Provincial Civil Service Commission (PCSC)

Framework, Mandate, Functions

And

Organizational Ties

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1. Introduction

1.1 This document addresses the priority needs for establishment and operationlisation of Provincial Civil Service Commission (PCSC). It defines a framework for provincial civil service management, identifies mandate of PCSC and then, on the basis of framework and mandate defines its functions. The framework, mandate and functions of the PCSC, as identified/ defined in this document will facilitate development of PCSC's organization structure and make it possible to specify the duties and responsibilities of its organisational units, which in turn will enable PCSC to perform its functions and achieve its objectives, efficiently and effectively.

1.2 PCSC is a provincial institution, whose existence is mandated by Article 16 of FCSC Law (#4 of 2009). In pursuance of this mandate, a PCSC is to be established in each Governorate, to lead, regulate and monitor public administration reform and civil service management in the concerned Governorate. They will report to respective provincial legislatures (provincial councils). This will ensure their independence from the provincial executive branch, in the management of provincial civil service, based on *'equality, merit, competency, and fairness'*.

1.3 The constitution of Iraq provides for a federal structure of government in Iraq. As the federal system is new to Iraq, no institutional structure exists at present for the management of provincial civil servants. This is to be created from scratch because up till now, provincial employees were considered as federal civil servants.

1.4 As a first step to establish and operationalize PCSC, in accordance with FCSC Law (#4 of 2009), this document defines a framework for establishment of the

provincial civil service commissions and describes organizational ties between PCSCs and FCSCs. Thereafter, the mandate and functions of the PCSC have been identified in this document. A diagrammatic representation of the implementation plan for establishment and operationalization of PCSCs can be seen at **Annex-1**. The Schematic representation of the provincial civil service management framework and organizational ties between FCSC and PCSC is placed at **Annex-2**.

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2. Framework for Provincial Civil Service Commission (PCSC)

2.1 Provincial civil service management

2.11 The constitution of Iraq provides for a federal structure of government in Iraq. As the federal system is new to Iraq, no institutional structure exists for the management of provincial civil servants. It is the first time that there is recognition of a provincial civil service, independently from federal civil service. This is to be created from scratch because up till now, provincial employees were considered as federal civil servants.

2.12 In this connection, **'LAW ON GOVERNORATES NOT INCORPORATED INTO A REGION'** is a major piece of legislation. However, legislative, financial and administrative jurisdiction of federal and provincial governments is yet to be decided. This is necessary to be carried out, so as to identify as to which civil servant works for federal government and who is working for provincial government. Once this is determined, appointments and employment conditions of civil servants can be regulated by respective federal or, provincial governments.

2.13 In the absence of any institutional or, regulatory mechanism for provincial civil service management, the provincial governments can adapt and follow federal framework of civil service management, including classification, appointment, civil servants rights, duties and discipline, training, pay and benefits etc. The federal civil service legislation can be adapted by provincial governments *mutatis mutandis* to manage provincial civil service. Accordingly, the provincial civil service reform shall follow the same path as the federal civil service reform. Thus every province will have its own provincial civil service, employee job descriptions, and pay roll system, much like modern civil service systems around the world, which will be regulated by the federal civil service legislation and regulations.

2.14 Each province will have a Human Resource Office (HRO) that will report to Governor (executive branch of provincial government). Government of Iraq (GOI) has already directed to establish a HR Office in each Governorate, which will carry out HR management

of provincial civil servants.[1] Governor's office will provide necessary resources to HR Office, in terms of personnel, office facilities and equipments. HRO will be tasked with conducting job analysis, job description, job classification, training and, other day-to-day HR management of provincial civil servants. Guidelines will be provided by the federal civil service law and regulations. Main rules and procedures will be issued by Federal Civil Service Commission. Local rules and procedures that don't contradict the federal regulations may be issued by PCSCs. The federal civil service law will apply to federal employees in the provinces; it shall also apply to the provincial civil servants.

2.15 HR Office shall serve as the principal liaison between FCSC/ PCSC and the concerned Governorate and shall perform following specific functions, in coordination with PCSC:

a. To plan, organize, implement, monitor and coordinate public administration reform and civil service management agenda of PCSC in the provincial and district offices of provincial government and report the results to PCSC;
b. To coordinate and implement public administration/ civil service management provisions of law, policies, rules, regulations, procedures and, guidelines of PCSC and report their compliance to PCSC;
c. To provide assistance in all aspects of public administration reform and HR management in the governorate;
d. To implement PCSC guidelines in relation to civil service development in governorate;
e. To review governorate's role & functions, aligned with governorate's strategic goals;
f. To set vision, mission and strategy of governorate, aligned with the role, functions and strategic goals of governorate;
g. To design organization structure and business processes of the governorate, compatible with its role, function, vision, mission and strategy, to attain a balance between number of employees in governorate and the work performed;
h. To define mandate/ terms of reference (ToR) for each Department/ Section of governorate to be aligned with the role and function of governorate;
i. To review job description for each position in each Department of governorate and ensure that it is aligned with mandate/ ToR of that Department;

[1] 13 provinces have reported back to JCC for having issued administrative orders, establishing HRO according to the Executive Order of Oct 2009.

j. To ensure that each position in the governorate is filled up on the basis of merit based recruitment, as per PCSC instructions;
k. To ensure that in the beginning of each year, every Department/ Section of the government prepares its annual work plan, in accordance with its Mandate/ ToR;
l. To ensure that every civil servant shall prepare his/her annual work plan, in accordance with job description of his/ her position;
m. To establish training centres in the Governorate to carry out training needs analysis, develop and implement training plans and evaluate their effectiveness in the development of civil servants;
n. To ensure that performance of every civil servant shall be appraised on the basis of achievements of his/ her work plan- for successful completion of probationary period (during the first year of recruitment), and thereafter, annually;
o. To ensure that performance of the governorate is evaluated annually against its strategic goals and to make recommendations/suggestions to improve its performance, in coordination with PCSC;
p. To monitor and audit periodically the personnel practices and performance of the Governorate as well as those of individual civil servants and report it to the PCSC.

2.16 The PCSC shall have strong links with provincial governorate, which is necessary for development of public administration, improving provincial government's organizational structure, improving provincial civil service and, training provincial civil servants. Each department/office of the provincial government shall be accountable to PCSC in respect of civil service management and their proposed budgetary expenditure in relation to maintenance of public administration operations. PCSC will promote the need for continuous improvement in provincial public organisations and will ensure the development of their strategic plans, incorporating process improvements, to deliver improved services to citizens. The HR Office of the Governorate will provide connecting link between the Governorate and PCSC.

2.17 Further, PCSC will oversee implementation of civil service legislation, regulations, rules and procedures, monitoring the status and proposing measures for development of civil service. The PCSC will review Governorate's organizational structures, permanent positions,

classification and staffing plans. It will also hear appeals of provincial civil servants on issues related to their status, such as recruitment, probationary period, performance appraisal, disciplinary measures, etc. Apart from public administration reform and civil service management, PCSC will also be responsible for design, implementation, monitoring and evaluation of policies for provincial civil service training. It will facilitate the Governorate to establish and operationalize their training centres.

2.18 Based on the aforesaid framework for the provincial civil service management, mandate and functions of PCSCs can be defined and their organisation structure- span of control, coordination of tasks, and staffing requirements- be developed. Accordingly, Work load of PCSC's each department/ section can be estimated and work flows and working relationship between departments and their sections can be developed, with the objective of accomplishing PCSC's functions and achieve its objectives. Once roles and responsibilities of organisation structure of PCSC are defined, next step would be to identify jobs and staffing needs to carry out roles and responsibilities of each department of PCSC. In this context, a diagrammatic representation of implementation plan for establishment and operationalization of PCSCs is placed at **Annex-1.**

Lines of authority and Organizational ties between FCSC and the PCSC

2.21 From the above discussion, it is obvious that every province will have its own provincial civil service, employee job descriptions, and pay roll system, which will be regulated by federal civil service legislation and regulations. Main rules, procedures and guidelines will be issued by Federal Civil Service Commission (FCSC). The PCSCs will adapt the federal civil service management framework and will provide oversight on its implementation in the provinces. Provincial rules and procedures that don't contradict federal framework may be issued by PCSCs.

2.22 Provincial Civil Service Commissions are to be established in all provinces, under Art.16 of FCSC law (#4 of 2009), to manage provincial civil service based on *'equality, merit, competency, and fairness'*. They will report to respective provincial legislatures (provincial councils). In fact, Federal Civil Service Commission Law (#4 of 2009) makes three references

to region/ province. First provision is a guiding principle for FCSC, which provides for equality of opportunities in the federal civil service.[2] Second provision stipulates that FCSC will draft a law to regulate cooperation with ministries, agencies, regions, and governorates.[3] The third provision relates to establishment of PCSCs, for management of provincial civil service.[4]

2.23 There is also an enabling provision under FCSC Law (Art.15), which authorizes FCSC to issue bylaws and regulations to facilitate implementation of FCSC Law. Thus, FCSC can issue bylaws and regulations to establish PCSCs, for managing provincial civil service (Art.16 of FCSC Law) and can review implementation of public administration reform, organization development and civil service management policies in provinces and coordinate the activities of Provincial Civil Service Commissions.

2.24 The PCSC will play the role of a regulatory body, prescribing rules and procedures and ensure compliance with the civil service legislation and regulations by the provincial entities. However, it shall not engage itself directly in the appointment process. It will set standards for the provincial civil service management, including equal opportunities in the matter of public a*ppointment, transfer, and promotion of provincial civil servants, based on merit principles*. PCSC will provide oversight for hiring and hear appeals. For this purpose, there shall be an independent appeals mechanism within PCSC. Guidelines will be provided by federal civil service law and regulations. The federal civil service law will apply to federal employees in the provinces; it shall also apply to the provincial civil servants. Main rules and procedures will be issued by the Federal Civil Service Commission. The local rules and procedures that don't contradict the federal regulations may be issued by the PCSCs. In this context, a schematic diagram depicting provincial civil service management framework and organizational ties between FCSC and the PCSC is placed at **Annex-2**.

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[2]Article 9-(16) of FCSC law states that the mandate of the FCSC includes-'The commission, while performing its tasks and responsibilities, shall observe the provisions of Article 105 of the constitution providing that job descriptions and terms apply to all.'

[3] Article 14 of FCSC Law states-'The commission shall propose a draft law that regulates the cooperation between the Commission and ministries, government agencies, regions, and governorates non incorporated into region.'

[4] Article 16 of FCSC Law states- 'Provincial civil service commissions shall be established in Regions and Governorates non incorporated into region to manage the provincial civil service based on equality, merit basis, competency, and fairness.'

3. PCSC- Mandate and Functions

3.1 Mandate of PCSC

3.11 PCSC is a provincial institution, which is to be established in every Governorate under FCSC Law, with the **mandate**[5] '*to manage provincial civil service, based on equality, merit basis, competency and fairness*.'

3.12 The PCSC has to accomplish following objectives;

a. Improving and developing provincial civil service, providing equal opportunities and ensuring equality between qualified candidates to provincial civil service positions;
b. Planning, monitoring and supervising provincial civil service;
c. Developing provincial public administration, improving governorate's organizational structure, training provincial civil servants and providing them with appropriate social welfare.

3.2 Functions of Provincial Civil Service Commission (PCSC)

3.21 Main functions of PCSC are to adapt the federal civil service management framework, as per the requirements of provincial civil service and, implement and monitor them in the province; develop policies for provincial civil service management, consistent with the federal civil service framework; approve organizational structures and establishments; determine pay structures and grades; review job descriptions, career structures, personnel rules and training policies; and, monitor their implementation in accordance with provisions of law and other legal documents. PCSC shall have the task of preparing, issuing and overseeing provincial civil service regulations and general instructions related to recruitment, performance appraisal, job evaluation, job description, disciplinary measures and salary structure. It will supervise the implementation of civil service laws and regulations by provincial entities and will report annually on the general situation of provincial civil service to the Provincial Council and the Governor.

[5] Article 16 of FCSC Law states- 'Provincial civil service commissions shall be established in Regions and Governorates non incorporated into region to manage the provincial civil service based on equality, merit basis, competency, and fairness.'

3.22 Functions of PCSC can be categorized into following six categories;

A. Law Enforcement & Regulatory Function;
B. Reporting & Accountability Function;
C. Organization Development Function;
D. HR Management of Civil Service Function;
E. Civil Service Training Function; and,
F. Office Management Function.

3.23 The functions of PCSC, under each of the above categories are described below;

A. <u>Law Enforcement & Regulatory Function</u>

a) Implementation of Civil Service legislation as well as other relevant legal documents, regulations, rules and procedures for provincial civil service;
b) Proposing draft laws, and devising rules/ regulations related to organization and development of provincial civil service, which are in conformity with the federal legislation, and to provide advice thereon.

B. <u>Reporting & Accountability Function</u>

a) Preparation of annual report covering PCSC's tasks and results and recommendations to improve provincial civil service; for submission to Provincial Council and the Governor;
b) Preparation of annual report on each provincial entity, containing recommendations to improve performance, for submission to Provincial Council and the Governor;
c) Review of each provincial entity's draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to the Governor;
d) Attending meetings of Provincial Council's committees to discuss draft budgetary proposals relating to financial and administrative expenditures in the provincial entities;

e) Attending meetings of Provincial Council's committees to discuss enactment, cancellation or amendment of laws related to provincial civil service, subject to federal civil service legislation.

C. <u>Organization Development Function</u>

a) Preparation of organization structure of provincial entities/ institutions subject to federal civil service legislation;
b) Development of policies and regulations to attain a balance between number of employees in provincial entities and the work performed.
c) To engage and pay the experts for conducting studies & research related to provincial civil service development and recommend them to concerned provincial agencies.

D. <u>HR Management of Civil Service Function</u>

a) Appointment, reappointment, and promotion of provincial civil servants in accordance with merit principles, in line with federal civil service procedures;
b) Designing provincial civil service policies and defining the appropriate means to perform these policies (procedures), in line with the federal civil service policies;
c) Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in provincial entities;
d) Preparation of job descriptions and terms of occupation in coordination with provincial entities;
e) Conducting surveys, defining basic needs of living for provincial civil servants and submission of suggestions about making balance between salary grading and living standards, in line with the federal civil service policies;
f) Examining individuals' qualifications and competencies for the purpose of hiring through written exam or interview or both in order to assess their suitability for job;
g) Observing the provisions of Article 105 of the constitution, applying job descriptions and terms to all while performing its tasks and responsibilities.

E. <u>Civil Service Training Function</u>

a) Establishment and operationalization of Training Centre for development of provincial civil servants;

b) Designing of training & development policies for Provincial Civil Service Training Centre in the province, in coordination with the Governorate.

F. <u>Office Management Function</u>

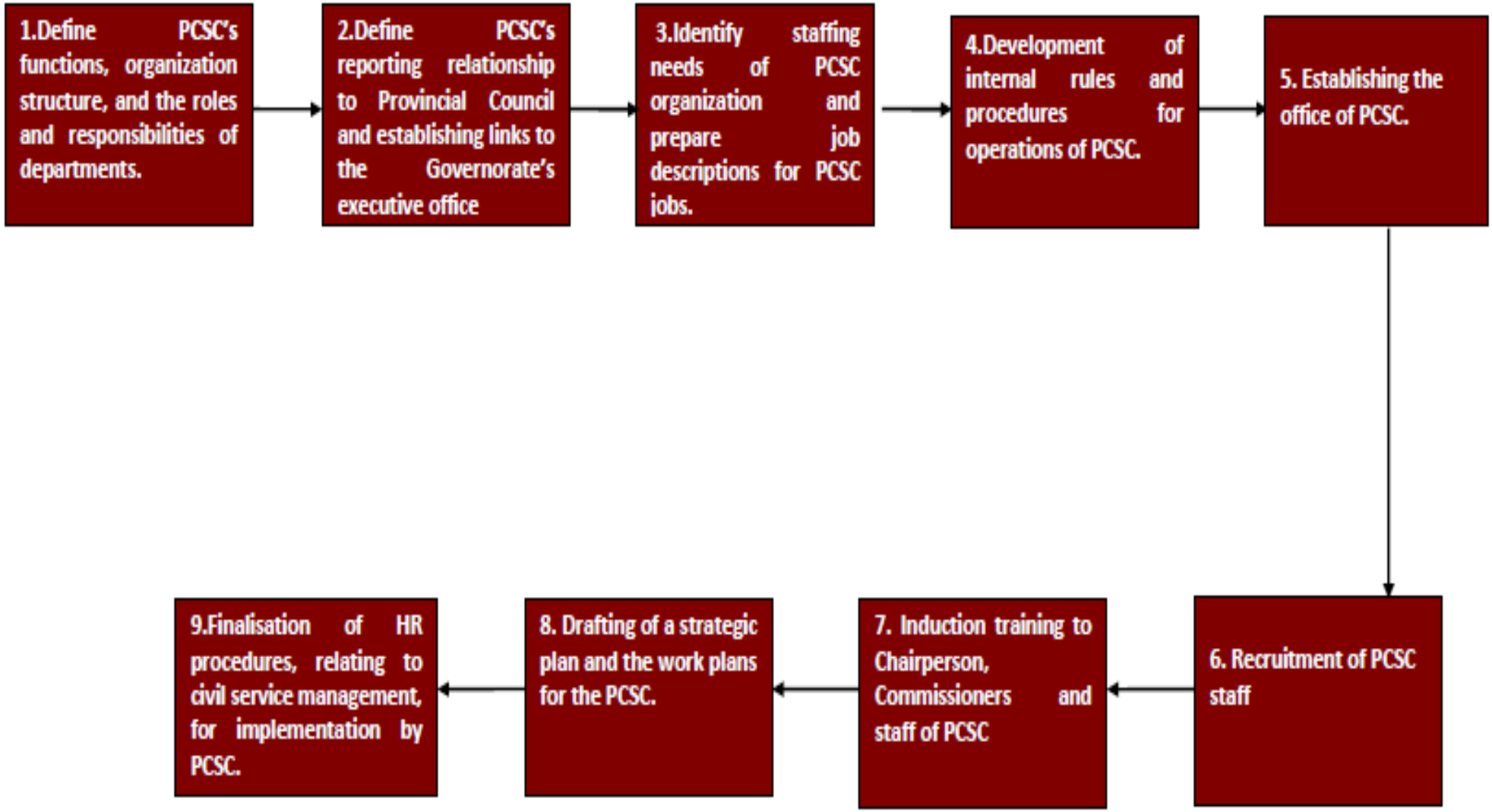
a) Preparation of budget and management of PCSC's financial, administrative and human resources;

b) Drafting of a regulation defining tasks of departments, their formation, divisions, and tasks.

c) Staffing in PCSC- Recruitment of Directors and Staff in PCSC.

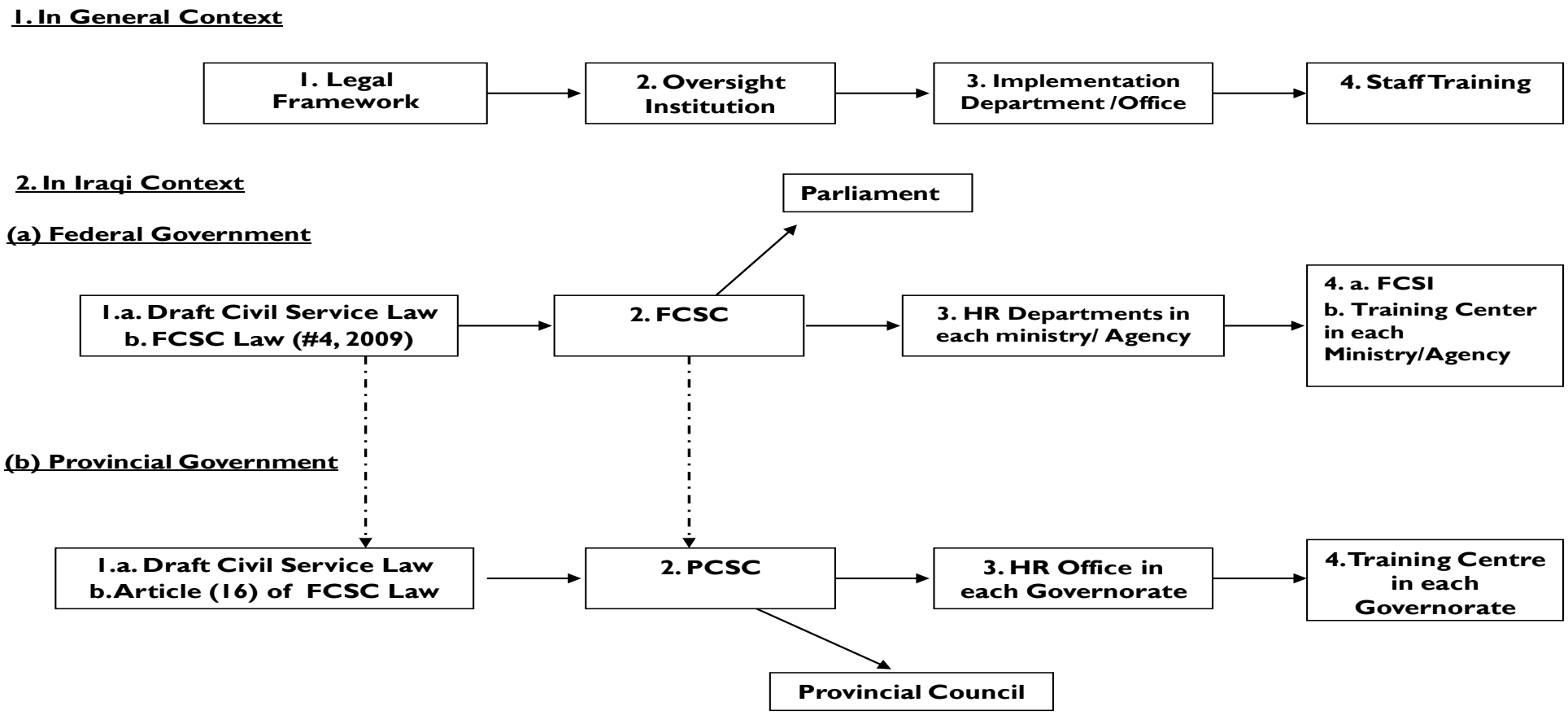
ANNEX-1

Implementation Plan for PCSC



ANNEX-2

PCSC Framework and organizational ties with FCSC



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Provincial Civil Service Commission (PCSC)

Organisation Structure, Duties & Responsibilities

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Provincial Civil Service Commission (PCSC)

Organisation Structure, Duties/Responsibilities

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1. Executive Summary

1.1 This document addresses the priority needs for establishment and operationlisation of Provincial Civil Service Commission (PCSC). It defines its organisation structure and specifies duties and responsibilities of its divisions and units. Implementation of this organisation structure, in turn, will enable PCSC to perform its functions and achieve its objectives, efficiently and effectively.

1.2 PCSC is a provincial institution, whose existence is mandated by Article 16 of FCSC Law (#4 of 2009). In pursuance of this mandate, a PCSC is to be established in each Governorate, to lead, regulate and monitor public administration reform and civil service management in the concerned Governorate. PCSC will report to provincial legislature (provincial council). This will ensure its independence from the provincial executive branch, in the management of provincial civil service, based on *'equality, merit, competency, and fairness'*.

1.3 The framework, mandate and functions of PCSC have been defined and documented in a separate document, prepared during May, 2012. Based on the framework, mandate and functions of PCSC, this organisation structure and duties and responsibilities of PCSC's divisions and units have been designed and developed.

1.4 An overview of the organization structure of PCSC has been provided in **Chapter-2** of this document. **Chapter-3** provides a description of duties and responsibilities of divisions and units of PCSC. Organisation charts of PCSC and its various divisions have been prepared and placed in **ANNEX.**

Provincial Civil Service Commission (PCSC)

2. Organisation Structure

2.1 Organization structure of PCSC

The Organization structure of the PCSC shall consist of;

(i) 'Provincial Commission', the apex decision-making body of PCSC; and,

(ii) The office of PCSC.

Proposed organisation chart of PCSC, depicting 'Commission' and its divisions/units is placed at **Annex-I**.

2.2 'Provincial Commission'

2.21 Provincial Commission shall consist of three Commissioners- a Chairperson and two members of the Commission. Names of the candidates for these posts shall be proposed by the Governor and the Commissioners shall be appointed with the approval of Provincial Council.

2.22 The candidate(s) being proposed for the post(s) of Commissioner shall not be a member of Governorate Council or, the deputy/ assistant of the Governor. Prior to proposing the name of a candidate for the post of Chairperson or, member for approval of Governorate Council, the Governor shall consult the Federal Civil Service Commission. These measures are deemed necessary, to address the risk of conflict of interest in the selection process of Commissioners.

2.23 While the Chairperson shall hold the rank of Higher Grade- 'A' and the two members of the PCSC shall hold the rank of Director General (Higher Grade- 'B'). The PCSC shall work under the authority of Provincial Council. This shall ensure its independence from the executive branch of the Province.

2.3 Office of Provincial Civil Service Commission (PCSC)

2.31 Office of Provincial Civil Service Commission (PCSC) consists of the divisions and units, to assist the Commission in discharge of its duties and responsibilities. Based on the identified[1] mandate and functions, PCSC shall have following divisions;

[1] Please refer to the USAID-Tarabot document 'PCSC- Framework, Mandate & Functions', May, 2012.

1. Finance, Administration and Coordination Division.
2. Public Administration Studies & Development Division
3. Office of the Chairperson of PCSC Division

2.4 Units under each division

2.41 Based on the mandate and functions of PCSC[2], organisation structure of each division should have following units;

1. Finance, Administration and Coordination Division

To be headed by a Director, this division will consist of following units;

(i) Planning, Finance, Budget & Procurement Unit
(ii) General Administration Unit
(iii) Coordination & Public Relations Unit
(iv) Human Resource Unit
(v) Information & Communications Technology (ICT) Unit

The proposed organisation chart of the Finance, Administration & Coordination Division, depicting these units may be seen at **Annex-II**.

2. Public Administration Studies & Development Division

To be headed by a Director, this department will consist of following units;

(i) Organization Research & Development Unit
(ii) Human Resource Policy Unit
(iii) Recruitment Unit
(iv) Training & Development Unit
(v) Monitoring and Evaluation Unit

The proposed organisation chart of Public Administration Studies & Development Division, depicting these units may be seen at **Annex-III**.

3. Office of the Chairperson Division

To be headed by a Director, this division will consist of following units;

[2] Ibid.

(i) Chairperson's Executive Unit

(ii) Internal Audit Unit

(iii) Legal Services Unit

(iv) Administrative Appeals Unit

(v) Commission's Secretariat

The proposed organisation chart of the Office of Chairperson, depicting these units may be seen at **Annex-IV**.

Provincial Civil Service Commission (PCSC)

3. Duties/ Responsibilities of Divisions

3.1 Terms of Reference (ToR) of Divisions of PCSC

3.11 Keeping in view the mandate and functions of PCSC and the provisions of FCSC law, ToRs of the divisions of PCSC have been designed as follows;

1. Finance, Administration & Coordination Division

To be headed by a Director, this division shall be responsible for PCSC's Finance & Budget; General Administration (including Logistics, Transport & Assets Management, Protocol; Office Management, Secretarial assistance to the Commissioners, Safety & Security and, Reception and General Services); Federal & Provincial Coordination & Public Relations; Human Resource Management of PCSC staff; and, information & communication technology services. It will consist of following units;

(i) Planning, Finance, Budget & Procurement Unit
(ii) General Administration Unit
(iii) Coordination & Public Relations Unit
(iv) Human Resource Unit
(v) Information & Communications Technology (ICT) Unit

Specifically, the Terms of Reference (ToR) of above mentioned units will include, but not limited to following duties and responsibilities;

(i) Planning, Finance, Budget & Procurement Unit

This unit will be responsible for planning, preparation, execution and monitoring of PCSC's budget and procurement. Specifically, its responsibilities will include the following;

a. To draft annual plan of activities of FCSC and coordinate participation of all departments of the PCSC in its preparation;
b. To prepare reports on implementation of annual strategic plan and business plan;

c. To prepare draft annual budget and supplementary budget (if any) of PCSC and collaborate with other departments in the budgeting of their activities;
d. To prepare monthly and quarterly reports for budget monitoring and execution;
e. To undertake the processing of current and capital expenditure and, make the payment of expenses authorized;
f. To process salaries and other allowances for the Chairperson, Deputy Chairperson and staff of PCSC;
g. To develop and implement mechanisms for accounting of budgetary expenditure;
h. To develop and maintain a system for recording and archiving of expenditure documents, for internal and external audit;
i. To report on the management of imperest fund (petty cash);
j. To ensure that procurement processes for purchase of goods, services and work comply with current legislation and are conducted with the ethical means;
k. To formulate and implement policies that ensure procurement of goods, services and work of best quality, at lowest price;
l. To promote competition and fair and equal treatment to all providers;
m. To ensure that decisions of procuring goods services and work are made in transparent and consistent manner, while safeguarding the commercial interests of the PCSC;
n. To establish indicators to monitor the consumption needs of consumer goods;
o. To assist the Organisational Research and Development Division in procurement (and management of contract) of external expert researchers;.
p. To establish a system for storage and safekeeping of equipment/ office supplies, stationary, stock control, its periodic inventory and initiating action for purchase, where necessary;
q. To maintain a file of all procurement actions, conducted by the PCSC for the purpose of records audit.

(ii) General Administration Unit

This unit will be responsible to provide overall support for the operations of PCSC by providing Logistics, Transport & Assets Management, Protocol; Office Management,

Secretarial assistance to the Commissioners, Safety & Security and, Reception and General Services. Specifically, its responsibilities will include the following;

a. To establish a management system for the use of vehicles and control the fuel consumption;
b. To produce reports on vehicle usage and fuel consumption by vehicles;
c. To arrange for Commission's Lunch and other meetings.
d. To take care of reservation and preparation in commemorative events, ceremonies, conferences, courses and meetings at the request of other departments of PCSC;
e. To make the necessary in-country and abroad travel arrangements for the Chairperson, Commissioners and officials of the PCSC;
f. To assist PCSC delegations in preparing and conducting their missions abroad;
g. To manage assets of PCSC and ensure its proper maintenance- office premises, including cleanliness and, repairs for civil and electrical works;
h. To take care of horticulture- lawns, gardens, indoor and outdoor plants, rockery, floral arrangements etc;
i. Electricity and Water supply, maintenance and liaison;
j. To establish a system for registration of assets (inventory) of PCSC;
k. To maintain an updated inventory, indicating stocks, book value and their physical location;
l. To produce category-wise inventories of transport, equipment, IT and communication, electronic and, audiovisual equipments, which are incorporated in the overall inventory;
m. To conduct a physical inspection of the overall inventory on annual basis;
n. To ensure maintenance and management of premises, buildings, vehicles and equipments;
o. To manage maintenance contracts for repairs of buildings, facilities, vehicles and equipments;
p. To ensure cleanliness, hygiene and good appearance of the premises of PCSC;
q. To take care of cleanliness of the areas adjacent to PCSC;
r. To manage the car park of PCSC;

s. To ensure quality and efficiency of operation of facilities, equipment and supplies, electricity, lighting, air conditioning, plumbing and others;

t. To recommend purchase of goods, materials, equipments and services;

u. To propose replacement of unusable assets of PCSC and their disposal;

v. To develop and implement mechanisms for assistance to users (help desk), particularly for booking rooms, car park spaces, communication- failures and malfunctions at reception.

w. Attending and escorting of Experts/Advisers invited by the PCSC for interview/ Selection Board meetings to their rooms.

x. To organise official visits of foreign delegations- to assist and escort the members of the foreign delegation, diplomats and guests to the office of Chairperson and/or, the Commissioners' Room, during their visits to PCSC;

y. To ensure the protocol of Chairperson, Commissioners and delegations of PCSC, under warrant of Precedence;

z. To provide protocol support to the Commission for the movement of Chairperson and the Commissioners of PCSC in the country and abroad, particularly in regard to hotel reservations, purchase of travel tickets, requisition of allowances from the relevant departments of the PCSC;

aa. To ensure provision of necessary staff support and other services to the Commissioners of PCSC for discharge of their executive functions;

bb. To coordinate with other divisions and units and provide information relating to remuneration, allowances and other entitlements to the Commissioners of PCSC;

cc. To provide the secretarial and support staff to the divisional heads for official work;

dd. To advise the Chairperson on the safety and security matters, addressing prevention, control, surveillance, protection of staff, premises and, assets of PCSC;

ee. To develop rules regarding access, movement and stay of persons in the premises of PCSC;

ff. To develop and propose to the Chairperson of safety & security regulations for PCSC;

gg. To assist the Chairperson in ensuring enforcement of regulations and instructions on safety & security of PCSC;

hh. To coordinate with the Information and Communication Technology (ICT) Division regarding implementation of new security technologies and maintenance of related equipments;

ii. To issue temporary passes and permanent identity cards to regular staff, casual staff, advisers etc;

jj. Maintenance and checking of fire fighting equipments, Organizing Mock Drills, Liaison with fire Service;

kk. To liaise security matters with the police officials;

ll. To respond to general enquiries;

mm. To provide administrative support requested by the various departments;

nn. To produce standard administrative procedures and manuals to standardize processes that apply to all administrative services;

oo. To ensure receipt, registration and, forwarding of any correspondence received;

pp. To ensure registration and dispatch of correspondence issued by PCSC;

qq. To develop a classification system for file of correspondence sent and received;

rr. To ensure reproduction and binding of documents on paper;

ss. To prepare a monthly statistical report of the work of reproduced documents, indicating the quantity per department of PCSC, divisions and staff.

(iii) <u>Coordination & Public Relations Unit</u>

This unit will be responsible for Coordination, follow up and public relations with the FCSC, provincial entities and the media.

a. To coordinate the PCSC's reporting activities to provincial council;

b. To facilitate and support PCSC working with executive governorate, provincial entities and FCSC in the process of consultation, coordination, implementation and monitoring of laws, policies, rules, regulations and procedures relating to public administration, organization development and provincial civil service management;

c. To work with Legal Services Unit to establish the linkages needed to prepare regulations for the provincial civil service management, in line with the federal regulations;
d. To work with Recruitment Unit to establish relationships required to operate a system for merit-based recruitment, appointments and promotions of provincial civil servants;
e. To work with HR policy unit and M&E unit to establish a system to monitor provincial civil service matters in the provincial entities, support the design and implementation of civil service policies, and evaluate their implementation;
f. To work with organizational research and development unit and establish relationships with provincial entities to obtain requisite information to enable PCSC to participate in Provincial council's meetings, dealing with budget submissions for provincial civil service salaries and administrative expenses and laws related to public service operations;
g. To work with organizational research and development unit, to help concerned parties to define functions, policies and organizational structure of provincial entities, subject to federal civil service legislation and regulations;
h. To work with HR policy unit and establish linkages to prepare job descriptions and terms of employment in collaboration with the concerned provincial entities;
i. To work with Training & Development unit to establish a system for on-going collaboration with Governorate's executive office to establish a training centre in the province and implementation of training and development policies;
j. To work with the Organizational Studies and Research unit and establish linkages with provincial entities to share results and make recommendations arising from research related to civil service development;
k. To work with Monitoring and Evaluation unit to establish systems to monitor and evaluate civil service management and performance of each provincial entity for the PCSC's annual report to Provincial Council and the Governor;
l. To collaborate with organizational studies & research unit to analyse each provincial entity's annual budget relating to civil servant salaries and

administrative expenditures and gather information required for their approval and submission to Governor;

m. To work with the organizational study and research unit and with competent agencies to study the relationship between civil servants' salaries and cost of living to define basic needs of living for civil servants.

n. To support recruitment division in implementation of merit based recruitment procedure in provincial entities for assessment of applicants' competence and suitability for provincial civil service jobs;

o. To facilitate and support PCSC in implementation and monitoring of laws, policies, rules, regulations and procedures relating to public administration, organization development and provincial civil service management;

p. To design and operate a comprehensive strategic communications program to support PCSC's policies relating to public administration and development of an effective provincial civil service;

q. To promote internal communication amongst the divisions of PCSC;

r. To design a system of communication and circulation of information and documents amongst the divisions of PCSC;

s. To develop and manage the content of website of PCSC, with the technical collaboration of Information Technology and Communication (FCSC) unit;

t. To promote communication between PCSC and the Governor, provincial council, provincial entities and the FCSC and expand the use of information and communication technologies for this purpose;

u. To work with the organizational study and research unit for presentation and distribution of annual report of PCSC's activities to Provincial council and the Governor;

v. To propose and ensure implementation of mechanisms for coordination and, information flow between the units and divisions and mechanisms for supervision and management hierarchy;

w. To arrange radio and television coverage of the PCSC events;

x. To promote dissemination of publications and other materials of PCSC in all appropriate media to support continuous improvement in the performance of the provincial civil service;

y. To promote the dissemination of PCSC's activities in the province, through brochures, pamphlets, electronic media, website and internet;
z. To propose and implement policies and procedures for using the information materials, written, sound and image, generated by the PCSC;
aa. To carry out public relation activities to public organizations, civil society organizations, citizens, and other provincial and national institutions;
bb. To organize press conferences and prepare and disseminate press releases;
cc. To analyze the information produced by the media about PCSC and prepare appropriate response of the PCSC.

(iv) <u>Human Resource Unit</u>

This unit shall be responsible for planning and implementation of policies and strategies for organisation development and human resources management of PCSC staff. Its duties and responsibilities shall include the following;

a. To carry out organisation development and HR planning and maintain and update the personnel profile and job descriptions of PCSC staff positions;
b. To implement HR procedures of merit based recruitment & selection, promotion, performance management, career progression and, training & development for the PCSC staff;
c. To coordinate and carry out other operational aspects of human resource management;
d. To design, develop and implement, in collaboration with other departments/ divisions of PCSC, training plans including professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;
e. To design, establish and operate a training centre for training and development of PCSC staff;
f. To draft a manual for induction for the induction training of newly recruited employees;
g. To provide personnel support in the management of contract staff;

h. To implement, coordinate the HR procedures and carry out operational aspects of employees' relations & welfare, employees' pay roll, HRMIS and, ethics and discipline;
i. To process records of leave and attendance, benefits and allowances and remit them to Finance & Budget Unit for processing of the salaries and allowances;
j. To maintain ethics & discipline and assist in conducting of disciplinary proceedings;
k. To ensure the good employees' relations in the PCSC;
l. To implement standards of hygiene, health and safety at work.

(v) <u>Information and Communication Technology (ICT) Unit</u>

This unit will be responsible for designing and implementing policies and strategies for information and communication technology (ICT) and maintaining and updating HR database of provincial civil servants in the PCSC. The responsibilities of ICT unit include the following;

a. To design and implement policies and strategies for information technology to ensure its development as well as supply of services to PCSC.
b. To design, develop and maintain the website of PCSC;
c. To design, develop and maintain a system of communication network for sharing of documents through local area network (LAN) in the PCSC office;
d. To design, develop and maintain a system for access to internet, electronic mail and, services for video-conferencing in the PCSC office;
e. To carry out technical studies to purchase and/or, upgrade the ICT materials and equipment;
f. To procure and maintain computer Hardware/software/spares/consumables/ computer stationary and, computer furniture;
g. To procure user specific software and hardware for user specific requirements of various divisions of PCSC;
h. To ensure the management and licensing of software;
i. To ensure the maintenance of information and communication technology (ICT) infrastructure;
j. To implement security measures of software and hardware resources;

k. To develop and maintain procedures and rules of safety equipment, software and systems;

l. To ensure the management and maintenance of ICT servers- www, email, firewall and others.

m. To devise preventive measures for data recovery from disasters, covering aspects of mobility and migration, backup, infrastructure protection, and training on disaster management;

n. To promote, in collaboration with the HR unit, IT training of PCSC staff;

o. To provide assistance to the users of information and communication system of PCSC (help desk services);

p. To create and maintain a service telephone communication, including PBX and network of internal communication by telephone;

q. To prepare and update internal Telephone Directories of PCSC;

r. To design, develop, implement and operate a comprehensive human resource management information system (HRMIS), serving all provincial entities within PCSC's jurisdiction;

s. To generate user-specific HRMIS reports, required for effective planning and management of provincial civil service.

2. <u>Public Administration Studies & Development Division</u>

To be headed by a Director, this division shall be responsible for planning, implementation and dissemination of public administration and civil service policies, regulations and procedures relating to organization research & development and HR functions viz. HR planning; HRMIS; Job Analysis; pay and grading; merit based recruitment, promotion & transfer; performance appraisal; training & development; ethics, code of conduct and discipline; employees' relations; employees' welfare; retraining & redeployment; retrenchment; social security; pension & terminal benefits; and, monitoring and evaluation. This division will consist of following units;

(i) Organization Research & Development Unit

(ii) Human Resource Policy Unit

(iii) Recruitment Unit

(iv) Training & Development Unit

(v) Monitoring and Evaluation Unit

Specifically, the Terms of Reference (ToR) of above mentioned units will include, but not limited to following duties and responsibilities;

(i) <u>Organization Research & Development Unit</u>

This unit shall be responsible for the following activities;

a. To carry out research related to civil service development and collaborate with concerned government agencies to make recommendations to provincial entities;

b. To conduct surveys, studies and statistics, submit suggestions about making balance between salary grading and living standards in terms of costs of living, prices of goods and services, and economic criteria; and defining the basic needs of living for civil servants, consistent with the federal civil service framework;

c. To undertake research on provincial civil service compensation system, benefits and allowances;

d. To do the assessment of organizational climate and motivational factors;

e. To propose policies for the benefit and recognition of merit in provincial civil service;

f. To develop proposals for career plans and requirements for mobility;

g. To provide advice to PCSC on organizational issues related to status of provincial civil servants and related matters;

h. To establish cooperative relations with provincial entities and obtain and compile documents on their organization structure and civil service management;

i. To provide technical support to PCSC in legislative and oversight activities, including preparation of draft laws and amendments, consistent with federal civil service framework;

j. To monitor provincial entities' budget proposals concerning provincial civil servant salaries and administrative expenditures and submit recommendations for the Chairperson of PCSC, regarding approval of their budgets, for submission to Governor;

k. To propose draft laws and rules related to organization and development of provincial civil service and provide advice thereon;

l. To prepare annual report on each provincial entity, to be submitted to provincial council and the Governor; the report shall include recommendations and suggestions to improve the performance of provincial entities;

m. To coordinate the meeting of chairperson and/or, commissioners with the provincial council, where they study credits assigned for provincial civil servants, and financial and administrative expenditures in all provincial entities, for inclusion of their demand in draft provincial budget, or where they study enactment, cancellation or amendment of laws related to civil service;

n. To hire experts for specialized studies and research related to provincial civil service matters;

o. To pursue studies and research on topics related to organizational development and provincial civil service management and organize conferences, lectures and seminars for the commissioners and staff of PCSC;

p. To develop public admin. and improve provincial organizational structure;

q. To work with the concerned parties to define functions, sectoral policies, fiscal frameworks and organizational structures of provincial entities, subject to federal civil service framework;

r. To analyze efficiency and effectiveness of Governorate's machinery, by way of-defining unique role and functions of each provincial entity (to avoid overlap/duplication or, any gap in their functions);

s. To provide support to each provincial entity to align its organization structure in accordance with its unique vision, mission and strategy;

t. To work with the Legal Unit to develop policies, regulations and procedures to help the provincial entities do effective human resource planning;

u. To collect, analyze, produce summaries, process, archive and promote dissemination of information relevant to the work of PCSC;

v. To coordinate preparation of annual reports on PCSC's activities for provincial council and the Governor;

w. To manage the Library and act as official depository of all documents produced by PCSC on its activities, both in digital and on paper, and an archive of relevant documentation and make such material available to PCSC staff for consultation;

x. To organize and update the literature, legislation, case law and administrative, scientific and technical information related to the activity of PCSC;

y. To maintain annual and other reports of various provincial entities, including PCSC;

z. To provide photocopying service (Information materials are traced & photocopies are provided by the Library);

aa. To maintain a monthly list of laws and regulations relating to public administration & civil service management, published in official gazette- for consultation as well as monitoring of legislative activity;

bb. To define the policy and procedures for acquisition of documents;

cc. To provide documents for consultation and on loan to the users, according to Library rules;

dd. To ensure interpretation and document translation services for activities, if any, of PCSC;

ee. Subscription of Newspapers/Periodicals, correspondence relating to and payment of bills;

ff. To diary and dispatch all correspondence/bills relating to news papers, magazines, journals and periodicals;

gg. Receipt, maintenance and weeding out of old records (files)/magazines/books for retention;

hh. Receipt, compilation and preparation of Recording and weeding statement;

ii. To obtain approval for purchase of books, make related correspondence and process payment of bills;

jj. To provide reading room services;

kk. To bind books and journals and, maintain the Catalogue and various registers;

ll. To issue “No Demand Certificate”.

(ii) <u>Human Resource Policy Unit</u>

This unit shall be responsible for the following activities;

(a) To implement and monitor civil service law, as well as other effective laws related to provincial civil service;

(b) To plan, supervise and monitor provincial civil service policy matters, design provincial civil service policies and define appropriate means to perform these policies, consistent with federal civil service framework;

(c) To improve and develop provincial civil service, providing equal opportunities to compete for the provincial civil service positions;

(d) To plan, monitor and supervise provincial civil service, in coordination with monitoring and evaluation unit;

(e) To design, coordinate, guide and support the establishment and operations of Human Resource Office, serving provincial civil servants in the Governorate and other provincial entities;

(f) To prepare job descriptions and terms of employment, in collaboration with the concerned provincial entities;

(g) To manage, coordinate and monitor the process of results-based performance management and evaluation of all provincial civil servants;

(h) To provide provincial civil servant with appropriate social welfare, consistent with the federal civil service framework.

(iii) <u>Recruitment Unit</u>

This unit shall be responsible for policy formulation and implementation of merit based recruitment process for the provincial civil service, consistent with the federal civil service framework. It shall be directly responsible for recruitment of senior provincial civil servants and for oversight of the recruitment process in the provincial entities. Its responsibilities shall include, but not limited to the following;

(a) To manage, coordinate and monitor the process of recruitment, reappointment, and promotion of provincial civil servants, in accordance with merit based recruitment policy, regulation and procedure.

(b) To advertise job vacancies in the manner provided by the law, regulations and the procedure;

(c) To examine applicants' qualifications and competencies for the purpose of hiring through written exam or, interview or, both in order to assess their competence and suitability for the job;

(d) To implement the decisions of PCSC on merit based recruitment of civil servants and conducting the public examinations;

(e) To prepare and maintain documents on merit based recruitment of provincial civil servants;

(f) To provide equal opportunities and ensuring equality amongst qualified candidates to provincial civil service positions.

(iv) <u>Training & Development Unit</u>

This unit shall be responsible for following activities;

(a) To design and develop policies and strategies for training and professional development of professional civil servants, consistent with the federal civil service framework;

(b) To implement and monitor policies and strategies for establishment and operationalization of Training Center in the Governorate;

(c) To support and monitor the management and operations of Provincial Training Center in the Governorate;

(d) To design the training and development policies for the Provincial Training Centre;

(e) To assist in management of agreements on cooperation in education and training of provincial civil servants;

(f) To design, develop and implement, in collaboration with provincial entities, training plans including professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country.

(v) <u>Monitoring and Evaluation Unit</u>

This unit shall be responsible for following activities;

a. To monitor and evaluate performance of provincial entity, relating to organization and provincial civil service management;

b. To monitor and evaluate the operations of provincial civil service, including level of achievement of PCSC's civil service management policies;
c. To produce information for reports to support the PCSC's planning processes and for presentation to provincial council and the Governor;
d. To work with HR policy unit to establish a system to monitor civil service matters in provincial entities, support the design and implementation of provincial civil service policies, and evaluate their implementation;
e. To report and communicate the outcomes of public administration reform to the provincial council, Governor and the general public;
f. To collaborate with the organization development unit and finance & budget unit, to analyse cost of living and determining appropriate levels of provincial civil service salaries, consistent with the federal civil service framework;
g. To support monitoring and evaluation activities relating to assessment of organizational performance and civil service management in provincial entities;
h. To prepare annual report covering PCSC's tasks, including results of reviewing the recruitment processes and recommendations to improve provincial civil service for submission to the provincial council and the governorate;
i. To plan, monitor and supervise provincial civil service, in coordination with HR policy unit.

3. <u>Office of Chairperson of PCSC Division</u>

To be headed by a Director, this division shall be responsible for managing Chairperson's executive office; carry out financial and administrative audit of PCSC; provide legal services to PCSC; Coordinate hearing of appeals related to provincial civil service matters; and, provide secretarial support to the Commission. It will consist of following units;

(i) Chairperson's Executive Unit
(ii) Internal Audit Unit
(iii) Legal Services Unit
(iv) Administrative Appeals Unit
(v) Commission's Secretariat

Specifically, the Terms of Reference (ToR) of above mentioned units will include, but not limited to, following duties and responsibilities;

(i) Chairperson's Executive Unit

This unit shall consist of Chairperson's personal staff and will be responsible for providing secretarial assistance to Chairperson, in discharge of his/her executive functions.

(ii) Internal Audit Unit

This unit shall carry out internal audit of budgetary expenditure of PCSC. It will also ensure adherence to general instructions and administrative procedures, within divisions of PCSC.

a. To plan, organise and carry out internal audit function, including preparation of an audit plan;
b. To report to Chairperson on financial and administrative activities of PCSC;
c. To review and report on accuracy, timeliness and relevance of financial and administrative information, being provided to Chairperson;
d. To provide Chairperson with an opinion on internal controls in PCSC;
e. To report on the value for money that PCSC obtains in all its activities with special regard to economy, efficiency and effectiveness.
f. To make recommendations on the systems and procedures being reviewed, report on findings and recommendations and monitor their implementation in PCSC;
g. To coordinate coverage with external auditors and ensure that they are well briefed on areas of concern;
h. To conduct any reviews or tasks requested by Chairperson or, the Commission.

(iii) Legal Services Unit

This unit shall be responsible for matters relating to reviewing and/or, drafting of legal documents- laws, rules, regulations; procedures, legal services and litigation. This unit shall be responsible for following activities;

a. To review, amend and/or draft laws, regulations and other legal documents relating to policies, rules and procedures of provincial public administration

organization development and civil service management, consistent with federal civil service legislation;

b. To interpret laws, statutes, rules, regulations and to furnish opinion;
c. To prepare pleadings in cases filed by and against PCSC before legal fora;
d. To provide legal advice and render legal assistance to all divisions of PCSC;
e. To provide legal services, as required, to support operations of PCSC;
f. To receive the court petitions/applications in cases, where PCSC is a party and register the same in office records;
g. To examine the contents of court petition/ application and obtain para-wise comments from the concerned division;
h. To submit the case file along with statement of facts, comments and copies of relevant case- papers for approval of competent authority for entrusting the case to standing counsel for defending the interest of PCSC before court of law;
i. To deliver the approved and signed pleadings along with relevant records and annex to Standing Counsel;
j. To monitor the progress of listed court cases and attend to correspondence pertaining to pending and disposed of court cases;
k. To maintain a library of legal text books and law journals to keep abreast of latest developments in the case law;
l. To give legal opinion/ advice regarding matters pertaining to role and functioning of PCSC;

(iv) Administrative Appeals Unit

This unit shall be responsible for matters relating to equal opportunities, appeals and employees' grievances. It will be responsible for following activities;

a. To assist PCSC in adjudication of appeals, complaints of candidates/ civil servants relating to recruitment, promotion, transfer, disciplinary action or, discrimination;
b. To receive petitions/applications/ employees' grievances and register the same in office records;
c. To examine the contents of petition/ application and obtain para-wise comments from the concerned division;

d. To ensure that all divisions are following the due provisions of law, rules, regulations and procedures (including Art. 105 of Iraqi Constitution);
e. To check as to whether the provisions of extant law, regulation and instructions have been diligently followed or, otherwise;
f. To submit the case file along with statement of facts and comments for decision to the superior authority for further instructions/ decision.

(v) <u>Commission's Secretariat</u>

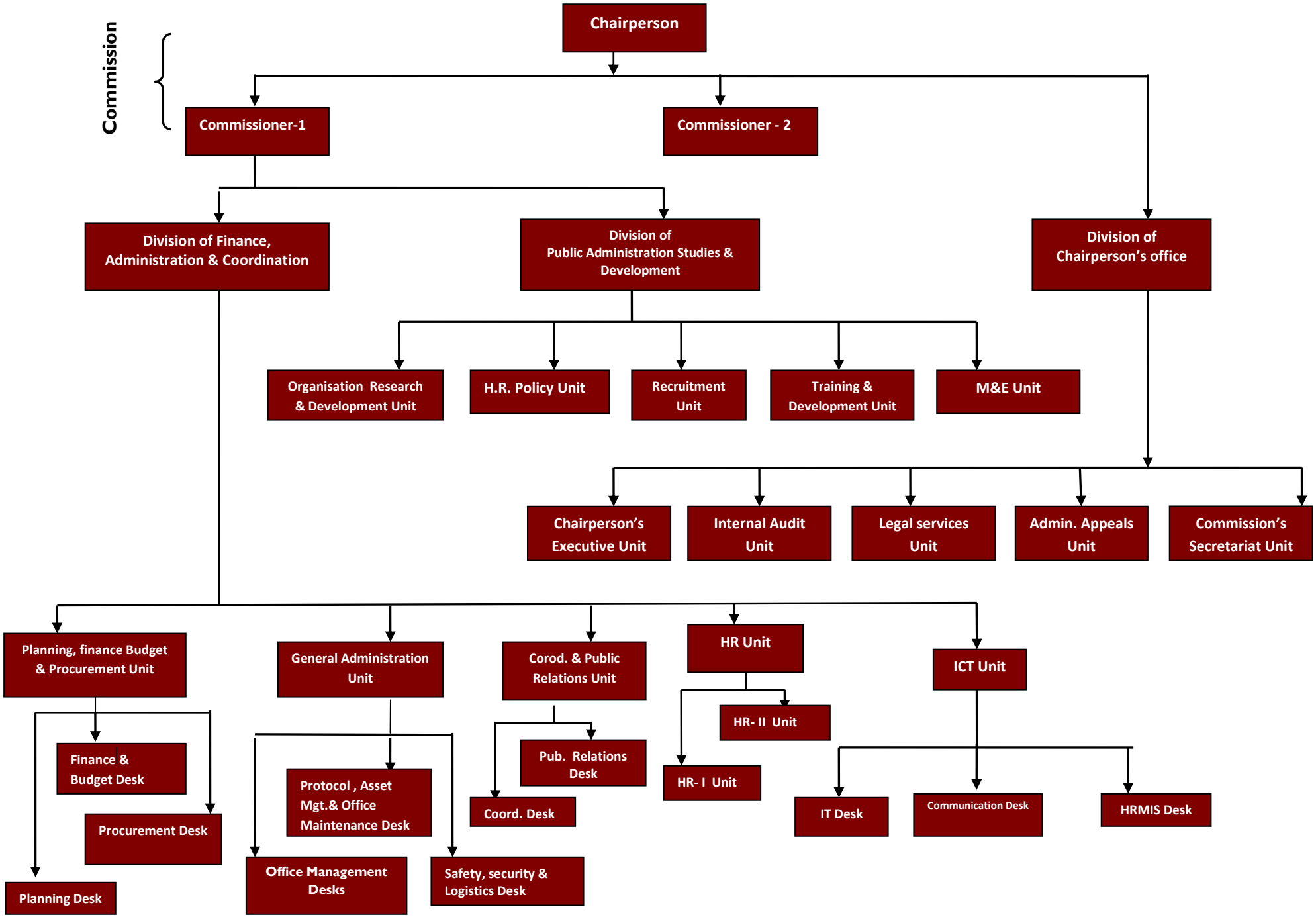
This unit will provide secretarial support to the Apex decision making body of the PCSC i.e. the Commission, which consists of the Chairperson and the two Commissioners. The Director of Chairperson's office will serve as ex-officio secretary to the Commission. Commission's Secretariat will facilitate the work of the Commission to meet its intended objectives.

a. To facilitate the management of Commission's meetings.
b. To provide secretarial support to all committees of Commission;
c. To refer to committees all correspondence addressed to them;
d. To notify to all commissioners the dates, times and venue of the meetings;
e. To coordinate, prepare and circulate agenda items and reference materials, prior to the meeting of Commission.
f. To coordinate the logistics for commission's meetings, including venue, catering, and audio/ visual requirements;
g. To record and maintain the minutes of Commission's meeting.
h. To submit the draft minutes of Commission's meetings to the Chairperson, for approval;
i. To take follow up action on the decisions of Commission and monitor their implementation;
j. To keep records of reported cases of non-compliance and further track and record any action, taken by the responsible persons;
k. To maintain records of Commission's meetings, including relevant materials shared during the meeting;
l. To coordinate and maintain Commission's communication, information sharing, and official documentation and archiving;

m. To coordinate other preparatory tasks, as required by the Commission or, the Chairperson.

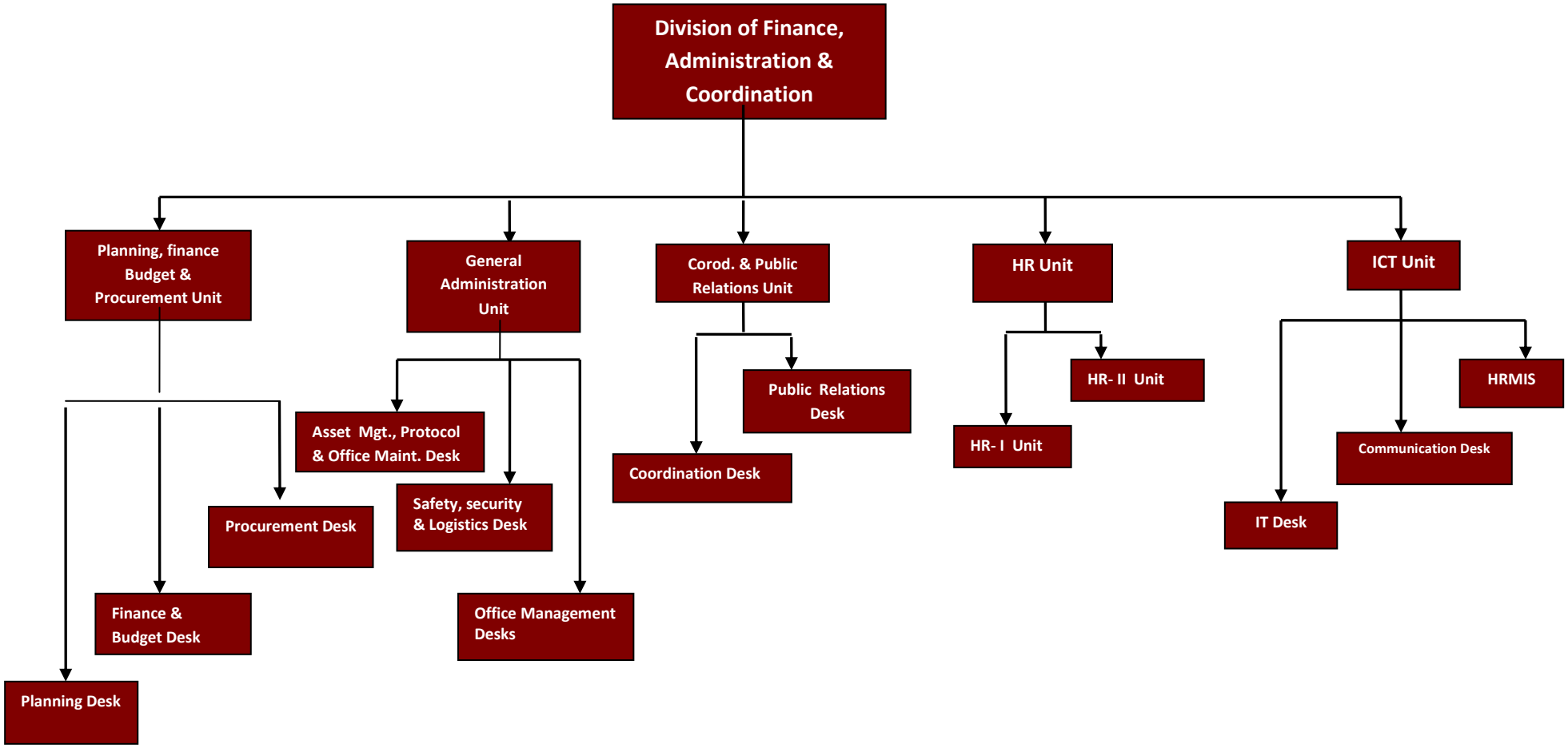
Organization Structure of PCSC

ANNEX-I



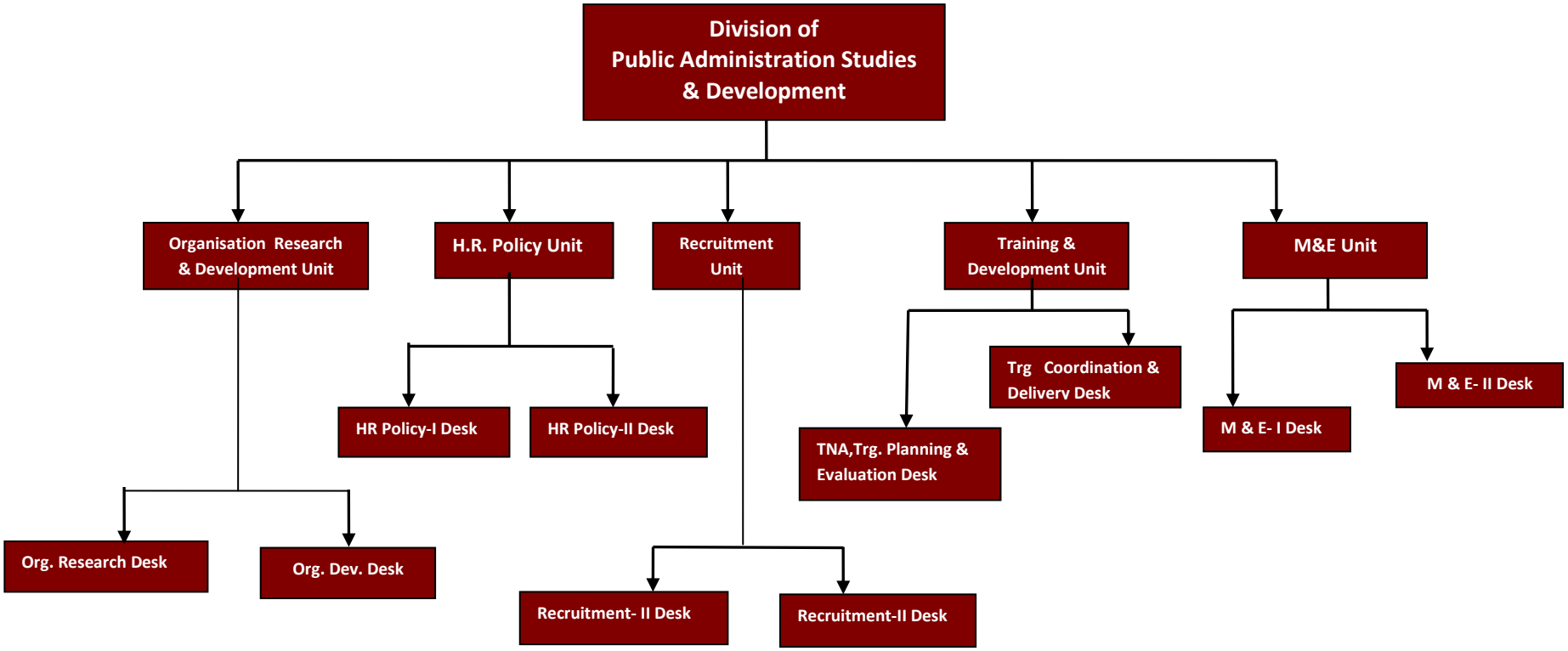
ANNEX-II

Organization Structure of the Finance, Administration & Coordination Division



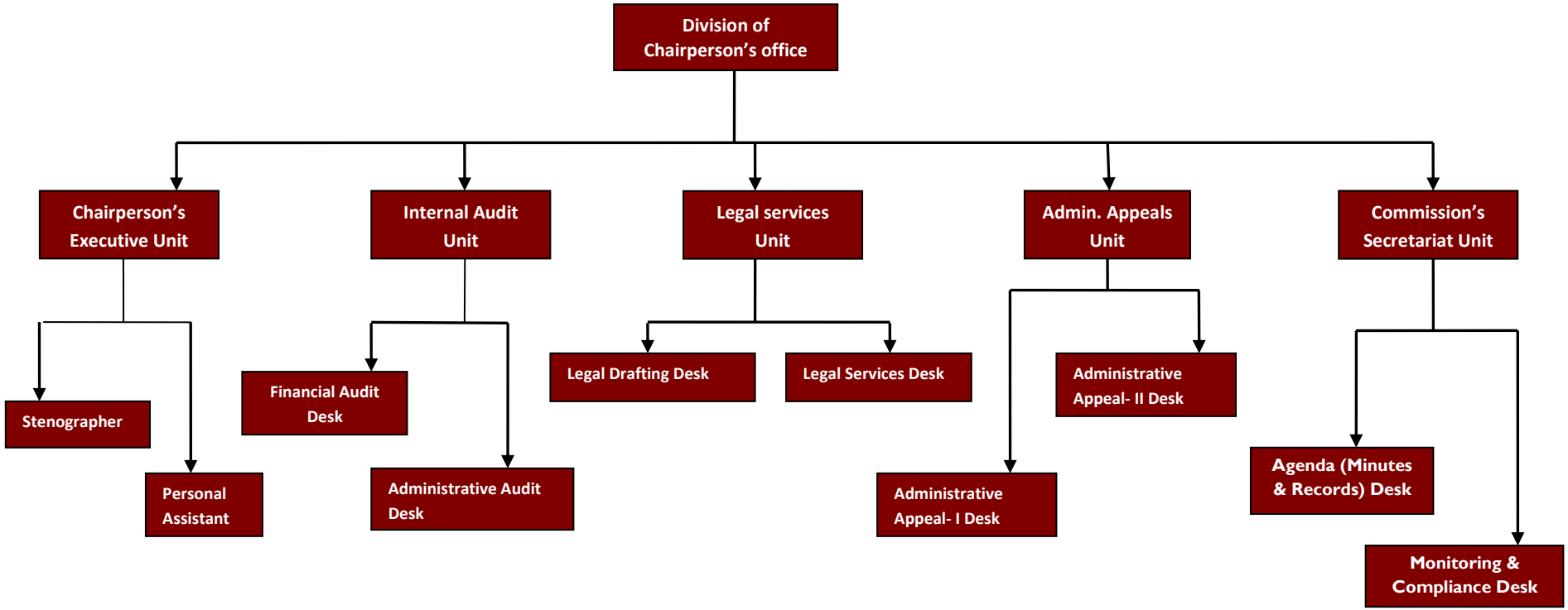
ANNEX-III

Organization Structure of Public Administration Studies & Development Division



ANNEX-IV

Organization Structure of the Office of the Chairperson Division



Provincial Civil Service Commission (PCSC)

Identification of Staffing Needs

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Provincial Civil Service Commission (PCSC)

Identification of Staffing Needs

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1. Executive Summary

1.1 The purpose of this document is to describe the staffing needs for establishment and operationlization of Provincial Civil Service Commission (PCSC). It will enable PCSC to identify requisite qualification, experience and skill levels, required in a candidate to successfully carry out a particular job in PCSC. Thereafter, PCSC can fill up every identified position in its divisions and units through merit based recruitment. Filling up the identified positions in this manner will facilitate PCSC to perform its functions and achieve its objectives, efficiently and effectively.

1.2 PCSC is a provincial institution, whose existence is mandated by Article 16 of FCSC Law (#4 of 2009). In pursuance of this mandate, a PCSC is to be established in each Governorate, to lead, regulate and monitor public administration reform and civil service management in the concerned Governorate. PCSC will report to provincial legislature (provincial council). This will ensure its independence from the provincial executive branch, in the management of provincial civil service, based on *'equality, merit, competency, and fairness'*. The USAID/ TARABOT CSR team has designed, developed and documented the PCSCs' *''Framework, Mandate & Functions'' and, ''Organisation Structure and Duties & Responsibilities of Divisions''* (June, 2011). The proposed organization structure of PCSC is placed at **Annex-I**.

1.3 The staffing needs of PCSC, identified in this document, are based on the defined functions, organisation structure and the duties and responsibilities of PCSC's various divisions and units. The staffing needs for the PCSC Office are 69 posts and their grade-wise distribution is as under;

(a) Director-3 posts (Grade-2)
(b) Deputy Director- 15 posts (Grade-3)
(c) Executive Assistant- 37 posts (Grade-4)
(d) Civilian Motor Driver- 4 posts (Grade-8)
(e) Office Assistant-7 posts (Grade-8)
(f) Hygiene and Sanitation Worker-3 posts (Grade-9)

Total: 69 Posts

1.4 The **Chapter-2** of this document introduces to certain basic assumptions, made to identify staffing needs of PCSC. Division wise staffing needs of PCSC have been specified in the **Chapter-3** of this document. The **Chapter-4** provides a description of grade-wise staffing needs of various divisions and units of PCSC. The organisation charts of PCSC, reflecting the staff-positions of PCSC, as a whole, as well as the staff-positions in its various divisions have been prepared and placed in the **ANNEX.**

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2. Introduction

2.1 PCSCs are provincial institutions, whose existence is mandated by Article 16 of FCSC Law (#4 of 2009). In pursuance of this mandate, a PCSC is to be established in each Governorate, to lead, regulate and monitor public administration reform and civil service management in the concerned Governorate. They will report to respective provincial legislatures (provincial councils). This will ensure their independence from the provincial executive branch, in the management of provincial civil service, based on *'equality, merit, competency, and fairness'*.

2.2 The constitution of Iraq provides for a federal structure of government in Iraq. As the federal system is new to Iraq, no institutional structure exists at present for the management of provincial civil servants. It is the first time that there is recognition of a provincial civil service, independently from federal civil service. This is to be created from scratch because up till now, provincial employees were considered as federal civil servants.

2.3 In the absence of any institutional or, regulatory mechanism for provincial civil service management, the provincial governments can adapt and follow federal framework of civil service management**,** including classification, appointment, civil servants rights, duties and discipline, training, pay and benefits etc. The federal civil service legislation can be adapted by provincial governments *mutatis mutandis* to manage provincial civil service. Accordingly, the provincial civil service reform shall follow the same path as the federal civil service reform. Thus every province will have its own provincial civil service, employee job descriptions, and pay roll system, much like modern civil service systems around the world, which will be regulated by the federal civil service legislation and regulations. The federal civil service law will apply to federal employees in the provinces; it shall also apply to the provincial civil servants.

2.4 Main rules, procedures and guidelines will be issued by the Federal Civil Service Commission. The local rules and procedures that don't contradict the federal regulations may be issued by the PCSCs. This is in conformity with the Art.15 of FCSC law, which authorizes FCSC to issue bylaws and regulations to facilitate its implementation. Thus, FCSC can issue bylaws and regulations to facilitate and coordinate the activities of Provincial Civil

Service Commissions (PCSCs); (i) to manage provincial civil service (Art.16, FCSC Law); and, (ii) to review implementation of public administration reform, organization development and civil service management policies in provinces.

2.5 Thus, PCSC will play the role of a regulatory body overseeing implementation of civil service legislation, regulations, rules and procedures, monitoring the status and proposing measures for development of provincial civil service. It will review Governorate's organizational structures, permanent positions, classification and staffing plans. It will set standards for the provincial civil service management, including equal opportunities in the matter of public appointment, transfer, and promotion of provincial civil servants, based on merit principles. However, it shall not engage itself directly in the appointment process. It will provide oversight for hiring and hear appeals. It will also hear appeals of provincial civil servants on issues related to their status, recruitment, probationary period, performance appraisal, disciplinary measures, etc. For this purpose, there shall be an independent appeals mechanism within PCSC. Apart from public administration reform and civil service management, PCSC will also be responsible for designing, implementation, monitoring and evaluation of policies for provincial civil service training. It will facilitate the Governorate to establish and operationalize their training centres.

2.6 The staffing needs in this document have been worked out on the premise of the above stated role of PCSC. The advantage of this approach is that if the PCSCs opt for expanding their role in future, they can easily switch over to the later option. The reverse of this does not hold good.

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3. Division wise Staffing Needs of PCSC

The establishment of PCSC (division-wise) consists of following personnel

3.1 Commission

(1) Chairperson-1 post (Higher Grade- 'A')
(2) Commissioner- 2 posts (Higher Grade- 'B')

Total=3 posts

The organisation chart of the PCSC, reflecting the structure of Commission and its various divisions/ units, is placed at **ANNEX-I.**

3.2 PCSC Office

1. **Division of Chairperson's Office**
   (i) Director – 1 post (Grade-2)
   (ii) Deputy Director-5 posts (Grade-3)
   (iii) Executive Assistant-10 posts (Grade-4)

   Total=16 posts

The staffing chart, reflecting staff-positions of Division of Chairperson's office, is placed at **ANNEX-II.**

2. **Division of Finance, Administration & Coordination Department**
   (i) Director -1 post (Grade-2)
   (ii) Deputy Director-5 posts (Grade-3)
   (iii) Executive Assistant- 17 posts (Grade-4)
   (iv) Civilian Motor Driver – 4 posts (Grade-8)
   (v) Office Assistant - 7 posts (Grade-8)-
   (vi) Hygiene and Sanitation Worker- 3 posts(Grade-9)

   Total= 37 posts

The staffing chart, reflecting staff-positions of Finance, Administration & Coordination Division, is placed at **ANNEX-III.**

3. Division of Public Administration Studies and Development

(i) Director -1 post (Grade-2)

(ii) Deputy Director-5 posts (Grade-3)

(iii) Executive Assistant- 10 posts (Grade-4)

Total=16 posts

The staffing chart, reflecting staff-positions of Public Administration Studies and Development Division, is placed at **ANNEX-IV.**

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4 Grade wise Staffing Needs of PCSC

4.1 Summary of Grade wise Establishment of PCSC

The establishment of PCSC (Grade-wise) consists of following personnel

I. **Chairperson-1** post (Higher Grade- 'A')

II. **Member- 2** posts (Higher Grade- 'B')

III. **Director -3** posts (Grade-2)
   a. Division of Chairperson's Office (1 post)
   b. Division of Finance, Administration & Coordination (1 post)
   c. Division of Public Administration studies and Development (1 post)

IV. **Deputy Director -15** posts (Grade-3)
   a) Division of Chairperson's Office (5 posts)
   b) Division of Finance, Administration & Coordination (5 posts)
   c) Division of Public Administration studies and Development (5 posts)

V. **Executive Assistant- 37 posts** (Grade-4)
   a) Division of Chairperson's Office (10 posts)
   b) Division of Finance, Administration & Coordination (17 posts)
   c) Division of Public Administration studies and Development (10 posts)

VI. **Civilian Motor Driver-4** posts (Grade-8)
   a) Division of Finance, Administration & Coordination

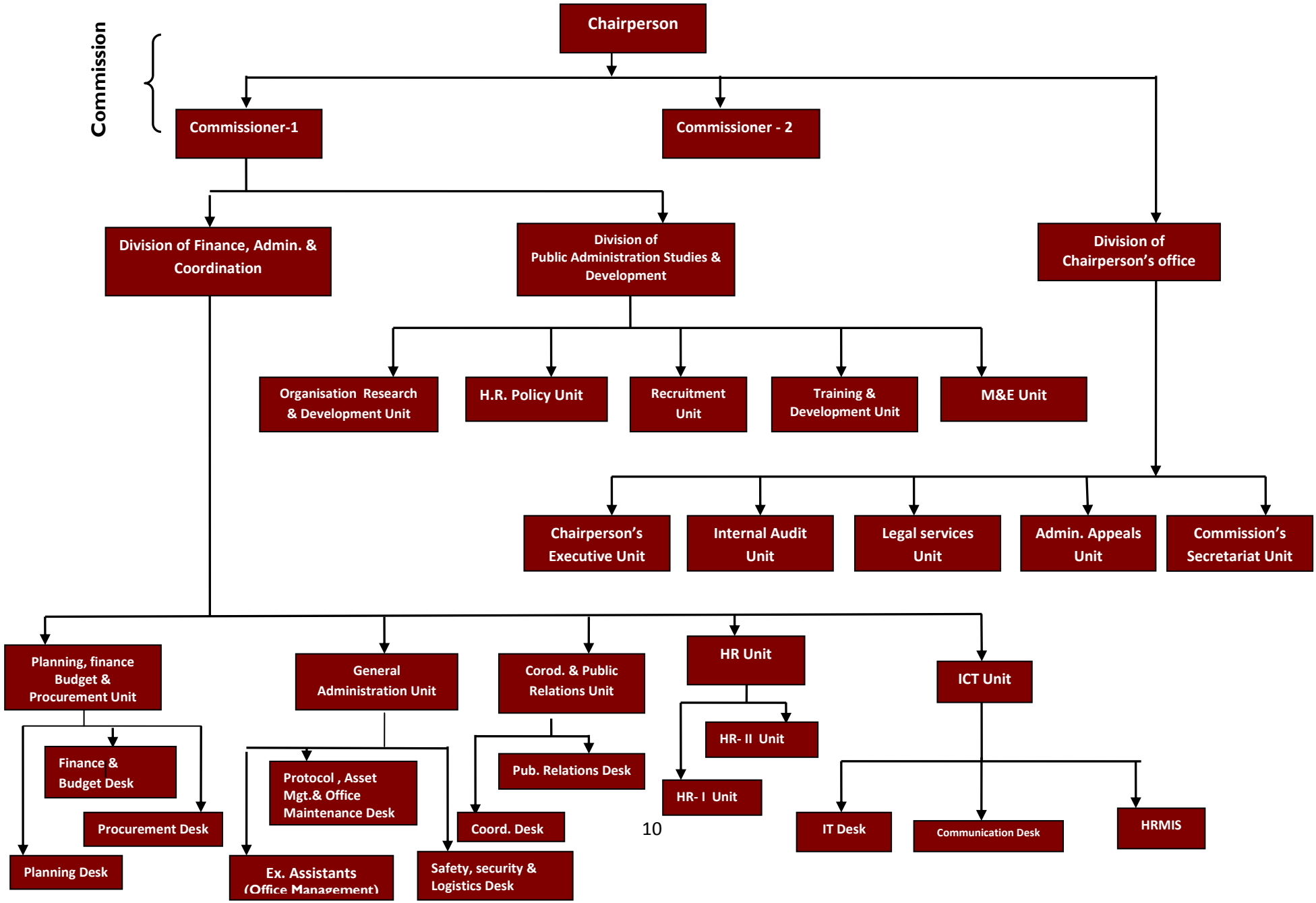
VII. **Office Assistant-7** posts (Grade-8)
   a) Division of Finance, Administration & Coordination

VIII. **Hygiene and Sanitation Worker-3 (Grade-9)**
   a) Division of Finance, Administration & Coordination

The staffing charts of the FCSC and its various departments are placed at **ANNEX**.

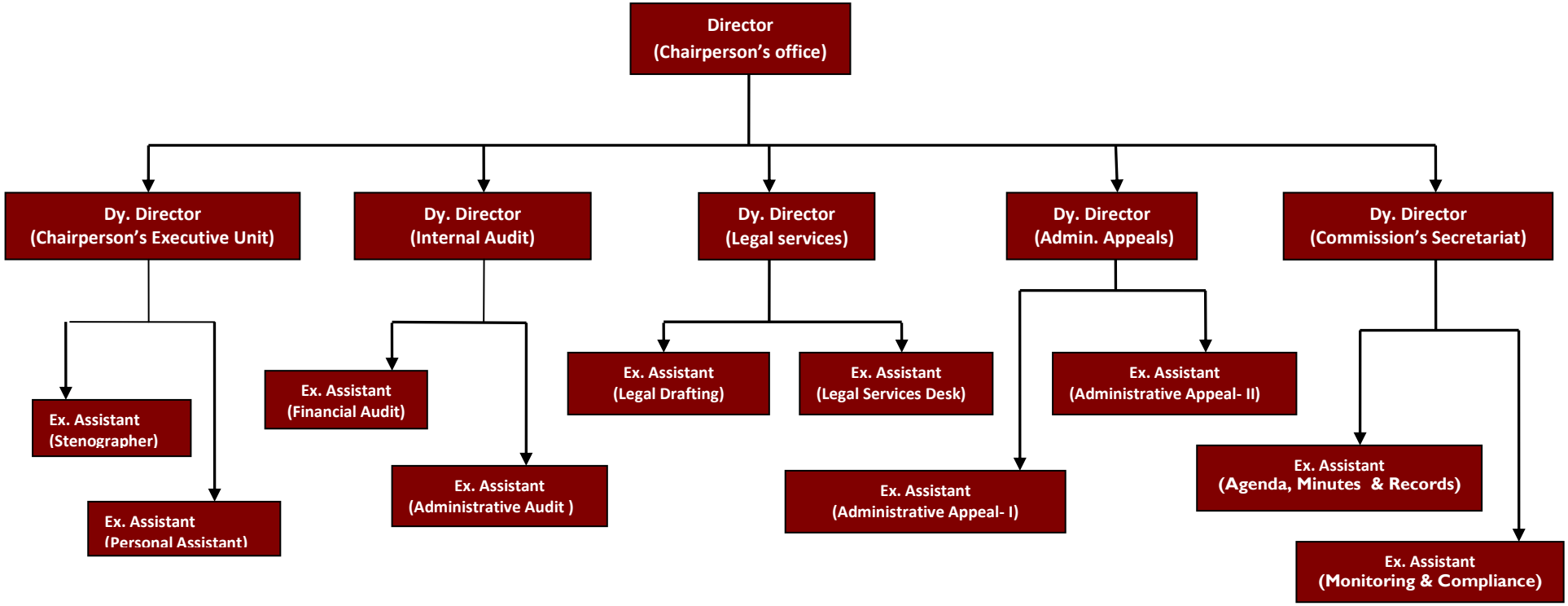
Organization Structure of PCSC

ANNEX-I



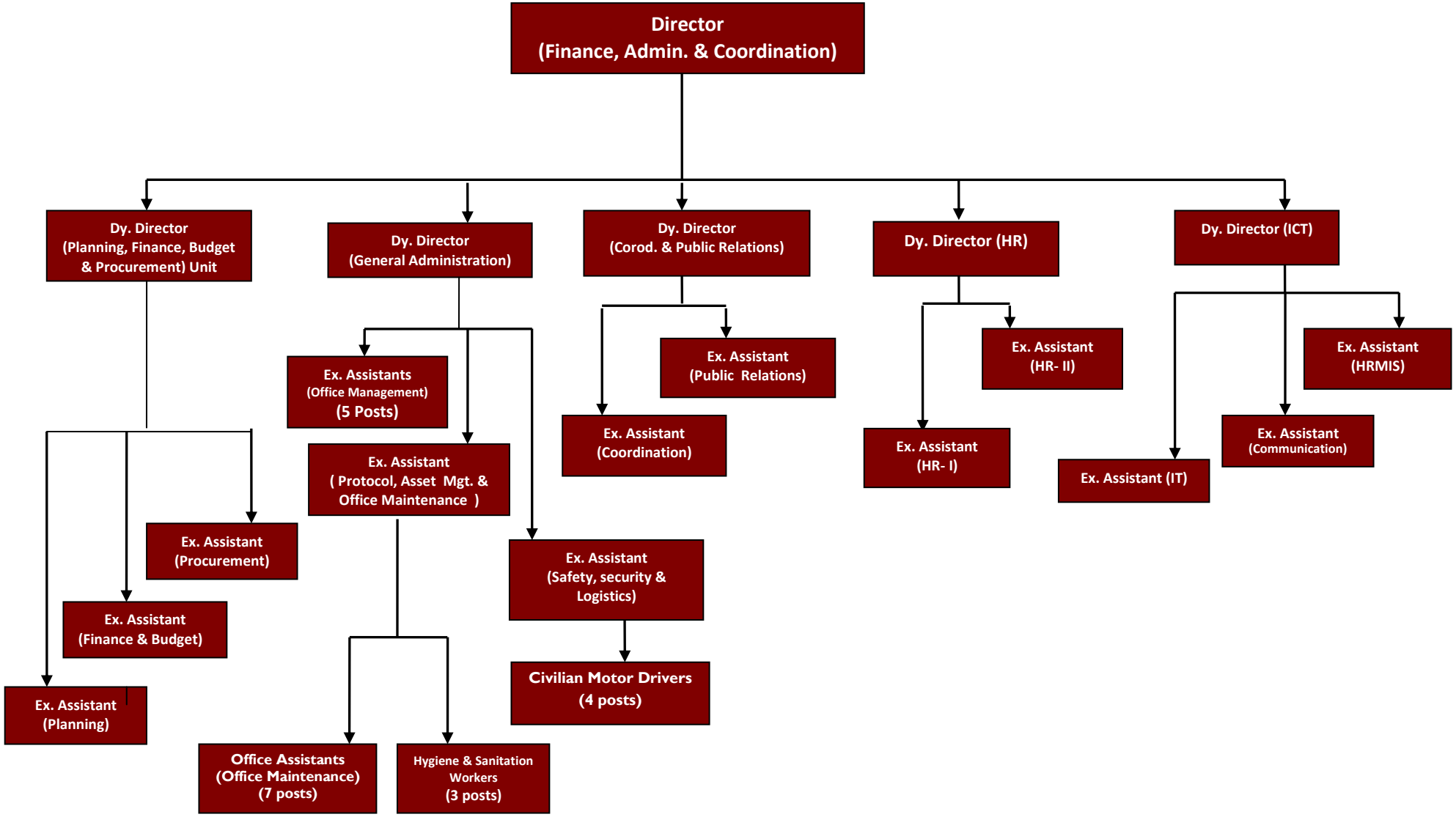
ANNEX-II

Staffing Chart of the Office of Chairperson Division



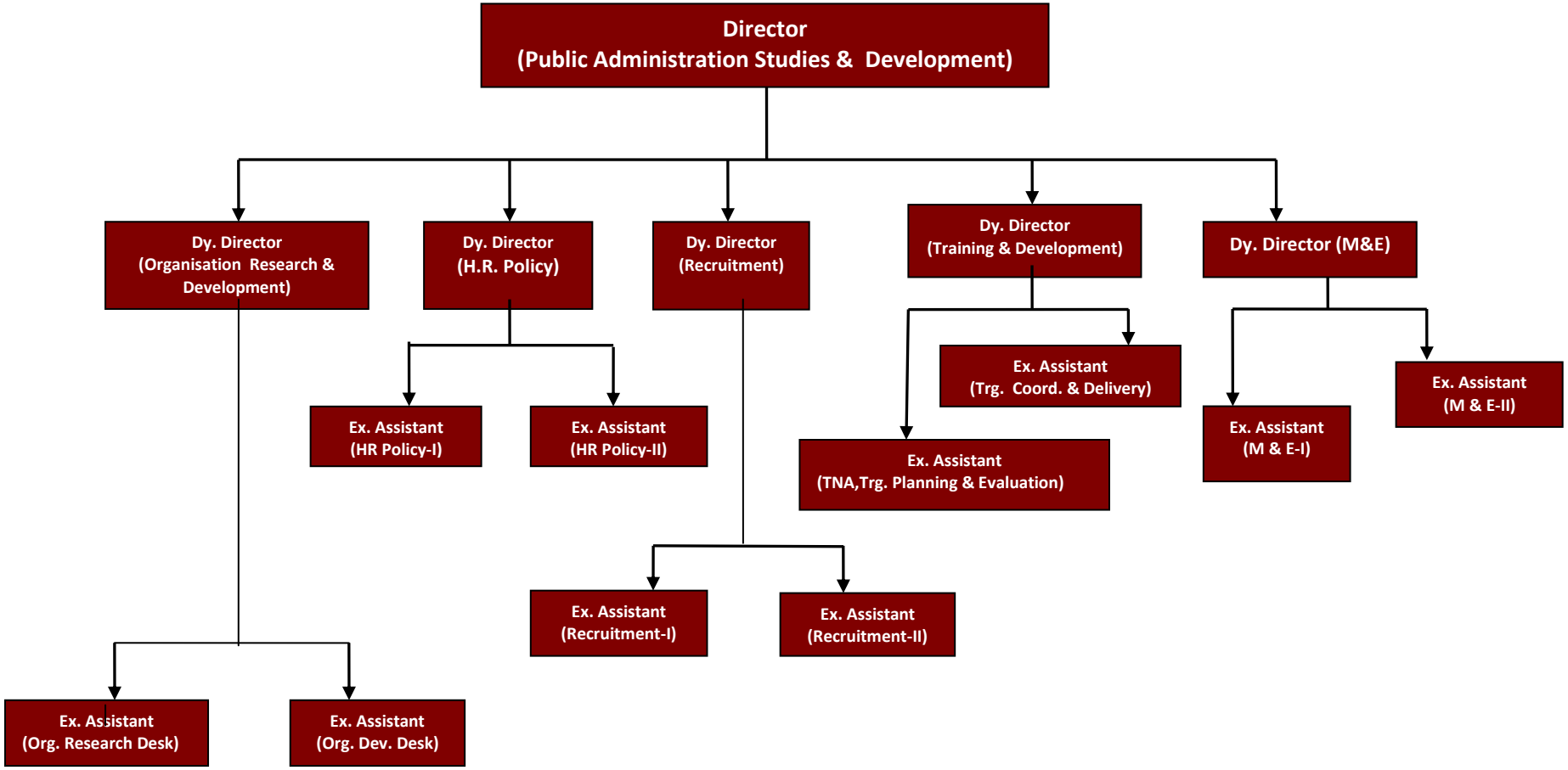
ANNEX-III

Staffing Chart of Finance, Administration & Coordination Division



ANNEX-IV

Staffing Chart of Public Administration Studies & Development Division



Draft

Constitution of a Task Force in Each Target Province

1. **Purpose:** Purpose of constituting a task force is to put in place a locally-owned mechanism in each target province for planning, organizing, coordinating and monitoring the process of establishment and operationalization of Provincial Civil Service Commissions (PCSCs).

2. **Composition:** The task force may have senior-level representation from the Provincial Council as well as Governor's Office. The task force may consist of following;
   (i) An elected member of provincial council- Chairperson;
   (ii) An independent legal expert, to be co-opted by the Provincial Council and the Governor's Office- Member;
   (iii) Head of HR Office, Governor's Office- Member-Secretary;
   (iv) Head of legal drafting, Provincial Council.

3. **Reporting:** The task force will submit its recommendations to the Chairperson of Provincial Council as well as the Governor. It will also submit periodic reports to them regarding the progress made in achievement of results (ToR), on quarterly basis.

4. **Terms of Reference (ToR):** The ToR of the task force shall be as under;
   (i) To recommend a framework for establishment and operationalization of PCSC;
   (ii) To recommend reporting relationship of PCSC with other provincial entities- Provincial Council, Governor's Office and, Provincial Offices;

(iii) To recommend organizational ties between PCSC and FCSC;

(iv) To recommend mandate, jurisdiction, functions and, organisational structure of PCSC, in accordance with FCSC Law;

(v) To coordinate the establishment of a PCSC office;

(vi) To provide support in selection of PCSC Commissioners;

(vii) To assist in recruitment of initial PCSC staff, to begin PCSC operations;

(viii) To recommend on any other relevant issue, which the task force deems necessary to make comments upon or, which has specifically been referred to it by the Chairperson of the Provincial Council or the Governor and,

(ix) To submit the quarterly and final report to the Chairperson of the Provincial Council as well as the Governor, regarding achievements of results, as per its ToR.

5. **Tenure of Task Force:** The task force shall be constituted for an initial period of one year. At the end of one year, the progress made by it in achieving ToR shall be reviewed and its tenure may be further extended, subject to achievement of results.