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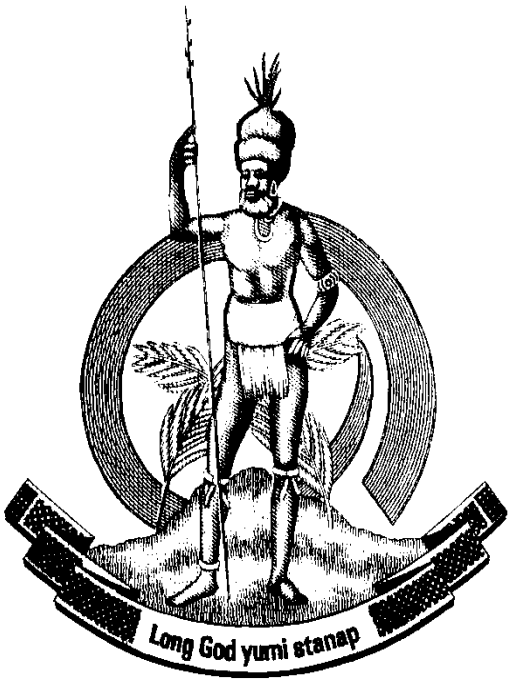

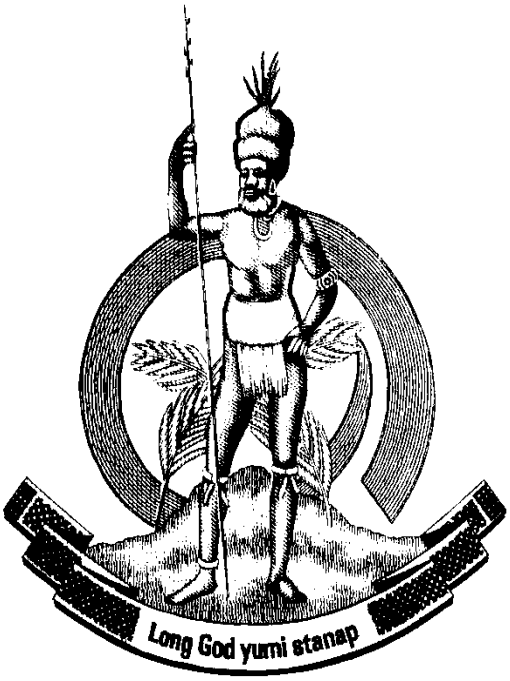

PUBLIC SERVICE STAFF MANUAL

This revised Public Service Staff Manual is generously sponsored by the USAID through its partnership with the Vanuatu Government.

Foreword by the Chairman of the Public Service Commission

It is with great pleasure and a sense of commitment to excellence that I present to you and introduce the revised Public Service Staff Manual (PSSM). In these difficult circumstances where we continue to face disasters, we strive to determine our collective resilience and determination to attain the development aspirations we have set for in Vanuatu 2030 - The People's Plan, our National Sustainable Development Plan (NSDP). The NSDP sets down clear expectations for public service delivery to be supported through responsive and capable state institutions, delivering quality public services to benefit all Vanuatu citizens.

Following the National Planning Summit that the Government hosted in June 2023, there has been a lot that has been said in strengthening the Public Service in the National, Sub-national to Area Councils. I am also pleased to emphasize that the Public Service Commission (PSC) has worked closely with the Department of Local Authorities to produce a Decentralization Plan. The Decentralization Plan aims to achieve and accelerate the implementation of the NDSP from the National Level to the community level in respective provincial Area Councils.

The PSC remains committed to serving the Government and the people staff member. The revised PSSM aims to empower the workforce and public service machinery to implement government plans and NSDP to all Vanuatu citizens. We will work to be a trusted, respected, and reliable partner to the Government, the Public Service workforce and the citizens of Vanuatu, to achieve this aspiration. This is what the PSC aspires to achieve.

As a good employer, the PSC is responsible for carrying out a range of important functions and duties, including this review. It is therefore my sincere gratitude and acknowledgement to the staff of the Office of Public Service Commission and all stakeholders and partners of the PSC whose commitment and support enabled a successful review and the production of this PSSM.

Martin Raoul Mahe
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.

"**Act or the Public Service Act**" means the Public Service Act [CAP 246] including any subsequent amendments;

"**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*;

"**Employee**" means a person employed in the Public Service on a permanent basis.

"**Contract staff member**" refers to a person engaged under section 30(3) of the Public Service Act [CAP 246] on a fixed-term basis, to perform specific or specialized duties, or in cases where the Public Service Commission determines that it is not appropriate to appoint a permanent officer to the position.

"**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 Section 9 of the *Government Act* [Cap 243] or section 50 of the *Public Service Ac*t;

"**Office of the Public Service Commission**" (OPSC) means the secretariat and administrative support services of the Public Service Commission established in accordance with section 13 the *Public Service Act*;

"**Officer**" means a 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.*

"**Secretary-General**" means the head of a Provincial Government Council appointed under the Decentralization Act [CAP 230]**,** who is responsible for the overall administration, coordination, and management of the affairs of the Provincial Government.

"**Staff" and "Staff Member**" in relation to the Public Service means a person employed therein whether as a permanent officer, temporary salaried staff member or a daily rated worker.

"**Temporary Salaried Staff member**" 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 does not exceed six months.

"**Transfer**" means the process of being moved from one position to another at the same level in accordance with section 21(3) or 26(1) of the *Public Service Act*.

Chapter 1: Guiding Principles and Roles of the Public Service Commission and the Public Service

1. Guiding Principles

Pursuant to section 4 of the *Public Service Act*, the guiding principles are as set out below.

(1) The guiding principles of the Commission are to:

(a) strengthen government institutions;

(b) strengthen leadership skills and capacity;

(c) ensure effective and efficient service delivery;

(d) adopt a people-centred approach in decision-making;

(e) be independent and perform its functions in an impartial, inclusive, and professional manner;

(f) make employment decisions based on merit;

(g) have the highest ethical standards;

(h) be accountable for its decisions;

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

(j) provide leadership of the highest quality;

(k) foster cooperative workplace relations through consultation and communication;

(l) focus on achieving results and managing performance;

(m) observe and comply with the rule of law;

(n) ensure that the enforcement of provisions under the Public Service Act is in alignment with other relevant legislations;

(o) ensure transparency and inclusivity in the performance of its functions;

(p) promote an inclusive workplace culture valuing diversity and ensuring equal opportunities for all staff members, regardless of their race, colour, gender, age, religion, disability and nationality;

(q) foster an environment where a staff member is treated with fairness, dignity, and respect;

(r) provide capacity development and guidance for staff members;

(s) ensure the health, safety and welfare of staff members;

(t) establish the staff member’s Risk Management policy.

(2) The guiding principles of the Public Service are to:

(a) establish and effectively implement government policies and programs;

(b) provide leadership of the highest quality;

(c) ensure effective and efficient service delivery;

(d) implement the people-centred approach in decisions;

(e) perform its functions in an impartial, inclusive, and professional manner;

(f) uphold the highest ethical standards (as set out in the Public Service Act);

(g) be accountable for its actions;

(h) be responsive to the Government in providing timely advice;

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

(j) establish cooperative workplace relations based on consultation and communication;

(k) focus on achieving results and managing performance;

(l) observe and comply with the rule of law;

(m) ensure transparency and inclusivity in the performance of duties and responsibilities;

(n) promote an inclusive workplace culture that values diversity and ensures equal opportunities for all staff members, regardless of their race, colour, gender, age, religion, disability and nationality;

(o) foster an environment where a staff member is treated with fairness, dignity, and respect;

(p) implement the Public Service Risk Management Policy.

(q) to promote innovation, administrative reforms and digital transformation within the Public Service.

1.1 Implementation of Principles

To implement the principles in this Chapter, the Commission adopts 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 below.

2. Objectives and Functions of the Commission

2.1 Objectives of the Commission

Under sections 4, 7 and 15 of the *Public Service Act*, the core objective of the Public Service Commission is to act as a fair and equal employment-opportunity-employer to hire professional individuals with good conduct to the Government and the people of Vanuatu by building a high-quality Public Service that is competent, accountable, ethical, impartial, inclusive and responsive.

2.2 Functions of the Commission

In addition to the functions set out in section 8(1) of the *Public Service Act*, the Commission is responsible to:

(a) provide policy advice to the Government on matters relating to the efficiency and effectiveness of the Public Service and in human resource development;

(b) appoint and promote staff members on merit;

(c) select or approve staff members to undergo training courses, workshops, seminars, attachments, and meetings/conferences locally and overseas including scholarships, and for such purposes organise merit-based selection processes;

(d) resolve employment disputes and discipline of staff members in accordance with the Act;

(e) promote the codes of conduct in Part 5 of the *Public Service Act*;

(f) review the efficiency and effectiveness of the Public Service in employment matters;

(g) review the establishment and approve the grading of posts;

(h) coordinate and provide training programs and assist with the training of staff members;

(i) provide guidelines to Director-Generals, Directors, Secretary-Generals and the Public Service in managing or developing staff member in good employer principles and obligations;

(j) ensure the observance of the rule of law in public affairs;

(k) ensure that the *Public Service Act* provisions are in line with other Acts;

(l) ensure compliance and responsible for the administration of the Public Service Act;

(m) set targets for the delivery of services by the Commission;

(n) provide regular reports to the Minister on the performance of the Commission;

(o) review, endorse and approve the Fleet Management policy and procedure;

(p) review, endorse and approve the Housing Management policy and procedure;

(q) oversee and manage the performance of the Public Service;

(r) review, endorse and approve public service welfare;

2.3 Programs of the Commission

The functions referred to under clause 2.2 are performed through a range of programs as outlined below:

2.3.1 Corporate Services (Executive Services):

(a) Secretariat and administrative support services to the Commission;

(b) Advice to Ministries, Departments and stakeholders on decisions made by the Commission;

(c) Management of human resource management and information system.

2.3.2 Human Resource Management:

(a) Development of effective and efficient human resources policies, practices, plans, staff member performance and reporting arrangements to facilitate improved individual performance;

(b) Guidance and directions on managing the performance through planning, development, coaching, providing feedback and identifying training needs based on performance assessment;

(c) Assistance and support for all staff members to achieve and sustain high performance standard.

2.3. 3 Human Resource Development:

(a) Improvement and development of skills, knowledge and attributes of staff members in accordance with the–National Human Resource Development (NHRD) Plan;

(b) Management of work attachment, apprenticeship and internship programs.

2.3.4 Management of the Organizational Development:

(a) Managing organization establishment;

(b) Managing organizational performance through planning and reporting.

2.3.5 Compliance Management:

(a) Management of disciplinary issues;

(b) Settlement of grievances;

(c) Provide assistance in adequate advice and direction on the management of staff discipline;

(d) Assistance in addressing discipline through the Public Service Disciplinary Board;

(e) provide advice to the Commission on compliance matters;

2.3.6 Management of Government residential House

Provide clear policy directions and procedures on the management and administration of government residential houses.

2.3.7 Management of Government Fleet

Provide clear policy directions and procedures on the management and administration of government fleet.

2.3.8 Performance Management

(a) provide assessment strategies to improve effectiveness and efficiency of the public service;

(b) sustain the continuous improvement in quality, cost and in meeting Public Service Commission's obligations.

3.The Public Service

3.1 Composition of the Public Service

Under section 2 of the *Public Service Act*, the "Public Service" comprises those persons or staff member employed in:

(a) a Ministry;

(b) a department;

(c) a state-appointed office;

(d) government agencies and instruments designate by the Prime Minister in accordance with the law.

3.2 Duty to Provide Updated Copy of Public Service Act and PSSM

A Ministry or Department within the public service must provide a staff member with an updated copy of the *Public Service Act* and the PSSM each time the Act or the PSSM is reviewed or amended.

CHAPTER 2 –Organizational Establishment and Management

1. Introduction

(1) The *Public Service Act* outlines various responsibilities for a Director-General, including:

(a) carrying out the functions and duties of a Ministry, including the implementation of Government policies and programs (Section 20(1)(a));

(b) managing the activities of their Ministries in an efficient, and cost-effective, manner (Section 20(1)(e)) and Section 49.

(2) In order to fulfill the requirements mentioned in subclause (1), a Director-General and Secretary -General, must ensure that the proposed Organizational structures of a Ministry are appropriate and in line with the government's strategic objectives and subject to planning guidelines.

(3) Guidelines related to the preparation of Corporate Plans, Business Plans, Annual Reports and Restructure can be accessed at the Office of the Public Service Commission (OPSC).

2. The Process

2.1 Developing or Revising a Structure or Restructure

(1) A Ministry intending to initiate a new structure or restructure, including a provincial structure, must meet the following conditions:

(a) the structure or restructure must align with Government policies and, or emerging priorities;

(b) the Ministry must have a Strategic and Corporate Plan signed by the relevant Minister;

(c) all vacancies in the existing structure must be filled;

(d) conduct a functional analysis and provide a report to OPSC on the analysis;

(e) a new structure or restructure is mandated by any of the following:

i. A decision from the Council of Ministers; or

ii. Bilateral/ Multilateral Agreement; or

iii. International Conventions; or

iv. Legislations.

(f) Conduct a Full Time Equivalent Assessment.

(2) If a new structure or restructure is necessary, the Director-General and Secretary-General must, in consultation with Directors of respective Departments, develop a draft

Organizational structure and variation for discussion with the Secretary of the Public Service Commission.

(3) Head of Ministries, Departments and provincial governments must develop a structure or restructure implementation plan. The plan must provide the process, including consultation report, details of activities, costs, and timeframe.

(4) New structure or restructure proposals must undergo a comprehensive internal consultation with the concerned Director-General, Secretary-General, Director, or Equivalent Position, and all staff members within the Ministry or Department concerned.

(5) The Organizational structure or restructure should be based on a careful and detailed analysis of functions performed by the Departments within the Ministry.

(6) The Organizational restructure should, therefore, identify variations needed.

(7) The cost of the proposed Ministry or Departments' structure/restructure/establishment variation must be within the agreed Budget of the Ministry. Any structure or restructure cost that exceeds the current approved Budget is subject to Ministry of Finance evaluation and advice.

(8) A Director-General, Secretary-General, Director or Equivalent Position and Human Resource officer must engage in preliminary discussions of the proposed structure or restructure with the OPSC before OPSC assessment and evaluation.

2.1.1 Preparing Individual Job Descriptions

(1) A Director-General, Secretary-General and Director or Equivalent Position must, with the assistance of the HRO, prepare the prescribed *Job Description Form*- (**PSC FORM 2-2**), an individual Competency-Based Job Description for every position within his or her Ministry if:

(a) a new position is created; or

(b) a substantial change is made to the duties assigned to a position; or

(c) no Job Description currently exists in the current structure.

(2) Director-Generals and Directors or Equivalent Positions must consult the relevant Secretary-General if the post is located in a province.

(3) 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 duties, responsibilities, and 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.

(4) Prior to writing the Job Description, the nature of the job must be carefully analysed to determine the major components, including competencies, Key Result Area (KRA), Key Tasks Area (KTA) and Key Performance Indicators (KPI) of the position.

(5) The major duties and responsibilities should not include any duties of a short-term nature.

(6) When completing a job description, special attention must be given to section 14 of the Job Description Form which comprises selection criteria for the post.

(7) A Director-General, Secretary-General, Director or Equivalent Position must ensure that the content of all new and upgraded job description is logical, easy to read and understandable.

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

(9) The Director-General, Secretary-General, Director or Equivalent Position is responsible for ensuring that the Job Description contains sufficient information to allow the position to be evaluated and graded by the OPSC.

(10) The Job Description must be signed by the person preparing the Form and where applicable by the Director-General or Secretary-General, relevant Director or Equivalent Position at sections 16.1 and 16.2 of the Job Description Form before it is referred to the OPSC for evaluation.

(11) The immediate supervisor and HROs must ensure every position incumbent receives a copy of their Job Description and fully understands its content.

(12) A Director or Equivalent Position must submit final structures or restructures/variations and related documents where applicable to the Director-General or Secretary-General for assessment and endorsement before submission to OPSC. Any final structure/restructure proposal that has not been endorsed by the Director-General or Secretary-General will not be accepted by OPSC. The Submission Check List must be included with the Submission to ensure all required components have been included.

(13) Prior to final submission to the Commission, the structure or restructure Submission must be provided by OPSC to GRT for advice on the proposed remuneration, to the Department of Strategic, Policy, Planning and Aid Coordination (DSPPAC) for advice on planning alignment and Ministry of Finance and Economic Management (MFEM) for financial implications.

(14) Upon receipt of submission from a Ministry, the OPSC has twenty-one (21) calendar days to make a response on the submission to the approved structure or restructure Guidelines and submit the completed proposed restructure or variation to the Commission for consideration.

2.1.2 Assessing Structure/Restructure/Establishment Variation Proposals and Grading Positions

(1) A Director-General and Secretary-General must submit all restructure or establishment variation proposals, along with new or significantly amended Job Descriptions, for assessment and evaluation to OPSC for consideration by the Commission.

(2) A Director-General, Secretary-General, Director or Equivalent Position or a Human Resource officer must engage in preliminary discussions of the proposed restructure with OPSC before submitting them to the OPSC for assessment and evaluation.

(3) Both the Ministry and OPSC must maintain permanent documentation on all separate instances of job evaluation and grading.

2.1.3 Restructure/Establishment Variation Proposals

(1) All Restructure or establishment variation proposals are to be submitted to the OPSC in both standard format and electronic format (USB)-(**PSC FORM 2.1).** The standard format is defined in the OPSC Restructure Guideline.

(2) A Human resource officer must ensure that submissions, of revised Organization structures and job descriptions are prepared in accordance with the restructure guideline.

(3) In assessing a restructure proposal submitted by a Director-General or Secretary-General, the Office of Public Service Commission must, as far as practicable and as appropriate, use the following criteria:

(a) government policy priorities in terms of service delivery;

(b) the total cost of the restructure may not exceed the general norm of 60:40 Budget structure (Payroll: Operations);

(c) the potential to generate more revenue;

(d) efficiency and cost-effectiveness and within the Ministry's nominated budget;

(e) avoidance of duplication of functions by Ministries;

(f) impact on staff employed by the Ministry; and

(g) any other criteria as the Secretary, in consultation with a Director-Generals and or Secretary-General may from time to time determine.

(4) If the Secretary requires that changes are necessary to the restructure proposals, consultation with the Director-General or Secretary-General and relevant Director or an Equivalent Position must occur before submission for approval by the Commission.

(5) The Secretary should not make any significant variation or decision regarding a Director-General or Secretary-General restructure proposal without prior consultation with them.

2.2 Evaluating Job Descriptions and Grading Positions

(1) A Director-General or Secretary-General must submit all new and substantially changed Job Descriptions to the OPSC for evaluation and remuneration grading, as an attachment to restructure or establishment variation proposal.

(2) In evaluating and grading new Job Descriptions, the OPSC must, as far as practicable and appropriate, consider the following criteria:

(a) objective, purpose and responsibilities of the position;

(b) competencies required to carry out the role;

(c) Government Remuneration Tribunal (GRT) classification standard;

(d) the nature and complexity of the duties and responsibilities;

(e) reporting relationships and supervisory responsibilities;

(f) impact of the position on financial and other resources;

(g) impact of decisions;

(h) nature of the qualifications required for the position;

(i) level of experience required for the position;

(j) skills needed for the job;

(k) nature and dimension of the position in relation to comparative positions within or outside of Vanuatu;

(l) recommended salary level and grading proposed by the Ministry;

(m) relativity with other positions across the Public Service;

(n) location of the position;

(o) working conditions;

(3) If the OPSC considers that changes are warranted to the Evaluating Job Descriptions and Grading Positions, it must consult with the Director-General or Secretary-General or relevant Government Agencies.

2.3 Obtaining the Approval of the Commission

(1) The Commission may approve the implementation of any significant restructure proposals, including the establishment and grading of revised positions and Job Descriptions Forms.

(2) Any administrative changes that will not affect the evaluated level of the position must be approved by the Secretary.

(3) If the Restructure or establishment variation proposal or Job Description is not approved by the Commission, the OPSC must consult with the relevant, Director-General, Secretary-General, Director or Equivalent Position to provide assistance in making appropriate changes to the restructured proposal or Job Descriptions for reconsideration by the Commission. Administrative changes that will not affect the evaluated level of the position must be approved by the Secretary.

(4) In the event of a deferral by the Commission on the proposed restructure or variation, the OPSC must, within 21 working days, collaborate with the relevant Ministry to revise and make necessary adjustments to the restructure or variation proposal. The revised proposal will then be resubmitted to the Commission for reconsideration and approval.

(5) A Ministry, through OPSC, may request an extension of the period under subclause (5) to the Commission if the timeframe of 21 working days has lapsed, providing reasons to justify the request for extension.

(6) The Commission is to consider the request for extension and may determine whether or not to grant the extension upon conditions that it deems fit.

(7) If the Commission does not approve a submission referred under subclauses (2) and (5), the Ministry may recommence the process and resubmit the proposed restructure or established variation proposal.

(8) Any submission that does not meet the OPSC requirements must be returned to the relevant Ministry. The Ministry, after meeting the requirements, is to re-submit a restructure as a new submission.

(9) All submission must be signed off by the relevant Director-General, Secretary-General, or a person acting on his or her behalf.

2.3.1 Implementing an Approved Restructure and Establishing New Positions

(1) A Director-General, Secretary-General, Director or Equivalent Position must implement the most recently approved structure or establishment variation of their Ministry or Department according to the implementation plan approved by the Commission.

(2) Any restructure or establishment variation that has not been approved by the Commission must not be implemented.

(3) To avoid doubt, all advertisements of positions must be advertised with an approved salary scale by the Commission.

(4) A contracted position funded by a project within the approved structure is limited to a maximum occupancy of 5 consecutive years.

(5) The period mentioned under subclause (4) above is subject to the terms of the agreement between the funding agency and the Commission through the relevant Director-General and Secretary-General.

(6) If a newly approved position within the structure remains unfilled for six (6) consecutive years, the OPSC may, following consultation with the relevant Director-General and Secretary-General, recommend to the Commission that the position be removed from the structure.

2.4 Project Funded Position Not Integrated into The Approved Structure

(1) In cases where a position is formed and financed by a project within a Department or Ministry, and the project has concluded, but the position is still necessary for implementing government policy, the Commission may, at its discretion, endorse the inclusion of the position within the existing structure.

(2) The Commission may grant approval for the establishment of the position, as per subclause (1), contingent upon justification provided by the Director-General and or Secretary-General.

2.5 Implementing an Approved Restructure Where the Upgraded or Re-graded Positions Are Occupied

2.5.1 Occupied Position is Upgraded

(1) If the Commission approves the upgrading of a position currently occupied by a staff member, the Director-General, Secretary-General, and Director or Equivalent Position may approve the incumbent to act in the upgraded position for a period not exceeding six (6) months.

(2) If, after the 6 months acting period under subclause (1) above, the assessment reveals that the staff member is not successful in obtaining a promotion to a higher graded position and cannot be transferred to another funded position at the same level, the Commission may declare the officer redundant from the Public Service.

(3) Within the period under subclause (1) above, the Director-General, the Director or Equivalent Position or Secretary-General must substantively fill the position. The following options are available:

(a) If, upon assessment by the Supervisor, the staff member meets the criteria of the newly upgraded position, he or she may be recommended for appointment by the Commission;

(b) if the staff member does not meet the criteria of the upgraded position, the position must be advertised in accordance with the policy and procedures in Chapter 3 of this Manual.

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

(5) If the incumbent of the re-graded position is unsuccessful in securing the upgraded post following advertisement, the staff member must be transferred to a vacant funded post (at the same level) within the Ministry or to another Ministry, subject to the agreement of the Director-General or Secretary-General and the approval of the Commission.

(6) If the staff member cannot be placed in a suitable position as per subclause (4) above, the Ministry may request the Commission's approval to declare the staff member redundant only after exhausting all reasonable possibilities for reassignment. In such situations, the entitlements of the staff member upon termination of employment with the public service will follow the guidelines outlined in Chapter 7 of this Manual.

2.5.2 Occupied Position is Downgraded

(1) A staff member who occupies a position that is downgraded may be transferred to a vacant funded post (at the same level) within the Ministry by the Director-General or within the Department by the Director.

(2) Subject to the approval of the Commission, a staff member who occupies a position that is downgraded may be transferred to a vacant funded post (at the same level) at another Ministry.

(3) If there is no vacant and funded position at the same level available at the time of the downgrading under subclauses (1) and (2) above, the Commission may approve the current occupant of the position to be made redundant.

(4) A financial visa must be obtained before a transfer is made under subclauses (1) and (2) above.

(5) Daily-rated, contract, and temporary staff members appointed against a vacant position must not be transferred or appointed to a higher post during the restructure process of the department or Ministry. If a person is interested in a vacancy, he or she may apply for the position if advertised.

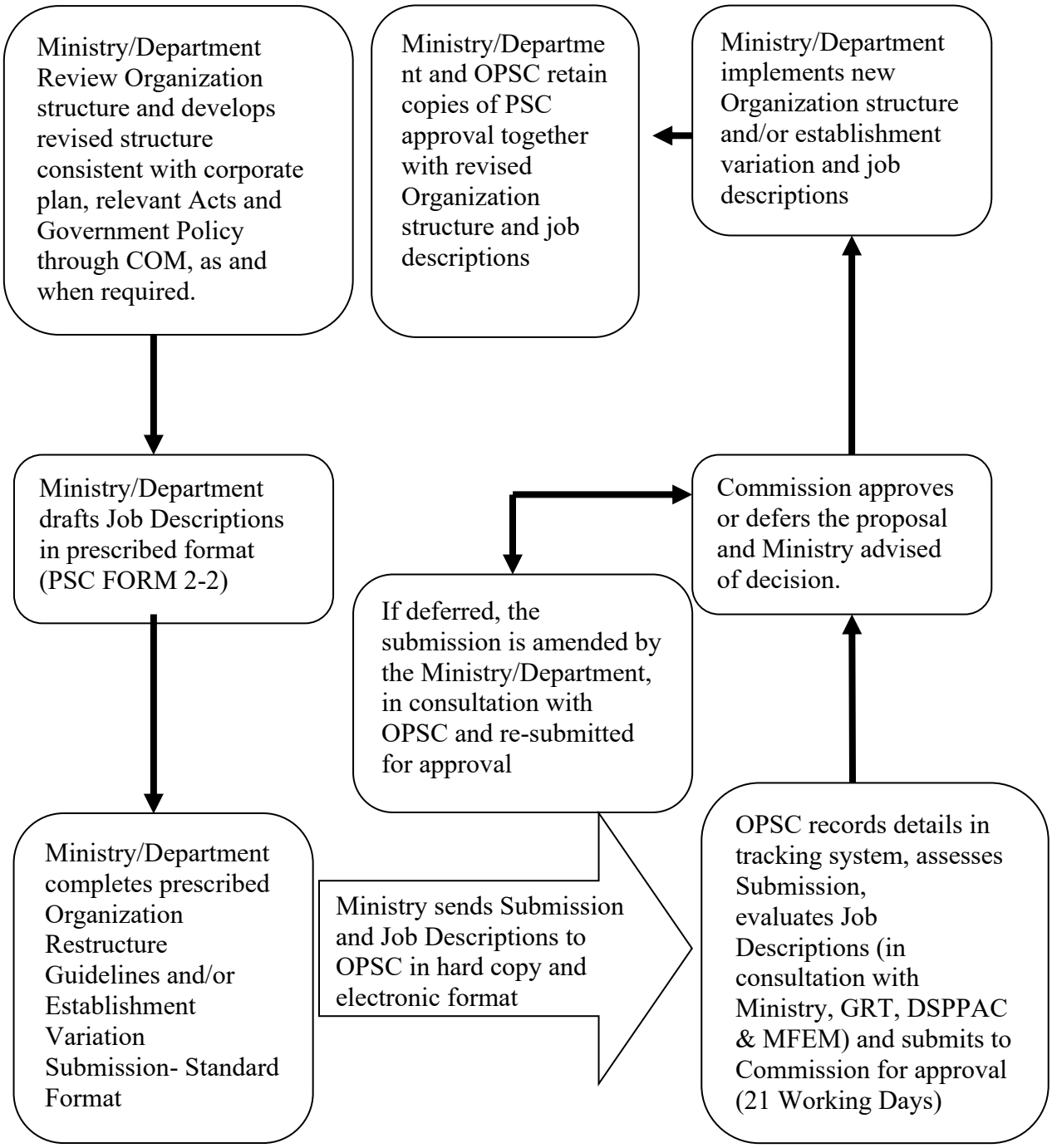
(6) A transfer under this sectoin requires the recommendation of the staff member's Director and Director-General or Equivalent Position as set out in the *Permanent Appointment Report Form*- (PSC FORM 3-6).

(7) A Director-General, a Director or Equivalent Position or, the Secretary, a Provincial Secretary-General, Town Clerk or any other equivilant positions must be advertised and are not subject to this section.

(8) If the redundancy option is taken under subclause (3) above, the entitlements of the staff member on cessation of employment with the public service specified under Chapter 7 of this Manual applies.

(9) For the avoidance of doubt the redundancy period shall be within a period of 18 to 24 months.

3. Organization Review and/or Establishment Variation Process



FORMS AND TABLES FOR CHAPTER 2: ORGANIZATION REVIEW, ESTABLISHMENT VARIATIONS AND JOB EVALUATION

[PSC FORM 2.1]

ORGANIZATION RESTRUCTURE AND/OR ESTABLISHMENT VARIATION SUBMISSION – STANDARD FORMAT

(To be typed on Ministry or Departmental letterhead)

The Office of Public Service Commission
Public Service Commission
PM Bag 9017
Port Vila

Dear [Recipient's Name],

Subject: [Insert title of proposal**]**

Example: *Proposal to Revise the Organization 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 and priorities under the Pillars of the National Sustainable Development Plan (NSDP), currently being implemented by the Government, is to devolve non-core human resource functions from the PSC to Ministries and departments.***

- ***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 in line with the objectives provided under the NSDP.***

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. A formatted Excel Spreadsheet that includes calculations of VNPF and Allowances is available from OPSC to provide full Establishment Cost of the restructure. This Excel Spreadsheet should provide

[PSC FORM 2.1]

The Comparison of fully implanted current structure & proposed Restructure. Implementation Stages must be provided.

PROPOSED POSITIONS TO BE CREATED AND OR UPGRADED/DOWN GRADED										
Post No.	**Title/ Occupant**	**Level/ Grade**	**Salary**	**Salary Total**	**Post No.**	**Title /Occupant**	**Level/Grade**	**Annual Salary**	**Salary Total**	**Salary Difference (%)**
Total					**Total**					

- In the event that a position is vacant, the Director-General and Secretary-General of the Ministry concerned must indicate whether sufficient funds have been allocated from the current financial year to enable the position to be filled, if required.

- Director-General and Secretary-General of the Ministry must 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 year's 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)**

Director-General and Secretary-General

Name:
Signature:
Date:

PUBLIC SERVICE COMMISSION
JOB DESCRIPTION FORM

Ministry to prepare and request approval by Public Service Commission. Please contact Organizational Development Unit (ODU) officers of the Office of the Public Service Commission (PSC) if you need assistance to complete this form Note: Not all sections need completion i.e. for junior officers

1	**Position Title**		
2	**Remuneration Level** (Proposed by Ministry but approved by PSC		
3	**Post Number** Ministry to allocate number but PSC to approve.		
4	**Ministry**		
5	**Department or Agency**		
6	**Location**		
7	**Purpose** Rationale for post establishment		
8	**Reports directly to:** Title of post to determine reporting line clearly	**9**	**Supervises** Provide titles & levels to indicate supervisory responsibilities
10	**Frequent Internal Contacts** Means clients within the Ministry	**11**	**Frequent External Contacts** Means clients from other sector stakeholders & agencies
12	**Contribution to Gov Planning Priorities** Impact of this position on progression of NSDP targets and/or Ministry plans & policies		
13	**Special Conditions (if any)** Unusual or dangerous work, unusual work hours or equipment use		
14	**SELECTION CRITERIA** Technical Competencies, Generic Competencies and Leadership Competencies are to be considered		

14.1	**Qualification** Provide highest qualification i.e. Masters, Bachelors, Diploma, Certificate	
14.2	**Expertise Area** Provide type of Degree or Diploma i.e. Law, Public Administration, Education	
14.3	**Experience** Indicate years of practical experience in specific sector/s	
14.4	**Technical Competencies** Refer to Guidelines provided by ODU	
14.5	**Generic Competencies** Refer to Guidelines provided by ODU	
14.6	**Leadership Competencies** Refer to Guidelines provided by ODU	
14.7	**Behavioural Competencies** Refer to Guidelines provided by ODU	

CHAPTER 3 – Recruitment

1. Introduction

(1) The Commission must ensure that the selection of persons for appointments and promotions is based on merit, as required under sections 15(2), (3) and (4) of the *Public Service Act.* The Commission may also approve minimum qualifications for specific positions or class of positions.

(2) To determine the best applicant for a vacant position, transparent, accountable, impartial and fair selection procedures must be in place. These procedures should ensure:

(a) all potential applicants have reasonable access and opportunity to apply for vacancies;

(b) applicants are given consistent information about the selection process in all three official languages (English, French, Bislama);

(c) all applications are assessed against the same selection criteria and panel guidelines;

(d) recruitment panels must ensure fair and unbiased selection decisions using information gathering methods appropriate to the nature of the advertised job;

(e) the selection process must be unbiased, free from political interference, religious affiliation, or familial or friendship relationships and any form of discrimination.

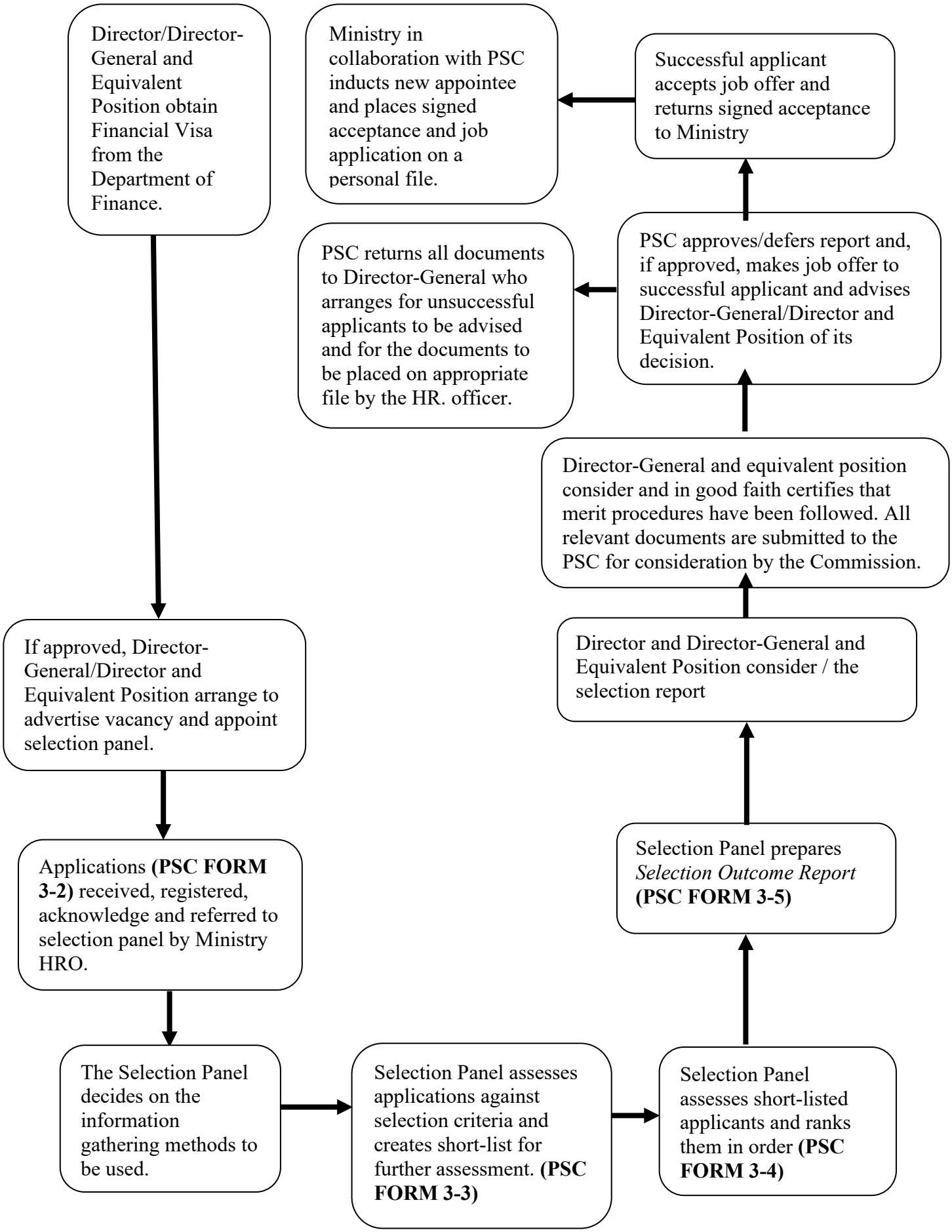
(3) Recruitment and selection decisions should align with the short and long-term objectives of the Ministry and Department, along with the goals set forth in the various pillars of NSDP and current government policies. The primary goal of recruitment is to build a high-quality workforce capable of efficiently delivering government programs and services, thereby enhancing overall service delivery. To achieve this, recruitment practices should be efficient, cost-effective, and free from unnecessary delays while ensuring the selection of the most qualified and meritorious candidates.

(4) To uphold the principles of merit-based selection while ensuring cost-effectiveness in the recruitment process, the procedures outlined in this chapter must be followed for standard appointments and promotions. These procedures are also applicable for recruiting the positions of the Secretary of the Public Service Commission, a Director-General, a Director or Equivalent Position, a Provincial Secretary General or Town Clerk. Additionally, the prescribed procedures in section 17B, section 18(2), section 18 B and section 18 E of the *Public Service Act* also apply.

(5) In specific situations, appointments may be exempted from the prescribed competitive process, as outlined in section 2 of this chapter. However, a selection decision must, at a minimum, rely on a transparent and equitable assessment to identify a suitable person for the job. This decision must also be publicly defensible. Specific categories of people eligible for appointment are identified in section 2.11 of this chapter.

A flow chart with an overview of the standard recruitment process required by this policy is provided on the next page. Additionally, a Recruitment Check List is provided in Section 3 of this chapter.

Overview of the Public Service Recruitment Process



2. Recruitment Process

(1) A Ministry and the OPSC must maintain accurate records of recruitment actions conducted within the Ministry. In cases involving recruitment for positions such as Director-General, Director, or Equivalent Position, Secretary and Secretary-General, the OPSC is responsible for maintaining appropriate records.

(2) Job vacancies must be widely advertised by the Ministry, ensuring that job-related information is reasonably accessible to the public, both within or outside Vanuatu.

(3) A Director-General, Director or Equivalent Position along with the Secretary-General, must establish a selection panel for positions below the Senior Executives. The panel should have appropriate and balanced representation, as outlined in the Panel guideline, to ensure fair consideration of all applicants.

(4) The selection panel must decide on the appropriate information gathering methods for assessing applicants for the vacancy.

(5) The decisions of a selection panel must be based on job-related selection criteria, ensuring fairness, transparency and the absence of discrimination. All decisions must be clearly documented and publicly defensible;

(6) After completing the selection process, selection panel must submit its recruitment outcome report to the relevant Director-General, Director and Equivalent Position of the Ministry or Department.

(7) It is emphasized that a Director-General, Director or Equivalent Position should not alter the decision of the Selection Panel, except in situations where the Director-General alleges grounds of discrepancies in the process. In such cases, the Director-General must submit the report to the Commission for consideration.

(8) Without limiting section 25(4) of the *Public Service Act,* the Commission may, based on the recommendation of a Director and Director-General, or Equivalent Position, appoint an officer to a higher post without advertising the position. This is contingent on the officer having acted in that post for at least six (6) months and subject to the officers' performance appraisal and good conduct.

(9) A *Selection Outcome Report* must be submitted by a Director-General, Director or Equivalent Position to the Commission for approval after the completion of any recruitment action within their Ministry.

These procedures are further detailed in the corresponding numbered sections below.

2.1 Keeping Accurate Records of The Recruitment Process

(a) A Director-General must arrange for a separate *Recruitment File* to be created in electronic and manual format by the Ministry HRO for each job vacancy. The File is to be kept in the Ministry for a period of 6 months, after which it can be put in the archive system.

(b) In the case of the recruitment of a Director-General, Director and Equivalent Position, Provincial Secretary-General, Secretary, and Town Clerks, the 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; and

ii. a copy of the job description; and

iii. a copy of the Ministry or Department's Organizational structure that clearly shows where the position fits; and

iv. a register from the Ministry or Department noting down the name of each applicant and the date their application was received and acknowledge d; and

v. all job applications received for the particular vacancy, with the prescribed *Individual Assessment Form*- (**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 applicant's acceptance of the offer); and

vi. copies of all documentation sent to the Commission regarding the job vacancy, including the *Approval to Advertise Form*- **(PSC FORM 3-1**) and fill the *Comparative Assessment of Applicants Form*- **(PSC FORM 3-4)** and the *Selection Outcome Report Form*-**(PSC FORM 3-5);** and

vii. all documents relating to the job vacancy received from the Commission or others; and

viii. any other relevant documentation (e.g. copies of the acknowledgement and unsuccessful letters).

(d) Failure to report to work location after accepting an offer within one (1) week without obtaining prior approval, the position is deemed to be made vacant and the eligible candidate may be appointed to replace the person.

2.2 Advertising the Job Vacancy, Providing Job Information and Acknowledging Receipt of Applications

2.3.1 Advertising the Job Vacancy

(a) A vacancy must be advertised in a manner that ensures a reasonable number of potentially suitable applicants have the opportunity to view the advertisement and access job-related information.

(b) Job vacancies must be advertised using methods that increase public awareness of the vacancies, such as advertising in local and regional newspapers, Government Intranet,

other social media platforms (Facebook or Wok I Kik), the Ministry and Department's Website including PSC website. Additionally, consideration must be given to the following means of advertising:

i) placing advertisements in specialist journals or magazines relevant to the advertised position;
ii) circulars distributed throughout the Ministry and Departments via the Government Intranet;
iii) placing vacancy announcements through online advertisements;
iv) displaying notice of advertisements on public, community or any academic institutions notice board.

(c) Vacancies for Director-General, Directors or Equivalent Positions, Secretary-General, the Secretary and a Town Clerk must be advertised in accordance with sections 17B (a) and (b), sections 18(2)(a) and (b), sections 18B(a) and (b) or sections 18E (a) and (b) of the *Public Service Act.*

(d) For positions other than the positions listed above, applicants are to be provided with 14 calendar days to apply from the date the vacancy is first advertised.

(e) In urgent cases, the Secretary may, upon request from the relevant Ministry or Department approve a shorter period of not less than five days.

(f) A job vacancy advertisement must contain the information outlined in subclause (b) and must inform potential applicants that applications must be made using the prescribed *Public Service Job Application Form*-(**PSC FORM 3-2**).

2.3.2 Providing Job Information

An information package must be provided to all potential applicants who inquire about the job. The package, at a minimum should include, *Public Service Job Application Form*- **(PSC FORM 3-2),** a copy of the approved *Job Description Form*- (**PSC FORM 2-2),** a copy of the current approved Organizational structure indicating the position's placement, and any other relevant information relating to the Ministry or Department and the position.

2.3.3 Acknowledging Receipt of Applications

An application received by a Ministry or Department must be recorded in a register, and an acknowledgement should be provided to the applicant, confirming the receipt of their application. The acknowledgement should also indicate that his or her application will be referred to the selection panel for consideration.

2.3 Establishing a Selection Panel

(a) The establishment of a selection panel is guided by the Panel Guideline.

(b) If a panel member has a direct conflict of interest with an applicant, the panel member must declare the conflict in writing to the convenor of the panel, who will determine whether the panel member should be replaced.

(c) The convenor may weigh the reasons for the declared conflict. If satisfied that it won't affect the recruitment process, the convenor must inform the panel member in writing of their continuous participation.

(d) If a panel member does not confirm or respond to his or her nomination within 3 days, he or she should be replaced by another staff member appointed in writing by the Director-General, the Director or Equivalent Position.

(e) A panel member must be notified of his or her replacement made under clause (d) above.

2.4 Using Appropriate Information Gathering Methods

(a) Prior to evaluating the applications, the Selection Panel must identify suitable information gathering methods for both shortlisting and final selection of applicants. The method chosen should be clearly noted on the *Individual Applicant Assessment Form*- **(PSC FORM 3-3).**

(b) On the application closing date, the selection panel, within 14 days, must assess all applicants for the vacancy and submit a Selection Report to the Director-General, Director or Equivalent Position for endorsement.

(c) Depending on the nature of the job being advertised, various information gathering methods may be used, including but not limited to:

i) assessing the written application against the selection criteria;

ii) assessing the applicants resume;

iii) examining work samples provided by applicants;

iv) conducting interviews of the applicants (this method must be one of the methods used in the case of appointment of Secretary, Director-General, Director or Equivalent Position, Secretary-General and Town Clerk);

v) administering practical job-related tests or exercises if applicable;

vi) obtaining written and verbal referee reports from 2 referees, with one report from the recent employer or academic institution for new graduates and the other from a chief, church leader, or equivalent person of standing and copies of formal qualification.

(d) While creating a short-list of applicants, methods from subclauses (c) (i), (ii), (iii) and (vi) generally suffices. However, for the final selection from the shortlisted candidates, additional methods may be employed based on the nature of the advertised position, as determined by the selection panel. All of these methods need to be used, providing flexibility in the selection process.

(e) The selection panel must apply the methods under subclause (c) in a just, fair and transparent manner.

(f) In establishing the shortlist of applicants, the same methods must be applied to all applicants. Similarly, the range of methods used for final selection must be consistently applied to all shortlisted applicants.

(g) The successful candidate is to be informed of the decision of the Commission by way of a formal letter.

(h) A Ministry or Department must acknowledge in writing any candidate that has been interviewed.

(i) The selection outcome report must be kept confidential.

2.5 Using Appropriate Selection Criteria

The selection criteria are established by the Panel Guideline.

(a) To identify eligible candidates for the vacant position, selection panel members must assess applicants against the specified criteria.

(b) Applicants should not be evaluated against criteria not identified in the advertisement or the Job Description at the time that the vacancy was advertised.

(c) For a position within the Corporate Service Unit of a Ministry, the selection panel must not consider or be influenced by directives or statements from the Minister responsible, Prime Minister, a member of parliament, a Minister's representative or Political Advisor, regarding the panel's recommendations.

(d) In shortlisting and recommending applicants for an interview, the selection panel must be provided with relevant application materials for its assessment.

(e) The outcome of the selection process must be clearly documented, both, in relation to individual applicants and a comparative assessment of the applicants, in the following manner:

i) For each separately 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 completing the form, it must be attached to the relevant job application and become part of the recruitment documentation.

ii) After interviewing an applicant individually and rating them in order of merit, the selection panel must fill out the C*omparative Assessment of Applicants Form* **-(PSC FORM 3-4),** commenting on their decision, indicating the recommended and eligible candidate for appointment by the Commission.

(f) An eligibility list, created after ranking applicants in order of merit, may remain in force for three (3) months from the date of approval of the Selection Outcome Report **(PSC FORM 3-5)** by the Commission.

(g) If the recommended applicant declines the offer, the Commission shall appoint the next most eligible candidate from the eligibility list referred to under subclause (f).

(h) If a position becomes vacant within the three (3) months following the date of appointment, a director or Equivalent Position, Secretary or Director-General must inform the Commission of the vacancy in writing within seven (7) calendar days, allowing the Commission to appoint the next most suitable candidate from the eligibility list.

(i) If the position becomes vacant after a three (3) months' period following the date of appointment, a Director or Equivalent Position, Secretary or Director-General must inform the Commission of the vacancy and the Commission may then approve the readvertisement of the position.

(j) To be included on the eligibility list, an applicant's scoring must be closer (not below a 5-point difference) to the recommended applicant. Scoring below a 5-point difference from the recommended applicant should be excluded from the eligibility list.

(k)If the Commission does not appoint the recommended applicant based on the panels to the recommendation and decides to appoint from the eligibility list, it may do so if the applicant on the eligibility list has a scoring closer to the recommended applicant as provided in subclause (j). If the eligible applicant does not have such a scoring, the Commission may approve the re-advertisement of the position and notify the relevant Director-General, Director or Equivalent Position of its decision.

2.6 Submission of Selection Outcome Report

(a) A Selection Panel established within a Ministry must submit a selection outcome report and its recommendations to the Director or Equivalent Position and/or Director General review and endorsement. The selection outcome report must include all relevant documentation, including all job applications and the *Individual Applicant Assessment Form*- **(PSC FORM 3-3)** each applicant.

(b) The Director or Equivalent Position and the Director-General must endorse the *Individual Applicant Assessment Forms* (PSC FORM 3-3), including the *Comparative Assessment of Applicants Form*- **(PSC FORM 3-4),** and provide their comments. Once endorsed, these two Forms **(PSC FORMS 3-3 & 3-4)** together constitute the complete Selection Report.

(c) Except in the case of a staff member working in a Minister's Office, a Director or Director-General must not consider or be influenced by any direction or statement made by a Minister, their representative or Political Adviser, in relation to any selection recommendation they endorse or make.

2.7 Certifying That Prescribed Merit Selection Methods Have Been Followed

(a) A Director-General is responsible for ensuring that the prescribed and appropriate merit selection procedures are in place within all Departments and agencies within their Ministry. Ministry HROs are to assist the Director-General in the overall process of recruitment.

(b) In all cases of recruitment done within a Ministry for positions below Director's level, the relevant Director-General must certify on the *Selection Outcome Report Form* **(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, including the Panel Guideline, unless a particular recruitment action has been exempted from these procedures by the Public Service Commission or the *Public Service Act*.

(d) In the case of the recruitment of a Director or Equivalent Position, a Director-General, such certification must be provided by the Convener of the selection panel established by the PSC.

(e) A Selection Outcome Report must not be approved by the Commission without this certification under this section.

2.8 Permanent Appointment of a staff member to a Higher Post Without Advertising the Vacancy and During the Restructure Process

2.8.1 *Permanent Appointment of a staff member to a Higher Post Without Advertising the Vacancy*

(a) If a staff member has been acting in a higher post for a continuous period of at least six (6) months, the Commission may appoint that staff member to the post on a permanent basis, provided that the staff member's performance has been very satisfactory to excellent during their tenure of acting appointment against the position, as indicated in their performance appraisal.

(b) The Commission may make this appointment under subclause (a) if it is satisfied that the merit and equity criteria under sections 25(3) and (4) of the *Public Service Act* have been met.

(c) The Secretary, Director-General, a Director, or an Equivalent Position or Secretary-General may recommend to the Commission to directly appoint the staff member referred to above in line with the succession plan of the Department or Ministry. In doing so, the Commission must scrutinize the recommendation and approve this appointment.

2.8.2 Permanent Appointment of a Staff member to A Higher Post Without Advertising the Vacancy During the Restructure Process

(a) If the Commission approves the up-grading of a position currently held by a staff member, the Director-General, Director or Equivalent Position may approve the incumbent of the upgraded position to be appointed to the new position in an acting capacity for a period not exceeding six (6) months.

(b) Within six (6) months period specified in subclause (a), the Director-General, the Director or Equivalent Position must take action to substantively fill the position. Options available in this regard include:

(i) If, upon assessment by the Supervisor, the staff member meets the criteria of the newly upgraded position, they may be recommended for appointment by the Commission; or

(ii) If, upon assessment by the Supervisor, the staff member does not meet the criteria of the newly upgraded position, the position must be advertised in accordance with the policy and procedures contained in this Chapter.

(c) If the incumbent of the regraded position is unsuccessful in being selected for the upgraded post following advertisement, the staff member must be transferred to a vacant funded post (at the same level) within the Ministry or to another Ministry, subject to the agreement of the Director-General or Equivalent Position and the approval of the Commission. If no position can be found for the staff member, approval of the Commission may be sought to declare the staff member redundant. In such cases, the entitlements of the staff member on cessation of employment with the public service are as specified in Chapter 7 of this Manual.

2.9 Obtaining approval of the Selection Outcome Report

(a) A Director-General must submit all *Selection Outcome Report Form*- **(PSC FORM 3-5)** completed in the prescribed format to the Commission for consideration. Each *Selection Outcome Report Form*- (**PSC FORM 3-5)** must have attached to it the completed *Comparative Assessment of Applicants Form*- **(PSC FORM 3-4**) prepared by the selection panel, including job applications and *Individual Assessment Form*- (**PSC FORM 3-3)** for applicants interviewed for the vacancy.

(b) If the Commission approves the recommendations made in the *Selection Outcome Report,* the Secretary must:

i) inform the Director-General, Director or Equivalent Position in writing;

ii) send a written job offer to the successful applicant, along with an acceptance letter;

iii) notify in writing the applicants who have been placed on the eligibility list;

iv) return all documents as referred to in subclause (a) above to the Director-General.

(c) If the offer under subclause (b)(ii) is declined, an offer should be made to the next eligible candidate as per clauses 2.6(j) and (k) if they are recommended in the *Comparative Assessment of Applicants Form* **(PSC FORM 3-4**).

(d) 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 (in this case all heads of Ministry, Director-Generals, Directors or Equivalent Positions, Secretary-Generals, the Secretary and political appointees) or Organization, either within or outside the Public Service. In exercising this function, the Commission may:

(i) consult and take into consideration the views and requirements of the Director-General and/ or Director or Equivalent Position affected by the appointment; or

(ii) act independently but have regard to its obligation to act as a good employer.

(e) The successful applicant must be provided with the terms and conditions of employment and a copy of the Codes of Conduct along with the job offer letter. The applicant is required to formally accept the offer and the specified terms and conditions by signing the acceptance letter of offer and returning it to the Ministry HRO prior to commencing duties.

(f) The Director-General, Director or Equivalent Position must arrange for:

(i) unsuccessful shortlisted applicants to be advised in writing of the outcome of the selection process;

(ii) the induction of the new staff member (once the appointment has been confirmed);

(iii) the creation of a personal file for the new staff member, which, at this stage, should contain the person's job application form, the *Individual Applicant Assessment Form* **(PSC FORM 3-3),** the job offer letter signed by the Secretary, 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.

(g) The recruitment file can be archived after 12 months of the financial year from the date of appointment. However, the personal file of the staff member must be retained permanently.

(h) If a staff member is transferred from one Ministry or Department to another Ministry or Department, HRO of the Ministry or Department must ensure that the personal file of the staff member is transferred accordingly to the relevant Ministry or Department at a later date, and a copy of the same must be kept.

(i) If the Commission does not approve the *Selection Outcome Report's* recommendations, the Secretary must:

(i) inform in writing all interviewed applicants of the Commission's decision; and

(ii) inform in writing the relevant Director-General, Director or Equivalent Position of the Commission's decision; and

(iii) transfer the recruitment file to the relevant Ministry or Department.

2.9.1 Recruitment Process Checklist

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

	YES	NO
1. When requesting approval to advertise and fill a vacancy, has the relevant Director-General provided appropriate documentation in the prescribed format?	☐	☐
2. 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?	☐	☐
3. Have all applications received been on (**PSC FORM 3-2),** signed by the applicant, registered, acknowledge d and the applications forwarded to the Selection Panel?	☐	☐
4. Has the Selection Panel agreed on which information-gathering methods to use appropriate to the nature of the job vacancy in relation to shortlisting and final selection?	☐	☐
5. Have all the applications been assessed and short-listed against the selection criteria using appropriate information gathering methods?	☐	☐
6. Has an *Individual Applicant Assessment Form* **(PSC FORM 3-3)** been completed for each applicant and attached to job application?	☐	☐
7. Have the short-listed applicants been assessed against the selection criteria using appropriate information gathering methods?	☐	☐
8. Has a *Comparative Assessment of Applicants Form* **(PSC FORM 3-4)** been completed in the prescribed PSC format recommending the successful applicant?	☐	☐
9. Has the *Selection Outcome Report Form*-(**PSC FORM 3-5)** been endorsed by the relevant Director of Department and Director-General?	☐	☐
10. Has the *Selection Outcome Report* been *deferred* or *approved* by the PSC and the Secretary of OPSC advised the Director-General of the decision and/or offered the position to the successful applicant?	☐	☐
11. If *deferred* by the PSC, has the Secretary of the Commission consulted with the relevant Director-General on any appropriate action required?	☐	☐
12. If *approved* by the PSC, has the successful applicant accepted the job offers by signing a copy of the job offer letter and all relevant documents placed on a Personal file?	☐	☐
13. Have all eligible and unsuccessful shortlisted applicants been advised and all relevant documents placed on the Recruitment file?	☐	☐
14. All formal qualification from the applicants needs to be certified by Commissioner of Oath.	☐	☐

2.10 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 members, subject to any merit requirements of the *Public Service Act* being met:

(i) any person engaged temporarily to work in a position in a Ministry's office;

(ii) temporary salaried staff members engaged under Section 30 of the *Public Service Act* for a period no longer than six (6) months;

(iii) contract staff members must not be engaged more than four (4) years, as per section 15 of the *Employment Act* [CAP 160];

(iv) daily-rated workers must not be engaged more than four (4) years, as per section 15 of the *Employment Act* [CAP 160];

(v) acting in the position at the same salary level is to be filled by a staff member (outside appointments remain subject to this policy);

(vi) an acting appointment at a higher salary level where the duration of appointment, or series of appointments, will not exceed six (6) months;

(vii) the permanent appointment of a staff member to a higher post in circumstances specified in clause 2.9 of this chapter;

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

(ix) a staff member appointed or transferred 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) an expatriate engaged on a contract basis to meet a local staff shortage, subject to the original request and appointment being approved by the Commission;

(xi) an expatriate engaged through *Government Contracts and Tenders Act [Cap. 245]*.

(b) All appointments under subclauses (a)(i)(ii)(iii) and (iv) above must be engaged under contract of employment if service is to be provided for more than 14 calendar days.

2.10.1 General Conditions of Eligibility for Appointment

(a) A person may not be appointed to a position in the Public Service unless he or she:

(i) is a citizen of Vanuatu.

(ii) fulfills the physical requirements for the appointment, if applicable.

(iii) is at least 18 years of age.

(iv) is under 60 years of age, except for appointment on contract.

(v) has a working knowledge of English, French, and Bislama.

(vi) is of good and acceptable character.

(b) Despite subclause (a), a person:

(i) with a criminal conviction may be considered for appointment if he or she has not been convicted of an offence for a period of at least four (4) years from his or her previous

conviction, and there is no reason to believe that he or she is not fit for appointment to the Public Service, or as the Commission may determine;

(ii) who is dismissed on a compulsory basis or resigned from the Public Service as a result of a disciplinary matter may be considered for reappointment if the date of dismissal or resignation is two (2) years from the new proposed appointment date, or as the Commission may determine.

(iii) who voluntarily resigns from the Public Service in good faith may be reappointed after one (1) year from the date of his or her resignation.

(c) The PSC may establish a pool of retired staff members to retain and utilise acquired institutional knowledge for future employment.

(d) The Commission may determine any other general conditions of eligibility under this section.

2.10.2 Temporary Salaried Staff members

(a) The eligibility of a temporary salaried staff member to become a permanent staff member must be based on a Distinguish Performer or High Performer assessment for six (6) months;

(b) If a position is vacant and budgeted for, and a Director-General, Director, or Equivalent Position intends to employ a person on permanent basis against the vacant position, the person may be engaged directly as a temporary salaried staff member.

(c) For the avoidance of doubt, a contract staff member must not be directly appointed to a permanent position.

(d) Under no circumstances are contract staff members to commence duty prior to the approval of the Commission. The Commission may terminate any contract made without its prior approval.

(e) Temporary salaried staff members may be engaged for a period not exceeding six (6) months if there is an approved established position. The engagement is typically to cover the absence of a staff member during periods of leave or to fill a temporary vacancy pending recruitment process.

(f) Subclause (a) does not apply to the following categories:

i) Secondment;

ii) Study leave;

iii) Sabbatical leave;

iv) Leave without pay.

(g) All requests to engage temporary salaried staff members must be submitted to the Commission for approval on the *Request to Employ a Temporary Salaried Staff member, a Daily Rated Worker or a Contract Staff member Form* -(**PSC FORM 3-7)** and be supported by a Financial Visa*,* a *Job Application Form* -**(PSC FORM 3-2**) completed by the proposed staff member, and the approved *Job Description Form* -**(PSC FORM 2-2)** for the position to be occupied. Under no circumstances should temporary salaried staff members commence duty prior to the approval of the Commission.

(h) If approved by the Commission, the Secretary is to make an offer of employment to the recommended applicant, including his or her contract of employment.

(i) The code of conduct is to be provided with the job offer letter. The applicant must sign and return the acceptance of offer letter, including the contract of employment, to the Ministry or Department HRO, acknowledging acceptance of the offer under the terms and conditions advised prior to taking up duty.

(j) The Secretary is to inform the Ministry or Department HRO of the decision by providing the original approved *Request to Employ a Temporary* Salaried *Staff member, a Daily Rated Worker or a Contract Staff member Form* - **(PSC FORM 3-7).** Copies of these documents are to be retained by the OPSC and placed on a personal file.

(k) A person must not be employed as temporary salaried staff member unless he or she is:

(i) able to perform the requirements of the job; and

(ii) under 18 years of age; and

(iii) over 60 years of age; and

(iv) of good character; and

(v) employed for a period of more than six (6) months.

2.10.3 Recruitment of Daily Rated Workers

(a) Daily- rated workers are employed in situations where the work required, due to its temporary, fluctuating, or special nature does not justify the permanent employment of an individual.

(b) Daily- rated workers are not required to undergo the formal recruitment processes outlined in this Manual.

(c) Whenever the need arises to employ daily rated workers for more than 14 calendar days, it is mandatory to invite applications from multiple individuals. A comparative assessment of the applicants against the Job Description criteria should be conducted by a representative of the Department or Ministry with technical knowledge, in collaboration with the Ministry or Department HRO.

(d) Daily- rated workers may be employed for a maximum period of 30 calendar days, provided there is adequate budgetary provision by the Department or Ministry.

(e) Requests to employ daily rated workers must be submitted to the Commission for approval using the *Request to Employ a Temporary Salaried Staff member, a Daily Rated Worker or a Contract Staff member Form* -**(PSC FORM 3-7).** This submission must be supported by a *Job Application Form* -**(PSC FORM 3-2**) completed by the staff member, *a Job Description Form* -**(PSC FORM 2-2),** and an approved financial visa in cases where the proposed duration of the employment exceeds six (6) months. Under no circumstances should daily rated workers commence duty before Commission approval.

(f) If approved by the Commission, the Secretary shall make an offer of employment to the recommended applicant, including the contract of employment.

(g) The code of conduct should be provided with the job offer letter. The applicant must sign and return the acceptance of the offer letter, including the contract of employment, to the Ministry or Department HRO, acknowledging acceptance of the offer under the terms and conditions advised prior to taking up duty.

(h) The Secretary shall inform the Ministry or Department HRO of the decision by providing the original approved *Request to Employ a Temporary Salaried Staff member, a Daily Rated Worker or a Contract Staff member Form* - **(PSC FORM 3-7).** Copies of these documents will be retained by the OPSC and placed on a personal file.

(i) To be employed as a daily-rated worker, a person must:
   i) be able to perform the requirements of the job;
   ii) be at least 18 years of age or older;
   iii) be under 60 years of age;
   iv) exhibit good and acceptable behaviour; and
   v) be employed for a period not exceeding four (4) years.

2.10.4 Engagement of Contract Staff members

(a) Contract staff members other than a Director-General, Director or Equivalent Position, Secretary-General may be engaged for a period of 6 months at intervals for up to a maximum of four (4) years for normal contract positions. This is applicable when the nature of the work to be performed involves short-term specialist services with specific Terms of Reference.

(b) A person employed under contract is not a staff member.

(c) Any change of status of employment from contract to temporary and to permanent status is to be referred to the Commission for consideration and approval.

(d) The Commission may consider and approve changes of status of employment from contract to temporary and to permanent status based on a formal request from a Director or Equivalent Position or Director-General. The requesting party must provide the following information:

(i) the person has a proven employment record and necessary qualification and experience for the position; and

(ii) Performance appraisal with the rating of 80% or above; and

(iii) Copy of Job descriptions of relevant existing position.

(e) All requests to engage contract staff members are to be submitted to the Commission for approval on the *Contract Staff member Form* -(**PSC FORM 3-7).** The Submission must be supported by a *Job Application* **(PSC FORM 3-2)** completed by the person and Terms of Reference.

(f) If approved, the relevant Director-General, Director or Equivalent Position, and the person must sign the Agreement of Service. Copies of these documents will be retained by the OPSC and placed on a personal file.

2.10.5 Minimum Content of Job Vacancy Advertisements

The Job Vacancy Advertisement must include the following:

(a) name of the relevant Ministry, Department, and Section/Unit related to the job vacancy.

(b) the job title, recently approved salary level, appropriate checked position number, and the location of the advertised job.

(c) 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 or abbreviated statement. [NOTE: *This is not required if an information package is available providing this information*].

(d) the selection criteria should summarise the essential skills, competencies, knowledge, qualifications and experience required for 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 are educational and professional qualifications that must be possessed by the occupant to discharge the duties and responsibilities of the position (e.g.

solicitor or lawyer, medical practitioner etc.). These qualifications should be included in the advertisement if the qualifications are required for the position.

(f) the HRO's within the Ministry or Department shall be the contact staff member 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) 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) in most cases, the closing date should be fourteen (14) calendar days after the day of first publication of the job vacancy advertisement and twenty-one (21) calendar days for senior executive positions. 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.

(i) the postal and email address of Ministry or department must be included in all advertisements to enable applicants to address their applications.

(j) applications may be submitted in English, French or Bislama.

2.10.6 Code Of Conduct

The "Code of Conduct" governing the actions and behaviour of a staff member of the public service is contained in Part V, Sections 32, 33, and 34 of the *Public Service Act*. It is compulsory that all staff members appointed to any position within the public service must sign a *Non-Disclosure Form* **(PSC Form 3-8)** and *Code of conduct Form* **(PSC Form 3-9).**

FORMS FOR CHAPTER 3: RECRUITING AND SELECTING STAFF

[PSC FORM 3-1]

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 organization chart been developed that clearly shows where the position fits into the Department's structure? *(Please attach a copy of the PSC approved Organization 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

[PSC FORM 3-2]

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: _____

   LOCATION:_____MINISTRY: _____

   DEPARTMENT: _____

2. **PERSONAL DETAILS:**

   NAME:_____

   ANY OTHER NAME YOU ARE KNOWN AS: _____

   MAILING or EMAIL ADDRESS: _____

   DATE OF BIRTH:_____(Attach certified copy of birth certificate)

   MALE: _____ FEMALE: _____ NATIONALITY: _____

3. **ACADEMIC QUALIFICATION:**
   (*List Three Highest RELEVANT Academic Qualification you have attended in chronological order starting with the latest. Attach certified copies of Academic qualifications.*

NAME OF ACADEMIC INSTITUTION	FROM	TO	QUALIFICATION OBTAINED

4. TRAININGS:
(*List RELEVANT trainings you have attended and include any short courses in chronological order starting with the latest. Attach certified copies of training certificates that you have.*

NAME OF INSTITUTION / ORGANIZATION	FROM	TO	RECOGNITION / CERTIFICATION OBTAINED

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

LANGUAGES	WRITTEN			SPOKEN		
	Good	Basic	None	Good	Basic	None
English						
French						
Bislama						

6. 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 and any work or personal references you want us to see*).

Organization	Position	From	To	Reason for leaving

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 three relevant work referees:**

1. Name: _____ **Daytime Phone:** _____

2. Name: _____ **Daytime Phone:** _____

3. 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: _____

[**PSC FORM 3-3]**

INDIVIDUAL APPLICANT FIRST 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*)

1. *Poor*		*fair*			*good*		*excellent*		*outstanding*		**Score**
0	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	
2. *Poor*		*fair*			*good*		*excellent*		*outstanding*		**Score**
0	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	
3. *Poor*		*fair*			*good*		*excellent*		*outstanding*		**Score**
0	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	
4. *Poor*		*fair*			*good*		*excellent*		*outstanding*		**Score**
0	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	
5. *Poor*		*fair*			*good*		*excellent*		*outstanding*		**Score**
0	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	
6. *Poor*		*fair*			*good*		*excellent*		*outstanding*		**Score**
0	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	

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 Organization*): _____

[PSC FORM 3-4]

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: ***(Ministry/Department Responsible for Recruitment should directly be the Panel Convener)***

Representative: Name Signature Date

Department:_____

OPSC or Nominee:_____

Independent:_____
Other Department or Organization**)**

COMPARATIVE RANKING OF APPLICANTS: (*Place recommended applicant first*)

Name of Applicant	Comments
1.	
2.	
3.	
4.	
5.	
6.	

RECOMMENDED APPLICANT:_____

ELIGIBLE CANDIDATE:1. _____

2. (*if any*):_____

[PSC FORM 3-5]

SELECTION OUTCOME REPORT

(NOTE: ***This form MUST be attached to the Comparative Assessment of Applicants Form (PSC FORM 3-4) completed by the Panel).***

JOB TITLE:_____ GRADE: _____POST NO: _____

MINISTRY: _____ DEPT: _____LOCATION: _____

RECOMMENDED APPLICANT: _____

ELIGIBLE APPLICANT1._____
2. (if any):_____
(Ranked in order of merit commencing with the next most suitable applicant) **_____**

1. **DIRECTOR OF DEPARTMENT or PSC CONVENOR (*if Director-General, Director or Equivalent Position)***
   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 Director-General, Director or Equivalent Position*)**
   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**
   (This section is for OPSC records (CSU))

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

   Comments: _____

[PSC FORM 3-6]

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, a financial visa, and performance appraisal 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 Staff member
(Please circle relevant status)
Period the staff member has been Acting in the Position - FROM:_____ **TO:**_____

Does the staff member have the Required Qualifications and experience as per the job description Yes ☐ No ☐ (Attach required documents)

What languages, other than English, French, and Bislama, does the staff member speak:
_____

What is the staff members Island or Country of Origin:_____
_____

Gender Male ☐ Female: ☐

Why was the staff member selected to Act in the Post: *Please attach report setting out reasons including experience to why the staff will occupy the Position on Permanent Basis by Director-General or Director.*

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

[PSC FORM 3-6]

Public Service Commission Decision:
(This section is for OPSC records (CSU))

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):

_____

[PSC FORM 3-7]

REQUEST TO EMPLOY A TEMPORARY SALARIED STAFF MEMBER, A DAILY RATED WORKER OR A CONTRACT STAFF MEMBER

NAME OF PROPOSED STAFF MEMBER: _____

(Person MUST complete and attach a Job Application (PSC Form 3-2)

IS THE PERSON 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 TERMS OF REFERENCE AND ATTACH TO THIS REQUEST FORM

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

_____

_____

_____

_____

HOW WAS THE PROPOSED STAFF MEMBER SELECTED?

_____

_____

_____

IS THE PERSON TO BE EMPLOYED AS A (Place a cross in the appropriate box)

TEMPORARY SALARIED STAFF MEMBER ☐ **(generally applicable where there are 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 are 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 STAFF MEMBER ☐ **(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 staff member, please complete an unsigned Agreement of Service and attach to this Request Form.

PROPOSED PERIOD OF EMPLOYMENT: FROM _____ **TO** _____

[PSC FORM 3-7]

NOTE: STAFF MEMBER MUST NOT COMMENCE DUTY PRIOR TO OBTAINING THE APPROVAL OF THE PUBLIC SERVICE COMMISSION

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 (CSU)

Ministry advised of decision on:_____

Temporary Salaried Staff member or Daily Rated Worker Job Offer Letter issued and a copy forwarded to the Ministry on:_____
OR
Signed Agreement of Service (for contract staff member) forwarded to Ministry on: _____

[PSC FORM 3-8]

NON-DISCLOSURE AGREEMENT

This Non-disclosure Agreement (the "Agreement") is entered into by and between *the Employer and the Staff member* for the purpose of preventing the unauthorized disclosure of Confidential Information as defined below. The parties agree to enter into a confidential relationship with respect to the disclosure of confidential information.

1. **Definition of Confidential Information.** For the purpose of this Agreement, "Confidential Information" shall include all information or materials that have or may be used against the employer.
2. **Employer.** For the purpose of this Agreement, the Employer refers to the Public Service Commission and may devolve its function to the Director-Generals of the Ministry or the Director of the Department;
3. **Exclusions from Confidential Information.** The Staff members obligations under this Agreement do not extend the information that is publicly known at the time of disclosure or subsequently becomes publicly known through no fault of the Staff member;
4. **Obligations of Staff member.** The Staff member shall hold and maintain the Confidential Information in strictest confidence for the sole and exclusive benefit of the employer.
5. **Time Periods.** The nondisclosure provisions of this Agreement shall survive the termination of this Agreement and the staff member's duty to hold Confidential Information in confidence shall remain in effect until the Confidential Information no longer qualifies.
6. **Severability.** If a court finds any provision of this Agreement invalid or unenforceable, the remainder of this Agreement shall be interpreted so as best to affect the intent of the parties.

This Agreement and each party's obligations shall be binding on the representatives, assigns, and successors of such party.

Employer (PSC Secretary/Director-General/Director)

Printed Name: _____

Title: _____

Ministry/Department: _____

Dated: _____

Signature: _____

Staff member

Printed Name: _____

Title: _____

Ministry/Department: _____

Dated: _____

Signature: _____

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:

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 an 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.

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) Subclauses (1) and (2) of this section shall apply to Director-Generals and Directors.

Staff Members Obligations

(1) Every staff member, Director-General, Director or Equivalent Position, Secretary-General 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 Equivalent Position, 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 staff members and daily rated workers and persons engaged on a contract basis.

I……. hereby fully accept to comply with the PSC Code of conduct.

Signature: ----------

Date: ----------

CHAPTER 4 – Terms and Conditions of Employment

1. Introduction

(1) Section 15 of the *Public Service Act* places a duty on the Public Service Commission to act as a good employer. The objective of the terms and conditions outlined in this chapter is to offer appropriate remuneration, cover work-related expenses incurred by a staff member and address their social needs effectively.

(2) 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 members while being simple and cost-effective to administer. The following terms and conditions apply to all categories of employment in the Public Service (i.e. permanent staff members, contract officers, temporary staff members 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

(1) A staff member is entitled to a salary set out in the Public Service Salary Structure as determined by the Government Remuneration Tribunal corresponding to the grade of position specified by the Commission.

(2) The Public Service Salary structure is as set in (**Table 4-1).**

2.1.1 Incremental Progression

(1) The Secretary, a Director-General, Director or Equivalent Position or Secretary-General may approve standard increments in accordance with this section.

(2) If a staff member is refused an increment on the grounds of unsatisfactory performance, he or she has the right to appeal to the Commission.

(3) Except in circumstances specified in subclause (4) and subject to any restriction on the increment in the Letter of Appointment, a staff member is entitled to be assessed for the next increment point increase within the salary band in which he or she is permanently appointed. This assessment should be based on certification in writing of Distinguished Performer or High Performer by relevant Director or Equivalent Position, Secretary-General, Director-General or the Secretary.

(4) Incremental progression must occur every two (2) years of continuous employment if the staff member maintains a performance level of Distinguished Performer or High Performer.

(5) 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 the two (2) year period of continuous employment. In this circumstance, it is recommended that only a staff member who earns a rating of **High Performer (80-99%)** or **Distinguished Performer (100%)** would be eligible for a form of high performing recognition as approved by the Commission. The high performing recognition referred to above may be monetary or non-monetary.

(6) A staff member who is demoted as a result of a disciplinary case must not receive any increment for a period of 2 years from the date of the Commission decision.

(7) A salary increment must be within the same band and any increase of the salary band must be approved by the Commission.

(8) A staff member who attends a short-term training for a period of six (6) months within a two (2) year's period on a full salary is eligible for an incremental progression review.

(9) If a staff member has undertaken full-time study, whether in-country or overseas, over a period of 12 months, he or she must not be considered for incremental progression if not physically present at the place of work to carry out his or her duties and responsibilities. However, a staff member is eligible for an incremental progression review after 12 months from the return-to-work date.

3. Hours of Work

3.1 Starting and Finishing Times

(1) The standard hours of work per week in the public service are forty (40) hours.

(2) A staff member must normally work between the following starting and finishing times: 8:00AM to 12:00 PM and 1:00 PM to 5:00 PM.

3.2. Attendance Management

(1) High attendance culture

As part of their contractual obligation to the government and the people of the Republic of Vanuatu, it is obligatory for all staff members to maintain a high attendance work culture by attending to their duties and responsibilities during the normal working hours under clause 3.1(2).

(2) Monitoring and recording absence

All forms of absences from official duties by any staff member must be monitored and recorded by the immediate supervisor using prescribed form under this manual and reported to the Director-General, Director or Equivalent Position or the Secretary, to ascertain the staff member's absence and to apply appropriate action.

(3) Attendance monitoring device

All public service owned or rented premises must install appropriate attendance monitoring device(s) that is effective in registering attendance of all its staff members (through the clock in machine device).

(4) Tardiness of one hour

A staff member who arrives one (1) or more hours late to work after the official starting time or departs earlier than the official finishing time without permission of his or her immediate superior is required to make-up the lost hours.

(5) Accumulated hours of lateness

Staff members who demonstrate continuous lateness will have their hours of absence recorded by their supervisor. Continuous lateness that accumulates for up to 8 hours will be regarded as 1 absent incident.

(6) Excessive number of unauthorized absence incident

(1) Staff members who have reached ten (10) or more unauthorized absence incidents are regarded as reaching an excessive absence point.

(2) A staff member who has reached ten (10) or more absence incidents commit a disciplinary offence.

(7) Absence trigger points

To ensure consistency, a supervisor will conduct a counselling session with a staff member who has a record of three (3) or more absence incidents within any six (6) months period.

(8) Attendance improvement form

The attendance improvement form will be used as part of management intervention to support a staff member who has a record of three (3) or more absence incidents. The purpose is to record attendance improvement resolutions and to monitor until the next absence review meeting.

4. Work Related Allowances

4.1 Overtime payments or time off In Lieu of Overtime payments

(1) Overtime refers to hours worked beyond the actual number of standard working hours in the calendar month, calculated as the number of working days multiply by 8 hours per day.

(2) A staff member in level or grade Ps L 1.1-Ps L 2.4/ Ps T 1.1-Ps T 2.6/ Ps O 1.1-Ps O 5.8/ PsS 1.1- PsS 5.3/OD O1-OD O 2/OH O1-OTHO2/ ONS 1-TNS 6/ACSO 1.1-ACSO 5.7 or equivalent to this salary scale of the Public Service is eligible for overtime payment or time off in lieu provisions on the basis of 1 ¼ hours off for each additional hour worked. If a staff member selects to take time off in lieu of overtime payment, such time must be taken within 3 months of the date approved.

(3) A staff member in level or grade of Ps L 2.5 and above or equivalent to this salary is eligible for time off in lieu provisions on the basis of 1 ¼ hours off for each additional hour.

(4) For purposes of calculating 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 or hours during which a staff member is required to be in attendance at the place of work are to be determined by a timesheet.

(5) Any hours in excess of the standard working hours for the calendar month that have been worked at the direction of a supervisor constitute the staff member's overtime entitlement. However, a staff member must work a minimum of one hour in excess of the standard hours during a working day in order to qualify for overtime payment or time off in lieu provisions.

(6) 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 and Director-General, Director or Equivalent Position. A staff member must only claim for overtime if directed by a supervisor to work overtime. No claim is payable where a staff member works overtime without his or her supervisor's written approval.

(7) All claims for overtime must be assessed under the following conditions:

(i) verification with timesheet provided by an employee;
(ii) overtime is settled during the same financial year;
(iii) immediate additional tasks performed after standard working hours; and
(iv) a written approval of the superior and director before performing the task (**PSC FORM 4-1)** must be filled for this purpose).

(8) The *Overtime Claim Form* (**PSC FORM 4-1)** must be forwarded to the responsible manager to consider the claim before submitting it to the Director-General, Director or Equivalent Position for approval.

(9) If an employee chooses to take time off in lieu of overtime payment, every effort is to be made for the time to be taken within the financial year.

(10) A Ministry or Department must ensure that all overtime claims submitted before the end of a financial year are settled within that period.

(11) The Secretary, Director-General, Director or Equivalent Position must ensure that no work is performed as overtime unless it is essential to be performed outside of the standard working hours.

(12) The rate of the allowance is as specified in the attached *Allowances and Additional Payments Table* **(Table 4-12).**

(13) A person who fails to comply with a provision of this section commits a disciplinary offence.

4.2 Unsocial Hours Payments

(1) Unsocial hours bandwidth means 18:00 hours to 6:00am on Monday to Friday and any hour worked on Saturdays, Sundays and Official Public Holidays.

(2) Except for staff members employed on regular alternating or regular rotating night shifts, all categories of staff members are entitled to additional unsocial hours' payment for work performed during unsocial hours, regardless of whether it falls within their normal working hours or is overtime. (In other words, regular working hours within the unsocial hours bandwidth are compensated at the ordinary hourly rate plus the unsocial hours' payment, while overtime during unsocial hours is paid at the overtime rate plus the unsocial hours' payment.)

(3) Eligibility for unsocial hours' payments aligns with that of overtime payments, as specified in this chapter. Work conducted during unsocial hours must be at the direction of a supervisor and is payable to a staff member on Salary Scale Grade/Level Ps L 1.1-Ps L 2.4/ Ps T 1.1-Ps T 2.6/Ps O 1.1-Ps O 5.8/ PsS 1.1- PsS 5.3/OD O1-OD O 2/OH O1-OTHO2/ ONS 1-TNS 6/ACSO 1.1-ACSO 5.7 or equivalent to this salary scales and all daily-rated workers.

(4) The rate of the allowance is as specified in the attached *Allowances and Additional Payments Table* **[Table 4-12].**

4.3 Allowance Payments

4.3.1 Acting Allowance for Director-General, Directors, Secretary, Secretary-General, Town Clerk and Equivalent Positions

(1) Using the prescribed *Acting Allowance Form* (**PSC FORM 4-2**) a Director or Equivalent Position, a Director-General or the Secretary may, subject to subclause (4), 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 member's substantive salary position.

(2) Acting appointments must be for a relatively short period, minimum of six (6) months only, and, except for circumstances specified in subclause (3), no staff member may be appointed to act in a position for a period exceeding six continuous months.

(3) A staff member who undertakes a sabbatical leave, leave without pay, secondment or is on full time education and training programs or if a position becomes vacant for a period exceeding 6 months, the relevant Director-General, Director or Equivalent Position or the Secretary may appoint a staff member to act in the vacant position for the full period of the absence of the incumbent, subject to the merit and equity requirements being satisfied.

(4) All acting appointment for a Director-General position must be assessed by OPSC prior submission to the Commission for consideration.

(5) Any continuous period of acting appointments to the position of Secretary or Director-General, Director or Equivalent Position for at least 5 calendar days may be approved by the Director of the Department or Director-General of the Ministry in which the staff member is located. The acting allowance is to be calculated at the rate specified in the *Allowances and Additional Payments Table* **(Table 4-12).**

(6) A staff member acting in a Director-General position must be a staff member performing in the Director-level or Equivalent Position. In the case of a Director-level position or Equivalent Position, a staff member acting must be an officer performing in a managerial level. A nomination of an acting position must be approved by the Secretary prior to the staff member undertaking the responsibilities.

(7) A staff member acting in the Secretary-General position must be the Assistant Secretary-General. In the absence of the Assistant Secretary-General, the Secretary-General has the authority to appoint a staff member in a Managerial level.

(8) A staff member acting in a Town Clerk position must be the Deputy Town Clerk. In the absence of the Deputy Town Clerk, the Director-General must make a recommendation of a staff member to be acting Town Clerk to the Commission for endorsement staff member.

(9) In the case of Secretary, Director-General, Director, Equivalent Position, Secretary-General, Town Clerk or, any continuous period of acting exceeding five (5) calendar days must be submitted to the Commission for approval. This submission should use the prescribed Acting *Allowance PSC FORM 4-2,* accompanied by a report explaining how the merit and equity requirements have been satisfied. During any periods of leave (maternity leave, annual leave, compassionate leave, sick leave) more than five (5) continuous days, an acting allowance must not to be paid.

4.3.2 Acting Allowance for Staff member Below Secretary, Director or Equivalent Position, Director-General, Secretary-General and Town Clerk

(1) The Secretary, Director-General, Director or Equivalent Position may, subject to the conditions specified in subclause (2), approve acting appointments for a period not

exceeding (6) months to fill a temporary vacancy caused by officers below Director level who are on sabbatical leave, leave without pay, secondment or full-time training.

(2) Acting appointments must be for a relatively short period, a minimum of (6) months only and, except for circumstances specified in subclause (1), no staff member may be appointed to act in a position continuously for a period exceeding six (6) months.

(3) Subject to the requirements of the Act and this manual, a staff member who acts continuously against a vacant position for six (6) months or more, the Commission may confirm his or her appointment to the position.

(4) A staff member performing a managerial role must provide a report explaining how the merit and equity requirements have been satisfied including the prescribed *Acting Allowance Form* ***(PSC Form 4.3)***, prior to submission for approval.

(5) If 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.

(6) Options under subclause (5) include:

(a) obtaining the Director-General's approval to advertise the vacant position; or

(b) transferring a staff member from within the Ministry, who is at the same salary level as the vacant position, to fill the position on an acting capacity.

(7) The level of the acting allowance is to 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.

(8) The level of the allowance must not exceed the difference between a staff member's incremental salary point and the first incremental salary point of the acting position.

(9) During any period of leave, an acting allowance must not be paid.

4.3.3 Permanent Posting Allowance and Associated Costs.

(1) If a staff member is *permanently* posted to a position at another work locality that requires the staff member to change their place of residence, a one-off *Permanent Posting Allowance* and an *Establishment Allowance,* both of which are payable to assist with the incidental costs of removal and setting up home in the new locality.

(2) The rate of the allowances is as specified in the attached *Allowances and Additional Payments Table* **(Table 4-12).**

(3) In addition, a staff member's reasonable transportation and removal fees, including those for immediate family must be paid by the Department in which the staff member is or will be employed, upon production of genuine quotes for such costs. This payment covers costs for transporting the staff member's personal motor vehicle or small boat.

(4) If a husband and wife are both permanent officers and are posted to a new locality, both officers are eligible to claim and be paid the permanent posting allowance and associated costs.

(5) To avoid doubt, *Permanent Posting Allowances* and associated costs are only payable to permanent staff members.

4.3.4 Domestic Duty Travel Allowance and Associated Costs

(1) A staff member who is directed to travel for work purposes within Vanuatu or is away from their normal work location and required to stay overnight away from their normal place of residence is entitled to be paid a Domestic Travel Allowance upon application using the prescribed *Domestic Travel Allowance Claim Form* **(PSC FORM 4-5).**

(2) Subject to subclause (1), the Domestic travel allowance is applicable on the commencing date of travelling.

(3) The domestic travel allowance must not cover the cost of accommodation, transportation and communication. No additional amounts are payable, unless the staff member establishes through written receipts that reasonable subsistence costs are higher than the prescribed amount.

(4) An accountable imprest is to be committed against the Budget of the Ministry or Department to meet the cost of accommodation, transportation, communication, and any other miscellaneous cost of the staff member during the period of his or her official duty and away from his or her usual work location and residence.

(5) The use of an accountable imprest to meet the cost under subclause (3) above must be receipted in accordance with a standardised receipt book.

(6) Subject to the approval of the Director or Equivalent Position, Director-General, or the Secretary, these costs may be paid in advance upon production of reasonable quotes or in urgent and unforeseen circumstances after the staff member have returned from the official travel.

(7) The rate of the travel allowance is as specified in the attached *Allowances and Additional Payments Table* **(Table 4-12).**

(8) A staff member on official duty must retire the accountable imprest after returning from his or her travel mission as per the *Public Finance and Economic Management Act [CAP 244].*

(9) A staff member is subject to the provision of the *Public Finance and Economic Management Act [CAP 244]* if they fail to retire the imprest.

(10) A staff member who fails to comply with this section commits a disciplinary offence.

(11) In the case where the cost of accommodation is above VT12,000 per night, the travelling officer is to be responsible for the additional cost.

4.3.5 Daily Subsistence Allowance

(1) A staff member is entitled to a Daily Subsistence Allowance for meals and other living expenses during domestic duty travel away from their normal work location and residence.

(2) The rate of Daily Subsistence Allowance for domestic duty travel is VT 7,000 per night, payable for a period not exceeding three (3) weeks.

(3) If the period of domestic duty travel is extended beyond three (3) weeks but does not exceed five (5) weeks, a total allowance of VT 150,000 allowance is payable to the staff member.

4.3.6 Overseas Mission Travel Allowance and Associated Costs

(1) A Director, Equivalent Position, or 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 funding source for the proposed travel, to the Secretary for approval using the prescribed *Individual Overseas Travel Approval Form* (**PSC FORM 4-4**) or the *Mission Group Overseas Travel Approval Form* (**PSC FORM 4-5**), as appropriate.

(2) If the Mission Group consist of officers from more than one (1) Ministry, the Director-General of the Ministry where the Mission Group Leader is located is responsible for submitting the form on behalf of the other Director-Generals.

(3) No significant expenditure must be incurred or firm travel arrangements made before the Secretary's approval.

(4) The cost of accommodation, transportation, communication, and other miscellaneous costs are to be covered by an accountable imprest.

(5) It is the responsibility of the staff member on overseas duty mission to retire the accountable imprest as per the *Public Finance and Economic Management Act* [CAP 244] after returning from his or her overseas mission.

(6) A staff member is subject to the provision of the *PFEM Act* [CAP 244] if he or she fails to retire the imprest.

(7) The rate of the allowance is as specified in the attached *Allowances and Additional Payments Table* (**Table 4-12)**.

(8) If the cost of accommodation, transportation, or subsistence allowance is met by another party or sponsor, the Government must cover the difference between the actual cost and the applicable DSA rate, if applicable.

(9) In the event that the sponsor or third party is only providing the cost of accommodation or airfare, the Government must fund the other relevant expenses. The staff member, the Director, or the Director-General must confirm the portion of funding that will be provided by the sponsor or third party to the OPSC and the Department of Finance.

(10) A staff member must not claim an *Overseas Mission Travel Allowance* if the overseas travel is fully funded.

(11) A staff member who fails to comply with this section commits a disciplinary offence.

4.3.7 Official Overseas Mission Daily Subsistence Allowance

(1) A staff member on approved official overseas travel is entitled to an Overseas Mission daily subsistence allowance in the *Allowances and Additional Payments Table* (**Table 4-12**) to cover the costs of subsistence, food and other incidentals.

(2) The official overseas Mission Daily Subsistence Allowance is to be provided by the relevant Ministry or Department to the staff member.

(3) The rate of Overseas Mission Daily Subsistence Allowance payable to a staff member for official overseas mission travel is as specified in the *Allowances and Additional Payments Table* (**Table 4-12).**

(4) In the event that the sponsor or the third party provides funding only for accommodation or airfare, the Government must fund all other relevant expenses. The staff member, together with the relevant Director or Director-General must confirm to the OPSC and the Department of Finance the specific portion of costs to be covered by the sponsor or third party.

(5) A staff member must not claim an *Official Overseas Mission Daily Subsistence Allowance* if the overseas trip is fully funded.

(6) A staff member who fails to comply with this section commits a disciplinary offence.

(7) The rate of the allowance is specified in the attached *Allowances and Additional Payments Table* **(Table 4-12)**.

4.3.8 Allowance For Sitting on Boards/Committees

A staff member who is a member of a Board or a Committee and is performing duties on behalf of the government is not entitled to receive an allowance as required by section 33 of the *Public Service Act* unless it is provided for under any other Act or regulation order.

4.3.9 Risk Allowance

(1) A risk allowance is considered as a type of allowance payable to staff members on merit, as an entitlement to recognise their hardship and commitment in performing duties or responsibilities under all or any of the following conditions:

(a) during a state of emergency;

(b) when engaged in hazardous situation;

(c) when highly exposed to danger or risk due to climate change or natural disaster (cyclone, earthquake, landslide, volcanic eruption, flooding) or unforeseen circumstances;

(d) when highly exposed to danger.

(2) A claim for risk allowance by a staff member must be submitted to the relevant Director, Equivalent Position, Director-General or Secretary, for consideration and approval prior to payment. Additionally, all periods of risk allowance claims must be based on working days.

(3) A staff member whose normal duties and responsibilities require exposure to risks may claim a risk allowance.

(4) Risk allowance claims referred to under subclauses (2) and (3) must be submitted to OPSC by using the prescribed *Risk Allowance* form (**PSC FORM 4-10**) including relevant documentation for assessment.

(5) The amount of risk allowance that is to be paid to a staff member is as prescribed under the *Allowances and Additional Payments Table* (**Table 4-12**).

(6) A risk allowance must not be paid to a staff member during any period of leave (maternity leave, annual leave, compassionate leave, sick leave) taken in excess of five (5) continuous days of work done.

4.3.10 Temporary Transfer Allowance

(1) If a staff member is temporarily transferred to a position at another work locality within Vanuatu, away from his or her normal work location and residence for a period of more than 7 days but less than 30 days, he or she is entitled to be paid a *Temporary Transfer Allowance* at the rate of VT 2,000 per day prior to the transfer.

(2) The rate of the allowance is specified in the *Allowances and Additional Payments Table* **(Table 4-12).**

(3) A staff member who is to spend more than thirty (30) to sixty (60) calendar days away from his or her work locality and residence, is to be paid a lump sum amount of VT 100,000 before the transfer occurs.

(4) A temporary transfer must not exceed sixty (60) calendar days. In the event that the period in subclause (3) is exceeded, the Director, or Equivalent Position and Director-General or the Secretary may decide whether to recall the staff member to his or her substantive work locality or pay an addition monthly lump sum referred to under subclause (3).

(5) A staff member who has been Temporarily transferred to another work locality in the absence of the current Incumbent who undertakes a sabbatical leave, leave without pay, secondment or is on full-time education and training programs or if a position becomes vacant, the relevant Director-General, Director or Equivalent Position or the Secretary may appoint a staff member to act in the position for the full period of the absence of the incumbent, subject to the merit and equity requirements being satisfied.

(6) As per subclause (5) A staff member is to be paid only a lump sum amount of VT 100,000 before the transfer occurs and Acting allowance for the full period of the Transfer.

(7) The timeframe of the temporary transfer must not exceed three (3) months except for circumstances specified in subclause (5)

(8) The relevant Ministry or Department is responsible to meet the cost of accommodation and transportation for the staff member.

4.4 Social Benefit Allowances

4.4.1 Child Allowance

Upon application using the prescribed *Child Allowance Form* (**PSC FORM 4-6**) and approval by a Director-General, Director or Equivalent Position or Secretary, a staff member is entitled to the payment of a child allowance for two (2) natural or adopted children for which the staff member has legal custody and has financial responsibility.

(1) The child allowance is to be effective from the date the allowance is approved by the head of agency.

(2) Adoption in accordance with native custom is to be treated for the purpose of these rules as legal adoption.

(3) The rate of the allowance is as specified in the *Allowances and Additional Payments Table* **(Table 4-12)** of this Chapter.

(4) A child allowance must be paid until the child reaches eighteen (18) years of age.

(5) A child allowance is to be paid fortnightly in addition to the staff member's normal salary to the legal custodian, for up to two (2) children.

(6) Where both Spouses, de facto partners, or divorced parents are employed as permanent officers, only the parent or partner of the relevant children is eligible for payment of the child allowance.

(7) A staff member must inform the OPSC of any reason which affects their eligibility for the child allowance. This includes but is not limited to the following reasons:

   (a) Death of a child;
   (b) The child reaches 18 years of age; or
   (c) In the instance that the child in question is adopted out.

(8) A staff member who makes a false declaration in order to obtain or to attempt to obtain child allowances to which they are not entitled commits a disciplinary offence and is subject to disciplinary process under Chapter 6 of this manual.

(9) To avoid doubt, child allowances is only payable to a permanent staff member. A Temporary salaried staff member and daily-rated worker is not entitled to receive this benefit unless specified under the terms and conditions of their employment of contract.

5. Leave Conditions

5.1 *Annual Vacation Leave*

(1) A staff member is entitled to annual vacation leave based on the number of years they have been employed in the public service.

(2) A staff member or temporary salaried staff member who has not completed a full year of service is entitled to leave proportional to the service completed at the rate of 1.75 working days for each completed month of service.

(3) In accordance with the *Employment Act [CAP 160]*, the rate of the annual leave entitlement is increased to two (3) working days for each completed month of employment after twenty (20) years, four (4) working days after twenty-five (25) years and to six (6) working days after thirty (30) years of service.

(4) A contract officer and temporary salaried staff member is entitled to leave proportional to 1.25 working days for each completed month in service.

(5) Using (**PSC FORM 4-7)**, a staff member 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 need.

(6) A staff member who does not return to duty at the end of a period of approved leave (or fail to report for duty on any given workday) is regarded as being absent without approval. Accordingly, immediate action may be taken to stop payment of their salary by the Secretary upon written request from the relevant Director-General of the Ministry concerned until such time the staff member resumes duty.

(7) The Secretary, Director-General, Director, or Equivalent Position must in writing require at least twice, the staff member to immediately resume duties after his or her salary has been ceased.

(8) The Secretary must reinstate the salary of a staff member upon written request from the Director-General of the Ministry upon the staff member's return to official duties.

(9) A staff member who contravenes subclause (7) above commits a disciplinary offence and is subject to a disciplinary process under Chapter 6 of this manual.

(10) A staff member is not permitted to accrue annual leave beyond the maximum limit specified in the table below.

Category of staff member	Prescribed rate of annual leave
• Contract staff members and temporary salaried staff members;	1.25 working days for each completed month in service.
• All staff members with 1 to 19 years' consecutive service	1.75 working days for each completed month in service.
• All staff members with 20 years' consecutive service (commencing 1 August 1980) but less than 25 years' service	3 working days for each completed month in service.
• All staff members with 25 years' consecutive service (commencing 1 August 1980) but less than 30 years' service	4 working days for each completed month in service.

• All Staff members with of 30 years' consecutive service (commencing 1 August 1980)	6 working days for each completed month in service.

(11) A staff member with leave balances exceeding the maximum limit prescribed as of 31st December of each year must submit a request to the Director or Equivalent Position, Director-General, or Secretary, indicating how they propose to reduce the leave balance to below the prescribed limit and over what period of time the balance will be reduced. The Commission, after consultation with Director-General, Director or Equivalent Position, or Secretary, may either:

(a) approve that the staff member proceeds on immediate leave for a designated period to reduce the accrued balance; or

(b) approve a one-off retention of the excess leave.

(12) Any accrued annual vacation leave within the prescribed limit must be paid out when the staff member ceases employment with the Public Service.

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

(14) In the event where a staff member is recalled back to duty, the remaining balance of his or her leave days must be paid by the relevant Ministry or Department.

(15) In the event a staff member is on study leave his or her annual leave must be put on hold.

5.2 *Annual Leave Claim*

(1) A staff member taking annual leave is to be reimbursed 50% of the cost of transportation for their immediate family within Vanuatu.

(2) For the purposes of this entitlement, the staff member must undertake the travel in order to submit his or her claim by using (**PSC FORM 4-8**) and must produce original receipts, and tickets for the transportation.

(3) To avoid doubt, cost must not be paid in advance but only upon the staff member's return to work.

(4) A staff member is eligible to claim ONLY once a year.

(5) If both the de facto partner or spouse are employed in the Public Service, only one claim per family is to be paid.

(6) Temporary salaried staff members and daily-rated workers are not entitled to this benefit.

(7) A contract officer is not entitled to an annual leave claim unless specified under the terms and conditions of their contract of employment.

5.3 *Sabbatical Leave*

(1) Using the prescribed form (**PSC FORM 4-7**), a Director-General, Secretary-General, a Director or Equivalent Position or Town Clerk may recommend a staff member to the Commission for approval to take up to one (1) year *sabbatical leave* to perform duties or functions outside the Public Service which are in the public and national interest and linked to the priorities provided by the NSDP.

(2) Subclause (1) above does not apply in circumstances where a staff member takes the initiative to apply for an employment advertised in an open market and is accepted.

(3) A staff member who, in their own initiative, applies for an employment advertised in an open market and is accepted is deemed to have voluntarily resigned from their position and on own accord.

(4) During sabbatical leave, a staff member is to receive the salary for the post to which they are temporarily appointed in the receiving Organization. The receiving Organization is to pay the salary of the staff member as well as the contribution to the National Provident Fund (VNPF). If the salary is less than the salary scale of his or her substantive position, the Commission may grant an allowance for the difference between their substantive position emolument and the total emolument to be paid by the receiving Organization.

(5) The Commission has the obligation to consider each individual case based on merit in carrying out its duties under subclause (4) above.

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

(7) During the period of sabbatical leave, the staff member continues to occupy his or her substantive post in the Public Service and must not be replaced by another staff member or permanent appointment, although such acting appointment, or a series of acting appointments of different staff members, can be made to the position.

(8) Any acting appointment made to relieve the staff member on sabbatical leave automatically ceases at the end of the period of the sabbatical leave granted to the staff member.

(9) A staff member is eligible for Sabbatical Leave for a period not exceeding one (1) year.

(10) If the staff member fails to return to his or her substantive position at the end of the sabbatical leave period, they commit a disciplinary offence and are subject to the disciplinary process under Chapter 6.

5.4 *Secondment*

(1) Secondment applies in circumstances where it is in the interests of the national government for the secondment to occur.

(2) The Commission may approve a staff member for secondment for a period not exceeding three (3) years upon receiving a written recommendation from the relevant Director-General or Secretary and may be renewed only once.

(3) All recommendations must be undertaken by the Director-General and the Secretary based on merit.

(4) A staff member must not take up a secondment posting prior to the Commission's approval upon recommendation of his or her Director-General and the Secretary.

(5) The Commission may initiate the release of a staff member to other Public Service Departments, Ministries, State Agencies, Overseas Missions, Regional or International Organizations, or any other Public Sector Organization or Institution pursuant to section 32A of the *Public Service Act* as amended.

(6) Where a staff member takes his or her own initiative to apply for employment advertised in an open market and is accepted, they are deemed to have voluntarily resigned from their position on their own accord.

(7) The status of a staff member during the Secondment period continues as a public servant.

(8) If the staff member fails to return to his or her substantive position at the end of the secondment period, they commit a disciplinary offence.

(9) During the secondment period, the Commission may consider the recommendations from the Provincial Secretary-General, Director-General, Director or Equivalent Position and the Secretary to ensure the vacant position is filled. This can be done either through the transfer of a staff member or by advertising the position through the normal recruitment process to recruit a temporary officer against the position. The staff member on temporary basis will fill the position until such time the permanent officer resumes his or her position after the secondment period lapses and the period of the temporary appointment ceases.

(10) The receiving Organization is responsible for the payment of the staff member's salary, pension contribution, severance, leave payout, and any other payments or benefit received by the staff member during the period of secondment.

(11) A secondment period is counted as an effective service for purposes of continuity of employment and leaves entitlement is to be accrued at the normal rate for secondments to the Public Service Organizations.

(12) In the event that a staff member is seconded to other public sector or other Organizations, his or her annual leave ceases, and they may take leave in accordance with the provisions applying in that Organization.

5.5 *Leave Without Pay*

(1) Upon application using the prescribed form (**PSC FORM 4-7**), the Commission may grant leave without pay for a period of not more than three (3) months. This can be done on grounds of urgent private affairs, compassionate grounds, or any other urgent unforeseen circumstances to a staff member.

(2) Applications for a leave without pay for more than 3 months must be referred to the Commission for approval.

(3) Leave without pay does not constitute a break in service for the purpose of continuity of service but must not be counted as leave earning service.

(4) During the period of leave without pay, a staff member continues to occupy their Public Service post and must not be replaced by another permanent appointment. However, acting appointments or a series of acting appointments of different staff may be made to the position.

(5) To avoid doubt, leave without pay is only applicable to a staff member.

(6) In the event that a staff member has not returned to their substantive position after twelve (12) months of leave without pay, they commit a disciplinary offence.

(7) Leave without pay is only applicable within Vanuatu.

5.6 *Sick Leave*

5.6.1 General Sick Leave Provisions

(1) A staff member is entitled to sick leave on full salary for a maximum period of twenty-one (21) *working* days for each consecutive period of twelve (12) months.

(2) A staff member who is absent from work due to illness must provide a medical certificate from a registered medical practitioner within 24 hours of his or her absence. This certificate requires approval by the Secretary, Director-General, Director or Equivalent Position.

(3) An application for sick leave must be submitted an *Application for Leave Form* (**PSC FORM 4-7**).

(4) Unless the staff member medically retires under chapter 7 of this manual, in cases of serious illness requiring extension of sick leave beyond thirty (30) working days, the following provisions apply:

(a) aggregated periods of absence due to sickness exceeding thirty (30) working days in a period of twelve (12) consecutive months shall be treated as annual vacation leave and deducted from the staff member's annual vacation leave entitlement.

(b) a staff member, who is absent from duty due to sickness for a period exceeding thirty (30) working days shall be examined by two (2) registered medical practitioners, one (1) registered medical practitioner at his or her own cost and one (1) registered health practitioner nominated and paid by the Commission.

(c) pursuant to clause (b) above, the Commission may grant further sick leave of an additional thirty (30) working days on half-pay.

(d) on the expiry of the sick leave granted under clause (c) above, the staff member shall be re- examined by one (1) registered medical practitioner who shall report to the Commission on the staff member's fitness to resume duty.

(e) the Commission shall decide whether the staff member shall resume duty or be granted further sick leave without pay, up to a maximum of six (6) months (from the end of the period of sick leave on half pay), after which the staff member 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 pays granted under these provisions shall count as effective service but shall not be leave earning.

(g) this provision shall not prohibit or limit the case where a staff member with serious illness, certified in writing by a registered medical practitioner, proceeds with medical retirement without following the process under this Chapter.

5.6.2 Sick Leave to care or a sick child or spouse

(1) Staff members may utilise a portion of their annual sick leave entitlement for the purpose of caring for their sick children under 18 years of age, or a spouse who is incapacitated and unable to care for themselves during illness.

(2) To apply for sick leave, a staff member must provide a medical certificate for absences of one (1) day or more, certifying that the child or spouse is ill.

(3) A failure to provide medical certificate as per subclause (2) above may result in the deduction of annual leave.

5.6.3 Maternity Leave

(1) Upon application using the prescribed *Application for Leave Form* (**PSC FORM 4-7**), a female staff member is entitled to 12 weeks maternity leave on full pay. The doctor's certificate must be attached to the prescribed application form.

(2) A temporary female salaried staff member is entitled to 12 weeks of fully paid maternity leave, subject to submission of the prescribed application form with a doctor's certificate.

(3) In circumstances where there is stillbirth (death before or during delivery) or neonatal death (less than 28 days after delivery) in accordance with subclauses (1) or (2) above, after her confinement, a female staff member is entitled to twelve (12) weeks maternity leave and an additional ten (10) working days compassionate leave.

(4) In the event of complication arising during the delivery of the child (caesarean /operation), a female staff member is entitled to ten (10) additional working days of maternity leave upon production of a Medical Registered Practitioner's certificate.

(5) A female staff member who is nursing a child is entitled to a break of one (1) hour twice a day or 30 minutes four times a day during normal working hours for this purpose. Such break must be counted as working hours and forms part of the staff member's 38 standard weekly work hours.

(6) Subject to the *Employment Act* [CAP 160], the entitlements under subclause (5) are applicable until a child reaches twenty-four (24) months from the date of his or her birth.

5.6.4 Compassionate Leave

a) Upon application using the prescribed *Application for Leave Form* (**PSC FORM 4-7**), a staff member is entitled to five (5) working days Compassionate Leave on full salary in the event of the death of a parent, child, brother, sister, husband or wife.

b) In the event where the staff member's extended family dies, the staff member must apply for annual leave to attend the funeral of the deceased.

6. Medical expenses

6.1 Within Vanuatu

(1) Subject to the approval of the Secretary and subclause (2) below, a 100% refund of medical and dental cost incurred by a staff member is to be reimbursed to him or her for a medical or dental treatment taken domestically upon the production of original receipts for such medical treatment and on application by the staff member using the prescribed *Medical Expenses Claim Form* **(PSC FORM 4-9).**

(2) If a registered medical practitioner certifies that a treatment is necessary but is unavailable in a public health facility, the medical practitioner may refer the staff member or his or her immediate family (father, mother, spouse or child) to the private health care provider.

(3) In the case of an immediate family under subclause (2), he or she is entitled to claim 50% refund of the total medical cost.

(4) To avoid doubt, a contract staff member is not entitled to claim any medical refund under subclauses (2) and (3) unless specified in the terms and conditions of his or her employment contract.

(5) A daily-rated staff member is not entitled to claim for medical refunds.

(6) Subject to the approval of the Secretary, the cost of medically necessary items such as glasses and other medical and dental prosthesis certified as necessary by a registered medical practitioner or registered optometrist is to be reimbursed to a staff member. A Temporary salaried staff member is not entitled to reimbursement of these costs.

(7) All claim for medical refund must be settled to an employee within the same financial year.

6.2 Medical Check-Up

(1) The Secretary, a Director-General, Director or Equivalent Position or Secretary-General must ensure that all staff members undertake basic medical check-up, at least once a year.

(2) For serious health issues that needs immediate medical attention, it is the responsibility of the staff member concerned to report the matter to the Secretary, his or her Director-General, Director or Equivalent Position, Secretary-General who is responsible for making a final report on the matter to the Commission for its determination.

(3) A Head of Ministry must ensure that all medical check-ups under subclause (1) above are organised with Registered Medical Practitioners.

(4) The cost of a medical check-up under subclause (3) above is to be met by the relevant Ministry or Department.

(5) A medical check-up under subclause (1) may be carried out by a private medical practitioner in Vanuatu or overseas, where there is written confirmation that the required treatment is not available locally.

(6) Any staff member wishing to undergo a medical check-up overseas shall bear their own medical expenses.

6.3 Overseas Medical Treatment

(1) Subject to the prior approval of the Commission, a staff member is eligible for full payment or full refund of any overseas medical treatment, including medical check-up if applicable, based on a medical practitioner's report certifying that the treatment or medical check-up is necessary and is unavailable in Vanuatu at a reasonable cost.

(2) Subject to Clause 6.3.1, regular check-ups are mandatory. Failure to demonstrate improvement in Body Mass Index (BMI) will limit reimbursement to 30% of the medical claim.

(3) For purposes of subclause (1) above, the relevant Ministry or Department of the staff member may make a full payment of 100% of the total cost of the medical treatment upon the production of original receipts.

(4) The Commission must nominate a second registered medical practitioner to confirm the first medical report provided by a staff member under subclause (1) above.

(5) Depending on the serious medical condition of the staff member, the Commission may not apply subclause (4) above.

(6) A staff member who is entitled to make a claim under this section is also entitled to claim a refund of the costs of the return air fares, and accommodation for a period not exceeding one (1) month. For any period of medical treatment exceeding (1) one month, a claim for the cost of accommodation is subject to the approval of the Commission.

(7) The claim for refund of overseas medical treatment under this section must be submitted within one (1) month from the date of return from the overseas medical treatment.

(8) Any claim for refund of medical costs under this section must be submitted with original copy of receipts.

FORMS AND TABLES FOR CHAPTER 4: TERMS AND CONDITIONS OF EMPLOYMENT

REVISED PUBLIC SERVICE SALARY STRUCTURE

THE SALARY STRUCTURE FOR THE DIRECTOR-GENERALS, THE HEADS OF THE CONSTITUTIONAL BODIES, AND THE HEADS OF THE STATUTORY ENTITIES

[GRT Determination 2 of 2024: The Salary Structure for the positions of the Directors General, the Heads of the Constitutional Bodies, and the Heads of the Statutory offices.]

Table 4.1	**GRT Determination 2 of 2024:** **Salary Structure Table for the positions of the Director-Generals, Heads of Constitutional Bodies, and the Heads of the Statutory offices designated under CLASS DIRECTOR-GENERAL.A and CLASS DIRECTOR-GENERAL.B and as assigned to Band L and Band K and the Leadership career pathway Levels L8 and L9.**

VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL

PERFORMANCE-BASED SALARY STRUCTURE DETERMINATION FOR THE LEADERSHIP PATHWAY LEVELS L8 & L9.

BAND	CLASS	LEVEL	Grade	Annual Salary	Range
L	DIRECTOR-GENERAL.A	L9	DIRECTOR-GENERAL2.4	8,475,000	Maximum
			DIRECTOR-GENERAL2.3	8,218,000	
			DIRECTOR-GENERAL2.2	7,961,000	
			DIRECTOR-GENERAL2.1	7,704,000	Minimum
K	DIRECTOR-GENERAL.B	L8/L9	DIRECTOR-GENERAL1.4	7,600,000	Maximum
			DIRECTOR-GENERAL1.3	7,447,000	
			DIRECTOR-GENERAL1.2	7,190,000	
			DIRECTOR-GENERAL1.1	6,933,000	Minimum

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR THE DIRECTORS APPOINTED BY PUBLIC SERVICE COMMISSION

THE SALARY STRUCTURE FOR THE POSITIONS OF DIRECTOR AND DEPUTY DIRECTOR

[GRT Determination 7 of 2024: The Salary Structure Table for the positions of Director, as assigned to the Leadership career pathway Level L8 Band K, and the Deputy Director, as assigned to the Leadership pathway Level L7 Band J.]

Determination 7 of 2024:

Table 5 – The Salary Structure for the positions of Directors (DIR) and Deputy Directors (DDR)

VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL

PUBLIC SERVICE COMMISSION – DIRECTOR AND DEPUTY DIRECTOR

PERFORMANCE-BASED SALARY STRUCTURE

Band	Score	Class	Level	Grade	Annual Salary	Range
K	773	**DIR 3**	**L8**	DIR 3.2	6,675,300	Maximum
	762			DIR 3.1	6,418,250	Minimum
	752	**DIR 2**	**L8**	DIR 2.4	6,161,200	Maximum
	740			DIR 2.3	5,904,120	
	730			DIR 2.2	5,647,000	
	719			DIR 2.1	5,390,000	Minimum
J						
	730	**DDR 1**	**L7**	DDR 1.6	5,360,000	Maximum
	719			DDR 1.5	5,137,000	
	708			DDR 1.4	4,850,000	
	698			DDR 1.3	4,794,100	
	687			DDR 1.2	4,738,160	
	676			DDR 1.1	4,682,250	Minimum

1. A public servant when acting Director should be paid the salary of the Director.

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR THE PUBLIC SERVANTS APPOINTED BY PUBLIC SERVICE COMMISSION

PART 5B. THE SALARY STRUCTURE TABLE FOR THE POSITIONS OF PUBLIC SERVANTS ASSIGNED TO THE LEADERSHIP CAREER PATHWAY

[GRT Determination 8 of 2024: The Salary Structure Table for the positions of Public Servants as assigned to Band D to Band I and the Leadership career pathway Level L1 to Level L6.]

GRT Determination 8 of 2024:

Table L1-L6 – The Salary Structure Table for the positions of Public Servants as assigned to Band D to Band I and the Leadership career pathway Level L1 to Level L6.

VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL

PERFORMANCE-BASED SALARY STRUCTURE DETERMINATION FOR THE LEADERSHIP CAREER PATHWAY

PUBLIC SERVANTS

Band	Grade	Annual Salary	Range
I	Ps L 6.9	4,347,000	Maximum
	Ps L 6.8	4,291,000	
	Ps L 6.7	4,235,000	
	Ps L 6.6	4,179,000	
	Ps L 6.5	4,124,000	Midpoint
	Ps L 6.4	4,068,000	
	Ps L 6.3	4,012,000	
	Ps L 6.2	3,956,000	
	Ps L 6.1	3,900,000	Minimum
H	Ps L 5.9	3,844,000	Maximum
	Ps L 5.8	3,788,000	
	Ps L 5.7	3,732,000	
	Ps L 5.6	3,676,000	
	Ps L 5.5	3,620,000	Mid-point
	Ps L 5.4	3,564,000	
	Ps L 5.3	3,509,000	
	Ps L 5.2	3,453,000	
	Ps L 5.1	3,397,000	Minimum
	Ps L 4.9	3,341,000	Maximum
	Ps L 4.8	3,285,000	
	Ps L 4.7	3,229,000	
	Ps L 4.6	3,173,000	
	Ps L 4.5	3,117,000	Midpoint

[PSC Table 4-3]

G	Ps L 4.4	3,061,000	
	Ps L 4.3	3,005,000	
	Ps L 4.2	2,949,000	
	Ps L 4.1	2,893,000	Minimum
F	Ps L 3.9	2,838,000	Maximum
	Ps L 3.8	2,782,000	
	Ps L 3.7	2,726,000	
	Ps L 3,6	2,670,000	
	Ps L 3.5	2,612,000	Midpoint
	Ps L 3.4	2,558,000	
	Ps L 3.3	2,502,000	
	Ps L 3.2	2,446,000	
	Ps L 3.1	2,390,000	Minimum
E	Ps L 2.9	2,334,000	Maximum
	Ps L 2.8	2,278,000	
	Ps L 2.7	2,222,000	
	Ps L 2.6	2,167,000	
	Ps L 2.5	2,111,000	Midpoint
	Ps L 2.4	2,055,000	
	Ps L 2.3	1,998,000	
	Ps L 2.2	1,943,000	
	Ps L 2.1	1,887,000	Minimum
D	Ps L 1.9	1,831,000	Maximum
	Ps L 1.8	1,775,000	
	Ps L 1.7	1,719,000	
	Ps L 1.6	1,663,000	
	Ps L 1.5	1,607,000	Midpoint
	Ps L 1.4	1,551,000	
	Ps L 1.3	1,496,000	
	Ps L 1.2	1,440,000	
	Ps L 1.1	1,384,000	Minimum

PART 6B - THE SALARY STRUCTURE TABLE FOR THE POSITIONS OF PUBLIC SERVANTS ASSIGNED TO THE TECHNICAL CAREER PATHWAY

[GRT Determination 8 of 2024: The Salary Structure Table for the positions of Public Servants as assigned to Band D to Band I and the Technical career pathway Levels T1 to T6.]

GRT Determination 8 of 2024:

Table T1-T6 – The Salary Structure Table for the positions of Public Servants as assigned to Band D to Band I and the Technical career pathway Level T1 to Level T6.

VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL

PERFORMANCE-BASED SALARY STRUCTURE DETERMINATION FOR THE TECHNICAL CAREER PATHWAY

PUBLIC SERVANTS

Band	Grade	Annual Salary	Range
I	Ps T 6.9	6,500,000	Maximum
	Ps T 6.8	6,349,000	
	Ps T 6.7	6,197,000	
	Ps T 6.6	6,046,000	
	Ps T 6.5	5,894,000	Midpoint
	Ps T 6.4	5,743,000	
	Ps T 6.3	5,591,000	
	Ps T 6.2	5,440,000	
	Ps T 6.1	5,288,000	Minimum
H	Ps T 5.9	5,137,000	Maximum
	Ps T 5.8	4,985,000	
	Ps T 5.7	4,834,000	
	Ps T 5.6	4,682,000	
	Ps T 5.5	4,530,000	Midpoint
	Ps T 5.4	4,379,000	
	Ps T 5.3	4,227,000	
	Ps T 5.2	4,076,000	
	Ps T 5.1	3,924,000	Minimum
G	Ps T 4.5	3,773,000	Maximum
	Ps T 4.4	3,621,000	
	Ps T 4.3	3,470,000	Midpoint
	Ps T 4.2	3,318,000	
	Ps T 4.1	3,167,000	Minimum
F	Ps T 3.5	3,102,000	Maximum
	Ps T 3.4	2,806,000	
	Ps T 3.3	2,707,000	Midpoint
	Ps T 3.2	2,609,000	

[PSC Table 4-3]

	Ps T 3.1	2,510,000	Minimum
E	Ps T 2.9	2,411,000	Maximum
	Ps T 2.8	2,312,000	
	Ps T 2.7	2,213,000	
	Ps T 2.6	2,114,000	
	Ps T 2.5	2,015,000	Midpoint
	Ps T 2.4	1,917,000	
	Ps T 2.3	1,818,000	
	Ps T 2.2	1,719,000	
	Ps T 2.1	1,620,000	Minimum
D	Ps T 1.9	1,521,000	Maximum
	Ps T 1.8	1,422,000	
	Ps T 1.7	1,324,000	
	Ps T 1.6	1,225,000	
	Ps T 1.5	1,126,000	Midpoint
	Ps T 1.4	1,027,000	
	Ps T 1.3	928,000	
	Ps T 1.2	829,000	
	Ps T 1.1	730,000	Minimum

[PSC Table 4-3]

PART 7B THE SALARY STRUCTURE TABLE FOR THE POSITIONS OF PUBLIC SERVANTS ASSIGNED TO THE OPERATIONS CAREER PATHWAY

[GRT Determination 8 of 2024: The Salary Structure Table for the positions of Public Servants as assigned to Band A to Band F and the Operations career pathway Level O1 to Level O6.]

GRT Determination 8 of 2024:

Table O1-O6 – The Salary Structure Table for the positions of Public Servants as assigned to Band A to Band F and the Operations pathway Level O1 to Level O6.

VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL

PERFORMANCE-BASED SALARY STRUCTURE DETERMINATION FOR THE OPERATIONS CAREER PATHWAY

PUBLIC SERVANTS

Band	Grade	Annual Salary	Range
F	Ps O 6.9	3,000,000	Maximum
	Ps O 6.8	2,914,000	
	Ps O 6.7	2,827,000	
	Ps O 6.6	2,741,000	
	Ps O 6.5	2,654,000	Midpoint
	Ps O 6.4	2,568,000	
	Ps O 6.3	2,481,000	
	Ps O 6.2	2,394,000	
	Ps O 6.1	2,308,000	Minimum
E	Ps O 5.9	2,221,000	Maximum
	Ps O 5.8	2,135,000	
	Ps O 5.7	2,048,000	
	Ps O 5.6	1,961,000	
	Ps O 5.5	1,875,000	Midpoint
	Ps O 5.4	1,788,000	
	Ps O 5.3	1,702,000	
	Ps O 5.2	1,615,000	
	Ps O 5.1	1,528,000	Minimum
D	Ps O 4.9	1,435,000	Maximum
	Ps O 4.8	1,421,000	
	Ps O 4.7	1,407,000	
	Ps O 4.6	1,393,000	
	Ps O 4.5	1,378,000	Midpoint
	Ps O 4.4	1,364,000	
	Ps O 4.3	1,350,000	
	Ps O 4.2	1,336,000	
	Ps O 4.1	1,321,000	Minimum

[PSC Table 4-3]

C	Ps O 3.9	1,307,000	Maximum
	Ps O 3.8	1,293,000	
	Ps O 3.7	1,279,000	
	Ps O 3.6	1,265,000	
	Ps O 3.5	1,250,000	Midpoint
	Ps O 3.4	1,236,000	
	Ps O 3.3	1,222,000	
	Ps O 3.2	1,208,000	
	Ps O 3.1	1,193,000	Minimum
B	Ps O 2.9	1,179,000	Maximum
	Ps O 2.8	1,165,000	
	Ps O 2.7	1,151,000	
	Ps O 2.6	1,137,000	
	Ps O 2.5	1,122,000	Midpoint
	Ps O 2.4	1,108,000	
	Ps O 2.3	1,094,000	
	Ps O 2.2	1,080,000	
	Ps O 2.1	1,065,000	Minimum
A	Ps O 1.9	1,058,000	Maximum
	Ps O 1.8	1,008,000	
	Ps O 1.7	957,000	
	Ps O 1.6	906,000	
	Ps O 1.5	855,000	Midpoint
	Ps O 1.4	805,000	
	Ps O 1.3	754,000	
	Ps O 1.2	703,000	
	Ps O 1.1	652,000	Minimum

PART 8B THE SALARY STRUCTURE TABLE FOR THE POSITIONS OF PUBLIC SERVANTS ASSIGNED TO THE CUSTOMER AND BUSINESS SUPPORT CAREER PATHWAY

[GRT Determination 8 of 2024: The Salary Structure Table for the positions of Public Servants as assigned to Band A to Band F and the Customer & Business Support career pathway Level S1 to Level S6.]

GRT Determination 8 of 2024:

Table S1-S6 – The Salary Structure Table for the positions of Public Servants as assigned to Band A to Band F and the Customer & Business Support pathway Level S1 to Level S6.

VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL

PERFORMANCE-BASED SALARY STRUCTURE DETERMINATION FOR THE CUSTOMER & BUSINESS SUPPORT CAREER PATHWAY

PUBLIC SERVANTS

Band	Grade	Annual Salary	Range
F	Ps S 6.9	3,100,000	Maximum
	Ps S 6.8	3,035,000	
	Ps S 6.7	2,970,000	
	Ps S 6.6	2,904,000	
	Ps S 6.5	2,839,000	Midpoint
	Ps S 6.4	2,774,000	
	Ps S 6.3	2,708,000	
	Ps S 6.2	2,643,000	
	Ps S 6.1	2,577,000	Minimum
E	Ps S 5.9	2,512,000	Maximum
	Ps S 5.8	2,447,000	
	Ps S 5.7	2,381,000	
	Ps S 5.6	2,316,000	
	Ps S 5.5	2,250,000	Midpoint
	Ps S 5.4	2,185,000	
	Ps S 5.3	2,120,000	
	Ps S 5.2	2,054,000	
	Ps S 5.1	1,989,000	Minimum
D	Ps S 4.9	1,924,000	Maximum
	Ps S 4.8	1,858,000	
	Ps S 4.7	1,793,000	
	Ps S 4.6	1,727,000	
	Ps S 4.5	1,662,000	Midpoint
D	Ps S 4.4	1,597,000	
	Ps S 4.3	1,531,000	
	Ps S 4.2	1,466,000	

	Ps S 4.1	1,400,000	Minimum
C	Ps S 3.9	1,380,000	Maximum
	Ps S 3.8	1,359,000	
	Ps S 3.7	1,338,000	
	Ps S 3.6	1,316,000	
	Ps S.3.5	1,295,000	Midpoint
	Ps S 3.4	1,273,000	
	Ps S 3.3	1,252,000	
	Ps S 3.2	1,230,000	
	Ps S 3.1	1,209,000	Minimum
B	Ps S 2.9	1,187,000	Maximum
	Ps S 2.8	1,166,000	
	Ps S 2.7	1,144,000	
	Ps S 2.6	1,112,300	
	Ps S 2.5	1,101,000	Midpoint
	Ps S 2.4	1,080,000	
	Ps S 2.3	1,058,000	
	Ps S 2.2	1,037,000	
	Ps S 2.1	1,015,000	Minimum
A	Ps S 1.9	1,002,000	Maximum
	Ps S 1.8	958,000	
	Ps S 1.7	914,000	
	Ps S 1.6	871,000	
	Ps S 1.5	827,000	Midpoint
	Ps S 1.4	783,000	
	Ps S 1.3	740,000	
	Ps S 1.2	696,000	
	Ps S 1.1	652,000	Minimum

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR MEDICAL OFFICERS APPOINTED BY PUBLIC SERVICE COMMISSION

PART 5 - THE SALARY STRUCTURE FOR THE POSITIONS OF MEDICAL OFFICERS.

[GRT Determination 9 of 2024: The Salary Structure Table for the positions of the Medical Officers as assigned to the Leadership career pathway Band J and Band K, Levels L7 & Level L8, and the Technical career pathway Band E to J, Levels T2 – T7]

GRT Determination 9 of 2024:

Table 5.1 – The Annual Salary for the Medical Officers and the Medical Practitioners.

VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL

PUBLIC SERVICE COMMISSION

PERFORMANCE-BASED SALARY STRUCTURE

CAREER PATHWAY FOR THE MEDICAL OFFICERS AND THE MEDICAL PRACTITIONERS			ANNUAL SALARY			
				Minimum	Midpoint	Maximum
POSITION	VQF LEVEL	BAND / LEVEL	GRADE	1	2	3
Specialist (Contract)	10	J T7	T MC 9	6,197,000	7,200,000	7,700,000
Superintendent	9	K L8	L MO 8	6,161,000	6,418,000	6,932,000
Senior Consultant	9	I T6	T MO 7	4,834,000	5,288,000	5,590,000
Head of Department	9	J L7	L MO 6	4,739,000,	4,795,000	4,850,000
Consultant	9	H T5	T MO 5	3,613,000	3,924,000	4,378,000
Senior Registrar	8	G T4	T MO 4	3,211,000	3,324,000	3,414,000
Registrar	7	F T3	T MO 3	2,855,000	2,954,000	3,035,000
Medical Officer	7	F T3	T MO 2	2,639,000	2,639,000	2,639,000
Intern	7	E T2	T MO 1	2,440,000	2,440,000	2,440,000

Abbreviation: VQF – Vanuatu Qualifications Framework

1. An officer, other than an Intern, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR DENTAL OFFICERS APPOINTED BY PUBLIC SERVICE COMMISSION

PART 5 – THE SALARY STRUCTURE FOR THE POSITIONS OF DENTAL OFFICERS

[GRT Determination 10 of 2024: The Salary Structure for the positions of the Dental Officers as assigned to the Leadership career pathway Band J, Level L7, to the Technical pathway Band E – Band H, Level T2 – T5, and to the Operations pathway Band D Level O4]

GRT Determination 10 of 2024:

Table 5.1 – The Annual Salary for the positions of Dental Officers and the Registered Dental Officers.

VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL

PUBLIC SERVICE COMMISSION

PERFORMANCE-BASED SALARY STRUCTURE

CAREER PATHWAY FOR A DENTAL OFFICER AND A REGISTERED DENTAL OFFICER			ANNUAL SALARY			
				Minimum	Midpoint	Maximum
POSITION	VQF LEVEL	BAND/ LEVEL	GRADE	1	2	3
Head of Dental	**9**	**J L7**	**L DO 9**	**4,403,000**	**4,459,000**	**4,515,000**
Senior Consultant	**9**	**H T5**	**T DO 8**	**3,773,000**	**3,924,000**	**4,076,000**
Consultant	**9**	**G T4**	**T DO 7**	**3,318,000**	**3,470,000**	**3,621,000**
Senior Registrar	**8**	**G T4**	**T DO 6**	**2,864,000**	**3,015,000**	**3,167,000**
Registrar	**7**	**F T3**	**T DO 5**	**2,510,000**	**2,609,000**	**2,707,000**
Dental Officer	**7**	**E T2**	**T DO 4**	**2,312,000**	**2,312,000**	**2,312,000**
Intern	**7**	**E T2**	**T DO 3**	**2,213,000**	**2,213,000**	**2,213,000**
Dental Technician	**7**	**E T2**	**T DO 2**	**1,700,000**	**1,700,000**	**1,700,000**
Dental Assistant	**3-6**	**D O4**	**O DO 1**	**855,000**	**1,160,000**	**1,300,000**

Abbreviation: VQF – Vanuatu Qualifications Framework

1. An officer, other than an Intern, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR ALLIED HEALTH OFFICERS APPOINTED BY PUBLIC SERVICE COMMISSION

PART 5 – THE SALARY STRUCTURE FOR THE POSITIONS OF ALLIED HEALTH OFFICERS.

[GRT Determination 11 of 2024: The Job Classification Standards Tables for the positions of Allied Health Officers as assigned to the Leadership (Level L5 & Level L6), Technical (Level T2 – Level T4), and Operations (Level O5) career pathways of the Public Service Commission.]

Pursuant to section 13(1) of the Government Remuneration Tribunal Act, the annual salary payable to a position of Allied Health Officer is set out hereunder.

Table 5.1 – Annual Salary payable to a position of Allied Health Officer.

	VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL					
	PUBLIC SERVICE COMMISSION					
	PERFORMANCE BASED SALARY STRUCTURE					
CAREER PATHWAY FOR AN ALLIED HEALTH OFFICER				Annual salary		
				Minimum	Midpoint	Maximum
POSITION	VQF LEVEL	BAND/ LEVEL	Grade	1	2	3
Manager Allied services	9	I L6	L HO 7	3,900,000	3,956,000	4,012,000
Principal Officer	9	H L5	L HO 6	3,397,000	3,453,000	3,621,000
Officer-In-Charge	9	G T4	T HO 5	2,740,000	2,855,000	2,954,000
Section Head	8	F T3	T HO 4	2,410,000	2,509,000	2,608,000
Senior Registered Health Practitioner	7	E T2	T HO 3	2,015,000	2,114,000	2,213,000
Registered Health Practitioner	7	E T2	T HO 2	1,875,000	1,875,000	1,875,000
Intern	7	E O5	O HO 1	1,787,000	1,787,000	1,787,000

Abbreviation: VQF – Vanuatu Qualifications Framework

An officer, other than an Intern, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR NURSES APPOINTED BY PUBLIC SERVICE COMMISSION

PART 5 - SALARY STRUCTURE FOR ALL POSITIONS OF NURSES

GRT Determination 12 of 2024: The salary structure for the positions of nurses as assigned to Leadership (Level L3 – Level L5), Technical (Level T2 – Level T3), and Operations (Level O3 – Level O5) career pathways.

Pursuant to section 13(1) of the Government Remuneration Tribunal Act, the annual salary payable to a Nurse is set out hereunder.

Table 5.1 – Salary Structure payable to a Nurse.

	VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL					
	PUBLIC SERVICE COMMISSION					
	PERFORMANCE-BASED SALARY STRUCTURE					
NURSE CAREER PATHWAY				**ANNUAL SALARY**		
				Minimum	**Midpoint**	**Maximum**
POSITION	**VQF LEVEL**	**BAND/ LEVEL**	**GRADE**	**1**	**2**	**3**
Principal Nursing Officer	9	H L5	L NS 10	3,350,000	3,397,000	3,453,000
Nursing Services Manager (NSM)	9	G L4	L NS 9	2,893,000	2,949,000	3,005,000
Assistant NSM	8	F L3	L NS 8	2,558,000	2,614,000	2,670,000
Nurse In Charge OR Clinical Nursing Supervisor	8	F T3	T NS 7	2,213,000	2,312,000	2,510,000
Senior Specialist Nurse OR Senior Nurse Practitioner	7	E T2	T NS 6	2,000,000	2,015,000	2,114,000
Specialist Nurse OR Nurse Practitioner	7	E T2	T NS 5	1,818,000	1,917,000	1,930,000
Senior Registered Nurse	6	E O5	O NS 4	1,615,000	1,702,000	1,788,000
General / Registered Nurse	5	D O4	O NS 3	1,420,000	1,480,000	1,550,000
Intern Nurse	5	D O4	O NS 2	1,250,000	1,321,000	1,378,000
Nurse Aide	4	C O3	O NS 1	855,000	1,001,000	1,050,000

1. An officer, other than an Intern, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR SECRETARY-GENERALS AND TOWN CLERKS APPOINTED BY PUBLIC SERVICE COMMISSION

GRT Determination 21 of 2024

Table 4.2 –Salary Structure Table for positions of Secretary-Generals and Assistants, Town Clerks and Deputy Town Clerks.

	VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL			
	PUBLIC SERVICE COMMISSION & PUBLIC SECTOR – PERFORMANCE-BASE SALARY STRUCTURE			
	PROVINCIAL GOVERNMENT AND MUNICIPAL COUNCILS			
	SECRETARY-GENERAL AND ASSISTANT, AND TOWN CLERK AND DEPUTY ASSIGNED TO LEADERSHIP CAREER PATHWAY			
Band	**Level**	**Grade**	**Salary**	**Range**
J	**SG 3**	**SG L 7.3**	**4,738,000**	**Maximum**
	L7	**SG L 7.2**	**4,682,000**	
		SG L 7.1	**4,626,000**	**Minimum**
J	**TC 2**	**TC L 7.3**	**4,570,000**	**Maximum**
	L7	**TC L 7.2**	**4,515,000**	
		TC L 7.1	**4,459,000**	**Minimum**
I	**ASG**	**ASG L 6.4**	**4,380,000**	**Maximum**
	L6	**ASG L 6.3**	**4,180,000**	
		ASG L 6.2	**3,956,000**	
		ASG L 6.1	**3,900,000**	**Minimum**
H	**DTC**	**DTC L 5.4**	**4,380,000**	**Maximum**
	L5	**DTC L 5.3**	**4,180,000**	
		DTC L 5.2	**3,956,000**	
		DTC L 5.1	**3,900,000**	**Minimum**

1. An Officer, other than Officer serving her or his probationary period, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR ANCILLARY CARE STAFF APPOINTED BY PUBLIC SERVICE COMMISSION

PART 5 THE SALARY STRUCTURE TABLE FOR THE POSITIONS OF THE ANCILLARY CARE AND SUPPORT STAFF OF THE GOVERNMENT CLINICAL SECTOR AS ASSIGNED TO THE OPERATIONS CAREER PATHWAYS

[GRT Determination 13 of 2024: The Salary Structure Table for the positions of the Ancillary Care and Support (ACS) Staff of Government Clinical Sector as assigned to Band A – Band F and the Operations career pathway Level O1 – Level O6.]

GRT Determination 13 of 2024: Table 5.O – Salary Structure			
The Salary Structure for the Ancillary Care and Support Staff of Government Clinical Sector positions as assigned to Band A – Band F and the Operations Career pathway Level O1 – Level O6.			
VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL			
PERFORMANCE-BASED SALARY STRUCTURE			
Ancillary Care and Support (ACS) Staff of Government Clinical Sector			
Band	**Grade**	**Salary**	**Range**
F	ACS O 6.9	3,000,000	Maximum
	ACS O 6.8	2,914,000	
	ACS O 6.7	2,827,000	
	ACS O 6.6	2,741,000	
	ACS O 6.5	2,654,000	Midpoint
	ACS O 6.4	2,568,000	
	ACS O 6.3	2,481,000	
	ACS O 6.2	2,394,000	
	ACS O 6.1	2,308,000	Minimum
E	ACS O 5.9	2,221,000	Maximum
	ACS O 5.8	2,135,000	
	ACS O 5.7	2,048,000	
	ACS O 5.6	1,961,000	
	ACS O 5.5	1,875,000	Midpoint
	ACS O 5.4	1,788,000	
	ACS O 5.3	1,702,000	
	ACS O 5.2	1,615,000	
	ACS O 5.1	1,528,000	Minimum
	ACS O 4.9	1,435,000	Maximum
	ACS O 4.8	1,421,000	
	ACS O 4.7	1,407,000	
	ACS O 4.6	1,393,000	
	ACS O 4.5	1,378,000	Midpoint

D	ACS O 4.4	1,364,000	
	ACS O 4.3	1,350,000	
	ACS O 4.2	1,336,000	
	ACS O 4.1	1,321,000	Minimum
C	ACS O 3.9	1,307,000	Maximum
	ACS O 3.8	1,293,000	
	ACS O 3.7	1,279,000	
	ACS O 3.6	1,265,000	
	ACS O 3.5	1,250,000	Midpoint
	ACS O 3.4	1,236,000	
	ACS O 3.3	1,222,000	
	ACS O 3.2	1,208,000	
	ACS O 3.1	1,193,000	Minimum
B	ACS O 2.9	1,179,000	Maximum
	ACS O 2.8	1,165,000	
	ACS O 2.7	1,151,000	
	ACS O 2.6	1,137,000	
	ACS O 2.5	1,122,000	Midpoint
	ACS O 2.4	1,108,000	
	ACS O 2.3	1,094,000	
	ACS O 2.2	1,080,000	
	ACS O 2.1	1,065,000	Minimum
A	ACS O 1.9	1,058,000	Maximum
	ACS O 1.8	1,008,000	
	ACS O 1.7	957,000	
	ACS O 1.6	906,000	
	ACS O 1.5	855,000	Midpoint
	ACS O 1.4	805,000	
	ACS O 1.3	754,000	
	ACS O 1.2	703,000	
	ACS O 1.1	652,000	Minimum

1. An Officer, other than an Officer serving her or his probationary period, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

PART 7 THE SALARY STRUCTURES TABLE FOR THE ANCILLARY CARE AND SUPPORT STAFF OF THE GOVERNMENT CLINICAL SECTOR AS ASSIGNED TO THE CUSTOMER AND BUSINESS SUPPORT CAREER PATHWAY.

[GRT Determination 13 of 2024: The Salary Structure Table for the positions of the Ancillary Care and Support Staff of Government Clinical Sector as assigned to Band A – Band F and the Customer and Business Support career pathway Level S1 – Level S6.]

GRT Determination 13 of 2024: Table 7.S – Salary Structure			
The Salary Structure for the Ancillary Care and Support Staff (ACS) of Government Clinical Sector positions as assigned to Band A – Band F and the Customer Business Support Career pathway Level S1 – Level S6.			
VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL			
PERFORMANCE-BASED SALARY STRUCTURE			
Ancillary Care and Support Staff of Government Clinical Sector.			
Band	**Grade**	**Salary**	**Range**
F	ACS S 6.9	3,100,000	Maximum
	ACS S 6.8	3,035,000	
	ACS S 6.7	2,970,000	
	ACS S 6.6	2,904,000	
	ACS S 6.5	2,839,000	Midpoint
	ACS S 6.4	2,774,000	
	ACS S 6.3	2,708,000	
	ACS S 6.2	2,643,000	
	ACS S 6.1	2,577,000	Minimum
E	ACS S 5.9	2,512,000	Maximum
	ACS S 5.8	2,447,000	
	ACS S 5.7	2,381,000	
	ACS S 5.6	2,316,000	
	ACS S 5.5	2,250,000	Midpoint
	ACS S 5.4	2,185,000	
	ACS S 5.3	2,120,000	
	ACS S 5.2	2,054,000	
	ACS S 5.1	1,989,000	Minimum
D	ACS S 4.9	1,924,000	Maximum
	ACS S 4.8	1,858,000	
	ACS S 4.7	1,793,000	
	ACS S 4.6	1,727,000	
	ACS S 4.5	1,662,000	Midpoint
	ACS S 4.4	1,597,000	
	ACS S 4.3	1,531,000	
	ACS S 4.2	1,466,000	
	ACS S 4.1	1,400,000	Minimum

[PSC Table 4-9]

C	ACS S 3.9	1,380,000	Maximum
	ACS S 3.8	1,359,000	
	ACS S 3.7	1,338,000	
	ACS S 3.6	1,316,000	
	ACS S.3.5	1,295,000	Mid-point
	ACS S 3.4	1,273,000	
	ACS S 3.3	1,252,000	
	ACS S 3.2	1,230,000	
	ACS S 3.1	1,209,000	Minimum
B	ACS S 2.9	1,187,000	Maximum
	ACS S 2.8	1,166,000	
	ACS S 2.7	1,144,000	
	ACS S 2.6	1,1123,00	
	ACS S 2.5	1,101,000	Mid-point
	ACS S 2.4	1,080,000	
	ACS S 2.3	1,058,000	
	ACS S 2.2	1,037,000	
	ACS S 2.1	1,015,000	Minimum
A	ACS S 1.9	1,002,000	Maximum
	ACS S 1.8	958,000	
	ACS S 1.7	914,000	
	ACS S 1.6	871,000	
	ACS S 1.5	827,000	Midpoint
	ACS S 1.4	783,000	
	ACS S 1.3	740,000	
	ACS S 1.2	696,000	
	ACS S 1.1	652,000	Minimum

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR TECHNICAL ADVISOR APPOINTED BY PUBLIC SERVICE COMMISSION

PART 4. THE SALARY STRUCTURE FOR THE POSITION OF SPECIALIST TECHNICAL ADVISOR

[GRT Determination 25 of 2024: Table 4TA – Salary structure for the position of Specialist or Technical Advisor appointed contractually by employing bodies and as assigned to Band J and the Technical career pathway Level T7.]

GRT Determination 25 of 2024:

Table 4TA — The Salary Structure for Technical Advisor or Lead Specialist position

VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL

PUBLIC SECTOR – PERFORMANCE-BASED SALARY STRUCTURE

TECHNICAL ADVISOR

Band	Level	VQF	Score	Grade	Salary
J	**TA 3 / T7**	10	970	TA 3.3	8,200,000
		10	958	TA 3.2	8,075,000
		10	946	TA 3.1	7,950,000
	TA 2 / T7	9	935	TA 2.3	7,825,000
		9	923	TA 2.2	7,700,000
		9	911	TA 2.1	7,575,000
	TA 1 / T7	8	899	TA 1.4	7,450,000
		8	888	TA 1.3	7,325,000
		8	876	TA 1.2	7,200,000
		8	864	TA 1.1	6,500,000

CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR CHIEF EXECUTIVE OFFICERS APPOINTED BY PUBLIC SERVICE COMMISSION

PART 5. THE SALARY STRUCTURE FOR THE POSITIONS OF CHIEF EXECUTIVE OFFICERS

[GRT Determination 31 of 2024: The Salary Structure Table for the positions of Chief Executive Officers as assigned to the Leadership career pathway Levels L8 Band K, L7 Band J, and L6 Band I.]

GRT Determination 7 of 2024:

Table 5.1 – The Salary Structure Table for the positions of Chief Executive Officers (CEOs) of Statutory bodies, Statutory Corporations, and State-Owned Enterprises.

VANUATU GOVERNMENT - GOVERNMENT REMUNERATION TRIBUNAL

PERFORMANCE-BASED SALARY STRUCTURE

CHIEF EXECUTIVE OFFICER

Band	Score	Class	Level	Grade	Annual Salary	Range
K	773	**CEO 3**	**L8**	CEO 3.3	6,675,300	Maximum
	762			CEO 3.2	6,418,250	
	752			CEO 3.1	6,161,200	Maximum
	740	**CEO 2**	**L8**	CEO 2.3	5,904,120	Maximum
	730			CEO 2.2	5,647,000	
	719			CEO 2.1	5,390,000	Minimum
J						
	708	**CEO 1**	**L7**	CEO 1.6	4,850,000	Maximum
	698			CEO 1.5	4,794,100	
	687			CEO 1.4	4,738,160	
	676			CEO 1.3	4,682,250	
I	591		**L6**	CEO 1.2	4,347,000	
	583			CEO 1.1	4,291,000	Minimum

[PSC FORM 4-1]

OVERTIME AND UNSOCIAL HOURS CLAIM FORM

Overtime/Unsocial Hours Claim for the Month of:					
Name:			**Department of Finance Use**		
Department:			**Date Received:**		
Payroll No:			**Date Paid:**		
Rate 1 – Unsocial Hours x 0.25 (b):			**Checked By**	**Approved By**	
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 e.g. 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.**					
Date	**Day of Week**	**Start and Finish Time**	**Hours Worked**		
			(a) In Normal Hours	**(b) In Unsocial Hours**	**(c) Total hours Worked (a) +(b)**
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					
31					
		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 Shift work 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.

If employed on a regular rotating or regular rotating night shift, please specify the start and finish times of the shift/s worked this month and the applicable dates:			
Start:	**Finish:**	**Dates: From:**	**To:**
Start:	**Finish:**	**Dates: From:**	**To:**
Start:	**Finish:**	**Dates: From:**	**To:**

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) | |

SIGNATURES	**NAMES**
STAFF MEMBER:	**NAME:**
DATE:	
SUPERVISOR:	**NAME:**
DATE:	
MANAGER: **DATE:**	**NAME:**
DIRECTOR: **DATE:**	**NAME:**

[PSC FORM 4-2]

ACTING ALLOWANCE APPLICATION FORM

I certify that the following officer will be absent from duty, from the dates indicated below and that it will be necessary for the post to continue to be filled during his/her absence.

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:** _____

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% ☐

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:**_____
Office of the Public Service Commission **Date:**_____

NOTE: PSC approval is only required for Director-Generals and Directors or Equivalent Positions, where the acting arrangements proposed exceeds 20 days.

[PSC FORM 4-3]

DOMESTIC TRAVEL ALLOWANCE FORM

Name of Claimant:_____ **Payroll Number:**_____

Post Title:_____ **Post No:**_____

Employment Status:_____

Normal Work Location: _____

1. PURPOSE OF TRAVEL **(Please indicate by ticking the appropriate box)**	
Duty Travel	
Workshop/Training	
Temporary Transfer	
Others (Please specify)	

2. ITINERARY & ACCOMODATION EXPENSES						
Place to Visit	**Arrived**		**Departed**		**Type of Accommodation**	**Cost**
	Date	**Time**	**Date**	**Time**		
					TOTAL AMOUNT (VT.)	

I certify that to the 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 Staff members obligation as provided for in Section 34(1)(k) of the *Public Service Act*. I also undertake to reimburse any amount paid to myself as a result of the incorrect or misleading information.

Travelling Staff members Signature:_____

Date:_____

[PSC FORM 4-3]

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/her normal work location.

Head of Department: _____

_____
(print name)

Date: _____

[PSC FORM 4-4]

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)***

Places/institutions	Dates - from/to	Brief details of purpose at each place

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 e.g. Ministry or Departmental Budget or Donor etc _____
_____

(b) Total estimated travel cost:_____

ESTIMATE COSTS BREAKDOWN			
DESCIPTION	**UNIT**	**AMOUNT**	**TOTAL**
Airfare			
Visa			
Travel Insurance			
Accommodation			
Land Transport			
DSA			
Communication			
Other Incidental			
TOTAL			

(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 workshop/seminar etc five (5) working days after returning from official duty travel.
(b) Retire my government imprest within 5 Calendar days of my return

7. I 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 5 days 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.

[PSC FORM 4-4]

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: _____

TO BE COMPLETED BY THE PUBLIC SERVICE COMMSSION

The travel above is: Approved ☐ **Not approved** ☐

Name of Secretary of PSC: _____

Signature: _____ Date: _____

TO BE COMPLETED BY THE PRIME MINISTER

The travel above is: Approved ☐ **Not approved** ☐

Name of Prime Minister: _____

Signature: _____ Date: _____

[PSC FORM 4-5]

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

Purpose of Mission	**Please indicate what benefits to Vanuatu will be derived from the mission** *(If insufficient space, provide supporting paper)*

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

Proposed members of Mission group		**Justification for including this person on the Mission Group**	**Acting arrangements to be made to cover the duties of absent officers**	
Name	**Post Title**		**Name**	**Post Title**

Have any of the applicants been overseas on official duty on previous occasions: Yes/No (If yes, please attach details)

3. PLACES AND ORGANIZATIONS TO BE VISITED - DETAILS AND DATES

(If insufficient space, please attach full details)

Place/Organization	**From/to**	**Brief details of purpose at each place and Organization**

4. COST OF PROPOSED MISSION GROUP TRAVEL

How will the proposed travel be funded e.g. Ministry or Departmental Budget or Donor etc

_____

Total estimated travel costs:(Vt)_____Total Acting Allowances to be paid:(Vt)_____

[PSC FORM 4-5]

ESTIMATE COSTS BREAKDOWN			
DESCIPTION	**UNIT**	**AMOUNT**	**TOTAL**
Airfare			
Visa			
Travel Insurance			
Accommodation			
Land Transport			
DSA			
Communication			
Other Incidental			
TOTAL			

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 5 days of the groups return.

Note: Failure to provide report on time will result to restrictions for future overseas travel.

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_____

I support the Director-General recommendation.

Minister Responsible

[PSC FORM 4-5]

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_____
_____

TO BE COMPLETED BY THE PRIME MINISTER

The travel above is: Approved ☐ Not approved ☐

Name of Prime Minister: _____

Signature: _____ Date: _____

[PSC FORM 4-6]

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 employed under the Public Service Commission?
Yes ☐ **No** ☐

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

What Department 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 another Ministry: Yes ☐ No ☐
(Ministry HRO use only)

NAMES AND DATE OF BIRTH OF YOUR CHIRLDREN:

Name of children	Date of birth	Natural or adopted child

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 DIRECTOR-GENERALS AND STAFF OF THE OPSC

APPROVED/NOT APPROVED BY SECRETARY, OPSC:

Name: _____ Signature: _____

Date _____ Name of Ministry (if applicable): _____

For Office Use Only

OFFICER INFORMED ON: _____

DEPARTMENT OF FINANCE INFORMED ON: _____

[PSC FORM 4-7]

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:_____

[PSC FORM 4-8]

ANNUAL LEAVE TRAVEL CLAIM

Name: _____ **Payroll No:**_____

Post title: _____

Post No: _____**Grade:** _____

Department: _____**Ministry:** _____

Is your spouse or de-facto partner a government staff member? Yes☐ No ☐

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

What Department does is he or she work in? _____

Has your spouse/de facto partner submitted a claim for Annual Leave Travel? Yes ☐ No ☐

Have you or your spouse/de facto partner submitted a claim for Annual Leave Travel in the current leave year? Yes ☐ No ☐

Has Ministry HRO confirmed this with another Ministry: ☐s ☐o
(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 CERFICATION:

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 ANNUAL LEAVE

DETAILS OF ACTUAL JOURNEYS UNDERTAKEN TO AND FROM DURING THE ANNUAL LEAVE

DATE OF JOURNEY	**FROM (PLACE)**	**TO (PLACE)**	**METHOD OF TRANSPORT**	**COST VT.**	**RECEIPT N0.** (attached)
SUMMARY	**TOTAL COST _____VT**		**50% CLAIM. _____VT**		

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:_____

[PSC FORM 4-9]

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**
(SEE ATTACHED ORIGINAL RECEIPTS) **TOTAL AMOUNT PAID OUT VT**	

Please attached referral notes from a certified medical officer from a public health facility if services received from a private health practitioner.

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:_____

[PSC FORM 4-9]

DIRECTOR/DIRECTOR-GENERALCERTIFICATION

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: _____

[PSC FORM 4-10]

RISK ALLOWANCE

Components	**Criteria**
1. Name of Ministries/Department	
2. Frequency of Payment	☐ Daily ☐ Fortnightly
3. Duration	Date/period _____
4. Degree of exposure	☐ High ☐ Medium ☐ Low
5. Attendance of Staffs	Date: Time: Hours/Days/Weeks: Number of officers:
6. Workplan	☐ Details of work plan /task carried out
7. Whether or not Officer has been on leave	If yes provide copy of leave document take: ☐ 1-3 days ☐ 3-5 days ☐ More than 5 days

8. Province	☐ Penama ☐ Torba ☐ Malampa ☐ Tafea ☐ Sanma ☐ Shefa
9. Source of Funding	☐ Yes ☐ No Details of Cost Center pay out from:
10. Certification and Approval from Supervisor, Director-General, Directors	☐ Yes ☐ No Letter Attached: ☐ Yes ☐ No
11. Allowance rate	VT 18,000/fortnight ☐ VT 1,800/daily/per day ☐ Total amount to be paid:
12. Outcome	Checked and verified ☐ Yes ☐ No Signature Manager-Compliance Unit:
13. Approval of Secretary OPSC	☐ Approved ☐ Not Approved Signature:

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*.

Allowance & extra payments	**Current rate**
Overtime rates	Time and a quarter with a minimum payment of one hour of overtime work.
Unsocial hours rates	A quarter of the time.
Shift allowances: (1) Regular alternating (2) Regular Night Shift	(1) 1,500 VT per month (2) 3,500 VT per month
On call allowance	Time and a quarter for actual hours worked (25 % on top of normal working hrs) plus 7.5% for on call / waiting time
Acting allowance	Percentage of difference between salaries determined by PSC with a set scale
Permanent posting requiring moving to a different locality	(1) VT 50,000 one-off payment (2) VT 30,000 establishment allowance
Domestic duty travel allowance	(1) 7,000 VT per day. If domestic duty travel will last more than 30 days, the rate of Temporary transfer allowance will be applicable. (2) Cost of accommodation and transport to be provided through accountable imprest.

Temporary Transfer Allowance	1) 2,000 VT per day commencing from date of temporary transfer for 7 days 2) 100,000 VT Lump sum for more than 30 days but less than 60 days Accommodation shall be the responsibility of the Department.
Selection Panel Member's Allowance	(1) VT40,000 for a member of the Recruitment Selection Panel not employed by the Public Service Commission to assess and/or interview applicants for a vacancy of DIRECTOR-GENERAL, Directors and Equivalent Positions in the Public Service. (2) In the event that a panel member does the first assessment and he/she is not available for the interview and replace by another panel member, the allowance should be shared at 50 percent.
Overseas Mission Travel Allowance: (1) Southern Pacific (2) Australia- Asia, New Zealand, North Pacific (3) Europe Countries, US, Africa, South America, Middle East	 (1) VT17,000 (2) VT25,000 (3) VT40,000 **Note: These rates applicable only when no other Donors funds the cost**
Child allowance	VT 2,000 per Child per month for two children under the age of 18.
Housing allowance	(1) Standard allowance of VT 360,000 per annum for officers not entitled to Government house subject to government Housing Policy.
Medical expenses	Payment but conditions apply. See policy details at section 8 of chapter 4 of this manual.

Death while performing services	(1) For those officers or staff members employed for 1 to 5 years continuous service – 6 month's salary and Funeral expense (2) For those employed for 6 years and more 1 year's salary plus Funeral expense.
Risk Allowance	(1) VT18,000/ fortnight (2) VT1,800/ per working day

DEPARTMENT SPECIFIC CONDITIONS

1. Department of Ports and Marine

1.1 Sea-Going Allowance			
• Captain	VT. 975		
• Engineers	VT. 975 per period of 24 hours		
• Bosun & below	VT. 450		
1.2 Victualling Allowances			
	Breakfast	Lunch	Dinner
• Captain	VT. 225	VT. 375	VT. 375
• Engineers	VT. 225	VT. 375	VT. 375
• Bosun & below	VT. 90	VT. 180	VT. 180

Note: *For absences of less than 24 hours an allowance is paid for meals provided.*

CHAPTER 5: MANAGEMENT OF TRAINING AND EDUCATION

1. Introduction

The Public Service Commission recognizes the pivotal role of well-trained employees in enhancing service delivery which contributes to the overall development of Vanuatu. Under section 8(1)(c) and (i) of the *Public Service Act*, the Commission is entrusted with the responsibility of acting as a good employer while promoting and enhancing work-related development and education training opportunities for employees. The selection and approval process for employees undergoing education and training must be made fairly, efficiently, and transparently by the VIPAM Board and the Commission. By doing so, all requirements must be met and all selection and approval must be dealt with in accordance with this chapter.

To ensure quality service delivery, the Commission plays a crucial role in ensuring that all directives set under Society Pillar 6 of the Vanuatu 2030 The Peoples Plan including the National Human Resource Development Plan are implemented.

Education and training are central to the Commission's planning. The Commission is committed to:

a. Fostering lifelong learning, knowledge sharing, and innovation among employees.

b. Ensuring equitable access to demand-driven and relevant training opportunities.

c. Enhancing employees' competencies, technological adaptability, and career growth.

d. Maintaining up-to-date data on priority occupations and skills needs.

e. Promoting collaboration with stakeholders, training institutions, and development partners nationally and regionally.

f. Strengthening the overall public service workforce through targeted capacity-building initiatives.

The Commission, in alignment with the National Human Resource Development Plan (NHRDP) and the Ministry Human Resource Development Plan (MHRDP), may effectively manage and enhance employee capacity through education and training to address skill gaps prescribed under the MHRDP.

1.1 Values

In carrying out its functions and responsibilities in a fair and transparent manner, the Commission through VIPAM embraces the following core values:

a. Passion.
b. Respect.
c. Integrity.
d. Determination; and
e. Excellence.

2. VIPAM Governance

2.1 Commission:

Provides overall policy direction and oversight to ensure that VIPAM's programs and initiatives align with national public service priorities.

2.2 VIPAM Board:

Endorses Annual Training Needs Analyses (TNAs), guides program implementation and ensures that VIPAM's activities address gaps identified through surveys and contribute to the Corporate Plan and the National Sustainable Development Plan (NSDP).

3 Supporting Committees:

3.1 Human Resource Development Committees (HRDCs):

Led by HR Managers, HRDCs ensures each Ministry has the right people with the right skills in the right roles at the right time by analyzing workforce composition, capabilities and trends.

4 Training

4.1 Definition:

Training refers to approved leave granted to employees for practical, skills-based programs or workshops lasting up to one year. It is designed to enhance specific job-related competencies and improve immediate work performance while employees maintain their employment status. In some cases, successful completion of the training may result in the awarding of a formal qualification or certification.

4.2 Training Programs

4.2.1 Qualification Level:

The qualifications for Training shall be associated to the following Vanuatu Qualifications Framework (VQF) levels:

Levels	Qualifications Pathways	
6	Advance Diploma	Maximum of 240 credits
5	Diploma	Maximum of 240 credits
4	Certificate IV	Maximum of 40 credits or less

4.2.2 Skillset

Skillset shall consist of, but are not limited to, a range of learning activities designed to quickly build specific skills and knowledge.

a) ***Onboarding and Orientation***

On-boarding and orientation are conducted by line agencies through the HRMU with the objective of integrating new employees and making them understand the systems and procedures of the Ministry/Department.

b) Induction

Induction is mandatory training for all confirmed employees to familiarize them with the policies and procedures outlined in this Manual. It is facilitated by OPSC through VIPAM and HR Units. The program also promotes public service values, ethics, and culture, ensuring employees uphold professionalism and integrity in their work.

c) Public Service Trainings

Public Service Trainings are programs delivered or co-delivered by the Public Service Commission (PSC) with selected training institutions. They aim to upskill, reskill and address gaps identified through Training Needs Analyses (TNA) and improve staff performance, support decentralization, strengthen overall capacity in the public service, and may, in some cases, lead to formal qualifications or certifications.

d) Professional Development – In House

Ministries are encouraged to design, implement or outsource work-related training programs to address needs identified through the Training Needs Analysis (TNA). These programs should enhance practical skills and competencies relevant to the Ministry's functions and may, in some cases, lead to formal qualifications or certifications. Program design should consider ministerial priorities, availability of qualified trainers, funding, and cost-effectiveness relative to expected benefits.

e) Professional Development – Outsourced

This program refers to structured learning activities or training programs provided by external institutions or organizations. These programs are designed to enhance employees' skills, knowledge, and performance, are aligned with training needs identified through the Training Needs Analysis (TNA), and may, in some cases, lead to formal qualifications or certifications.

f) Recognition of Prior Learning (RPL)

Recognition of Prior Learning (RPL) is an assessment process that formally acknowledges the skills, knowledge and experience employees have gained through prior work, training or other learning experiences. While RPL is not training, it provides a pathway to training programs or formal qualifications, allowing employees to

partially or fully achieve a qualification based on prior learning. Together, these approaches ensure that learning interventions are justified, targeted, and aligned with both career development and organizational objectives.

g) Workforce Development

Workforce development targets high-potential staff identified for future leadership or critical roles. Development activities may include leadership programs, job shadowing, strategic assignments, executive coaching and participation in succession planning.

h) Off boarding

Off boarding is a structured process supporting employees as they leave the organization. It includes exit interviews, knowledge transfer, clearance procedures and briefings on post-employment matters, ensuring a smooth transition for both the employee and the organization.

4.3 Training Needs Analysis (TNA)

a) The Training Needs Assessment (TNA) evaluates employees' proficiency levels against the competencies defined in their Job Descriptions to identify specific training requirements.

b) Training Needs Assessments (TNAs) are carried out by Managers at both provincial and national levels and are subsequently reviewed by their supervisors.

4.4 Training Calendar

a) An annual Training calendar must be developed and circulated by VIPAM to all line agencies every year.

b) The calendar will include schedules for training from both VIPAM and training partners covering all provinces including Torba, Sanma, Penama, Malampa, Shefa and Tafea.

c) Training opportunities from bilateral and multilateral partners will be promptly shared as they become available to ensure timely access and effective coordination.

d) Training delivery modes will vary based on the nature of the training, the target audience, learning objectives and available resources.

e) Annual Training Needs Analyses (TNAs) will contribute to the implementation of the National Human Resource Development Plan (NSDP), Ministries HRDCs and be endorsed by the VIPAM Board.

4.5 Eligibility to Pursue Training

Training type	Eligible Officers	Minimum duration in service	Maximum duration of training
Orientation	SEOs Probation	1 week	1 day

	Contract Interns Apprentice Cadet		
Onboarding	SEOs Probation Contract Interns Apprentice Cadet	1 week	1 day
Induction	SEOs Permanent Interns Apprentice Cadet	3 months	1 week
Public Service Trainings	SEOs Permanent Interns Apprentice	3 months	1 week
Professional Development – In-house	SEOs Permanent Contract Interns Apprentice Cadet	3 months	1 week
Professional Development – Outsourced	SEOs Permanent Contract	6 months	1 week
Recognition of Prior Learning (RPL)	SEOs Permanent	1 year	In accordance with the standards, procedures, and criteria set by an accredited RPL Assessment Centre.
Workforce Development	Confirmed Officers	3 years	As per workforce planning
Off-boarding	SEOs Permanent Officers	After cessation is noted by the Commission	1 week

4.6 Application Process

a) The processing time for all training applications is fifteen (15) working days from the date the application is received by VIPAM. Applicants will be notified of the outcome within this period to facilitate timely preparation for the training.

b) The application process involves the completion and submission of the following forms:

Step	Stage	Description	Relevant Form
1	**Registration**	Obtain endorsement to apply for training from VIPAM/PSC	PSC Form 5.1 Training Registration Form (Online)
2	**Approval**	Submit application to obtain approval to attend training	

3	**Training Impact and Evaluation**	Assess training success and achievement of desired impact	

4.7 Approval Process

The approval process for training applications is set out below:

Type of Training	Approval	Required Form
Orientation	DIR/DG/Secretary	PSC Form 5.1 Training Registration Form (Online)
Onboarding	DIR/DG/Secretary	
Induction	Secretary	
Public Service Trainings	DIR/DG/Secretary	
Professional Development – In House	DIR/DG/Secretary	
Professional Development – Outsourced	DIR/DG/Secretary	
Recognition of Prior Learning (RPL)	DIR/DG/Secretary	
Workforce Development	DIR/DG/Secretary	
Off-boarding	Secretary	

4.8 Entitlements While on Training

4.8.1 General Condition

Officers participating in training programs, whether on-the-job or off-the-job, will be subject to the following entitlements and conditions, whether conducted on-the-job or off-the-job:

Entitlements	On-the-job Training	Off-the-job Training
Salary	100%	100%
Leave	Accrued	Not Accrued
Housing Allowance	Paid	Paid
Child Allowance	Paid	Paid
Available days to attend class	Based on timetable	Not applicable
Allocated hours for study	Maximum of 3 hours	Not applicable
Reimbursement of cost-related fees (self-sponsored)	100%	100%
Reimbursement of cost-related fees (sponsored)	Not applicable	Not applicable

4.8.2 Allowances for Training

a) If the accommodation (housing rent, hotel costs) and subsistence allowance (includes meal and living allowances and local travel costs) is completely funded by a donor agency or other party, no top-up or additional allowances are payable by the government to the selected and shortlisted employee to attend the education and training.

b) If accommodation or subsistence costs are partially funded by a donor agency or other party, the VIPAM may liaise with 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 employee will be entitled to claim for *Allowances and Additional Payments* as per (**PSC Table 4-12)**.

d) If a donor partly pays accommodation or subsistence, the employee can claim the difference but only up to the donor's rate.

e) In case where sponsorship will only be accessible at the training venue, the employee will be entitled to claim for *Allowances and Additional Payments* as per (**PSC Table 4.12)**.

f) Notwithstanding clauses 2(b), (c), (d), and (e), a Ministry may seek the Commission's guidance on a case-by-case basis.

4.8.3 Bonding Agreement

a) Officers attending a professional development, whether on-the-job or off-the-job, to receive a qualification must sign a bonding agreement of one year to ensure commitment to service upon completion of the training or qualification program.

b) VIPAM shall prepare and provide the Bonding Agreement to the officer, explain its terms and conditions upon the granting of Training Approval, and ensure that the Agreement is duly signed by the officer, the Director or Director-General, and the Secretary of the Public Service Commission before the officer attends the training.

4.8.4 Variation, Deferment, Withdrawal or Termination

a) In the event of the termination or withdrawal of a scholarship, the recipient must immediately notify VIPAM and their HR Manager. Failure to comply with this requirement will subject staff members to disciplinary proceedings.

b) The recipient is required to resume duty within one working day of the termination or withdrawal date as specified in the termination or withdrawal letter.

c) Scholarship recipients terminated or withdrawn will not be considered for new scholarship applications until a period of three years has elapsed. During this time, the officer must demonstrate their capacity and commitment through the successful completion of local or other short-term courses.

4.8.5 Reimbursement of Training Course-Related Expenses

a) Upon successful completion of the study program, a self-sponsored employee may claim full reimbursement of tuition fees and the cost of required textbooks (if applicable) from the Commission.

b) The claim must be accompanied by the training approval letter by the Commission to attend the training receipts, a transcript of results for the subjects undertaken and approval by the Director-General or Director or Equivalent Position.

c) Only fees for courses successfully passed will be reimbursed; fees for failed courses are not refundable.

4.8.6 Training Impact and Evaluation

At the end of each training, VIPAM will lead evaluation and follow-up activities to measure outcomes, ensure accountability to the PSC, training providers and the people of Vanuatu while supporting the effective implementation of strategic policies.

5 Education

1.1 Definition

Education refers to approved leave granted to employees for formal academic programs with durations that may vary depending on the type of program. Employees may pursue their education either while continuing to work or through full-time study. This includes degree courses or professional certifications aimed at developing comprehensive qualifications and long-term expertise with employees retaining their employment status throughout the period.

1.2 Education Programs

5.2.1 Qualification Level

The qualifications for Education shall be associated to the following Vanuatu Qualifications Framework (VQF) levels:

LEVELS	PATHWAY	
	TVET	HIGHER EDUCATION
10		Doctorate
9		Masters
8		Post Graduate Diploma Post Graduate Certificate Bachelor with Honor
7		Bachelor's degree Graduate Diploma Graduate Certificate

1.3 Training Needs Analysis (TNA)

a) Training Needs Analysis (TNA) evaluates employees' education levels, professional qualifications and areas of expertise to determine alignment with the competencies and requirements outlined in their Job Descriptions. This alignment considers both staff

career aspirations, key policy documents such as the National Human Resource Development Plan (NHRDP), the Corporate Plan, workforce planning and annual priorities.

b) Ministry HRDCs and VIPAM will prioritize training needs and determine implementation strategies, including decisions on in-house versus outsourced training, training types, providers and costs.

c) TNA Report is to be approved by the Commission and shared to training agencies annually.

1.4 Education Programs Calendar

a) Education priorities will be based exclusively on identified needs from the Ministry HRDP and Workforce Planning.

b) Education opportunities will be announced promptly as they arise to ensure timely access.

c) Only officers listed in the TNA are eligible to apply for education programs.

d) Annual TNA must contribute to the implementation of strategic policies such as the Corporate Plan and the NHRDP and be endorsed by the VIPAM Board.

1.5 Eligibility Criteria for Educational Programs

Training type	Eligible Officers	Maximum Years in service	Minimum duration of training
Undergraduate Degree Programs	Permanent Officers	4 Years	1 Year
Postgraduate Degree Programs	Permanent Officers	3 Years	1 Year

5.6 Application Process

a) The processing time for all formal education applications is thirty (30) working days from the date the application is received by VIPAM. Applicants will be notified of the outcome within this period to facilitate timely preparation for the training.

b) The application process involves the completion and submission of the following forms:

Step	Stage	Description	Relevant Form
1	**Registration**	Obtain endorsement to apply for training from VIPAM/PSC	PSC Form 5.1 Training Registration Form (Online)
2	**Approval**	Submit application to obtain approval to attend training	PSC Form 5.2 Training Approval Form (Online)
3	**Training Impact and Evaluation**	Assess training success and achievement of desired impact	PSC Form 5.3 Training Impact and Evaluation Form (Online)

5.7 Approval Process

5.7.1 *Approving authority*

Competent authority	Type of Training	Duration	Responsibility	Required Form
Commission	Education	12 months above	Approve participation to education program	PSC Form 5.2 Training Approval Form (Online)
VIPAM Board	Education	1 year or more	Endorses eligibility to apply for education program	PSC Form 5.2 Training Approval Form (Online)

5.7.2 Eligibility requirements:

To ensure that an employee is eligible to attend an education program, the following compliance checks will be conducted:

a) Employment status: The employee must be currently employed on a confirmed and active basis.

b) Disciplinary record: The employee must not be under any active disciplinary investigation or sanction.

c) Recent appointments: The officer must be serving in their substantive post to ensure the training directly supports their official duties. Any recent changes in role, duty station, or responsibilities will be reviewed to confirm the training's relevance and the officer's availability to participate.

d) Ministry/Department consent (for self-sponsored training): If an employee is self-sponsored, written consent from the Ministry or Department is required. This consent specifically pertains to financial matters such as reimbursement or refund eligibility in accordance with the provisions of the Public Service Staff Manual (PSSM).

e) Bonding agreement: The employee must not be currently under a Bonding Agreement and must willingly consent to sign a new agreement covering the training's duration, associated costs and financial obligations. They must fully understand the terms and consequences of any breach.

f) Final participation in the training may be subject to the approval of the Board which reserves the right to make exceptions or decisions as deemed appropriate.

5.7.3 Conditions for Engaging in Education

A staff member may engage in an education program on the following conditions:

a) Education and Training is in line with the line ministry HRDP and NHRDP.
b) Employee is fully committed.
c) The Director-General or Director or Equivalent Position has provided support for the proposed education and training.
d) Employee has valid health and safety Insurance Cover.
e) Employee is free from any form of Government debt or liability.
f) Education and Training must be provided by a recognized institution.
g) Employee is free from any pending disciplinary matter.

5.8 Entitlements While on Long Term Training

5.8.1 General conditions

Entitlements	**Long Term Training (On-the-job)**	**Long Term Training (Off-the-job)**
Salary	100%	Refer to training allowance Scheme Rates
Leave	Accrue	Not Accrued
Housing Allowance	Paid	Paid
Child Allowance	Paid	Paid
Available days to attend class	Based on timetable	Not Applicable
Allocated hours for study	Maximum of 3 hours	Not Applicable
Reimbursement of cost-related fees (self-sponsored)	100%	100%
Reimbursement of cost-related fees (sponsored)	Not Applicable	Not Applicable

5.8.2 Salary and Benefits During Education

a) An employee attending training will receive their full salary during the full period of his or her award.

b) The Housing Allowance and Child Allowance will be at the discretion of the PSC.

c) Human Resource Officers within each Ministry or Department will advise the Department of Finance of the appropriate training allowance to be paid to the officer after consultation with VIPAM.

d) The training allowance referred to under subclause (c) will not be limited to one year and will be considered a charge against the Ministry or Departmental budget.

e) To qualify for a training allowance, the applicant must fully disclose the employee's personal financial commitments, and the value of any scholarships and other allowances granted by any other agency in connection with the training.

5.8.3 Reimbursement of Education-Related Expenses

a) Upon successful completion of the study program, a self-sponsored employee may claim full reimbursement of tuition fees and the cost of required textbooks (if applicable) from the Commission. The claim must be accompanied by the approval letter by the Commission to attend the training receipts, receipts, a transcript of results for the subjects undertaken and approval by the Director-General or Director or Equivalent Position.

b) Only fees for courses successfully passed will be reimbursed; fees for failed courses are not refundable.

5.8.4 Bonding Agreement

a) All employees participating in an education program must sign a Bonding Agreement, committing to return to the Public Service, resume their substantive position at the same salary level, and serve in their respective department for a bonding period of three years.

b) VIPAM shall prepare and provide the Bonding Agreement to the officer, explain its terms and conditions upon the granting of Training Approval, and ensure that the Agreement is duly signed by the officer, the Director or Director-General, and the Secretary of the Public Service Commission before the officer attends the training.

5.8.5 Determination of Training Allowance

a) For the first year of training, an officer will be paid their full salary. For any period more than twelve months, a percentage of the officer's salary will be paid. The employee will continue to be paid the training allowance until they complete 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 advise the Department of Finance of the appropriate training allowance to be paid to the officer after consultation with VIPAM.

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

5.8.6 Termination or Withdrawals of Education and Training

a) In the event of the termination or withdrawal of a scholarship, the recipient must immediately notify the HRD Unit and their Department Head. Failure to comply with this requirement will subject staff members to disciplinary proceedings.

b) The recipient is required to resume duty within one working day of the termination or withdrawal date as specified in the termination or withdrawal letter.

c) No additional allowance, as outlined in Table 5.9, is payable after the termination or withdrawal date.

d) Scholarship recipients terminated or withdrawn will not be considered for new scholarship applications until a period of three years has elapsed. During this time, the officer must demonstrate their capacity and commitment through the successful completion of local or other short-term courses.

5.8.7 Variation, Deferment, Withdrawal or Termination

a) In the event of the termination or withdrawal of a scholarship, the recipient must immediately notify VIPAM and their HR Manager. Failure to comply with this requirement will subject staff members to disciplinary proceedings.

b) The recipient is required to resume duty within one working day of the termination or withdrawal date as specified in the termination or withdrawal letter.

c) Scholarship recipients terminated or withdrawn will not be considered for new scholarship applications until a period of three years have elapsed. During this time, the officer must demonstrate their capacity and commitment through the successful completion of local or other short-term courses.

5.8.8 Return to Work After Long-Term Education and Training Activities

a) Employees undertaking long-term education and training are not required to return to work during vacation periods unless this requirement is specified by the Commission.

b) Upon completing the education and training period, the employee must promptly notify VIPAM.

c) After finishing the approved course of study, employees must return to duty within five (5) working days unless leave arrangements have been approved, as specified in this chapter, with the assistance of the HRO of line agencies.

d) After completion of education and training, an employee is required to provide an action plan for development of an innovative product/idea to advance processes and skills in the workplace.

e) Failure to implement the plan after undergoing education and training, may subject the employee to the provision outlined in this Chapter.

f) Despite subclause (e) above, nothing in this clause prohibits an employee from seeking further long-term education and training upon an improved performance appraisal.

5.8.9 Disciplinary Process for Staff Attending Training

A staff member or employee who fails to comply with any provision under this Chapter commits a disciplinary offence and is subject to disciplinary proceedings under Chapter 6 of this Manual.

5.8.10 Training Impact and Evaluation

At the end of each training, VIPAM will lead evaluation and follow-up activities to measure outcomes, ensure accountability to the PSC, training providers and the people of Vanuatu while supporting the effective implementation of strategic policies.

6 Development Programs Guide

6.1 Work-Based Attachment and Talent Pipeline Programs

6.1.1 Work-Based Attachment Programs

a) *Definition*

Work-Based attachment programs equip students with practical experience and foundational skills relevant to critical public service roles, helping them identify and prepare for the appropriate career training pathways.

b) Program Overview

Work-Based Attachment	**Purpose**	**Duration**	**Activities**	**Target Group**
Career Exploration	To provide learners with first-hand exposure to how government ministries operate, the roles within them and the skills required to succeed in public service careers.	As per approved schedule	• Guided tours of government ministries • Presentations by ministry staff • Q&A sessions with professionals • Observation of work processes • Discussions about career pathways	Senior students, trainees or early-career graduates exploring public service opportunities.
Cadetship	To provide students with practical exposure	2 months	• Placement in relevant	High school or tertiary students, cadets, or

	to government operations, align their learning with career aspirations, and support ministry workforce planning needs.		government ministries • Observation of ministry operations • Participation in work tasks • Engagement in projects or attachments • Skills development for future public service careers	trainees seeking experience in public service roles, with placements tailored to their career interests and the ministry's staffing priorities.

c) Selection Process

i) Career exploration

i. Applications for career exploration can be submitted to VIPAM or relevant Ministries by schools or groups of senior students, trainees, or early-career graduates using the prescribed form.

ii. Ministries HRD Committees will review applications against workforce planning needs and students' career aspirations.

iii. Director-General or VIPAM will confirms the request and issues students a visit pass.

iv. Priority is given to students whose career interests closely match the ministry's activities.

ii) Cadetship Program

i. The placement of cadets is to be coordinated by the Ministries. Students are to be allocated to relevant Ministries and Departments against workforce planning needs and students' career aspirations.

ii. Cadet's placement will be organized only during school breaks. Extensions of cadetship work attachments are not permitted except under special circumstances and must be approved by the Secretary of the PSC with appropriate justification;

iii. On successful placement, all placed students must attend an induction facilitated by Ministry HROs;

iv. A training allowance of VT652,000 per annum is the recommended rate for all students participating in the cadetship program, applicable to organizations that have allocated Budget for it.

v. The duration of the cadetship placement can range from two (2) weeks to two (2) months.

6.1.2 Talent Pipeline

a) Definition

The Public Service Commission's Talent Pipeline Program equips high-potential graduates with targeted training, mentorship and practical experience to transition smoothly into the public service. Successful participants can either join the public service permanently or become part of a pool of trained graduates ready to take up roles as they become available ensuring a continuous supply of skilled and competent officers to strengthen government operations.

b) Program Overview

Talent Pipeline	Purpose	Duration	Activities	Target Group
Apprenticeship	To provide apprentices with hands-on work experience within the public service, fulfilling program requirements while enhancing practical skills and preparing them for future careers in government.	As per program requirement	• Work attachments in relevant government ministries or agencies • Participation in daily operations • Observation of professional practices • Completion of assigned tasks or projects • Alignment with program learning objectives	Students enrolled in vocational or university programs that require mandatory work attachments, seeking practical experience and the application of theoretical knowledge within the public service sector.
Internship	To provide new graduates with practical, on-the-job experience in the public service, enabling them to apply their academic knowledge, develop professional skills, and prepare for potential permanent roles.	• 1 Year for all others • 2 Years for Medical, Nurses, and Allied.	• Undertake structured internships within government ministries or agencies • Engage hands-on in daily operations • Participate in the	Recent graduates seeking practical work experience and professional development opportunities within the public service, with the potential to join the workforce permanently or enter a talent pool for future recruitment.

			implementation of action plans • Receive mentorship and professional guidance • Develop skills, competence, and insight aligned with public service priorities	

c) Apprenticeship

i. The apprenticeship program is based on an arrangement between an institution or training provider and the head of Ministries. This arrangement should be treated as a training agreement.

ii. All students must provide a student with a practical logbook to keep a record of all activities undertaken during the attachment period

iii. Workplace supervisors are responsible for ensuring students are allocated relevant tasks and properly supervised, including the sign-off of logbooks.

iv. Placements are to be coordinated by VIPAM, in consultation with relevant Ministries and Departments, and implemented in batches aligned with workforce planning, priorities and graduates' career aspirations.

v. Students are placed based on a recommendation from an institution or training provider in line with the students' school program requirements. Any extension of the apprenticeship program must be formally justified through a letter from the respective institution or school addressed to VIPAM.

vi. On successful placement, all placed students must attend an induction facilitated by VIPAM.

vii. A training allowance of VT696,000 per annum is the recommended rate for all students participating in the apprenticeship program, applicable to organizations that have allocated Budget for it.

viii. A student enrolled in the apprenticeship program is required to attend in order to fulfill institutional program requirements. In certain cases, students may also be placed on the apprenticeship program while their internship approval is being processed, particularly when early commencement of work is required.

ix. Apprenticeship activities must be assessed using the prescribed performance appraisal template under this Chapter.

x. If a training provider provides a training allowance, section (vii) is not applicable.

xi. The duration of the apprenticeship placement depends on the institution or training provider's requirement as per section (i).

d) Internship Program

i. The Internship program targets graduates from recognized tertiary institutions and PSET providers.

ii. Despite the requirement under subclause (i), nothing in this clause is to prevent the program from recognizing those with specialized skills and knowledge.

iii. Placements are to be coordinated by VIPAM, in consultation with relevant Ministries and Departments, and implemented in batches aligned with workforce planning, priorities and graduates' career aspirations.

iv. VIPAM shall coordinate the assessment of internship performance during the final quarter of the internship placement.

v. On successful placement all interns must attend an induction organized by VIPAM.

vi. Prior to nominating an intern, line-agencies must submit an Employment contract outlining the terms and conditions of the internship.

vii. Intern, Director-General, or Director must sign the employment contract before the commencement of the internship.

viii. Internship Impact and Evaluation is guided by the Training and Performance Framework, which shapes the design, delivery, and assessment of all programs. The framework ensures that learning needs are accurately identified, training is effectively implemented, and outcomes are systematically tracked and measured, supporting continuous improvement and enhanced workforce performance.

ix. The following internship remuneration will be applied:

VQF Level	Salary Grade	Annual Salary
Level 9 - Master	Ps S 3.9	VT1,380,000
Level 8 – Post Graduate Diploma, Certificate & Bachelor with Honour	Ps S 3.7	VT1,338,000
Level 7 – Bachelor's degree, Graduate Diploma, Graduate Certificate	Ps S 3.5	VT1,295,000
Level 6 & 5 - Diploma & Advance Diploma	Ps S 3.3	VT1,252,000
Level 4 - Certificate IV	Ps S 3.1	VT1,209,000

e) Training Impact and Evaluation

At the rollout of each training, VIPAM will familiarize participants on the evaluation tools and follow-up activities to measure outcomes, ensure accountability to the PSC, training providers while supporting the effective implementation of strategic policies.

Forms and Tables for Chapter 5: Education and Training

[PSC Form 5-1]

TRAINING REGISTRATION FORM

EMPLOYEE INFORMATION

Name: _____ Employee National ID# : _____
Date of Birth: _____Island:_____ Province:_____

EMPLOYMENT INFORMATION

Employee ID (VNPF): _____ PSC Start Date: _____/_____/_____
Job Title: _____ Post No.: _____
Department: _____Ministry: _____Email Address: _____
VOIP:
_____ Landline: _____ Mobile:_____
Employment type: ☐ Permanent ☐ Standard Contract ☐ Internship
☐ Other _____
Current Status: ☐ Current Job Title
☐ Acting on another Job Title
☐ Transferred
☐ Other _____

EDUCATION AND TRAINING HISTORY RELEVANT TO CURRENT ROLE

Formal Education

Postgraduate Level			
Year	Qualification	Training Provider	Field of Study
	Masters/PhD		
Undergraduate Level			
Year	Qualification	Training Provider	Field of Study
	Diploma/Bachelor		
High School/TVET Level			
Year	Qualification	Training Provider	Field of Study

[PSC Form 5-1]

Professional Training & Short Courses

Field	Description
Preferred Course Title	
Training Provider	
Training Duration	
Date Completed	
Mode of delivery	
Certification Received	**Yes / No**
Relevance to Current Role	

TRAINING INTEREST

Preferred Training	
Training format (Full-time, part-time, blended, online/virtual)	
Training Duration	

PRE – ASSESSMENT AGAINST PRIORITIES

Gap Area	Priority Level (High/Medium/Low)	Recommended Actions (Training or Education)	Training Institution	Expected Duration

TRAINING NOMINATION REVIEW AND AUTHORIZATION

VERIFICATION 1 *HR Manager* (Name, Date, Signature)	VERIFICATION 2 *M&E Officer* (Name, Date, Signature)	RECOMMENDATION *Director General/Director* (Name, Date, Signature)	ENDORSEMENT *Manager-VIPAM* *(Name, Date, Signature)*

[PSC FORM 5-2]

DEVELOPMENT PROGRAMS APPLICATION

REG N$^{o:}$

SECTION 1: CATEGORY

CADETSHIP☐	APPRENTICESHIP ☐	INTERNSHIP ☐
Senior Secondary Level	*Program Requirement*	*Graduate*

SECTION 2: PERSONAL INFORMATION

Name		**Family Name**		**Date of Birth**	
Residence		**Contact**		**Email**	

SECTION 3: EDUCATIONAL BACKGROUND

Highest Qualification	Secondary ☐	Certificate ☐	Diploma ☐	Bachelor ☐	Master ☐	Doctorate ☐
School						
Field of Study						
Status of Qualification	Incomplete ☐		In Progress ☐		Complete ☐	

SECTION 4: PROFESSIONAL BACKGROUND

Date	Organization	Nature of Employment

SECTION 5: CAREER PATH

Option 1		
Option 2		
Option 3		

Certification

I certify that the above information is true. I understand too that any false information provided in this application can disqualify me from the Vanuatu Public Service Commission Development Programs.

Name: _____Signature: _____ Date:____ /_____ /____

Please attach the following when submitting your application:

1. A one-page statement of the reasons why you should be selected.
2. Curriculum Vitae (CV)
3. Birth Certificate
4. Certified copies of your highest certificate and or current transcripts

VIPAM USE ONLY

Received Date: Officer: Signature:

Should you have any query, please feel free to contact via email and telephone below:
vipam@vanuatu.gov.vu / (+678) 33195 or 33360

CHAPTER 6 - MANAGING STAFF DISCIPLINE

1. Introduction

(a) Staff members of the Public Service are expected to uphold highest ethical standards, be accountable for their actions and observe all applicable laws. Maintaining the highest standards of appropriate and ethical behaviour is crucial and when a staff member commits a disciplinary offence, it should be promptly and effectively addressed in accordance with the disciplinary procedures under this chapter, relevant regulations, policy decisions of the Commission, the employment contract, and the Public Service Act.

(b) Disciplinary actions must be taken by the relevant authorities in a manner that recognises the rights of staff members without any form of discrimination. The Commission, as a responsible employer under the Public Service Act, ensures that staff members are treated fairly in all employment-related matters, including discipline. To meet these requirements, all discipline matters must be handled according to the procedures specified in this chapter. The Commission also acknowledge customary practices as a mitigating factor in its disciplinary process.

(c) The procedures in this chapter are based on the requirements of the Public Service Act and additional procedures authorized by the Commission. Unless otherwise stated, these procedures are applicable to staff members, temporary salaried, contract staff members, daily rated workers and interns are employed through employment contract, and their discipline procedures must be in line with the terms and conditions stipulated in their respective contracts of employment.

(d) This chapter also outlines the process for addressing complaints or grievances raised by a staff member against his or her superior concerning any unfair or ill-treatment against him or her.

(e) Despite the requirements set out in this chapter for dealing with disciplinary offences, these procedures are not to 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.

(f) It is encouraged that discipline management practices are observed and applied at Ministry and Department level first by a Director-General, Director or Equivalent Position, Secretary-General before referral to the Commission which should be the last resort to be involved in any discipline case of a staff member.

(g) It is the obligation of all staff member to exercise their right to report under section 47 of the *Public Service Act* and shall not be penalised for exercising such right.

2. Resolving Grievances

2.1 Procedure for resolving grievances

2.1.1 Reasons for Initiating Grievance Process

(1) A staff member may initiate a grievance process in this chapter for any of the following reasons:

(a) an unresolved issue exists between a Director-General, Director or Equivalent Position, Secretary-General and a staff member; or

(b) there has been a direct conflict in the decision making by a Director-General, Director or Equivalent Position, Secretary General which adversely affects the staff member; or

(c) an unresolved issue exists between a Director-General, Director or Equivalent Position, Secretary-General and the staff member affecting the working environment; or

(d) any other reason or issue as may be determined by the Secretary.

(2) In addition to subclause (1), the list of disciplinary offences that may be dealt with under this section is specified under **Appendix C (b).**

(3) The affected parties must in writing reach a mutual agreement to resolve the issue under this process.

2.1.2 Appointment of a Mediator

(1) Subject to subclause (3) below, once an official complaint of allegation is received by the OPSC, the Secretary may, within five (5) calendar days from the date of receiving the complaint, appoint a Mediator if the official complaint concerns a Director-General, a Director, Equivalent Position, Secretary-General or between both or between any of those officers and a staff member.

(2) A person appointed as the Mediator must have the necessary experience including, good mediation and negotiation skills, good written and communication skills and a sound knowledge of applicable laws.

(3) The Secretary must inform both parties of the mediation process before making the appointment of the Mediator.

(4) Upon receiving his or her appointment, the Mediator is to settle the dispute or conflict between the affected parties within the period of not more than 10 working days from the date of his or her appointment.

(5) Subject to clauses 2.1.3 and 2.1.4, the Secretary may mediate an issue if:

(a) he or she is requested to do so by a Director-General, Director or Equivalent Position or Secretary-General; or

(b) the issue has not been dealt with by a Director-General, Director or Equivalent Position or Secretary-General; or

(c) there is a likelihood of financial or legal implications arising from the issue to be mediated.

2.1.3 Procedure for Mediation

(1) The Mediator is to issue a notice of grievances and its particulars to affected parties including the date, time and venue of the mediation.

(2) The mediation is to be scheduled for a period referred to under clause 2.1.2 (4).

(3) The affected parties must attend the mediation session scheduled by the Mediator and must not be represented by a legal counsel or any other person in this process.

(4) The Mediator must produce a *Memorandum of Mediation* (MoM) in the prescribed *Memorandum of Mediation Form* **(PSC Form 6.8)** outlining the discussions and whether or not the parties have reached a settlement. The MoM must be signed by both parties and the Mediator and submitted to the Secretary, with a copy placed on the Ministry or Department files.

(5) If the conflict cannot be resolved through the mediation process within the period under clause 2.1.2(4), the matter must be addressed pursuant to the relevant PSC disciplinary process under this chapter.

(6) If a similar dispute or conflict reoccurs within 3 years from the date of the MoM reached between the affected parties, the matter must be addressed pursuant to the PSC disciplinary process under this chapter.

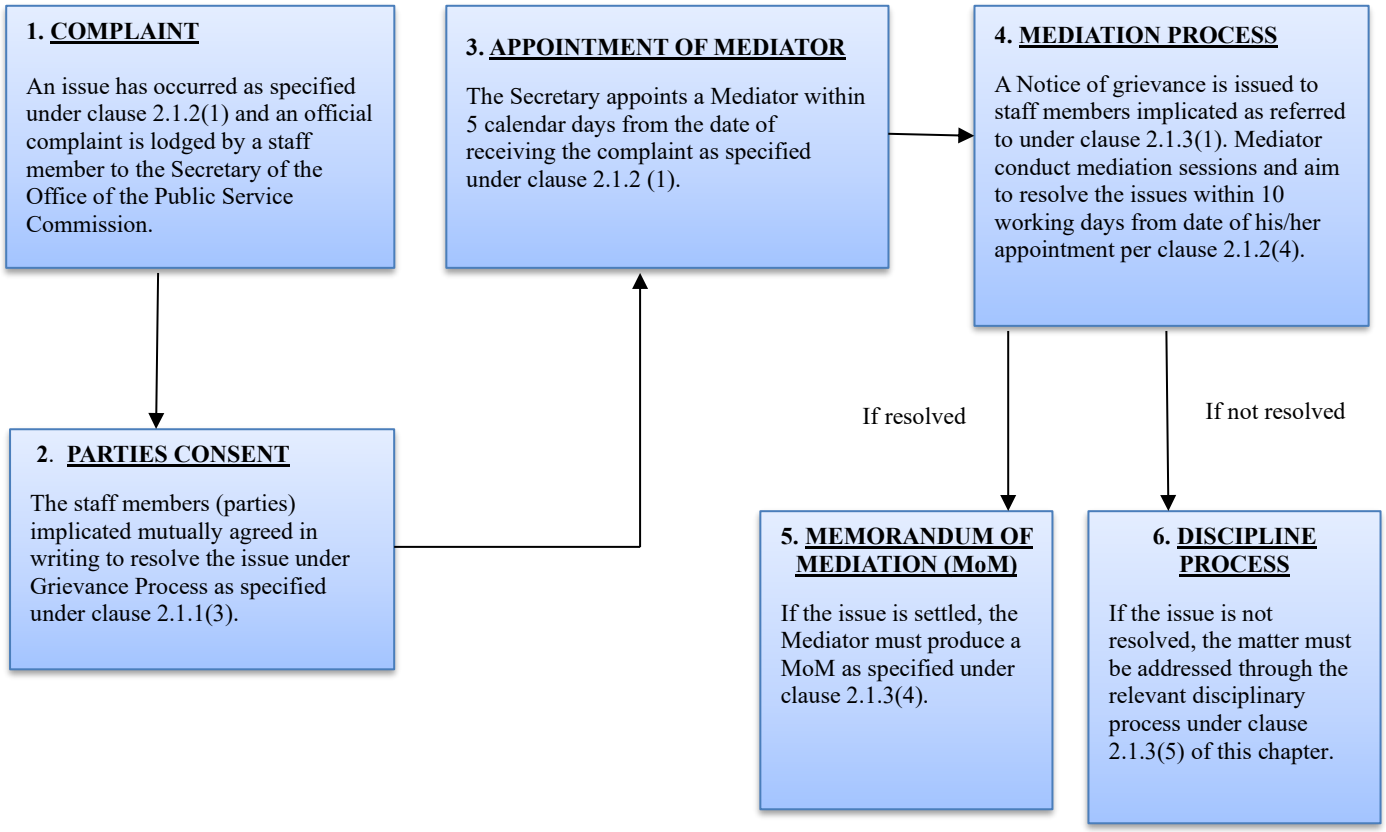
(7) The Mediator is entitled to an allowance specified by the Commission upon production of the MoM. The relevant Ministry or Department is responsible to meet the allowance of a Mediator.

(8) The Commission is to determine the procedure of mediation not provided under this chapter.

2.1.4 Functions of a Mediator

The mediator must be neutral and impartial in order to promote social dialogue and assist in negotiating a dispute settlement between parties with the aim of achieving amicable and mutual resolution.

Grievance process flow chart



2.1.5 General procedures to be followed in discipline matters

Unless the Commission determines otherwise, the following general procedures in dealing with disciplinary matters must be followed by a Ministry and the Secretary, Director-General, Director or Equivalent Position, Secretary-General or a staff member who has supervisory responsibilities:

(a) a Ministry must establish a management system for preventing a disciplinary matter from arising and is to ensure that concerted effort is made to resolve any performance or conduct related issues at the first instance.

(b) any internal disciplinary management system developed by a Ministry in collaboration with its respective departments must be submitted to the Commission for validation.

(c) a disciplinary matter must only be referred to the Commission for consideration after an attempt has been made to resolve it within the Ministry in accordance with its internal disciplinary mangement system and the procedures set out under this chapter have failed.

(d) a staff member may be suspended by the Director-General, Director or Equivalent Position, Secretary-General on half salary from service if he or she commits an act of serious misconduct listed under Appendix C (a).

(e) prior to issuing a notice of suspension, the Director-General, Director or Equivalent Position, Secretary-General must ensure that a preliminary assessment is carried out by the MDC to establish grounds for the alleged serious misconduct. The preliminary assessment of all evidence gathered must be completed within two (2) weeks.

(h) if the nature of the offence is serious and warrants a preliminary assessment of the allegations, the Director-General, Director or Equivalent Position, Secretary-General may temporarily transfer the staff member at level to another department or Division within the Ministry for a period of not more than two (2) weeks to allow a proper assessment of all evidence gathered to take place.

(i) if a matter is referred to the Disciplinary Board by the Commission, the OPSC must provide at least 14 days' notice of hearing to the staff member.

(j) the Commission must confirm, vary or quash the Disciplinary Board's decisions within 45 days after the decisision is notified to a staff member under sections 37(11) and (12) of the Act.

(k) the Public Service Disciplinary Board may in the exercise of its functions make a decision that is to be recommended to the Commission for its consideration.

(l) the Commission may vary or quash the PSDB's decision recommended under subclause (i) only if it obtains new evidence that has not been considered at the hearing during the PSDB on the staff member's discipline case or has substantial grounds to vary or quash the decision of the PSDB.

(m) the aggrieved staff member may appeal to the Supreme Court within 14 days after being given notice of the Commission's final decision in relation to his or her disciplinary matter.

(n) if the Commission intends to terminate the employment of a staff member, a fourteen (14) days' notice must be issued to him or her as an opportunity to provide a written response as to why the Commission should not terminate his or her employment.

(o) the removal from office of a Director-General, Director or a senior officer of an Equivalent Position must be made in accordance with sections 19A and 19B of the Public Service Act (as Amended) and the terms and conditions of the employment contract on discipinary procedures.

(p) a person must not attempt to influence the Commission or the Disciplinary Board in relation to a discipline case except as provided in the Public Service Act and these procedures.

(q) customary practice is recognised as a mitigating factor for a disciplinary matter. However, the customary practices do not limit the operation of the discplinary process in this chapter.

(r) a disciplinary case must be resolved within 3 months from the date of suspension by the Commission, a Director-General, Director or officer of Equivalent Position, Secretary-General.

(s) subject to subclause (p) above, additional time may be granted subject to the Commission's approval.

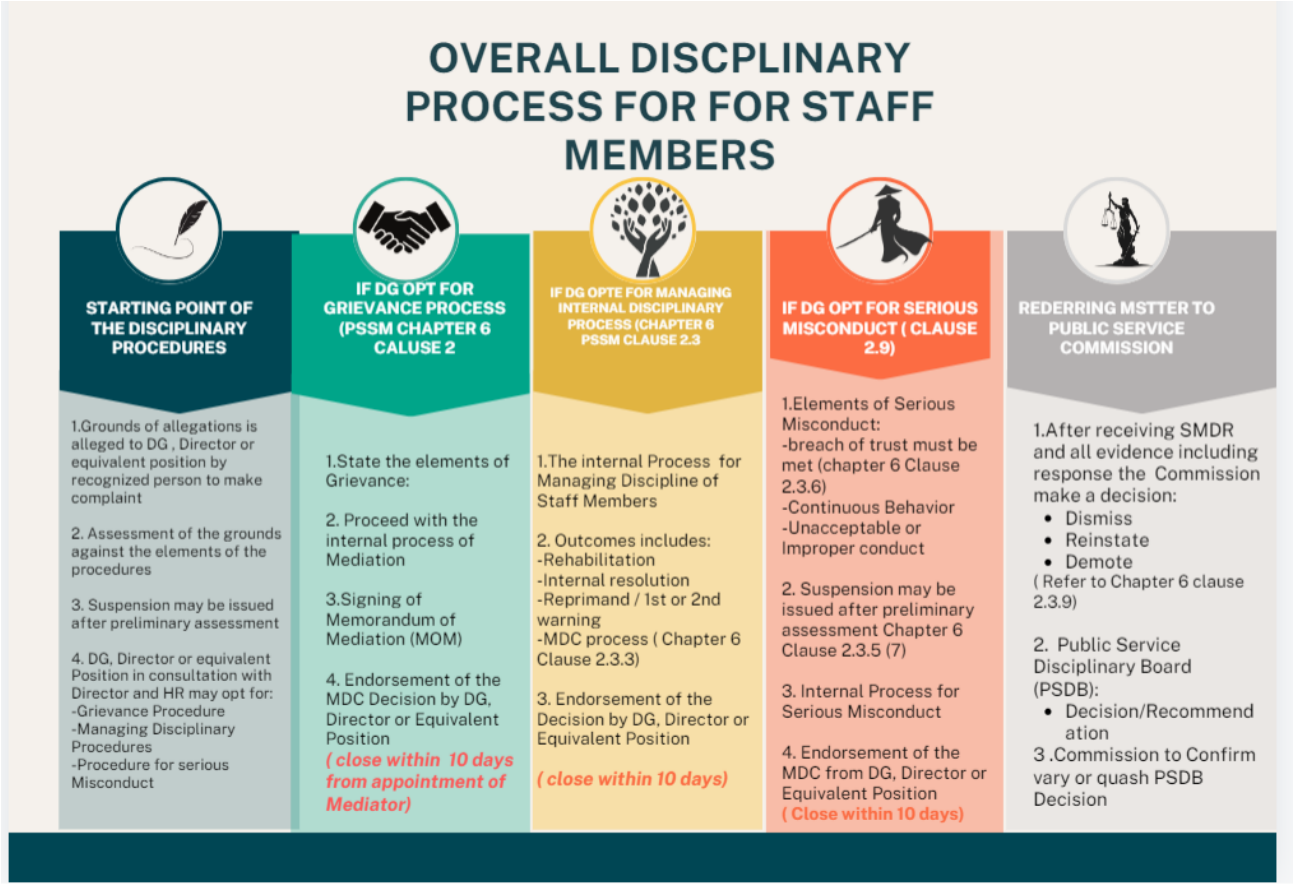
2.2 Unlawful Disciplinary Action

(1) A disciplinary action taken by the Director-General, Director or Equivalent Position, Secretary-General against a staff member must be done in good faith, with a fair and transparent process and in compliance with the principles of natural justice.

(2) A disciplinary action that is taken by a Director-General, Director or Equivalent Position, Secretary-General against a staff member with malicious intent or bad faith is subject to disciplinary process.

(3) Before taking a disciplinary action by the Director-General, Director or Equivalent Position, Secretary-General an adequate opportunity must be given to the staff member to respond to the allegations made against him or her and to gather all documentary evidence in support of his or her response.

(4) A staff member aggrieved by the decision made under this section may appeal to the Commission within 7 working days from the date in which a decision is made.



2.3 Internal Disciplinary Management System

2.3.1 Attempting to first resolve misconduct or poor performance within the Ministry and Department

(a) The Secretary, a Director-General, Director or Equivalent Position, Secretary-General is responsible for ensuring that appropriate internal disciplinary management systems are in place within his or her respective Ministry.

(b) In complying with subclause (a), the Secretary or a Director-General, Director or Equivalent Position, Secretary-General must ensure that a staff member within the relevant Ministry understand the different types of behaviour that amounts to a disciplinary offence under the *Public Service Act*. The disciplinary offences are as listed in **Appendices A, B and C** of this chapter.

(c) If a staff member commits an offence that does not meet any element of serious misconduct under this chapter, his or her supervisor must attempt to resolve the matter first with the staff member directly through the Ministry's internal disciplinary management system or informal discussions and counselling in accordance with this chapter. The aim is to resolve the matter within the Ministry's level and avoid it becoming a disciplinary case that may be referred to the Commission.

(d) If a Director-General, Director or Equivalent Position, Secretary-General, Town Clerk, commits an offence that does not meet any element of serious misconduct, the Secretary must attempt to resolve the matter first directly through the Ministry's internal disciplinary management system or informal discussions and counselling in accordance with this chapter. The aim is to resolve the matter within the Ministry's level and avoid it becoming a disciplinary case that may be referred to the Commission.

(e) If the Secretary commits an offence that does not meet any element of serious misconduct, the Chairman of the Commission must attempt to resolve the matter first directly through the Ministry's internal disciplinary management system or informal discussions and counselling in accordance with this chapter. The aim is to resolve the matter within the Ministry's level and avoid it becoming a disciplinary offence that may be referred to the Commission.

(f) The Chairman is to manage the Secretary's grievance and any disciplinary offence committed by the Secretary that does not meet any element of serious misconduct under clause 2.4.6(2).

2.3.2 Notice of Allegations, First and Second Warnings

1. A Director-General, Director or Equivalent Position must be informed by an immediate supervisor if a staff member continues to commit a disciplinary offence.

2. A staff member who commits a repeated offence may be issued up to two (2) warnings in writing by his or her Director-General or Director. A Notice of Allegation is to be issued to a staff member followed by a first and second warning if the staff member continues to re-offend, *(" Notice of Allegation' 'First Warning" and "Second Warning" model letter template for department use at the end of this Chapter).*

3. A warning issued by the Secretary, a Director-General, Director or Equivalent Position, for a specific type of offence remains effective for a period of 3 years from the date on which it is issued.

4. The Commission may revoke a warning that was issued in bad faith or not in accordance with this chapter, upon production of sufficient evidence by a staff member, to justify the non-compliance.

5. If a staff member is served with a warning, he or she must undergo a counselling and restorative behaviour process with his or her immediate supervisor. The details of which must be recorded in writing using the *Progressive Disciplinary Action Form* **(PSC FORM 6-4).** A copy of the document must be kept in the staff member's personal file.

6. Customary practises may be considered in addressing a disciplinary matter and is to be regarded as a mitigating factor but does not prevent or limit the PSC disciplinary process to operate under this Manual or the Act.

7. Subject to subclause (6) above the Commission may intervene to address the complaint directly.

8. To determine whether to issue a 'First Warning' to a first-time offender or a 'Second Warning' to second time-offender, a Director-General, Director or Equivalent Position must properly notify the staff member of the allegations and provide him or her 5 (five) working days to respond to the allegations.

9. If a staff member fails to respond to the allegations within 5 (five) working days, a Director-General, Director, Secretary-General or Equivalent Position is to proceed to issue a warning, if in his or her opinion the staff member did commit the disciplinary offence. The Director-General, Director or Equivalent Position may only issue a First or Second Warning after having received a response from the staff member within the specified timeframe.

10. A copy of any written warnings issued by a Director-General, Director, Secretary-General or Equivalent Position and written response of a staff member must be placed in the staff member's personal file within the Ministry or Department and another copy must be forwarded to OPSC for record-keeping purposes.

11. The above process also applies to Secretary-General, subject to consultation the relevant Director or Equivalent Position whenever applicable.

12. Any failure by Director-General, Director or Equivalent Position, Secretary-General to comply with the above procedure may warrant disciplinary action.

2.3.3 Ministerial Disciplinary Committee

(1) A Ministerial Disciplinary Committee (MDC) is established.

(2) Subject to subclause (10), the MDC consists of the following persons appointed in writing by the relevant Director-General:

(a) a Director who is to be the chairperson; and

(b) the Human Resource Manager or a Compliance officer; and

(c) the Executive Officer.

(3) A person appointed under subclause 2(a) holds office for a period of 2 years and may be reappointed.

(4) The persons appointed under subclause (2)(b) and (c) hold office ex-officio.

(5) Subject to subclause (10), the Director is to preside at all meetings of the MDC and may call the meeting if it is necessary to do so.

(6) The MDC is responsible to investigate and make determination on allegations made against a staff member who continues to commit a disciplinary offence despite concerted efforts made to manage the disciplinary offence.

(7) In making a determination on an allegation in subclause (6), the MDC may make the following recommendations to the Director-General, Director or Equivalent Position:

(a) require the staff member to undergo a rehabilitation; or

(b) direct that the matter is resolved internally.

(8) Upon receiving a recommendation under subclause (7), the Director-General, Director or Equivalent Position may consider the recommendation and endorse the recommendation based on the findings of the MDC or refuse the recommendation and give reasons for his or her refusal and must liaise with the Compliance unit of the Office of the Public Service to resolve the issue.

(9) A process initiated under this section must be completed within 10 working days from the date in which the MDC receives a written notice from a Director-General, Director or Equivalent Position to investigate the alleged disciplinary offence committed by a staff member.

(10) If a Director-General commits a disciplinary offence, the Secretary automatically becomes the Chair of the MDC to resolve the issue.

2.3.4 Provincial Disciplinary Committee

(1) A Provincial Disciplinary Committee (PDC) is established.

(2) Subject to subclause (10) below, the PDC consists of the following persons appointed in writing by the relevant Secretary-General:

(a) the Assistant Secretary-General or a Manager who is to be the chairperson; and

(b) the OPSC Human Resource Officer; and

(c) the Province Compliance Officer or a Manager.

(3) A person appointed under subclause 2(a) holds office for a period of 2 years and may be reappointed.

(4) The persons appointed under subclauses (2)(b) and (c) hold office ex-officio.

(5) Subject to subclause (10) below, the Assistant Secretary-General is to preside at all meetings of the PDC and may call the meeting if it is necessary to do so.

(6) The PDC is responsible to investigate and make determination on allegations made against a staff member who continues to commit a disciplinary offence despite concerted efforts made to manage the disciplinary offence.

(7) In making a determination on an allegation in subclause (6) above, the PDC may make the following recommendations to the Secretary-General:

(a) require the staff member to undergo a rehabilitation; or

(b) direct that the matter is resolved internally.

(8) Upon receiving a recommendation under subclause (7) above, the Secretary-General may consider the recommendation and endorse the recommendation based on the findings of the PDC or refuse the recommendation and give reasons for his or her refusal and must liaise with the Compliance unit of the Office of the Public Service to resolve the issue.

(9) A process initiated under this section must be completed within 10 working days from the date in which the PDC receives a written notice from Secretary-General to investigate the alleged disciplinary offence committed by a staff member.

(10) If an Assistant Secretary-General commits a disciplinary offence, the Manager or a principal officer nominated by the Secretary-General automatically becomes the Chair of the PDC to resolve the issue.

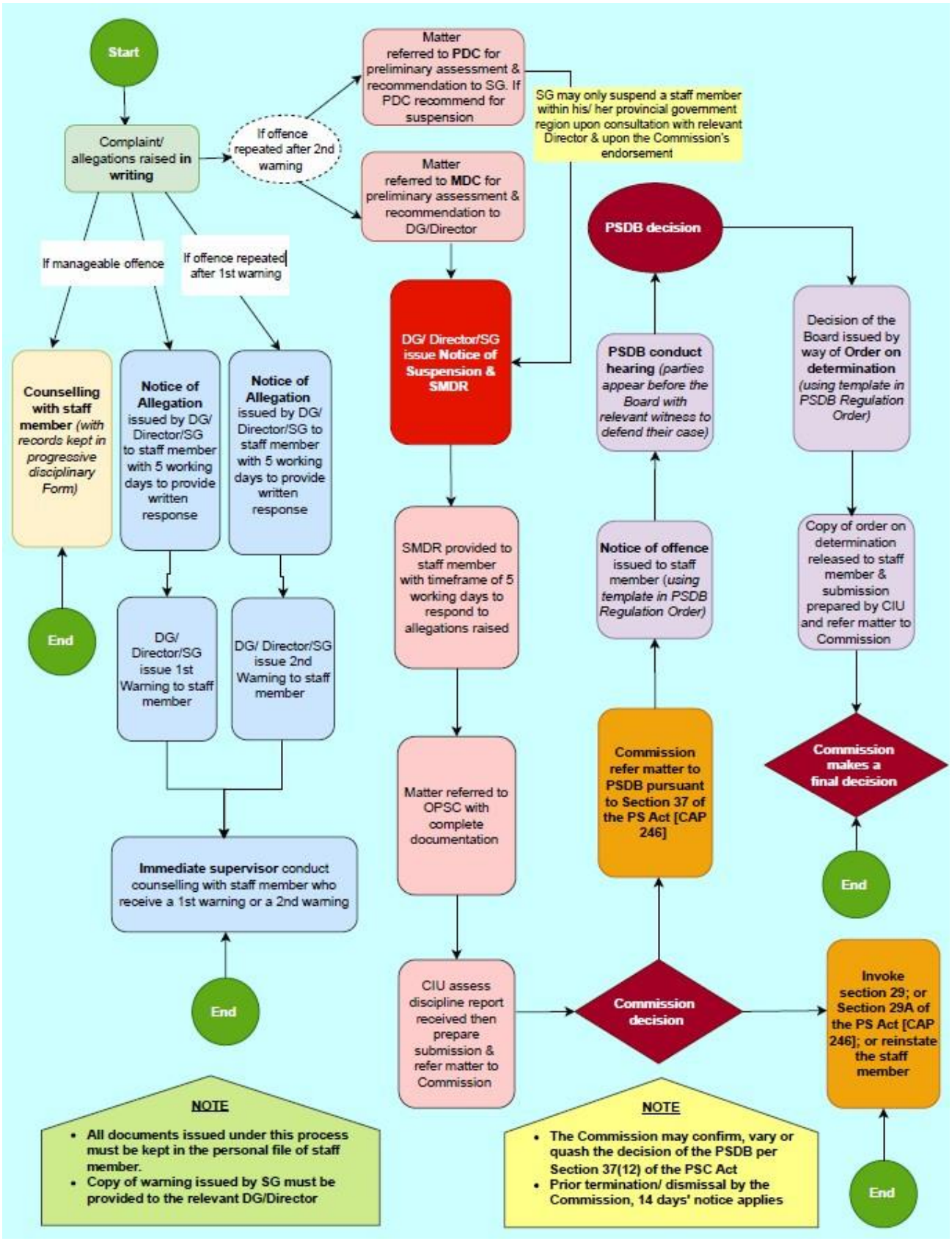
2.3.5 Efforts must be made to resolve all matters

(1) All effort must be made to resolve disciplinary matters and instances of poor performance for all staff members within a Ministry, Department or at the Provincial level through counselling.

(2) If a staff member continues to commit a disciplinary offence after the MDC or PDC process, the Secretary, Director-General, Director or Equivalent Position or Secretary-General may suspend the staff member and submit a Staff Member Discipline Report (SMDR) using the Staff *Member Discipline Report Form* (**PSC FORM 6 -1**) on the alleged misconduct to the Commission for a decision regarding the staff member's employment.

(3) The report provided under subclause (2) above must include detailed information about the disciplinary offence and efforts made to resolve the issue within the Ministry or Department or at the provincial level.

Flow chart for managing discipline



2.3.6 Immediate Suspension for Serious Misconduct Cases

(1) No prior written warnings or verbal counselling may be given if a staff member commits a serious misconduct as specified under Appendix C(a) requiring immediate suspension.

(2) Serious misconduct is defined to include an unethical and unreasonable behaviour or action that consists of any of the following element:

(a) serious breach of trust between the employer, Director-General, Director or Equivalent Position, or Secretary-General and a staff member; or

(b) a continuous behaviour of a staff member that cannot be rehabilitated through the grievance process or through internal disciplinary management system; or

(c) an unacceptable or improper conduct of a very serious nature as specified under Appendix C(a).

(3) In deciding to suspend a staff member, the person having authority must act in good faith, resolving the matter fairly, without malice and without prejudice, based on an element of serious misconduct.

(4) The MDC or PDC may consult a staff member referred to under subclause (1) above on the allegation of serious misconduct.

(5) If the MDC or PDC is not satisfied with the staff member's response on the allegation of serious misconduct after consultation in subclause (4) above, the MDC or PDC may recommend suspension of the staff member by the Director-General, Director or Equivalent Position.

(6) If the MDC or PDC is satisfied with the staff member's response, the MDC or PDC may recommend that the matter be resolved pursuant to clause 2 or 2.4 of this chapter or recommend that the matter be closed.

(7) A staff member may be suspended for an act of serious misconduct listed under Appendix C (a) after the findings of the preliminary assessment conducted by the MDC or PDC within the period under clause 2.1.5(e).

(8) A Director-General, Director or Equivalent Position, Secretary-General may consult a staff member who is suspicious of committing an allegation of serious misconduct prior to any suspension of the staff member.

(9) In the case of a Director or Equivalent Position committing a serious misconduct, the Director-General must immediately inform the Secretary and the matter is to be dealt with in accordance with sections 19A and 19B of the *Public Service Act*.

(10) To avoid doubt, a Director-General does not have any authority to suspend a Director other than the Commission.

(11) In the case of a Director-General committing a serious misconduct, the Secretary must immediately inform the Commission and the matter must be dealt with pursuant to sections 19A and 19B of the *Public Service Act* and the disciplinary process specified in the terms and conditions of his or her employment contract.

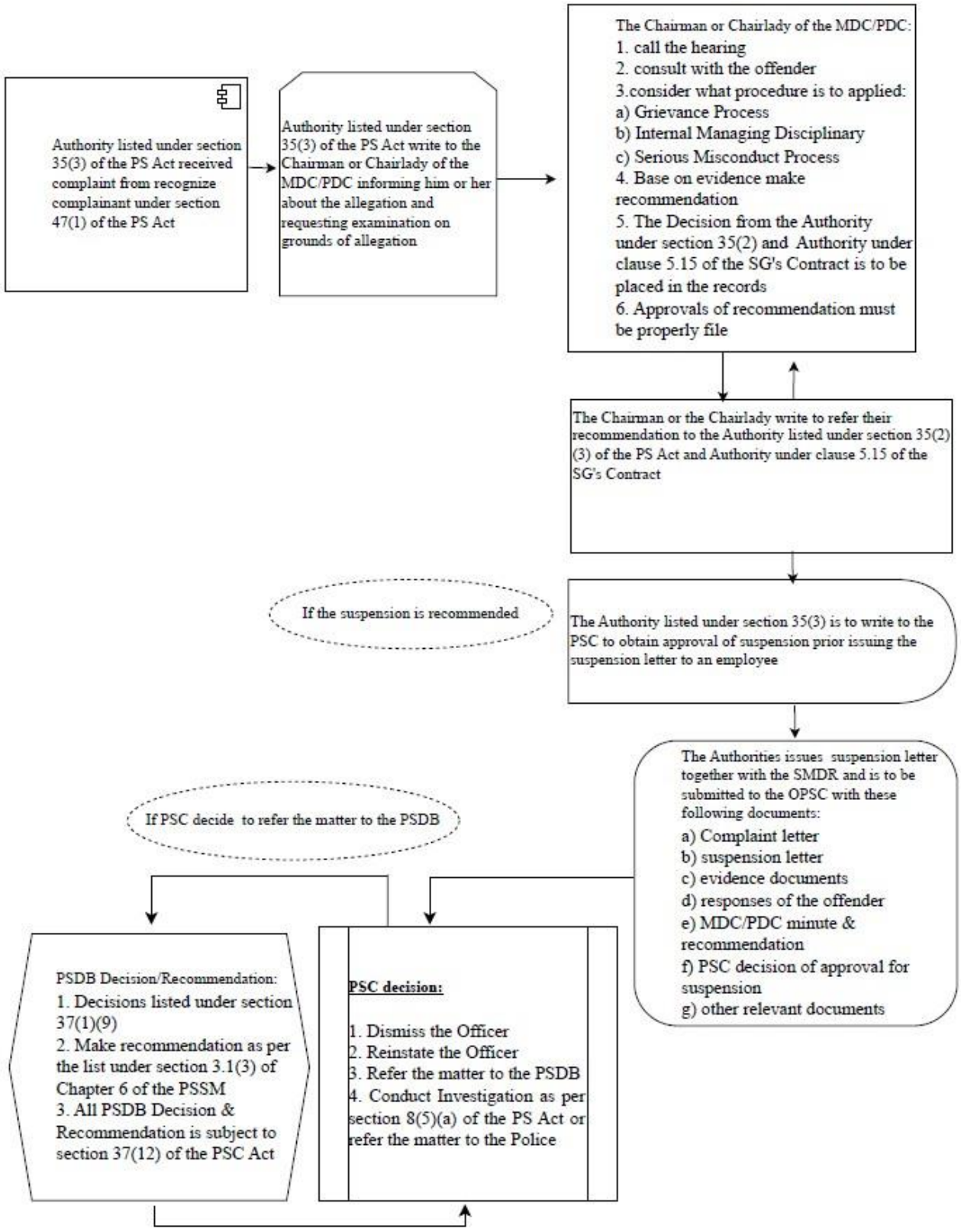
(12) If the Commission dismisses a disciplinary matter under clause 2.4.9(a) and (b), the balance of the salary arrears of a staff member for the period of suspension must be reimbursed upon reinstatement to duty.

(13) If the Commission dismisses or demotes a staff member under clauses 2.4.9(c) or (d), the balance of his or her salary arrears for the period of suspension must not be reimbursed.

(14) To avoid doubt any suspension undertaken by the Secretary-General under this section is subject to consultation with the relevant Director and the Public Service Commission.

(15) Failure by a Director-General, Director or Equivalent Position, Secretary-General to comply with the procedures under this section will be considered as a disciplinary offence and may warrant disciplinary action.

Flow chart for serious misconduct



2.3.7 Referral of matter to the Commission

(a) In all discipline offences, a Director-General, Director or Equivalent Position, Secretary-General must issue a *Staff Member Discipline Report (SMDR)* (**PSC FORM 6 -1**) to the staff member setting out the detailed allegations including documentary evidence for the staff member's response.

(b) Prior to issuing the SMDR to a staff member under subclause (a), the Director-General, Director or Equivalent Position, Secretary-General through the MDC or PDC must collect all sufficient documentary evidence on the allegations within the period in clause 2.1.5(e).

(c) If the Director-General, Director or Equivalent Position, Secretary-General is satisfied with the evidence gathered on the allegations levelled against the staff member, he or she may proceed to issue an SMDR to the staff member.

(d) A staff member must provide his or her written response to the allegations specified in the SMDR within five (5) working days from the date of being served with the SMDR.

(e) If a staff member commits a serious misconduct that is listed under **Appendix C (a),** the relevant Director-General, Director or Equivalent Position, Secretary-General must consult with each other on the matter before referring the SMDR to the OPSC.

(f) The Director-General or Secretary-General must in writing refer the matter to the OPSC, providing a completed SMDR within five (5) working days from receiving the staff member's response. This report should include copies of the "First" and "Second" warning letters attached to the SMDR (if any), the staff member's written responses to the allegations, and all documentary evidence supporting the allegations, including a copy of any temporary suspension if applicable.

(g) If a staff member fails to submit a written response within the timeframe under subclause (d) above, the Director-General or Secretary-General must in writing refer the matter to the Secretary including SMDR. This submission should include details of any attempt made to obtain a written response from the staff member. The OPSC is to determine whether the staff member should be given a final opportunity to respond before submitting the matter to the Commission.

(h) Upon receiving the SMDR and all documentary evidence in support of the allegations including the staff member's response, the OPSC must assess the SMDR and relevant evidence within five (5) working days. This is to ascertain whether there is sufficient proof of the allegations against the staff member in question.

(i) After assessing the SMDR and all relevant documentary evidences, if the OPSC finds that the evidence supplied with the SMDR does not substantiate the allegations against the staff member, the OPSC will advise the relevant Ministry or Department on these findings and may require them to provide additional documents. The Ministry or Department must provide the OPSC with any additional documentation requested within five (5) working days.

(j) In the event that a Director-General, Director or Secretary-General fails to comply with the timeframe under subclause (i) above to provide additional documents, the matter is to be referred to the Commission for consideration.

(k) To avoid doubt, once the SMDR of a staff member is submitted to OPSC, it will not be referred back to the relevant Ministry or Department for further investigation or to withdraw the allegations.

2.3.8 Time Limits for Referring Discipline Cases to The Commission

(a) In the case of serious misconduct, if a staff member is suspended on half salary, the Director-General, Director or Equivalent Position, Secretary-General must refer the matter to the OPSC within the period specified under clause 2.3.7 (f).

(b) A Director-General or Secretary-General must manage the process as a matter of importance and urgency by considering the time limits specified under clause 2.3.5.

(c) If a Director-General or Secretary-General fails to refer the matter within five (5) working days, the Secretary must:
1. summon the Director-General; or
2. contact the Secretary-General to explain and give reasons for failing to do so.

(d) If the Director-General fails to submit the SMDR to the OPSC within the period under subclause (a), the Commission may issue a warning to the Director-General or Secretary-General.

2.3.9 Consideration of discipline cases by the Commission

(1) After assessing the SMDR and all relevant documentary evidence under clause 2.4.7(h), if the OPSC is satisfied that there is sufficient evidence to substantiate the allegations against a staff member, the OPSC must refer the matter to the Commission for its consideration.

(2) The Commission, upon receiving the SMDR, including the staff member's response may:

(a) dismiss the matter and reinstate a staff member; or

(b) dismiss the matter and transfer the staff member; or

(c) demote the staff member due to a failure to comply with the transfer; or

(d) immediately dismiss the staff member pursuant to section 29 of the *Public Service Act*; or

(e) refer the matter to the Ombudsman; or

(f) refer the matter to the Police; or

(g) refer the matter to the Public Service Disciplinary Board pursuant to section 37 of the *Public Service Act*.

(3) The Commission must decide whether to complete the Public Service Disciplinary process before referring the matter to the Police under subclause 2(f).

(4) Following a final decision of the Commission on a disciplinary matter and where a final court judgment is pending, the Commission must not make any decision on the matter.

(5) In considering the employment of a staff member who has been convicted of a criminal offence, the Commission may:

(a) pursuant to section 29A of the *Public Service Act*, terminate the employment of the staff member whether or not he or she is serving a term of imprisonment; or

(b) terminate or maintain the services of the staff member who is serving a suspended sentence; or

(c) where the Commission decides to maintain the services of the staff member under clause 5(c), it must consider the seriousness and nature of the offence and where applicable, provide close supervision and monitoring of that staff member under suitable conditions.

(6) If a staff member is convicted of a criminal offence that attracts a penalty of a lesser fine or community service, the Commission may decide not to apply section 29A of the *Public Service Act*.

(7) Clauses (5)(c) and (d) do not apply to a staff member who is employed on contract basis and is convicted of a criminal offence unless otherwise stated in the staff member's employment contract.

(8) If the Commission decides to dismiss a staff member for serious misconduct pursuant to section 29(1) of the *Public Service Act*, a written notice of fourteen (14) working days must be provided as an adequate opportunity for the staff member to provide reasons as to why the Commission should not terminate his or her employment.

(9) A staff member must provide his or her reasons within the period under subclause (8).

(10) If the Commission considers that the matter be referred to the Public Service Disciplinary Board (PSDB), it must do so as soon as practicable within 10 working days from the date of the Commission decision.

(11) The OPSC must in writing inform the respective Director-General, Director or Equivalent Position, on the decision of the Commission on the staff member's disciplinary case.

(12) A copy of a Commission decision, the Staff Member Discipline *Report* and all relevant documents must be placed on the staff member's personal file within the Ministry or department and the OPSC.

(13) In the above process, a staff member must not in any way attempt to influence the PSDB or Commission in the exercise of its functions, powers and duties pursuant to section 46 of the Public Service Act.

3. Hearing of discipline offences

(1) The PSDB must hear and determine all disciplinary matters referred to it by the Commission.

(2) The composition and the filling of vacancies on the PSDB must be determined in accordance with section 37 of the *Public Service Act*.

(3) The commencement of a proceeding before the PSDB requires the issuance of a written notice of the offence to the offender pursuant to section 37(5) of the *Public Service Act*. This notice must include the following:

(a) the full particulars of the offence; and

(b) the date on which the hearing will be held; and

(c) the place where the hearing will be held; and

(d) any other matter the PSDB may consider relevant.

(4) The date of the hearing must not be less than 14 days from the date of service of notice on the offender pursuant to section 37(5) and section 48A of the *Public Service Act*.

(5) The procedure at the hearing will be determined by the PSDB as specified in section 37(6) of the *Public Service Act* and any applicable regulations.

(6) A copy of the notice of offence must be forwarded to the relevant Director-General or Director or the Secretary for his or her information.

(7) A staff member reserves the right to call one or more witness to provide an oral or written statement in support of his or her discipline case

(8) A staff member residing outside Port Vila is required to attend a PSDB hearing and the relevant Ministry or Department is responsible for paying the staff member's expenses, including airfares, accommodation and subsistence.

(9) At the request of a staff member, the expenses under subclause (8) may be paid in advance by the staff member. However, receipts must be provided to the relevant Ministry or Department for reimbursement.

(10) A PSDB hearing under this section may be conducted virtually.

(11) The Director-General, Director, Secretary-General or equivalent officer of a staff member must be present at the PSDB hearing as required under section 37(8) of the *Public Service Act*. In the absence of a Director-General, Director or equivalent officer, an authorized representative must attend the hearing.

3.1 Functions of the PSDB

(1) For the purpose of carrying out its functions in relation to disciplinary offences, the PSDB is vested with the powers and authority to summon witnesses and admit and receive evidence as the Supreme Court pursuant to section 39 of the *Public Service Act*,

(2) Under section 37(9) of *Public Service Act* (as amended) the PSDB may:

(a) dismiss the notice; or

(b) issue a warning or reprimand to the offender; or

(c) demote the staff member; or

(d) suspend the offender from the public service without pay; or

(e) order compulsory retirement; or

(f) dismiss the offender from the Public Service; or

(3) In addition, the PSDB may also make the following recommendations:

(a) transfer and demote; or

(b) reinstate the staff member; or

(c)issued warning; or

(d) deduction of earnings; or

(e) restrict a staff member from similar duties and responsibilities; or

(f) recommend close monitoring plan; or

(g) recommend staff members compensation if applicable; or

(h) impose any other measure as it deems fit but in accordance with the Public Service Act.

(4) A demotion under subclause 3(a), pertains to the staff member being demoted from his or her salary scale, position or job description.

(5) If an employment ceases before a disciplinary hearing is held, the PSDB must hold a hearing and make a decision on the disciplinary matter.

(6) In cases where the Commission identifies an unfinished disciplinary case undermining its statutory obligation, the Commission may authorize the completion of the case in accordance with due process to ensure proper closure of the disciplinary matter.

3.2 Confirmation by the Commission of the PSDB decision

(1) The Commission may confirm a decision of the PSDB. In doing so, the OPSC must inform the staff member in writing of Commission decision that is effective from the date of the determination by the Commission.

(2) The Commission may only vary or quash a decision of the PSDB based on new evidence that is not previously considered or if the Commission determines that the existing evidence was not fully or carefully considered by the PSDB.

(3) The Commission must confirm, vary, or quash a decision of the Board within 45 calendar days specified under section 37(11) of the Act. A failure to comply with this timeframe results in the PSDB decision being quashed.

(4) A member of the Commission who sits on the PSDB must not participate nor confer with other members of the Commission when the Commission is exercising its function under sections 37(11), (12) and (13).

(5) The Commission may require the PSDB to reconsider its decision on a particular disciplinary case within 45 days pursuant to section 37 of the Act if the Commission is not satisfied with decision of the PSDB and must give reasons for making such decision.

Flow chart for PSDB process

3.3 Statutory right of appeal against a decision of the Commission

(1) A staff member who is not satisfied with the final decision of the Commission on his or her disciplinary case may lodge an appeal to the Supreme Court within fourteen (14) days of receiving a written notice of the decision.

3.4 Attempt to influence the Commission or the PSDB

(2) The Secretary, Director-General, Director or Equivalent Position, Secretary-General or staff member must not attempt to influence the Commission or any member of the Commission or PSDB in respect of any disciplinary case or matter.

(3) Nothing in this section prohibits any person under subclause (1) above 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 PSDB as specified under section 46(3) of the Act.

(4) A person who contravenes subclause (1) above commits a disciplinary offence.

3.5 Disciplinary procedures checklist

	YES	NO
1. Informal and Formal Counselling?		
2. Notice of Allegations?		
3. Notice of first warning?		
4. Notice of second warning?		
5. Suspension letter?		
6. SMDR is signed by the Director or Equivalent Position and endorsed by the Director-General or the Secretary-General?		
7. Has the staff member been given the opportunity to respond in writing to the Notice of allegations made against them?		
8. In the case of a serious disciplinary offence, has the Director-General and the Director or Equivalent Position or Secretary-General where the staff member works consult each other before issuing "suspension" letter?		
9. In the case of a serious disciplinary offence, has the Director-General and the Director or Equivalent Position or Secretary-General where the staff member works consult each other before issuing "suspension" letter?		
10. Grievances Process has been observed?		
11. Has the SMDR and required documents supporting the allegations including the Officer's response been referred to the OPSC within 5 working days?		
12. Has the Commission considered the Report of the Director-General, Director or Equivalent Position or Secretary-General and the officer's response to the allegations in a timely manner?		
13. Has the Commission dismissed the matter, dismissed the staff member with cause or referred the matter to the Disciplinary Board for hearing?		
14. If referred to the Board, has the staff member been provided with at least 14 days of notice of the day the matter will be heard?		
15. Upon receipt of the decision of the Disciplinary Board, whether or not the staff member has lodged an appeal to the Supreme Court within 14 days?		
16. 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 to the staff member concern?		
17. Has a final decision from the Commission being made on this matter?		

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) whilst 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

Clauses 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 staff member or any other person employed under the Public Service is convicted of a criminal offence

(a) A Staff member is required to inform the Secretary, Director-General, Director or Equivalent Position, Secretary-General or the Commission, 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 Secretary, Director-General, Director or Equivalent Position, or Secretary-General or the Commission of the decision of the Court, again within 24 hours or the next working day, of the judgement. The advice provided by the staff member will be confirmed by reference to the judgement in the case Court Register.

(b) Under section 29A of the *Public Service Act*, the Commission may dismiss a staff member who is convicted by Court of a criminal offence as if it were a disciplinary offence.

(c) A temporary salaried staff member, contract officer or a daily rated worker or interns may also be dismissed by the Commission if convicted of a criminal offence.

5.2 Procedure in the case of a staff member or any other person employed under the Public Service sentenced to a term of imprisonment

(a) If a staff member or any other person employed within the Public Service is sentenced to a term of imprisonment or fails to pay a fine, he or she may be dismissed and must not receive any remunerations or payments from the date of the decision of the Commission or the date he or she is serving a custodial sentence.

(b) The Director-General, Director or Equivalent Position or Secretary-General must report each case to the Secretary, OPSC who must report it to the Commission.

(c) The Commission may issue a final warning to a staff member under subclause (a) who is reinstated to his or her substantive post after making a pecuniary payment as ordered by the court.

6. Appendix C- Offences

(a) The following offences constitute acts of **serious misconduct** that warrant immediate suspension of a public servant from office, if occurred:

(i) Serious offence against government property or asset;
(ii) Misappropriation, misuse of imprest or DSA per PFEM Act
(iii) Use of government vehicle without valid driving licence and causing an accident;
(iv) Fraudulent activity;
(v) Sexual offences or Harassment;
(vi) Serious negligence in performance of duties;
(vii) Excessive use of alcohol and illegal use of drugs;
(viii) Endanger safety and health of other staff members;
(ix) Accident to government vehicle while under the influence of alcohol;
(x) Dishonesty;
(xi) Unauthorised disclosure of classified information;
(xii) Providing misleading information in official records, reports or communication to influence the Commission decision;
(xiii) Attending training without approval of the PSC;
(xiv) Convicted of a criminal offense in the country of training or employment;
(xv) Extra marital affair between staff members;
(xvi) Representing a political party during election campaign;
(xvii) Physical assault within workplace;
(xviii) Forging of official documents or signature;
(xix) Abuse of authority or office for personal gain including conflicts of interest that are not disclosed;
(xx) Misconduct including misuse of technology, including unauthorised use of government computers, networks, email or social media in a manner that affects work performance or brings the Public Service into disrepute;
(xxi) Corruption, bribery, fraud, or any form of financial misconduct, including solicitation or acceptance of gifts or benefits in connection with official duties;
(xxii) Fails to uphold ethical standards, including impartiality, integrity, and neutrality in the execution of official duties.

(b) The following are offences that may be managed through the grievance process or internal disciplinary management system prior to suspension:

(i) Use of government vehicle without proper authorisation;
(ii) Unauthorised removal of government assets of value up to VT50,000;
(iii) Use of Government vehicle by unauthorized person;
(iv) Involvement in private business during official working hours;
(v) Insubordination and failing to comply with lawful instructions;
(vi) Poor performance;
(vii) Absence from official duty without valid reasons or unauthorised;
(viii) Continuous lateness;
(ix) Use of inappropriate language;
(x) Misuse of Government assets;
(xi) Mismanagement of time;
(xii) Personal excessive use of social media during working hours;
(xiii) Conflict of interest;
(xiv) Chewing of betel nuts;

(xv) Use of government vehicle without valid driving licence;
(xvi) Use of abusive language;
(xvii) Use of social media to directly tarnish reputation of government officials and policies;
(xviii) Fails to appraise an appraisee;
(xix) Misuse of leave entitlements beyond what is authorised;
(xx) Travelling without approval from relevant authority.

(c) Any other offences as may be determined from time to time by the Commission.

FORMS FOR CHAPTER 6: MANAGING STAFF DISCIPLINE

[PSC FORM 6-1]

STAFF MEMBER DISCIPLINE REPORT

Section 1 - Details of Staff Member:

Name:_____ Payroll No:_____

Position Title: _____ Post No:_____

Ministry: _____ Department: _____

Contact Details (Phone Number\Email, Address of domicile): _____

_____

Section 2 – Type of offence:
(*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).*

- Theft on government assets, and theft on personal properties within government premises
- Use of government vehicle without proper authorization
- Use of government vehicle without valid driving licence
- Removal of GPS installations
- Use of G vehicle by unauthorized persons
- Removal of government assets
- Negligence
- Misappropriation of Government Fund
- Misuse of Government properties (Government vehicle, government email, government Office etc…)
- Accident to government vehicle while under the influence of alcohol
- Dishonesty,
- Inability to carry out work due to consumption of non-prescription drugs, kava or alcohol, and other toxic substances
- Breach of confidentiality,
- Insubordination,
- Insolence,
- Physical assault within workplace
- Use of abusive language within workplace
- Sexual harassment within workplace
- Breach of implied duties such as fidelity and trust
- Extra marital affairs during official working hours or use of government assets (phones, vehicle, email) to entertain such affair
- Forging of official documents
- Misuse of Government assets
- Suspension of scholarship
- Is terminated by a training institution
- Is terminated by sponsor if training is funded
- Commits a criminal offense in the country of training
- Use of social media to directly tarnish reputations of government officials and policies
- Poor Performance
- Attending training without approval of the PSC

- Attempt to influence recruitment panel decisions during selection process
- Failure to comply with PSC tenancy agreement
- absence from official duties without valid reasons
- Providing false information
- Others

Date of suspension *(if applicable)***: (Day)_____(Months)_____ (Year) _____**

Date(s) the alleged offence occurred: _____

Facts 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.)*

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Complete Evidence for the alleged offence in the table below:

Evidences

☐ Copy of complain
☐ Statement from Witness
☐ Copy of receipt
☐ Pictures
☐ Email
☐ Text Messages
☐ Others
☐ Police report
☐ Medical Report
☐ Cost of repair(vehicle)
☐ Copy of minute (counselling, meeting…)
☐ Copy of court judgement

Past Attempts to resolve the matter

Verbal/Written reminder Disciplinary Action
Date written report prepared Yes ☐ No☐

Detail

1st Warning Disciplinary Action
Date written report prepared Yes ☐ No☐

Detail

2nd Warning Disciplinary Action
Date written report prepared Yes ☐ No ☐

Detail

Process of grievance

SECTION 3 - PROVIDING THIS DISCIPLINE REPORT TO THE STAFF MEMBER

After the above sections have been completed by the Director-General, the Director or Equivalent Position or Secretary-General, 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 five (5) working days inclusive for this purpose. If posting form, provide additional days for mail delivery on top of the five working days.

Date this *Discipline Report* provided to staff member: _____

Date this *Discipline Report* is to be returned to the Director-General, Director, Equivalent Position or Secretary-General: _____

SECTION 4 - STAFF MEMBER 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-General, the Director or Equivalent Position within five (5) working days by the Staff member. Failure to return the report may constitute a new disciplinary offence.

I, _____ (*name*) certify by signing below that:

(1) I have been shown and provided with this *Discipline Report*;
(2) I have been provided with seven days to respond to it;
(3) If I choose to make a response it is noted below or attached to this form;
(4) 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
(5) I will return this *Discipline Report* to the Director or the Director-General or the two 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 all allegation(s) made against me in this report are true; **OR** ☐

2. I partially accept that all allegations made 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 any of all 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 its ATTACHMENT B. Attach evidence, if any in support of your response to the allegations raised against you).

_____

_____

_____

_____

_____

_____

_____

_____

Name: _____ **Signature:** _____

Date this report returned to the Director-General, the Director or Equivalent Position: _____ *(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 five (5) working days to return it to me with his or her response.

Name: _____ **Signature:** _____ **Date:** _____

SECTION 6 - DIRECTOR-GENERAL'S OR SECRETARY-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 he or she has been provided with five (5) working days to respond to it.

Name: _____ **Signature:** _____ **Date:** _____

SECTION 7 – SECRETARY OF THE PUBLIC SERVICE COMMISSION:

- 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 he or she has been provided with five (5) working days to respond to it.

Name: _____ **Signature:** _____ **Date:** _____

Public Service Commission only

SECTION 8- 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: _____

[PSC FORM 6-2]

WITNESS FORM

[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

Station:

Date: _____ Venue: _____ Time: _____
Surname: _____ Name: _____

Marital Status: Single ☐ Married ☐ Separate/ Divorced ☐

De facto ☐ Widow ☐

Nationality: _____ Ethnic origin: _____

Residential Status: Ni-Vanuatu ☐ Expatriate ☐ Other ☐

*(*__Note__: If tick 'other', please specify or provide details below)*

_____
_____
_____

Age: _____ Sex: Male ☐ Female: ☐ Statement in: _____

Occupation/ Profession: _____
Home Island _____ Village: _____
Business Address: _____
Residential address: _____
Interpreter: _____

I hereby declare that my statement is the expression of the truth to the best of my knowledge and belief and is made by me, knowing that I am liable to be prosecuted if I wilfully give information, which I know to be false or I do not believe to be the truth.

Signature: _____

*(*Note: details of statement to be provided below)*

_____
_____
_____
_____
_____
_____
_____
_____

_____
_____
_____
_____

Statement received by:_____
At (Place)_____on _____at/a_____Hrs

The witness not knowing to sign his statement was read out to him or her in the presence of_____
_____
now has signed his statement with us.

_____
Investigation Officer/ Preliminary Assessment Officer

_____
The Witness

_____

Signature

[PSC Template 6.3]

NOTICE OF ALLEGATIONS

[*TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD*]

[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 five (5) working days from today's date. Failure to do so may result in the Director-General, Director or Equivalent Position, Secretary-General determining the matter without a response from you and you may receive a warning letter that will be place in your Personal File.

If you wish to discuss this matter, you may make an appointment to see me.

Yours faithfully

[Name]
Secretary, Director-General, Director, Equivalent Position or Secretary-General

[PSC Form 6.4]

PROGRESSIVE DISCIPLINARY ACTION FORM

[*TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD*]

[*name*]
[*address*]

(Section 35 of the Public Service Act)

Name of Staff member: _____ **Staff member ID:** _____

I. Disciplinary Action

☐ Tardiness ☐ Absenteeism ☐ Insubordination ☐Work Performance ☐ Negligence
☐Dress Code ☐ Safety ☐ Abuse of power ☐ Misappropriation ☐ other

IF applicable, please list the Public Service Staff Manual (PSSM)/ and Public Service Act) provisions breached:

_____
_____
_____

II. Details of Occurrence (Attached additional sheet if necessary) Date of Occurrence

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

III. Has this or a similar infraction occurred before?

☐ No ☐ Yes
if yes, please provide the details below and attach prior disciplinary actions.

First Occurrence Date: _____
Action Taken: _____
_____

Second Occurrence Date: _____
Action Taken: _____
_____
Third Occurrence Date: _____

Action Taken: _____

_____

IV. Corrective action to be taken

☐ Verbal Counselling ☐ Written Warning ☐ Disciplinary Suspension ☐ Final Warning
☐ Counselling with Supervisor/representative

V. Expected Improvement

Consequence for unsatisfactory improvement and/or further disciplinary actions:

☐ Verbal Counselling ☐ Written Warning ☐ Disciplinary Suspension ☐ Final Warning
☐ Termination

Supervisor Signature: _____ **Date:** _____

VI. Staff member Statement

I acknowledge by my signature below that I have been given the opportunity to present my views and explanations and I am signing this review prior to it being placed in my personnel file. I also understand the corrective actions to be taken by my supervisor and consequences if my improvement is unsatisfactory or I receive further disciplinary actions.

Staff member Signature: _____ **Date:** _____

Witness Signature: _____ **Date:** _____
(If staff member understands Warning but refuses to sign)

[PSC Template 6-5]

FIRST WARNING LETTER

[*TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD*]

[Date]

[Name]
[Address]

Dear [Name]

FIRST WARNING LETTER

This letter serves to formally warn you for the <u>first time</u> regarding the allegations outlined 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 a second and final warning; 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-General, Director or Equivalent Position or Secretary-General

[PSC Template 6.6]

SECOND AND FINAL WARNING

[*TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD*]

[Date]

[Name]
[Address]

Dear [Name]

SECOND AND FINAL WARNING

This letter serves to formally warn you for the second time regarding the allegations outlined 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 will be considered as serious misconduct and will to your suspension from duty; having a formal disciplinary offence against you and the matter to be referred to the Public Service Commission. A copy of this ‘‘Second and Final Warning’’ letter and your responses will be placed in your Personal File.

Yours faithfully

[Name]
Secretary, Director-General, Director or Equivalent Position or Secretary-General

SUSPENSION LETTER

[*TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD*]

[*name*]
[*address*]

SUSPENSION LETTER

Dear [*name*]

This letter is to inform you that you are suspended on half 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 Staff member *Disciplinary Report* will be prepared on this matter and provided to you for your consideration and response within 5 working days.

Until the above matter is resolved, you are suspended from duty and you must not enter any premises belonging to this Department\Ministry 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 and the Office of the Public Service Commission have been informed of this action. If you wish to discuss this matter, you may make an appointment to see me.

Yours faithfully

[*Name*]
Director-General, Director, or Equivalent Position or Secretary-General

[PSC Form 6-8]

MEMORANDUM OF MEDIATION

BETWEEN

EMPLOYER AND STAFF MEMBER

This Memorandum of Mediation is entered into on the……..day of…… between Employer/Mr/Mrs……as Officer Occupying the position of…….and Mr/Mrs……as Officer Occupying the position of…….;

The above parties agree to appoint Mr/Mrs……hereinafter referred to as the Mediator……;

AND WHEREAS the aforementioned parties wish to enter the herein described agreement, in which they shall cooperate to resolve issues listed below:
1…….
2……
3……

AND WHEREAS the parties further wish to set out arrangements that they both agree shall constitute the terms and conditions of this mediation.

1. Background Details on Issues
……
……
……

2. Purpose and Scope

The Parties intend for this memorandum to be entirely bound by its terms and Conditions.

A. Terms of Mediation

(1) ……..
(2) ……
(3) …….

B. Attachments

(1) ……
(2) ……
(3) ……

C. Execution

By the signature below Parties, agree that this Memorandum of Mediation shall be enforceable on the day in which it is made.

Dated at Port Vila this_____day of_____

_____ _____

Mr/Mrs (Staff Member) **Mr/Mrs (Mediator)**

_____ _____

Mr/Mrs (Staff Member) **Mr/Mrs (Employer)**

_____

Mr/Mrs (Staff Member Witness)

_____

Mr/Mrs (Staff member Witness)

[Date]
[Name]
[Address]

Dear [Name]

Subject: Request for Endorsement to Suspend Staff Member

Dear Secretary,

I write to formally seek the endorsement of the Commission for the suspension of [Staff Member's Full Name], currently serving as [Position Title] within the [Department/Unit Name Name] in [Province Name].

This request follows due consultation with the relevant Director and the Director-General, in accordance with the established procedures. The grounds for this proposed suspension are based on [briefly outline the nature of the issue or misconduct, e.g., serious breach of conduct, failure to perform duties, etc.], which warrant immediate administrative action to preserve the integrity and operational effectiveness of the Department.

In line with the provisions that require Commission approval prior to any suspension, I respectfully request the Commission's endorsement to proceed with the suspension of the aforementioned staff member.

Please find attached all relevant documentation and records pertaining to this matter for your review and consideration.

I remain available to provide any further clarification or information the Commission may require.

Yours faithfully,

[Your Full Name]
Secretary-General [Province Name]

CHAPTER 7 – MANAGING CESSATION OF EMPLOYMENT

1. Introduction

Under section 15(2)(a) of the *Public Service Act,* the Commission is obliged to ensure the fair and proper treatment of all staff members in all aspects of their employment. This obligation extends to how a staff member's employment ceases. Cessation of employment should be conducted in a manner that is appropriate, transparent and fair. To fulfil this obligation, the following directives are to be applied when a staff member's employment with the Public Service ceases.

2. General principles of cessation of employment

The general principles of cessation of employment of a staff member are as follows:

(a) The Commission may terminate a staff member's employment in accordance with the *Public Service Act,* adhering to its duty to act as a good employer.

(b) In executing the function of terminating the employment of a staff member, the Commission must act independently, free from the direction or control of any other person or Organization.

(c) The Commission is required to consult the Director-General of the Ministry where the staff member is employed before terminating the employment of a staff member. Subsequently, the relevant Director-General must consult on the termination with the Director or Equivalent Position where the staff member is employed.

(d) Unless circumstances specified in this Manual where dismissal without notice is required, a staff member must be given a notice period of 14 days, as specified in section 50(4) of the *Employment Act*.

(e) Subject to the *Public Service Act*, where termination is warranted or allowed, a staff member must be provided with the appropriate period of notice as specified in this Manual.

2.1 General Period of Notice for Cessation of Employment

2.1.1 Staff member

(1) Subject to the express provisions of any written contract or unless specified otherwise in this Manual, the general period of notice specified in section 28 of the *Public Service Act* is to apply when every staff member employment ceases or *payment in lieu* is paid. The period of notices is as follows:

(a) a staff member who has been continuously employed for a period of less than (12) twelve months must be given (2) two weeks' notice *or payment in lieu*;

(b) a staff member who has been continuously employed for (12) twelve months or more but less than two years must be given (1) one month notice *or payment in lieu*;

(c) a staff member who has been continuously employed for (2) two years but less than (3) three years must be given (2) two months' notice *or payment in lieu*;

(d) a staff member who has been continuously employed for (3) three years or more must be given (3) three months' notice *or payment in lieu;*

(e) a staff member who resigns must give notice in accordance with the period of notice specified in section 49 of the *Employment Act [CAP 160]*.

(2) At any time during a probationary period, a staff member's employment may be terminated by either party without notice on the basis of serious misconduct and subject to section 50(4) of the *Employment Act [CAP 160].*

2.1.2 Temporary Salaried Staff member

(1) Subject to the express provisions of any written contract or unless specified otherwise in this Manual, the general period of notice specified in section 30(1) of the *Public Service Act* applies when the temporary salaried staff member's employment ceases, or *payment in lieu* is made. This requires that a temporary salaried staff member be provided with not less than (1) one week's notice, or, in the case of misconduct or inability to perform their duties and responsibilities, without notice.

(2) A temporary salaried staff member who resigns before the end of the specified period of employment in his or her job offer letter is required to give a minimum of (1) one week's notice.

(3) A temporary salaried staff member may be terminated at any time by either party without notice for *serious* misconduct and subject to section 50(4) of the *Employment Act* [CAP 160].

2.1.3 Daily Rated Workers

(1) Subject to the express provisions of any written contract or unless specified otherwise in this Manual, the general period of notice for a daily rated worker is as specified in section 49 of the *Employment Act [CAP 160]*.

(2) A daily rated worker who resigns before the end of the period of employment specified in his or her offer letter must give notice in accordance with the period of notice specified in the *Employment Act [CAP 160]*.

(3) A daily rated worker's employment may be terminated at any time by either party without notice for serious misconduct and subject to section 50(4) of the *Employment Act [CAP 160].*

2.1.4 Persons engaged on a Contract including Intern Officer

(1) Any period of notice for termination of employment contract for persons engaged on a contractual arrangement including intern officer for a specified period shall be in accordance with the *Employment Act [CAP 160]*.

(2) A person engaged on a contractual arrangement including an intern officer may be terminated at any time by either party without notice for *serious* misconduct and subject to section 50(4) of the *Employment Act [CAP 160]*.

3. General Entitlements

Subject to any written contract providing additional or other entitlements, there are standard payments that a staff member is entitled to when his or her employment with the Public Service ceases. In particular type of cessation, additional payments may be payable to a staff member.

3.1 Standard payments

The standard payments include:

(a) salary accrued to the date a staff member's employment ceases; and

(b) accrued allowances rounded up to the end of the month in which the staff members employment ceases; and

(c) accrued annual recreation leave.

4. Additional payments due in particular case of cessation

4.1 Severance Payment

A Severance entitlement is to be paid as follows:

(a) If applicable, severance payments calculated at the rate of two (2) months' salary per year of service employed for twelve (12) continuous months or more.

(b) Severance entitlement under this section must be paid immediately upon cessation of a staff member's employment pursuant to Section 56(5) of the *Employment Act*.

(c) Upon the staff member's written request, the relevant Ministry or Department may settle part payment of his or her severance entitlement prior to retirement.

(d) All employees may be considered for a partial payment of their severance prior to retirement, subject to the following conditions:

1. The employee must have completed a minimum of 12 months of continuous service in the Public Service;
2. Employees with 30 years or more of continuous service are eligible for up to 50% of their severance entitlement;
3. Employees with 25 to 29 years of continuous service are eligible for up to 45% of their severance entitlement;
4. Employees with 20 to 24 years of continuous service are eligible for up to 40% of their severance entitlement;
5. Employees with 15 to 19 years of continuous service are eligible for up to 35% of their severance entitlement;
6. Employees with 10 to 14 years of continuous service are eligible for up to 30% of their severance entitlement;
7. Any request for payment under the above categories must be reasonable; and
8. The relevant Head of Agency must confirm the availability of Budget and the employee's eligibility.

4.2 Payment in lieu of notice of termination

(1) If applicable, *payment in lieu* of any required notice of termination is to be paid to a staff member.

(2) A staff member is not entitled to any payment in lieu of notice if the terms and conditions of his or her employment contract do not provide for a notice of cessation of employment.

(3) If the terms and conditions of a daily rated worker's employment contract do not provide for notice of termination, the daily rated worker is not entitled to payment in lieu of notice of termination pursuant to the *Employment Act [CAP 160]*.

(4) A temporary salaried staff member is entitled to one (1) week payment in lieu of notice of termination of his or her employment contract. However, in cases of serious misconduct or inability to perform duties and responsibilities, a temporary salaried staff member is not entitled to any payment in lieu of notice.

(5) If the terms and conditions of an employment contract of an intern officer do not provide for notice of cessation of employment, the intern officer is not entitled to any payment in lieu of notice.

4.3 Payment in lieu of notice of resignation

(1) A staff member must serve the period of notice of his or her resignation pursuant to the *Public Service Act* and the *Employment Act*.

(2) If a staff member fails to serve notice to the employer and has vacated the position, a deduction amount equivalent to the period of notice of resignation must be deducted from his or her standard payments.

(3) Upon the request of a Director-General, Director or Equivalent Position the Secretary may authorise the cessation of payment of salary for a staff member if the staff member vacates his or her office without giving notice of resignation of employment to the Commission and subsequently engaged in an alternative employment.

(4) The cessation of salary under subclause (3) is subject to the Commission's final decision on the status of employment of the staff member

(5) Subject to the Commission's decision, a staff member who fails to resume duties after five (5) working days without a valid reason given in writing to his or her supervisor (by email, SMS, or social media applications) after the expiry of the period of his or her approved annual leave is deemed to have voluntarily resigned from his or her position.

(6) A Director-General, Director or Equivalent Position must inform the Secretary of the staff member's absence and voluntarily resignation under subclause (5).

(7) The Secretary may authorize the Director of the Department of Finance to cease payment of salary of a staff member under subclause (5) until such time the Commission makes a final decision on the matter

4.4 Repatriation Payment

(1) A repatriation payment consisting of reasonable transportation, subsistence, and removal costs, must be paid to a staff member who leaves his or her ordinary place of residence to another place of employment pursuant to section 58 of the *Employment Act*.

(2) The payment referred to under subclause (1) above must cover for a staff member's immediate family as required under section 59 of the *Employment Act*.

(3) To avoid doubt, a repatriation payment must be made only if an employment of a staff member is terminated, dismissed or ceased by the Commission or pursuant to the *Public Service Act*.

(4) A staff member is deemed to have forfeited his or her entitlement to the repatriation payment if he or she does not request such payment within 6 months from the date of his or her cessation of employment.

(5) In the event where a staff member, contract staff member, spouse or child of a staff member or contract staff member is deceased during active employment of the staff member away from the normal place of residence, the relevant Ministry or Department shall be responsible for the repatriation cost of the deceased to his or her home island or place of residence.

4.5 Required Periods of Notices and Staff Entitlements

Category of cessation	Period of notice	Entitlements
1. Age retirement	Two weeks to three months depending on length of service	- Standard payments - Severance payment - If applicable, repatriation payments
2. Medical retirement	Depends on medical advice	- Standard payments - Severance payment - If applicable, repatriation payments
3. End of temporary salaried employment	One week or as specified in staff member's written contract	- Standard payments or as specified in written contract - If applicable, payment in lieu of notice of termination - If applicable, repatriation payments
4. End of daily-rated employment	As per section 49 (3)(b)(ii) of the Employment Act	- Standard payments - Severance payment if applicable - If applicable, repatriation payments - payment in lieu of notice of termination if applicable.
5. End of contract employment period	(a) Less than 12 months- 2 weeks' notice (b) Not less than 12 months but not more than 2 years- 1 month notice (c) Not more than 3 years- 2 months' notice (d) 3 years or more- 3 months' notice.	- Standard payments or as specified in the written contract - Severance Payment - If applicable, repatriation payments
6. Voluntary resignation	2 weeks to 3 months depending on length of service	- Standard payments - Severance payment, if one year or more service - If applicable, repatriation payments
7. Compulsory retirement	At the discretion of the Commission	- Standard payments - Severance Payment - If applicable, repatriation payments
8. Dismissal as the result of a disciplinary offence	At the discretion of the Commission	- Standard payments - If applicable, repatriation payments - Severance Payment at the Discretion of the Commission
9. Immediate dismissal with cause	No notice	- Standard payments - If applicable, repatriation payments

		- Severance Payment at the Discretion of the Commission.
10. Standing for General election to Parliament, Municipal and Provincial election.	9 months before election year	- Standard payments. - Severance payment, if one year or more in service
11. Standing for Snap Election to Parliament, Municipal and Provincial Government Council	Two weeks before polling day	- Standard payments. - Severance payment, if one year or more in service
12. By -election to Parliament, Municipal or Provincial Government Council	30 days before polling day	- Standard payments. - Severance payment, if one year or more in service
13. Refusal to accept a transfer	No notice, but subject to good employer obligations	- Standard payments - Severance payment - If applicable, repatriation payments
14. Redundancy	2 weeks to 3 months depending on length of service	- Standard payments - Severance payment - If applicable, repatriation payments - payment in lieu of notice of termination
15. Death in service	Not applicable	- 6 months one off salary Payment; - a goodwill payment equivalent to 1 year salary for a staff member subject to Commission decision; - Standard payments; - Severance payments; - If applicable, repatriation payments
16. The operation of law	As per transition period or as required by law	- Standard payments - Severance payment
17. Termination during probation period	Not applicable	- If applicable, standard payments.

5. Categories of Cessation of Employment

5.1 Specific Categories of Cessation

Subject to Article 57 of the Constitution, the *Public Service Act [CAP 246], Employment Act [CAP 160]* and this manual, a staff member's employment in the Public Service is to be ceased in any of the following circumstances:

(a) age retirement;
(b) early age retirement:
(c) medical retirement;
(d) end of temporary salaried employment;
(e) end of daily-rated employment;
(f) end of contract employment period;
(g) voluntary resignation;
(h) compulsory retirement;
(i) dismissal as the result of a disciplinary offence;
(j) immediate dismissal with cause;
(k) standing for election to Parliament, Municipal Council or Provincial Council;
(l) redundancy;
(m) death in service;
(n) the operation of law;
(o) dismissal for criminal conviction;
(p) Termination during probation period.

5.2 Age of Retirement

(1) Subject to the *Employment Act* [CAP 160], the normal retiring age is 60 years. However, in the case where a staff member reaches an age between 45 to 59 years, they are eligible to request an early age retirement.

(2) A staff member retiring on the basis of age under subclause (1) above is eligible for the standard entitlements specified in clause 3.1 of this chapter including:

(a) a severance payment of two (2) month's salary per year of service (and a pro-rata amount for any period less than 12 months);

(b) if applicable, repatriation payments as specified in clause 4.4 (1) of this chapter.

5.3 Medical Retirement

5.3.1 Medical Retirement Initiated by a Staff Member

(1) A retirement initiated by a staff member on medical grounds is subject to the standard period of notice under clause 2.1 of this chapter, as determined by the Commission based on a medical advice.

(2) A staff member may apply for medical retirement at any time if two (2) registered medical practitioners, at least one nominated by the Commission, certify in writing that the staff member is unfit to carry out normal duties.

(3) In case of conflicting medical reports, the Commission may require the staff member to undergo a further medical examination at the department's expense.

(4) If a staff member is certified under this clause as unable to perform his or her normal duties, the last day of service of the staff member is the date specified by the registered medical practitioner providing the medical advice in relation to the staff member.

5.3.2 Medical Retirement Initiated by The Commission

(1) Medical retirement initiated by the Commission is not subject to the standard period of notice under clause 2.1 of this chapter, but is determined by the Commission on the basis of medical advice provided in accordance with this clause.

(2) The Commission may, on the advice of the Director-General of the Ministry in which a staff member is employed, require a staff member to attend two medical examinations conducted by two (2) different medical practitioners to determine if the staff member is fit to continue his or her normal duties. At least one (1) registered medical practitioner must be nominated by the Commission and another nominated by the staff member.

(3) If both registered medical practitioners certify that a staff member is unfit to continue his or her normal duties, the Commission must retire the staff member on medical grounds and the last day of service is to be determined by the Commission taking into account the advice of the registered medical practitioners.

(4) If a staff member indicates a willingness to continue his or her employment, and an alternative suitable position is available in the Public Service at a salary level not higher than the staff member's current salary, the Commission may, at its own discretion and based on medical advice provided by the staff member's registered medical practitioner, transfer him or her to that position.

5.3.3 Entitlements and Confidentiality of staff member retiring on medical grounds

(1) A staff member retiring due to a medical condition is eligible for standard entitlements specified in clause 3.1 of this chapter, including:

(a) a severance payment of two months' salary per year of service (and a pro-rata amount for any period less than 12 months); and

(b) if applicable, repatriation payments as specified in clause 4.4(1) of this chapter.

(2) All medical reports, assessments and related documentation concerning a staff member who has applied for medical retirement must be treated with utmost confidentiality and accessed only by authorised staff member of the Commission and the relevant Ministry.

5.4 Temporary Salaried Staff members

(1) A Temporary salaried staff member is to be employed for a period of not more than six (6) months and must be provided with one (1) week notice of termination.

(2) In the case of serious misconduct or inability to perform his or her duties, the employment of a temporary salaried staff member may be terminated without notice but subject to the Commission's obligation to act as a good employer under section 50(4) of the *Employment Act*.

(3) A temporary salaried staff member is entitled to the standard range of entitlements specified in clause 3.1 of this chapter or as specified in his or her contract of employment.

5.5 Persons Engaged on Contract basis

(1) The engagement of a staff member under a written employment contract must be terminated only in accordance with the termination condition and notice provisions under his or her employment contract.

(2) A person engaged on a contract basis is, upon cessation of his or her engagement, entitled to such benefit as specified in his or her employment contract. If no benefit is specified in his or her employment contract, the person is entitled to the standard payments specified in clause 3.1 of this chapter.

(3) A staff member who has reached 60 years of age may enter into an employment contract with the Commission for a period of not more than 3 years, but subject to the requirements of the *Public Service Act*.

(4) Subject to the requirements of the *Public Service Act*, a staff member who has reached 60 years of age may enter into a contract with the Commission for a period of not more than 3 years.

(5) A staff member under subclause (4) must provide a medical certificate from a medical practitioner certifying that he or she is fit to be employed.

5.6 Voluntary Resignation

(1) A staff member may voluntarily resign from the Public Service at any time, in accordance with the notice provisions prescribed in clause 2.1 of this chapter. The resignation takes effect from the date of the resignation letter.

(2) A staff member with one or more years of service is entitled to the standard payment of entitlements in clause 3.1 including severance, notice and repatriation if applicable as specified in of this chapter.

(3) In the event where a staff member is appointed to another position within the same Ministry or Department or to another Ministry or Department, the staff member is taken to have vacated his or her incumbent position.

(4) Subject to section 11 of the *Employment Act*, in the event where an institution changes its statutory nature, the Commission must ensure to have a written consent of the staff member affected on that change.

5.7 Compulsory Retirement

(1) A staff member who has compulsorily retired from the Public Service by the Commission, on the advice of the Disciplinary Board as a result of a disciplinary hearing under section 37 of the *Public Service Act*, may receive a period of notice, if any, as determined by the Commission.

(2) The staff member who is compulsory retired under subclause (1) above is entitled to a standard payment of entitlements specified in clause 3.1 including:

(a) a severance payment of two months per year of service (and a pro-rata amount for any period less than 12 months); and

(b) if applicable, repatriation payments as specified in clause 4.4(1) of this chapter.

5.8 Dismissal as the result of a Disciplinary Offence

(1) The Commission in considering a disciplinary offence and intending to terminate a staff member from the public service as a result of a disciplinary offence under sections 36 and 37 of the *Public Service Act*, must give 14 days' notice to the staff member to give reasons why he or she should not be terminated from his or her employment.

(2) A staff member who is terminated under subclause (1) is entitled to the standard payment of entitlements specified in clause 3.1 and if applicable, repatriation payment and severance payments subject to the discretion of the Commission.

5.9 Immediate Dismissal with Cause

(1) Under section 29 and sections 30(1) and 31(2) of the *Public Service Act*, in exceptional circumstances, the Commission may dismiss a staff member at any time for serious misconduct or inability to perform his or her duties but subject to its obligations to act as a good employer under section 15 of the *Public Service Act*

must give 14 days' notice to the staff member and require the staff member to give reasons why he or she should not be terminated from employment.

(2) A staff member who is dismissed with cause under subclause (1) above is entitled to standard payments and may, at the discretion of the Commission, receive severance payment.

5.10 Standing for Election to Parliament

(1) A staff member who intends to stand as candidate for election to the national Parliament, Municipal Council or Provincial Government Council must resign from his or her employment within nine (9) months before the election year.

(2) In the case of a Snap election to national Parliament, Municipal Council or Provincial Government Council, the staff member must provide 2 weeks' notice before the opening date of the submission of application of candidature.

(3) In the case of a by-election to national Parliament, Municipal Council or Provincial Government Council, the staff member must give 30 days' notice to resign from his or her employment before the polling day.

(4) A staff member referred to in this clause with one or more years in service is entitled to the standard payment of entitlements in clause 3.1 including severance payment and notice specified in this chapter.

5.11 Redundancy

(1) If at any time the Commission finds a greater number of staff member employed in a Ministry than is considered necessary for the efficient working of that Ministry, the Commission may, subject to the *Public Service Act*, declare a staff member, as the case may be, redundant and terminate his or her employment accordingly.

(2) A staff member who is declared redundant and unsuccessful in being placed in another position must be given a *letter of Termination*.

(3) A staff member who is made redundant under this clause is entitled to the standard payment of entitlements, severance, notice and repatriation if applicable.

5.12 Death in Service

(1) In the event of the death of a staff member or an intern during the course of his or her service, the government must pay to the legal administrator of probate of the deceased estate where applicable, the following entitlements:

(a) standard payment of entitlements that a staff member has accrued up to the date of his or her death; and

(b) a sum equivalent to six (6) months total yearly remuneration (including any allowances the staff member receives) including in the case of citizens of Vanuatu, repatriation costs of the deceased back to his or her home island and place of residence; and

(c) a goodwill payment equivalent to 1 year salary for a staff member subject to the Commission's decision; and

(d) Severance payments; and

(e) if application repatriation payments.

(2) In the event of the death of a temporary salaried staff member during the course of the period of employment, the determination of entitlements, if any, at the discretion of the Commission.

(3) All death benefits payments are to be paid from the Budget of the respective department or agency where the deceased staff member was employed.

6. Cessation of employment check list

	YES	NO
1. Has the form or type of cessation been determined by the Commission?		
2. If necessary, has the Department or the staff member provided the appropriate documentation for this form of cessation?		
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?		
4. Has the full range of entitlements for this form of cessation been calculated and paid to the staff member?		
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?		
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; electronic devises; files; official uniform and official papers; etc.)		
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?		
8. Has the Secretary or Chairman of the Commission written to the staff member thanking him or her for their service?		
9. In the case of the death of staff member in service, has a letter from the Relevant Director-General been sent to the family expressing the condolences of the Commission and offering appropriate assistance in accordance with this policy?		
10. Has the DCDT been informed to cease all Government ICT access		
11. Has the Ministry/Department provided evidence of financial capacity to meet this cessation of employment or an agreed payment plan.		

CHAPTER 8- MANAGING GOVERNMENT RESIDENTIAL HOUSING

1. Duty to manage government residential housing

(1) The Commission has a duty and is responsible to manage government residential houses properly to enhance good service delivery throughout the Republic of Vanuatu.

(2) In carrying out its duties under subclause (1), the OPSC must provide clear directions and procedures on housing issues, to manage and allocate fairly government residential houses and improve the government expenditure. This entails close working collaboration amongst public service line agencies.

(3) The housing directions and procedures must reinforce the following objectives:

(a) develop housing policy on construction of residential premises for Public Servants;

(b) provide a secure and fully furnished house for public servants with basic requirements;

(c) allocate government residential houses to foster good work performance, commitment and incentives for staff members;

(d) foster good asset management principles;

(e) increase the return on investment from the Government residential housing Portfolio through–rent deduction of 12% of a staff members fortnightly salary or unless provided otherwise as per terms and condition of any contract of employment;

(f) improve maintenance of government residential housing by working in collaboration with MFEM to establish a specific maintenance budget;

(g) establish a prioritized maintenance program to improve the housing asset base;

(h) ensure staff members are housed by providing the option for an equitable housing allowance which would be budget neutral for Government;

(i) establish appropriate guidelines for the rental of surplus Government houses;

(j) carry out annual inspections and enforce the provisions of Housing Policy;

(k) establish Housing Policy in line with the *Public Service Act* or any other relevant Act;

(l) ensure all current and new government residential housing are given a unique numbering or code.

(4) In this Chapter 'government residential housing or houses' refers to all government houses administered and governed by the Public Service Commission.

2. Establishment of Housing Management Committee (HMC)

2.1 Establishment of HMC

The HMC is to be established by the Commission.

2.2 Composition of the Committee

(1) The HMC consists of the following members:

(a) a Member of the Commission who is to be the Chairperson of the HMC and during his or her absence, another member is to preside at a meeting;

(b) a representative of the Ministry of Finance and Economic Management (MFEM);

(c) a representative of the Public Works Department;

(d) a representative of the Department of Lands;

(e) a representative of the Office of the Prime Minister;

(f) representative of the Ministry of Internal Affairs.

(2) The HMC meeting procedures is to be determined by the Chairperson of the committee.

(3) Other members of the HMC must be recommended by the Director-General and approved by the Commission.

2.3 Functions of the Housing Management Committee

(1) In addition to other duties delegated by the Commission, the functions of the HMC are to:

(a) conduct meetings on a regular basis to discuss housing matters;

(b) coordinate housing matters between Public Service Commission and line Agencies;

(c) coordinate the development of housing policy;

(d) implement the Housing Policy and monitor its implementation;

(e) allocate government residential houses, and carry out a periodic review of housing allowances and rent deductions;

(f) inspect and take furniture inventory stock of Government residential Houses on a quarterly basis;

(g) renovate or repair existing government residential houses;

(h) ensure houses are distributed fairly upon demand of public service line agencies;

(i) ensure government residential housing are properly recorded, mapped and documented;

(j) ensure effective implementation of the Housing Insurance Policy;

(k) to carry out research and make recommendations to address the government residential housing issues.

2.4 Secretarial duties to the HMC

(1) The Manager of the Housing Unit within the OPSC is to provide the secretarial duties to the HMC.

(2) The OPSC is responsible to ensure that the HMC is fully resourced with the capacity to perform its functions effectively and efficiently.

2.5 Formulation of Housing Policy

(1) The OPSC through the Housing Unit must take full responsibility for the formulation and administration of the housing policy.

(2) The Housing Unit may review the housing policy whenever it deems fit and must submit to the Commission for approval.

2.6 Allocation of government residential houses

(1) The HMC may make recommendation to the Commission for the allocation of Government residential houses pursuant to the Government Housing Policy.

(2) Complaints relating to the housing allocation or housing rent payment must be directed to the HMC in writing.

2.7 Review of rent deductions

The HMC is to make recommendation to the Commission for review, on an annual basis rent (housing deductions) payable by a staff member who is occupying a government residential house taking into account the market rent fluctuations and advise of the Government Remuneration Tribunal.

3. Staff Members entitled to government residential housing

The following staff members are entitled to government residential housing:

(a) a Director-General;

(a) the Secretary of the Public Service Commission;

(b) any other staff member as may be determined by the Commission.

4. Housing Allowance

4.1 Definition of housing allowance

A housing allowance is a form of payment or an allowance that a staff member receives whether occupying, his or her own house or renting a private house.

4.2 Staff members entitled to receive housing allowance

(1) A staff member including a person who is on a probationary period and who is renting a private house must complete and submit an application form for housing allowance (**PSC FORM 8-1**) to his or her Director-General, Director or Equivalent Position.

(2) A staff member including a person who is on a probationary period and who is residing in his or her own house must complete and submit an application form for housing allowance (**PSC FORM 8-2**) to his or her Director-General or Director or Equivalent Position.

(3) If both spouses are staff members of the public service and are both eligible to receive a housing allowance, both of them are to be paid the allowance.

(4) If both spouses are staff members of the public service and are both eligible and are residing in a government house, only one of them is to receive housing allowance.

(5) The staff member who is allocated a government house is liable to pay rent in accordance with the market value stipulated in the housing policy.

4.3 Staff Members not entitled to receive housing allowances

(1) To avoid doubt, a staff member who is not entitled to receive housing allowance includes:

(a) a daily rated worker; and

(b) an intern or cadet; and

(c) a person engaged on a contract basis (unless otherwise specified in the terms of his or her contract of employment);

(d) a temporary salaried employee.

4.4 Rate of Housing Allowances

(1) The rate of housing allowance payable to an eligible staff member under clause 4.2 is VT 30,000 per month subject to periodic review.

(2) The office of the public service commission and ministry of finance and economic management is responsible to review and make recommendations on the rate of allowances under subclause (1) to the Commission for its approval.

(3) In reviewing and making recommendations on the rate of housing allowances under subclause (2), the public service commission must take into consideration, the cost of living, the current market value of rental houses and the salary level of staff members.

(4) The Commission may determine the rate of a housing allowance of a staff member who is entitled to a housing allowance and the staff member is undertaking studies overseas for a period of more than twelve (12) months.

(5) If an application under clause 4.2 is submitted within three (3) months of a staff member's appointment to the Public Service, the housing allowance will be backdated to the date of appointment. However, if the application is received after the three-month period, the allowance will take effect from the first day of the month following the submission of the application.

5. Tenancy Agreement

5.1 Parties to a Tenancy Agreement

A Tenancy Agreement is to be made between a staff member who is entitled or eligible to use and occupy a government house and the Public Service Commission who is the employer of the staff member.

5.2 Contents of the Tenancy Agreement

A Tenancy Agreement must contain the following substantial provisions:

(a) parties to the Agreement;

(b) maintenance and repair;

(c) inspection;

(d) market value;

(e) variation of Agreement;

(f) eviction;

(g) Period of Agreement;

(h) Termination of Agreement;

(i) Damage and Loss;

(j) Rental Deduction;

(k) Extension work;

(l) Type and number of domestic animals allowed.

6. Cessation of Housing Allowance

The housing allowances of a staff member must be ceased in the following circumstances:

a) cessation of employment; or

b) death in service; or

c) conviction by a court to a term of imprisonment.

6.1 Eviction of Government Residential Houses

(a) A first notice is required to be issued by the HMU and served on the staff member tenant who is required to vacate the government residential house, his or her relatives or agents.

(b) Subject to clause (a), in the event that the tenants refuse to vacate the Government Residential House, a second notice is required to be issued by the HMU 1 month after the first notice is issued.

(c) Subject to clause (b), in the event that the tenants continue to refuse to vacate the Government Residential House, the HMU shall obtain an Eviction Order through the Attorney General Office.

(d) Once an Eviction Order is obtained, the HMU shall enforce the Eviction Order on the staff member tenant with the assistance of the Police and the Vanuatu Mobile Force.

FORMS FOR CHAPTER 8: HOUSING

[PSC FORM 8-2]

RENTED HOUSING ALLOWANCE APPLICATION FORM

SECTION 1: TO BE COMPLETED BY APPLICANT

DATE: _____

NAME OF OFFICER: _____

EMPLOYING MINISTRY/DEPT: _____

PAYROLL NO: _____ TELEPHONE: _____

EMPLOYMENT STATUS: Probation / Permanent: _____

MARITAL STATUS: MARRIED YES/NO: _____

(IF YES) IS SPOUSE A GOVERNMENT STAFF MEMBER: _____

NAME OF SPOUSE: _____

MINISTRY/DEPT/AGENCY SPOUSE IS ATTACHED TO: _____

DOES SPOUSE RECEIVE HOUSING ALLOWANCE: YES/NO: _____

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: /

[PSC FORM 8-2]

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:_____

E) EMPLOYMENT STATUS: (PROVIDE EVIDENCE): _____

F) MARITAL STATUS: MARRIED YES/NO: _____

G) (IF YES) IS SPOUSE A GOVERNMENT STAFF MEMBER: _____

H) NAME OF SPOUSE: _____

I) MINISTRY/DEPT SPOUSE ATTACHED TO: _____

J) DOES SPOUSE RECEIVE HOUSING ALLOWANCE: YES/NO: _____

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: _____

[PSC FORM 8-2]

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: / /

[PSC FORM 8-4]

GENERAL TENANCY AGREEMENT

Lessor	GOVERNMENT OF THE REPUBLIC OF VANUATU
Name of Tenant	
Address of Government House	
Department/Ministry	
Tenants Contact: Phone	
Email:	
Term of Agreement Starting on	End of Contract:
Rent per month	

Signed on behalf of the Lessor by

……..

Name (PRINT)

.....

Date / /

Signed by the Tenant

……

Name (PRINT)

……

Date / /

Terms and Conditions for Tenancy of a Government Residential House

This tenancy is subject to the terms and conditions of eligibility for Government residential housing incorporated in the Housing Policy.

a) The tenant must use the premises for residential purposes and to accommodate members of his or her nuclear family only.

b) The tenant must be given five (5) working days' notice for quarterly periodic inspections.

c) If any variation or depreciation in value is identified on the government residential house during the periodic inspection, this would be appreciated as a variation to the current market value and would be accounted for but it does not change any other terms and conditions within the Tenancy Agreement.

d) If the tenant ceases to be entitled or eligible for a government residential house, the tenant must vacate the house within the 3 months period specified in the Housing Policy.

e) During the tenancy, the tenant must:

i. Abide by Municipal laws and by-laws;

ii. Not interfere with the reasonable peace, comfort or privacy of a neighbour of the tenant;

iii. Not do anything that might block any plumbing or drains on the premises;

iv. Regularly mow the lawns and keep grounds clean;

v. Keep the premises free from pests and vermin;

vi. Not intentionally or negligently damage the premises and inclusions;

vii. Be allowed to keep only two (2) cats and one (1) dog per house so that due care is taken of the animals and they are not a nuisance to neighbours or the public;

viii. Not erect any buildings or extensions on the premises without the written consent of the respective Ministry or Department and authorization from the Commission.

ix. Understand that any request for repairs or maintenance shall be in writing and submitted to the Director-General or Director or Equivalent Position concern to be forwarded to the Commission for approval.

x. Carry out any repair and/or maintenance works only if approved by the Commission. Any staff member who wishes to meet the cost of such works should obtain prior written approval from the Director-General or Director or Equivalent Position or Secretary for possible future refund upon presentation of receipts of payments to the Commission.

xi. Understand that upon approval by the Commission, any maintenance and/or repairs done on the said government property shall become the state property once the Tenancy Agreement ends.

xii. Ensure that upon termination, expiry of Contract of employment or retirement, he or she is expected to receive a three (3) months' notice from Commission to vacate the said government property.

xiii. Understand that Commission as a good employer allow exit staff member from service either by way of termination or any form of retirement a maximum period of three (3) months to vacate the said property.

xiv. During the given period of 3 months, any claim against the government will be considered as a separate issue and does not extend the right of the tenant to remain in the said government property.

xv. Vacate the property within the given time frame. Failure to vacate within the three (3) months' timeframes will result in Commission imposing the full market value against the tenant who is obliged to pay the full rental value of the said property.

xvi. Ensure that non-compliance with clause (xv) above will result to an eviction order to be issue from relevant authorities.

xvii. Note that the Commission is yet to have an insurance policy on government residential housing. However, all government tenants should be responsible in taking good care of the house and other government properties within the premises. The same should apply during times of unforeseen accidents/disasters and natural disasters. Any damages caused by natural disaster to the building will be assessed and shall be the responsibility of the government.

xviii. This Agreement overrides any other previous arrangement or Tenancy Agreement entered into by the parties either verbally or in writing.

[PSC FORM 8-4]

FURNITURE INVENTORY FORM

Address: _____

House No.: _____ Move In/Out Inspection _____ Date: _____

Location / Items for checking	Lounge/Dining Room	Kitchen	Main Bedroom	Bedroom 2	Bedroom 3	Bedroom 4	Bathroom	Comments on Condition
Settee								
Armchair								
Coffee Table								
Carpet Squares								
Bookcase								
Ceiling Fan								
Dining Table								
Dining Chairs								
Buffet								
Stove								
Refrigerator								
Water Heater								
Double Mattress								
Single Mattress								
Chest of Drawers								
Dressing Table								
Mirror								
Bedside Table								
Chair								
Wardrobe								
Medicine Cabinet								
Linen Cupboard								

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: _____

CHAPTER 9– MANAGING THE PROCUREMENT, USAGE AND DISPOSAL OF PUBLIC SERVICE ADMINISTRATIVE FLEET

1. Introduction

(a) The procurement, use, maintenance, and disposal of Government Fleet vehicles shall be conducted in accordance with the Public Service Administrative Fleet Policy, the PFEM Act, and this manual.

(b) Government Fleet vehicles shall be used solely for government programs and services. All Government Fleet vehicles must be operated safely and in compliance with applicable laws, including the Government Fleet Policy.

(c) This manual sets out the requirements for the use of Government Fleet vehicles for official purposes. Staff members are prohibited from using Government Fleet vehicles for personal purposes, convenience, or benefit, unless expressly permitted under the terms and conditions of their employment contract.

(d) For clarity, a government vehicle allocated under the Official Salaries Act [CAP 168] or by any statutory body is not considered part of the Government Fleet and is not subject to the requirements of this manual.

1.1 Composition of the National Government Fleet

The National Government Fleet includes, but is not limited to, the following vehicles:

(a) Government Vehicles (G);
(b) Republic of Vanuatu (RV) vehicles;
(c) Office of the Attorney General (OAG) vehicles;
(d) Office of the Public Prosecutor (OPP) vehicles;
(e) Project Vehicles (4VE, 3VE, 2VE) as specified in the terms of the relevant Project Agreement;
(f) Public Solicitor's Office (PSO) vehicles;
(g) Vehicles owned by Government statutory bodies.

1.2 Government Fleet Definition

For the purposes of this manual, the Public Service Administrative Fleet includes all vehicles, outboard motor boats, heavy-duty vehicles, motorcycles, and quad bikes used exclusively for public service administrative purposes.

1.3 Government Fleet Usage Guidelines

The Government Fleet usage guidelines aim to:

(a) Define the responsibilities of Secretaries, Director-Generals, Directors, officers of Equivalent Position, and the Secretary-General;

(b) Ensure proper registration, management, repair, and maintenance of the Government Fleet;

(c) Establish transparent, fair, and consistent terms and conditions for Government Fleet use;

(d) Promote ownership of the Government Fleet by Public Service line agencies and ensure it is maintained for official duties;

(e) Provide a framework to resolve disputes and implement internal disciplinary measures effectively;

(f) Raise awareness among Public Service line agencies regarding Government Fleet usage and disposal;

(g) Ensure proper planning and budgeting for the purchase and maintenance of Government Fleet vehicles.

1.4 Fleet Management Unit (FMU)

The FMU, within the Office of the Public Service Commission (OPSC), is responsible for:

(a) Ensuring that each Government Fleet vehicle is safe to operate before allocation to the designated staff member;

(b) Ensuring periodic maintenance of all Government Fleet vehicles to keep them in good condition;

(c) Ensuring all Government Fleet vehicles are equipped with GPS tracking systems and comply with annual fleet inspections conducted in collaboration with the Asset Management and Valuation Unit and the Department of Public Works;

(d) Coordinating with Public Service line agencies to ensure that any non-operational Government Fleet vehicle is promptly reported to the Fleet Management Unit (FMU);

(e) Conducting assessments of Government Fleet vehicles for disposal purposes;

(f) Maintaining accurate records of all GPS systems, whether operational or non-operational;

(g) Ensuring that Public Service line agencies allocate maintenance funds for their vehicles and conduct regular servicing to preserve market value and usability; and

(h) Maintaining up-to-date records of all Government Fleet vehicles.

2. Fleet Management Committee (FMC)

2.1 Establishment and Functions of the FMC

(1) The Public Service Commission shall establish the Fleet Management Committee (FMC), comprising the following members:

(a) A Member of the Commission, who shall serve as Chairperson. In the Chairperson's absence, another member shall preside over the meeting;

(b) A representative of the Asset Management and Valuation Unit;

(c) A representative of the Public Works Department;

(d) A representative of the Department of Customs and Inland Revenue; and

(e) A representative from the Police Traffic Section.

(2) The FMC may make decisions on urgent matters, including the purchase of new Government Fleet vehicles, by way of a Flying Minute, upon request of the Chairperson of the FMC or the Chairman of the Commission.

(3) The Manager of the Fleet Management Unit shall provide secretarial support to the FMC.

(4) The FMC is responsible for approving all submissions for the procurement of new Government Fleet vehicles on behalf of the Public Service Commission.

(5) The FMC shall convene at least two (2) meetings each month.

(6) The Chairperson of the FMC may deactivate a GPS device in a Government Fleet at 5:00 pm, except for vehicles authorized for use after official working hours or for essential services.

(7) The FMC must ensure that Director-Generals, Directors or officers of Equivalent Position or Secretary-General are consulted before any departmental or Ministry vehicle is used for a particular event.

2.2 Government Fleet Focal Officer

(1) Each Public Service line agency shall have a Government Fleet focal officer, designated by the Public Service Commission in consultation with the relevant Director-General, Director, or Equivalent Position or Secretary-General, responsible for monitoring the Government Fleet and other related matters within their Ministry or Department.

(2) The focal officer shall assist the Director-General, Director or Equivalent Position, or Secretary-General in implementing and enforcing the Public Service Administrative Fleet Policy at the Ministry or Department level.

2.3 Registration and Trade-In

(1) The Department of Customs and Inland Revenue shall register all Government Fleet vehicles.

(2) A Fleet officer from the FMU and a representative of the Public Works Department shall oversee the trade-in process of Government Fleet vehicles.

(3) The persons referred to in subclause (2) shall ensure that all Government Fleet vehicles comply with the trade-in process.

(4) The FMC may approve requests to purchase new Government Fleet vehicles and determine the appropriate right-sizing and types of vehicles required.

3. Procedures for Procurement, Management, and Disposal of Government Fleet

3.1 Government Fleet Procurement

(1) An application to procure a Government Fleet vehicle must be submitted using [PSC Form 9-3], authorized by the relevant Director-General, Director or Equivalent Position, Secretary-General and forwarded to the Fleet Management Committee (FMC) for consideration and approval.

(2) Any staff member who participates in a procurement without prior FMC approval commits a disciplinary offence.

(3) The Government Fleet procurement form must include the following information:

(a) Details of the vehicle to be purchased;

(b) Fuel type;

(c) Manufacturer and supplier options, including at least three quotations;

(d) Approval notes from the relevant Director-General, Director, Secretary-General, or Equivalent Position;

(e) Recommendation from the relevant Department or Ministry;

(f) Written confirmation of funding;

(g) Vehicle replacement details (all Government Fleet vehicles older than five years must be replaced);

(h) Accessibility provisions for persons with special needs, if applicable; and

(i) Vehicle right-sizing considerations.

(4) The FMC must obtain written confirmation from the Department of Finance regarding the availability of funds before endorsing the purchase.

(5) Any project donor and relevant public service line agency must obtain FMC approval before purchasing project-specific Government Fleet vehicles.

3.2 Government Fleet Pool

(1) Public service line agencies seeking to increase vehicle utilization and reduce fleet numbers may share vehicles through a Government Fleet pool instead of assigning them individually.

(2) The Fleet Management Unit (FMU) shall establish and manage the Government Fleet pool to ensure efficient and effective usage.

(3) Vehicles in the pool may be accessed by public servants on an approved, occasional, or exceptional basis, with the pool comprising at least 20–30 vehicles.

(4) The pool shall be located at the Public Works Department (PWD) or another location approved by the FMC, including provincial government locations, administered by the provincial authority or Secretary-General.

(5) Allocation of a pool vehicle shall be for a specified period, including date and time of return, upon submission of an authorized request to the FMC.

(6) The FMC shall manage a VIP Government Fleet in coordination with the Department of Foreign Affairs for protocol purposes.

(7) Vehicles in the pool must be standardized in colour and specifications to meet the needs of various departments and managed by the FMU.

(8) Use of Government Fleet for political purposes requires approval from the Prime Minister, and the approval details must be recorded with the FMC.

(9) Any public servant responsible for damage to a pooled vehicle must bear the cost of repairs.

3.3 Government Fleet Disposal

(1) No public service line agency may dispose of a Government Fleet vehicle without prior FMC approval.

(2) Valuation for disposal must be conducted jointly by the FMU Manager, the Public Works Department Valuation Unit, and the Asset Management Unit within the Department of Finance and Treasury.

(3) Disposal must comply with the *Public Finance and Economic Management Act [CAP 244]* and the *Government Contracts and Tenders Act [CAP 245]*.

(4) No agency may retain a Government Fleet vehicle for more than three years from the date of purchase.

3.4 Disposal Criteria

A Government Fleet vehicle shall be disposed of when:

(a) The vehicle is over five years old in Port Vila, Luganville, and Lenakel, or over three years old in remote islands;

(b) The vehicle's odometer has reached 80,000 km;

(c) The vehicle is non-operational;

(d) The vehicle has sustained severe damage and requires high repair costs; or

(e) The vehicle has been officially written off.

3.5 Government Fleet Maintenance

(1) A Director-General, Director or Equivalent Position, Secretary-General, must monitor all Government Fleet vehicles within their agency.

(2) Vehicles must be maintained in roadworthy condition annually between January and March.

(3) In addition, the officer must:

(a) Ensure services are performed within scheduled dates;

(b) Monitor vehicle mileage.

(4) Vehicles must be cleaned internally and externally at all times, with regular monitoring by the FMU.

3.6 Vehicle Alterations

(1) No staff member may modify a Government Fleet vehicle, including installation of stereo equipment, fog lamps, bull bars, tinted windows, or other accessories, without prior FMC approval.

(2) Additionally, staff members must not:

(a) Remove any vehicle part without Fleet Management Committee (FMC) approval;

(b) Remove GPS devices;

(c) Display national flags during domestic or international sports events;

(d) Apply stickers, pictures, or other decorative accessories without written FMC approval.

(3) Breaching any of the above constitutes a disciplinary offence.

3.7 Fuel Purchasing

(1) A single fuel supplier shall be selected every two years through a tender for bulk procurement and fuel management. Staff must:

(a) Claim fuel and oil purchases via the Vehicle Expense Reclaim Form with receipts;

(b) Not use Government fuel cards for private vehicles unless authorized in writing for specific official tasks.

(2) Subclause (1) does not apply in provinces where no supplier is unavailable.

(3) Breach of the above provisions constitutes a disciplinary offence.

3.8 One Card per Vehicle

(1) Each vehicle shall have one designated fuel card.

(2) GPS systems may be used to monitor mileage, location, and fuel consumption.

(3) Fuel cards must not be used for other vehicles without written approval from the Director-General, Director or Equivalent Position or Secretary-General.

(4) Contravening this provision constitutes a disciplinary offence.

3.9 Standardization of Government Fleet

(1) All Government Fleet vehicles must comply with the specifications approved by the Fleet Management Committee (FMC).

(2) Notwithstanding subclause (1), any Public Service line agency intending to purchase a Government Fleet vehicle that does not conform to the standard specifications must submit a written request, including justification, to the FMC for approval.

(3) A staff member who acquires or uses a Government Fleet vehicle in contravention of subclause (2) commits a disciplinary offence.

3.10 Prerequisites for Driving a Government Fleet

(1) A staff member may drive a Government Fleet or project vehicle only if they:

(a) Hold a valid driver's license;

(b) Be a permanent staff member;

(c) Obtain prior approval from the Director-General, Director, or Equivalent Position, Secretary-General, and the PSC Provincial Senior HRO using the prescribed form (PSC Form 9-1);

(d) Provide a medical certificate every two (2) years confirming they are medically fit to drive; and

(e) Have maintained a good driving record for at least two (2) years, with no at-fault accidents involving Government Fleet or private vehicles, and no convictions for traffic law violations, including driving under the influence of alcohol or other prohibited substances.

(2) All requests to drive a Government Fleet outside of official working hours must be submitted using the prescribed form referenced in subclause (1)(c). Oral requests via phone, text, or social media may only be considered for approval in exceptional circumstances.

(3) A staff member must not permit any dependent to operate a Government Fleet vehicle.

(4) Staff members must submit their schedules to justify any use of Government Fleet vehicles after working hours.

(5) Notwithstanding the requirements above, a staff member may be authorized to drive a Government Fleet vehicle in emergency or unforeseen circumstances, subject to approval by the relevant Director-General, Director, or Equivalent Position and PSC Provincial Senior HRO.

3.11 Staff Members with Special Needs

(1) A staff member with special needs may be authorized to drive a Government Fleet vehicle only with the prior approval of their Director-General, Director, or Equivalent Position, Secretary-General and the PSC Provincial Senior HRO.

(2) A staff member who is taking medication that significantly impairs their orientation, vision, or reflexes is prohibited from driving a Government Fleet vehicle.

3.12 Driver Obligations

Drivers must:

(a) Drive safely and sober;

(b) Comply with traffic laws;

(c) Park securely;

(d) Report damages promptly;

(e) Avoid traffic violations.

Suspended or revoked licenses must be reported immediately.

3.13 Staff Members' Additional Obligations

(1) In addition to the obligations under section 3.12, a staff member must not:

(a) Smoke inside a Government Fleet vehicle;

(b) Wear a cap while driving a Government Fleet vehicle;

(c) Lease, sell, or lend a Government Fleet vehicle;

(d) Use a Government Fleet vehicle for any purpose outside official duties and programs;

(e) Contravene any traffic laws;

(f) Use a Government Fleet vehicle to practice driving;

(g) Leave a Government Fleet vehicle in an unsafe or unsecured condition;

(h) Make, answer, or text calls while driving. If a phone call is necessary, the driver must safely pull over or park before using the phone;

(i) Consume alcohol, kava, or any other intoxicating substance while driving;

(j) Allow pets to be in a Government Fleet vehicle.

(2) Any staff member who breaches the obligations set out in subclause (1) commits a disciplinary offence.

3.14 Accidents

(1) A staff member who operates a Government Fleet vehicle and causes an accident while performing official duties, whether during or after working hours, must immediately notify the relevant Director-General, Director, or Equivalent Position or Secretary-General, PSC Provincial Senior HRO, Human Resource Manager, or Asset Officer.

(2) The staff member must complete and submit an incident report to their Human Resource Manager or Asset Officer within five (5) working days of the accident.

(3) If the staff member is seriously injured in the accident, they must complete and submit an incident report (PSC Form 9-5) within two (2) months to the relevant Director-General, Director, or Equivalent Position, Secretary-General, PSC Provincial Senior HRO, Human Resource Manager, or Asset Officer.

(4) If the incident report and police report establish that the staff member is fully liable for the accident, the staff member will be held partially responsible for the costs of repairing the Government Fleet vehicle.

(5) A staff member who is sober and involved in an accident caused by another vehicle during or after working hours must immediately notify the relevant Director-General, Director, or Equivalent Position, Secretary-General, Human Resource Manager, or Asset Officer.

(6) If the incident report and police report show that the staff member is not liable for the accident, they will not be responsible for the cost of any damages to the Government Fleet.

(7) A staff member who is not performing official duties and causes an accident during or after working hours is committing a disciplinary offence.

(8) A staff member must not accept responsibility for or guarantee payment on behalf of another party involved in an accident. Breach of this obligation constitutes a disciplinary offence.

(9) Any damaged Government Fleet vehicle must be secured at the nearest safe government premises while awaiting assessment and valuation of repair costs by the Fleet Management Unit, which must occur within two (2) weeks.

(10) All reports of Government Fleet damage must be submitted to the OPSC. Any Director-General, Director, or Equivalent Position, Secretary-General, Human Resource Manager, or Asset Officer who fails to comply with this requirement commits a disciplinary offence.

(11) A staff member who drives a Government Fleet vehicle under the influence of alcohol or any prohibited substance and causes an accident resulting in the vehicle being written off and a fatality will be personally liable for the replacement cost of the vehicle and the funeral expenses of the deceased.

4. Authorized Government Fleet Form

(1) The prescribed Government Fleet form [PSC FORM 9-1] must include the following information:

(a) The name of the person authorized to use the vehicle;

(b) The specific vehicle to be used;

(c) The period during which the vehicle will be used;

(d) The official duties for which the vehicle is required;

(e) The address where the vehicle will be kept;

(f) The date the vehicle is to be returned; and

(g) Certification by the focal officer that all information provided is accurate.

(2) A staff member who operates a Government Fleet vehicle outside official duties and is found in the vicinity of kava bars, nightclubs, or bars, or attending events such as picnics, funerals, customary or marriage ceremonies, church activities, or similar events outside official working hours, must be reported for disciplinary action.

(3) Subclause (2) does not apply to staff members who have obtained prior approval for the use of the Government Fleet or who are entitled to such use under the terms and conditions of their employment contract.

4.1 Use of Government Fleet by Another Public Service Line Agency

A Public Service line agency seeking to use a Government Fleet vehicle belonging to another Public Service line agency must comply with the following procedures:

(1) The applicant and the Fleet Management Unit (FMU) Manager must complete and sign the Government Fleet liability form.

(2) Before the vehicle is released, the applicant and the FMU Manager must conduct an inspection and assessment of the vehicle's condition, supported by photographic evidence of its current state.

(3) Upon return, the applicant and the FMU Manager must immediately inspect and assess the vehicle's condition, again supported by photographic evidence.

(4) If the inspection reveals any damage caused during its use, the requesting agency is responsible for all repair costs.

(5) If the requesting agency causes damage resulting in the vehicle being written off, the agency must bear the full cost of replacing the vehicle.

4.2 Use of Rented Vehicles

(1) A Director-General, Director, or Equivalent Position, Secretary-General may, in exceptional circumstances, approve the use of a rented vehicle for official duties where a Government Fleet vehicle or public transport is unavailable.

(2) For the purposes of this section, exceptional circumstances include official events, states of emergency, or situations where the available Government Fleet pool is insufficient to meet the needs of the requesting Ministry.

(3) Subclauses (1) and (2) also apply to the use of privately owned vehicles in provincial areas.

4.3 Temporary Overnight Use

(1) A Director-General, Director or Equivalent Position, or Secretary-General may authorize an employee to park a government vehicle at a private residence or designated parking area overnight for travel or other special purposes.

(2) Such authorization applies only when the employee is required to arrive at an unusually early hour or depart at an unusually late hour. Temporary overnight parking is permitted to prevent inconvenience or hardship in connection with travel.

(3) Before granting authorization for temporary overnight parking, the Director-General, Director, or Equivalent Position or Secretary-General in consultation with the PSC Provincial Senior Human Resource Officer, must consider alternative options, including the use of the employee's personal vehicle or public transport.

5. Right-Sizing

(1) The criteria for determining the appropriate size and type of Government Fleet shall be established by the Fleet Policy.

(2) The Fleet Management Committee (FMC) must coordinate with line Ministries to allocate Government Fleet to Director-Generals or other public servants entitled under the Official Salaries Act.

(3) Each Director-General is to be assigned a standard SUV, with the relevant Ministry's logo displayed on both front doors.

6. Misuse

Misuse of fleet by any staff, including senior officers, is a disciplinary offence.

FORMS FOR CHAPTER 9: – MANAGING THE PROCUREMENT, USAGE AND DISPOSAL OF PUBLIC SERVICE ADMINISTRATIVE VEHICLES

[PSC FORM 9-1]

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*

Personal Details:

Name: _____ Position: _____ Department or Ministry: _____

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 salaries the costs of such damages, unless justified otherwise.

Applicant - Name: _____ Signature: _____ Date: _____

I support the application and recommend approval be given.

Director or Equivalent Position - Name: _____ Signature: _____

Name of Department: _____ Date: _____

Director or Equivalent Position-General - Name: ____ Signature: _____

Name of Ministry: _____ Date: _____

[PSC FORM 9-1]

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.

Manager/ Principal Fleet Management Unit (FMU) Name: _____
Signature: _____
Office of the Public Service Commission Date: _____

Secretary-General (PSC) - Name:_____Signature:_____

Office of the Public Service Commission Date:_____

(* Note: All request to use a government vehicle after official working hours must be submitted to the PSC with relevant documents attached to the form to justify the purpose for using that particular vehicle two days prior using the Government vehicle(s). Failure of which will result to the non- approval of the request.)

[PSC FORM 9-2]

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:_____

Location of alleged misuse: _____

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 9017 or Fix line 33360) once you have completed PART A**.**

PART B: **To be completed by the Director or Equivalent Position-General who has responsibility for the vehicle (or PSC Chairman in case of alleged misuse by Director-General).** 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, Director or Equivalent Position 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, Director or Equivalent Position:

_____

Signature of Director-General, Director or Equivalent Position:_____

Date:_____

[PSC FORM 9-3]

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: _____
- Attach photo/Picture of an old vehicle: _____
- Acquisition date of old vehicle: _____
- Odometer reading of the vehicle (in KM): _____
- Give reasons why the Ministry or Department want to replace their old vehicle:

_____
_____
_____
_____

(B) Request for additional Vehicle: (*If necessary, a Budget analysis report from the DoFT is required. This is ensuring some controls in place on the purchasing of new vehicles for some government ministries and department*)

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 or Equivalent Position - Name:_____Signature:_____
_____

Name of Dept:_____Date:_____

[PSC FORM 9-3]

Director-General Name:_____Signature:_____

Name of Ministry: _____ Date: _____

Fleet Management Committee Decision:

Approved/Not Approved at FMC Meeting No:_____Held on:_____
Please circle

Date Director-General, Director, Equivalent Position:

[PSC FORM 9-4]

VEHICLE USAGE AGREEMENT FORM

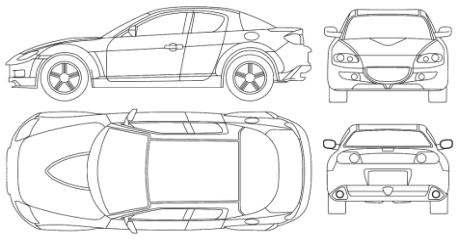
REQUEST DETAILS					
Name:	Phone:	Email:			
Ministry/Department:	Address:				
Occupation:	Valid Driver's License:		Yes	No	

VEHICLE DETAILS			
Vehicle Registration:	Make:	Model:	
Ministry:	Department:		

	Time	Day	Month	Year	Mileage	Fuel Tank		
Date /Time Out						Full	Medium	Low
Date / Time In						Full	Medium	Low

CHECKOUT INSPECTION

Key	Check Out	Comments
1 = Dent:		
2 = Scratch:		
3 = Scuff:		
4 = Broken:		
5 = Cracked:		
6 = Chipped:		



GENERAL CONDITION OF AGREEMENT

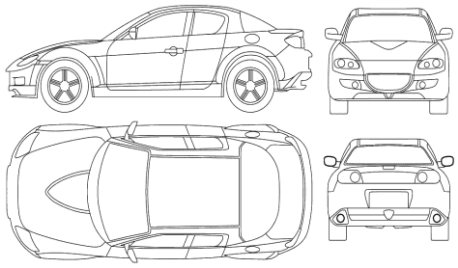
- A physical Inspection MUST be carried out by Fleet Officers and the Requested officer before /after the vehicle return.
- Any damage spotted or identify from the inspection after return of vehicle will be paid by the Department/Officer concern.
- Failure to return the vehicle as per agreement, the vehicle will be forced to retain by Police.
- This Vehicle is strictly use for official purpose only.
- Provide a valid Driving License attached.
- Vehicle MUST be wash and clean upon return.
- Vehicle MUST retained with half tank, or as it was release.

We acknowledge receiving the vehicle and accept the condition of this agreement

Fleet Management Unit	Requested Department/Officer
_____ Authorized Signature	_____ Authorized Signature

CHECK IN INSPECTION

Key	Check In	Comments
1 = Dent:		
2 = Scratch:		
3 = Scuff:		
4 = Broken:		
5 = Cracked:		
6 = Chipped:		



Fleet Management Unit	Requested Department/Officer
_____ Authorized Signature	_____ Authorized Signature

[PSC Form 9-5]

[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

INCIDENT REPORT

Details of the Officer

Name of the Staff Member	
Post title	
Department	
Ministry	
Contact or email	

Incident					
Date of Incident		**Time**		**Place of Incident**	
Location where Incident occurred		**Island**		**Witness of the incident**	
INCIDENT					
Reporting Staff Member		**Date**			
Signature:					

Attachments

CHAPTER 10 – PERFORMANCE MANAGEMENT

1. Introduction

(1) The Public Service Commission under Article 60 of the Constitution is committed to enhance the performance management system within the Public Service, as outlined in the guiding principles of the Public Service under subclause (1)(2) and the Commission under subclause (1)(1) of Chapter 1 of this manual, focusing on achieving results and managing performances.

(2) Individual Performance management is a structured approach to develop, monitor and evaluate the staff member and organizational performance, highlighting issues and responding in a timely manner.

(3) Organizational performance management is the process by which the Organization aligns its resources, systems and staff members to strategic objectives and priorities. Effective Organizational performance ensures that:

(a) resources are being appropriately used in pursuit of their goals and are being translated into positive results;

(b) goals are consistently being met in an effective and efficient manner;

(c) performance at various levels, including staff members, teams, systems, programs and processes are focused on achieving Organizational objectives.

(4) Effective management of performance is important in the public service. Without performance measurements, there would be no clear indication of goals being achieved and no evaluation of how the public service is performing in implementing government priorities.

2. Purpose

(1) The purpose of this chapter is to:

(a) improve efficiency and effectiveness in the public service; and

(b) assist the organization to sustain the continuous improvement in quality, cost, safety, and in meeting the Commission's obligations; and

(c) highlight the visible performance gaps and areas of improvement in the staff member and organizational performance.

(d) provide timely feedback on the effect of the individual and Organizational performance assessment.

(2) In this Chapter, Organization means the Public Service, as specified in subclause 3.1 of Chapter 1.

3. Scope

The Performance Management system, as outlined in section 8(j) of the *Public Service Act*, is to be consistently and fairly applied throughout the Public Service, including its staff member.

4. General Principles

(1) In alignment with the guiding principles of the Public Service and the Public Service Commission, the Performance Management systems must address the following:

(a) strengthening the performance of Organizations to ensure they are productive, cost-effective and well-resourced to deliver quality public services to the clients; and

(b) strengthening, monitoring and evaluating the individual and Organizational performance;

(c) ensuring that Organizations align their plans and reporting to national plans and priorities;

(d) rewarding and recognising Organizations for exceeding expectations in the implementation of government priorities, policy objectives and service delivery;

(e) developing innovative performance management practices that will enhance a sustained high-performance culture across the public service which entails the ability to:

(i) envision the future, think strategically, develop aligned plans, and communicate clear directives that shall accommodate and adopt changes;

(ii) lead the organization and staff members;

(ii) convey thoughts, vision clearly and communicate factual and accurate information to all relevant clients in a timely manner;

(iii) develop the process of identifying issues, collect information, assess and decide on best solution for implementation;

(iv) act with clear sense of ownership and take responsibility for decisions, actions and failures;

(v) determine goals and priorities and to assess the actions, time and resources needed to achieve those goals;

(vi) monitor a set of activities, staff members, budget, assets and outputs to meet Organizational goals and provide reports in a timely manner;

(vii) understand the roles, functions and responsibilities of a specific job;

(viii) think in-depth and critically with a logical approach to achieve current and future Organizational goals;

(ix) manage resources issues to make decisions aimed at building and planning efficient project workflows and overall organizational performance;

(x) identify accurate issues in a most efficient manner and find most effective solution to implement;

(xi) manage risk to protect staff member and clients, mentally and physically in an inclusive health-conscious work environment;

(xii) develop staff member's contribution and potential. This means a genuine intent to foster the long-term learning and development of staff members, including direct reports, team members.

5. SECTION A: ORGANIZATIONAL PERFORMANCE MANAGEMENT

5.1 Overview of Organizational Performance Management Framework

(1) Section 20(h) of the *Public Service Act* guides the Organizational performance management framework for effective performance management in the public service.

(2) The Organizational Performance Management framework provides that the Organization must:

(a) have the highest ethical standards;

(b) provide a workplace that is free from discrimination and recognise the diverse backgrounds of staff members;

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

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

(e) provide leadership of the highest quality;

(f) focus on achieving results and managing performance and

(g) be accountable and transparent in its function.

5.1.1 Roles and Responsibilities

(1) The roles of the Commission in managing Organizational performances are:

(a) to provide guidance, monitor and assess Ministry's plans and report;

(b) to develop standards and guidelines to ensure performance management policy is implemented and aligned with other human resource management policies;

(c) to ensure that organizational assessment committee is established;

(d) to endorse all recommended awards and recognition programs;

(e) to assess organizational performance every year based on Annual Report of Ministries and reward the best performing Ministry;

(f) to audit the Organizational Performance.

(2) The roles of a Ministry and Department in managing Organizational performance are:

(a) to foster and promote an inclusive organizational culture that encourages best practices and behaviours;

(b) to promote a culture in which performance is of importance, through effective job design and recruitment where a staff member is confident to engage in interactions that contribute to building high self-esteem;

(c) to create an environment in which a staff member is secured and motivated to provide their opinion on ambitions and aspirations to set targets and goals without any fear and to better engage in the performance improvement processes;

(d) to build a culture in which a staff members feel secure and motivated to express their opinion on ambitions and aspirations, set targets and goals without fear, and actively participate in the performance improvement processes;

(e) to identify and manage talents not only for the benefit of their own agency, but for the whole of the public service;

(f) to make resources available to support incentives for reward and recognition programs to encourage best behaviours and distinguished and high performer;

(g) to assist the Commission in guiding, coordinating and implementing the Performance Management system;

(h) to produce five (5) years Corporate Plan, Yearly Business Plan and Annual Report.

5.2 Organizational Performance Process and Procedure

5.2.1 Procedures for Organizational Performance Management

a. The processes and procedures for guiding Organizational performance management are outlined as follows:

(a) each Ministry must put in place a five (5) year Corporate Plan, aligned with national policies and priorities, which will form the basis of its organization performance assessment.

(b) each Ministry must develop a Corporate Plan that reflects the Country Development Plan such as NSDP or Peoples Plan 2030.

(2) Planning, Monitoring and Evaluation are expressed through the following essential documents, designed to organise Government's policy and implementation cycle:

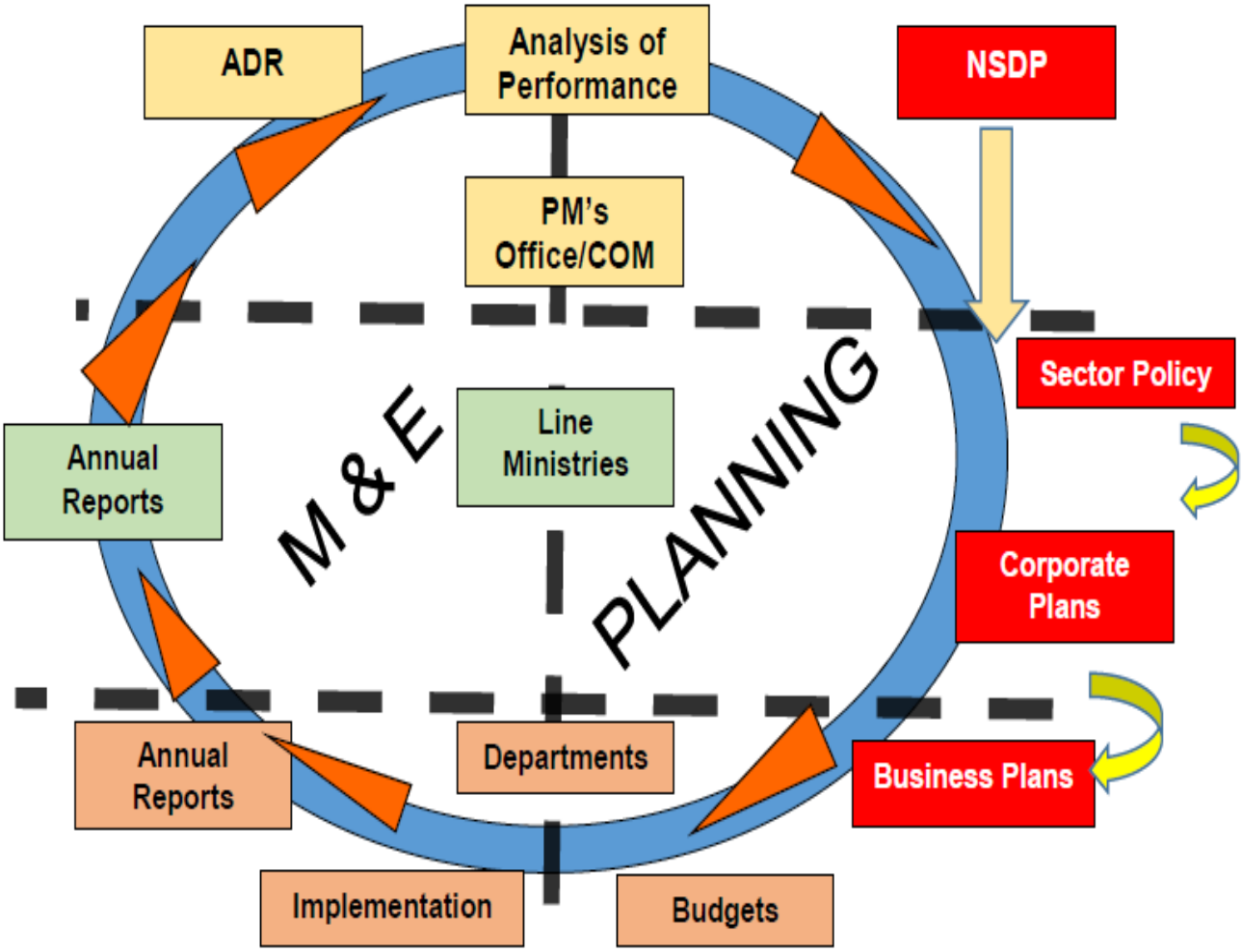
(a) the Corporate Plan (CP) which must reflect the NSDP;

(b) the priorities detailed in the Corporate Plans (including indicators) for each ministry are updated annually;

(c) the Business Plan (BP) to be aligned with the Corporate Plan. The annual work plan for each Department and Agency must be submitted to OPSC as Ministry consolidated document no later than 28 February each year.

(d) the Annual Report, to be sent to the Public Service Commission at the end of each financial year (Ministry consolidated document no later than 31st March each year), and which should be presented in Parliament by each relevant Minister.

National Planning Framework: Planning Cycle



Source: National Planning framework, DSPPAC

(3) OPSC is tasked with conducting appropriate training on the use of the Organization performance forms and tools for reporting staff members with the roles of planning, monitoring and evaluating organizational performance.

(4) Information and expected outcomes about the Organization must be established and shared for continuous improvement to meet changing internal and external demands.

(5) A Director-General, Director or Equivalent Position must provide an annual report of achievements of his or her Ministry against the Budget narrative service target.

(6) The OPSC, DSPPAC and DOFT must consistently and continuously provide honest, evidenced-based feedback on the assessment of the Annual report under subclause (5) to enable monitoring and adjustment of Organizational performance.

(7) Organizational performance must be managed and strengthened through processes that are procedurally fair and transparent.

(8) In the interest of ensuring that Organizational performance gaps are addressed, a Director-General, Director or Equivalent Position, Secretary-General must inform through OPSC to take corrective measures to improve these performance gaps.

(9) Organizational performance assessment must be conducted yearly in accordance with submitted Annual Reports, Business Plan, Corporate Plan, and the relevant guidelines.

5.2.2 Organizational Performance Assessment

(1) An assessment is to be carried out to identify whether Organizational service targets are achieved. The outcome of the assessment will assist the Commission to determine whether an organization is performing exceptionally, satisfactorily or have exceeded expectation.

(2) Organizational performance assessment is evaluated according to the following criteria:

(a) Compliance - emphasizes whether the agency adheres to the official Annual Report Guidelines. This involves assessing the quality and quantity of information, ensuring HR and Finance information is appropriately covered in the AR.

(b) Relevance - addresses the importance of applying common underlying principles when developing plans and reports. This involves ensuring objectives are related to the agency's functions and activities. The AR should show evidence of integrating different systems, departments, units, and languages.

(c) Coherence - focus on alignment of plans and their components, including objectives, activities, targets.

(d) Performance - focus on the level of achievement of targets. The evaluation considers how many activities and targets have been completed, partially completed or not carried out, showcasing different levels of agency performance.

(e) Integrity - focus on how the values and principles are applied. Examining relevant information allows inference on whether the agency has applied good ethical practices.

(3) The Secretary or Director-General, Director or Equivalent Position or Secretary-General must ensure the following:

(a) that staff members of the public service are knowledge able and have good understanding of the government priorities;

(b) the Corporate Plan, Business Plans and Annual Reports are accessible to all staff members and to the Commission;

(c) the staff members are actively involved in the development of the Corporate and Business plan;

(d) Conducting the annual performance assessment of an organization based on the Corporate and Business Plans and Annual Reports;

(e) Organization's must be assessed through their respective organizational goals as reflected in the Business Plans, Corporate Plans, Budget Narratives, Annual Reports and Annual Development Reports.

(4) In order to carry out a proper assessment of an Organizational performance, the Secretary, a Director-General, Director or Equivalent Position or a Secretary-General must ensure that:

(a) there are appropriate performance management tools and mechanisms in place. This includes institutional capacity assessment forms and annual Organizational performance template;

(b) the Organizational Corporate Plan, Business Plan, Annual Reports and Budget Narratives/Service Targets must be submitted to the OPSC for purposes of Organizational Performance Assessment;

(c) an Organizational Annual Report must be submitted to OPSC each year for assessment purposes.

5.3 Confidentiality

Confidentiality of Organizational performance, discussions and outcomes must be maintained by all relevant parties.

6. SECTION B: INDIVIDUAL PERFORMANCE

6.1 Guiding Principles of Individual Performances Management System

In alignment with the guiding principles of the Public Service and the Public Service Commission, the PSC Performance Management Policy must address the following principles:

(a) an immediate supervisor must consistently and continuously provide an honest and evidenced-based feedback of the staff under his or her supervision to enable effective monitoring and adjustment of performance through ongoing coaching and mentoring.

(b) the Public Service must endeavour to attract and retain individuals who align with its vision, strategic goals, and objectives, committing themselves to contribute to their achievement.

(c) immediate supervisor responsible for conducting performance management must undergo appropriate training to effectively fulfil their roles.

(d) information and expected outcomes related to individual responsibilities and goals must be shared to foster continuous improvement, adapting to evolving internal and external demands.

(e) staff member performance must be managed through processes that are procedurally fair, accountable and transparent.

(f) before a formal action is taken under this procedure, appropriate managers must attempt to resolve difficulties on an informal basis by discussing the situation with the staff member. Immediate supervisor should manage any issues internally within respective units or sections as the first instance of resolution.

6.2 General Process of Performance Management

6.2.1 General process of Performance Agreement of Director-General, Director and Others.

The general process for establishing Performance Agreements for a Secretary, Director-General, Director or Equivalent Position, Secretary-General, and Town Clerk is as follows:

(a) The performance agreement process must be conducted in accordance with the Performance Agreement Guideline and the following provisions of the Public Service Act:

(i) Section 13 for the Secretary;

(ii) Section 17A(1A) for a Director-General;

(iii) Section 18(1A) and (1B) for a Director;

(iv) Section 18A (2) for a Secretary-General of a Provincial Government Council;

(v) Section 18D (2)- for a Town Clerk of a Municipal;

(b) The performance priorities must align with Government plans and emerging priorities (CP, BP, NSDP, NHRDP, etc).

(c) Any changes to this process must be endorsed by the Commission.

6.2.2 General process of Performance Appraisal for Staff Members

(1) The general process of Performance Appraisal of a staff member is as follows:

(a) An annual work plan must be established based on the Business plan and Job Description by the immediate supervisor and appraisee.

(b) Once agreed upon by both the immediate supervisor and the appraisee, the work plan must be signed by all parties and submitted to the Ministry HR Officer by 28 February each year.

(c) A mid-year review shall be carried out jointly by the immediate supervisor and the appraisee, and submitted to the relevant Ministry HR officer by 31 July each year.

(d) Verification of Section A and B of the Individual apprasial shall be conducted at the Ministry Level by OPSC Officer, in accordance with the time frames specified in subclause (b) and (c).

(e) An end of year review must be conducted by the immediate supervisor and appraisee prior endorsement of the reviewer.

(f) After the endorsement of the reviewer, the performance appraisal must be submitted to the OPSC by 31st December of each year.

(2) A staff member who contravenes this section commits an offence.

6.3 Probationary Period

6.3.1 Newly appointed Staff Member or existing Staff Member Appointed to another Position

(1) A staff member who is appointed to the public service through a normal recruitment process may, on the discretion of the Commission, be on probation for not more than three (3) months pursuant to section 23(4) of the *Public Service Act*.

(2) A work plan, based on the key result areas of the competency job description, must be developed and discussed by the immediate supervisor and appraisee (staff member) to focus on performance output expected at the end of the probation period.

(3) The newly recruited staff member must be coached and mentored by the immediate supervisor during the probationary period.

(4) An assessment of the performance of the newly recruited staff member for the probation period must be submitted to the OPSC by the second week of the last month of the probationary period. The immediate supervisor and the HRO of the Ministry must ensure that the appraisal is submitted to the Commission for its consideration.

(5) If the staff member's performance assessment meets the satisfactory level of 3.5 or above, the Commission must approve the confirmation of the staff member to the position.

(6) If the staff member does not meet the satisfactory requirement at the end of the probationary period, the Commission is to terminate his or her employment pursuant to section 14(2) of the *Employment Act*.

6.4 Roles and Responsibilities

6.4.1 Roles of the Appraisee

The appraisee is responsible to:

(a) participate in the development of the department Business Plan;

(b) develop an individual work plan based on his or her Job Description in consultation with his or her immediate supervisor;

(c) complete the mid-year review of the individual work plan in consultation with his or her immediate supervisor;

(d) self-assess and honestly rate himself or herself, in consultation with the immediate supervisor to address differences in ratings of staff member

6.4.2 Roles of the Immediate Supervisor in the Performance Appraisal Process

The immediate supervisor must ensure that the following is carried out during the performance appraisal process:

(a) establish the work plan of the appraisee in consultation with the appraisee;

(b) conduct a mid-year and end of year review in consultation with the appraisee where necessary use 360-degree performance assessment;

(c) rate the performance appraisal in consultation with the appraisee;

(d) An immediate supervisor is obliged to appraise the appraisee as required under this section unless he or she provides a reasonable justification. The immediate supervisor has the responsibility to provide feedback to the appraisee.

6.4.3 Roles of Immediate Supervisor in the Performance Agreement Process of the Secretary, Director-General, Director and Equivalent Position, Secretary-General of Province and Town Clerk (Form 10.2(a))

(1) The Director or Equivalent Position is responsible to appraise a Deputy Director or Manager in cases where there is no deputy Director in the relevant department.

6.4.4 Roles of Reviewer in the Performance Appraisal Process

(1) The Reviewer must ensure that the performance appraisal is conducted in consultation between the immediate supervisor and the appraisee before signing off the appraisal.

(2) The Secretary must review and sign off the Performance Agreement of the Director-General, Director or Equivalent Position, a Secretary-General and Town Clerk.

(3) The Director must review and sign off the appraisal of the Deputy Director, Manager, Principal, Senior Officer and officers below these positions.

(4) The Secretary-General is required to review and approve the appraisal of provincial staff, in consultation with the Director or their immediate supervisor.

(5) An officer who fails to appraise an appraisee or fails to appraise the appraisee appropriately under subclauses (1), (2), (3) or (4) commits a disciplinary offence.

6.4.5 Managing Performance Rating Disagreement

(1) An Audit of performance may be carried out by a Director-General, Director or Equivalent Position or Secretary-General for the purpose of verifying the results if:

(a) there is suspicion of lack of correlation between the Department and Ministries public performance compared to the individual performance;

(b) a staff member is rated highly compared to the overall Performance or achievement of the Ministry or Department or vice versa; or

(c) there are discrepancies or disagreements in rating between the appraiser and the appraisee; or

(d) a staff member is being recommended to be redundant or demoted due to performance issues.

(2) The audit performance under subclause (1) above requires a verification of information compiled through a 360-degree process from Ministry/Department staff. This is to ensure there is consistency and accuracy of performance standard across the line Ministry.

(3) The details of the 360-degree process are as follows;

(a) to cross- check evidence, process or work that the officer has engaged in through his or her supervisor, work colleagues, relevant stake holders and office records;

(b) to gather information from subordinates, co-workers, and managers who will anonymously rate the staff member;

(c) to submit an Audit Report with all relevant documents to the Commission.

(4) The 360-degree audit of performance must be carried out in the prescribed form *360-Degree performance evaluation sample form* (PSC Form 10-5**)** and *Audit of performance summary form* (PSC Form 10-6).

6.5 Work Plans, Mid-Year Review Assessment and Feedback Procedure

6.5.1 Individual Work Plan

(1) A staff member must establish a work plan at the beginning of January of each calendar year. The work plan must be aligned with the Business Plan of the relevant department and the Job description of the relevant position.

(2) The performance agreement of a Director-General, Director or Equivalent Position, a Secretary-General or Town Clerk must be established in consultation with:

(a) the Secretary; and

(b) a member of the Commission; and

(c) the relevant minister (if applicable).

(3) Any other process for performance agreement work plan may be specified in the terms and conditions of employment contract and the guideline of performance agreement.

6.5.2 Mid-Year Review

Any changes in the priorities of any staff member during the mid-year review period must be reflected in the appraisal form.

i. ***Assessment and Feedback Procedure***

(1) A performance assessment must be evidence-based.

(2) Annual Assessment of all staff member including those on acting basis, contract and temporary must be done by completing the *Staff performance appraisal form* (PSC Form 10-2), except for probationary staff member to use the *Probationary staff member performance appraisal form* (PSC Form 10-1).

(3) A decision for renewal of contract must be based on performance assessment report.

(4) A staff member's performance appraisal must be conducted at the end of each calendar year, including allocation of performance rating which must reflect the quality of work achieved.

(5) The rating system adopted is a "traffic light" type assessment with description guiding performance progression. It facilitates performance progression as staff members attempt to move away from colours indicative of slow or poor performance.

(6) A uniform rating system must be used to evaluate performance in the annual performance assessment using the *Staff performance appraisal form* (PSC Form 10-2). The rating scale is categorised into five (5) ~~levels~~ of performance of staff members as specified in the table below for Directors or Equivalent Position including staff members.

KRAs	Performance Level & Performance Rating Scale
5	**Distinguished Performer**-Achieved **all** targets producing **excellen**t quality and quantity of work before allocated time- shows **excellent** example in achieving **all** work behaviours (100%). The officer is eligible for an increment or a promotion.
4	**High Performer**- Achieved **majority** of targets producing **high** quality and quantity of work meeting allocated time- shows **excellent** example in achieving **majority** of work behaviours (80-99%). The officer is eligible for an increment or a promotion.
3	**Satisfactory Performer**- Achieved **majority** of targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **majority** of work behaviours (60-79%).
2	**Improving Performer**- Achieved only a **few** targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **some** of work behaviours (41-59%). The officer must be placed on a Performance Improvement Plan (PIP) and the officer should be offered capacity building training and mentoring.
1	**Poor Performer**- Not able or willing to perform at all expected level. Consistently shows poor work behaviours. (below 40%). The annual performance report MUST be submitted to the Commission for deliberation.

(8) The rating scale is categorized into four (4) levels of performance specified in the table below for a Director-General, Director or Equivalent Position or Secretary-General and Town Clerk.

KRAs	Performance Level & Performance Rating Scale
4	**Distinguished Performer**-Achieved **all** targets producing **excellen**t quality and quantity of work before allocated time- shows **excellent** example in achieving **all** work behaviours (100%).
3	**High Performer**- Achieved **majority** of targets producing **high** quality and quantity of work meeting allocated time- shows **excellent** example in achieving **majority** of work behaviours (80-99%).
2	**Satisfactory Performer**- Achieved **majority** of targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **majority** of work behaviours (60-79%).
1	**Poor Performer**- Not able or willing to perform at all expected level. Consistently shows poor work behaviours. (20-59%).

(9) The rating system for probation must be differentiated into three (2) levels of performance:

(a) Competent

(b) Not Competent

(10) A rating of performance must be objective, fair, equitable and without any form of discriminations or favour.

ii. Appraisal and Assessment of a Director-General

(1) The Commission, through the Secretary, a Commission member, and the relevant Minister, is responsible for appraising a Director-General in consultation with the following individuals:

(a) the relevant Minister;

(b) Directors of relevant departments;

(c) Managers (or Principal Officers if there are no Managers);

(d) Executive Officer of the Ministry;

(e) Secretary-Generals and Managers (if applicable);

(f) any other relevant stakeholders.

(2) Any other detail of the appraisal process of a Director-General is to be specified in the terms and conditions of the employment contract and the Performance Agreement Guideline.

iii. Appraisal and Assessment of Secretary-Generals and Town Clerks

(1) The Commission through the Secretary, a member of the Commission and the relevant Minister are responsible to appraise a Secretary-General and a Town Clerk in consultation with the following persons:

(a) the Director of the department of Local Authorities; and

(b) the President of the relevant Local Government Council; and

(c) the Provincial Planner, in the case of a Secretary-General; and

(d) Provincial Managers, in the case of a Secretary-General; and

(e) the Area Administrators, in the case of a Secretary-General; and

(f) the Municipal Lord Mayor, in the case of a Town Clerk; and

(g) the Municipal Accountant, in the case of a Town Clerk; and

(h) the Town Planner, in the case of a Town Clerk; and

(i) the Provincial Technical Advisory Commission (PTAC).

(2) Any other detail of the appraisal process of a Secretary-General and a Town Clerk is to be specified in the terms and conditions of their employment contract and the Performance Agreement Guideline.

6.6 Feedback of Performance Agreement

6.6.1 Feedback of the Secretary, a Director-General, Director or Equivalent Position, Secretary-General and Town Clerk

The feedback process of the Secretary, a Director-General, Director or Equivalent Position, Secretary-General and Town Clerk to be specified in the Performance Agreement Guideline is as follows:

(a) A renewal of the employment contract of Secretary, a Director-General, Director or Equivalent Position, Secretary-General and Town Clerk is based on the performance feedback report for a respective term of the contract.

(b) The Secretary, a Director-General, Director or Equivalent Position, Secretary-General and Town Clerk must consistently be a high performer and Distinguished performer (as stated in the Performance Agreement ratings) during the period of contracts for purposes of the renewal of contracts of employment.

(c) To be eligible for an incremental award, the Secretary, Director-General, Director or Equivalent Position, Secretary-General, and Town Clerk must achieve at least a high performer rating in their performance evaluation to receive one (1) salary increment in the following year.

(d) In the event of re-appointment for an additional contract term, the starting salary of the Secretary, Director-General, Director or Equivalent Position, Secretary-General, and Town Clerk must remain the same as their initial starting salary in the first contract term.

(e) If the performance rating of the Secretary, Director-General, Director or Equivalent Position, Secretary-General, or Town Clerk falls within the poor performer category for any assessment year, their contract shall be terminated.

6.6.2 Appraisal, Assessment and Feedback of positions below Director level

A Reviewer must ensure that the appraisals and feedback of a staff member is carried out in a timely manner.

6.6.3 Feedback Process of Appraisals

(a) An appraiser must provide a period of not more than five (5) working days for a staff member to provide comments on his or her appraisal and must agree with the staff member on an interview date for the assessment reports to be discussed.

(b) The Human Resource Manager or officer of an organization must compile a summary of Performance Assessment and submit the Report to the Assessment committee comprising of a Director-General, relevant Director or Equivalent Position, Executive officer and the Human Resource Manager or officer to verify the report. Final

assessment ratings of an individual will be determined through the Assessment committee's verification process and submit to OPSC by 31st December each year.

(c) For purposes of assisting the Organizations Assessment committee, a sub-provincial Assessment Committee is to be established to verify performance assessment of provincial staff members comprising of a Secretary-General and relevant PTAC members and submit to OPSC by 31st December each year.

(d) The Commission may award a manager and his or her subordinate for excellent performance or may instigate performance improvement plan process against those with poor performance rating.

(e) The Secretary must in writing inform a Director-General, Director or Equivalent Position or Secretary-General on the Commission's decision in relation to the summary and recommendations of the assessment reports of their organization staff member's performance.

6.7 Resolving Performance Issues

6.7.1 Resolving issues involving a Staff Member

(1) If a staff member believes that his or her performance appraisal is carried out in an unfair manner, and he or she fails to come to an agreement with the appraiser, the Reviewer may intervene to resolve the matter.

(2) If the disagreement under subclause (1) is not resolved, the Director-General, Director or Equivalent Position or the Human Resource Manager or officer at the Ministry or department must intervene to resolve the matter as per section 35 of *Public Service Act*.

(3) If the disagreement is not resolved, it must be referred to the OPSC within two (2) weeks from the date it fails to be resolved under subclause (2) above.

6.7.2 Resolving issues involving the Secretary, Director-General, Director or Equivalent Position, Town Clerks, Secretary-General

(1) If the Secretary, Director-General, Director or Equivalent Position, Secretary-General and Town Clerk fail to reach a mutual agreement concerning his or her performance, the independent panel appointed by the Commission must intervene to resolve the matter.

(2) If the Director-General, Director or Equivalent Position or Secretary-General, fails to reach a mutual agreement concerning his or her performance, the Commission must intervene to resolve the matter.

(3) If a Town Clerk or Secretary-General fails to reach a mutual agreement concerning his or her performance, the Director-General of the Ministry of Internal Affairs must intervene to resolve the matter.

6.7.3 Addressing Poor Performance

(1) An appraiser must act promptly and professionally to address a staff member's performance which does not meet the expectations and continuously fails to meet the requirements of the key result areas of his or her position.

(2) To avoid doubt, poor performance amounts to failure to:

(a) achieve the expectations of the Key Result Areas (KRAs) and Key Performance Indicators (KPIs) of the position;
(b) achieve the performance targets set in the performance plan; meet a satisfactory standard in the work completed;
(c) carry out duties in the expected work competency levels.

(3) In preventing a staff member from reaching poor performance, the appraiser must discuss with him or her the areas for improvement. Ongoing monitoring, coaching, mentoring and feedback must be provided at all times to address any performance-related issues that may arise during the review period.

(4) In the case where a staff member's performance reaches the poor performer (0- 40%) level, the Commission must terminate the employment of the staff member.

6.8 Performance Improvement Plan

A Performance Improvement Plan (PIP) is a compiled plan that needs to be followed to assist a staff member with performance-related issues. It is a given opportunity to a staff member to be assisted first by his or her appraiser and the Organization before any other action is taken. This is to ensure that performance management process must be used as a tool to support the staff member's performance first, instead of being immediately disciplined by using the *Performance improvement plan (PIP) form* (PSC Form 10-4 (a)).

A staff member with performance-related issues must demonstrate a commitment through the work he or she has agreed to undertake in the PIP.

6.8.1 Process of Performance Improvement Plan

If a staff member is identified as having poor performance, the following process is to be followed:

(a) Phase 1: Informal discussions

i. This is the first stage of informally discussing identified performance issue with a staff member. The appraiser should meet with the staff member whenever necessary to discuss the area identified as poor performance.

ii. It is the appraiser's responsibility to ensure that a staff member understands the expected behaviour and work standard. A staff member and the appraiser must meet discuss the establishment of the PIP with an agreed period for assessment.

iii. The appraiser should not wait for the annual appraisal process time to complete before initiating this process. Informal discussions and the development of a performance improvement plan should occur whenever a staff member consistently exhibits signs of poor performance.

iv. Although this is called an informal discussion for improvement plan, the appraiser must keep a record of the conversation done as evidence that this first part of the process has been completed.

v. This informal discussion for improvement must be carried out for a period of not more than one (1) month.

(b) Phase 2: Formal Meeting

i. According to the timeframe to improve performance as discussed in Phase 1 of PIP, the appraiser must monitor and observe whether or not a staff member's performance has improved.

ii. If a staff member's performance has not improved or has slightly improved, the appraiser must proceed with Phase 2 where a formal meeting is arranged and a PIP form is filled during the process.

a) The *Performance Improvement Plan* (**PSC Form 10-4(a)**) must be used for this purpose

b) All sections of the Performance Improvement Plan Form under subparagraph (A) must be filled;

c) Both the appraiser and the staff member must discuss the PIP before signing the *Performance Improvement Plan* (**PSC Form 10-4(a)).**

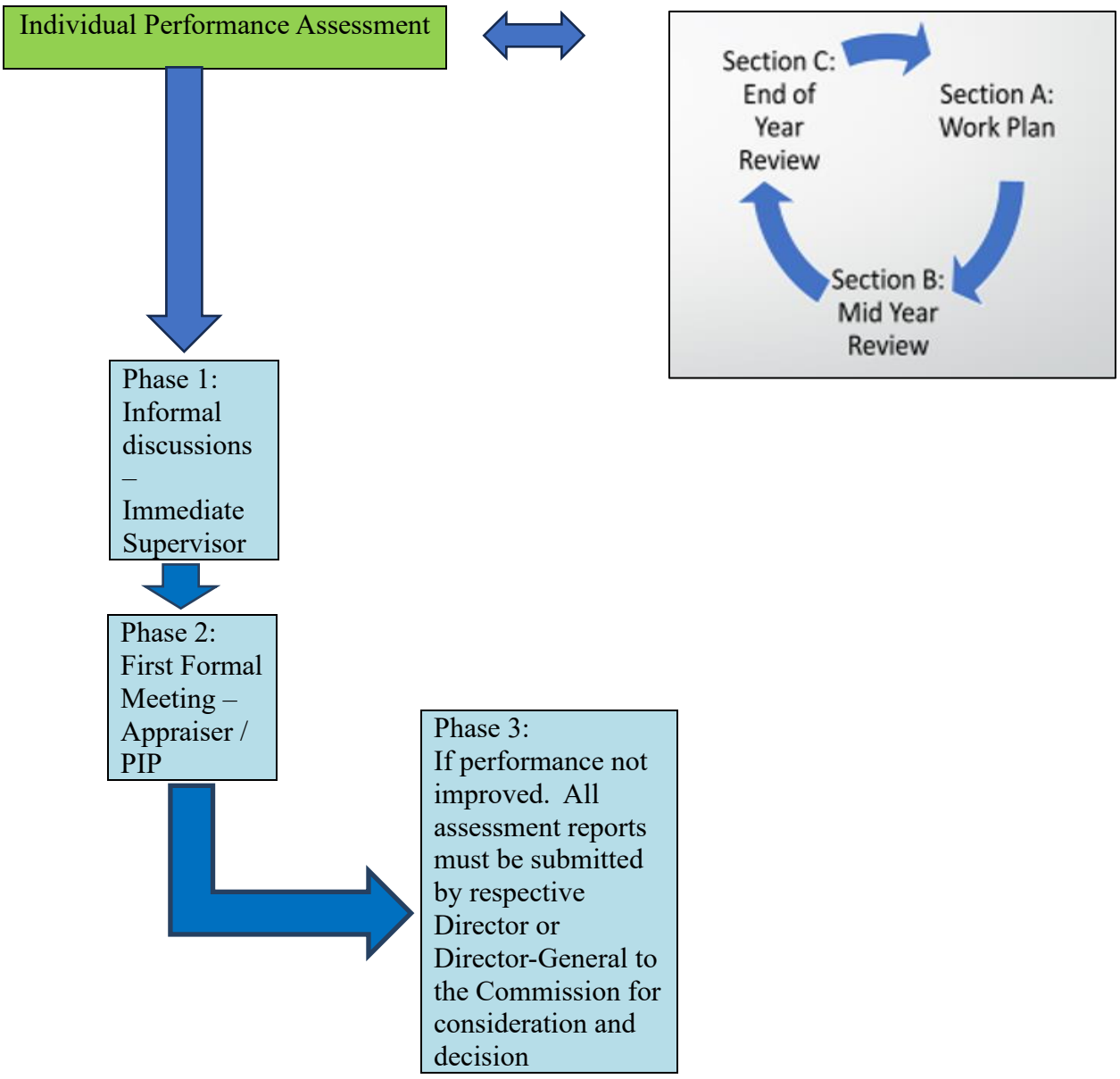
d) The staff member must be given a copy of the signed PIP after the meeting is conducted.

iii. Where a staff member exceeds or meets the expectations in his or her performance assessment, a report of this exercise must be submitted to the Commission with the completed *Performance Improvement Plan Feedback form* (**PSC Form 10-4(b)).** The Commission after being satisfied with the PIP report may approve the staff member's performance. This performance monitoring case must be closed upon the decision of the Commission.

iv. If after the first formal meeting and monitoring, the staff member still fails to achieve or has slightly achieved the goals agreed in the PIP, the staff member's report of performance should be prepared and submitted to the Commission for further consideration for termination of employment of the staff member.

v. The PIP must be carried out for a period of not more than three (3) months.

6.8.2 Performance Improvement Cycle



7 SECTION C: REWARDS AND RECOGNITION

7.1 Awards

(a) Organizations that perform exceptionally well in achieving their goals or perform exceptional acts that have positive impacts on the country may be awarded.

(b) Organizational award must be conducted by the Commission.

7.1.1 Organizational Performance Awards

(a) The Commission may appoint an Assessment Committee to undertake an Organizational performance assessment. The Organizational Performance Assessment Committee comprises of representatives of OPSC, DSPPAC, MFEM, Chamber of Commerce, and Civil Society Organizations.

(b) The role of the Assessment Committee is to screen, analyse and assess all Organizations annual performances and make proposals to Commission for best Organizational performance awards.

(c) Sectorial and public feedback must be obtained to guide assessment of Organizational performances.

7.1.2 Types of Organizational Awards

(1) There are two types of Organizational awards for recognizing a highly performing Organization:

(a) PSC Award: Given to Organizations demonstrating outstanding performance throughout the year.

(b) Innovation Award: Awarded to Organizations that meet the following criteria:

(i) implementation of new initiative out of the common practices; and

(ii) cost efficiency in quality service delivery benefiting mass population; and

(iii) sustainable projects that are relevant to government priorities; and

(iv) tangible results.

The new initiative may be replicated across other line agencies.

7.1.3 Staff Member Performance Awards

(a) It is the duty and responsibility of an appraiser to ensure that:

(i) a monetary award is linked to performance achievement and is sufficiently budgeted;

(ii) recognition program is based on merit;

communication processes are in place to ensure that staff members are familiar with the recognition program;

(iii) the Commission, Ministry or Department provide an award to staff members.

(b) Staff members earning performance ratings of distinguished performer and high performer may be provided with a performance award during the Public Service Day or any other occasion. Details of the award must be approved by the Commission.

(c) Staff members earning performance ratings of Improving performer, Satisfactory performer and Poor performer are not eligible for any performance award.

(d) The Secretary, Director-General, Director or Equivalent Position or Secretary-General must ensure that performances are rewarded accordingly using any other means of award including but not limited to incremental award.

7.2 Role of the Assessment Committee for Individual Awards

7.2.1 Committee for Assessing Individual Awards

(1) Each Ministry must establish an Assessment Committee. The assessment committee comprises of:

(i) the Director-General; and

(ii) Directors of all departments under the ministry; and

(iii) a representative of OPSC; and

(iv) HRO of the Ministry; and

(v) independent representative (approved by the Commission).

(2) The role of the Assessment Committee is to assess individual staff member performance summary report of the Ministry and make proposal to the Commission for best performance awards using the *Staff performance appraisal form* (PSC Form 10-2).

(3) Any other form of award established by the Ministry must follow the same process as mentioned in subclause (2).

7.2.2 Process of Assessment Committee for Individual Awards

(1) The Assessment Committee for individual awards must comply with the following process:

(a) selecting of individuals from the summarized performance report of the Ministry who are rated distinguished performer or high performer;

(b) reassessing the performance appraisals of the selected individuals;

(c) ranking of selected individuals based on the reassessment under subclause (b) and submit to the Commission for endorsement to receive best performers award of the Ministry using the *Public Service award of excellence Form* **(PSC Form 10-3)**;

(d) identify individuals not selected under subclause (a) to be eligible to receive a certificate of recognition for that current year of assessment.

(2) Staff members consistently demonstrating high performance for three consecutive years are eligible for other forms of rewards and recognition determined by the Commission.

(3) Best performers awards are to be presented during the Public Service Day or as may be determined by the Commission.

7.2.3 Types of Individual Awards

(1) There are two types of individual awards, which are categorized as follows:

(a) Ministerial Individual Award (maximum of five best awards); and

(b) inspirational Leadership Award (for emergent leaders).

(2) The recognition program may include:

(a) Organizational award (Department or Ministry awards); or

(b) Individual awards (bonus, salary increment, education and training, promotion and any others as determine by the Commission); or

(c) The Commission may determine the provision of special awards at any time or periodically to specific individuals or organizations resulting from innovative achievements.

(3) A recipient of an award for a particular year may receive an award in the following year if he or she meets the eligibility criteria.

(4) Any form of recognition must be based on the principle of performance management and comply with the process and procedure of screening of awards, individual awards or Organizational awards process (whichever is applicable).

(5) Any recommendation for an award must be approved by the Commission before it is awarded to the recipient.

(6) In the case of a Ministerial award, all member of the Assessment Committee must sign the nomination form before endorsement by the relevant Director-General and approval by the Commission.

(7) A Manager or any other permanent staff of the Public Service who has performed exceptionally well during the year and who consistently display emergent leadership skills to his or her organization in every aspect of duty may be given an award.

(8) This section does not restrict staff members from receiving awards and recognition from any other authorities or institutions, whether within or outside the public sector.

7.3 Timelines

7.3.1 Work Plans

(1) An individual work plan has the following timelines:

(a) it is due at the end of February of each calendar year;
(b) a Mid-term review is due at the end of July of each calendar year;
(c) an end of year assessments of a staff member is due at the end of December of each calendar year.

(2) An organization has the following timelines:

(a) a business plan for the next calendar year must be drafted by April, with the final version submitted to the Commission on or before 31st December of that year;
(b) a new corporate plan must be developed every five (5) years and must be updated annually;
(c) an Organizational performance assessment must be conducted yearly.

7.4 Confidentiality

Confidentiality of performances, discussions and outcomes must be maintained by all relevant parties.

FORMS FOR CHAPTER 10: PERFORMANCE MANAGEMENT

3-MONTH'S PROBATIONARY STAFF MEMBER PERFORMANCE APPRAISAL FORM

Appraisee name: _____ **Position**: _____**Title:** _____ **Min/Dept**._____**Payroll No.** _____
Period from: ____/____/_____ **to:** ____/_____/_____ **Appraiser's name:** _____
Appraiser's Position title: _____

SECTION 1: ASSESSMENT OF JOB DUTIES ***(This process should be one to one assessment)***

OBJECTIVE OF EMPLOYEE PROBATION PERFORMANCE ASSESSMENT:

- Provide honest assessment of the employee's contribution and achievements over the past TWO months.
- The evaluation should focus on the employee's ability to perform the Key Result Areas (KRAs) and specific competency behaviours or indicators listed in the Job description.
- Given the three months period of probation, it is the immediate supervisor to identify priority that can be achieved.

THIS FORM IS DIVIDED INTO THREE SECTIONS:

SECTION 1: ASSESSMENT OF KEY RESULT AREAS (KRAs) WITH SPECIFIC KEY PERFORMANCE INDICATTORS
SECTION 2: ASSESSMENT OF EMPLOYEE BEHAVIOURAL COMPETENCIES
SECTION 3: OVERALL RATING

Indicate the Evaluation of the Employee's Job Performance by using the following rating:

C = COMPETENT **NC = NOT COMPETENT**

[PSC Form 10.1]

KEY RESULT AREAS (KRAS) *Indicate key work areas to deliver required results*	**KEY PERFORMANCE INDICATORS (KPIs)** *Indicate the item, action, report that proves the activity is delivered on time as specified*	**TARGET DATE**	**RATING** ***C: Competent*** ***NC: Not Competent***	**COMMENTS**

Appraisee Comments: _____ _____ _____ _____
Appraiser Comments: _____ _____ _____ _____

SECTION 2. Appraisal of Staff member Attributes

BEHAVIOURAL COMPETENCIES *refers to the personal attributes or characteristics needed for the position in JD*	**KEY PERFORMANCE INDICATORS (KPIs)** *Should reflect the KRAs in section 1 within 3 months.*	**RATING** ***C = Competent*** ***NC = Not Competent***	**COMMENTS**

Appraisee Comments: _____ _____ _____ _____
Appraiser Comments: _____ _____ _____ _____

SECTION 3. Overall Rating of Performance during the Probationary Period

Rating of Section 1					Rating of Section 2				
1. Work performance					2. Skills and Competencies				
Total C	_____	Multiply by 4	=	_____	Total C	_____	Multiply by 4	=	_____
Total NC	_____	Multiply by 2	=	_____	Total NC	_____	Multiply by 2	=	_____
Grand Total X	_____	Grand Total Y		_____	Grand Total X	_____	Grand Total Y		_____

GRADES	DESCRIPTIONS	ACTIONS
3.5 – 4.0	**Competent**	**Recommend for Permanent Position**
0-3.4	**Not Competent**	**Terminate the Employment**

	Section 1	Section 2	Grand Total	Overall Rating (Grand total Y / by grand Total X)
Total X				
Total Y				

Summarise Employee's Progress and Performance over the period

.....
.....

Is the employee's Permanent Appointment to be confirmed?	YES	NO

[PSC Form 10.1]

Plan Sign-Off (Start of Probation)	**Assessment Sign-Off (End of Probation)**
Appraisee Signature: …….... Date: ……	Appraisee Signature: …… Date: ……
Appraiser Signature: …… Date: ……	Appraiser Signature: …….... Date: …….
Director/ Director General Signature: …… Date: ……	Director/Director General Comments: …… …… …… Signature: …… Date:…….

[PSC Form 10.2]

STAFF PERFORMANCE APPRAISAL FORM

Appraise name:	**Position title:**	**Position No.:**	**Min/Dept.:**
VNPF No.:	**For the 12-month period from:**		**To:**
Appraiser's name:		**Appraiser's Position title:**	

OVERVIEW OF THE ROLE OF PERFORMANCE MANAGEMENT

Performance management process is designed to monitor our performance against key objectives to see whether we are delivering better outcomes for our people and to help identify what might be done to improve performance. The Staff Performance Appraisal documents the expectations of individual employee and ministry performance, by providing a meaningful process by which employee can be assessed for noteworthy contributions to the public service, and provide a mechanism to improve individual/ministry performance as necessary, and assist in identifying training and development needs of individual employee.

MAJOR OBJECTIVE OF STAFF PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN:

- Provide a frank and honest assessment of the employee's contribution and achievements over the past twelve months against agreed project tasks and major duties of the post.
- Recognise employee's strengths and identify any areas where further training & development may contribute to enhanced performance.
- Where appropriate, establish work development plan for the employee to complete during the 12 months.

THIS FORM IS DIVIDED INTO THREE SECTIONS:

SECTION A: This section deals with the supervisor and the staff developing the work plan for the 12-month period

1. Provides for development/establishment of the employee's agreed project tasks for the 12months period.
2. Provides for training & development plan needed by the employee to achieve his/her performance targets agreed to or to perform his/her work effectively

SECTION B: This Section deals with the Mid-year Review

1. Review of work activities achieved to date.
2. Review of work activities not achieved to date.
3. Overall Mid-year work performance

SECTION C: **This section deals with the End of the Year Review of Staff Performance**

1. Appraisal of work objectives.
2. Appraisal of other tasks/projects undertaken during the year.
3. Competency-Based Appraisal/Rating

SECTION A: WORK DEVELOPMENT PLAN: ***To be completed at the start of the year together during an interview by the supervisor and the staff member, with reference to the Departmental work plan and the staff member's Job description.***

JOB DESCRIPTION DUTIES				
Work Objectives (refer to Departmental work plan and Job Description KPIs)	**Key Task Areas** (KTAs) (&refer to Job Description)	**Performance Indicators** (Describe what measures and milestones will be used to assess work performance)	**Target Date** (If applicable put in finishing date)	**Training & Development Plan:** (Indicate below the training needed by the staff member to help him/her achieve the performance targets agreed, or to perform his/her work more effectively)
KRA 1:	**KTA 1:**	**KPI 1:**		
KRA 2:	**KTA 2:**	**KPI 2:**		
KRA 3:	**KTA 3:**	**KPI: 3**		
KRA 4:	**KTA 4**:	**KPI 4:**		
KRA 5:	**KTA 5:**	**KPI 5:**		
KRA 6:	**KTA 6:**	**KPI 6:**		
KRA 7:	**KTA 7:**	**KPI 7:**		

[PSC Form 10.2]

BUSINESS PLAN ACTIVITIES (Note This will change Yearly Depending on Business Plan Activities delegated to Officer) (Add extra lines as/if needed)					
Means of Service Delivery	**Key Performance Indicator**	**Deliverable**	**Target Date**	**Budget (If allocated)**	**Location**
Add more if needed					

Appraisee's comments:

_____

_____

_____

_____

_____ **Date:**_____/_____/_____

Signature:

Appraiser's comments:

_____
_____
_____
_____
_____

Date:_____/_____/_____

Signature:

SECTION B: MID-YEAR REVIEW

To be completed by the supervisor during a discussion with the staff member at the mid-point of the year, with reference to Section A above.

	Comments on Progress Based on Demonstration of Competency in Achievement of Progress on the Work Objectives (KPIs)
1	**Achieved**
2	**In Progress**
3	**Not Yet Started**

Review of Work Objectives

Work objective (refer to Departmental Work Plan, Business Plan and Job Description)			**Target Date**	**Update/Status**	**Comments on any mitigating circumstances or additional task undertaken outside of JD/Role**
KRA 1:	**KTA 1:**	**KPI 1:**			
KRA 2:	**KTA 2:**	**KPI 2:**			
KRA 3:	**KTA 3:**	**KPI: 3**			
KRA 4:	**KTA 4**:	**KPI 4:**			
KRA 5:	**KTA 5:**	**KPI 5:**			
KRA 6:	**KTA 6:**	**KPI 6:**			
KRA 7:	**KTA 7:**	**KPI 7:**			

[PSC Form 10.2]

BUSINESS PLAN ACTIVITIES (Note This will change Yearly Depending on Business Plan Activities delegated to Officer) (Add extra lines as/if needed)					
Means of Service Delivery	**Key Performance Indicator**	**Deliverable**	**Target date**	**Update/Status**	**Comments on any mitigating circumstances or additional Priorities undertaken outside of BP**

Appraisee Comments:

_____

_____

_____

_____

_____ **Date:**_____/_____/_____

Signature:

Appraiser Comments:

_____

_____

_____

_____

_____

Date:_____/_____/_____

Signature:

SECTION C: Competency - Based Appraisal/Rating for End Year (12 months)

	Comments On Progress Based on Demonstration of Competency in Achievement of Progress on The Work Objectives (KPIs)
5	**Distinguished Performer**-Achieved **all** targets producing **excellen**t quality and quantity of work before allocated time- shows **excellent** example in achieving **all** work behaviours (100%)
4	**High Performer**- Achieved **majority** of targets producing **high** quality and quantity of work meeting allocated time- shows **excellent** example in achieving **majority** of work behaviours (80-99%)
3	**Satisfactory Performer** Achieved **majority** of targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **majority** of work behaviours (60-79%)
2	**Improving Performer**- Achieved only a **few** targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **some** of work behaviours (41-59%)
1	**Poor Performer**- Not able or willing to perform at all expected level. Consistently shows poor work behaviours. (below 40%)

Work objective (refer to Departmental Work Plan, Business Plan and Job Description)			**Target Date**	**Competency-Based Rating in achievement of the work objectives**	**Comments on any mitigating circumstances or additional task undertaken outside of JD/Role**
KRA 1:	**KTA 1:**	**KPI 1:**			
KRA 2:	**KTA 2:**	**KPI 2:**			
KRA 3:	**KTA 3:**	**KPI 3:**			
KRA 4:	**KTA 4:**	**KPI 4:**			
KRA 5:	**KRA 5:**	**KRA 5:**			

KRA 6:	**KTA 6:**	**KRA 6:**			
KRA 7:	**KTA 7:**	**KRA 7:**			

APPRAISAL OF OTHER TASKS/PROJECTS UNDERTAKEN DURING THE YEAR				
Description of other tasks/projects (rank in descending order of importance)	**Key Performance Indicator**	**Deliverable**	**Competency Rating**	**Comments**
Add more if needed				

BUSINESS PLAN ACTIVITIES **(Note This will change Yearly Depending on Business Plan Activities delegated to Officer)** **(Add extra lines as/if needed)**					
Means of Service Delivery	**Key Performance Indicator**	**Deliverable**	**Timing**	**Competency Rating**	**Comments**

Competency-Based Appraisal / Rating	Outcome	Any additional Comments Supporting documents may be appended
5- **Distinguished Performer**-Achieved **all** targets producing **excellen**t quality and quantity of work before allocated time- shows **excellent** example in achieving **all** work behaviours (100%)		
4- **High Performer**- Achieved **majority** of targets producing **high** quality and quantity of work meeting allocated time- shows **excellent** example in achieving **majority** of work behaviours (80-99%)		
3- **Satisfactory Performer** Achieved **majority** of targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **majority** of work behaviours (60-79%)		
2. Improving Performer- Achieved only a **few** targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **some** of work behaviours (41-59%)		
1- **Poor Performer**- Not able or willing to perform at all expected level. Consistently shows poor work behaviours. (0-40%)		
Overall Rating		

CALCULATION

1. **Step one**

Total # of Activity & KRA _____ Multiply by 5 = _____ (Total % of Activities)

2. **Step Two**

Total # (5)	_____	Multiply by 5	=	_____
Total # (4)	_____	Multiply by 4	=	_____
Total # (3)	_____	Multiply by 3	=	_____
Total # (2)	_____	Multiply by 2	=	_____
Total # (1)	_____	Multiply by 1	=	_____
		Grand Total (Y)		_____

3. **Step Three**

Grand Total (Y)_____ Multiply by 100 divided by ___ _ (Total % of Activities)

4. **Last Step (**Final Rating) **%** **Rate (/5)**

Competency-Based Appraisal / Rating ☐ ☐

Appraisee Comments: _____ _____ _____ _____ _____	**Date:**_____/_____/_____
Signature:	
Appraiser Comments: _____ _____ _____ _____ _____	**Date:**_____/_____/_____
Signature:	
HRO's Name & Signature :	**Date:**_____/_____/_____
Reviewer Name & Signature :	**Date:**_____/_____/_____

[PSC Form 10.2 (a)]

SENIOR EXECUTIVES OFFICER PERFORMANCE AGREEMENT

SECRETARY (OPSC)	
DIRECTOR GENERAL	**Name**
TERMS OF AGREEMENT	**From:** **To:**

This Director General, Secretary General, Town Clerk performance agreement is developed between the Secretary General of the office of public service commission and the Director General, Secretary General, Town Clerk, Directors & Equivalent Positions to document key deliverables and priority goals for the term specified above. The plan also identifies the measures of success that will be applied in evaluating achievement against identified deliverables and goals.

The agreement has Six (6) components:

- *Ministry Specific Goals and Commitments.*
- *Decentralization of Priority Goals and Commitments.*
- *Management of Directors and Administration priorities.*
- *Director-Generals Performance-Competencies and Individual Development Plan.*
- *Overall Rating of Performance.*
- *Commission Endorsement.*

1. MINISTRY SPECIFIC GOALS AND COMMITMENTS

(Will be developed collaboratively between PSC, Sector Analyst from DSPPAC, Expenditure Analyst from the department of Finance and Treasury and the Director-General, Secretary General, Town Clerk through discussions that consider:

-Whole-of-government reforms, policies and relevant commitments

-Major service redesign or delivery requirements

-Resource agreement commitments

-Ministry planning and longer-term strategic objectives

-Key strategic risks and opportunities that have been identified by the responsible Minister or Director-General

Strategic Priorities /Key deliverables (*to be achieved by the Ministry during the term of this agreement and must be consistent and align with the National Sustainable development plan and Government Planning & Priorities)*	**Targets/Key Performance Measure & Indicators** *(SEO to demonstrate how achievement will be measured against the key deliverable)*	**Start Date**	**End Date**	**Mid-Year self-assessment**	**Status (on track (%)/ achieved/not achieved)**	**End of year Self – Assessment and rating**	**Immediate Supervisors comment and rating**	**Verifiers comment and rating**	**Final rating and Traffic Lights**
						TOTAL 1			
						Weight 20 or 20%			

2. DECENTRALIZATION SPECIFIC GOALS AND COMMITTMENTS

(Will be developed collaboratively between PSC, Department of Local Authority and the Director-General through discussions that consider:
-The government policy in decentralizing services
-Service deliverable that meets and achieve good governance, improve service delivery
-Shared Resource agreement and commitments
-Delegation, devolution and partnership with Civil Society Organization

Provincial Priorities /Key deliverables (*to be achieved by the Ministry during the term of this agreement and must be consistent and align with Decentralization policy, the Government Planning and Priorities, Provincial Priorities and specific to area councils)*	**Targets/Key Performance Measure & Indicators** *(SEO to demonstrate how achievement will be measured against the key deliverable)*	**Start Date**	**End Date**	**Mid-Year self-assessment**	**Status (on track (%)/ achieved/not achieved)**	**End of year Self – Assessment and rating**	**Immediate Supervisors comment and rating**	**Verifiers comment and rating.**	**Final rating and traffic lights**
TORBA									
PENAMA									
MALAMPA									
SHEFA									
TAFEA									
						TOTAL 2			
						Weight: 30 or 30%			

3. Critical Management and Administration Success Factors:
(*SEO will commit to a target contribution toward the Administration identified by the COM/Minister/Public Service Commission. SEO may also consider the functions of their Ministry when identifying the focused Priority.) SEO to* consider:

- *Structure Establishment*
- *Management & Administration of the Ministry*
- *Budget, Finance and Assets*
- *Human Resource Management and Development*
- *Planning, Policies and Acts*
- *Partnership with the Government, Private Sector and General Public*
- *Reporting*

Key Result Areas/(KRAs) ***(Indicate Key work areas to deliver required results)***	**Key Tasks Area (*Indicate for each KRA General Guidelines for the tasks/activities to be undertaken to deliver the KPI for each KRA)***	**Targets/Key Performance Measure & Indicators** ***(Director-General to indicate how achievement will be measured against the key deliverable)***	**Mid-Year self-assessment**	**Status (on track (%)/ achieved/not achieved)**	**End of year Self – Assessment and rating**	**Immediate Supervisors comment and rating**	**Verifiers comment and rating.**	**Final rating and traffic lights**
Structure Establishment	Ensure Ministry and Departmental Structure are implemented successfully according to the Implementation Plan and implemented within the timeframe as approved by PSC	Implemented in Compliance with the PSC Structure Guidelines						
		Recruitment into budgeted positions by 30 June each year						

Management & Administration of the Ministry	Overall responsibility for the administration of the Ministry of Prime Minister through efficient, effective Management of the programs and activities of the Ministry as outlined in the Corporate Plan	Monthly report provided from respective Directors on the progress of weekly activities/program.						
	Support the decentralization of the government services to the provincial level	Devolution of human and financial resources to all provinces						
Budget, Finance & Assets	Facilitate Ministry's Budget proposals to Ministerial Budget Committee (MBC).	Ministry Budget proposal submitted to MBC on time.						
	Strengthen existing revenue system and explore other revenue initiatives	Achieve revenue targets						
	Ensure that financial reports are completed as required under the PFEM Act	Financial quarterly report provided within the time frame						

	Ensure management for the overall assets under the Ministry	Quarterly Asset Registry Report by the Director, heads of divisions and Finance officers and submitted to the Assets Registry						
	Oversee the management of Ministry Budget allocation and utilization of financial, human and other resources within the Ministry to effectively implement its Programs in line with the PFEM Act (Budget Ceiling)	Annual expenditure reported against Budget narrative every 6 months.						
		Seek additional funding through NPP and Donor support						
Human Resource Management and Development	Ensure development of (a) Directors Performance Agreement (PA) and conduct mid-year and annual assessment for (b) CSU Staff Individual Work Plans and Appraisal assessment according to the	100% compliance in line with performance guideline						
		Evidence based assessment						

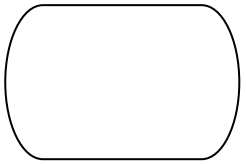
	Performance Guideline							
	Ensure Control measure in place for management of leaves within the Ministry to reduce excessive leave	Provide Leave Plan by 28 February each year						
	Human Resource Development mechanism in place to address skills gaps and sector needs	Succession plan in place						
		In-house training						
		Long and short-term training						
		Developed Ministry Human Resource Development Plan						
	Management of Staff Retirement	Retirement Plan						
		Inclusion of retirement Budgeting ministerial annual budget						
	Effective Management of Ministerial Disciplinary Committee (MDC) to minimize legal implications	Turnaround time in line with the PSSM						

Planning, Policy & Acts	Responsible for the overall coordination and development of the ministry's Corporate Plan and other relevant planning, policy frameworks and legislations	Ministry's Corporate Plan (2026 – 2030)						
		Ministry's Business Plan						
		Budget Narrative						
	Harmonization of Acts/Legislations	Review appropriate provision of the act to strengthen services within the ministry and other relevant Acts						
	Oversee the implementation of policy directives	Review of relevant policies to support Decentralization						
	Oversee the implementation of COM Decisions and reform initiatives under the Ministerial portfolio.	Activity undertaken in accordance with the COM Decision and Timeframe						
Partnership with the government	To work closely with Directors General from other government line agencies to address government's priority policy objectives.	Regular Meeting and partnership with Director-Generals from other Ministries are up to date.						
	Work cooperatively with	Sector Partnership Achievement						

	other Ministries, donors and other stakeholders to establish effective partnerships to provide safe and secure, sustainable and inclusive education and services							
Reporting	Ensure quarterly Annual Report are produced and submitted to OPSC and Minister responsible for the purpose of tabling in Parliament	Quarterly and Annual Report submitted within the timeframe as per PSSM						
					TOTAL 3			
					PERCENTAGE: (40 %)			

4. SEO Performance Competencies and Individual Development Plan (Note: Competencies subject to change on active from time to time)					
Competency	**Traffic Light- Self Assessment**	**Immediate Supervisors comment and rating**	**Verifiers combine comment and rating.**	**Suggested Ratings**	**Individual development Plan**
A. MANAGEMENT					**Focus Area (s):** **Proposed Strategies/Action (s):**
Lead with Vision					
Drive Change					
Builds Relationship					
Develop People					
Achieved Results					
B. LEADERSHIP					**Individual Development Plan**
Integrity/Honesty					**Focus Area (s):** **Proposed Strategies/Actions (s):**
Commitment/Personal Drive					
Intellect/Judgement					
Creative/Innovative					
TOTAL 4					
Weight 10 or 10%					

[PSC Form 10.2 (a)]

5. OVERALL RATING OF PERFORMANCE DURING THE YEAR (COMMENTS AND RECOMMENDATIONS)				
OVERALL RATING	**Performance Agreement Plan**	**Mid-Year Review**	**End of Year Review**	**Comments and Overall Rating**
SECRETARY (OPSC)	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Overall Rating**  **Comments:**
HUMAN RESOURCE OFFICER (OPSC)	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	
DIRECTOR GENERAL	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Minister's Verivication on PA**
HUMAN RESOURCE OFFICER (MINISTRY)	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	

6. ANNUAL PERFORMANCE SUMMARY REVIEW	
COMMISSION ENDORSEMENT / COMMENTS	

KRAs	**Performance Level & Performance Rating Scale**
5	**Distinguished Performer**-Achieved **all** targets producing **excellen**t quality and quantity of work before allocated time- shows **excellent** example in achieving **all** work behaviours (100%)
4	**High Performer**- Achieved **majority** of targets producing **high** quality and quantity of work meeting allocated time- shows **excellent** example in achieving **majority** of work behaviours (80-99%)
3	**Satisfactory Performer**- Achieved **majority** of targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **majority** of work behaviours (60-79%)
2	**Improving Performer**- Achieved only a **few** targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **some** of work behaviours (41-59%)
1	**Poor Performer**- Not able or willing to perform at all expected level. Consistently shows poor work behaviours. (0-40%)

SCHEDULE 1: TRAFFIC LIGHT ASSESSMENT AND PERFORMANCE INDICATORS

The rating system adopted is a "traffic light" type assessment with description guiding performance progression. This is simple, visible and easy way to track progress. It facilitates performance progression as appointees attempt to move away from colours indicative of slow or poor performance.

Traffic light assessment with description is listed in the table below:

Traffic Lights	Performance Level	Description
	Distinguisher Performer	Achieved all target producing excellent quality and quantity of work before allocated timeframe. Shows excellent example in achieving all performance targets/goals (100%). - Performs at the maximum level completing and producing quality and quantity in work results; - Contribute innovative ideas to improve and achieve work plan objectives; - Excellent organizational knowledge proven to be valuable in the achievement of performance targets, success of department, ministry and sector or whole-of-government objectives; - Makes significant and positive change to achieve work plan for the betterment of department and ministry; - A resourceful problem solver and valuable team player who volunteers ideas to help others; - Professional and ethical work attitude at all the times. Shows integrity in decision made and respect for colleagues;
	High Performer	Achieved majority of target producing high quality and quantity of work meeting the allocated timeframe. Shows excellent example in achieving majority of performance targets/goals (80-99%). - Performs consistently producing quality and quantity in work results; - Contributes effective ideas to improve and achieve work plan objectives; - Sound knowledge of whole-of-government, ministry and department functions proven valuable in the achievement of objectives and performance targets; - Adjusts positively to change necessary to achieved deliverable within timeframe; - A valuable team player that effectively contributes to finding solutions and assist others; - Professional and ethical work attitude at all the times. Shows integrity in decision made and respect for colleagues.

	Satisfactory Performer	Achieved majority of target producing acceptable quality and quantity of work within allocated timeframe. Shows acceptable example in achieving majority of performance targets/goals (60-79%). - Performs consistently at satisfactory level and rarely required on going guidance; - Shares ideas to improve work plan and attempt to achieve whole-of-government/ministry/department work plan objectives; - Good understanding of work responsibility and whole-of-government, ministry and department functions necessary to carry out performance target effectively; - Open to new ideas and changing situations to achieve work plan within timeframe; - Shows ethical work behaviour and respect from colleagues.
	Improving Performer	Achieved only few targets producing acceptable quality and quantity of work outside timeframe. Shows acceptable example in achieving some of performance targets/goals (41-59%). - Generally, performs below the acceptable level with evidence of inconsistencies in quality and quantity of work result. - Frequently needs assistance in carryout performance targets and requires frequent modification to work result. - Little knowledge on all work responsibilities and whole-of-government, ministry and department functions necessary to carry out performance target effectively. - Targets are significantly late or incomplete with little ideas to improve work plan. - Shows ethical work behaviour and respect from colleagues but requires improvement.
	Poor Performer	Not able or willing to perform targets at the expected level and consistently shows poor work behaviour (0-40%). - Inconsistency and failure to show quality and quantity in work result, resulting to others completing the work. - Frequently needs assistance in carrying out performance targets and requires frequent modification to work but does not show any potential to achieve work plan. - Demonstrates lack of understanding of work and whole-of-government/ministry/department responsibilities. - Deadlines for target are not met; - Shows ethical work behaviour and respect for colleagues but requires improvement.

SCHEDULE 2: COMPETENCIES DEFINITION AND THEME

COMPETENCY CATEGORY	THEME	DEFINITION
Lead with Vision	- Direction and Strategy - Corporate Governance and Social Responsibilities - Organization Culture Development - Inspiring Commitment	- Leaders set an inspiring vision for the future and align organization culture with the vision. - They create commitment and chart a course of action that will fulfil the vision
Drive Change	- Innovation - Process improvement - Identification of Change opportunities - Risk taking	- Leaders identify and initiate opportunities for change an enable others to embrace process and organization change. They challenge the status quo and promote innovation and create an environment conducive to change
Builds Relationship	- Encouraging Participation - Building teams - Business networking - Promoting diversity - Conflict management	- Leaders establish and maintain a wide relevant network of colleagues and strategic partners. They promote the development of positive working relationships, respect diversity and develop team cohesiveness
Develop People	- Coaching and mentoring - Learning and development - Employee engagement	- Leaders proactively seek opportunities to engage their staff and develop their capabilities. They share leadership and develop talents by empowering others and enhancing their abilities to perform.

	- Encouragement - Empowerment -	
Achieved Results	- Performance Management - Delegation - Accountability - Crisis and Risk management - Resource Management	- Leaders hold self and others accountable for achieving results. They organize their resources, provide clear direction, monitor performance and develop contingency to achieve the agreed results
Personal Effectiveness	-Self-awareness and development -Ethics -Ambiguity/uncertainty -Role model -Communication	-Leaders demonstrate self-awareness and are committed to self-development to capitalized on their strength and address their weaknesses. They promote organization values and ethics, by role modeling desired behaviours. They persuade and positively influence others through effective communication

Schedule 3: WEIGHTING PERFORMANCE AGREEMENT ASSESSMENT

Weighting is a mathematical calculation used to give more importance to certain assessments when calculating an overall score. A numerical value or percentage is assigned to various assessments based on the importance that the assessed priorities, Key Result Ares, Key performance Indicators, knowledge, skill or competency has to success in the job.

It is a way of recognizing that not all parts of the assessment are equal in value.

Assigning Weight to Assessments

The easiest way to assign weight to various assessments is by starting with 100 points (100%) and then allocating a portion of this total to each of the assessments you are using, e.g., 30 points or 30% to the competencies, 70 points or 70% to the other priorities. The total weight of all assessments would equal 100 points or 100%.

To calculate each applicant's score:

1. Divide their assessments score by the total number of marks available for that section.
2. Multiply each score by its respective weight.
3. Add the weighted scores to obtain the final score.

[PSC Form 10-2 (b)]

SENIOR EXECUTIVES OFFICER PERFORMANCE AGREEMENT

SECRETARY (OPSC)	
DIRECTOR & EQUIVALENT POSITION	
TERMS OF AGREEMENT	**From:** **To:**

This Director General, Secretary General, Town Clerk, Directors & Equivalents performance agreement is developed between the Secretary General of the office of public service commission and the Director General, Secretary General, Town Clerk, Directors & Equivalent Positions to document key deliverables and priority goals for the term specified above. The plan also identifies the measures of success that will be applied in evaluating achievement against identified deliverables and goals. The agreement has Six (6) components:

- *Ministry Specific Goals and Commitments.*
- *Decentralization of Priority Goals and Commitments.*
- *Critical Management and Administration Success Factors.*
- *Director-Generals Performance-Competencies and Individual Development Plan.*
- *Overall Rating of Performance.*

1. DEPARTMENTAL SPECIFIC GOALS AND COMMITMENTS

(Will be developed collaboratively between PSC, Sector Analyst from DSPPAC, Expenditure Analyst from the department of Finance and Treasury and the Director-General, Secretary General, Town Clerk through discussions that consider:

- *Whole-of-government reforms, policies and relevant commitments*
- *Major service redesign or delivery requirements*
- *Resource agreement commitments*
- *Ministry planning and longer-term strategic objectives*
- *Key strategic risks and opportunities that have been identified by the responsible Minister or Director-General*

Strategic Priorities /Key deliveries (*to be achieved by the Department during the term of this agreement and must be consistent and align with the National Sustainable development plan and Government Planning & Priorities)*	**Targets/Key Performance Measure & Indicators** *(SEO to demonstrate how achievement will be measured against the key deliverable)*	**Start Date**	**End Date**	**Mid-Year self-assessment**	**Status (on track (%)/ achieved/not achieved)**	**End of year Self – Assessment and rating**	**Immediate Supervisors comment and rating**	**Verifiers comment and rating**	**Final rating and Traffic Lights**
						TOTAL 1			
						Weight 30 or 30%			

2. DECENTRALIZATION SPECIFIC GOALS AND COMMITTMENTS

(Will be developed collaboratively between PSC, Department of Local Authority and the Director-General through discussions that consider:

- *The government policy in decentralizing services*
- *Service deliverable that meets and achieves good governance, improve service delivery*
- *Shared Resource agreement and commitments*
- *Delegation, devolution and partnership with Civil Society Organization*

Provincial Priorities /Key deliverables (*to be achieved by the Department during the term of this agreement and must be consistent and align with Decentralization policy, the Government Planning and Priorities, Provincial Priorities and specific to area councils)*	**Targets/Key Performance Measure & Indicators** *(SEO to demonstrate how achievement will be measured against the key deliverable)*	**Start Date**	**End Date**	**Mid-Year self-assessment**	**Status (on track (%)/ achieved/not achieved)**	**End of year Self – Assessment and rating**	**Immediate Supervisors comment and rating**	**Verifiers comment and rating.**	**Final rating and traffic lights**
TORBA									
SANMA									
PENAMA									
MALAMPA									
SHEFA									
TAFEA									
						TOTAL 2			
						Weight: 30 or 30%			

3. Critical Management and Administration Success Factors:
(*SEO will commit to a target contribution toward the Administration identified by the COM/Minister/Public Service Commission. SEO may also consider the functions Within their Ministry and Department when identifying the focused Priority.) SEO to* consider:

- *Structure Establishment*
- *Management & Administration of the Ministry*
- *Budget, Finance and Assets*
- *Human Resource Management and Development*
- *Planning, Policies and Acts*
- *Partnership with the Government, Private Sector and General Public*
- *Reporting*

Key Result Areas/(KRAs) ***(Indicate Key work areas to deliver required results)***	**Key Tasks Area (*Indicate for each KRA General Guidelines for the tasks/activities to be undertaken to deliver the KPI for each KRA)***	**Targets/Key Performance Measure & Indicators *(Director-General to indicate how achievement will be measured against the key deliverable)***	**Start Date**	**End Date**	**Mid-Year self-assessment**	**Status (on track (%)/ achieved/not achieved)**	**End of year Self – Assessment and rating**	**Immediate Supervisors comment and rating**	**Verifiers comment and rating.**	**Final rating and traffic lights**
<u>Structure Establishment</u>	Ensure Departmental Structure are implemented successfully according to the Implementation Plan and implemented within the timeframe as approved by PSC	Implemented in Compliance with the PSC Structure Guidelines – submission of structure to PSC	Feb 2026	Sept 2026						
		Recruitment of budgeted positions by 30 June each year	Mar 2026	Dec 2026						
<u>Management & Administration of the Department</u>	Oversee the daily administration of the department through efficient,	Quarterly report provided from respective Managers/ or supervisor on the	Mar 2026	Dec 2026						

	effective Management of the programs and activities as outlined in the Department Business Plan	progress of weekly activities/program.								
Budgeting and Financial Management	Oversee the preparation and Management of annual Budget for the department and ensure it reflects the Business Plan priorities	Meet Dateline of Annual Budget submission – prepare annual Budget narrative	Apr 2026	Jul 2026						
	To exercise control over the expenditure of all funds made available to the Department as per PFEM Act and also management of the department assets.	Quarterly Financial Report Provided.	Mar 2026	Dec 2026						
	Coordinate the development of annual Budget and facilitated the submission to the Ministerial Budget Committee (MBC).	Department financial Budget reviewed annually.								
Human Resource Management	Ensure performance review of staff are conducted.	Review and provide feedback on report performance	Feb 2026	Jul 2026						

and Development										
	Take leading role to oversee the Individual Annual Work Plan.									
	Manage staff to undergo short- and long-term training based on the department needs whenever required.	Human resource development – staff to undergo training	Mar 2026	Dec 2026						
	Ensure department staff annual leave are manageable.	Annual leave balance of individual staff is up to-date	Mar 2026	Dec 2026						
	Management of staff Retirement	Retirement Budget is included in the Department Annual budget.	Mar 2026	Dec 2026						
Planning and Policy	To effectively supervise the development, revision and Implementation of major policies for the efficient operation and management of the department.	Review on the provision of relevant policy: -Biosecurity strategy (CRB and Border strategy)	Jan 2026	Jun 2026						
	Ensure that the departments Business Plan	Annual Business Plan completed by	Nov 2026	Dec 2026						

	accommodates relevant sector objectives under the National Sustainable Development Plan (NSDP) and sector Plans	December for each financial year.								
	Provide accurate policy advice to Director-General, Minister and department officials/or stakeholders	A timely advice to Minister and Director-General MALFB is required	Jan 2026	Dec 2026						
	Participate and contribute constructively to the development of MALFB Corporate Plan aligning with relevant Pillars and policy objectives under NSDP.	Corporate Plan is reviewed and updated annually to measure the progress of Business Plan.	Mar 2026	Dec 2026						
	Manage all staff disciplinary process within the departmental level	Ensure all disciplinary processes and options within the department are fully exhausted, in compliance with the	Jan 2026	Dec 2026						

		PSSM before submission to OPSC								
	Coordinate and monitor resources of the department appropriately following ministry guidelines and in accordance with provisions of the PSSM, PSC Act, PFEM Act, Employment Act, and relevant act and laws of the country.	Strong Compliance to relevant Act & Legislation related to Department functions.	Mar 2026	Dec 2026						
Project Management	-Oversee the planning, implementation and maintenance of Biosecurity Department projects, infrastructure, surveillance systems, laboratory facilities, border control operations and relevant operations. -Ensure coordination with contractors, consultants and relevant stakeholders to	Report provided on the completion of projects and dateline met submitted to the Donor Partners. Infrastructure: reorganisation of laboratories dedicated for Plant Pathology and Entomology (2), including a Post-Entry Quarantine PEQ (1)	Mar 2026	Dec 2026						

	facilitate smooth and timely project implementation.									
Public Relations & Stakeholder Engagement	Co-ordinate the departments programs and activities that involve other government Ministries, Private Sectors, International Organization on Important Issues that requires collaborative efforts.	Relationships built: • Secure Funding • Capacity building of staff	Oct 2026	Dec 2026						
Reporting	Ensure that Department provide Annual Report annually on the progress of Business Plan Implementation	Annual Report submitted to Director-General's office by 31st December each year	Oct 2026	Dec 2026						
							TOTAL 3			
							Weight 30 or 30%			

4. SEO Performance Competencies and Individual Development Plan (Note: Competencies subject to change on active from time to time)

[PSC Form 10-2 (b)]

Competency	Traffic Light-Self Assessment	Immediate Supervisors comment and rating	Verifiers combine comment and rating.	Suggested Ratings	Individual development Plan
A. MANAGEMENT					**Focus Area (s):**
Lead with Vision					**Proposed Strategies/Action (s):**
Drive Change					
Builds Relationship					
Develop People					
Achieved Results					
B. LEADERSHIP					**Individual Development Plan**
Integrity/Honesty					**Focus Area (s):**
Commitment/Personal Drive					**Proposed Strategies/Actions (s):**
Intellect/Judgement					
Creative/Innovative					
TOTAL 4					
Weight 10 or 10%					

5. OVERALL RATING OF PERFORMANCE DURING THE YEAR (COMMENTS AND RECOMMENDATIONS)				
OVERALL RATING	**Performance Agreement Plan**	**Mid-Year Review**	**End of Year Review**	**Comments and Overall Rating**
SECRETARY OPSC	**Signature: ----------**	**Signature: ----------**	**Signature: ----------**	**Overall Rating**

	Date: ----------	**Date: ----------**	**Date: ----------**	**Comments:**
OPSC HUMAN RESOURCE OFFICER	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	
DIRECTOR & EQUIVALENT POSITION	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	
DIRECTOR GENERAL	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	

6. ANNUAL PERFORMANCE SUMMARY REVIEW	
COMMISSION ENDORSEMENT / COMMENTS	

KRAs	**Performance Level & Performance Rating Scale**
5	**Distinguished Performer**-Achieved **all** targets producing **excellen**t quality and quantity of work before allocated time- shows **excellent** example in achieving **all** work behaviours (100%)

4	**High Performer**- Achieved **majority** of targets producing **high** quality and quantity of work meeting allocated time- shows **excellent** example in achieving **majority** of work behaviours (80-99%)
3	**Satisfactory Performer**- Achieved **majority** of targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **majority** of work behaviours (60-79%)
2	**Improving Performer**- Achieved only a **few** targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **some** of work behaviours (40-59%)
1	**Poor Performer**- Not able or willing to perform at all expected level. Consistently shows poor work behaviours. (20-39%)

SCHEDULE 1: TRAFFIC LIGHT ASSESSMENT AND PERFORMANCE INDICATORS

The rating system adopted is a "traffic light" type assessment with description guiding performance progression. This is simple, visible and easy way to track progress. It facilitates performance progression as appointees attempt to move away from colours indicative of slow or poor performance.

Traffic light assessment with description is listed in the table below:

Traffic Lights	Performance Level	Description
	Distinguished Performer	Achieved all target producing excellent quality and quantity of work before allocated timeframe. Shows excellent example in achieving all performance targets/goals (100%). - Performs at the maximum level completing and producing quality and quantity in work results; - Contribute innovative ideas to improve and achieve work plan objectives; - Excellent organizational knowledge proven to be valuable in the achievement of performance targets, success of department, ministry and sector or whole-of-government objectives; - Makes significant and positive change to achieve work plan for the betterment of department and ministry; - A resourceful problem solver and valuable team player who volunteers ideas to help others; - Professional and ethical work attitude at all the times. Shows integrity in decision made and respect for colleagues;

	High Performer	Achieved majority of target producing high quality and quantity of work meeting the allocated timeframe. Shows excellent example in achieving majority of performance targets/goals (80-99%). - Performs consistently producing quality and quantity in work results; - Contributes effective ideas to improve and achieve work plan objectives; - Sound knowledge of whole-of-government, ministry and department functions proven valuable in the achievement of objectives and performance targets; - Adjusts positively to change necessary to achieved deliverable within timeframe; - A valuable team player that effectively contributes to finding solutions and assist others; - Professional and ethical work attitude at all the times. Shows integrity in decision made and respect for colleagues.
	Satisfactory Performer	Achieved majority of target producing acceptable quality and quantity of work within allocated timeframe. Shows acceptable example in achieving majority of performance targets/goals (60-79%). - Performs consistently at satisfactory level and rarely required on going guidance; - Shares ideas to improve work plan and attempt to achieve whole-of-government/ministry/department work plan objectives; - Good understanding of work responsibility and whole-of-government, ministry and department functions necessary to carry out performance target effectively; - Open to new ideas and changing situations to achieve work plan within timeframe; - Shows ethical work behaviour and respect from colleagues.
	Improving Performer	Achieved only few targets producing acceptable quality and quantity of work outside timeframe. Shows acceptable example in achieving some of performance targets/goals (40-59%). - Generally, performs below the acceptable level with evidence of inconsistencies in quality and quantity of work result. - Frequently needs assistance in carryout performance targets and requires frequent modification to work result. - Little knowledge on all work responsibilities and whole-of-government, ministry and department functions necessary to carry out performance target effectively. - Targets are significantly late or incomplete with little ideas to improve work plan. - Shows ethical work behaviour and respect from colleagues but requires improvement.
	Poor Performer	Not able or willing to perform targets at the expected level and consistently shows poor work behaviour (<40%) - Inconsistency and failure to show quality and quantity in work result, resulting to others completing the work.

		- Frequently needs assistance in carrying out performance targets and requires frequent modification to work but does not show any potential to achieve work plan. - Demonstrates lack of understanding of work and whole-of-government/ministry/department responsibilities. - Deadlines for target are not met; - Shows ethical work behaviour and respect for colleagues but requires improvement.

SCHEDULE 2: COMPETENCIES DEFINITION AND THEME

COMPETENCY CATEGORY	THEME	DEFINITION
Lead with Vision	- Direction and Strategy - Corporate Governance and Social Responsibilities - Organization Culture Development - Inspiring Commitment	- Leaders set an inspiring vision for the future and align organization culture with the vision. - They create commitment and chart a course of action that will fulfil the vision
Drive Change	- Innovation - Process improvement - Identification of Change opportunities - Risk taking	- Leaders identify and initiate opportunities for change an enable others to embrace process and organization change. They challenge the status quo and promote innovation and create an environment conducive to change
Builds Relationship	- Encouraging Participation - Building teams - Business networking	- Leaders establish and maintain a wide relevant network of colleagues and strategic partners. They promote the development of positive working relationships, respect diversity and develop team cohesiveness

	- Promoting diversity - Conflict management	
Develop People	- Coaching and mentoring - Learning and development - Employee engagement - Encouragement - Empowerment -	- Leaders proactively seek opportunities to engage their staff and develop their capabilities. They share leadership and develop talents by empowering others and enhancing their abilities to perform.
Achieved Results	- Performance Management - Delegation - Accountability - Crisis and Risk management - Resource Management	- Leaders hold self and others accountable for achieving results. They organize their resources, provide clear direction, monitor performance and develop contingency to achieve the agreed results
Personal Effectiveness	-Self-awareness and development -Ethics -Ambiguity/uncertainty -Role model -Communication	-Leaders demonstrate self-awareness and are committed to self-development to capitalized on their strength and address their weaknesses. They promote organization values and ethics, by role modeling desired behaviours. They persuade and positively influence others through effective communication

Schedule 3: WEIGHTING PERFORMANCE AGREEMENT ASSESSMENT

Weighting is a mathematical calculation used to give more importance to certain assessments when calculating an overall score. A numerical value or percentage is assigned to various assessments based on the importance that the assessed priorities, Key Result Ares, Key performance Indicators, knowledge, skill or competency has to success in the job.

It is a way of recognizing that not all parts of the assessment are equal in value.

Assigning Weight to Assessments

The easiest way to assign weight to various assessments is by starting with 100 points (100%) and then allocating a portion of this total to each of the assessments you are using, e.g., 30 points or 30% to the competencies, 70 points or 70% to the other priorities. The total weight of all assessments would equal 100 points or 100%.

To calculate each applicant's score:

1. Divide their assessments score by the total number of marks available for that section.
2. Multiply each score by its respective weight.
3. Add the weighted scores to obtain the final score.

SENIOR EXECUTIVES OFFICER PERFORMANCE AGREEMENT

SECRETARY (OPSC)	
PROVINCIAL SECRETARY GENERAL & TOWN CLERK	**Name**
TERMS OF AGREEMENT	**From:** **To:**

This Provincial Secretary General, Town Clerk performance agreement is developed between the Secretary General of the office of public service commission and the Respective Ministry Director-General, to document key deliverables and priority goals for the term specified above. The plan also identifies the measures of success that will be applied in evaluating achievement against identified deliverables and goals.
The agreement has Five (5) components:

- *Specific Goals and Commitments.*
- *Critical Management and Administration Success Factors*
- *Performance-Competencies and Individual Development Plan.*
- *Overall Rating of Performance.*
- *Commission Endorsement.*

1. SPECIFIC GOALS AND COMMITMENTS

(Will be developed collaboratively between PSC, Sector Analyst from DSPPAC, Expenditure Analyst from the department of Finance and Treasury and the Director-General, Secretary General, Town Clerk through discussions that consider:

- *Whole-of-government reforms, policies and relevant commitments*
- *Major service redesign or delivery requirements*
- *Resource agreement commitments*
- *Ministry planning and longer-term strategic objectives*
- *Key strategic risks and opportunities that have been identified by the responsible Minister or Director-General*

Strategic Priorities /Key deliverables (*to be achieved by the Ministry during the term of this agreement and must be consistent and align with the National Sustainable development plan and Government Planning & Priorities)*	**Targets/Key Performance Measure & Indicators** *(SEO to demonstrate how achievement will be measured against the key deliverable)*	**Start Date**	**End Date**	**Mid-Year self-assessment**	**Status (on track (%)/ achieved/not achieved)**	**End of year Self – Assessment and rating**	**Immediate Supervisors comment and rating**	**Verifiers comment and rating**	**Final rating and Traffic Lights**
						TOTAL 1			
						Weight 30 or 30%			

2. DECENTRALIZATION SPECIFIC GOALS AND COMMITMENTS

(Will be developed collaboratively between PSC, Department of Local Authority and the Director-General through discussions that consider:

- *The government policy in decentralizing services*
- *Service deliverable that meets and achieves good governance, improve service delivery*
- *Shared Resource agreement and commitments*
- *Delegation, devolution and partnership with Civil Society Organization*

Provincial Priorities /Key deliverables (*to be achieved by the Department during the term of this agreement and must be consistent and align with Decentralization policy, the Government Planning and Priorities, Provincial Priorities and specific to area councils)*	**Targets/Key Performance Measure & Indicators** *(SEO to demonstrate how achievement will be measured against the key deliverable)*	**Start Date**	**End Date**	**Mid-Year self-assessment**	**Status (on track (%)/ achieved/not achieved)**	**End of year Self – Assessment and rating**	**Immediate Supervisors comment and rating**	**Verifiers comment and rating.**	**Final rating and traffic lights**
TORBA									
SANMA									
PENAMA									
MALAMPA									
SHEFA									
TAFEA									
						TOTAL 2			
						Weight: 30 or 30%			

3. Critical Management and Administration Success Factors:

(*SEO will commit to a target contribution toward the Administration identified by the COM/Minister/Public Service Commission. SEO may also consider the functions of their Ministry when identifying the focused Priority.) SEO to* consider:

- *Structure Establishment*
- *Management & Administration of the Ministry*
- *Budget, Finance and Assets*
- *Human Resource Management and Development*
- *Planning, Policies and Acts*
- *Partnership with the Government, Private Sector and General Public*
- *Reporting*

Key Result Areas/(KRAs) *(Indicate Key work areas to deliver required results)*	**Key Tasks Area** (*Indicate for each KRA General Guidelines for the tasks/activities to be undertaken to deliver the KPI for each KRA)*	**Targets/Key Performance Measure & Indicators** *(Director-General to indicate how achievement will be measured against the key deliverable)*	**Start Date**	**End Date**	**Mid-Year self-assessment**	**Status (on track (%)/ achieved/not achieved)**	**End of year Self – Assessment and rating**	**Immediate Supervisors comment and rating**	**Verifiers comment and rating.**	**Final rating and traffic lights**
Structure Establishment	Ensure Provincial (Municipal) Structure is implemented successfully according to the Implementation Plan and implemented within the approved timeframe	Implemented in Compliance with Approved Guidelines								
		Recruitment into budgeted positions by 30 June of each Year								

Management & Administration of the Ministry	Overall responsibility for the administration of the Provincial (Municipal) Council through efficient, effective Management of the programs and activities of the Council as outlined in the Provincial (Municipal) Plan	Monthly report provided from respective Provincial (Municipal) Managers on the progress of quarterly activities/program.								
	Support the decentralization of the government services to the provincial level	Assist the Devolution of Government priorities through decentralization to the province (Municipalities)								
	Coordinate community development through Area Councils	Monthly Report to Director (DLA) on Area Council matters								
	Support delivery of Provincial (Municipal), Council and National Elections	Provincial (Municipal), Council and National Elections undertaken on time and compliantly								

Budget, Finance & Assets	Leads budgeting and resourcing for the province (Municipal) on time as per GoV Budget Preparation Cycle	Provincial (Municipal) Budget proposal submitted to Respective Ministry on time.								
	Strengthen existing revenue system and explore other revenue initiatives	Achieve revenue targets								
	Ensure that financial reports are completed as required under the PFEM Act	Financial quarterly report provided within the time frame								
	Ensure management for the Provincial (Municipal) assets under the Provincial (Municipal) council	Quarterly Asset Registry Report by the heads of divisions and Finance officers and submitted to the Assets Registry								
	Oversee the management of Provincial (Municipal) council Budget allocation and utilization of financial, human	Annual expenditure reported provided to Director.								
		Seek additional funding through								

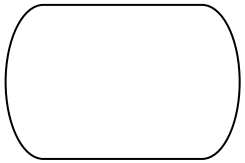
	and other resources within the Ministry to effectively implement its Programs in line with the PFEM Act (Budget Ceiling)	NPP and Donor support								
Human Resource Management and Development	Delivers timely PMR processes for team & self	100% compliance in line with performance guideline								
		Evidence based assessment								
	Ensure Control measure in place for management of leaves within the Provincial (Municipal) Council to reduce excessive leave	Provide Leave Plan by 28 February each year								
	Human Resource Development mechanism in place to address skills gaps and sector needs	Succession plan in place								
		In-house training								
		Long and short-term training								
		Developed Ministry Human Resource Development Plan								
		Retirement Plan								

	Management of Staff Retirement	Inclusion of retirement Budget in ministerial annual budget								
	Manages provincial (Municipal) staff & capacity building	Monthly Report to Director (DLA) details HR, staff management & capacity building								
Planning, Policy & Acts	Responsible for the overall coordination and development of the Provincial Plan and other relevant planning, policy frameworks and legislations	Provincial Plan								
	Oversee the implementation of policy directives	Review of relevant policies								
	Oversee the implementation of COM Decisions and reform initiatives under the 'Ministerial portfolio.	Activity undertaken in accordance with the COM Decision and Timeframe								
	Coordinates reporting for the	Provincial Annual Report								

	Provincial (Municipal) Government in compliance with GoV reporting cycle	against Provincial Plan								
Partnership with the government,	To work closely with Directors from other government line agencies to address government's priority policy objectives.	Regular Meeting and partnership with Provincial (Municipal) managers and Directors from other Ministries are up to date.								
	Work cooperatively with other Ministries, donors and other stakeholders to establish effective partnerships to provide safe and secure, sustainable and inclusive education and services	Sector Partnership Achievement								
	Represents the Province (Municipal) at international, regional, national and provincial meetings	Return From Mission Reports Briefings to Provincial Government Officers and stakeholders on								

		meeting outcomes and opportunities								
Reporting	Ensure both quarterly and Annual Report are produced and submitted to OPSC and Minister responsible for the purpose of tabling in Parliament	Quarterly and Annual Report submitted within the timeframe as per PSSM								
							TOTAL 3			
							Weight 30 or 30%			

4. SEO Performance Competencies and Individual Development Plan (Note: Competencies subject to change on active from time to time)					
Competency	**Traffic Light-Self Assessment**	**Immediate Supervisors comment and rating**	**Verifiers combine comment and rating.**	**Suggested Ratings**	**Individual development Plan**
A. MANAGEMENT					**Focus Area (s):** **Proposed Strategies/Action (s):**
Lead with Vision					
Drive Change					
Builds Relationship					
Develop People					
Achieved Results					
B. LEADERSHIP					**Individual Development Plan**
Integrity/Honesty					**Focus Area (s):** **Proposed Strategies/Actions (s):**
Commitment/Personal Drive					
Intellect/Judgement					
Creative/Innovative					
TOTAL 4					
Weight 10 or 10%					

5. OVERALL RATING OF PERFORMANCE DURING THE YEAR (COMMENTS AND RECOMMENDATIONS)				
OVERALL RATING	**Performance Agreement Plan**	**Mid-Year Review**	**End of Year Review**	**Comments and Overall Rating**
SECRETARY (OPSC)	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Overall Rating**  **Comments:**
HUMAN RESOURCE OFFICER (OPSC)	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	
PROVINCIAL SECRETARY GENERAL Or TOWN CLERK	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	
HUMAN RESOURCE OFFICER (MINISTRY)	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	**Signature: ----------** **Date: ----------**	

6. ANNUAL PERFORMANCE SUMMARY REVIEW	
COMMISSION ENDORSEMENT / COMMENTS	

KRAs	Performance Level & Performance Rating Scale
5	**Distinguished Performer**-Achieved **all** targets producing **excellen**t quality and quantity of work before allocated time- shows **excellent** example in achieving **all** work behaviours (100%)
4	**High Performer**- Achieved **majority** of targets producing **high** quality and quantity of work meeting allocated time- shows **excellent** example in achieving **majority** of work behaviours (80-99%)
3	**Satisfactory Performer**- Achieved **majority** of targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **majority** of work behaviours (60-79%)
2	**Improving Performer**- Achieved only a **few** targets producing **acceptable** quality and quantity of work within allocated time- shows **acceptable** example in achieving **some** of work behaviours (41-59%)
1	**Poor Performer**- Not able or willing to perform at all expected level. Consistently shows poor work behaviours. (0-40%)

SCHEDULE 1: TRAFFIC LIGHT ASSESSMENT AND PERFORMANCE INDICATORS

The rating system adopted is a "traffic light" type assessment with description guiding performance progression. This is simple, visible and easy way to track progress. It facilitates performance progression as appointees attempt to move away from colours indicative of slow or poor performance.

Traffic light assessment with description is listed in the table below:

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	High Performer	Achieved majority of target producing high quality and quantity of work meeting the allocated timeframe. Shows excellent example in achieving majority of performance targets/goals (80-99%). - Performs consistently producing quality and quantity in work results; - Contributes effective ideas to improve and achieve work plan objectives; - Sound knowledge of whole-of-government, ministry and department functions proven valuable in the achievement of objectives and performance targets; - Adjusts positively to change necessary to achieved deliverable within timeframe; - A valuable team player that effectively contributes to finding solutions and assist others; - Professional and ethical work attitude at all the times. Shows integrity in decision made and respect for colleagues.

	Satisfactory Performer	Achieved majority of target producing acceptable quality and quantity of work within allocated timeframe. Shows acceptable example in achieving majority of performance targets/goals (60-79%). - Performs consistently at satisfactory level and rarely required on going guidance; - Shares ideas to improve work plan and attempt to achieve whole-of-government/ministry/department work plan objectives; - Good understanding of work responsibility and whole-of-government, ministry and department functions necessary to carry out performance target effectively; - Open to new ideas and changing situations to achieve work plan within timeframe; - Shows ethical work behaviour and respect from colleagues.
	Improving Performer	Achieved only few targets producing acceptable quality and quantity of work outside timeframe. Shows acceptable example in achieving some of performance targets/goals (41-59%). - Generally, performs below the acceptable level with evidence of inconsistencies in quality and quantity of work result. - Frequently needs assistance in carryout performance targets and requires frequent modification to work result. - Little knowledge on all work responsibilities and whole-of-government, ministry and department functions necessary to carry out performance target effectively. - Targets are significantly late or incomplete with little ideas to improve work plan. - Shows ethical work behaviour and respect from colleagues but requires improvement.
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SCHEDULE 2: COMPETENCIES DEFINITION AND THEME

COMPETENCY CATEGORY	THEME	DEFINITION
Lead with Vision	- Direction and Strategy - Corporate Governance and Social Responsibilities - Organization Culture Development - Inspiring Commitment	- Leaders set an inspiring vision for the future and align organization culture with the vision. - They create commitment and chart a course of action that will fulfil the vision
Drive Change	- Innovation - Process improvement - Identification of Change opportunities - Risk taking	- Leaders identify and initiate opportunities for change an enable others to embrace process and organization change. They challenge the status quo and promote innovation and create an environment conducive to change
Builds Relationship	- Encouraging Participation - Building teams - Business networking - Promoting diversity - Conflict management	- Leaders establish and maintain a wide relevant network of colleagues and strategic partners. They promote the development of positive working relationships, respect diversity and develop team cohesiveness
Develop People	- Coaching and mentoring - Learning and development - Employee engagement	- Leaders proactively seek opportunities to engage their staff and develop their capabilities. They share leadership and develop talents by empowering others and enhancing their abilities to perform.

	- Encouragement - Empowerment -	
Achieved Results	- Performance Management - Delegation - Accountability - Crisis and Risk management - Resource Management	- Leaders hold self and others accountable for achieving results. They organize their resources, provide clear direction, monitor performance and develop contingency to achieve the agreed results
Personal Effectiveness	-Self-awareness and development -Ethics -Ambiguity/uncertainty - Role model -Communication	-Leaders demonstrate self-awareness and are committed to self-development to capitalized on their strength and address their weaknesses. They promote organization values and ethics, by role modeling desired behaviours. They persuade and positively influence others through effective communication

Schedule 3: WEIGHTING PERFORMANCE AGREEMENT ASSESSMENT

Weighting is a mathematical calculation used to give more importance to certain assessments when calculating an overall score. A numerical value or percentage is assigned to various assessments based on the importance that the assessed priorities, Key Result Ares, Key performance Indicators, knowledge, skill or competency has to success in the job.

It is a way of recognizing that not all parts of the assessment are equal in value.

Assigning Weight to Assessments

The easiest way to assign weight to various assessments is by starting with 100 points (100%) and then allocating a portion of this total to each of the assessments you are using, e.g., 30 points or 30% to the competencies, 70 points or 70% to the other priorities. The total weight of all assessments would equal 100 points or 100%.

To calculate each applicant's score:

1. Divide their assessments score by the total number of marks available for that section.
2. Multiply each score by its respective weight.
3. Add the weighted scores to obtain the final score.

[PSC Form 10-3]

PUBLIC SERVICE AWARD OF EXCELLENCE
NOMINATION FORM

MINISTRY: _____
YEAR: _____

1. PLEASE TICK THE APPROPRIATE AWARD CATEGORY FOR WHICH YOU ARE MAKING YOUR NOMINATION.

AWARD CATEGORIES:

- ❖ **EXCEPTIONAL PERFORMANCE AWARD** ☐
- ❖ **INSPIRATIONAL LEADERSHIP AWARD** ☐
- ❖ **INDIVIDUAL AWARD - PSC** ☐
- ❖ **ORGANIZATIONAL AWARD - PSC** ☐

2. **PLEASE COMPLETE DETAILS OF THE FOLLOWING:**

- **Exceptional Performance Award Nominees (***insert a separate list of eligible nominees with overall rating of Excellent or Very Satisfactory and recommend best 8 below):*

Ranking	Name	Position	Overall, PA Rating	Competency Assessment Rating	Department	Ministry
1st						
2nd						
3rd						
4th						
5th						
6th						
7th						
8th						

EXCEPTIONAL AWARD NOMINATION / PSC INDIVIDUAL AWARD

NAME OF NOMINEE FOR 1ST AWARD: _____

Explanation: ----------

EXCEPTIONAL AWARD NOMINATION / PSC INDIVIDUAL AWARD

NAME OF NOMINEE FOR 2ND AWARD: _____

Explanation: ----------

EXCEPTIONAL AWARD NOMINATION / PSC INDIVIDUAL AWARD

NAME OF NOMINEE FOR 3RD AWARD: _____

Explanation: ----------

[PSC Form 10-3]

EXCEPTIONAL AWARD NOMINATION / PSC INDIVIDUAL AWARD

NAME OF NOMINEE FOR 4TH AWARD: _____

Explanation: ----------

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3. INSPIRATIONAL LEADERSHIP AWARD NOMINATION:

NAME: _____

POSITION TITLE: _____

WORK UNIT/DIVISION: _____

DEPARTMENT: _____

MINISTRY: _____

ANNUAL PERFORMANCE OVERALL RATRING: _____

COMPETENCY ASSESSMENT RATING: _____

Explanation:

_____

_____

_____

_____

_____

_____

4. CONTACT DETAILS OF THE KEY PERSON SUBMITTING THE NOMINATION:

NAME:	_____
POSITION:	_____
DEPARTMENT:	_____
UNIT:	_____
SIGNATURE:	_____
DATE:	_____

5. PERSON SECONDING NOMINATION (ONLY APPLICABLE TO INSPIRATIONAL LEADERSHIP AWARD):

- Please Provide details of 2 or more seconding your nomination and have them sign the nomination form
- Person supporting the nomination must not be a near relative of person being nominated
- And must not be the actual person being nominated.
- Person seconding your nomination must provide supporting explanation indicating reasons why they support your nomination in the spaces provided below. You can attach separate sheet of paper if the space is not enough.

SUPPORT PERSON 1	
POSITION	
DEPARTMENT	
UNIT	
REASON FOR SUPPORTING NOMINATION	
SIGNATURE / DATE	

SUPPORT PERSON 2	
POSITION	
DEPARTMENT	
UNIT	
REASON FOR SUPPORTING NOMINATION	
SIGNATURE /DATE	

SUPPORT PERSON 3	
POSITION	
DEPARTMENT	
UNIT	
REASON FOR SUPPORTING NOMINATION	
SIGNATURE/DATE	

6. ORGANIZATIONAL AWARD NOMINATION:

[PSC Form 10-3]

MINISTRY: _____ DEPARTMENT/UNIT NOMINATED FOR AWARD: _____
Provide explanations to justify the reasons this organization has been nominated for the award. In providing your explanation, please note the following: ❖ There is a minimum of 500 words limit (support letter to be attached to nomination form) ❖ You will need to describe the Achievements for the Organization being nominated and why it is relevant to the award category for which you have nominated them; ❖ You will need to describe and provide sufficient information relating to the exact role that the Organization you are nominating in the development, implementation or delivery of the selected initiative; ❖ You will need to address all the selection Criteria for the Award;

Endorsed by Director-General:

Name: _____

Signature: _____ Date: _____

[PSC Form 10-4 (a)]

PERFORMANCE IMPROVEMENT PLAN (PIP)

(This is a confidential document and should only be seen by relevant individuals)

TO:*(insert staff member's name)* **POSITION:**

_____DEPARTMENT: _____ MINISTRY: _____

FROM: *(insert manager's/supervisor's name) POSITION*:
_____DEPARTMENT: _____ MINISTRY: _____

DATE: ***(insert date)***

The purpose of this Performance Improvement Plan (PIP) is to address serious areas of concern, gaps in work performance, reiterate **in the Vanuatu Public Service Performance Management Policy** and work expectations to give the opportunity to demonstrate improvement and commitment.

Areas of Concern:

List the issues and how employee's lack of performance and/or behaviour has affected his/her co-workers, the department/ ministry and business plan.

Observations, Previous Discussions or Counselling:

Record dates/times you have addressed the issues. Provide evidence of previous documents where applicable.

Step 1: Improvement Goals and Expected Outcomes: These are the goals related to areas of concern to be improved. Expected outcome is the performance standards that must be accomplished to demonstrate progress towards achievement of each Improvement goal: (Indicators of the performance standards should be listed)

	Improvement Goals	**Expected Outcome**
1.		
2.		
3.		

Step 2: Activity Goals: List below activities that will help you reach each goal:

Goal #	Activity	How to Accomplish	Start Date	Projected Completion Date

Step 3: Resources: List below available resources that will assist the officer to complete his/her Improvement activities.
(May include other people's time or expertise, funds for training materials and activities.)

1.	
2.	
3.	

Step 4: Management Support: ***[OPTIONAL: This can be incorporated as part of Step 3: Resources, above]*** Listed below are ways in which your manager will support your Improvement activities.

1.	
2.	
3.	

Step 5: Progress Checkpoints: The following schedule will be used to evaluate your progress in meeting your Improvement activities. (This will be included in the Feedback Form; PSC Form 10.5B)

Goal #	**Activity**	**Checkpoint Date**	**Type of Follow-up** (Memo/Call/ Meeting)	**Progress Expected**	**Supervisor's Comments to help the officer**	**Officer's Comment**

Follow-up Updates: You will receive feedback on your progress according to the following schedule*: (The supervisor should decide with the officer the expected time for receiving the feedbacks before filling in the schedules below)*

Date Scheduled	**Activity**	**Conducted By**	**Date Sent To officer**	**Date Received by the Officer**
	15-day Update Memo/email	*[Supervisor/Manager]*		
	First month Update Memo/Email	*[Supervisor/Manager]*		

	Second month update Memo/Email	*[Supervisor/Manager]*		
	Third month status mem/email			

Timeline for Improvement, Consequences & Expectations:

Effective immediately, you are placed on a **(*no…… of months*)**-months PIP. During this time, you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, or any display of gross misconduct will result in further strict action such as a transfer and or demotion or even up to and including termination.

The PIP does not alter the employment-at-will relationship. Additionally, the contents of this PIP are to remain confidential. Should you have questions or concerns regarding the content, you will be expected to follow up directly with your supervisor or Secretary of the PSC.

We will meet again on the time noted above to discuss your Performance Improvement Plan. Please schedule accordingly.

Signatures:

Print Staff member's Name: _____

Staff member's Signature: _____

Date: _____

Print Supervisor/Manager Name: _____

Supervisor/Manager Signature: _____

Date: _____

(Include official stamp after the supervisor's signature)

Print PSC Officer's Name: _____

Signature: _____ Date: _____

[PSC Form 10-4 (b)]

PERFORMANCE IMPROVEMENT PLAN (PIP) FEEDBACK FORM

(This is a confidential document and should only be seen by relevant individuals)

NAME OF OFFICER: _____ POSITION TITLE: _____

NAME OF SUPERVISOR: _____ POSITION TITLE: _____

DEPARTMENT/WORKPLACE: _____
MINISTRY: _____

FEEDBACK ON PERFORMANCE IMPROVEMENT PLAN

Goal #	**Activity**	**Checkpoint Date**	**Type of Follow-up** (Memo/Call/ Meeting)	**Comments (Exceeded Expectation-A, Below Expectation- D)**	**Supervisor's Comments to help the officer**	**Officer's Comment**

Further Comments

Officers Comment:

_____

_____

_____

_____

_____

_____

Supervisor's Comments & Recommendation:

_____

_____

_____

_____

_____

_____

_____

_____

(Circle the appropriate response below)

Performance Improvement Plan is Satisfactory and is now closed? YES/NO

Recommend to continue on next phase of PIP? YES/NO

Signature of Officer: _____ Date: _____

Signature of Supervisor: _____ Date: _____

OPSC Staff: _____ Date: _____
(*Only applicable on PIP 2*)

[PSC Form 10.5]

360-DEGREE PERFORMANCE EVALUATION SAMPLE FORM

[Appraisal period from: _____ to _____]

BACKGROUND: This officer's performance has been subjected for auditing purposes to verify the report submitted by his immediate supervisor and will not subject to legal proceedings against the accessor.

This process will be highly confidential

SPECIFIC AREA NEEDING VERIFICATION

1._____

2._____

3._____

4._____

PURPOSE: This form will assist PSC/Supervisor in preparing the performance evaluation report for the individual listed below and be used to base important decision regarding the officer's employment.

As someone who works with this person on a regular basis, your feedback regarding his or her performance will be useful to the overall review process. ***(You are <u>not required</u> to put your name on this form.)***

Staff member Name:_____

Relation to Staff member: colleague worker/ manager/ work below the officer. **Please circle the appropriate one**.

Name of interviewee (Optional): _____

Time Spent	Every Day	A few times a week	A few times a month	Every few months	NA (Never)
Your interaction with staff member					

(The area of performance below can be altered to suit the required attributes that needing verification)

Quality of Work	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Sets high standards for quality of work					
Work is delivered efficiently and effectively					
Helps others improve the quality of their work					

[PSC Form 10.5]

Communication	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**Not Applicable**
Communicates well orally and in written-form					
Displays good listening skills					
Shares information freely with others					

Teamwork	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**Not Applicable**
Follow instructions					
Contributes positively					
Encourage Team Work					
Reliable					

Personal Qualifications and Leadership	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**Not Applicable**
Display professionalism					
Is friendly and easy to work with					
Adapts well to changes					
Display ethical standards					

Please provide additional comments in the space below

[Type/Write comments here]

(Circle the appropriate response below)
Performance Improvement Plan is Satisfactory and is now closed? YES/NO Recommend to continue on next phase of PIP? YES/NO

Signature of Officer: _____ Date: _____

Signature of Supervisor: _____ Date: _____

OPSC Staff: _____ Date: _____
(*Only applicable on PIP 2*)

[PSC Form 10-6]

AUDIT OF PERFORMANCE SUMMARY FORM

(Attach <u>all</u> PSC Form 10.6 filled for this audit purposes)

[Appraisal period from: _____ to _____]

BACKGROUND: This officer's performance has been subjected for auditing purposes to verify the report submitted by his immediate supervisor. Below is the summary of report collated after the audit process.

Staff member Name:_____

Position Title: _____

Department: _____

Ministry: _____

1. Immediate Supervisors Report

Name of Supervisor: _____ Position: _____

Date of Report: _____

Please briefly write to summarize the report of the officers Supervisor: *(Attach additional Page or other additional information if need to)*

_____
_____
_____
_____
_____
_____
_____
_____
_____

2. Colleagues Report

No. of Colleagues Interviewed: _____ Date: _____

Please briefly write to summarize the report of the colleague workers: *(Attach additional Page or other additional information if need to)*

_____
_____
_____
_____
_____

3. Other Managers/Supervisors

No. of other Managers/Supervisors Interviewed: _____ Date: _____

Please briefly write to summarize the report of the colleague workers: *(Attach additional Page or other additional information if need to)*

_____
_____
_____
_____
_____
_____
_____
_____
_____

4. PSC Staff Conducting the Audit

Name of PSC Staff Undertaking the Audit_____

Position: _____Date: _____

Please briefly write to summarize the overall feedback from the Auditing report. Comment on the overall similarity or differences arising from the report collected. *(Attach additional Page or other additional information if need to)*

_____
_____
_____
_____
_____
_____
_____
_____

Final Recommendation about the Officer:

_____
_____
_____
_____

Signature: _____ Date: _____

Table of Amendments

Chapter 7, section 4.1 (a)	Amended by PSC Circular No. 19 of 2023