If applicable, redundancy payments to officer’s who have been made redundant calculated on the basis of: (i) one month pay for every continuous 12 months period that the officer is employed; and (ii) a pro-rata amount for any period of less than 12 months employment that the officer is in continuous employment with the Public Service [Public Service Act, section 27(5) & (6)] and, if applicable, payment in lieu of a termination notice.
### REQUIRED PERIODS OF NOTICE AND STAFF ENTITLEMENTS

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<tr>
<th>Category of cessation</th>
<th>Period of notice</th>
<th>Entitlements</th>
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<td>1. Age retirement</td>
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</tr>
<tr>
<td>2. Medical retirement</td>
<td>Depends on medical advice</td>
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<tr>
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<tr>
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</tr>
<tr>
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<td>As specified in the written contract</td>
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</tr>
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</tr>
<tr>
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</tr>
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<td>9. Immediate dismissal with cause</td>
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<tr>
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<tr>
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<td>Two weeks to three months depending on length of service</td>
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<tr>
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<td>At the discretion of the Commission</td>
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</tr>
<tr>
<td>14. Death in service.</td>
<td>Not applicable</td>
<td>- Standard payments - Gratuity payments in accordance with section 5.14</td>
</tr>
</tbody>
</table>
5. **Specific categories of cessation of employment**

Subject to section 57 of the Constitution, under the Public Service Act, Employment Act [CAP 160] and the Staff Manual, a staff member’s employment in the Public Service can cease in the following circumstances:

5.1 Age retirement;
5.2 Medical retirement;
5.3 End of temporary salaried employment;
5.4 End of daily-rated employment;
5.5 End of contract employment period;
5.6 Voluntary resignation;
5.7 Compulsory retirement as the result of a disciplinary hearing;
5.8 Dismissal as the result of a disciplinary hearing;
5.9 Immediate dismissal with cause;
5.10 Standing for election to Parliament;
5.11 Refusal to accept a transfer;
5.12 Redundancy;
5.13 Removal of a Director-General or Director from office; and
5.14 Death in service.

5.1 **Age retirement**

(a) The normal retiring age shall be 55 years, but in exceptional circumstances an officer or daily rated worker may apply to the Commission for approval to retire after 45 or after 55.

(b) An officer or daily rated worker retiring on the basis of age, regardless of what age that is, shall be eligible for the standard entitlements specified in Section 4.1 of this chapter and:

(i) a severance payment of two month’s pay per year of service (and a pro-rata amount for any period less than 12 months); and
(ii) if applicable, repatriation payments as specified in Section 4.2 (c) of this chapter.

5.2 **Medical retirement**

5.2.1 Medical retirement initiated by an officer or daily rated worker

(a) Medical retirement initiated by the officer or daily rated worker shall not be subject to the standard period of notice under Section 3 of this chapter, but shall be determined by the Commission on the basis of medical advice provided in accordance with this section.

(b) Regardless of how much sick leave an officer or daily rated worker has available, he or she may apply to the Commission for medical retirement at any time on the basis that two doctors have certified in writing that he or she is unfit to continue to carry out their normal duties.
(c) Where the officer or daily rated worker has applied for medical retirement on this basis, the Commission may at its own discretion require him or her to attend a further medical examination at the Commission's expense.

(d) Should the officer or daily rated worker be certified in accordance with this section as unable to perform their normal duties, the last day of service shall be the date specified by the registered medical practitioners providing the medical advice in relation to the officer or daily rated worker.

5.2.2 Medical retirement initiated by the Commission

(a) Medical retirement initiated by the Commission shall not be subject to the standard period of notice under Section 3 of this chapter, but shall be determined by the Commission on the basis of medical advice provided in accordance with this section.

(b) Acting on the advice of the Director-General of the Ministry in which the officer or daily rated worker is located, the Commission may require an officer or daily rated worker to attend two medical examinations conducted by two different doctors to determine if he or she is fit to continue in their normal duties. One doctor must be nominated by the Commission and one doctor must be nominated by the officer or daily rated worker concerned.

(c) Where both doctors certify that the officer or daily rated worker is unfit to continue in his or her normal duties, the Commission may medically retire the officer or daily rated worker and the last day of service shall be as determined by the Commission taking into account the advice of the registered medical practitioners.

(d) However, where the officer or daily rated worker has indicated a willingness to continue their employment and an alternative suitable position is available in the Public Service at a salary level no higher than his or her current salary, the Commission may at its own discretion and acting on medical advice provided by the officer or daily rated worker’s doctor, transfer him or her to that position instead of retiring the officer or daily rated worker.

5.2.3 Entitlements and confidentiality

(a) An officer or daily rated worker retiring on the basis of his or her medical condition, shall be eligible for the standard entitlements specified in Section 4.1 of this chapter and:

(i) a severance payment of two months salary per year of service (and a pro-rata amount for any period less than 12 months); and

(ii) if applicable, repatriation payments as specified in Section 4.2 (c) of this chapter.

(b) All medical reports, assessments and related documentation concerning the officer or daily rated worker who has applied for medical retirement shall be treated in utmost confidence. Only authorized officers of the Commission and Ministries shall have access to such documentation.
5.3 Temporary salaried employees

(a) Temporary salaried employees may only be employed for a period not exceeding six months and must be provided with a minimum of one week notice of termination [Public Service Act, section 30(1)].

(b) In the case of serious misconduct or serious inability to perform their duties, their employment may be terminated without notice but subject to the Commission’s obligation to act as a good employer [Public Service Act, section 30(1)].

(c) Temporary salaried employees are entitled to the standard range of entitlements specified in Section 4.1 of this chapter or as specified in their written contract of employment and, if applicable, payment in lieu of notice and any other provisions specified in the Employment Act [CAP 160].

5.4 Daily rated workers

(a) Daily-rated workers employment must only be terminated by the Commission in accordance with Part X of the Employment Act [CAP 160] and section 31 (2) of the Public Service Act. This requires that, other than in cases of misconduct or inability which requires no period of notice, where the worker has been employed:

(i) for less than three years, two weeks notice of cessation must be provided;

(ii) if three years or more, three months notice of cessation must be provided.

(b) Daily-rated workers are entitled to the standard range of entitlements specified in Section 4.1 of this chapter and, if applicable:

(i) a severance payment at the rate of two weeks per year of service (and a pro-rata amount for any period less than 12 months) if employed less than three years or at the rate of two month’s salary per year (and a pro-rata amount for any period less than 12 months) if employed for three continuous years or more; and

(ii) repatriation payments as specified in Section 4.2 (c) of this chapter or, if applicable, as specified in their written contract of employment.

5.5 Persons engaged on a contract basis

(a) The engagement of a person on the basis of a written contract of employment can only be terminated in accordance with the termination and notice provisions of the contract

(b) If the contract does not specify any such conditions, their engagement must be terminated in accordance with the general notice periods specified in the Employment Act [CAP].

(c) A person engaged on a contract basis shall upon cessation of their engagement be entitled to such benefits as specified in their contract. If no benefits are specified in the contract, they shall be entitled to the standard entitlements specified in Section 4.1 of this chapter.
5.6 Voluntary resignation

(a) A staff member may resign from the Public Service at any time, in accordance with the notice provisions prescribed in section 3 of this chapter. The resignation will take effect of its own accord and does not need to be accepted.

(b) A staff member with less than ten years service shall be entitled to the standard range of benefits specified in Section 4.1 of this chapter.

(c) A staff member with ten or more years of continuous service shall, in addition to the standard benefits, also receive a severance payment of two weeks pay per year of service (and a pro-rata amount for any period less than 12 months) as specified in Section 4.2 (a) of this chapter.

5.7 Compulsory retirement as the result of a disciplinary hearing

[NOTE: This section is only concerned with the notice period and entitlements where the officer’s employment is terminated. Refer to chapter 6 of this Manual for the procedures for handling discipline offences].

(a) An officer compulsorily retired from the Public Service by the Commission, on the advice of the Disciplinary Board as the result of a disciplinary hearing under section 36 and 37 of the Public Service Act, shall receive a period of notice, if any, as determined by the Commission.

(b) The officer shall be entitled to the standard entitlements specified in Section 4.1 and also:

   (i) a severance payment of two weeks per year of service (and a pro-rata amount for any period less than 12 months); and

   (ii) if applicable, repatriation payments as specified in Section 4.2 (c) of this chapter.

5.8 Dismissal as the result of a disciplinary hearing

[NOTE: This section is only concerned with the notice period and entitlements where the officer’s employment is terminated. Refer to chapter 6 of this Manual for the procedures for handling discipline offences].

(a) An officer dismissed from the Public Service by the Commission, as the result of a disciplinary hearing under section 36 and 37 of the Public Service Act, shall receive a period of notice, if any, as determined by the Disciplinary Board.

(b) The officer shall be entitled to the standard entitlements specified in Section 4.1 and, if applicable, repatriation payments as specified in section 4.2 (c) of this chapter.
5.9 Immediate dismissal with cause

(a) Under sections 29, 30 (1) and 31 (2) of the Public Service Act, in exceptional circumstances the Commission may dismiss a staff member at any time without notice for serious misconduct or serious inability to perform their duties but subject to its obligations to act as a good employer under section 15 of the Public Service Act.

(b) A staff member who is dismissed with cause shall be eligible for the standard entitlements specified in Section 4.1 and, if applicable, a repatriation payment as specified in Section 4.2 (c) of this chapter.

(c) In addition to the standard entitlements and, if applicable, a repatriation payment, the Commission may provide to an officer under section 29 (2) of the Public Service Act, a redundancy payment equivalent to the level of a severance payment specified in section 56 of the Employment Act [CAP 160] i.e. two weeks pay for every 12 months service and a pro-rata amount for any period less than 12 months, providing the officer had an exemplary work record up to the time of cessation of employment. This additional benefit is not available to daily rated workers or temporary salaried employees.

5.10 Standing for election to Parliament

(a) A staff member who intends becoming a candidate for election to the national Parliament must resign from the Public Service before accepting nomination as a candidate for election to Parliament [Public Service Act, section 32(2)].

(b) A staff member who resigns on this basis shall provide one month notice.

(c) A staff member with less than ten years service shall be entitled to the standard range of benefits specified in Section 4.1 of this chapter.

(d) A staff member with ten or more years of continuous service shall, in addition to the standard benefits, also receive a severance payment of two months pay per year of service (and a pro-rata amount for any period less than 12 months) as specified in Section 4.2 (a) of this chapter. Provided that where the staff member resigned in bad faith (i.e. a disciplinary proceeding or an investigation by the Commission or department is pending against the staff member and the staff member resigns) the Commission may determined that the staff member be entitled to a severance payment of two weeks pay per year of service (and a pro rata amount for any period less than 12 months).

5.11 Refusal to accept a transfer without valid reason

(a) An officer who fails to accept a transfer or take a posting from one position or locality to another within the Public Service may be dismissed without notice, if in the opinion of the Commission the officer fails to provide a valid or sufficient reason for refusing the transfer or posting [Public Service Act, section. 26(2)].

(b) However, no action shall be taken by the Commission in relation to the transfer or posting of an officer without first consulting with the Director-General of the Ministry where the officer is located. The Director-General, in turn, should consult with the Director of the Department and the officer before providing advice to the Commission.
(c) Any such action, including any intended dismissal action, shall also only be taken in accordance with the Commission's obligation to act as a good employer.

(d) An officer terminated on the basis of his or her refusal to accept a transfer shall be eligible for the standard entitlements specified in Section 4.1 of this chapter and also:

(i) a severance payment of two weeks pay per year of service (and a pro-rata amount for any period less than 12 months); and

(ii) if applicable, repatriation payments as specified in Section 4.2 (c) of this chapter.

5.12 Redundancy

(a) If at any time the Commission finds a greater number of officers are employed in a Ministry than is considered necessary for the efficient working of a Ministry then the Commission may, subject to the Public Service Act, declare an officer or officers as the case may be, redundant and terminate his or her or their employment accordingly.

(b) An officer who is declared redundant and unsuccessful in being placed in another position must be given a Notice of Termination in accordance with the standard notice periods specified in Section 3 of this chapter.

(c) An officer who is made redundant shall be eligible for the standard entitlements specified in Section 4.1 of this chapter, as well as a redundancy payment and, if applicable, a repatriation payment and as specified in Section 4.2 of this chapter.

5.13 Removal of a Director-General or Director from office

(a) Under sections 19A and 19B of the Public Service Act, a Director-General or Director may only be removed from office after investigation, by the Commission, of a complaint in writing from the Prime Minister, a Minister, the Ombudsman or the Auditor General.

(b) Any notice of termination provided under this section shall be at the discretion of the Commission.

(c) Unless stated otherwise in his or her written contract of employment, an officer who is dismissed under this section shall be entitled to the standard entitlements specified in Section 4.1, and:

(i) a severance payment of two weeks pay per year of service (and a pro-rata amount for any period less than 12 months) if bankruptcy is the ground of removal and at the discretion of the Commission if removed on the basis of any other grounds; and

(ii) if applicable, repatriation payments as specified in Section 4.2 (c) of this chapter.

5.14 Death in service

(a) In the event of the death of an officer or daily rated worker during the course of his or her service, the government shall pay to the officer’s or daily rated worker’s legally nominated beneficiary the following entitlements:
(i) standard entitlements specified in Section 4.1 of this chapter that the officer or daily rated worker has accrued up to the date of his or her death; and

(ii) a sum equivalent to six months total yearly remuneration (including any allowances the officer or daily rated worker was receiving) plus one month remuneration for every one year of service provided by the officer or daily rated worker; and

(iii) a pro-rata amount for any period of less than 12 months employment that the officer or daily rated worker is in continuous employment in the Public Service; and

(iv) In the case of citizens of Vanuatu, repatriation costs of the body back to his or her home island and place of origin.

(b) In the event of the death of a temporary salaried employee during the course of his or her period of employment, the determination of entitlements, if any, will be at the discretion of the Commission.

(c) In the event of the death of an expatriate contract employee during the course of his or her service, the government shall pay to the expatriate contract employee’s legally nominated representative a sum equivalent to the unpaid gratuity which would have been due to him or her had they completed the whole of the contract period.

(d) All death benefits payments shall be paid from the budget of the respective department or agency wherein the deceased staff was employed.
6. **Cessation of employment check list**

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<thead>
<tr>
<th></th>
<th>NO</th>
<th>YES</th>
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<tbody>
<tr>
<td>1. Has the form or type of cessation been determined by the Commission?</td>
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<td>2. If necessary, has the Department or the staff member provided the appropriate documentation for this form of cessation?</td>
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<td>3. Has the prescribed period of notice for this form of cessation been provided to the staff member by the Commission or in the case of resignation, by the staff member to the Commission?</td>
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<td>4. Has the full range of entitlements for this form of cessation been calculated and paid to the staff member?</td>
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<td>5. Has the Department of Finance been informed of the last day of service for the staff member so that they can be removed from payroll?</td>
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<tr>
<td>6. Has the staff member returned all Public Service property in his or her possession and checked for damage? (for example, official car; office keys; computers; files and official papers; etc.)</td>
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<tr>
<td>7. Has the Housing Officer of the Commission been informed of the last day of service of the staff member so that appropriate action may be taken in relation to any provided housing or housing allowances?</td>
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<td>8. Has the Secretary or Chairman of the Commission written to the staff member thanking him or her for their service?</td>
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<tr>
<td>9. In the case of the death of staff member in service, has a letter from the Secretary of the Commission been sent to the family expressing the condolences of the Commission and offering appropriate assistance in accordance with this policy?</td>
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CHAPTER 8 – MANAGING GOVERNMENT HOUSING

1. Introduction

Clear directions and procedures on Housing Issues are required for the Office Public Service Commission (OPSC) to improve its administration of government owned houses. Ministries should be responsible and accountable for the use of government Property. Given the significance of costs of Housing to the government, improving the effectiveness of the management of housing represents improving the government expenditure.

Summarily the Housing directions and procedures should reinforce the following objectives:

- To develop housing policy on acquisition and/or construction of residential premises for Public Servants.
- To allocate government houses to foster good work performance and commitment to working in the Public Service;
- To foster good asset management principles by increasing the return on investment from the Government housing portfolio through an increase housing rent deductions;
- To improve maintenance by establishing a specific maintenance budget for Government housing and establishment of a prioritized maintenance program to improve the housing asset base;
- To help ensure Public Servants are housed by providing the option for an equitable housing allowance which would be budget neutral for Government;
- To reduce the administration burden placed on Ministries to manage housing allowance by implementing an orderly audit; and
- To establish appropriate protocols for the sale of surplus Government houses.
- To carry out quarterly inspections and enforce the provisions of Housing Policy.

2 Establishment of Housing Management Committee (HMC)

(a) The Office of the Public Service Commission shall be responsible for the formulation and administration of housing policy.

(b) The Office of the Public Service Commission may delegate its functions and responsibilities to the Housing Management Committee (HMC).
(c) The HMC will be established by the Public Service Commission and shall be responsible to the Office of the Public Service Commission.

(d) The Chairperson and the Secretary shall be persons from the Office of the Public Service Commission and the other representatives may be appointed from other Ministries that have an interest in housing as determined by the Public Service Commission and shall also include representatives of MFEM PWD and MPM.

(e) HMC will be responsible for the effective implementation of the Housing Policy and for proposing amendments for consideration by the Public Service Commission.

2.1 The Role of Housing Management Committee

(a) In addition to any functions and duties delegated by the Public Service Commission the functions of the HMC will include:

i. Provision of a forum for information sharing on housing matters through the conduct of regular meetings;

ii. Coordination of any housing matters between Ministries as decided by the Committee;

iii. Coordination of policy development regarding Government housing matters;

iv. Carrying out the responsibilities under the Housing Policy including; allocation of government houses and periodic review of rent allowances and rent deductions; and

v. Monitoring the application of the Housing Policy by Ministries.

vi. Assist the Public Service Commission to inspect Government Houses on a quarterly basis

vii. Assist Public Service Commission in acquiring and/or constructing residential premises for Public Servants.

(b) The HMC will review, on an annual basis, rent (housing deductions) payable by employees who are occupying Government houses taking account of market rent fluctuations and make recommendations to the Remuneration Tribunal.

(c) The HMC will allocate Government houses on the basis outlined in the Government Housing Section of the Housing Policy. Complaints relating to the allocation or rental allowances must be directed to the HMC in writing.

(d) The HMC will periodically review and modify allocation criteria in order to achieve a fair and equitable allocation of houses.

(e) The HMC meeting procedures shall be specified in the housing policy.
3. Government Housing

3.1 Entitlement and Eligibility for Housing

(a) Certain statutory office holders, teachers, police and permanent employees employed in the Vanuatu Public Service are either entitled or eligible for Government housing.

(b) Entitled officers and entitled employees include:

- President
- Prime Minister
- Ministers
- Constitutional Post Holders
- Directors General
- Directors
- Managers, and Other post holders subject to PSC’s approval
- Overseas recruited employees subject to paragraph (c) herein.
- Locally recruited employees subject to paragraph (d) herein.

The entitlements of the President, Prime Minister and Ministers are not the subject of this Chapter.

(c) Overseas-recruited employees are entitled to a standard Government housing allowance, as approved by the Remuneration Tribunal, to cover the cost of accommodation where the Government is required under the terms of their Agreement of Service (entered into after the approval of this policy) to provide housing. Payment of the housing allowance pursuant to this paragraph is the responsibility of the Ministry engaging the services of the overseas recruited employee.

(d) Locally recruited employees who are permanent Government employees and who are required to be a resident outside of Port Vila and Luganville and who have been certified by their Head of Ministry as being required under their employment conditions to live at or near their workplace are deemed to be entitled to Government housing. This does not apply to those local employees posted to Port Vila and Luganville.

(e) Where employees are entitled to a Government house and no house is available, an allowance, equivalent to the average market rent, up to a maximum of Vt.50,000 per month, in the relevant location, will be paid to the employee as determined by the HMC. The lease agreement entered into for that employee will be between the Landlord and the employee, as the tenant. The employee/tenant will be responsible for the payment of any associated bond and the recouping of such a bond at the termination of the lease will be the employee’s/tenant’s responsibility.
(f) In the case where both a permanent employee and their spouse are entitled to a Government house or housing allowance the greater of the two entitlements will apply.

3.2 Eligible Employees

All other employees who hold permanent appointments not listed in paragraph (b) above are only eligible for a Government house where there is a surplus for that purpose. Eligible employees who are allowed to occupy a Government house which may subsequently be required to house an entitled employee may be given three (3) months notice to leave to find private accommodation.

4. Housing Allowance

4.1 Officers entitled to receive housing allowance

- Permanent officers including those on Probation who are renting a house provided that an application in the prescribed format (PSC FORM 8-1) is submitted to the Heads of Ministry or Agency;

- Permanent Officers including those on Probation who are living in their own houses provided an application in the prescribe format (PSC FORM 8-2) is submitted to the Heads of Ministry or Agency; and

- When both spouses are officers and eligible to receive a housing allowance, only one of them shall be paid the allowance.

4.2 Officers not entitled to receive housing allowances

- Officers living in official quarters (including government owned houses);

- An officer whose spouse is an employee of the Government and is either currently allocated a Government house or receiving housing allowance;

- Temporary salaried employees;

- Daily rated workers;

- Persons engaged on a contract basis (unless specific provision is included in the contract); and
4.3 Level of Allowances

- A standard housing allowance of Vt.180,000 per annum be paid to all officers who are not entitled to a government house.

- Officers who are not entitled but are occupying a government house shall be subjected to a rental deduction calculated at 30% of the current valuated market rate.

- Provided the application referred to in 4.1 is received within three months of the date of appointment to the Public Service, payment of the allowance will be backdated to the appointment date. If the application is received later than three months from the appointment date, payment of housing the allowance shall be effective from the first day of the month following submission of application.

- Employees receiving a housing allowance shall advise their respective Ministry when they are no longer in a position to claim that allowance. Failure to act in this regard may incur disciplinary action.

5. General Tenancy Agreement

(a) All Government employees (entitled and eligible) occupying Government houses are required to sign a ‘General Tenancy Agreement’ in the prescribed format (PSC FORM 8-3) in accordance with the Housing Policy. No stamp duty is applicable.

6. Termination of Housing Allowance

(a) Allowances will terminate upon the employee ceasing to be employed

(b) Allowances for employees who are attending overseas courses for a period of more than twelve months will be determined by Public Service Commission.

(c) Employees who have made false claims in order to obtain or attempt to obtain housing allowances to which they are not entitled, shall be liable to such penalty as may be imposed by any disciplinary action taken by the Public Service Commission in addition to the refund of any sums of allowances fraudulently obtained.
7.  *Disciplinary Action*

Failure to comply with any clause in this Housing provision as amended from time to time may be a disciplinary offence for the purposes of section 36(1)(a) of the Public Service Act No 11 of 1998 as amended.
FORMS FOR CHAPTER 8: HOUSING
RENTED HOUSING ALLOWANCE APPLICATION FORM

SECTION 1: TO BE COMPLETED BY APPLICANT

DATE: ____________________________________________

NAME OF OFFICER: ________________________________

EMPLOYING MINISTRY/DEPT: ________________________

PAYROLL NO:______________  TELEPHON (W): __________

EMPLOYMENT STATUS: ____________________________________________

MARITAL STATUS: MARRIED   YES/NO: ________________________

(IF YES) IS SPOUSE A GOVERNMENT EMPLOYEE: ________________________

NAME OF SPOUSE: ________________________________

MINISTRY/DEPT/AGENCY SPOUSE IS ATTACHED TO:_____________________

DOES SPOUSE RECEIVE HOUSING ALLOWANCE: ____________

DATE YOU ACTUALLY OCCUPIED THE PROPERTY: _________________

PLEASE ATTACH RENTAL RECEIPTS

SECTION 2: SECTION TO BE COMPLETED BY LANDLORD

A) NAME: ____________________________________________

B) LOCATION OF PROPERTY: ____________________________________________

C) ARE YOU THE TRUE OWNER/AGENT OF THE PROPERTY DESCRIBED ABOVE? PLEASE INDICATE BELOW AND PROVIDE EVIDENCE

______________________________________________________________

SECTION 3: CERTIFICATE OF OWNERSHIP (COMPLETE BY LANDLORD)

I, ________________________________, CERTIFY THAT I AM THE TRUE

LANDLORD/LANDLADY/AGENT OF THE PROPERTY DESCRIBED AND THAT
I AM RENTING IT TO:

MR/MRS/MS:________________________________________

FOR VT__________ PER MONTH, FROM: ________

SIGNATURE:_____________________________  DATE: _______________

POSTAL ADDRESS: ____________________________________________

SIGNATURE OF WITNESS: _______________________ DATE:__________

SECTION 4: TO BE COMPLETED BY THE APPLICANT

I, CERTIFY THAT THE ABOVE DETAILS ARE TRUE AND CORRECT AND SHOULD ANY OF THESE DETAILS CHANGE, I WILL NOTIFY THE SENIOR HOUSING OFFICER, PSC IN WRITING IMMEDIATELY.

SIGNATURE OF OFFICER:_______________________________________

SECTION 5: DIRECTOR OF MINISTRY/DEPARTMENT'S SIGNATURE AND RECOMMENDATION

_________________________________________________________

_________________________________________________________

SIGNATURE:________________________

DATE:___________________________

SECTION 6: FOR DIRECTOR GENERAL ONLY

APPROVED/NOT APPROVED

SIGNATURE:_____________________________________________

NAME:_________________________________________ DATE: ________

NAME:_________________________________________ DATE: ________
OWNED HOUSING ALLOWANCE APPLICATION
FORM

SECTION 1: (TO BE COMPLETED BY APPLICANT)
A) DATE:______________________________________________________
B) NAME OF OFFICER:________________________________________
C) EMPLOYING MINISTRY/DEPT:________________________________
D) PAYROLL NO:_____________ TELEPHONE (W): ______________
E) EMPLOYMENT STATUS: (PROVIDE EVIDENCE)__________________
F) MARITAL STATUS: MARRIED YES/NO:________________________
G) (IF YES) IS SPOUSE A GOVERNMENT EMPLOYEE:______________
H) NAME OF SPOUSE:__________________________________________
I) MINISTRY/DEPT SPOUSE ATTACHED TO:________________________
J) DOES SPOUSE RECEIVE HOUSING ALLOWANCE:_______________
K) DATE YOU ACTUALLY OCCUPIED YOUR OWN HOUSE:___________

SECTION 2: WITNESSES REQUIRED TO CERTIFY OWNERSHIP OF THE
PROPERTY, WITNESSES MUST PROVIDE EVIDENCE
A) NAME:_____________________________________________________
ADDRESS:________________________________ PHONE:__________
OCCUPATION:________________________________________________
B) NAME:_____________________________________________________
ADDRESS:________________________________ PHONE:__________
OCCUPATION:________________________________________________

SECTION 3: PLEASE COMPLETE THE FOLLOWING
LOCATION OF THE PROPERTY:________________________________________
ARE YOU THE TRUE OWNER OF THIS PROPERTY: YES/NO
(IF YES) PROVIDE EVIDENCE:
____________________________________________

SECTION 4: CERTIFICATE OF OWNERSHIP

I, _______________________________ HEREBY CERTIFY THAT THE HOUSE I AM CURRENTLY RESIDING IN BELONGS TO ME. I ALSO CERTIFY THAT THE ABOVE DETAILS ARE TRUE AND CORRECT AND SHOULD ANY OF THESE DETAILS CHANGE, I WILL NOTIFY THE SENIOR HOUSING OFFICER, PSC IN WRITING IMMEDIATELY.

SIGNATURE OF OFFICER: ______________________________________________

SECTION 5: FOR DIRECTOR OF MINISTRY/DEPARTMENT’S SIGNATURE AND RECOMMENDATION

____________________________________________

____________________________________________

SIGNATURE: ____________________________ DATE: ________________

SECTION 6: FOR DIRECTOR GENERAL ONLY

APPROVED/NOT APPROVED

SIGNATURE: ____________________________

NAME: _______________________________ DATE: / /
GENERAL TENANCY AGREEMENT

Lessor
Name of Tenant: Government of the Republic of Vanuatu
Address of Government House
Department/Ministry
Term of Agreement
Starting on
Rent
% of salary per month
Signed by the Tenant
Date
/ /
Date
/ /

Terms and Conditions for Tenancy of a Government House

a) This tenancy is subject to the terms and conditions of eligibility for Government housing incorporated in the Housing Policy.

b) The tenant must use the premises for residential purposes only.

c) The tenant must be given five (5) days notice for periodic inspections.

d) If the tenant ceases to be eligible for a Government house the tenant must vacate the house within the period specified in the Housing Policy.

e) An employee/spouse residing in a Government houses must not own, either directly or indirectly, a house or unit in the same centre.

f) During the tenancy, the tenant must:
   a) Abide by municipal laws and by-laws;
   b) Not do anything that might block any plumbing or drains on the premises;
   c) Regularly mow the lawns and keep grounds clean;
   d) Keep the premises free from pests and vermin;
   e) Not intentionally or negligently damage the premises and inclusions;
   f) Not raise farm animals on the premises without the written consent of the Public Service Commission;
g) The keeping of two (2) dogs and one (1) cat per house is allowed provided that due care is taken of the animals and they are not a nuisance to neighbours or the public;

h) Not erect any buildings on the premises without the written consent of the respective Department;

i) Any request for repairs or maintenance shall be in writing on the ‘Request for Housing Maintenance Form’ and submitted to the Director of the Department concern.
# FURNITURE INVENTORY FORM

**Address:**

**House No.:**

**Move In/Out Inspection**

**Date:**

## Items for checking

<table>
<thead>
<tr>
<th>Location</th>
<th>Lounge/Dining Room</th>
<th>Main Bedroom</th>
<th>Bedroom 2</th>
<th>Bedroom 3</th>
<th>Bedroom 4</th>
<th>Bathroom</th>
<th>Comments on Condition</th>
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<tbody>
<tr>
<td>Settee</td>
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<td>Coffee Table</td>
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<td>Carpet Squares</td>
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<td>Ceiling Fan</td>
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<td>Dining Chairs</td>
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<td>Double Mattress</td>
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<td>Single Mattress</td>
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<td>Chest of Drawers</td>
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<td>Dressing Table</td>
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<td>Wardrobe</td>
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<td>Medicine Cabinet</td>
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<td>Linen Cupboard</td>
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I hereby certify that this inventory of furniture items and condition of same is a true record and I acknowledge that I am liable for any damages to such furniture and will replace any or all items which are not accounted for at any future inspection.

**Name of Tenant:**

**Signature of Tenant:**

**Inspector (Print):**

**Inspector’s Signature:**

**Date:**

Page 1 of 1
CHAPTER 9– MANAGING THE PROCUREMENT, USAGE AND DISPOSAL OF PUBLIC SERVICE ADMINISTRATIVE VEHICLES

1. Introduction

(a) The procurement, use and disposal of Public Service Administrative light vehicles shall be made in accordance to the Vehicle Policy and this Manual. All Public Service Administrative Vehicles shall be used for government programs and services. Public Service Administrative Vehicles are to be operated in a safe manner consistent with the laws. The use of Public Service Administrative Vehicles is limited to necessary government business only.

(b) For purposes of this Manual and the Vehicle Policy a Public Service Administrative Vehicle shall mean government vehicles used for the Public Service in the Ministries and Department for administrative purposes and the terms an officer or a staff member in this part shall mean a Public Servant. Vehicles allocated under Official Salaries Act or Constitutional offices shall not form part of the Public Service Administrative Vehicles and shall not be subjected to the requirements of this Manual

2. Establishment and the Role of Vehicle Management Committee

(a) The Office of Public Service Commission (OPSC) shall form a Vehicle Management Committee (VMC) which shall comprise of:
   - a representative of the OPSC
   - a representative of the Tender Board Secretariat
   - a representative of Public Works Department (PWD)
   - a representative of the Civil Society

(b) The PSC and the Tender Board Secretariat shall form a joint committee to consider and approve all submissions for the procurement of all Public Service Administrative Vehicles on behalf of Public Service Commission

(b) Where specifically required the VMC and the Tender Board Secretariat shall form a joint committee to compile submissions on procurement and disposal of Government Administrative Vehicles for consideration by the Tender Board for approval.

3. Procedures to be followed in the procurement of Public Service Vehicles

3.1 Vehicle Procurement

All Public Service Administrative Vehicle procurement shall be made with the approval of the VMC. Procurements without the approval of the VMC shall be deemed to be a Public Service Commission disciplinary matter. The Public Service Administrative Vehicle procurement guidelines to be reviewed by the VMC from time to time will include the following:
   - The need of the vehicle Purchase
   - Vehicle Purchase
- Vehicle Types and Fuel Types
- Manufacture and Supplier options

Before ordering or committing the Government to any vehicle purchase, the DG of the ministry concerned must obtain formal authorization from the VMC. Similarly, before a project vehicle is purchased for a Public Service Administrative purpose the project donor and the recipient must consult with and obtain authorisation of VMC.

3.2 Pool Vehicles

A ministry may wish to establish a “Pool Vehicle” arrangement for effective and efficient usage of Public Service Administrative vehicles by departments within a ministry.

A fleet of vehicle to be managed by Department of Foreign Affairs for Protocol uses and in the case of the Provinces the responsibility shall be for the Local Authority.

3.3 Vehicle Disposals

The procedure for this is to advertise in the local media and in the government network system. In general, vehicles should not necessarily be retained for use if it is costly to maintain and must be disposed accordingly. Generally, no vehicle with over five years should be retained.

3.4 Vehicle Maintenance

The vehicle controllers within the Public Service Ministries and Departments are responsible on behalf of the Government to ensure that each vehicle is kept in good repair and generally in an efficient road-worthy condition and in accordance with the legal requirements. They are required to identify the service date(s) in line with the vehicle service book and monitor the vehicle mileage. Cleaning of the vehicle internally and externally must be carried out on a regular basis.

3.5 Vehicle Alteration

Vehicles are sometimes purchased with an approved level of “extras”. However, Departments must not carryout any alterations to a government vehicle nor are they permitted to fit radios, stereo equipment, fog lamps or other accessories without prior written authorization from the PSC.

3.5 Fuel Purchasing Arrangements

Departments must keep records of fuel expenditure. Fuel and oil purchased by individuals for departmental vehicles may only be reclaimed using the “Vehicle Expense Reclaim Form” supported by receipts.
4. Use of Public Service Administrative Vehicles (Government vehicles)

4.1 Use of Government vehicles without appropriate authority

(a) An officer:

(i) must not use a vehicle belonging to the Government without appropriate authority.
(ii) who uses a vehicle belonging to the Government without appropriate authority commits an offence.
(iii) who uses a vehicle belonging to the Government without appropriate authority also commits a disciplinary offence.
(iv) who uses a vehicle belonging to the Government without appropriate authority may be:
(v) issued with a penalty notice by the Commission of up to 20,000 VT;
(vi) convicted of an offence in Court with a penalty of up to 20,000 VT;
(vii) disciplined by the Commission (which may include dismissal for cause if the Commission considers that it constitutes serious misconduct).

4.2 Appropriate authority

(a) Government vehicles shall be used only for official duties.

(b) An officer (including a Director and Director-General) who wishes to use a Government vehicle for official duties outside of his or her usual working hours shall apply, through his or her Director and Director-General, to the Secretary of the Commission for permission using the prescribed form “Use of Government Vehicle during Non-Official Hours” [PSC FORM 9-1].

(c) The prescribed form [PSC FORM 9-1] must specify:
   • the person to use the vehicle;
   • the particular vehicle;
   • the period of use;
   • the official duties for which the vehicle is to be used;
   • the address where the vehicle is to be kept; and
   • the date the vehicle will be returned.

(d) Any other use of the vehicle which does not fall within the matters specified in the prescribed form [PSC FORM 9-1] is an offence.

(e) The prescribed form [PSC FORM 9-1] is not required if the use is for official duties within an officers usual working hours.

(f) Currently, when a Government vehicle is spotted, a report is made on a prescribed form [PSC FORM 9-2]. The Commission then requests the Director-General to complete and return the form within 15 working days so that the Commission may know whether the officer concerned possesses the “appropriate authority”.

(g) Where the prescribed form [PSC FORM 9-2] is not returned within the time required, OPSC will consult its own records to verify whether the officer has authority to use the
Government vehicle. Where the Commission does not have any record that the officer has authority to use the vehicle, the Commission will take the appropriate action as specified in Chapter 6 of this Manual.

4.3 **Use of rented vehicle**

If no Government vehicle or public transport is available, in exceptional circumstances a Director or Director-General may approve the use of a rented vehicle for official work purposes. (This does not include privately owned vehicles)

5. **Procedures to be used for misuse of Government vehicles**

5.1 **Procedures to be followed by the Commission**

Where the Commission is satisfied that a staff member has used a Government vehicle without the appropriate authority, the following procedures will be followed:

5.1.1 **Penalty Notices**

- In the case of a **first or second offence**, a penalty notice will be issued to the officer.

  A penalty notice is a notice to the effect that, if the officer does not wish to have the matter determined by a Court, he or she must, within 7 days after receiving the notice, pay to the Department of Finance the amount specified in the notice, which must not exceed 20,000 VT.

5.1.2 **Court proceedings**

- If the officer fails to pay the amount specified in the penalty notice in accordance with the requirements in the notice, the Commission may commence prosecution proceedings in Court.

  Upon conviction, a Court may impose a fine of up to 20,000 VT.

5.1.3 **Commencement of disciplinary action by the Commission**

- In the case of three or more offences, the Commission may commence disciplinary action.

- In cases where the Secretary, OPSC commences disciplinary action, a Discipline Report (**PSC FORM 6-1**) will not be required. However, the officer will be given seven (7) calendar days to submit a written response to the allegations.

- If the officer fails to make a written response, it may be assumed by the Commission that the officer agrees with the allegations.

- As far as they are applicable, the procedures set out in sections 2.4 to 2.7 of chapter 6 of the Manual will then generally apply. The main steps are set out below:

- The Commission will consider the allegations and the officer’s response and make a decision as to whether (but not limited) to:
(a) dismiss the matter;
(b) immediately dismiss the officer with cause [Public Service Act, section 29];
(c) refer the matter to the Public Service Disciplinary Board.

Nothing in this section prevents disciplinary action by Directors and Directors-General

Notwithstanding that these procedures provide for the commencement of disciplinary proceedings by the Commission, nothing in this section prevents the Director or Director-General from commencing the disciplinary proceedings in accordance with the disciplinary procedures set out in section 2.3 of chapter 6 of the Manual.
FORMS FOR CHAPTER 9: – MANAGING THE PROCUREMENT, USAGE AND DISPOSAL OF PUBLIC SERVICE ADMINISTRATIVE VEHICLES
USE OF GOVERNMENT VEHICLE DURING NON-OFFICIAL HOURS

NOTE: This form only has to be used by staff who would not usually work during non-official hours or use a vehicle during this time.

I, __________________________, request permission to use Government Vehicle No. G __________ for the period from: ________________ to: ________________ on official duties outside official hours, especially for the following official duties:

________________________________________________________________________

Address where vehicle is to kept:

________________________________________________________________________

Date the vehicle will be returned: ___________________________ Time: ________________

I certify that the above information is true and correct and that I will be held responsible for any damages caused and shall pay by direct deduction from my salaries the costs of such damages, unless justified otherwise.

**Applicant** - Name: __________________________________ Signature: ______________________

I support the application and recommend approval be given.

**Director** - Name: __________________________________ Signature: ______________________

Name of Department: ___________________________ Date: ___________________________

**Director-General** - Name: __________________________ Signature: ______________________

Name of Ministry: ___________________________ Date: ___________________________

**APPROVAL BY THE OFFICE OF THE PUBLIC SERVICE COMMISSION**

Approval is granted to use the above vehicle within the above circumstances. This approval is void should the vehicle be used for private purposes.

**Secretary** - Name: __________________________________ Signature: ______________________

Office of the Public Service Commission Date: ___________________________
Yu no mas iusum Gavman trak withoutem appropriate authority

Form 4-9 ia i mas be completed mo signed bifo yu save iusum Gavman trak
“Appropriate authority” long iusum Gavman trak outside taem blong wok hemi form 4-9. Bifo yu iusum vehicle, yu mas filimap form 4-9 wetem detail how blong yu iusum wan track from wanem purpose mo wanem taem blong iusum. Afta yu mas karem approval blong Director, Director General mo Secretary blong Public Service Commission. Oli givem approval long official duty nomo.

Form ia hemi providem wan appropriate authority blong ius blong Gavman trak. Any other ius outside long form 4-9 hemi wan offens.

Blong iusum wan Gavman trak withoutem appropriate authority hemi wan offens

Any ius blong Gavman trak we hemi no stret wetem form 4-9 ia hemi wan offens mo wan disciplinary offens Offisa we i iusum Gavman trak withoutem proper authority baembae:

- Public Service Commission i save givim hem wan penalty notis we hemi kasem 20,000 VT;
- Court i save konviktim hem wetem wan penalti we i kasem 20,000 VT;
- Public Service Commission i save disiplinim hem (hemia inkludim dismissal sipos Commission hemi luk save se hemi wan serious misconduct).

Examples we offisa i gat or i no gat wan appropriate authority

Example 1: (no form)

Example 2: (form field be ius hemi no stret wetem form 4-9)
Allan i iusum wan Gavman trak blong drink kava. Wan Public Service Commission staff i filimap form 4-9A mo i submitim long Public Service Commission. Director General i sentenem wan form 4-9. Form 4-9 i se Allan i iusum truck blong go long training. Form 4-9 i talem se Allan i iusum trak blong go long training be hemi iusum truck blong go long kava hemi no gat appropriate authority. Hemia wan offens.

Example 3: (form field mo ius hemi stret wetem form 4-9)
Peter i fulumap wan form 4-9 mo Public Service Commission hemi approvum blong iusum truck blong official purpose olsem awarness blong family planning. Permission hemi 8h 30 am to 4h30 pm blong ranem awarness long North Efate. Public Service Commission staff i spotem long 2h00pm long la cascade rod mo filimap form 4-9A. Director General hemi sendem wan form 4-9 to Public Service Commission blong certifim blong i gat wan approval. Hemia gat wan appropriate authority. Hemi spotem long la cascade be hemi resonable from la cascade from wemen hemi road blong go long North Efate. Sipos oli spotem long Eton Beach hemi no ron long road blong go long North Efate mo hemi no gat appropriate authority blong iusum Gavman truck. Sipos oli spotem long nakamal long la cascade hemi no gat appropriate authority from wemen hemi no stret wetem ius long form 4-9 mo hemi no wan official purpose.

Example 4: (i gat planti offisa insaed long Gavman trak)
Annie i draev gavman truck blong go long market wetem Eric mo George insaed long Gavman trak. Public Service Commission staff i spotem hem mo i filimap form 4-9A mo i submitim long Public Service Commission. Director General i certifim se i no gat Public Service Commission form 4-9. Annie mo Eric mo George i no gat appropriate authority. Hemia wan offens. Public Service Commission i takem action long evry offisa from wemen oli iusum Gavman trak withoutem appropriate authority.
UNAUTHORISED USE OF GOVERNMENT VEHICLES

PART A: To be completed by the person witnessing the possible misuse of the vehicle.

Name of driver of vehicle:____________________________________________________

Department of driver of vehicle:______________________________________________

Registration No. of vehicle:___________________________________________________

Date and time vehicle seen being driven:________________________________________

If name of driver is not known should PSC investigate further: Yes/No (Please circle answer)

Department of person sighting vehicle (name not required):______________________

Position in Public Service:____________________________________________________

Contact Phone number:______________________________________________________

You should send this form, along with an independent record of your name, to the Secretary of the PSC (PMB 017 or fax 26381) once you have completed PART A.

PART B: To be completed by the Director-General who has responsibility for the vehicle (or PSC Chairman in case of alleged misuse by DG). If this form is not returned to the Public Service Commission within the next 15 working days where the Public Service Commission has no record of the officer having completed form 4-9, it will take the appropriate action as specified in Chapter 6 of the Public Service Staff Manual.

Director General who is responsible for vehicle:________________________________

Is there a completed Form 4-9 permitting use of the vehicle at the date and time the vehicle was cited as above: (Yes/No) (Please circle answer)

Name of Director General:____________________________________________________

Signature of Director General:________________________________________________

Date:______________________________________________________________________
VEHICLE PURCHASE APPLICATION FORM

NOTE: This form is to be used by Ministries and Departments to request to purchase a new vehicle or replacement and Trade In of government vehicle.

Requesting Ministry/Department: ____________________________________________

Department Requirements:
(A) Replacement:
• Do you want to replace your vehicle? ________________________________ (Yes/No)
• If yes, give registration No. of previous G Plate: __________________________
• Acquisition date of old vehicle: ________________________________
• Give reasons why the Ministry or Department want to replace their old vehicle:
   __________________________________________________________________
   __________________________________________________________________
   __________________________________________________________________

(B) Request for additional Vehicle:

Give reasons why you want to purchase new vehicle:
   __________________________________________________________________
   __________________________________________________________________

Specification of Purchase:
Make:_____________________________ Type:______________________________________
Model: __________________________ Engine Capacity:____________________________
Year Manufactured: ______________

Saloon Car ( ) Pickup single cabin ( ) Double Cabin ( ) Other ( )
Type of Final Wheel drive: 4X4 ( ) or 4X2 ( ) (Please tick your preference)

Cost of Vehicle: VT __________________________ Please attach quotations from Supplier

Budget allocation for this purchase: ( ) Yes ( ) No
Please attached current budget printout

Method of payment: __________________________

Expected Date of vehicle delivery: __________________________

I support the request and recommend approval be given.

Director - Name: __________________________ Signature: _______________________

Name of Dept: __________________________ Date: __________________________

Director-General - Name: __________________________ Signature: __________________________
Name of Ministry: ____________________________ Date: __________________

__________________________________________

Vehicle Management Committee Decision:

Approved/Not Approved at VMC Meeting No: __________ Held on: __________

Please circle

Date Director or Director-General Advised of Decision:
CHAPTER 10 – PERFORMANCE MANAGEMENT

1. INTRODUCTION

a) The Government of Vanuatu (GoV) is committed to improved performance and public service delivery. This is set out in one of the guiding principles of the Vanuatu Public Service (VPS) and the Public Service Commission (PSC) to focus on achieving results and managing performance [Public Service Act Section 4 (j)].

b) Performance Management refers to an ongoing process of planning, developing, coaching, providing feedback and evaluating employee performance. An effective employee performance management system:

i) links individual measures targets to government goals, ministries corporate plans, departments’ business plans and divisions/sections/units operational plans.

ii) Encourages open discussions to establish clear, well understood performance expectations.

iii) Facilitates frequent, specific and meaningful feedback on performance and provides opportunities for adjustments to the performance plan as necessary.

iv) Establishes the foundation for effective measurement, review and assessment of actual performance achieved.

v) Inspires and supports career, learning and development planning.

vi) Establishes a foundation for rewards and recognition

c) The Vanuatu public service performance management framework links individual performance with that of the organization therefore:

i) Ministries and departments strategies and objectives link to the government goal and cross-government priorities.

ii) Performance target measures develop from a department’s business plan and division/section/unit operational plan.

iii) Employee performance measures align with those of the department.

iv) Departments, teams and individuals are rewarded and recognized on the basis of these measures.
2.0 PURPOSE

a) The purpose of this policy is to;

i) assist and encourage all employees to achieve and maintain high standard of job performance;

ii) ensure consistent and fair treatment for all employees who might be experiencing difficulties in performing satisfactorily the duties required of the post to which he/she was appointed and;

iii) provide managers and individuals with a framework to improve performance in the workplace.

3.0 SCOPE

a) Vanuatu Public Service Performance Management policy is issued under the authority of the PSC and applies consistently and fairly to all staff members employed under the Public Service Act including Director Generals and the PSC Secretary.

b) The application of this policy will also need to be considered in conjunction with Chapter 6 of the Public Service Staff Manual (PSSM) on Management of Staff Discipline.

4.0 GENERAL PRINCIPLES

4.1 In support of its guiding principle the Government of Vanuatu Performance Management Policy incorporates the following principles:

a) Supervisors shall provide honest, evidenced-based feedback to enable monitoring and adjustment of performance.

b) The Public Service shall do its best to attract and retain the right people who will identify with its vision, strategic goals and objectives and commit themselves to helping in achieving them.

c) All managers/supervisors responsible for conducting performance management shall be appropriately trained.

d) Information about the government/directorate/unit goals and targets, individual/team roles and expected outcomes shall be shared for continuous improvement to meet changing internal and external demands.

e) Employee performance shall be managed through processes that are procedurally fair and transparent.
Before formal action is taken under this procedure, appropriate managers should attempt to resolve difficulties on an informal basis by discussing the situation with the individual.

In exceptional circumstances, it may be necessary to temporarily redeploy an individual immediately from their normal job where serious complaints of lack of performance and/or lack of competence have been made. The Public Service Commission will determine if this course of action should be followed. This will be without prejudice until the facts of the matter have been established. This temporary redeployment will be reviewed after six months.

In the interest of ensuring that performance issues are resolved as promptly as possible, time limits are given for appropriate stages in this procedure. If it is not practicable to adhere to these time limits, they may be amended, by management. Due regard will be given to the personal circumstances of all parties involved in the procedure.

All correspondence relating to performance improvement procedures at all stages shall be held centrally by the OPSC.

5.0 OVERVIEW OF PERFORMANCE MANAGEMENT FRAMEWORK

a) The PSC is the lead agency for enforcing the performance rules. Heads of ministries and departments (organizations) and managers are required to assist the PSC in enforcing these rules across the Vanuatu Public Service.

b) Vanuatu Public Service Performance Management focuses foremost on the following:

   i) Linking organizational and employee performance plans to government goals and cross priorities, to ministries and departments strategies and objectives and other government related goals and objectives.

   ii) Placing emphasis on performance planning and continuous feedback throughout the performance cycle.

   iii) Making meaningful distinctions among government employees with regard to performance rating and rewards that are tied to achieved results.

6.0 ROLES AND RESPONSIBILITIES

6.1 Role of PSC

a) The PSC is the lead agency for guiding, coordinating and implementing the Vanuatu Public Service Performance Management System.

b) The PSC shall determine all submissions on recommended awards or other performance issues of all employees and Organization.
6.2 **Role of Ministries, Department/Section/Units**

a) Heads of Ministries, Departments, Divisions/Sections/Units are required to assist the PSC in guiding, coordinating and implementing Performance Management the Vanuatu Public Service Performance Management System.

6.3 **Responsibilities of employees**

a) Employees have a contractual responsibility to achieve a satisfactory level of performance.

b) It is the responsibility of the employee to seek clarification of any points not fully understood around the issues raised in regards to their capability and the application of the Performance Management Policy to their situation.

6.4 **Role of the Appraisers**

a) It is the responsibility of each Minister to appraise the Ministries Director General according to the terms and conditions specified in the Director Generals contract and facilitated by the Commission.

b) It is the responsibility of Director Generals, Directors and Managers to appraise the performance of employees below them.

c) The Chairman of the Public Service Commission shall appraise the Secretary of the PSC every 12 months with an review every 6 months:

6.5 **Role of the Assessment Committee**

a) The PSC shall establish an Assessment Committee which shall comprise of:

i) One representative of PSC

ii) One representative of the Ministry of Finance

iii) One representative of the Ministry of Foreign Affairs

iv) One representative of the Office of the Prime Minister

b) The PSC shall appoint alternative members for the representatives of the Government Ministry who shall attend any Committee meeting in the absence of appointed representatives.

c) The role of the Assessment Committee is:

i) To screen, analyze and assess submissions on Individual and Annual Organizational Performances;
ii) to consider and recommend different types of applicable awards for exceptional performances.

7.0 APPRAISAL AND ASSESSMENT PROCEDURE

7.1 Employees

a) Assessment of Director Generals and Directors will be done using the PSC Form 10.1.

b) Assessment of all employees will be done using the applicable PSC Form 10.1 or PSC Form 10.2.

c) The staff appraisal are based on an annual cycle (linked to the business planning cycle), in which work objectives are set at the beginning of the year; a formal progress review takes place at the mid-point of the year; a full appraisal takes place at the end of the year, including allocation of a performance rating.

d) A uniform rating system shall be used to evaluate performance. This rating scale defines four (4) levels of performance of employees as follows:

   i) Excellent (A)
   ii) Very Satisfactory (B)
   iii) Satisfactory (C)
   iv) Unsatisfactory (D)

evertheless, this scale does not necessarily mean the same for all levels of the organization.

e) Personnel decisions like promotions, training and development, increments, awards, demotions or dismissals will be made on the basis of employee’s performance.

f) Rating of performance should therefore be objective, fair and equitable and should not be based on non-merit factors like gender, ethnicity, religion, personal favouritism, political affiliation.

7.1.1 Appraisal and Assessment of Director Generals

a) The Minister responsible for each Director General shall appraise the respective Ministry DG’s performance at the end of twelve months. Appraisals of the Director Generals are done way of filling out the Staff Appraisal Form PSC Form 10.1.

b) The assessment of the Director Generals will be conducted according to their contracts and facilitated by the Commission.

7.1.2 Appraisal and Assessment of Directors

a) Directors General shall be responsible for appraising Directors with at the end of the year with a six monthly/mid-year review. The Director General shall be provided ten
(10) working days Directors to make comments on their appraisals. All parties i.e. the Director General and the Director shall agree on an interview date whereby the assessment report will be discussed.

b) The Human Resource Management Unit of the PSC Office shall compile assessment reports on the performance of Directors for submission to the PSC for consideration and decision.

c) The PSC shall award Directors for satisfactory performance or instigate discipline process against them for unsatisfactory performance.

d) The Secretary of the PSC Office shall write to Directors informing them of the PSC decision in relation to the assessment reports on their performance.

7.1.3 Appraisal and Assessment of Employees

a) Directors shall be responsible for appraising Managers at the end of the year with a six monthly mid-year review and Managers shall be responsible for appraising their subordinates at the end of the year with a mid-year review. Directors and Managers shall provide ten (10) working days to their subordinates to make comments on their appraisals. All parties i.e. the Directors, Managers and subordinates shall agree on interviews dates whereby the assessment reports will be discussed.

b) The Human Resource Management Unit of the PSC Office shall compile assessment reports on the performance of Managers and employees below them for submission to the PSC for consideration and decision.

c) The PSC shall award Managers and their subordinates for satisfactory performance or instigate discipline process against them for unsatisfactory performance.

d) The Secretary of the PSC Office shall write to Managers and their subordinates informing them of the PSC decision in relation to the assessment reports on their performance.

7.2 Organizational Performance Assessment (Annual)

a) Director Generals, Directors and Managers shall ensure there are formal communication processes in place;

i) to ensure employees of the public service know and understand the government priorities.

ii) to ensure corporate plans and business plans are accessible to all employees.

iii) to ensure employees contribute to Ministries Corporate and the Department Business planning processes.
b) Annual performance assessment of Ministries and Departments will be conducted according to their Business and Corporate Plans.

c) The purpose of this assessment is to find out whether organizational service targets are achieved. The outcome of assessment will assist PSC to determine whether an organization is performing exceptionally, satisfactorily or be expectation and be rewarded or addressed appropriately.

d) The Organizational Performance Assessment will be conducted at the end of the first quarter of the following year after Directors General and Directors' performance are assessed at the end of the year. The outcome of Directors General Directors' performance assessments throughout the year will be used to assess their respective Organizational Performance.

e) Ministries, departments shall be assessed through the Directors General, Directors, by the Appraisal Panel on their respective organizational goals as reflected in the Business Plans, Corporate Plans and Budget Narratives as against their Annual Report.

f) In order to achieve a good assessment of an organization performance, Director General and Directors shall ensure:

i) There are appropriate performance management mechanisms in place. This includes employees updated Descriptions, individual work plans and other relevant management mechanisms within the organisation.

ii) Corporate Plans and Budget Narratives/Service Targets are lodged with the OPSC Performance Improvement Unit for purposes of Organizational Performance Assessment.

iii) Applicable Annual Reports are to be submitted to PSC by 31st March of every year for assessment purposes.

g) Employees have a fair understanding and are actively involved in:

i) government national goals and priorities

ii) the ministry corporate plan

iii) the department business plan

iv) the division/section/unit operational plan,

h) This shall involve briefings, meetings for all employees.

8.0 REWARD AND RECOGNITION

8.1 Awards

a) Reward provides an invaluable opportunity for public servants to promote values such as professionalism, accountability, ethics and performance in the delivery of public service provides encouragement and recognition to individuals, Ministries/Department
that provide outstanding contributions to improving performance, quality and productivity within their agency.

b) Individual Employees and Organizations who perform exceptionally well in performing their duties and achieving their goals or performing exceptional act that have positive impact on the country will be awarded. There are two kinds of Awards, Organizational Awards and Individual Awards.

8.2 Organizational Performance Awards

a) Organizational Awards will be awarded to government ministries, departments and divisions that achieve their annual service targets exceptionally well.

b) The Assessment Committee will be responsible for assessing organizational performance and making recommendation to PSC for determination whether or not Director General, Organizational will recognized for its performance for the year.

8.3 Employee Performance Awards

a) It is the duty and responsibility of Directors General, Directors, Managers to ensure:

i) performance pay decisions are linked to performance achievements.

ii) recognition program is based on merit (defined organizational criteria).

iii) communication processes are in place to ensure that employees are familiar with the recognition program.

iv) State, Government, PSC, Directors General, Directors, Managers and Supervisors provide recognition to staff members on a regular basis.

b) Employees earning performance ratings of Excellent and Very Satisfactory would be provided with a performance award.

c) Employees earning performance ratings of Satisfactory and Unsatisfactory are not eligible for performance awards.

d) Director Generals, Directors and Managers are to ensure performances are accordingly reward.

8.4 Types of Awards

a) There are four types of awards which are categorised as follows:

i) Ministerial Award

ii) Departmental Award

iii) PSC Individual Award

iv) PSC Organizational Award
b) In type (i), an individual employee within a Ministry can be awarded a Ministerial Award for outstanding performance in the Ministry. Awards in this category are recommended by a Director General based on the annual performance assessment scores/ratings.

c) In type (ii), a Departmental award can be made to an individual employee for outstanding performance in the Department. Awards in this category are recommended by a Director based on the annual performance assessment scores/rating:

d) In type (iii) PSC Individual Awards can be made to an individual employee for an exceptional act/deed/performance that has a positive impact on the Country. Awards in this category are recommended by the PSC based on the overall annual performance assessment scores/ratings.

e) In type (iv) PSC Organizational Award can be made to government ministries, departments and divisions/sections/units for outstanding performance all year around. Awards in this category are recommended by the Independent Performance Assessment Committee based on the overall annual performance assessment scores/ratings.

9.0 RIGHT OF APPEAL

a) An individual being dismissed has the right of appeal and can exercise this right in accordance with PSSM Chapter 6, Section 2.7 (a).

10.0 CONFIDENTIALITY

a) Confidentiality of performance discussions and outcomes is to be maintained by all relevant parties.

11.0 MONITORING AND REVIEW

a) Vanuatu Public Service Performance Management policy will be reviewed as directed by the Commission to continuously determine;

   i) its effectiveness
   ii) its appropriateness and;
   iii) its efficiency

b) The review is to be coordinated by the PSC Office and reported to the Commission for consideration and decision.

c) Copies of the Vanuatu Public Service Performance Management policy are to be made available in all ministries, departments and divisions/section/units so that staff members can access them.