Federal Civil Service Commission (FCSC)

Implementation Plan

For

Establishment & Operationalisation

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Federal Civil Service Commission (FCSC)

Implementation Plan for Establishment & Operationalisation

1. Introduction

FCSC is a federal institution, whose existence is mandated by the Iraqi Constitution[1]. Its powers are specified by the FCSC Law (Law No.4 of 2009), including the power to issue regulations, guidelines and, remedial actions and sanctions for efficient management of the federal civil service of Iraq. The Federal Public Service Commission Law provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq. The objective of enacting the FCSC law is;

> *'….to develop a civil service free from political influence and partisanship, build government institutions, and establish an institution in charge of improving the performance of the ministries and government agencies, formulate sound rules and basis for a civil service system, ensure transparency, impartiality and equal job opportunity in employment, re-employment and promotions, and pursuant to Article 107 of the constitution....'*[2]

However, the FCSC is yet to be established and operationalised. The objective of this document is to propose an implementation plan to establish and operationalise Federal Civil Service Commission (FCSC), in accordance with the FCSC Law (Law no. 4 of 2009).

2. Implementation Plan

2.1 The USAID/ TARABOT programme is providing technical assistance to establish and operationalise the FCSC. Following activities need to be completed to enable the FCSC to begin its core operations;

[1] Article 107 (Iraq Constitution) states, 'A council named the Federal Public Service Council shall be established and shall regulate the affairs of the federal public service, including appointments and promotions, and its formation and competencies shall be regulated by law.'

[2] Reasons for FCSC Law (Law No.4 of 2009)

(i) To define FCSC's functions, organisation structure, and the roles and responsibilities of departments;

(ii) Defining FCSC's reporting relationship to Parliament and establishing links to the executive;

(iii) To identify staffing needs of FCSC organisation and prepare job descriptions for FCSC jobs;

(iv) Development of internal rules and operating procedures;

(v) Establishing the office of FCSC;

(vi) Recruitment of FCSC staff on merit principles;

(vii) Induction training to the Chairman, Commissioners and staff of FCSC;

(viii) Drafting of a strategic plan and the work plans for the FCSC; and,

(ix) Development of HR procedures, relating to civil service management, for implementation by FCSC.

2.2 A diagrammatic representation of the above –mentioned step-by step activities to accomplish this objective can be seen at **ANNEX**. These Step-by-step activities are described below;

(i) To define FCSC's functions, organisation structure, and the roles and responsibilities of departments: Though the names of the departments in the organisation of FCSC are mentioned[3] in the FCSC law (Article 10), their structure, roles, responsibilities, and division of their work is yet to be defined. The FCSC law also mandates[4] the Commission to issue a bylaw, defining tasks of the departments provided in Article (10)- their formation, divisions, and tasks. Keeping in view the constitutional mandate[5] and the provisions[6] of FCSC law, FCSC's functions relating to public

[3] Article (10) of FCSC Law merely mentions the names of following departments in the organisation structure of FCSC, viz.; (1) Financial and Administrative Department; (2) Legal Department; (3) Administration Studies and Research Department; (4) Public Administration Development Department; (5) Coordination and Follow up with Ministries and Government Agencies Department; (6) Civil Service Institute (connected Department to Public Administration Development); (7) Office of the Chairman of the Commission.

[4] Art.11-(3) of FCSC Law provides for issuance of a bye-law, describing the ToR of FCSC departments. It states- '*The commission shall issue a bylaw defining tasks of the departments provided in Article 10 of this law their formation, divisions, and tasks.*'

[5] Article 107 of Iraq Constitution: *'A commission named the Federal Public Service Commission shall be established and shall regulate the affairs of the federal public service, including appointments and promotions, and its formation and competencies shall be regulated by law.'*

[6] Article 3 of FCSC law defines the functions of the FCSC as follows: '*The Commission aims at:-*

administration reforms and civil service management will be defined and an organisation structure of FCSC with detailed roles and responsibilities of each department- their organization structure, span of control, coordination of tasks, and staffing requirements- will be developed.

(ii) **Defining FCSC's reporting relationship to Parliament and establishing links to the executive:** Accountability is central to ensuring that FCSC performs its functions effectively, efficiently, ethically and in the best interests of the Iraqi citizens. For instance, Parliament is a major mechanism of accountability in any system of democratic governance, by facilitating scrutiny of the policies and actions of the public institutions. Disclosure of information to the Parliament about the performance of FCSC activities and functions is essential to sound governance. In the case of FCSC also, various obligations apply to ensure that it is accountable to the parliament for the way in which its policies and services are delivered. At the same time, line ministries and the government agencies have an obligation to comply with its directives. The FCSC will be assisted in defining and institutionalising its reporting relationship to Parliament and in establishing consultation mechanisms for policy-coordination concerning civil service with the PMO, COMSEC, line-ministries, government agencies, governorates and the provincial civil service commissions (PCSC).

(iii) **To identify staffing needs of FCSC organisation and prepare job descriptions for FCSC jobs:** Once the roles and responsibilities of the organisation structure of FCSC is defined, the next step would be to identify the necessary jobs and staffing needs to carry out the roles and responsibilities of each department of FCSC. For this purpose, the relevant jobs, their purpose, main duties and responsibilities and requisite knowledge, skills and experience to carry out those jobs will be identified. Based on this assessment, their job descriptions will be prepared.

(i) Improving and developing the civil service, providing equal opportunities and ensuring equality between the qualified candidates to civil service positions.
(ii) Planning, monitoring and supervising civil service.
(iii) Developing the public administration, improving government organizational structure, training civil servants and providing them with appropriate social welfare, in coordination with competent authorities'.

(iv) **Development of internal rules and operating procedures**: Drafting of FCSC's internal rules and operating procedures will be necessary for the operationalization of FCSC. The internal rules of FCSC will regulate the transaction of business of the Commission (FCSC). The internal rules will provide a systematic mechanism for policy, planning and decision-making at the apex level of FCSC to plan, lead, monitor and regulate the public administration reform and civil service management across the line ministries, departments and, agencies in Iraq. Whereas, operating procedures will provide the mechanisms, through which various provisions of FCSC Law (#4 of 2009) relating to civil service management will be operationalised by the departments of FCSC. For this purpose, the work load of each department/ division will be estimated and the work flows and working relationship between departments and their divisions will be developed with the objective of accomplishing FCSC's functions, mandated under FCSC Law.

(v) **Establishing the office of FCSC:** At this stage, it would be necessary to set up an office of the FCSC, from where the Commission could begin its initial operations. The office will be needed to be equipped with the essential furnitures, office stationary, office equipments (computers, printers, scanners, photocopiers, fax machines), telephone lines etc. These requirements need to be estimated, procured and established.

(vi) **Recruitment of FCSC staff**: Next step would be to fill up identified jobs, as per the criteria of knowledge, skills and experience, developed under the job description. Technical assistance will be provided in recruitment and selection of staff, on merit principles, to begin initial operations of FCSC.

(vii) **Induction training to the Chairman, Commissioners and staff of FCSC**: After recruitment of staff, it would be necessary to induct them in the FCSC by providing them training in the disciplines related to management of FCSC; its organization structure; roles and responsibilities of the Commission and its departments; its institutional relationships with the parliament, council of ministers, line ministries and provinces; its internal rules and operating procedures; and, its role in implementing the new civil service legislations. The USAID/ TARABOT programme will

arrange and coordinate the induction training in public administration reforms and, civil service management for the Chairman, commissioners and staff of FCSC.

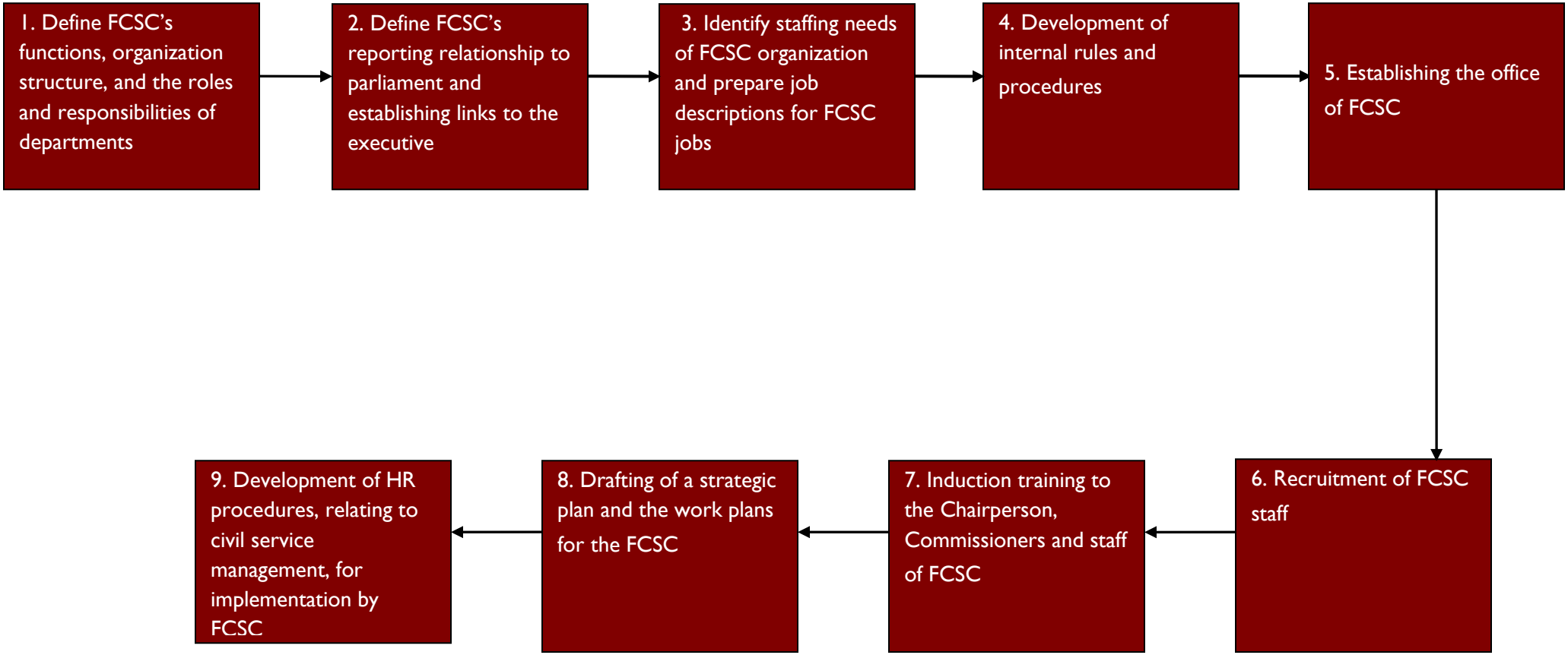
(viii) **Drafting of a strategic plan and the work plans for the FCSC**: The FCSC will be assisted in drafting of a strategic plan and annual work plans for achieving its objectives of efficient public administration reform and civil service management. Based on the annual work plan of FCSC, the work plans of its departments, divisions and units will be prepared. Work plans of the departments, divisions and units will be the basis on which individual work plans and annual targets will be set and the performance of the concerned staff of FCSC will be appraised. Achievement of targets of the annual work plans will help FCSC in accomplishing the objectives of the strategic plan. This should eventually enable FCSC to take over operations and responsibilities respecting civil service management from the Ministry of Finance and determine its role in the budget process and the funding of civil service establishment.

(ix) **Development of HR procedures, relating to civil service management, for implementation by FCSC:** By the end of one year of this implementation plan, FCSC should be in a position to begin its core operations i.e. designing and drafting of the implementing regulations, needed under FCSC law, for making it fully functional; (b) priority regulations including: recruitment regulation, appeals regulation, job description regulation, performance management regulation, training regulation, contract employees, pensions, and termination regulation, code of conduct regulation etc.; and (c) other key regulations, procedures, guidelines, forms etc., including vetting of candidates, job classification, promotions, transfers, redeployment and retrenchment, attendance, contract employees, termination, and HR policies in line with the Civil Service Law. The FCSC will be assisted in development of these HR systems and procedures to enhance merit based recruitment, performance management, organisation development and training & development of Iraqi civil service.

ANNEX

Federal Civil Service Commission (FCSC)

Implementation Plan



Federal Civil Service Commission (FCSC)

Institutional Relationships of FCSC

With

Parliament, Council of Ministers, Federal Ministries and Provinces

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Federal Civil Service Commission (FCSC)

Institutional Relationship with Parliament, Council of Ministers, Ministries and Provinces

1 Introduction

1.1 The Iraqi constitution mandates that FCSC will be established to regulate the affairs of the federal civil service and that its competencies will be regulated by law.[1] In pursuance of this constitutional provision, the FCSC law (Law #4 of 2009) has been enacted, which determines the functions of the FCSC. Details of these functions may be seen at **ANNEX**. These functions can be broadly categorized into following five categories;

(i) Law Enforcement & Regulatory function

(ii) Organisation Development of Ministries/ Agencies function

(iii) HR Management of Civil Service function

(iv) Civil Service Training function; and,

(v) Reporting & Accountability function

1.2 Successful performance of above functions makes it incumbent upon FCSC to define and establish its institutional relationship with other public institutions viz. Parliament, Council of Ministers, Federal Ministries/ Agencies, Provincial Governments, and Provincial Civil Service Commissions (PCSCs).

1.3 Accountability is central to ensuring that FCSC performs its functions effectively, efficiently, ethically and in the best interests of the Iraqi citizens. Various obligations apply to FCSC to ensure that it is accountable to the Parliament for the way in which its policies and services are delivered. At the same time, line ministries and the government agencies have an obligation to adhere to its guidelines and to comply with its directives.

[1] Article 107 (Constitution of Iraq) states as follows: 'A council named the Federal Public Service Commission shall be established and shall regulate the affairs of the federal public service, including appointments and promotions, and its formation and competencies shall be regulated by law.'

2. Institutional Relationship of FCSC with Parliament

2.1 The Parliament is a major mechanism of accountability in any system of democratic governance, by facilitating scrutiny of the policies and actions of the public institutions. Disclosure of information to the Parliament about the performance of FCSC activities and functions is an essential element of sound governance. The FCSC has a responsibility to ensure accountability to the Parliament for its operations and performance by way of annual reporting as well as appearance before the parliamentary committees for evidence.

2.2 The FCSC Law[2] (Law #4 of 2009) provides that the FCSC will report to the Parliament and will be financially and administratively independent. It further mandates[3] the Chairperson or, the Deputy Chairperson of the FCSC to attend the proceedings of the parliamentary committees to explain; (a) the proposed expenditure in the draft budget assigned to civil servants and the financial and administrative expenditure in respect of all ministries and government agencies; and, (b) enactment, cancellation or amendment of laws related to civil service. The FCSC law also mandates the FCSC to prepare an annual report on each ministry and government agency, incorporating its recommendations and suggestions to improve its performance and submit it to the Parliament and the Council of Ministers.[4]

2.3 FCSC's annual report is the principal vehicle by which it will publicly report on its performance. The presiding officer of the Parliament may cause the report of the FCSC to be debated by the Parliament; and make resolutions for implementation of the FCSC's recommendations in the report.

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[2] Article 2 (FCSC Law) states: 'A commission shall be established and called "Federal Civil Service Commission". The Commission reports to the Parliament, it enjoys judicial personality and it is financially and administratively independent. The commission shall be represented by the chairman or whoever he authorizes.'

[3] Article 12 (FCSC Law) states: 'The chairman of the commission or Deputy chairman may attend the Parliament committees meetings where they study credits assigned for civil servants, and financial and administrative expenditures in all ministries and government agencies so that to be included in the draft budget, or where they study enactment, cancellation or amendment of laws related to civil service.'

[4] Article 9-(12) of FCSC law states that the mandate of the FCSC includes-'To prepare annual report on each ministry and government agency to be submitted to the Parliament and the Council of Ministers; the report shall include recommendations and suggestions to improve the performance of the ministry.

2.4 FCSC has also the responsibility of appearing before the parliamentary committees, whose function is to complement the role of the parliament. Their function includes finding out the facts of a case or issue, examining witnesses, sifting evidence, and drawing up conclusions. In connection with the FCSC, their role would be;

a. To carry out scrutiny of public administration, by watching over the expenditure of public money and asking the FCSC to share their views and /or, explain their actions and decisions
b. To consider the proposed draft legislation before it is voted on in the Parliament.

Contents of the FCSC's annual report to the Parliament

2.5 The FCSC has been mandated to submit its annual report to the Parliament, the Presidential Council and the Council of Ministers.[5] The annual report by the Commission to the Parliament shall be with respect to every financial year and include the following;

a. any report in respect to any constitutional or statutory function of the Commission;
b. a comprehensive report of the details of decisions made by the Commission in the performance of any duty and function as provided for in the FCSC law;
c. any issue, on which the Parliament has in writing required the FCSC's report;
d. any matter that the FCSC considers appropriate including any impediment in the discharge of its functions and the violators of its decisions including action recommended to be taken against the violators; and
e. the programmes, the FCSC has planned to undertake towards the discharge of its functions.

Procedure relating to reporting

2.6 The annual report by the Commission shall –

a. be signed by the chairperson, the deputy chairperson and all the commissioners of the Commission; and

[5] Article 9-(11) (FCSC Law) states that the mandate of the FCSC includes: 'To prepare annual report covering the Commission's tasks including results of reviewing the hiring processes and recommendations to improve the civil service; the report shall be submitted to the Parliament, the Presidential Council and the Council of Ministers.'

b. be delivered by the chairperson, in the last month of the financial year to the presiding officer of the parliament.
c. be published in the gazette not later than 30 days from the date of its delivery to the Parliament.

3. Institutional Relationship of FCSC with Council of Ministers

3.1 The council of minister has much say in the matters of appointment and dismissal of the chairperson, the deputy chairperson and commissioners of FCSC. They are appointed by the council of ministers and their appointment is approved by the parliament.[6] They may also be dismissed by the council of ministers, with the approval of parliament.[7]

3.2 The FCSC has been mandated to submit its annual report to the Parliament, the Presidential Council and the Council of Ministers.[8] The FCSC law also mandates the FCSC to prepare an annual report on the performance of each ministry and government agency, incorporating its recommendations and suggestions to improve its performance and submit it to the Parliament and the Council of Ministers.[9] The FCSC is also to analyse the budgetary demands, with reference to the cost of civil service wages and administrative operations, for every ministry/agency and submit its recommendation for consideration of Council of Ministers.[10] All correspondence of FCSC with the Council of Ministers shall be made through the COMSEC, which will analyse the FCSC's reports and submit them for consideration of the Council of Ministers.

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[6] Article 5 (3) of FCSC law states-'The chairman of the commission and the other members shall be appointed by the Council of Ministers, according to this law, and approved by the parliament.'

[7] Article 5 (8) of FCSC law states-' The chairman of the Commission, the deputy chairman, or any of other member shall be dismissed based on a recommendation of the Council of Minister approved by the Parliament in case of incompetency, partiality, misuse of position or violating position duties and responsibilities. Where dismissals order is issued, the member shall be dispossessed of the privileges of the position pursuant to this law.'

[8] Article 9-(11) (FCSC Law) states that the mandate of the FCSC includes: 'To prepare annual report covering the Commission's tasks including results of reviewing the hiring processes and recommendations to improve the civil service; the report shall be submitted to the Parliament, the Presidential Council and the Council of Ministers.'

[9] Article 9-(12) of FCSC law states that the mandate of the FCSC includes-'To prepare annual report on each ministry and government agency to be submitted to the Parliament and the Council of Ministers; the report shall include recommendations and suggestions to improve the performance of the ministry.

[10] Article 9-(13-b) of FCSC law states that the mandate of the FCSC includes-' To study and agree on ministries' proposals concerning the draft federal budget law with regard to credits necessary for civil servants salary and administrative expenditures, and submit them to the Council of Ministers.'

3.3 Subject to above, the FCSC is independent administratively and financially, in carrying out its functions. According to the functions of the FCSC, the following issues reflect its independence from the council of ministers:

a. The FCSC is a constitutional body to 'regulate the affairs of the federal public service including appointments and promotions.'[11]
b. The FCSC reports to Parliament. It enjoys a judicial personality.[12]
c. It is financially and administratively independent.[13] It has freedom in its budgetary and financial matters. The chairperson of FCSC has authority of a minister concerning financial and administrative matters.[14]

3.3 The annual report of the FCSC may be discussed by the council of ministers and their comments on the Government's reported deviations from the recommendations of the FCSC, if any, may be submitted to the presiding officer of the Parliament within 21 days to enable the parliament to deliberate on the FCSC's annual report and the comments of the government, thereon.

4. <u>Institutional Relationship of FCSC with Federal Ministries and Agencies</u>

4.1 The FCSC has strong links with the ministries and agencies of the federal government, which is necessary for accomplishment of its objectives of developing public administration, improving the government organizational structure, improving and developing the civil service and, training the civil servants.[15] The FCSC law ensures[16] that each ministry, department and agency of the federal government should be accountable to the FCSC in respect of civil service management and their proposed

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[11] Article 107 (Constitution of Iraq) states as follows: 'A council named the Federal Public Service Commission shall be established and shall regulate the affairs of the federal public service, including appointments and promotions, and its formation and competencies shall be regulated by law.'

[12] Article 2 of FCSC law states- 'A commission shall be established and called "Federal Civil Service Commission". The Commission reports to the Parliament, it enjoys judicial personality and it is financially and administratively independent. The commission shall be represented by the chairman or whoever he authorizes.'

[13] Ibid.

[14] Article 5 (7) of FCSC law states- 'The chairman of the Commission has the authority of a minister concerning financial and administrative matters related to the commission.

[15] Article 3 of FCSC law states-'The Commission aims at- (i) improving and developing the civil service, providing equal opportunities and ensuring equality between the qualified candidates to civil service positions;(ii) planning, monitoring and supervising civil service;(iii) developing the public administration, improving the government organizational structure, training civil servants and providing them with appropriate social welfare, in coordination with the competent authorities.'

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

budgetary expenditure in relation to the maintenance of their public administration operations.[17]

4.2 The FCSC has been provided authority over '*Appointment, reappointment, and promotion of civil servants in accordance with merit principles*.'[18] In general, for hiring of candidates into the civil service and hearing their appeals, there are two possible options. The first option is that FCSC engages directly in hiring civil servants. In this case, FCSC as the exclusive recruiting body, can organize the federal civil service recruitment in ministries and government agencies centrally i.e. recruitment is no longer the responsibility of individual ministries and agencies. In this case, FCSC is acting as the appointments regulator. At the same time, it is directly involved in the recruitment and selection process as it has an exclusive authority in the matter. This may create a conflict of interest; however, it can be handled by creating an independent appeals board within FCSC.

4.3 The second option is that FCSC sets rules, standards and processes for hiring and hears appeals but does not engage in the appointment process itself. In this case, FCSC will play the role of a regulatory body prescribing the recruitment rules and procedures and ensure compliance with the law by the ministries. Here, it is relevant to mention that FCSC law enshrines the principles of equal opportunities for candidates. Article 9(2) of FCSC Law requires, as a general rule, competition for filling vacancies. Since the legislation introduced the possibility of decentralizing the system, the recruitment power might be delegated to ministries. However, delegation of recruitment power will need a legal instrument either a regulation issued by FCSC or a provision in the federal civil service law. For this purpose, a delegation mechanism will have to be developed for the appointment functions to ministries with oversight, guidelines and rules provided by FSC.

[17] Article 9-(13-b) of FCSC law states that the mandate of the FCSC includes-' To study and agree on ministries' proposals concerning the draft federal budget law with regard to credits necessary for civil servants salary and administrative expenditures, and submit them to the Council of Ministers.'

[18] Article 9(2) of FCSC law

4.4 Further, FCSC is tasked with overseeing the implementation of the new federal civil service law (once enacted), monitoring the status and proposing measures for the development of the civil service. The FCSC is also to review ministries' organizational structures, permanent positions, classification and staffing plans, according to articles (3) and (9) of FCSC Law. It will also hear appeals of 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, FCSC will also be the apex institution for the design, implementation and monitoring and evaluation of policies for civil service training[19]. While the Federal Civil Service Institute will work directly function under its supervision, the ministries will be facilitated by the FCSI to establish and operationalize their training centres.[20]

4.5 FCSC will promote the need for continuous improvement in public organisations; development of strategic plans incorporating continuous process improvements for ministries, government agencies, and provinces to deliver improved services to the citizens. For this purpose, each ministry, department and agency shall have a HR department. The concerned ministry, department or, agency will provide the necessary resources to their HR departments, in terms of personnel, office facilities and equipments.

4.6 The Government of Iraq (GOI) vide its order # 548 of October 13, 2009, has already directed the line ministries/ agencies to establish HR departments. The HR departments shall serve as the principal liaison between the FCSC and the concerned ministry, department or, agency and shall perform the following specific functions in coordination with the FCSC:

a. To coordinate and implement the public administration/ civil service management provisions of law, policies, rules, regulations, procedures and, guidelines of the FCSC and report their compliance to the FCSC;
b. To plan, organize, implement, monitor and coordinate the public administration reforms and civil service management agenda of FCSC in the central, provincial

[19] Article 9 (7) & 9(8)
[20] Article 4 (1) & 4(2)

and district offices of the respective Ministry/ Agency and report the results to the FCSC;[21]

c. To provide technical assistance in all aspects of public administration reforms and HR management in the ministry/ agency;
d. To implement the FCSC guidelines in relation to the civil service development in the ministry/ agency;[22]
e. To review Ministry/Agency role and functions, aligned with the national strategic goals;
f. To set vision, mission and strategy of the Ministry/Agency, aligned with the role, functions and the national strategic goals;
g. To design organization structure and business processes of the Ministry/Agency[23], compatible with the role, function, vision, mission and strategy of the concerned Ministry/ Agency, to attain a balance between the number of employees in ministries and government agencies and the work performed[24];
h. To define mandate/ terms of reference (ToR) for each Department/ Section of the Ministry/Agency to be aligned with the unique role and function of that line Ministry/Agency;
i. To review the job description for each position in each Department/ Section of the Ministry/Agency and ensure that it is aligned with the mandate/ ToR of that Department/ Section;
j. To ensure that each position in the Ministry/ Agency is filled up on the basis of merit based recruitment[25], as per FCSC instructions;[26]

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[21] Article 9-(3) of FCSC law states that the mandate of the FCSC includes-' To plan, supervisee and monitor civil service matters in ministries and government agencies, design civil service policies and define the appropriate means to perform these policies and evaluate the level of achievement.'

[22] Article 9-(10) of FCSC law states that the mandate of the FCSC includes-'To conduct studies and researches related to civil service development; recommend them to concerned government agencies in coordination with competent authorities in the ministries.'

[23] Article 9-(5) of FCSC law states that the mandate of the FCSC includes-'To prepare, in coordination with the concerned parties, the organizational structure of ministries, government agencies, and institutions subject to civil service law.'

[24] Article 9-(9) of FCSC law states that the mandate of the FCSC includes- 'To develop policies and regulations to attain a balance between the number of employees in ministries and government agencies and the work performed.'

[25] Article 9-(15) of FCSC law states that the mandate of the FCSC includes- The commission shall examine individuals' 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; this shall exclude people having approved prior service or holds a high educational degree unless the number of applicants exceeds the number of the proposed positions.'

[26] Article 9-(2) of FCSC law states that the mandate of the FCSC includes- 'To exclusively appointment, reappointment, and promote civil servants in accordance with the merit principles.'

k. To ensure that in the beginning of each year, every Department/ Section of the Ministry/Agency shall prepare 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 ministry/ agency to carry out training needs analysis, develop and implement training plans and evaluate their effectiveness in the development of civil servants;[27]
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 each line Ministry/Agency shall be evaluated annually against its strategic goals and to make recommendations/suggestions to improve the performance of the ministry/ agency, in coordination with FCSC;[28]
p. To monitor and audit periodically the personnel practices and performance of the ministry/ agency concerned as well as those of individual civil servants and report it to the FCSC.

4.6 Further, the FCSC law provides some specific links with some of the ministries. For instance, the FCSC has to determine its staff strength, with the approval of Ministry of Finance.[29] It has also to draft laws and rules related to organization and development of civil service, in coordination with the Ministry of Finance.[30] Similarly, it has to prepare job descriptions and define terms of occupation for all positions in coordination with Ministry of Planning and Cooperative Development.[31] Similarly, FCSC has to design

[27] Article 9-(8) of FCSC law states that the mandate of the FCSC includes-'To design training and development policies for civil servants through training centres in ministries in coordination with the competent authorities in Ministry of Planning and Cooperative Development and other concerned agencies.'

[28] Article 9-(12) of FCSC law states that the mandate of the FCSC includes-'To prepare annual report on each ministry and government agency to be submitted to the Parliament and the Council of Ministers; the report shall include recommendations and suggestions to improve the performance of the ministry.'

[29] Article 11(4) of FCSC Law: 'The staff of Commission shall be determined in a Commission's proposal approved by the Ministry of Finance.'

[30] Article 9-(4) of FCSC law states that the mandate of the FCSC includes-'To propose draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with the Ministry of Finance.

[31] Article 9-(6) of FCSC law states that the mandate of the FCSC includes-'To prepare job description for all positions and define terms of occupation in coordination with competent authorities in Ministry of Planning and Cooperative Development and other concerned agencies.

training and development policies for civil servants through training centres in ministries, in coordination with the Ministry of Planning.[32] The FCSC has also to conduct surveys and studies about making balance between salary grading and living standards and defining the basic needs of living for civil servants, in coordinating with competent agencies.[33]

5. Institutional Relationship of FCSC with Provincial Governments and PCSCs

5.1 The Iraqi constitution provided 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 at present. It is the first time in Iraq there is recognition of a provincial civil service, independently from the federal civil service. Though, every province will have its own provincial civil service, it is to be created from scratch because up till now, provincial employees were considered federal civil servants.

5.2 In this connection, the 'LAW ON GOVERNORATES NOT INCORPORATED INTO A REGION' is a major piece of legislation. However, legislative, financial and administrative jurisdiction of the 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 the federal government and who is working for the provincial government. Once this is determined, then appointments and employment conditions of the civil servants can be regulated by the respective governments (federal or, provincial).

5.2 The Constitution of Iraq defines the role of FCSC as to regulate the affairs of the federal civil service and that its formation and competencies will be defined by law. In pursuance of this constitutional mandate, the Federal Civil Service Commission Law (Law no. 4 of 2009) has been enacted.[34] Therefore, the primary objective of the FCSC is to regulate the affairs of the federal civil service uniformly across the country, irrespective

[32] Article 9-(8) of FCSC law states that the mandate of the FCSC includes-'To design training and development policies for civil servants through training centres in ministries in coordination with the competent authorities in Ministry of Planning and Cooperative Development and other concerned agencies.'

[33] Article 9-(14) of FCSC law states that the mandate of the FCSC includes-' 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, in coordinating with competent agencies.

[34] Article 107 of Iraqi constitution states: 'A commission named the Federal Public Service Commission shall be established and shall regulate the affairs of the federal public service, including appointments and promotions, and its formation and competencies shall be regulated by law.'

of any particular region or, province. The FCSC law makes only three references to region/ province. The first provision is a guiding principle for the FCSC, which provides for equality of opportunities in the matter of public employment in the federal civil service.[35] The second provision stipulates that the FCSC will draft a law to regulate the cooperation with the ministries, agencies, regions, and governorates.[36]The third provision relates to establishment of provincial civil service commission for management of the provincial civil service.[37]

5.3 On the basis of the above legal provisions, a harmonious construction of the relationship between the FCSC and provinces can be made. In the absence of any institutional or, regulatory mechanism for the civil service management, the provincial governments can adapt and follow the federal framework of civil service management. The federal civil service framework covers various aspects 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 the provincial governments *mutatis mutandis* to manage provincial civil service. Accordingly, the provincial civil service reform follows 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 much like modern civil service systems around the world.

5.4 Article 16 of the FCSC law (Law no.4 of 2009) provides for establishment of provincial civil service commissions in all provinces, to manage the provincial civil service based on equality, merit, competency, and fairness. The provincial civil service commissions will report to the local legislature (the governorate council). However, the FCSC can review implementation of public administration reforms, organization development and civil

[35]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.'

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

[37] 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.'

service management policies in the regions and provinces and coordinate the activities of regional and provincial Civil Service Commissions.

5.5 Each province will also have a human resources office (HRO) that reports to the governor (the executive branch of local government). HRO will carry out the HR management of provincial civil servants.[38] They will be tasked with conducting job analysis, job description, job classification, training and, other day-to-day HR management of the provincial civil servants. Guidelines will be provided by the federal civil service law and regulations. Main rules and procedures will be issued by the Federal Civil Service Commission. Local rules and procedures that don't contradict the federal regulations may be issued by the provincial civil service commission.

5.6 The region of Kurdistan, the only region recognized by the constitution, is a different case. According to the Iraqi constitution, the Region can legislate in aspects not exclusive to the federal government (articles 110 and 121 of the constitution). The federal civil service law will apply to the federal employees in the region of Kurdistan; it may also apply to the employees of the government of Kurdistan. However, as the civil service is not a federal exclusive jurisdiction, the government of Kurdistan may decide to issue its own civil service legislation and even to establish its own civil service commission independently from the federal government, although they may adapt the federal framework of civil service management. Consequently, civil service reform in Kurdistan may be different from that of the provinces (not incorporated into the region), if the Kurdish region decides to have its own civil service system.

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[38] 13 provinces have reported back to JCC for having issued administrative orders, establishing HRO according to the Executive Order of Oct 2009.

ANNEX

Functions of FCSC (based on the FCSC Law #4 of 2009)

1. Reporting & Accountability function of FCSC

a. Art.#9(11) (FCSC Law): Preparation of annual report covering Commission's tasks and results and recommendations to improve civil service; for submission to Parliament, Presidential Council and Council of Ministers;
b. Art.#9(12) (FCSC Law): Preparation of annual report on each ministry and agency, containing recommendations to improve performance, for submission to Parliament and Council of Ministers;
c. Art.#9(13-b) (FCSC Law): Review of ministries' draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to Council of Ministers;
d. Art.#12 (FCSC Law): Attending meetings of Parliament committees to discuss draft budgetary proposals relating to financial and administrative expenditures in ministries/ agencies, or to discuss enactment, cancellation or amendment of laws related to civil service.

2. Law Enforcement & Regulatory function of FCSC

a. Art.#9(1) (FCSC Law): Implementation of Federal Civil Service Law, as well as other relevant laws;
b. Art.# 9(4) (FCSC Law): Proposing draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with Ministry of Finance;
c. Art.#14 (FCSC Law): Drafting of legislation, regulating relationship between FCSC and ministries, agencies, regions and provinces;
d. Art.#15(FCSC Law): Drafting and issuing bylaws & regulations to facilitate implementation of FCSC law (#4 of 2009);

e. Art.#16 (FCSC Law): Drafting and issuing regulation to establish provincial civil service commissions (PCSCs) to manage provincial civil service based on equality, merit, competency, and fairness.

3. Organisation Development of Ministries/ Agencies function

a. Art.#9(5) (FCSC Law): Preparation of organization structure of ministries/ agencies/ institutions subject to civil service law;
b. Art.#9(9) (FCSC Law): Development of policies and regulations to attain a balance between number of employees in ministries/ agencies and work performed;
c. Art.# (13) (FCSC Law): To engage and pay the experts for conducting studies & research related to civil service development.

4. HR Management of Civil Service function

a. Art.#9(3) (FCSC Law): Designing civil service policies and defining the appropriate means to perform these policies;
b. Art.#9(3) (FCSC Law): Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in ministries/ agencies;
c. Art.#9(14) (FCSC Law): Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards;
d. Art.#9(16) (FCSC Law): Observing the provisions of Article 105 of constitution, applying job descriptions and terms to all while performing its tasks and responsibilities;
e. Art.#9(2) (FCSC Law): Appointment, reappointment, and promotion of civil servants in accordance with merit principles;
f. Art.#9(6) (FCSC Law): Preparation of job descriptions and terms of occupation in coordination with Ministry of Planning and concerned agencies;
g. Art.#9(15) (FCSC Law): 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.

5. Civil Service Training function

a. Art.#4(1) (FCSC Law): Drafting a law for establishment of Civil Service Institute;
b. Art.#9(7) (FCSC Law): Designing of training & development policies for Civil Service Institute;
c. Art.#4(2) (FCSC Law): Establishment of training centres for development of civil servants in ministries/ agencies;
d. Art.#9(8) (FCSC Law): Designing of training & development policies through training centres in ministries, in coordination with Ministry of Planning and other concerned agencies.

Federal Civil Service Commission (FCSC)

Mandate, Functions, Organisation Structure

And

Duties & Responsibilities of its Departments

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Federal Civil Service Commission (FCSC)

Mandate, Functions, Organisation Structure and, Duties/Responsibilities of its Departments

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1. Executive Summary

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

1.2 FCSC is a federal institution, whose existence is mandated by the Article 107 of Iraqi Constitution. In pursuance of the constitutional mandate, a Federal Civil Service Commission (FCSC) Law (Law No.4 of 2009) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq. Though the names of the departments in the organisation of FCSC are mentioned in the FCSC law, their structure, role, responsibilities, and division of work is yet to be defined.

1.3 As a first step to establish and operationalise the FCSC, in accordance with FCSC Law (Law no 4 of 2009), this document identifies the mandate and functions of the FCSC and defines its organisation structure with roles and responsibilities of each department- their divisions/ units and, their terms of reference.

1.4 The mandate and functions of FCSC, based on the Iraqi Constitution and the FCSC Law have been specified in the **Chapter-2** of this document. The **Chapter-3** provides a description of the departments of the FCSC and their divisions/ units to accomplish the specific tasks of those departments. The organisation charts of the FCSC and its various departments have been prepared and placed in the **ANNEX.** The duties and responsibilities of each department and their divisions/units have been described in the **Chapter-4**.

Federal Civil Service Commission (FCSC)

2. Mandate and Functions

2.1 Mandate of FCSC

2.11 FCSC is a federal institution, whose existence is mandated by the Iraqi Constitution[1]. Its powers are specified by the FCSC Law (#4 of 2009), including the power to issue regulations, guidelines and, remedial actions and sanctions for efficient management of the federal civil service of Iraq. The objective of enacting the FCSC law is;

'….to develop a civil service free from political influence and partisanship, build government institutions, and establish an institution in charge of improving the performance of the ministries and government agencies, formulate sound rules and basis for a civil service system, ensure transparency, impartiality and equal job opportunity in employment, re-employment and promotions, and pursuant to Article 107 of the constitution....'[2]

2.12 The FCSC law sets forth the roles and responsibilities of FCSC towards the civil service, and the principles on which the civil service should operate. The FCSC has to accomplish following objectives[3];

a. Improving and developing civil service, providing equal opportunities and ensuring equality between the qualified candidates to civil service positions;
b. Planning, monitoring and supervising civil service;
c. Developing the public administration, improving government organizational structure, training civil servants and providing them with appropriate social welfare, in coordination with competent authorities.

2.2 Functions of Federal Civil Service Commission (FCSC)

2.21 The FCSC Law envisions that the FCSC is to lead, reform, and implement the policies for modernization of public sector and civil service management in Iraq. The main functions of the FCSC are to develop policies relating to the structure, management and appointment

[1] Article 107 (Iraq Constitution) states, 'A council named the Federal Public Service Council shall be established and shall regulate the affairs of the federal public service, including appointments and promotions, and its formation and competencies shall be regulated by law.'
[2] Reasons for FCSC Law (Law No.4 of 2009)
[3] Article 3 of FCSC Law.

of civil servants, and monitor their implementation in accordance with the provisions of the law and other legal documents. FCSC has the responsibility of making policies for the civil service management, approve organizational structures and establishments, determine pay structures and grades, conduct job descriptions and career structures, personnel rules and training policies. It supervises the implementation of civil service laws and regulations by the ministries and reports annually on the general situation of the civil service to the Parliament and the Government.[4]

2.22 The law also spells out the regulatory functions of the FCSC. It will provide a framework for human resource management and development activities across the civil service in Iraq in accordance with the provision of the civil service law. FCSC has the task of developing and overseeing the implementation of the civil service legislation, preparing and issuing civil service regulations and general instructions related to recruitment, performance appraisal, job description and job evaluation, disciplinary measures and salary structure.

2.23 The functions of FCSC are outlined under the FCSC Law (#4 of 2009). A sum of twenty six functions can be identified under this law and 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.

2.24 The functions of FCSC, under each of the above categories are described below;

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

a) Implementation of Federal Civil Service Law, as well as other relevant laws.[5]
b) Proposing draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with Ministry of Finance.[6]

[4] Article 9 of FCSC Law (Law No. 4 of 2009)
[5] Art 9 (1) of FCSC Law

c) Drafting of legislation, regulating the relationship between FCSC and ministries, agencies, regions and provinces.[7]
d) Drafting and issuing bylaws and regulations to facilitate implementation of FCSC law (law no. 4 of 2009).[8]
e) Drafting and issuing of regulations to establish provincial civil service commissions (PCSCs) to manage the provincial civil service based on equality, merit basis, competency, and fairness.[9]

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

a) Preparation of annual report covering Commission's tasks and results and recommendations to improve civil service; for submission to Parliament, Presidential Council and Council of Ministers.[10]
b) Preparation of annual report on each ministry and agency, containing recommendations to improve performance, for submission to Parliament and Council of Ministers.[11]
c) Review of ministries' draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to Council of Ministers.[12]
d) Attending meetings of Parliament committees to discuss draft budgetary proposals relating to financial and administrative expenditures in ministries/agencies.[13]
e) Attending meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service.[14]

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

a) Preparation of organization structure of ministries/agencies/institutions subject to civil service law.[15]
b) Development of policies and regulations to attain a balance between number of employees in ministries/ agencies and the work performed.[16]

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[6] Art 9 (4) of FCSC Law
[7] Art 14 of FCSC Law
[8] Art 15 of FCSC Law
[9] Art 16 of FCSC Law
[10] Art 9 (11) of FCSC Law
[11] Art 9 (12) of FCSC Law
[12] Art 9 (13-b) of FCSC Law
[13] Art 12 of FCSC Law
[14] Art 12 of FCSC Law
[15] Art 9 (5) of FCSC Law

c) To engage and pay the experts[17] for conducting studies & research related to civil service development and recommend them to concerned agencies in coordination with ministries.[18]

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

a) Appointment, reappointment, and promotion of civil servants in accordance with merit principles.[19]
b) Designing the civil service policies and defining the appropriate means to perform these policies.[20]
c) Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in ministries/ agencies.[21]
d) Preparation of job descriptions and terms of occupation in coordination with Ministry of Planning and concerned agencies.[22]
e) Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards.[23]
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.[24]
g) Observing the provisions of Article 105 of the constitution, applying job descriptions and terms to all while performing its tasks and responsibilities.[25]

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

a) Drafting of a law for establishment of Civil Service Institute.[26]
b) Establishment of training centres for development of civil servants in ministries/ agencies.[27]
c) Designing of training & development policies for Civil Service Institute[28] and through training centres[29] in ministries, in coordination with Ministry of Planning and other agencies.

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[16] Art 9 (9) of FCSC Law
[17] Art 13 of FCSC Law
[18] Art 9 (10) of FCSC Law
[19] Art 9 (2) of FCSC Law
[20] Art 9 (3) of FCSC Law
[21] Art 9 (3) of FCSC Law
[22] Art 9 (6) of FCSC Law
[23] Art 9 (14) of FCSC Law
[24] Art 9 (15) of FCSC Law
[25] Art 9 (16) of FCSC Law
[26] Art 4 (1) of FCSC Law
[27] Art 4 (2) of FCSC Law
[28] Art 9 (7) of FCSC Law
[29] Art 9 (8) of FCSC Law

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

a) Preparation of budget[30] and management of FCSC's financial, administrative and human resources.

b) Drafting of a regulation defining tasks of the departments provided in Article 10 of FCSC law, their formation, divisions, and tasks.[31]

c) Staffing in the FCSC- Recruitment of General Directors, Directors and Staff in FCSC.[32]

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[30] Art 9 (13-a) of FCSC Law

[31] Art 11 (3) of FCSC Law

[32] Art 11 of FCSC Law

Federal Civil Service Commission (FCSC)

3. Organisation Structure

3.1 Departments under Federal Civil Service Commission (FCSC)

3.11 Article 10 of FCSC law provides for the following departments in the FCSC;

1. Financial and Administrative Department.
2. Legal Department
3. Administration Studies and Research Department
4. Public Administration Development Department
5. Coordination and Follow up with Ministries and Government Agencies Department
6. Civil Service Institute, connected Department to Public Administration Development
7. Office of the Chairperson of the Commission

The proposed organisation chart of the FCSC, depicting these departments may be seen at **Annex-I**.

3.2 Divisions and units under each department

3.21 Based on the mandate and functions of the FCSC, identified in the previous chapter, the organisation structure of each department should have following divisions and units;

1. Financial and Administrative Department[33]

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

(i) Planning, Finance & Budget Division

(ii) General Administration Division

(iii) Human Resource Division

(iv) Information & Communications Technology (ICT) Division

The proposed organisation chart of the Financial and Administrative Department, depicting these divisions may be seen at **Annex-II**.

[33] Article 10- (1) of FCSC Law

2. Legal Department[34]

To be headed by a Director General[35], this department will consist of following divisions;

(i) Legal Drafting Division

(ii) Legal Services and Litigation Division

(iii) Administrative Appeals Division

The proposed organisation chart of the Legal Department, depicting these divisions may be seen at **Annex-III**.

3. Department for Administration Studies and Research[36]

To be headed by a Director General[37], this department will consist of following divisions;

(i) Organization Research & Development Division

(ii) Monitoring and Evaluation Division

The proposed organisation chart of the Administration Studies and Research Department, depicting these divisions may be seen at **Annex-IV**.

4. Department of Public Administration Development[38]

To be headed by a Director General[39], this department shall consist of following Divisions/ units;

(i) Recruitment Division

(ii) Human Resource Policy Division

(iii) Training & Development Division

(iv) Senior Executive Service (SES) Unit

The proposed organisation chart of the Public Administration Development Department, depicting these divisions may be seen at **Annex-V**.

5. Department of Coordination and Follow up with Ministries and Government Agencies[40]

To be headed by a Director General[41], this department will consist of following divisions;

(i) Ministry, Government Agency & Provincial Relations Division

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[34] Article 10-(2) of FCSC Law
[35] Article 11-(1) of FCSC Law
[36] Article 10-(3) of FCSC Law
[37] Article 11-(1) of FCSC Law
[38] Article 10-(4) of FCSC Law
[39] Article 11-(1) of FCSC Law
[40] Article 10-(5) of FCSC Law
[41] Art.11- (1) of FCSC Law

(ii) Communications & Public Relations Division

The proposed organisation chart of the Coordination and Follow up with Ministries and Government Agencies Department, depicting these divisions may be seen at **Annex-VI**.

6. Civil Service Institute[42] (connected Department to Public Administration Development)

The Civil Service Institute (CSI) will be responsible for implementation of training and development policies of FCSC for the civil servants. Its functions, duties & responsibilities and the organisation structure is to be decided by the FCSC, in consultation with all stakeholders. Broadly, It will have following kind of organisation structure;

(i) Director of CSI: To direct the operations of the Institute.

(ii) Dean: For the academic affairs of the CSI.

(iii) Registrar: For the general administration of CSI.

7. Office[43] of the Chairperson of FCSC

To be headed by a Director[44], this department will consist of following units;

(i) Chairperson's Executive Office

(ii) Internal Audit Unit

(iii) Commission's Secretariat

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

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[42] Article 10(6) of FCSC Law.
[43] Art. 10(7) of FCSC Law.
[44] Art.11- (2) of FCSC Law

4. Duties/ Responsibilities of Departments

4.1 Terms of Reference (ToR) of Departments of FCSC

4.11 Keeping in view the constitutional mandate[45] and the functions[46] of the FCSC and the provisions of the FCSC law, ToRs of the departments[47] of FCSC have been designed[48] as follows;

1. Financial and Administrative Department[49]

To be headed by a Director General, this department shall be responsible for FCSC's Finance & Budget; General Administration (including Logistics, Transport & Assets Management, **Protocol**; Office Management, Secretarial assistance to the Deputy Chairperson and Commissioners, Safety & Security and, **Reception and** General Services); Human Resource Management of FCSC staff and, information & communication technology services. It will consist of following divisions;

(i) Planning, Finance & Budget Division
(ii) General Administration Division
(iii) Human Resource Division
(iv) Information & Communications Technology (ICT) Division

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

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[45] Article 107 of Iraq Constitution: *'A commission named the Federal Public Service Commission shall be established and shall regulate the affairs of the federal public service, including appointments and promotions, and its formation and competencies shall be regulated by law.'*

[46] Article 3 of FCSC law defines the functions of the FCSC as follows: '*The Commission aims at:-*
(i) Improving and developing the civil service, providing equal opportunities and ensuring equality between the qualified candidates to civil service positions.
(ii) Planning, monitoring and supervising civil service.
(iii) Developing the public administration, improving government organizational structure, training civil servants and providing them with appropriate social welfare, in coordination with competent authorities'.

[47] Art.11-(3) of FCSC Law provides for issuance of a bye-law, describing the ToR of FCSC departments. It states- '*The commission shall issue a bylaw defining tasks of the departments provided in Article 10 of this law their formation, divisions, and tasks.'*

[48] Notwithstanding these ToRs, the Chairperson of FCSC can add, amend or, assign any additional responsibility to any department or, division of FCSC at any time.

[49] Article 10- (1) of FCSC Law

(i) Planning, Finance, Budget & Procurement Division

This division will be responsible for planning, preparation, execution and monitoring of FCSC's budget[50] and procurement. Specifically, its responsibilities will include the following;

(a) Planning, Finance and Budget unit

a. To draft annual plan of activities of FCSC and coordinate participation of all departments of the FCSC 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 FCSC 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 FCSC;
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);

(b) Procurement Unit

a. To ensure that procurement processes for purchase of goods, services and work comply with current legislation and are conducted with the ethical means;
b. To formulate and implement policies that ensure procurement of goods, services and work of best quality, at lowest price;
c. To promote competition and fair and equal treatment to all providers;
d. To ensure that decisions of procuring goods services and work are made in transparent and consistent manner, while safeguarding the commercial interests of the FCSC;
e. To establish indicators to monitor the consumption needs of consumer goods;

[50] Article 9- [13 (a)] of FCSC Law

f. To assist the Organisational Research and Development Division in procurement (and management of contract) of external expert researchers[51].
g. 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;
h. To maintain a file of all procurement actions, conducted by the FCSC for the purpose of records audit.

(ii) General Administration Division

This division will be responsible to provide overall support for the operations of FCSC by providing Logistics, Transport & Assets Management, Protocol; Office Management, Secretarial assistance to the Deputy Chairperson and Commissioners, Safety & Security and, Reception and General Services. Specifically, its responsibilities will include the following;

(a) Logistics, Transport, Protocol and Assets Management Unit

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 FCSC;
e. To make the necessary in-country and abroad travel arrangements for the Chairperson, Deputy Chairperson, Commissioners and officials of the FCSC;
f. To assist FCSC delegations in preparing and conducting their missions abroad.
g. To manage assets of FCSC 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 FCSC;

[51] Article 13 of FCSC Law

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 FCSC;

q. To take care of cleanliness of the areas adjacent to FCSC;

r. To manage the car park of FCSC;

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 FCSC 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 FCSC 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/ Deputy Chairperson and/or, the Commissioners' Room, during their visits to FCSC;

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

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

(b) Office Management,[52] Safety & Security & Unit

a. To ensure provision of necessary staff support and other services to the Deputy Chairperson and the Commissioners of FCSC for discharge of their executive functions;
b. To coordinate with other departments/ divisions and provide information relating to remuneration, allowances and other entitlements to the Deputy Chairperson and the Commissioners of FCSC;
c. To provide the secretarial and support staff to the departmental heads for official work.
d. To advise the Chairperson on the safety and security matters, addressing prevention, control, surveillance, protection of staff, premises and, assets of FCSC;
e. To develop rules regarding access, movement and stay of persons in the premises of FCSC;
f. To develop and propose to the Chairperson of safety & security regulations for FCSC;
g. To assist the Chairperson in ensuring enforcement of regulations and instructions on safety & security of FCSC;
h. To coordinate with the Information and Communication Technology (ICT) Division regarding implementation of new security technologies and maintenance of related equipments;
i. To issue temporary passes and permanent identity cards to regular staff, casual staff, advisers etc;
j. Maintenance and checking of fire fighting equipments, Organizing Mock Drills, Liaison with fire Service;
k. To liaise security matters with the police officials;
l. To respond to general enquiries;
m. To provide administrative support requested by the various departments;
n. To produce standard administrative procedures and manuals to standardize processes that apply to all administrative services;

[52] Article 5- (1) of FCSC Law

o. To ensure the receipt, registration and, forwarding of any correspondence received;
p. To ensure registration and dispatch of correspondence issued by FCSC;
q. To develop a classification system for the file of correspondence sent and received;
r. To ensure reproduction and binding of documents on paper;
s. To prepare a monthly statistical report of the work of reproduced documents, indicating the quantity per department of FCSC, divisions and staff.

(iii) Human Resource Division

This division will be responsible for planning and implementation of policies and strategies for organisation development and human resources management of FCSC staff. The responsibilities of the HR Divisions shall be divided into two HR units and will include the following;

(a) HR Unit-I: This unit will be responsible for the organisation development, HR planning, Job Analysis, Recruitment & Selection, Promotion & Transfer, Performance Management, Career & Succession Planning and Training & Development of FCSC Staff. Specifically, its duties and responsibilities will include the following;

a. To carry out organisation development and HR planning and maintain and update the personnel profile and job descriptions of FCSC staff positions;
b. To implement HR procedures of merit based recruitment & selection, promotion, performance management, career progression and, training & development for the FCSC 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 FCSC, 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 FCSC 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.

(b) HR Unit-II: This unit will be responsible for the Employees' Relations & Welfare, Personnel Records, Leave & Attendance, Employees' Salary, Benefits & Allowances, HR Management Information System (HRMIS), Employees' Ethics, Conduct & Disciplinary Action in respect of FCSC Staff. Specifically, its duties and responsibilities will include the following;

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

(iv) Information and Communication Technology (ICT) Division

This division will be responsible for designing and implementing policies and strategies for information and communication technology (ICT) and maintaining and updating HR database of federal civil servants in the FCSC. The responsibilities of the ICT Division, which consist of following three units, include the following;

a. Information Technology Unit

a. To design and implement policies and strategies for information technology to ensure its development as well as supply of services to FCSC.
b. To design, develop and maintain the website of FCSC;
c. To design, develop and maintain a system of communication network for sharing of documents through local area network (LAN) in the FCSC office;
d. To design, develop and maintain a system for access to internet, electronic mail and, services for video-conferencing in the FCSC 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 departments of FCSC;
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 division, IT training of FCSC staff;
o. To provide assistance to the users of information and communication system of FCSC (help desk services).

b. <u>Communication Technology Unit</u>

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

To prepare and update internal Telephone Directories of FCSC.

c. HRMIS Unit

a. To design, develop, implement and operate a comprehensive human resource management information system (HRMIS), serving all Iraqi ministries and agencies, within FCSC's jurisdiction;
b. To generate user-specific HRMIS reports, required for effective planning and management of Iraqi Federal Civil Service;

c. To support development and operations of HRMIS units in provincial Civil Service Commissions.

2. Legal Department[53]

To be headed by a Director General[54], this department shall be responsible for matters relating to drafting of legal documents- laws, rules, regulations; legal services and litigation; and equal opportunities, appeals and employees' grievances. It will consist of following divisions;

(i) Legal Drafting Division

(ii) Legal Services and Litigation Division

(iii) Equal Opportunities, Appeals and Employees' Grievances Division

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

(i) Legal Drafting Division

a. To review, amend and/or draft laws, regulations and other documents of legal nature, relating to policies, rules and procedures of public administration and civil service management, to facilitate implementation of FCSC law[55].

b. To draft a law for establishing and organizing the activities of Civil Service Institute.[56]

c. To draft laws relating to organization and development of civil service.[57]

d. To draft a law that regulates the cooperation between FCSC and ministries, and government agencies, regions, and governorates not incorporated into region[58].

(ii) Legal Services and Litigation Division

a. To provide legal advice and render legal assistance to all departments of FCSC;

b. To provide legal services as required to support the operations of FCSC throughout Iraq.

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[53] Article 10-(2) of FCSC Law
[54] Article 11-(1) of FCSC Law
[55] Article 15 of FCSC Law
[56] Article 4-(1) of FCSC Law
[57] Article9-(4) of FCSC Law
[58] Article14 of FCSC Law.

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

(iii) Administrative Appeals Division

a. To design and manage equal opportunities program serving all civil servants in Iraq, as required by the Constitution.[59]
b. To assist the Commission in adjudication of appeals, complaints of candidates/ civil servants relating to recruitment, promotion, transfer, disciplinary action or, discrimination;
c. To receive the petitions/applications/ employees' grievances and register the same in office records;
d. To examine the contents of the petition/ application and obtain para-wise comments from the concerned department/division;

[59] Article 16 of FCSC Law.

e. To ensure that all departments/ divisions are following the due provisions of law, rules, regulations and procedures (including Art. 105 of Iraqi Constitution)[60];

f. to check as to whether the provisions of extant law, regulation and instructions have been diligently followed or, otherwise;

g. To submit the case file along with statement of facts and comments for decision to the superior authority for further instructions/ decision.

3. Department of Administration Studies and Research[61]

To be headed by a Director General[62], this department shall be responsible for matters relating to Organisational Research & Development; Monitoring and Evaluation; and, Publication and Knowledge Resources. It will consist of following divisions;

(i) Organisational Research & Development Division

(ii) Monitoring and Evaluation Division

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

(i) Organizational Research & Development Division

a. To carry out research related to civil service development and collaborate with concerned government agencies to make recommendations to authorities in ministries.[63]

b. 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, in coordinating with competent agencies.[64]

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

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

[60] Article 9-(16) of FCSC Law
[61] Article 10-(3) of FCSC Law
[62] Article 11-(1) of FCSC Law
[63] Art. 9-(10) of FCSC Law
[64] Art. 9-(14) of FCSC Law

e. To propose policies for the benefit and recognition of merit;

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

g. To provide advice to the Commission on organisational issues related to the status of civil servants and related matters;

h. To establish cooperative relations with the line ministries and agencies and, obtain and compile documents on their organisation structure and civil service management;

i. To provide technical support to the Commission in the legislative, and oversight activities, including the preparation of draft laws and amendments;

j. Work with the Public Administration Development Department to monitor ministries' budget proposals concerning Civil Servant salaries and administrative expenditures and prepare recommendations for the Chairman of FCSC regarding approval of their budgets, for submission to the Council of Ministers.[65]

k. To propose draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with the Ministry of Finance.[66]

l. To prepare annual report on each ministry and government agency to be submitted to the Parliament and the Council of Ministers; the report shall include recommendations and suggestions to improve the performance of the ministry.[67]

m. To coordinate the meeting of chairman or Deputy chairperson of the commission with the Parliament committees, where they study credits assigned for civil servants, and financial and administrative expenditures in all ministries and government agencies so that to be included in draft budget, or where they study enactment, cancellation or amendment of laws related to civil service.[68]

n. To hire experts for specialised studies and researches related to civil service matters.[69]

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[65] Art. 9-(13-b) of FCSC Law

[66] Art. 9-(4) of FCSC Law

[67] Art. 9-(12) of FCSC Law

[68] Art. 12 of FCSC Law.

[69] Art. 13 of FCSC Law.

o. To pursue studies and research on topics related to organisational development and civil service management and organize conferences, lectures and seminars for the FCSC Commissioners and staff of FCSC;

p. Responsible for efficiency and effectiveness of Government machinery by way of – defining unique role and functions of each government entity (to avoid overlap/duplication or, any gap in their functions);

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

r. To develop public administration and improve government organizational structure.[70]

s. Work with the concerned parties to define the functions, sectoral policies, fiscal frameworks and organizational structures of ministries, government agencies and other institutions subject to Civil Service law.[71]

t. To work with Legal Department to develop policies, regulations and procedures to help ministries and government agencies do effective human resource planning.[72]

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

v. To coordinate the preparation of annual reports on FCSC's activities for Parliament, the Presidential Council and Council of Ministers.[73]

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

x. To maintain annual and other reports of the various ministries and agencies, including the FCSC;

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

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

[70] Art. 3-(3) of FCSC Law
[71] Art. 9-(5) of FCSC Law
[72] Art. 9-(9) of FCSC Law
[73] Art. 9-(11) of FCSC Law

aa. To ensure, for consultation, a collection of official gazette and distribute to Departments with a monthly list of laws and regulations relating to organization development and civil service management, published in the Gazette, to facilitate monitoring of legislative activity;

bb. To define the policy and procedures for the 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 the FCSC;

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>Monitoring and Evaluation Division</u>

a. To monitor and evaluate the performance of each ministry and Agency, relating to organization and civil service management.

b. To monitor and evaluate the operations of the Iraqi civil service, including the level of achievement of FCSC's civil service management policies.[74]

c. To produce information for reports to support the FCSC's planning processes and for presentation to Parliament, the Council of Ministers and the Presidential Council. [75]

[74] Article 9-(3) of FCSC Law

[75] Art. 9-(11) & Art. 9- (12) of FCSC Law

d. To work with the HR Management of Civil Service Division to establish a system to monitor civil service matters in the line ministries and agencies, support the design and implementation of civil service policies, and evaluate their implementation.[76]

e. To report and communicate the outcomes of public administration reforms to the council of ministers, parliament and the general public;

f. To collaborate with the Organisational Research & Development and, Finance & Budget Division on analysis of the cost of living and determining appropriate levels of Civil Service salaries.[77]

g. To support monitoring and evaluation activities relating to assessment of organizational performance and civil service management in ministries, government agencies and, provincial Civil Service Commissions.

h. To prepare annual report covering the Commission's tasks, including results of reviewing the hiring processes and recommendations to improve the civil service for submission to Parliament, the Presidential Council and the Council of Ministers.[78]

i. To plan, monitor and supervise civil service, in coordination with HR policy division.[79]

4. Department of Public Administration Development[80]

To be headed by a Director General[81], this department shall be responsible for administering the provisions of Civil Service Law (when enacted) and planning, implementation and dissemination of public administration and civil service policies, regulations and procedures relating to 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 etc. This department shall consist of following Divisions;

[76] Art. 9-(3) of FCSC Law
[77] Art. 9-(14) of FCSC Law
[78] Art. 9-(11) of FCSC Law
[79] Article3-(2) of FCSC Law
[80] Article 10-(4) of FCSC Law
[81] Article 11-(1) of FCSC Law

(i) Recruitment Division

(ii) Human Resource Policy Division

(iii) Training & Development Division

(iv) Senior Executive Service (SES) Unit

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

(i) Recruitment Division

Responsible for policy formulation and implementation of merit based recruitment process in the Iraqi civil service, across the country. It shall be directly responsible for recruitment of senior civil servants and also be responsible for oversight of the recruitment process in the line ministries/ agencies and at provincial level.

a. To manage, coordinate and monitor the process of recruitment, reappointment, and promotion of civil servants in accordance with merit based recruitment policy, regulation and procedure.[82]
b. To advertise job vacancies in the manner provided by the law and regulations,
c. To examine individuals' 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; excluding people having approved prior service or holding a high educational degree unless the number of applicants exceeds the number of proposed positions.[83]
d. To implement the decisions of the Commission on the merit based recruitment of civil servants and conducting the public examinations;
e. To prepare and maintain documents on the merit based recruitment of civil servants
f. To provide equal opportunities and ensuring equality between the qualified candidates to civil service positions.[84]

[82] Article 9-(2) of FCSC Law
[83] Article 9 (15) of FCSC Law
[84] Article3-(1) of FCSC Law

(ii) Human Resource Policy Division

a. To implement the Federal Civil Service Law once it is enacted, as well as the effective laws related to federal civil service.[85]
b. To plan, supervise and monitor civil service policy matters in ministries and government agencies, design civil service policies and define the appropriate means to perform these policies.[86]
c. To improve and develop the civil service, providing equal opportunities to civil service positions.[87]
d. To plan, monitor and supervise civil service, in coordination with the monitoring and evaluation division.[88]
e. To design, coordinate, guide and support the establishment and operations of Human Resource departments, serving civil servants in ministries and provinces;
f. To prepare job descriptions and terms of employment in collaboration with the Ministry of Planning (MoP) and other concerned agencies.[89]
g. To manage, coordinate and monitor the process of results-based performance management and evaluation of all civil servants.
h. To provide civil servant with appropriate social welfare, in coordination with competent authorities.[90]

(iii) Training & Development Division

a. To design and develop policies and strategies for training and professional development of civil servants.[91]
b. To assist the legal department in drafting a law for establishing and organizing training activities of Civil Service Institute;[92]
c. To implement and monitor policies and strategies for establishment and operationalization of the Federal Civil Service Institute and the Training Centers in the ministries;

[85] Article 9-(1) of FCSC Law
[86] Article 9-(3) of FCSC Law
[87] Article3-(1) of FCSC Law
[88] Article3-(2) of FCSC Law
[89] Article 9-(6) of FCSC Law
[90] Article 3-(3) of FCSC Law
[91] Article 3-(3) of FCSC Law
[92] Article 4-(1) of FCSC Law

d. To support and monitor the management and operations of the Civil Service Institute and the training centers of ministries;
e. To contribute to the operations of the Civil Service Institute.[93]
f. To design the training and development policies for the Civil Service Institute.[94]
g. To design, establish and make functional the training centres for development of civil servants within the ministries.[95]
h. To design training and development policies for civil servants and their implementation through training centres in ministries in coordination with the Ministry of Planning and Cooperative Development and other concerned agencies.[96]
i. To assist in management of agreements on cooperation in education and training of civil servants.
j. To design, develop and implement, in collaboration with other ministries and agencies training plans including professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country.

(iv) <u>Senior Executive Service (SES) Unit</u>

a. To develop SES policy and pay and grading structures;
b. To prepare legislation, supporting regulations, and budget for SES program;
c. To develop and put in place SES terms of service conditions and regulation for lateral entry;
d. To develop SES merit based recruitment and career management procedures;
e. To develop and put in place a SES code of conduct and ethics structure;
f. To develop and put in place a SES performance management and incentives procedures;
g. To develop and put in place SES management guidelines;
h. To prepare SES implementation strategies and work plans for ministries and other units (SOEs, provincial governments);

[93] Article 10-(6) of FCSC Law
[94] Article 9-(7) of FCSC Law
[95] Article 4-(2) of FCSC Law
[96] Article 9-(8) of FCSC Law

i. To design and implement executive management training & development framework.
j. To implement SES recruitment, performance management and training and support programmes;
k. To deploy, support and monitor the performance of the SES personnel.

5. Department of Coordination and Follow up with Ministries and Government Agencies[97]

To be headed by a Director General[98], this department will be responsible for Coordination and Follow up with Ministries and Government Agencies. It will consist of following divisions;

(i) Ministry and Government Agency Relations Division
(ii) Communications & Public Relations Division

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

(i) Ministry, Agency, Regional and Provincial Relations Division

a. To coordinate the FCSC's reporting activities to Parliament;
b. To facilitate and support FCSC working with executive government, ministries, government agencies, regional and provincial governments and, PCSCs in the process of consultation, coordination, implementation and monitoring of laws, policies, rules, regulations and procedures relating to public administration, organization development and civil service management in Iraq;
c. To work with the Legal Affairs Department to establish the linkages needed to prepare legislation regulating the relationship between the FCSC and the executive government, ministries, government agencies, regions and the provinces.[99]
d. To work with Recruitment Division to establish relationships required to operate a system for merit-based recruitment, appointments and promotions of civil servants throughout Iraq.[100]

[97] Article 10-(5) of FCSC Law
[98] Art.11- (1) of FCSC Law
[99] Article 14 of FCSC Law
[100] Article 9- (2) of FCSC Law

e. To work with HR policy division and M&E division to establish a system to monitor civil service matters in the government, support the design and implementation of civil service policies, and evaluate their implementation.[101]

f. To work with the organizational research and development division and establish relationships with ministries and government agencies to obtain the requisite information to enable FCSC to participate in Parliament committee meetings dealing with budget submissions for Civil Service salaries and administrative expenses and laws related to public service operations.[102]

g. To work with organizational research and development division, to help the concerned parties to define the functions, policies and organizational structure of ministries, government agencies and other entities, subject to civil service law.[103]

h. To work with HR policy division and establish linkages to prepare job descriptions and terms of employment in collaboration with Ministry of Planning and other concerned agencies.[104]

i. To work with Training & Development Division to establish a system for on-going collaboration with the Ministry of Planning and other concerned ministries to establish training units in ministries and implementation of training and development policies for their operations.[105]

j. To work with the Organizational Studies and Research Division and establish linkages with ministries and government agencies to share results and make recommendations arising from research related to civil service development.[106]

k. To work with Monitoring and Evaluation Division to establish systems to monitor and evaluate civil service management and performance of each ministry and government agency for the FCSC's annual report to Parliament, and Council of Ministers.[107]

l. To collaborate with the organizational studies & research division to analyse each ministry's annual budget relating to civil servant salaries and

[101] Article 9- (3) of FCSC Law
[102] Article 12 of FCSC Law
[103] Article 9 (5) of FCSC Law
[104] Article 9 (6) of FCSC Law
[105] Article 4- (2) & Art. 9 (8) of FCSC Law
[106] Article 9 (10) of FCSC Law
[107] Article 9 (12) of FCSC Law

administrative expenditures and gather information required for their approval and submission to Council of Ministers.[108]

m. Work with the Organisational study and research division and with competent agencies to study the relationship between civil servants' salaries and the cost of living to define basic needs of living for civil servants.[109]

n. To support the recruitment division in implementation of merit based recruitment procedure in ministries and government agencies for assessment of applicants' competence and suitability for jobs throughout Iraq.[110]

o. To facilitate and support FCSC working with PCSCs to coordinate, implement and monitor laws, policies, rules, regulations and procedures relating to public administration, organization development and civil service management in Iraq.

p. To establish a system to maintain on-going relationships with provinces and regions to support their obligation to set up and operate PCSCs to manage a merit-based, motivated, competent and equitable provincial and regional Civil Service.[111]

(ii) Communications & Public Relations Division

a. Design and operate a comprehensive strategic communications program to support the FCSC's policies relating to public administration and development of an effective Iraqi Civil Service;

b. To promote internal communication amongst the departments of the FCSC;

c. To design the system of communication and circulation of information and documents between the departments of FCSC;

d. To develop and manage the content of the website of FCSC, with the technical collaboration of the Information Technology and Communication (FCSC) division.

e. To promote communication between the FCSC and the Parliament, PMO, COMSEC, line- ministries and agencies and expand the use of information and communication technologies for this purpose;

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[108] Article 9 (13-b) of FCSC Law
[109] Article 9 (14) of FCSC Law
[110] Article 9 (15) of FCSC Law
[111] Article 16 of FCSC Law

f. To work with the publication & resource centre division of FCSC for presentation and distribution of annual report of FCSC activities to Parliament, the Presidential Council and Council of Ministers.[112]

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

h. To support communications units in the regional and PCSCs (provincial Civil Service Commissions);

i. To arrange radio and television coverage of the FCSC events;

j. To promote dissemination of publications and other materials of FCSC in all appropriate media to support continuous improvement in the performance of the Civil Service throughout Iraq;

k. To promote the dissemination of FCSC's activities, both in the country and abroad, through brochures, pamphlets, electronic media, website and internet;

l. To propose and implement policies and procedures for using the information materials, written, sound and image, generated by the FCSC.

m. To carry out public relation activities to public organizations, civil society organizations, citizens, and other national and international institutions.

n. To organize press conferences and prepare and disseminate press releases.

o. To analyze the information produced by the media about FCSC and prepare appropriate response of the FCSC.

6. Civil Service Institute[113] (connected Department to Public Administration Development)

The Civil Service Institute (CSI) will be responsible for implementation of training and development policies of FCSC for the civil servants. Its functions, duties & responsibilities and the organisation structure is to be decided by the FCSC, in consultation with all stakeholders. Broadly, It will have following kind of organisation structure;

[112] Article 9 (11) of FCSC Law

[113] Article 10(6) of FCSC Law.

(i) Director of CSI

a. To direct the operations of the Institute in a manner consistent with the guidance of the Federal Civil Service Commission (FCSC) and the policies and plans defined by the Directorate General of Public Administration Development.
b. To maintain effective linkages with the Department of Public Administration Development of FCSC.[114]
c. To establish relationships with educational institutions that can enhance the performance of the Iraqi civil service.
d. To support the collaboration with the ministries/agencies to establish training centers in ministries and support the implementation of training and development policies for their operations.[115]

(ii) <u>Dean</u>

For the academic affairs of the CSI. It will have following units;

(a) Standards and Accreditation Division

a. To collaborate with the Public Administration Development Department of FCSC to define competencies required for all occupations in the Iraqi civil service.
b. To manage a standards and accreditation process for training and development services available to civil servants throughout Iraq
c. To provide the HRMIS units of the FCSC as well as the ministries and agencies with data required to assess qualifications for employee selection and promotion.

(b) <u>Curriculum Development Division</u>: Prepare curriculum to support continuous improvement of the performance of all levels of civil service in Iraq.

(c) <u>Instructional Division</u>: To provide training and development services to enable civil servants to acquire the knowledge, attitudes and skills needed to offer quality services to the Iraqi public.

(d) <u>Distance Education Division</u>: To Collaborate with the curriculum development and instructional units to offer a full range of learning opportunities to civil servants across Iraq.

[114] Article10(6) of FCSC Law
[115] Article 4(2) & 9(8) of FCSC Law.

(iii) Registrar

For the general administration of the CSI, it will have the following units;

(a) Administration, Finance & Logistics Division: To support the operations of the Institute.

(b)Student Service Unit: To manage student records in collaboration with the FCSC's HRMIS unit to provide required supports to students.

(c)Education Leave Support Unit: To manage domestic and international study leave placements, as defined in the Civil Service Law.

7. Office[116] of the Chairperson of FCSC

To be headed by a Director[117], this department will be responsible for managing the Chairperson's executive office; carry out financial and administrative audit of FCSC; and, provide secretarial support to the Commission. It will consist of following units;

Chairperson's Executive Office

Internal Audit Unit

(i) 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 Office

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

(ii) Internal Audit Unit

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

a. To plan, organise and carry out the internal audit function including the preparation of an audit plan;

[116] Art. 10(7) of FCSC Law.

[117] Art.11- (2) of FCSC Law

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

(iii) Secretariat of the Commission

This unit will provide secretarial support to the Apex decision making body of the FCSC i.e. the Commission, which consists of the Chairperson, the Deputy Chairperson and, seven Commissioners..The Director of the Chairperson's office will serve as ex-officio secretary to the Commission. The 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 the Commission in achieving the objectives of the Commission.
c. To refer to committees and subcommittees, all correspondence addressed to them;
d. To notify to all members of commission the dates, times and venue of the meetings;
e. To coordinate, prepare and circulate the agenda items and reference materials, prior to the meeting of the Commission.
f. To coordinate the logistics of the commission's meetings, including venue, catering, and audio/ visual requirements.
g. To record and maintain the minutes of the Commission's meeting.

h. To submit the draft minutes of the Commission's meetings to the Chairperson for approval.

i. To take the follow up action on the decisions of the Commission and monitor implementation of the Commission's decision.

j. To keep records of reported cases of non-compliance and further document any remedial action and track any action taken by the responsible persons.

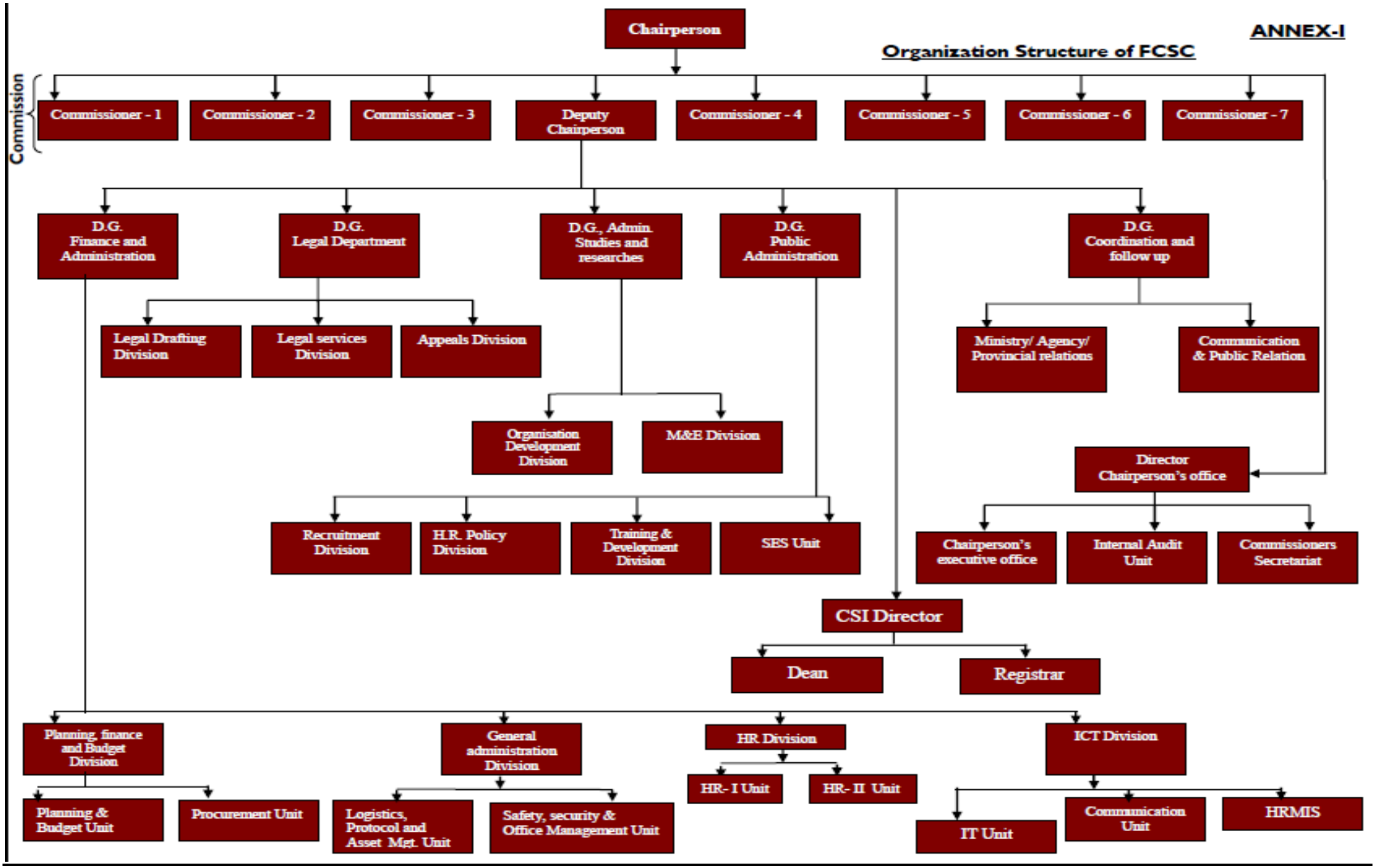
k. To maintain the records of the all the Commission's meetings, including other relevant materials shared during the meeting.

l. To coordinate and maintain the Commission's communication, information sharing, and official documentation and archiving.

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

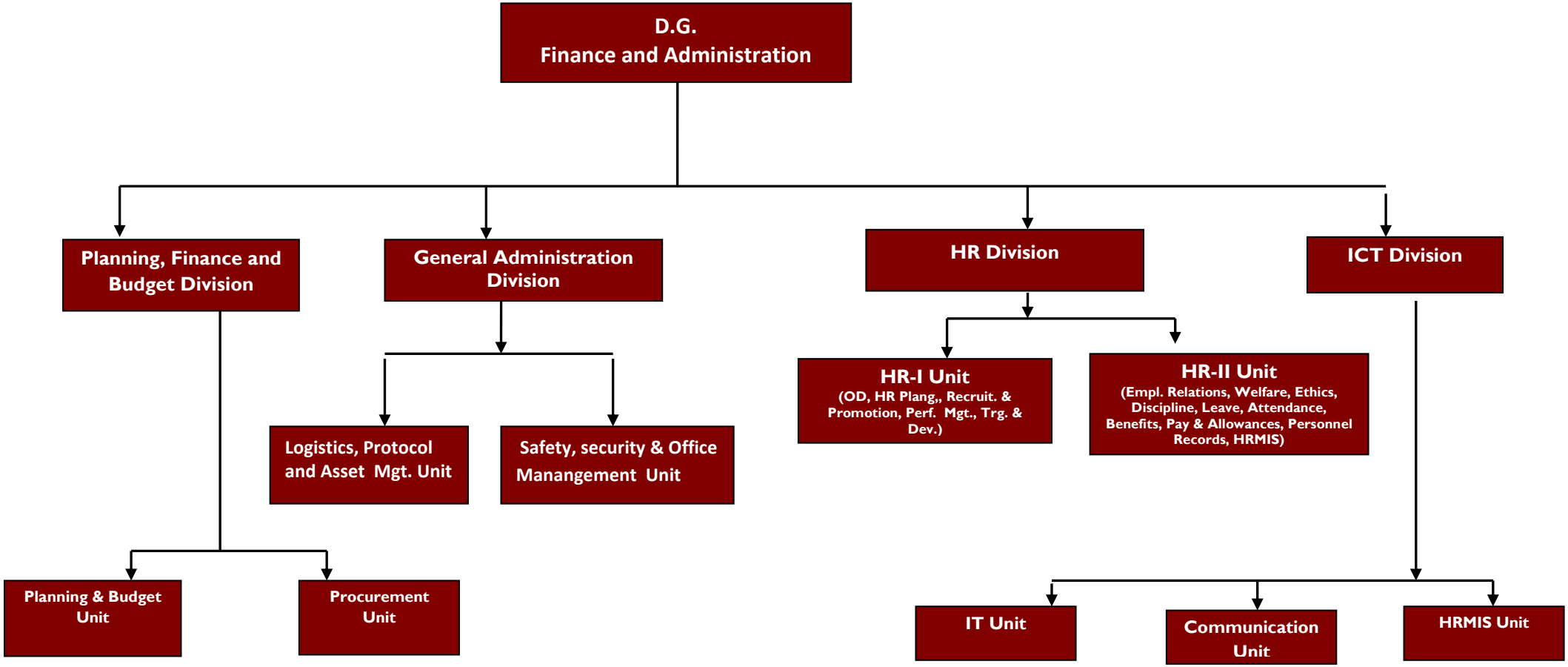
ANNEX-I

Organization Structure of FCSC



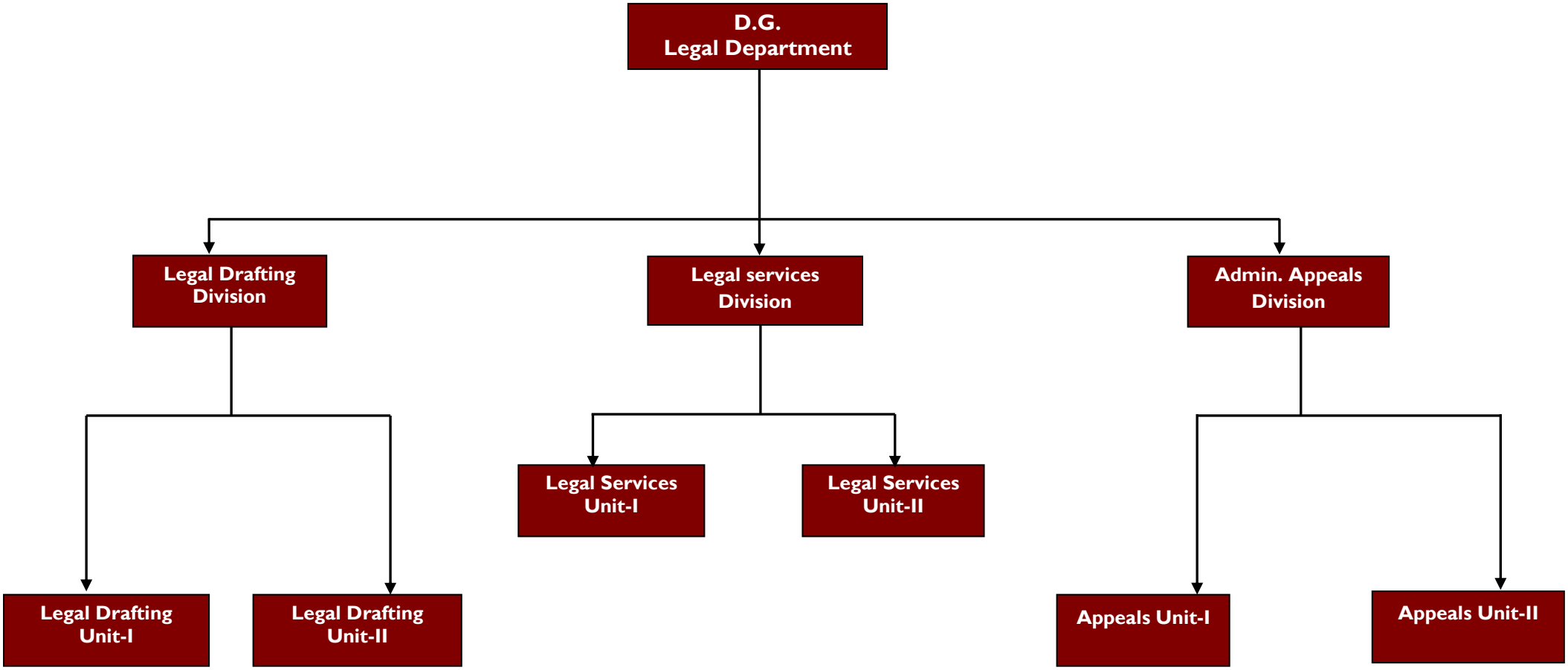
ANNEX-II

Organization Chart of Finance and Administration Department



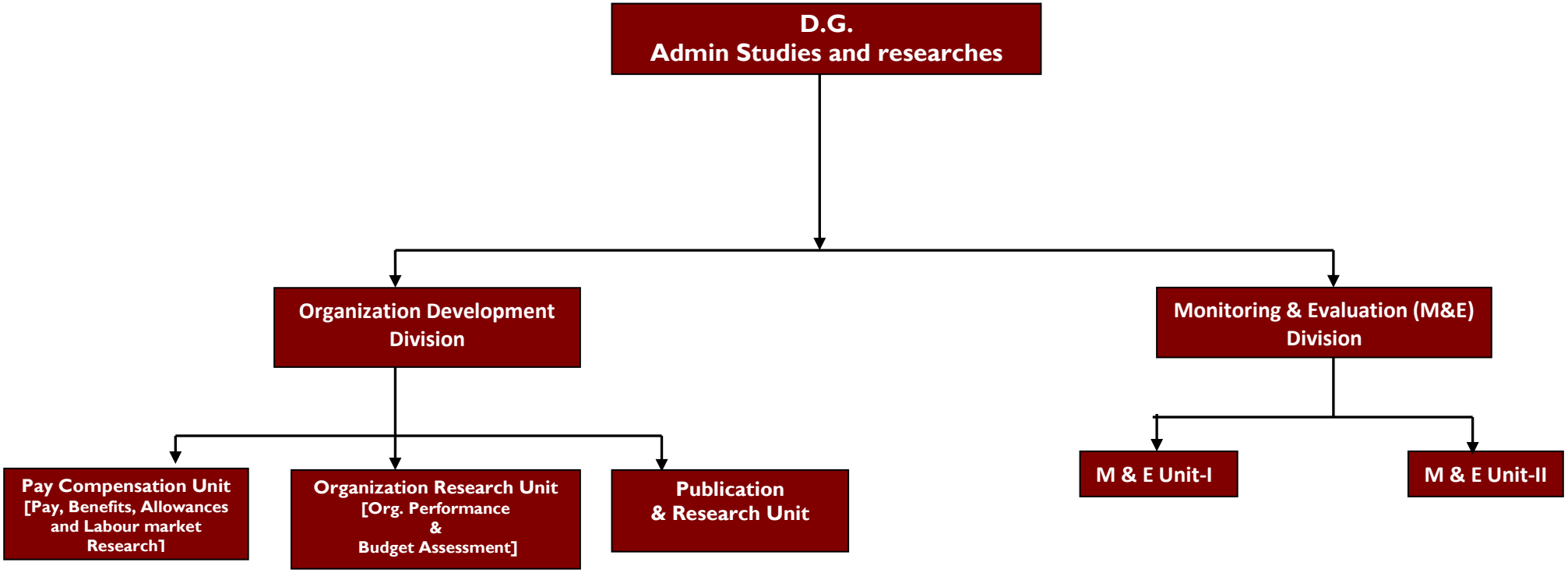
ANNEX-III

Organization Chart of Legal Department



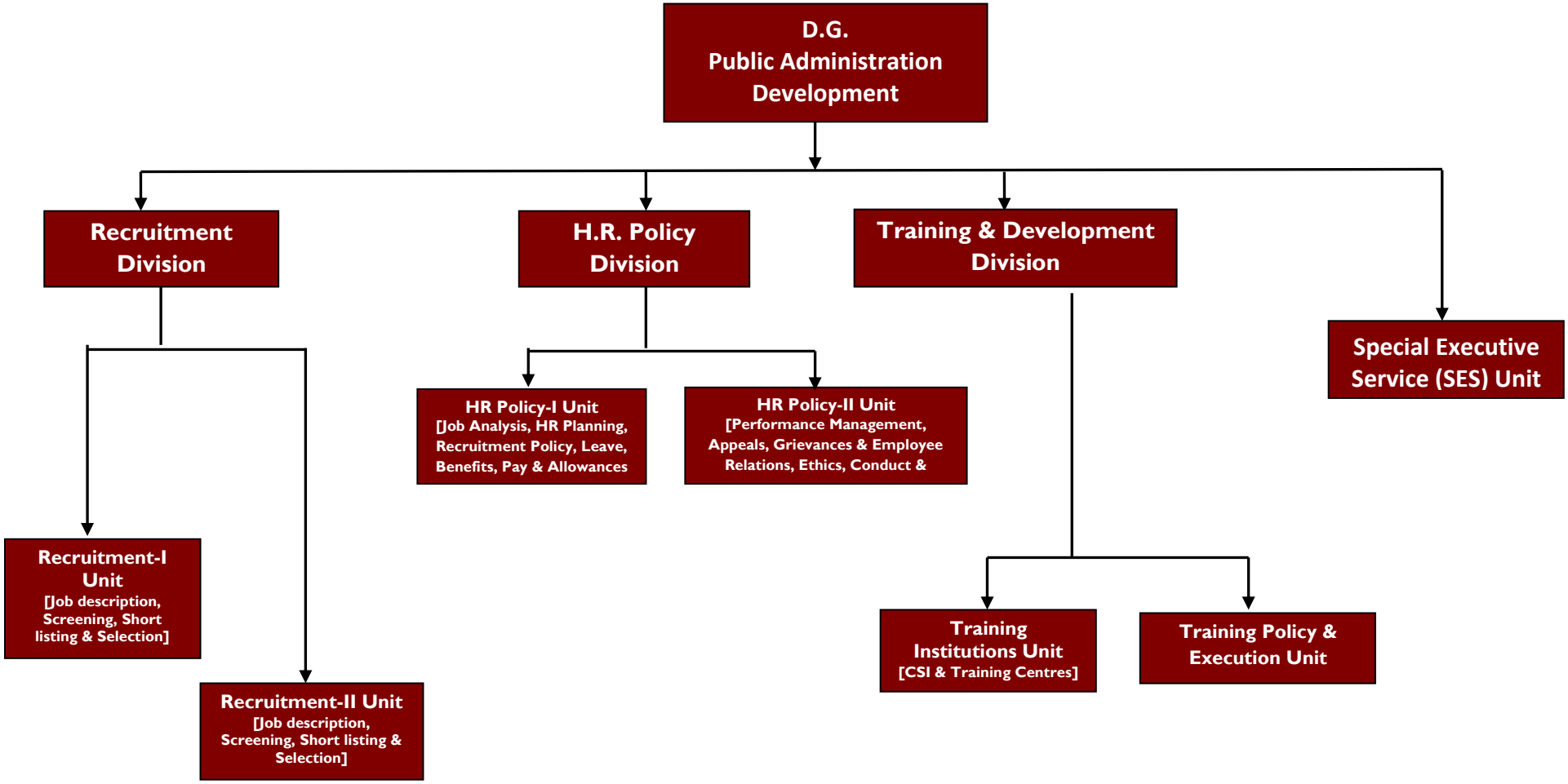
ANNEX-IV

Organization Chart of Department of Administrative Studies and Research



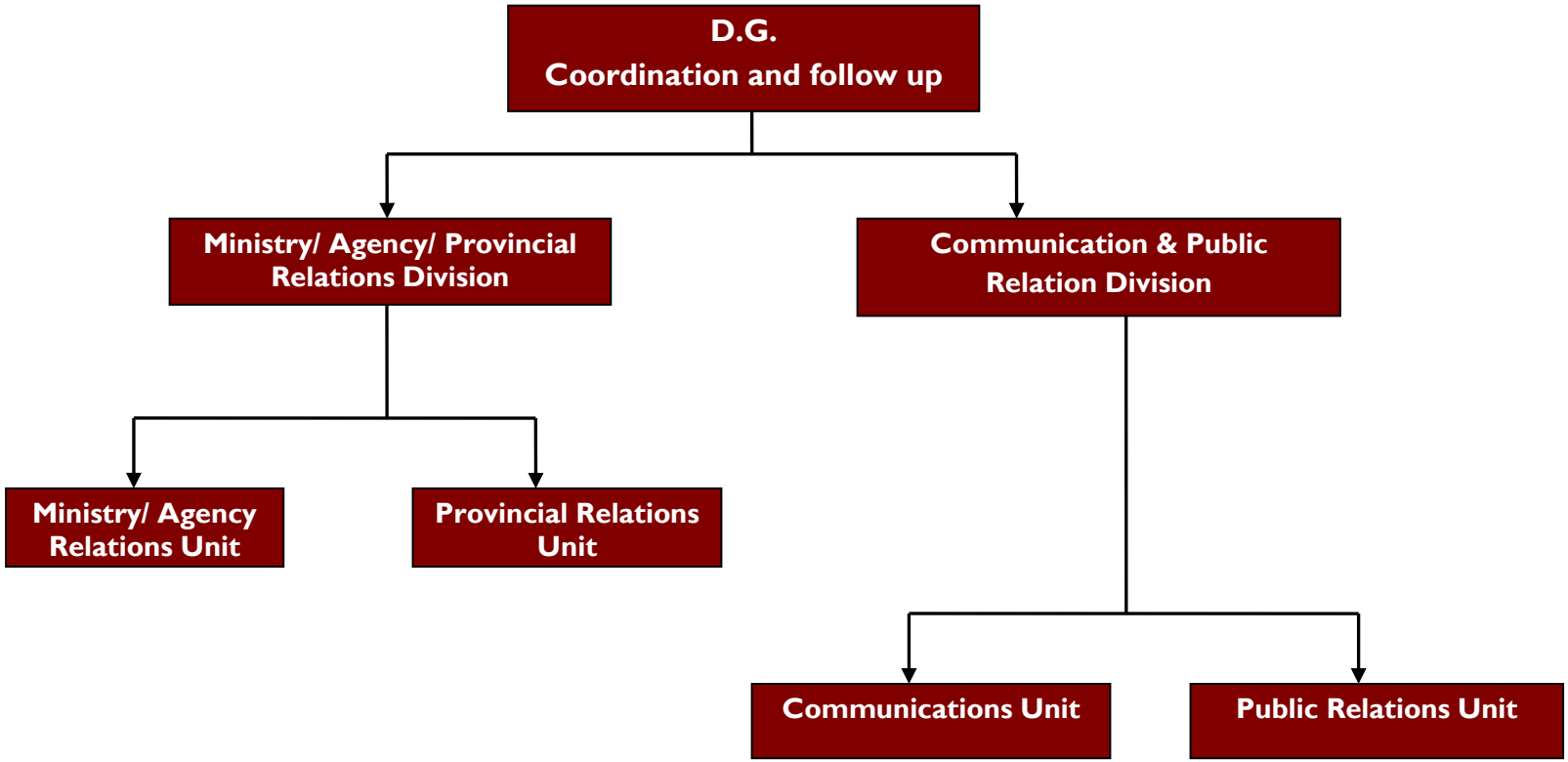
ANNEX-V

Organization Chart of Department of Public Administration Development



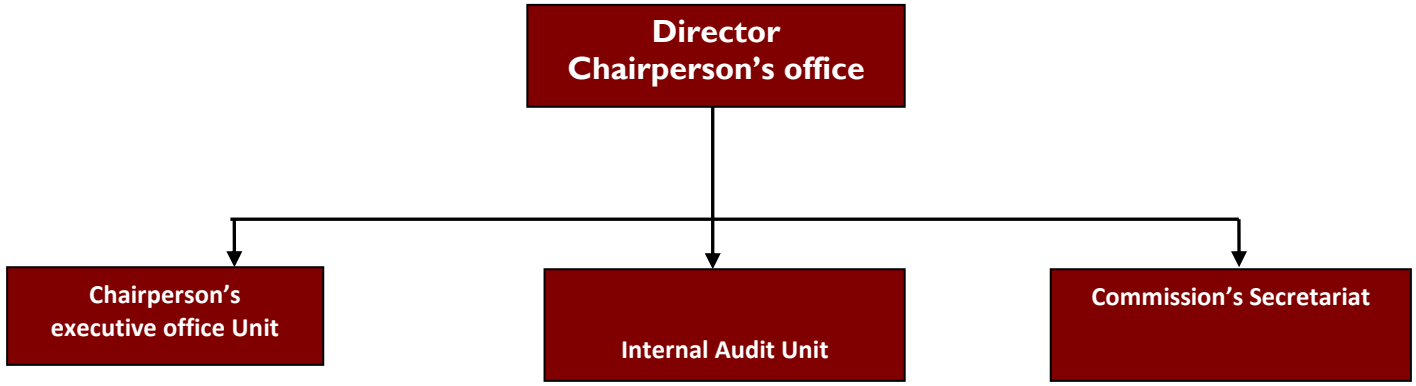
ANNEX-VI

Organization chart of Department of Coordination and Follow up



ANNEX-VII

Organization Chart of the Office of the Chairperson of FCSC



Federal Civil Service Commission (FCSC)

Identification of Staffing Needs

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January 2012

Federal Civil Service Commission (FCSC)

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 operationlisation of Federal Civil Service Commission (FCSC). It will enable FCSC to identify requisite qualification, experience and skill levels, required in an individual to successfully carry out a particular job in FCSC. Thereafter, FCSC can fill up every identified position in its departments, divisions and units through merit based recruitment. Filling up the identified positions in this manner will facilitate FCSC to perform its functions and achieve its objectives, efficiently and effectively.

1.2 In pursuance of the constitutional mandate under Article 107 of Iraqi Constitution, a Federal Civil Service Commission (FCSC) Law (#4 of 2008) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq. Though the names of the departments in the organisation structure of FCSC are mentioned in the FCSC law, their structure, role, responsibilities, division of their work and staffing needs were not defined. As description of these important parameters was necessary for establishment and operationalization of FCSC, the USAID/ TARABOT CSR team has designed, developed and documented them in a document, titled *''Mandate, Functions, Organisation Structure and Duties & Responsibilities of Departments''* (December, 2011).

1.3 The staffing needs of FCSC, identified in this document, are based on the defined functions, organisation structure and the duties and responsibilities of FCSC's various departments and divisions/units. The staffing needs for the FCSC Office are as under;

(a) Director General- 5 (Grade-'B')
(b) Director -15 (Grade-2)
(c) Deputy Director-34 (Grade-3)
(d) Executive Assistant- 80 (Grade-4)
(e) Civilian Motor Driver-10 (Grade-8)
(f) Office Assistant-20 (Grade-8)
(g) Hygiene and Sanitation Worker-6 (Grade-9)

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

---

2. Introduction

2.1 The FCSC is a federal institution, whose existence is mandated by the Article 107 of Iraqi Constitution. In pursuance of the constitutional mandate, a Federal Civil Service Commission (FCSC) Law (#4 of 2008) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq.

2.2 In general, for this kind of role, there are three possible options. The first option is that FCSC discharges these roles altogether in a centralised fashion, without delegating any authority to line ministries/ agencies in respect of recruitment, promotion, transfer, performance management, training & development of civil servants. This option is neither feasible nor, desirable. Second possible option could be that while FCSC carries out many of these roles itself, it also delegates some of these roles to the line ministries/ agencies. The third option could be that while FCSC maintains an oversight over these activities, by way of setting rules, standards and monitoring processes, it delegates most of these roles to the line ministries/ agencies.

1.3 Out of the above mentioned three options, every option will have different kind of staffing needs. The staffing needs in this document have been worked out on the premise that the FCSC opts for the third option, with freedom to switch over to the second option, in future. The advantage of this approach is that if the FCSC opts for, it can easily switch over to the second option. The reverse of this does not hold good.

1.3 The USAID/ TARABOT CSR team has designed, developed and documented a document, titled *''Mandate, Functions, Organisation Structure and Duties & Responsibilities of Departments''* of December 2011. The staffing needs of FCSC, identified in this document, are based on such defined functions, organisation structure and the duties and responsibilities of FCSC's various departments and divisions/units.

---

3. Department wise Staffing Needs of FCSC

The establishment of FCSC (department-wise) consists of following personnel

3.1 Commission

(1) Chairperson-1 post
(2) Deputy Chairperson-1 post
(3) Commissioner- 7 posts

Total=9 posts

3.2 FCSC Office

1. Office of Chairperson of FCSC

(i) Director – 1 post
(ii) Deputy Director-3 post
(iii) Executive Assistant-6 posts

Total=10 posts

---

2. Finance and Administration Department

(i) Director General- 1 post
(ii) Director -4 posts
(iii) Deputy Director-9 posts
(iv) Executive Assistant-36 posts
(v) Civilian Motor Driver (Grade-8)-10 posts
(vi) Office Assistant (Grade-8)-20 posts
(vii) Hygiene and Sanitation Worker (Grade-9)-6 posts

Total= 86 posts

---

3. Legal Department

(i) Director General- 1 post
(ii) Director -3 posts
(iii) Deputy Director-6 posts
(iv) Executive Assistancts-4 posts

Total=14 posts

---

4. Department for Administration Studies and Research

(i) Director General- 1 post
(ii) Director -2 posts
(iii) Deputy Director-5 posts
(iv) Executive Assistant-10 posts

Total=18 posts

---

5. Department of Public Administration Development

(i) Director General- 1 post
(ii) Director -3 posts
(iii) Deputy Director-7 posts
(iv) Executive Assistant-18 posts

Total=29 posts

---

6. Department of Coordination and Follow up with Ministries/Government Agencies

(i) Director General- 1 post
(ii) Director -2 posts
(iii) Deputy Director-4 posts
(iv) Executive Assistant-6 posts

Total=13 posts

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

---

4 Grade wise Staffing Needs of FCSC

4.1 Summary of Grade wise Establishment of FCSC

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

I. **Chairperson-1** post (Special Rank)

II. **Deputy Chairperson-1** post (Director General Rank)

III. **Commissioner- 7** posts (Director General Rank)

IV. **Director General- 5** posts (Grade-'B')

a. Financial and Administrative Department (1 post)

b. Legal Department (1 post)

c. Department for Administration Studies and Research (1 post)

d. Department of Public Administration Development (1 post)

e. Department of Coordination and Follow up with Ministries/ Agencies (1 post)

V. **Director -15** posts (Grade-2)[1]

a) Chairperson's Office (1 post)

b) Finance and Administration Department (4 posts)

c) Legal Department (3 posts)

d) Administration Studies and Research Department (2 posts)

e) Public Administration Development Department (3 posts)

f) Coordination and Follow up with Ministries/ Agencies Department (2 posts)

VI. **Deputy Director-34** posts(Grade-3)[2]

a. Chairperson's Office (3 posts)

b. Finance and Administration Department (9 posts)

c. Legal Department (6 posts)

d. Administration Studies and Research Department (5 posts)

e. Public Administration Development Department (7 posts)

f. Coordination and Follow up with Ministries/ Agencies Department (4 posts)

[1] For department/ division wise distribution of these posts, please see section B, below.
[2] Ibid.

VII. **Executive Assistant- 80** (Grade-4)[3]

a) Chairperson's Office (6 posts)

b) Finance and Administration Department (36 posts)

c) Legal Department (4 posts)

d) Administration Studies and Research Department (10 posts)

e) Public Administration Development Department (18 posts)

f) Coordination and Follow up with Ministries/Agencies Department (6 posts)

VIII. **Civilian Motor Driver-10** posts (Grade-8)[4]

a) Finance and Administration Department

IX. **Office Assistant-20** posts (Grade-8)[5]

a) Finance and Administration Department

X. **Hygiene and Sanitation Worker-6 (Grade-9)**[6]

a) Finance and Administration Department

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

4.2 Grade wise distribution of posts amongst various Departments/ Divisions

1) Director General- 5 posts (Grade 'B')

a) Finance and Administration Department- 1 post

b) Legal Department- 1 post

c) Administration Studies and Research Department- 1 post

d) Public Administration Development Department- 1 post

e) Coordination and Follow up with Ministries/ Agencies Department- 1 post

[3] For department/ division wise distribution of these posts, please see section B.
[4] Ibid.
[5] Ibid.
[6] Ibid.

2) Director -15 posts (Grade-2)

Chairperson's Office (1 post)

I. Chairperson's Office- 1 post

Finance and Administration Department (4 posts)

II. Planning, Finance & Budget Division- 1 post

III. General Administration Division- 1 post

IV. Human Resource Division- 1 post

V. Information & Communications Technology (ICT) Division- 1 post

Legal Department (3 posts)

VI. Legal Drafting Division- 1 post

VII. Legal Services and Litigation Division- 1 post

VIII. Administrative Appeals Division- 1 post

Administration Studies and Research Department (2 posts)

IX. Organization Research & Development Division- 1 post

X. Monitoring and Evaluation Division- 1 post

Public Administration Development Department (3 posts)

XI. Recruitment Division- 1 post

XII. Human Resource Policy Division- 1 post

XIII. Training & Development Division- 1 post

Coordination and Follow up with Ministries/ Agencies Department (2 posts)

XIV. Ministry, Government Agency & Provincial Relations Division

XV. Communications & Public Relations Division

3) Deputy Director- 34 (Grade-3 posts)

Chairperson's Office (3 posts)

I. Personal Secretary to Chairperson
II. Internal Audit Unit
III. Commission's Secretariat

Finance and Administration Department (9 posts)

IV. Planning & Budget Unit
V. Procurement Unit
VI. Logistics, Protocol and Asset Mgt. Unit
VII. Safety, security & Office Management Unit
VIII. HR-I Unit
IX. HR-II Unit
X. IT Unit
XI. Communication Unit
XII. HRMIS Unit

Legal Department (6 posts)

XIII. Legal Drafting Unit-I
XIV. Legal Drafting Unit-II
XV. Legal Services Unit-I
XVI. Legal Services Unit-II
XVII. Appeals Unit-I
XVIII. Appeals Unit-II

Administration Studies and Research Department(5 posts)

XIX. Pay Compensation Unit
XX. Organization Research Unit
XXI. Publication & Research Centre Unit
XXII. M&E Unit-I
XXIII. M&E Unit-II

Public Administration Development Department (7 posts)

XXIV. Recruitment Unit-I
XXV. Recruitment Unit-II
XXVI. HR Policy Unit-I
XXVII. HR Policy Unit-II
XXVIII. Training Policy
XXIX. Training Institutions
XXX. SES Unit

Coordination and Follow up with Ministries/Government Agencies Department (4 posts)

XXXI. Ministry/ Agency Relations Unit
XXXII. Provincial Relations Unit
XXXIII. Communications Unit
XXXIV. Public Relations Unit

4) Executive Assistant- 80 posts (Grade-4)

Chairperson's Office (6 posts)

I. Chairperson's Executive Office
II. Stenographer
III. Financial Audit
IV. Administrative Audit
V. Agenda (Minutes & Records)
VI. Monitoring & Compliance

Finance and Administration Department (36 posts)

VII. Planning
VIII. Budgeting
IX. Procurement
X. Logistics
XI. Protocol
XII. Assets Management
XIII. Safety & Security
XIV. Office Management (Secretarial Assistance to Commissioners and DGs)- 20
XV. Office Maintenance
XVI. FCSC's OD, HR Planning, Recruitment & Promotion
XVII. FCSC staff's Performance Management & Training & Development
XVIII. FCSC's Employees' Relations, Welfare, Ethics & Discipline
XIX. FCSC staff's Leave, Attendance, Benefits,
XX. FCSC staff's Pay & Allowances, Personnel Records, HRMIS
XXI. Information Technology
XXII. Communications
XXIII. Civil Servants' HRMIS

Legal Department (4 posts)

XXIV. Administrative Appeals Division

Administration Studies and Research Department (10 posts)

XXV. Civil Servants' Pay, Benefits and Allowances Research
XXVI. Labour Market Research
XXVII. Organisational Performance
XXVIII. Ministry/ Agency Budget Assessment
XXIX. Publications
XXX. Research Centre & Library
XXXI. M&E Compliance (4)

Public Administration Development Department (18 posts)

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XXXIII. Civil Servants' Selection & Appointment (2)
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XXXV. Civil Servants' Job Analysis & HR Planning
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XXXVII. Civil Servants' Recruitment Policy
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XXXIX. Civil Servants' Ethics, Conduct and Discipline
XL. Civil Servants' Appeals, Grievances and Employees' Relations
XLI. Civil Service Institute
XLII. Training Centres
XLIII. Training Policy
XLIV. Training Policy Execution
XLV. Senior Executive Service Policy
XLVI. Senior Executive Service Policy Execution

Coordination and Follow up with Ministries/Government Agencies Department (6 posts)

XLVII. Ministry Relations
XLVIII. Agency Relations
XLIX. Provincial Relations (2 posts)
L. Communication
LI. Public Relations

5. Civilian Motor Driver-10 posts (Grade-8)

Finance and Administration Department

6. Office Assistant-20 posts (Grade-8)

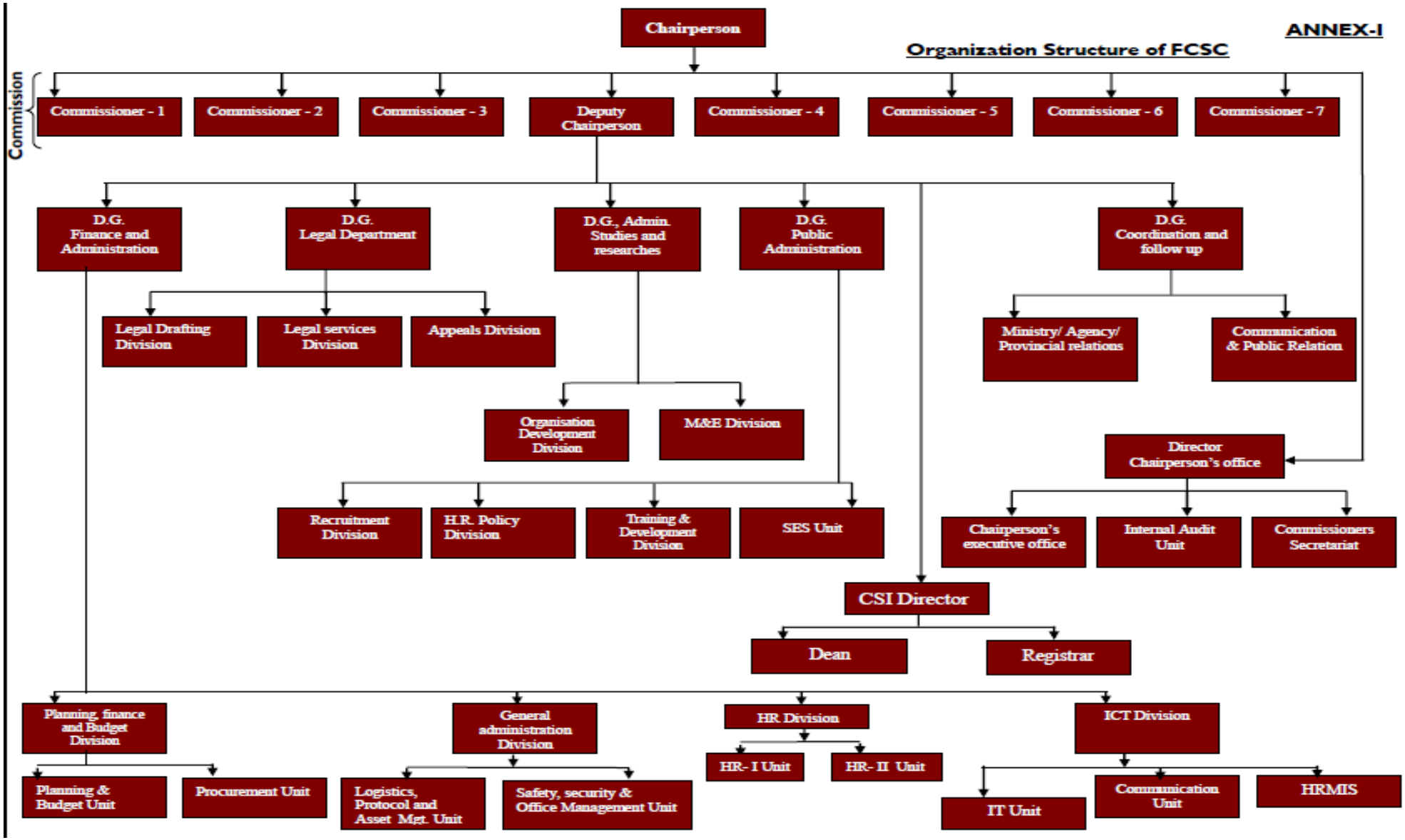
Finance and Administration Department

7. Hygiene and Sanitation Worker-6 posts (Grade-9)

Finance and Administration Department

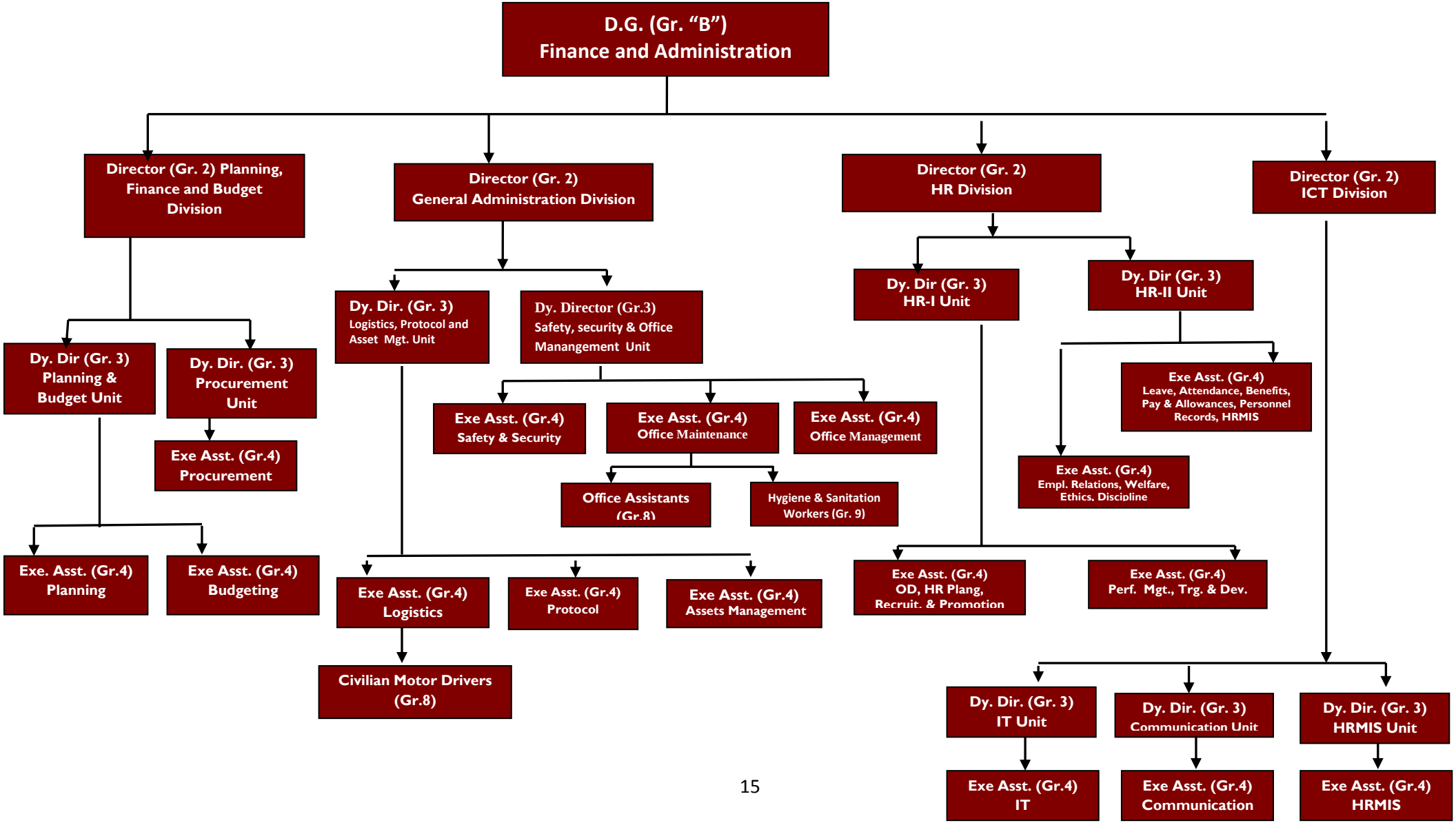
ANNEX-I

Organization Structure of FCSC



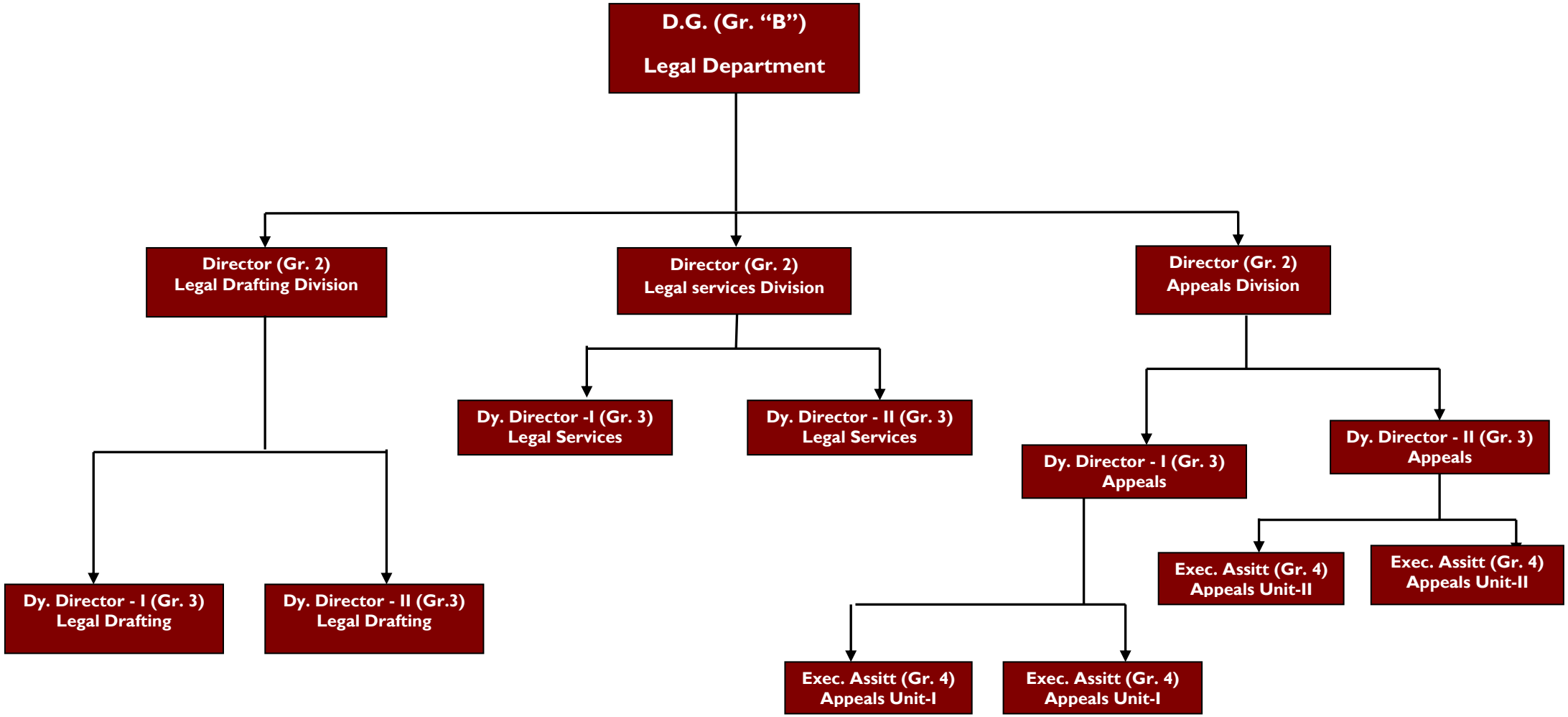
ANNEX-II

Organization Chart of Finance and Administration Department



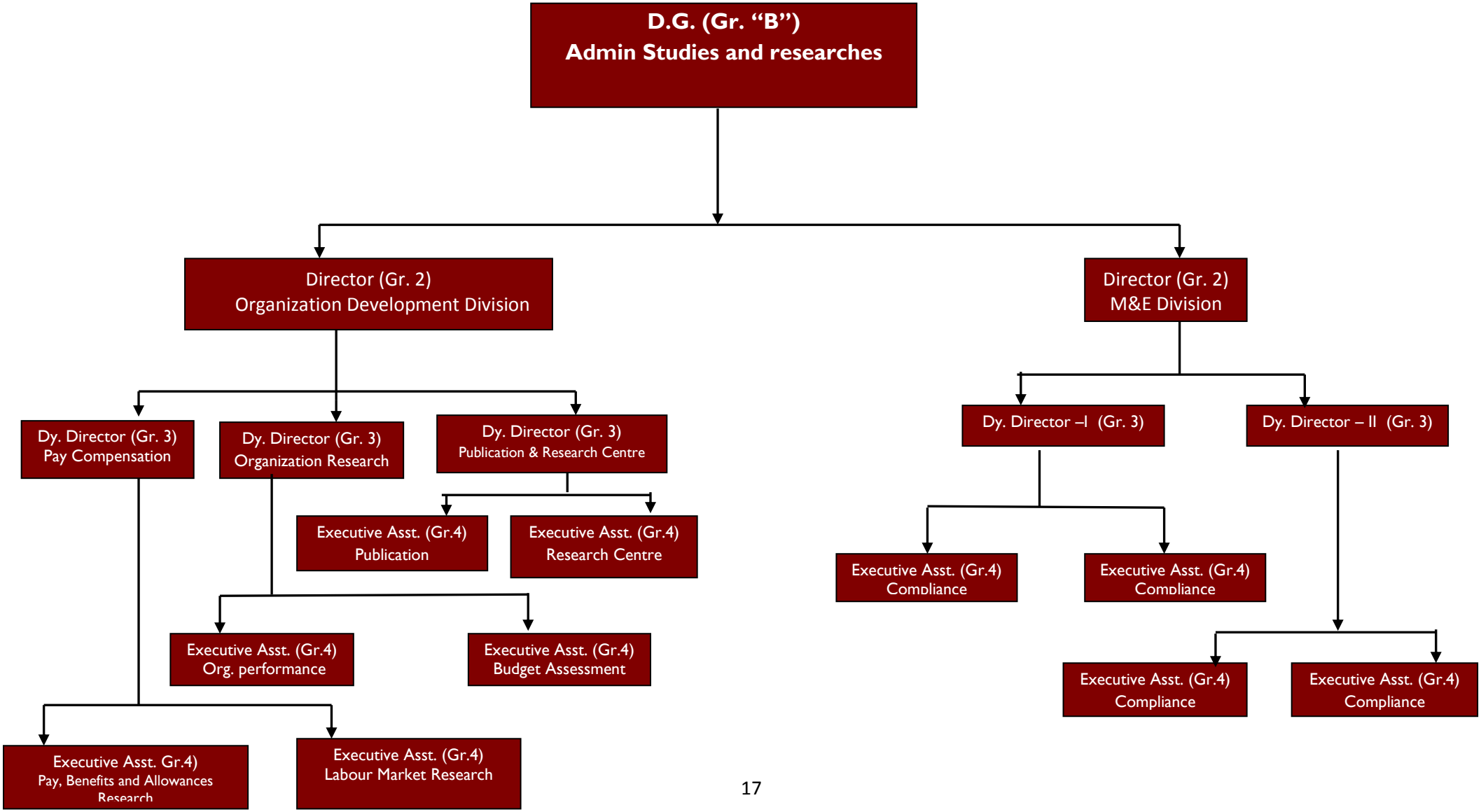
ANNEX-III

Organization Chart of Legal Department



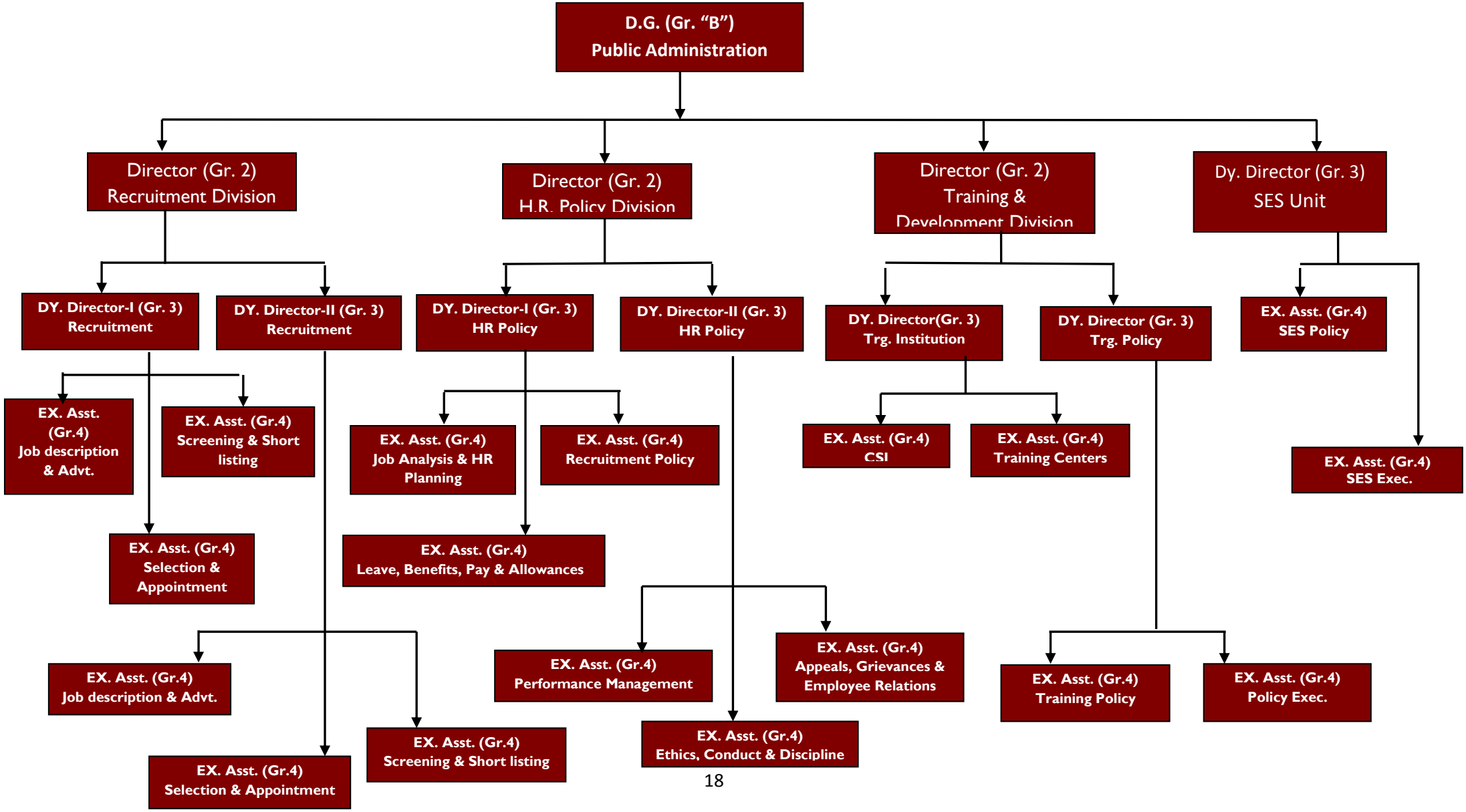
ANNEX-IV

Organization Chart of Department of Administrative Studies and Research



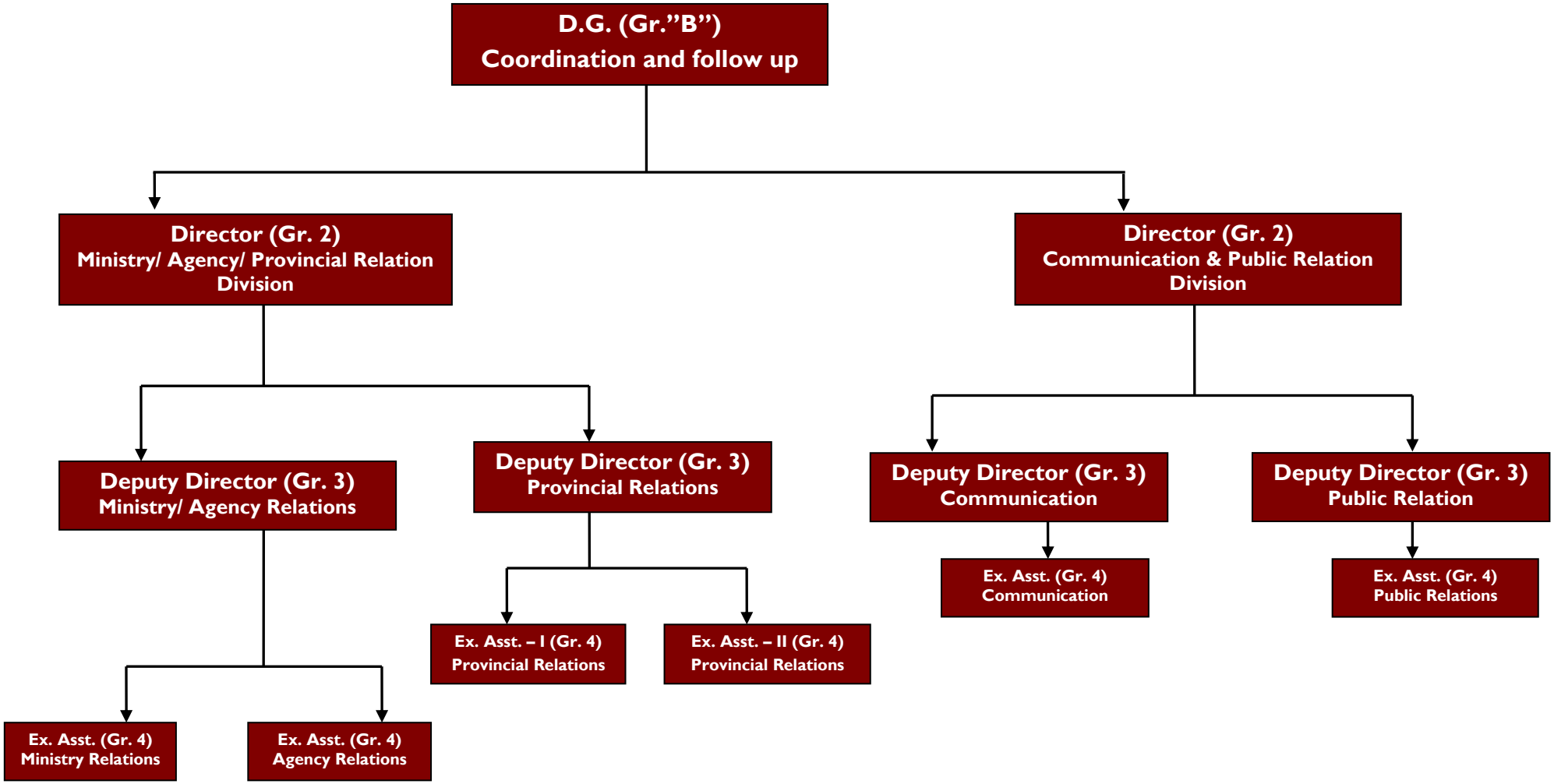
ANNEX-V

Organization Chart of Department of Public Administration Development

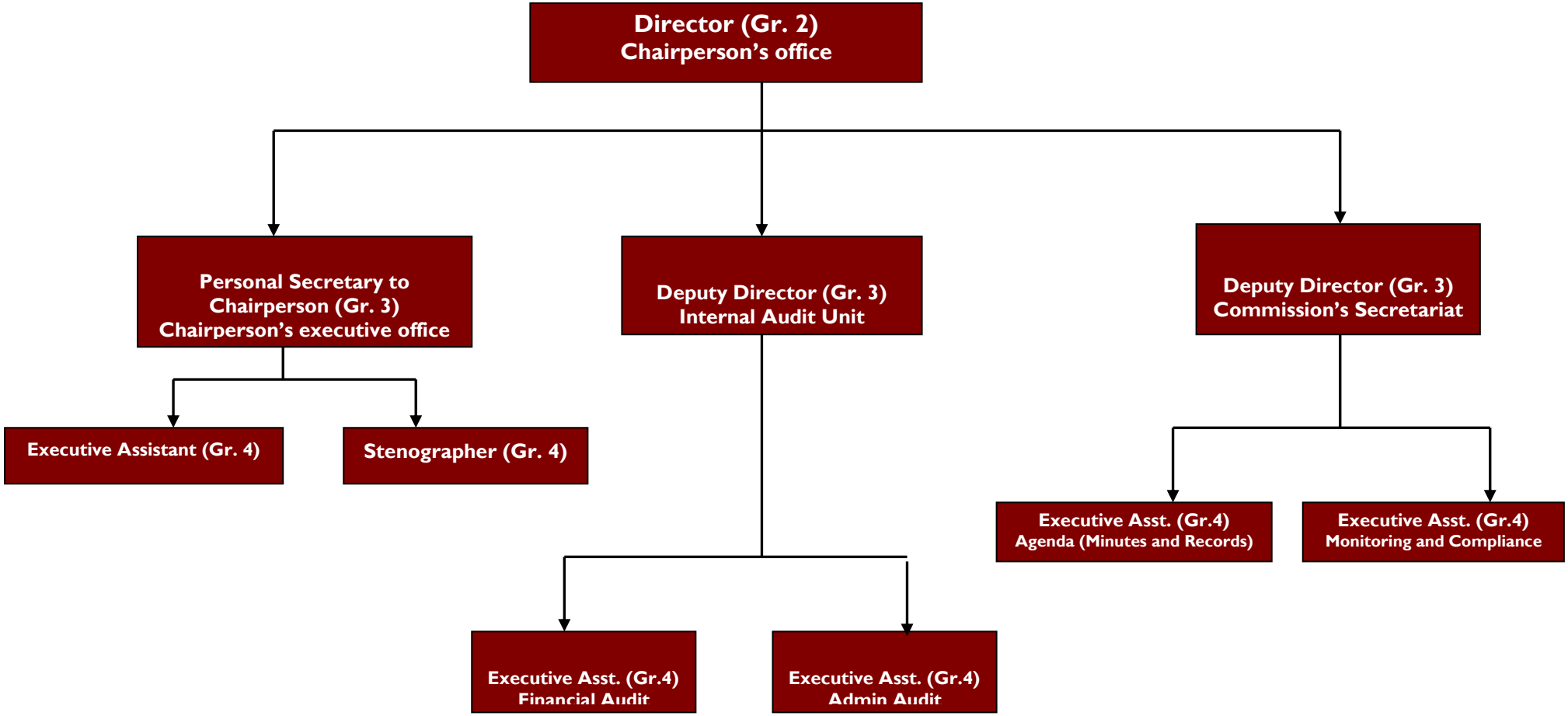


ANNEX-VI

Organization chart of Department of Coordination and Follow up



Organization Chart of the Office of Chairperson of FCSC



Federal Civil Service Commission (FCSC)

Job Descriptions for Managerial Positions

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USAID-Tarabot, Iraq Administrative Reform Project

February 2012

Federal Civil Service Commission (FCSC)

Job Descriptions of Managerial Positions

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	III. Human Resource Division	26
	IV. Information & Communications Technology (ICT) Division	28
	3.3 Legal Department (3 posts)	
	I. Legal Drafting Division	30
	II. Legal Services and Litigation Division	32
	III. Administrative Appeals Division	34
	3.4 Administration Studies and Research Department (2 posts)	
	I. Organization Research & Development Division	36
	II. Monitoring and Evaluation Division	39
	3.5 Public Administration Development Department (3 posts)	
	I. Recruitment Division	41
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	II. Internal Audit Unit	54
	III. Commission's Secretariat	56

	4.2 Finance and Administration Department (9 posts)	
	I. Planning & Budget Unit	**58**
	II. Procurement Unit	**60**
	III. Logistics, Protocol and Asset Mgt. Unit	**62**
	IV. Safety, security & Office Management Unit	**65**
	V. HR-I Unit	**67**
	VI. HR-II Unit	**69**
	VII. IT Unit	**71**
	VIII. Communication Unit	**73**
	IX. HRMIS Unit	**75**
	4.3 Legal Department (6 posts)	
	I. Legal Drafting Unit-I & II (2 posts)	**77**
	II. Legal Services Unit-I & II (2 posts)	**79**
	III. Appeals Unit-I & II (2 posts)	**81**
	4.4 Administration Studies and Research Department (5 posts)	
	I. Pay Compensation Unit	**83**
	II. Organization Research Unit	**85**
	III. Publication & Research Centre Unit	**88**
	IV. M&E Unit-I & II (2 posts)	**90**
	4.5 Public Administration Development Department (7 posts)	
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	II. HR Policy Unit-I	**94**
	III. HR Policy Unit-II	**96**
	IV. Training Institutions	**98**
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1. Executive Summary

1.1 The purpose of this document is to provide comprehensive job descriptions for the identified managerial positions in the organisation structure of Federal Civil Service Commission (FCSC). It will enable FCSC to fill up these positions through merit based recruitment of the most suitable candidates, whose qualification, experience and skill sets match with the requirements of successfully carrying out a particular job in FCSC's departments, divisions and units. Filling up the identified positions in this manner will facilitate FCSC to perform its functions and achieve its objectives, efficiently and effectively.

1.2 In pursuance of the constitutional mandate under Article 107 of Iraqi Constitution, a Federal Civil Service Commission (FCSC) Law (#4 of 2008) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq. Though the names of the departments in the organisation structure of FCSC are mentioned in the FCSC law, their structure, role, responsibilities, division of their work and staffing needs were not defined. As description of these important parameters was necessary for establishment and operationalization of FCSC, the USAID-Tarabot team has designed, developed and documented them in a document, titled *''Mandate, Functions, Organisation Structure and Duties & Responsibilities of Departments''* (December, 2011). Further, the USAID-Tarabot team has also analysed and documented the staffing needs of FCSC in a document, titled ''Staffing Needs of FCSC'' (January, 2012). The Job Descriptions in this document have been developed, based on these two documents. In this context, the Organisation Structure of FCSC has been placed at **Annex**, for ready reference.

1.3 The Job Descriptions of the FCSC's identified managerial positions are based on the defined functions, organisation structure and the duties and responsibilities of FCSC's various departments and divisions/units. These Job Descriptions are as under;

(a) Directors General- 5 posts (Grade-'B')

(b) Director -15 posts (Grade-2)

(c) Deputy Director-34 posts (Grade-3)

---

2. Job Description of Directors General (DG)-5 posts (Grade'B')

2.1. Director General, Finance and Administration Department

1. Job Title: Director General
2. Grade: 'B'
3. Relevant Section: Directorate General of Finance and Administration
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: The Chairperson of FCSC, through the Deputy Chairperson/ FCSC
7. Reporting From: Staff of Directorate General of Finance and Administration

8. **Main Duties and Responsibilities**

The Director General (Finance & Administration) will be based in the FCSC Office in Baghdad and will be responsible for assisting the Commission in the overall management of the Finance and Administration of the FCSC viz. FCSC's Finance, Budget and Procurement; General Administration (including Logistics, Transport & Assets Management, Protocol; Office Management, Secretarial assistance to the Deputy Chairperson and Commissioners, Safety & Security and, Reception and General Services); Human Resource Management of FCSC staff and, information & communication technology services.

S/he will have the overall responsibility of coordinating the effective operation of all divisions under his/her control, ensuring the preparation by the Directors of their work plans and deliverables and simultaneously continuous capacity development of staff at all levels. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. Plan, lead, manage and monitor & evaluate overall tasks of his/ her department, for effective, efficient and accountable delivery of FCSC's responsibilities;
b. Develop and implement the work plans, in line with FCSC's strategic objectives and programs for Public Administration Reform, Civil Service Management and Organisation Development;
c. Responsible for the effective management and operation of the Finance & Administration department, including performance of staff;
d. Plan, prepare, execute and monitor FCSC's budget and procurement;
e. Provide overall support for the operations of FCSC through Logistics, Transport & Assets Management, Protocol; Office Management, Secretarial assistance to the

Deputy Chairperson and Commissioners, Safety & Security and, Reception and General Services;

f. Planning and implementation of policies and strategies for organisation development and human resources management of FCSC staff;
g. Designing and implementation of policies and strategies for information and communication technology (ICT) to ensure its development as well as supply of services to FCSC.
h. Establish coordination mechanism between the Commission, FCSC departments and the divisions;
i. Ensure effective operation of FCSC's office to achieve efficiency and effectiveness of overall FCSC operations;
j. Prepare reporting formats for the department's performances;
k. Record and control classified documents through relevant directorates of the FCSC;
l. Coordinate training programs for staff at all levels, both external and internal;
m. Any other duty or, responsibility assigned by the Chairperson from time to time.

9. Competencies

a. Shall be competent and have aptitude in managing operations;
b. Shall have ability to provide advice in developing policy and be able to plan, organize, lead and monitor his/ her activities;
c. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d. Shall be proficient in computer applications;
e. Shall have effective communication skills in spoken and written Arabic;
f. Ability to communicate in English is desirable;
g. Shall have excellent inter-personal skills;
h. Shall have ability to deal with a variety of people and situations;
i. Shall have flexibility and ability to work under stress and within limited time frames.

10. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree[1] from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 15 years' of relevant experience (relaxable by 2 years in case of Master degree holders and by 5 years in case of a doctorate degree holder)[2];

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[1] Article 11 (1), FCSC Law.
[2] Article 11 (1), FCSC Law.

2.2. Director General, Legal Affairs Department

1. Job Title: Director General
2. Grade: 'B'
3. Relevant Section: Directorate General of Legal Affairs
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: The Chairperson of FCSC, through the Deputy Chairperson/ FCSC
7. Reporting From: Staff of Directorate General of Legal Affairs

8. **Main Duties and Responsibilities**

The Director General (Legal Affairs) will be based in the FCSC Office in Baghdad and will be responsible for assisting the Commission in the overall management of the legal affairs of FCSC viz. drafting of legal documents- laws, rules, regulations; legal services and litigation; and equal opportunities, appeals and employees' grievances..

S/he will have the overall responsibility of coordinating the effective operation of all divisions under his/her control, ensuring the preparation by the Directors of their work plans and deliverables and simultaneously continuous capacity development of staff at all levels. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage and monitor & evaluate overall tasks of his/ her department, for effective, efficient and accountable delivery of FCSC's responsibilities;
(b) Develop and implement the work plans, in line with FCSC's strategic objectives and programs for Public Administration Reform, Civil Service Management and Organisation Development;
(c) Responsible for the effective management and operation of the Legal Affairs department, including performance of staff;
(d) Plan, prepare, execute and monitor the review, amendment and/or drafting of laws, regulations and other documents of legal nature, relating to policies, rules and procedures of public administration and civil service management;
(e) Provide legal advice and render legal assistance to all departments of FCSC;
(f) Provide legal services, as required to support the operations of FCSC throughout Iraq;
(g) To give legal opinion/ advice regarding matters pertaining to the role and functioning of the Commission;
(h) To interpret laws, statutes, rules, regulations and to furnish opinion;
(i) To prepare pleadings in cases filed by and against the Commission before Legal Fora;

(j) To design and manage an equal opportunities program serving all civil servants in Iraq, as required by the Constitution;
(k) To ensure that all departments/ divisions are following the due provisions of law, rules, regulations and procedures (including Art. 105 of Iraqi Constitution);
(l) To assist the Commission in adjudication of complaints of candidates/ civil servants relating to recruitment, promotion, transfer, disciplinary action or, discrimination;
(m) Establish coordination mechanism between the Commission, FCSC departments and the divisions;
(n) Prepare reporting formats for the department's performances;
(o) Coordinate training programs for staff at all levels, both external and internal;
(p) Any other duty or, responsibility assigned by the Chairperson from time to time.

9. Competencies

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to provide advice in developing policy and be able to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10. Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree[3] from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 15 years' of relevant experience (relaxable by 2 years in case of Master degree holders and by 5 years in case of a doctorate degree holder)[4];

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[3] Article 11 (1), FCSC Law.
4. Article 11 (1), FCSC Law.

2.3. Director General, Administrative Studies and Research Department

1. Job Title: Director General
2. Grade: 'B'
3. Relevant Section: Directorate General of Administrative Studies and Research
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: The Chairperson of FCSC, through the Deputy Chairperson/ FCSC
7. Reporting From: Staff of Directorate General of Administrative Studies & Research

8. **Main Duties and Responsibilities**

The Director General (Administrative Studies & Research) will be based in the FCSC Office in Baghdad and will be responsible for assisting the Commission in overall management of Organisational Research & Development; Monitoring and Evaluation; and, Publication and Knowledge Resources.

S/he will have the overall responsibility of coordinating the effective operation of all divisions under his/her control, ensuring the preparation by the Directors of their work plans and deliverables and simultaneously continuous capacity development of staff at all levels. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage and monitor & evaluate overall tasks of his/ her department, for effective, efficient and accountable delivery of FCSC's responsibilities;
b) Develop and implement the work plans, in line with FCSC's strategic objectives and programs for Public Administration Reform, Civil Service Management and Organisation Development;
c) Responsible for the effective management and operation of the Administrative Studies & Research department, including performance of staff;
d) To carry out research related to civil service development and to make recommendations to authorities in ministries;
e) 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 defining the basic needs of living for civil servants;
f) To undertake research on civil service compensation system, benefits and allowances;
g) To provide advice to the Commission on organisational issues related to the status of civil servants and related matters;

h) Monitor ministries' budget proposals, concerning Civil Servant salaries and administrative expenditures and prepare recommendations for the Chairperson of FCSC regarding approval of their budgets, for submission to Council of Ministers.
i) To prepare annual report on each ministry and agency to be submitted to Parliament and Council of Ministers; the report shall include recommendations to improve the performance of the ministry.
j) To pursue studies and research on topics related to organisational development and civil service management and organize conferences, lectures and seminars for the FCSC Commissioners and staff of FCSC;
k) To monitor and evaluate the operations of the Iraqi civil service, including the level of achievement of FCSC's civil service management policies;
l) To monitor and evaluate the performance of each ministry and Agency, relating to organization and civil service management;
m) To support monitoring and evaluation activities relating to assessment of organizational performance and civil service management in ministries, government agencies and, provincial Civil Service Commissions;
n) To prepare annual report covering the Commission's tasks, including results of reviewing the hiring processes and recommendations to improve the civil service for submission to Parliament, the Presidential Council and the Council of Ministers.
o) Establish coordination mechanism between the Commission, FCSC departments and the divisions;
p) Prepare reporting formats for the department's performances;
q) Coordinate training programs for staff at all levels, both external and internal;
r) Any other duty or, responsibility assigned by the Chairperson from time to time.

9. Competencies

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to provide advice in developing policy and be able to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10. Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;

b) Shall have at least a bachelor's degree[5] from a reputed university/ institution in the relevant field of specialization;

c) Shall have at least 15 years' of relevant experience (relaxable by 2 years in case of Master degree holders and by 5 years in case of a doctorate degree holder)[6].

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5. Article 11 (1), FCSC Law.
6. Article 11 (1), FCSC Law.

2.4. Director General, Public Administration Development Department

1. Job Title: Director General
2. Grade: 'B'
3. Relevant Section: Directorate General of Public Administration Development
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: The Chairperson of FCSC, through the Deputy Chairperson/ FCSC
7. Reporting From: Staff of Directorate General of Public Administration Development.

8. **Main Duties and Responsibilities**

The Director General (Public Administration Development) will be based in the FCSC Office in Baghdad and will be responsible for assisting the Commission in administering the provisions of Civil Service Law (when enacted) and planning, implementation and dissemination of public administration and civil service policies, regulations and procedures relating to 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 etc .

S/he will have the overall responsibility of coordinating the effective operation of all divisions under his/her control, ensuring the preparation by the Directors of their work plans and deliverables and simultaneously continuous capacity development of staff at all levels. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. Plan, lead, manage and monitor & evaluate overall tasks of his/ her department, for effective, efficient and accountable delivery of FCSC's responsibilities;
b. Develop and implement the work plans, in line with FCSC's strategic objectives and programs for Civil Service Management and Organisation Development;
c. Responsible for the effective management and operation of the Public Administration Development department, including performance of staff;
d. To implement the Federal Civil Service Law once it is enacted, as well as the effective laws related to federal civil service;
e. To plan, supervise and monitor civil service policy matters in ministries and government agencies, design civil service policies and define the appropriate means to perform these policies;

f. To improve and develop the civil service, providing equal opportunities to civil service positions;
g. To implement the decisions of the Commission on the merit based recruitment of civil servants and conducting the public examinations;
h. To manage, coordinate and monitor the process of recruitment, reappointment, and promotion of civil servants in accordance with merit based recruitment policy, regulation and procedure;
a. To design, coordinate, guide and support the establishment and operations of Human Resource departments, serving civil servants in ministries and provinces;
i. To prepare job descriptions and terms of employment;
j. To manage, coordinate and monitor the process of results-based performance management and evaluation of all civil servants;
k. To provide civil servant with appropriate social welfare, in coordination with competent authorities;
l. To design and develop policies and strategies for training and professional development of civil servants;
m. To assist in drafting a law for establishing and organizing training activities of Civil Service Institute;
n. To contribute to the operations of the Civil Service Institute;
o. To design the training and development policies for the Civil Service Institute;
p. To design, establish and make functional the training centres for development of civil servants within the ministries;
q. To develop Senior Executive Service (SES) policy and pay and grading structures;
r. To prepare legislation, supporting regulations, and budget for SES program;
s. To develop and put in place SES management guidelines;
t. To deploy, support and monitor the performance of the SES personnel
u. Establish coordination mechanism between the Commission, FCSC departments and the divisions;
v. Prepare reporting formats for the department's performances;
w. Coordinate training programs for staff at all levels, both external and internal;
x. Any other duty or, responsibility assigned by the Chairperson from time to time.

9. Competencies

a. Shall be competent and have aptitude in managing operations;
b. Shall have ability to provide advice in developing policy and be able to plan, organize, lead and monitor his/ her activities;
c. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d. Shall be proficient in computer applications;
e. Shall have effective communication skills in spoken and written Arabic;
f. Ability to communicate in English is desirable;
g. Shall have excellent inter-personal skills;
h. Shall have ability to deal with a variety of people and situations;

i. Shall have flexibility and ability to work under stress and within limited time frames.

10. <u>Recruitment Qualifications & Experience</u>

d) Shall be an Iraqi citizen;

e) Shall have at least a bachelor's degree[7] from a reputed university/ institution in the relevant field of specialization;

f) Shall have at least 15 years' of relevant experience (relaxable by 2 years in case of Master degree holders and by 5 years in case of a doctorate degree holder)[8].

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[7] Article 11 (1), FCSC Law.

8. Article 11 (1), FCSC Law.

2.5. Director General, Coordination and Follow up with Ministries/Agencies Department

1. Job Title: Director General
2. Grade: 'B'
3. Relevant Section: Directorate General of Coordination and Follow up Department
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: The Chairperson of FCSC, through the Deputy Chairperson/ FCSC
7. Reporting From: Staff of Directorate General of Coordination and Follow up Department.

8. **Main Duties and Responsibilities**

The Director General (Coordination and Follow up) will be based in the FCSC Office in Baghdad and will be responsible for assisting the Commission in coordination and follow up with Ministries and Government Agencies in planning, implementation and dissemination of public administration and civil service management policies, regulations and procedures.

S/he will have the overall responsibility of coordinating the effective operation of all divisions under his/her control, ensuring the preparation by the Directors of their work plans and deliverables and simultaneously continuous capacity development of staff at all levels. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage and monitor & evaluate overall tasks of his/ her department, for effective, efficient and accountable delivery of FCSC's responsibilities;
b) Develop and implement the work plans, in line with FCSC's strategic objectives and programs for Public Administration Reform, Civil Service Management and Organisation Development;
c) Responsible for the effective management and operation of the Coordination and Follow up department, including performance of staff;
d) To coordinate the FCSC's reporting activities to Parliament;
e) To facilitate and support FCSC working with executive government, ministries, agencies, regional and provincial governments and, PCSCs in the process of consultation, coordination, implementation and monitoring of laws, policies, rules, regulations and procedures relating to public administration, organization development and civil service management in Iraq;
f) To establish the linkages needed to prepare legislation regulating the relationship between the FCSC and the executive government, ministries, government agencies, regions and the provinces;
g) To work with HR Policy division and Monitoring and Evaluation division to establish a system to monitor civil service matters in government and coordinate implementation and monitoring of civil service policies;

h) Design and operate a comprehensive strategic communications program to support the FCSC's policies relating to public administration and development of an effective Iraqi Civil Service;
i) To develop and manage the content of the website of FCSC, with the technical collaboration of Information Technology and Communication (FCSC) division;
j) To promote communication between FCSC and Parliament, PMO, COMSEC, line-ministries and agencies and expand the use of information and communication technologies for this purpose;
k) To promote the dissemination of FCSC's activities, both in the country and abroad, through brochures, pamphlets, electronic media, website and internet;
l) To propose and implement policies and procedures for using the information materials, written, sound and image, generated by the FCSC.
m) To carry out public relation activities to public organizations, civil society organizations, citizens, and other national and international institutions.
n) To organize press conferences and prepare and disseminate press releases.
o) To support communications units in the regional and PCSCs (provincial Civil Service Commissions);
p) To arrange radio and television coverage of the FCSC events;
q) Prepare reporting formats for the department's performances;
r) Coordinate training programs for staff at all levels, both external and internal;
s) Any other duty or, responsibility assigned by the Chairperson from time to time.

9. <u>Competencies</u>

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to provide advice in developing policy and be able to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10. <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree[9] from a reputed university/ institution in the relevant field of specialization;

9.[9] Article 11 (1), FCSC Law.
10. Article 11 (1), FCSC Law.

c) Shall have at least 15 years' of relevant experience (relaxable by 2 years in case of Master degree holders and by 5 years in case of a doctorate degree holder)[10].

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3. Job Description of Directors-15 posts (Grade-2)

3.1. Director, Chairperson's Office

1) Job Title: Director
2) Grade:2
3) Relevant Section: Chairman's Office
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: The Chairperson of FCSC.
7) Reporting From: Staff of Chairperson's Office.

8) **Main Duties and Responsibilities**

The Director (Chairperson Office) will be based in the FCSC Office in Baghdad and will be responsible for managing the Chairperson's executive office assisting the Chairperson in overall management of FCSC. S/he shall carry out financial and administrative audit of FCSC; and, provide secretarial support to the Commission.

S/he will have the overall responsibility of coordinating the effective operation of all units under his/her control, ensuring the preparation of the work plans and deliverables by the heads of units and capacity development of staff. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders, including the Parliament and other public institutions.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage and monitor & evaluate overall tasks of the Chairperson's Office, for effective, efficient and accountable delivery of FCSC's responsibilities;
(b) Develop and implement the work plans, in line with FCSC's strategic objectives and programs for Public Administration Reform, Civil Service Management and Organisation Development;
(c) Responsible for the effective management and operation of the Chairperson's Office, including performance of staff;
(d) Develop and implement programs of Chairperson's office in line with FCSC's strategic objectives;
(e) Establish coordination mechanism between the Chairperson, Commissioners and the FCSC Office;
(f) Record and control classified documents through relevant departments of FCSC;
(g) Express FCSC's policies, operations and achievements through FCSC's spokesperson;

(h) Play a key role in communication and relation between the Chairperson and concerned officials of the FCSC;
(i) Ensure continuous relation/communication of the Chairperson with the concerned authorities in parliament, government, and other public institutions;
(j) To facilitate the management of Commission's meetings;
(k) To provide secretarial support to all committees of the Commission in achieving the objectives of the Commission;
(l) To coordinate and maintain the Commission's communication, information sharing, and official documentation and archiving;
(m) Prepare reporting formats for FCSC's performances;
(n) Coordinate training programs for staff at all levels, both external and internal;
(o) Ensure effective operation of FCSC's Office to achieve efficiency and effectiveness of overall FCSC's operation;
(p) Any other duty or, responsibility assigned by the Chairperson from time to time.

9. <u>Competencies</u>

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10. <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree[11] from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 8 years' of relevant experience[12].

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[11] Article 11 (3), FCSC Law.
12. Article 11 (3), FCSC Law.

3.2. Finance and Administration Department

I. Director, Planning, Finance & Budget Division

1) Job Title: Director
2) Grade: 2
3) Relevant Section: Planning, Finance & Budget Division
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director General of Finance and Administration Department
7) Reporting From: Staff of Planning, Finance & Budget Division.

8) **Main Duties and Responsibilities**

The Director (Planning, Finance & Budget Division) will be based in the FCSC Office in Baghdad and will be responsible for the management of Planning, Finance & Budget Division of FCSC. S/he will plan, prepare, execute and monitor FCSC's budget and procurement.

S/he will have the overall responsibility of coordinating the effective operation of Planning, Finance and Budget unit and the Procurement unit under his/her control, ensuring the preparation of work plans and deliverables by the heads of units and capacity development of staff. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders, including the Parliament and other public institutions.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage and monitor & evaluate overall tasks of the Planning, Finance & Budget Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
b) Develop and implement the work plans, in line with FCSC's strategic objectives and programs for Public Administration Reform, Civil Service Management and Organisation Development;
c) Responsible for the effective management and operation of the Planning, Finance & Budget Division of FCSC, including performance of staff;
d) Develop and implement programs of Planning, Finance & Budget Division, in line with FCSC's strategic objectives;
e) To draft annual plan of activities of FCSC and coordinate participation of all departments of the FCSC in its preparation;
f) To prepare reports on implementation of annual strategic plan and business plan;
g) To prepare draft annual budget and supplementary budget (if any) of FCSC and collaborate with other departments in the budgeting of their activities;

h) To develop and implement mechanisms for accounting of budgetary expenditure;
i) To develop and maintain a system for recording and archiving of expenditure documents, for internal and external audit;
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 FCSC;
n) Prepare reporting formats for FCSC's financial performances;
o) Coordinate training programs for staff at all levels;
p) Any other duty or, responsibility assigned by the Director General from time to time.

9. <u>Competencies</u>

j) Shall be competent and have aptitude in managing operations;
k) Shall have ability to plan, organize, lead and monitor his/ her activities;
l) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
m) Shall be proficient in computer applications;
n) Shall have effective communication skills in spoken and written Arabic;
o) Ability to communicate in English is desirable;
p) Shall have excellent inter-personal skills;
q) Shall have ability to deal with a variety of people and situations;
r) Shall have flexibility and ability to work under stress and within limited time frames.

10. <u>Recruitment Qualifications & Experience</u>

(d) Shall be an Iraqi citizen;
(e) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(f) Shall have at least 8 years' of relevant experience.

II. Director, General Administration Division

(1) Job Title: Director
(2) Grade: 2
(3) Relevant Section: General Administration Division
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director General of Finance and Administration Department
(7) Reporting From: Staff of General Administration Division.

(8) Main Duties and Responsibilities

The Director (General Administration Division) will be based in the FCSC Office in Baghdad and will be responsible for the management of General Administration Division of FCSC. S/he will plan, prepare, execute and monitor the operations of Logistics, Transport & Assets Management, Protocol; Office Management, Secretarial assistance to the Deputy Chairperson and Commissioners, Safety & Security and, Reception and General Services.

S/he will have the overall responsibility of coordinating the effective operation of the Logistics, Transport, Protocol and Assets Management Unit and the Office Management, Safety & Security Unit, ensuring the preparation of work plans and deliverables by the heads of units and capacity development of staff. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage and monitor & evaluate overall tasks of the General Administration Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
(b) Develop and implement the work plans, in line with FCSC's strategic objectives;
(c) To establish a management system for the use of vehicles and control the fuel consumption;
(d) To take care of reservation and preparation in commemorative events, ceremonies, conferences, courses and meetings at the request of other departments of FCSC;
(e) To make the necessary in-country and abroad travel arrangements for the Chairperson, Deputy Chairperson, Commissioners and officials of the FCSC;
(f) To manage assets of FCSC and ensure its proper maintenance- Office premises, including cleanliness and, repairs for civil and electrical works;
(g) To establish a system for registration of assets (inventory) of FCSC;
(h) To ensure maintenance and management of premises, buildings, vehicles and equipments;

(i) To manage maintenance contracts for repairs of buildings, facilities, vehicles and equipments;
(j) To ensure quality and efficiency of operation of facilities, equipment and supplies, electricity, lighting, air conditioning, plumbing and others;
(k) 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/ Deputy Chairperson and/or, Commissioners, during their visits to FCSC;
(l) To ensure the protocol of Chairperson, Deputy Chairperson, Commissioners and delegations of FCSC, under warrant of Precedence;
(m) To ensure provision of necessary staff support and other services to the Deputy Chairperson and the Commissioners of FCSC for discharge of their executive functions;
(n) To coordinate with other departments/ divisions and provide information relating to remuneration, allowances and other entitlements to the Deputy Chairperson and the Commissioners of FCSC;
(o) To advise the Chairperson on the safety and security matters, addressing prevention, control, surveillance, protection of staff, premises and, assets of FCSC;
(p) To develop rules regarding access, movement and stay of persons in the premises of FCSC;
(q) To coordinate with the Information and Communication Technology (ICT) Division regarding implementation of new security technologies and maintenance of related equipments;
(r) Maintenance and checking of fire fighting equipments, Organizing Mock Drills, Liaison with fire Service;
(s) To liaise security matters with the police officials;
(t) To produce standard administrative procedures and manuals to standardize processes that apply to all administrative services;
(u) To develop a classification system for the file of correspondence sent and received;
(v) Coordinate training programs for staff at all levels;
(w) Any other duty or, responsibility assigned by the Director General from time to time.

(9) <u>Competencies</u>

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;

h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

(10) <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 8 years' of relevant experience.

III. Director, Human Resource Division

1) Job Title: Director
2) Grade: 2
3) Relevant Section: Human Resource Division
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director General of Finance and Administration Department
7) Reporting From: Staff of Human Resource Division.

8) **Main Duties and Responsibilities**

The Director (Human Resource Division) will be based in the FCSC Office in Baghdad and will be responsible for the management of Human Resource (HR) Division of FCSC. S/he will be responsible for planning and implementation of policies and strategies for organisation development and human resources management of FCSC staff.

S/he will have the overall responsibility of organisation development, HR planning, Job Analysis, Recruitment, Promotion, Performance Management, Employees' Relations & Welfare, Personnel Records, Employees' Salary, Benefits & Allowances, HR Management Information System (HRMIS), Employees' Ethics, Conduct & Disciplinary Action and Training & Development of FCSC Staff. S/he will coordinate preparation of work plans and deliverables by the heads of units and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage and monitor & evaluate overall tasks of the HR Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
b) Develop and implement the work plans, in line with FCSC's strategic objectives;
c) To carry out organisation development and HR planning and maintain and update the personnel profile and job descriptions of FCSC staff positions;
d) To implement HR procedures of merit based recruitment & selection, promotion, performance management, career progression and, training & development for the FCSC staff;
e) To design, develop and implement, in collaboration with other departments/ divisions of FCSC, training plans including professional courses, internships, and study inside and outside the country;

f) To implement, coordinate the HR procedures and carry out the operational aspects of employees' relations & welfare, employees' pay roll, HRMIS and, ethics and discipline;
g) To maintain ethics & discipline and assist in conducting of disciplinary proceedings;
h) To implement standards of hygiene, health and safety at work and to ensure good employees' relations in the FCSC;
i) Coordinate training programs for staff at all levels;
j) Any other duty or, responsibility assigned by the Director General from time to time.

9) <u>Competencies</u>

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10) <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 8 years' of relevant experience.

IV. Director, Information & Communications Technology (ICT) Division

(1) Job Title: Director
(2) Grade: 2
(3) Relevant Section: Information & Communications Technology (ICT) Division
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director General of Finance and Administration Department
(7) Reporting From: Staff of Information & Communications Technology (ICT) Division.

(8) Main Duties and Responsibilities

The Director (ICT Division) will be based in the FCSC Office in Baghdad and will be responsible for the management of Information & Communications Technology Division of FCSC. S/he will be responsible for designing and implementing policies and strategies for information and communication technology (ICT) and maintaining and updating HR database of federal civil servants in the FCSC.

S/he will have the overall responsibility of the Information Technology unit, Communications Technology unit and the HRMIS unit of the FCSC. S/he will coordinate preparation of work plans and deliverables by the heads of units and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage and monitor & evaluate overall tasks of the ICT Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
(b) Develop and implement the work plans, in line with FCSC's strategic objectives;
(c) To design and implement policies and strategies for information technology to ensure its development as well as supply of services to FCSC.
(d) To design, develop and maintain the website of FCSC;
(e) To design, develop and maintain a system of communication network for sharing of documents through local area network (LAN) in the FCSC office;
(f) To design, develop and maintain a system for access to internet, electronic mail and, services for video-conferencing in the FCSC office;
(g) To carry out technical studies to purchase and/or, upgrade the ICT materials and equipment;
(h) To procure and maintain computer Hardware/software/spares/consumables/ computer stationary and, computer furniture;
(i) To procure user specific software and hardware for user specific requirements of various departments of FCSC;

(j) To ensure the management and licensing of software;
(k) To implement security measures of software and hardware resources;
(l) To promote, in collaboration with the HR division, IT training of FCSC staff;
(m) To create and maintain a service telephone communication, including PBX and network of internal communication by telephone;
(n) To design, develop, implement and operate a comprehensive human resource management information system (HRMIS), serving all Iraqi ministries and agencies, within FCSC's jurisdiction;
(o) Coordinate training programs for staff at all levels;
(p) Any other duty or, responsibility assigned by the Director General from time to time.

9) <u>Competencies</u>

(j) Shall be competent and have aptitude in managing operations;
(k) Shall have ability to plan, organize, lead and monitor his/ her activities;
(l) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(m) Shall be proficient in computer applications;
(n) Shall have effective communication skills in spoken and written Arabic;
(o) Ability to communicate in English is desirable;
(p) Shall have excellent inter-personal skills;
(q) Shall have ability to deal with a variety of people and situations;
(r) Shall have flexibility and ability to work under stress and within limited time frames.

10) <u>Recruitment Qualifications & Experience</u>

d) Shall be an Iraqi citizen;
e) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
f) Shall have at least 8 years' of relevant experience.

3.3. Legal Department

I. Director, Legal Drafting Division

1) Job Title: Director
2) Grade: 2
3) Relevant Section: Legal Drafting Division
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director General of Legal Affairs Department
7) Reporting From: Staff of Legal Drafting Division.

8) **Main Duties and Responsibilities**

The Director (Legal Drafting Division) will be based in the FCSC Office in Baghdad and will be responsible for the management of Legal Drafting Division of FCSC. S/he will be responsible for review, amendment and/or drafting of laws, regulations and other documents of legal nature, relating to policies, rules and procedures of public administration and civil service management. S/he will coordinate preparation of work plans and deliverables by the heads of units and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage, monitor & evaluate overall tasks of Legal Drafting Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
(b) Develop and implement work plans, in line with FCSC's strategic objectives;
(c) To review, amend and/or draft laws, regulations and other documents of legal nature, relating to policies, rules and procedures of public administration and civil service management, to facilitate implementation of FCSC law.
(d) To draft a law for establishing and organizing activities of Civil Service Institute.
(e) To draft laws relating to organization and development of civil service.
(f) To draft a law that regulates the cooperation between FCSC and ministries, and government agencies, regions, and governorates not incorporated into region.
(g) Coordinate training programs for staff at all levels;
(h) Any other duty or, responsibility assigned by the Director General from time to time.

9) **Competencies**

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;

c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

11) <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 8 years' of relevant experience.

II. Director, Legal Services and Litigation Division

1) Job Title: Director
2) Grade:2
3) Relevant Section: Legal Services and Litigation Division
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director General of Legal Affairs Department
7) Reporting From: Staff of Legal Services and Litigation Division.

8) **Main Duties and Responsibilities**

The Director (Legal Services and Litigation Division) will be based in the FCSC Office in Baghdad and will be responsible for the management of Legal Services and Litigation Division of FCSC. S/he will be responsible for providing legal services, as required, to support the operations of FCSC throughout Iraq. S/he will coordinate preparation of work plans and deliverables by the heads of units and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage, monitor & evaluate overall tasks of Legal Services and Litigation Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
(b) Develop and implement work plans, in line with FCSC's strategic objectives;
(c) To provide legal advice and render legal assistance to all departments of FCSC;
(d) To provide legal services, as required, to support the operations of FCSC throughout Iraq;
(e) To prepare pleadings in cases filed by and against the Commission before Legal Fora;
(f) To examine the contents of the petition/ application and submit the case file along with statement of facts, comments and copies of relevant case- papers for approval of the competent authority for entrusting the case to the standing counsel for defending the interest of FCSC before the court of law;
(g) To monitor the progress of listed court cases and attend to correspondence pertaining to pending and disposed of court cases;
(h) To maintain a library of Law Books and Law Journals to keep abreast of latest developments in the case law.
(i) To give legal opinion/ advice regarding matters pertaining to the role and functioning of the Commission;
(j) To interpret laws, statutes, rules, regulations and to furnish opinion;
(k) Coordinate training programs for subordinate staff;

(l) Any other duty or, responsibility assigned by the Director General from time to time.

9) <u>Competencies</u>

j) Shall be competent and have aptitude in managing operations;
k) Shall have ability to plan, organize, lead and monitor his/ her activities;
l) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
m) Shall be proficient in computer applications;
n) Shall have effective communication skills in spoken and written Arabic;
o) Ability to communicate in English is desirable;
p) Shall have excellent inter-personal skills;
q) Shall have ability to deal with a variety of people and situations;
r) Shall have flexibility and ability to work under stress and within limited time frames.

10) <u>Recruitment Qualifications & Experience</u>

(d) Shall be an Iraqi citizen;
(e) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(f) Shall have at least 8 years' of relevant experience.

III. Director, Administrative Appeals Division

1) Job Title: Director
2) Grade: 2
3) Relevant Section: Administrative Appeals Division
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director General of Legal Affairs Department
7) Reporting From: Staff of Administrative Appeals Division.

8) **Main Duties and Responsibilities**

The Director (Administrative Appeals Division) will be based in the FCSC Office in Baghdad and will be responsible for the management of Administrative Appeals Division of FCSC. S/he will be responsible for Equal Opportunities, Appeals and Employees' Grievances across the Iraqi civil service.

S/he will coordinate preparation of work plans and deliverables by the heads of units and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage, monitor & evaluate overall tasks of Administrative Appeals Division of FCSC to ensure equal opportunities in the Iraqi civil service and manage employees' grievances in fair and accountable manner;
b) Develop and implement work plans, in line with FCSC's strategic objectives;
c) To design and manage an equal opportunities program serving all civil servants in Iraq, as required by the Constitution;
d) To assist the Commission in adjudication of complaints of candidates/ civil servants relating to recruitment, promotion, transfer, disciplinary action or, discrimination;
e) To receive the petitions/applications and register the same in office records;
f) To examine the contents of the petition/ application and obtain para-wise comments from the concerned department/division;
g) To ensure that all departments/ divisions are following the due provisions of law, rules, regulations and procedures (including Art. 105 of Iraqi Constitution);
h) to check as to whether the provisions of extant law, regulation and instructions have been diligently followed or, otherwise;
i) To submit the case file along with statement of facts and comments for decision to the superior authority for further instructions/ decision;
j) Coordinate training programs for subordinate staff;

k) Any other duty or, responsibility assigned by the Director General from time to time.

9) <u>Competencies</u>

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10) <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 8 years' of relevant experience.

3.4. Administrative Studies and Research Department

I. Director, Organization Research & Development Division

(1) Job Title: Director
(2) Grade: 2
(3) Relevant Section: Organization Research & Development Division
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director General of Administrative Studies and Research
(7) Reporting From: Staff of Organization Research & Development Division.

(8) Main Duties and Responsibilities

The Director (Organization Research & Development) will be based in the FCSC Office in Baghdad and will be responsible for the management of Organization Research & Development Division of FCSC. S/he will undertake labour market research for analysing pay, benefits and allowances of civil servants; analyse the organisational performance and the budget proposals of line ministries and agencies, and; coordinate monitoring and evaluation of administrative reform and civil service management activities in the line ministries/ agencies.

S/he will coordinate preparation of work plans and deliverables by the heads of units and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. Plan, lead, manage, monitor & evaluate overall tasks of Organization Research & Development Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
b. Develop and implement work plans, in line with FCSC's strategic objectives;
c. To carry out research related to civil service development and collaborate with concerned agencies to make recommendations to authorities in ministries;
d. To undertake research on civil service compensation system, benefits and allowances;
e. To provide technical support to the Commission in the legislative, and oversight activities, including the preparation of draft laws and amendments;
f. To develop public administration and improve government organizational structure;
g. to provide support to each government entity to align its organization structure in accordance with its unique vision, mission and strategy;

h. Work with the concerned parties to define the functions, sectoral policies, fiscal frameworks and organizational structures of ministries, government agencies and other institutions subject to Civil Service law;
i. Work with the Public Administration Development Department to monitor ministries' budget proposals concerning Civil Servant salaries and administrative expenditures and prepare recommendations for the Chairman of FCSC regarding approval of their budgets, for submission to the Council of Ministers;
j. To prepare annual report on each ministry and government agency to be submitted to the Parliament and the Council of Ministers, with the objective to improve the performance of the ministry/ agency;
k. To coordinate the meeting of Chairperson and Deputy Chairperson of the commission with the Parliament committees for discussing the financial and administrative expenditures in the ministries and agencies;
l. To hire experts for specialised studies and researches related to civil service matters;
m. To pursue studies and research on topics related to organisational development and civil service management and organize conferences, lectures and seminars for the FCSC Commissioners and staff of FCSC;
n. Responsible for efficiency and effectiveness of Government machinery by way of – defining unique role and functions of each government entity (to avoid overlap/duplication or, any gap in their functions);
o. To work with Legal Department to develop policies, regulations and procedures to help ministries and government agencies do effective human resource planning;
p. To collect, analyze, produce summaries, process, archive and promote the dissemination of information relevant to the work of FCSC;
q. To coordinate the preparation of annual reports on FCSC's activities for Parliament, the Presidential Council and Council of Ministers;
r. To manage the Library and act as official depository of all documents produced by FCSC on its activities, both in digital and on paper, and an archive of relevant documentation and make such material available to FCSC staff for consultation;
s. Coordinate training programs for subordinate staff;
t. Any other duty or, responsibility assigned by the Director General from time to time.

(9) <u>Competencies</u>

(j) Shall be competent and have aptitude in managing operations;
(k) Shall have ability to plan, organize, lead and monitor his/ her activities;
(l) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(m) Shall be proficient in computer applications;
(n) Shall have effective communication skills in spoken and written Arabic;

(o) Ability to communicate in English is desirable;
(p) Shall have excellent inter-personal skills;
(q) Shall have ability to deal with a variety of people and situations;
(r) Shall have flexibility and ability to work under stress and within limited time frames.

(10) <u>Recruitment Qualifications & Experience</u>

d) Shall be an Iraqi citizen;
e) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
f) Shall have at least 8 years' of relevant experience.

II. Director, Monitoring and Evaluation Division

1) Job Title: Director
2) Grade: 2
3) Relevant Section: Monitoring and Evaluation Division.
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad.
6) Reports to: Director General of Administrative Studies and Research.
7) Reporting From: Staff of Monitoring and Evaluation Division.

8) **Main Duties and Responsibilities**

The Director (Monitoring and Evaluation) will be based in the FCSC Office in Baghdad and will be responsible for the management of Monitoring and Evaluation Division of FCSC. S/he will lead, supervise and coordinate monitoring and evaluation activities related to administrative reform and civil service management in the line ministries/ agencies.

S/he will coordinate preparation of work plans and deliverables by the heads of units and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage, monitor & evaluate overall tasks of Monitoring and Evaluation Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
(b) Develop and implement work plans, in line with FCSC's strategic objectives;
(c) To monitor and evaluate the performance of each ministry and Agency, relating to organization and civil service management;
(d) To monitor and evaluate the operations of the Iraqi civil service, including the level of achievement of FCSC's civil service management policies;
(e) To produce information for reports to support the FCSC's planning processes and for presentation to Parliament, the Council of Ministers and the Presidential Council;
(f) To work with the HR Policy Division to establish a system to monitor civil service matters in the line ministries and agencies, support the design and implementation of civil service policies, and evaluate their implementation;
(g) To report and communicate the outcomes of public administration reforms to the council of ministers, parliament and the general public;
(h) To collaborate with the Organisational Research & Development and, Finance & Budget Division on analysis of the cost of living and determining appropriate levels of Civil Service salaries;

(i) To support monitoring and evaluation activities relating to assessment of organizational performance and civil service management in ministries, government agencies and, provincial Civil Service Commissions;
(j) To prepare annual report covering the Commission's tasks, including results of reviewing the hiring processes and recommendations to improve the civil service for submission to Parliament, the Presidential Council and the Council of Ministers;
(k) To plan, monitor and supervise civil service, in coordination with HR policy division;
(l) Coordinate training programs for subordinate staff;
(m) Any other duty or, responsibility assigned by the Director General from time to time.

9) <u>Competencies</u>

a. Shall be competent and have aptitude in managing operations;
b. Shall have ability to plan, organize, lead and monitor his/ her activities;
c. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d. Shall be proficient in computer applications;
e. Shall have effective communication skills in spoken and written Arabic;
f. Ability to communicate in English is desirable;
g. Shall have excellent inter-personal skills;
h. Shall have ability to deal with a variety of people and situations;
i. Shall have flexibility and ability to work under stress and within limited time frames.

10) <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor’s degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 8 years’ of relevant experience.

3.5. Public Administration Development Department

I. Director, Recruitment Division

1. Job Title: Director
2. Grade: 2
3. Relevant Section: Recruitment Division.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad.
6. Reports to: Director General of Public Administration Development.
7. Reporting From: Staff of Recruitment Division.

8. **Main Duties and Responsibilities**

The Director (Recruitment) will be based in the FCSC Office in Baghdad and will be responsible for the management of Recruitment Division of FCSC. S/he will lead, supervise and coordinate activities of merit based recruitment in the civil service of Iraq.

S/he will coordinate preparation of work plans and deliverables by the heads of unit and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage, monitor & evaluate overall tasks of Recruitment Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
b) Develop and implement work plans, in line with FCSC's strategic objectives;
c) To manage, coordinate and monitor the process of recruitment, reappointment, and promotion of civil servants in accordance with merit based recruitment policy, regulation and procedure;
d) To provide oversight over the recruitment process, being followed by the line ministries/ agencies and at provincial level;
e) To advertise job vacancies in the manner provided by the law and regulations;
f) To examine individuals' qualifications and competencies for the purpose of hiring through written exam or interview or both in order to assess their competence and suitability for job;
g) To implement the decisions of the Commission on the merit based recruitment of civil servants and conducting the public examinations;
h) To prepare and maintain documents on the merit based recruitment of civil servants;
i) To provide equal opportunities and ensuring equality between the qualified candidates to civil service positions;
j) Coordinate training programs for subordinate staff;

k) Any other duty or, responsibility assigned by the Director General from time to time.

9. <u>Competencies</u>

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10. <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 8 years' of relevant experience.

II. Director, Human Resource Policy Division

1) Job Title: Director
2) Grade: 2
3) Relevant Section: Human Resource Policy Division.
4) Relevant organization: Federal Civil Service Commission (FCSC).
5) Location: Baghdad.
6) Reports to: Director General of Public Administration Development.
7) Reporting From: Staff of Human Resource Policy Division.

8) **Main Duties and Responsibilities**

The Director (Human Resource Policy) will be based in the FCSC Office in Baghdad and will be responsible for the management of Human resource Policy Division of FCSC. S/he will be responsible for designing civil service policies and implementation of civil service policy matters in ministries and government agencies.

S/he will coordinate preparation of work plans and deliverables by the heads of unit and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage, monitor & evaluate overall tasks of Recruitment Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
(b) Develop and implement work plans, in line with FCSC's strategic objectives;
(c) To improve and develop the civil service, providing equal opportunities to civil service positions;
(d) To implement the laws, regulations and procedures, related to civil service management;
(e) To design, coordinate, guide and support the establishment and operations of Human Resource departments, serving civil servants in ministries and provinces;
(f) To plan, monitor and supervise civil service, in coordination with the monitoring and evaluation division;
(g) To design and implement HR policies relating to Job Analysis, HR planning, leave, benefits, pay and allowances, recruitment, ethics, conduct and discipline, appeals and grievances;
(h) To prepare job descriptions and terms of employment;
(i) To manage, coordinate and monitor the process of results-based performance management and evaluation of all civil servants;
(j) To provide civil servant with appropriate social welfare, in coordination with competent authorities;
(k) Coordinate training programs for subordinate staff;

(l) Any other duty or, responsibility assigned by the Director General from time to time.

9) <u>Competencies</u>

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10) <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 8 years' of relevant experience.

III. Director, Training & Development Division

(1) Job Title: Director
(2) Grade: 2
(3) Relevant Section: Training & Development Division.
(4) Relevant organization: Federal Civil Service Commission (FCSC).
(5) Location: Baghdad.
(6) Reports to: Director General of Public Administration Development.
(7) Reporting From: Staff of Training & Development Division.

(8) Main Duties and Responsibilities

The Director (Training & Development) will be based in the FCSC Office in Baghdad and will be responsible for the management of Training & Development Division of FCSC. S/he will be responsible for designing training & development policies and implementation of these policies for the civil servants in ministries and government agencies.

S/he will coordinate preparation of work plans and deliverables by the heads of unit and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage, monitor & evaluate overall tasks of Training & Development Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
b) Develop and implement work plans, in line with FCSC's strategic objectives;
c) To design and develop policies and strategies for training and professional development of civil servants;
d) To assist the legal department in drafting a law for establishing a Civil Service Institute and to contribute to its operations;
e) To design the training and development policies for Civil Service Institute;
f) To design, establish and make functional the training centres for development of civil servants within the ministries;
g) To design training and development policies for civil servants and their implementation through training centres in ministries;
h) To assist in management of agreements on international and national cooperation in education and training of civil servants;
i) To design, develop and implement, in collaboration with other ministries/agencies, training plans including professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;

j) Coordinate training programs for subordinate staff;
k) Any other duty or, responsibility assigned by the Director General from time to time.

11) <u>Competencies</u>

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

12) <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 8 years' of relevant experience.

3.6. Coordination and Follow up with Ministries/ Agencies Department

I. Director, Ministry, Agency & Provincial Relations Division

1) Job Title: Director
2) Grade: 2
3) Relevant Section: Ministry, Government Agency & Provincial Relations Division
4) Relevant organization: Federal Civil Service Commission (FCSC).
5) Location: Baghdad.
6) Reports to: Director General of Coordination and Follow up with Ministries/Government Agencies Department
7) Reporting From: Staff of the Ministry, Government Agency & Provincial Relations Division.

8) **Main Duties and Responsibilities**

The Director (Ministry, Government Agency & Provincial Relations) will be based in the FCSC Office in Baghdad and will be responsible for the management of Ministry, Government Agency & Provincial Relations Division of FCSC. S/he will facilitate and support FCSC in working with executive government, line ministries, government agencies, regional and provincial governments and, PCSCs in the process of consultation, coordination, implementation and monitoring of laws, policies, rules, regulations and procedures relating to public administration, organization development and civil service management in Iraq.

S/he will coordinate preparation of work plans and deliverables by the heads of unit and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage, monitor & evaluate overall tasks of Ministry, Government Agency & Provincial Relations Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
(b) Develop and implement work plans, in line with FCSC's strategic objectives;
(c) To coordinate the FCSC's reporting activities to the Parliament;
(d) To work with the Legal Affairs Department to establish the linkages needed to prepare legislation regulating the relationship between FCSC and executive government, ministries, government agencies, regions and the provinces;
(e) To work with Recruitment Division to establish relationships required to operate a system for merit-based recruitment, appointment, promotion and transfer of civil servants throughout Iraq;

(f) To work with HR policy division and M&E division to establish a system to monitor civil service matters in the government, support the design and implementation of civil service policies, and evaluate their implementation;

(g) To work with Organizational Research and Development division and establish relationships with ministries and government agencies to obtain requisite information to enable FCSC to participate in Parliament committee meetings dealing with budget submissions for civil service salaries and administrative expenses and laws related to public service operations;

(h) To work with Organizational Research and Development division, to help the concerned parties to define the functions, policies and organizational structure of ministries, government agencies and other entities, subject to civil service law.

(i) To work with HR policy division and establish linkages to prepare job descriptions and terms of employment;

(j) To work with Training & Development Division to establish a system for on-going collaboration with Ministry of Planning and other concerned ministries to establish training units in ministries and implementation of training and development policies for their operations;

(k) To work with Organizational Research and Development Division and establish linkages with ministries and government agencies to share results and make recommendations related to civil service development;

(l) To work with M&E Division to establish systems to monitor and evaluate civil service management and performance of each ministry and government agency for the FCSC's annual report to Parliament, and Council of Ministers.

(m) To collaborate with the Organizational Research & Development division to analyse each ministry's annual budget relating to civil servant salaries and administrative expenditures and gather information required for their approval and submission to Council of Ministers;

(n) To support the Recruitment Division in implementation of merit based recruitment procedure in ministries and government agencies for assessment of applicants' competence and suitability for jobs throughout Iraq;

(o) To facilitate and support FCSC working with PCSCs to coordinate, implement and monitor laws, policies, rules, regulations and procedures relating to public administration, organization development and civil service management in Iraq;

(p) To establish a system to maintain on-going relationships with provinces and region to support their obligation to set up and operate PCSCs to manage a merit-based, motivated, competent and equitable provincial and regional Civil Service;

(q) Coordinate training programs for subordinate staff;

(r) Any other duty or, responsibility assigned by the Director General from time to time.

(9) Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

13) Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 8 years' of relevant experience.

II. Director, Communications & Public Relations Division

(1) Job Title: Director
(2) Grade: 2
(3) Relevant Section: Communications & Public Relations Division
(4) Relevant organization: Federal Civil Service Commission (FCSC).
(5) Location: Baghdad.
(6) Reports to: Director General of Coordination and Follow up with Ministries/Government Agencies Department.
(7) Reporting From: Staff of the Communications & Public Relations Division

(8) Main Duties and Responsibilities

The Director (Communications & Public Relations) will be based in FCSC Office in Baghdad and will be responsible for the management of Communications & Public Relations Division of FCSC. S/he will be responsible for design, operate and monitor a comprehensive strategic communications and public relations programme to support the FCSC's policies relating to public administration and management of Iraqi civil service.

S/he will coordinate preparation of work plans and deliverables by the heads of unit and capacity development of staff. At the same time, s/he will be responsible for inter and intra-departmental coordination with all stakeholders. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage, monitor & evaluate overall tasks of Ministry, Government Agency & Provincial Relations Division of FCSC, for effective, efficient and accountable delivery of FCSC's responsibilities;
b) Develop and implement work plans, in line with FCSC's strategic objectives;
c) To promote internal communication amongst the departments of the FCSC;
d) To design the system of communication and circulation of information and documents between the departments of FCSC;
e) To develop and manage the content of the website of FCSC, with the technical collaboration of the FCSC's Information Technology and Communication division.
f) To promote communication between the FCSC and the Parliament, PMO, COMSEC, line-ministries and agencies and expand the use of information and communication technologies for this purpose;
g) To work with the Publication & Research centre unit of FCSC for presentation and distribution of annual report of FCSC activities to Parliament, the Presidential Council and Council of Ministers;
h) To propose and ensure implementation of mechanisms for coordination and, information flow between the units, divisions and departments and mechanisms for supervision and management hierarchy;

i) To support communications units in the regional and PCSCs (provincial Civil Service Commissions);
j) To arrange radio and television coverage of the FCSC events;
k) To promote dissemination of publications and other materials of FCSC in all appropriate media to support continuous improvement in the performance of the Civil Service throughout Iraq;
l) To promote the dissemination of FCSC's activities, both in the country and abroad, through brochures, pamphlets, electronic media, website and internet;
m) To propose and implement policies and procedures for using the information materials, written, sound and image, generated by the FCSC;
n) To carry out public relation activities to public organizations, civil society organizations, citizens, and other national and international institutions;
o) To organize press conferences and prepare and disseminate press releases;
p) To analyze the information produced by the media about FCSC and prepare appropriate response of the FCSC;
q) Coordinate training programs for subordinate staff;
r) Any other duty or, responsibility assigned by the Director General from time to time.

(9) <u>Competencies</u>

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

(10) <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 8 years' of relevant experience.

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4. Job Descriptions of Deputy Directors- 34 posts (Grade-3)

4.1. Chairperson's Office

I. Personal Secretary to Chairperson

(1) Job Title: Deputy Director (Personal Secretary to Chairperson)
(2) Grade: 3
(3) Relevant Section: Chairperson's Executive Office
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director, Chairperson's Office.
(7) Reporting From: Staff of Chairperson's Executive Office.

(8) Main Duties and Responsibilities

The Deputy Director (Personal Secretary to Chairperson) will be based in the FCSC Office in Baghdad and will be responsible for providing secretarial assistance to the Chairperson in overall management of FCSC.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage and monitor & evaluate overall tasks of the Chairperson's executive Office, for effective and efficient delivery of FCSC's responsibilities;
(b) Responsible for the effective management and operation of the Chairperson's executive Office, including performance of staff;
(c) Develop and implement the work plans, in line with FCSC's strategic objectives;
(d) Establish coordination mechanism between the Chairperson, Commissioners and the FCSC Office;
(e) Play a key role in communication and relation between the Chairperson and concerned officials of the FCSC;
(f) Ensure continuous relation/communication of the Chairperson with the concerned authorities in parliament, government, and other public institutions;
(g) To facilitate the management of Chairperson's meetings;
(h) Any other duty or, responsibility assigned by the Chairperson from time to time.

(9) Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

(10) Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

II. Deputy Director, Internal Audit Unit

1. Job Title: Deputy Director
2. Grade: 3
3. Relevant Section: Internal Audit Unit of Chairperson's Office
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: The Director, Chairperson's Office.
7. Reporting From: Staff of Internal Audit Unit.

8. **Main Duties and Responsibilities**

The Deputy Director (Internal Audit Unit) will be based in the FCSC Office in Baghdad and will be responsible for the internal audit of the budgetary expenditure of FCSC. S/he will also ensure adherence to general instructions and administrative procedures, within the departments/ divisions of the FCSC.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage and monitor & evaluate overall tasks of the Internal Audit Unit, for effective and efficient delivery of FCSC's responsibilities;
b) Responsible for the effective management and operation of the Internal Audit Unit, including performance of staff;
c) Develop and implement the work plans for Internal Audit Unit, in line with FCSC's strategic objectives;
d) To plan, organise and carry out the internal audit function including the preparation of an audit plan;
e) To report to the Chairperson on the financial and administrative activities of the FCSC, through the Director (Chairperson's Office);
f) To coordinate coverage with the external auditors and ensure that they are well briefed on areas of concern;
g) To make recommendations on the systems and procedures being reviewed, report on the findings and recommendations and monitor their implementation in the FCSC;
h) To review and report on the accuracy, timeliness and relevance of the financial and other information that is provided to the Chairperson;
i) To provide the Chairperson with an opinion on the internal controls in the FCSC;

j) To report on the value for money that the FCSC obtains in all its activities with special regard to economy, efficiency and effectiveness;
k) To conduct any reviews or tasks, as directed by the Chairperson or, the Commission;
l) Coordinate training programs for subordinate staff;
m) Any other duty or, responsibility assigned by the Chairperson from time to time.

9. <u>Competencies</u>

a. Shall be competent and have aptitude in managing operations;
b. Shall have ability to plan, organize, lead and monitor his/ her activities;
c. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d. Shall be proficient in computer applications;
e. Shall have effective communication skills in spoken and written Arabic;
f. Ability to communicate in English is desirable;
g. Shall have excellent inter-personal skills;
h. Shall have ability to deal with a variety of people and situations;
i. Shall have flexibility and ability to work under stress and within limited time frames.

10. <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

III. Deputy Director, Commission's Secretariat

1. Job Title: Deputy Director
2. Grade: 3
3. Relevant Section: Commission's Secretariat
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: The Director, Chairperson's Office.
7. Reporting From: Staff of Commission's Secretariat

8. **Main Duties and Responsibilities**

The Deputy Director (Commission's Secretariat) will be based in FCSC Office in Baghdad and will be responsible for the Commission's Secretariat in FCSC. S/he will provide secretarial support to the Apex decision making body of the FCSC i.e. the Commission, which consists of the Chairperson, the Deputy Chairperson and, seven Commissioners..The Secretariat will facilitate the work of the Commission to meet its intended objectives.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage and monitor & evaluate overall tasks of the Commission's Secretariat, for effective and efficient delivery of FCSC's responsibilities;
(b) Responsible for the effective management and operation of the Commission's Secretariat, including performance of staff;
(c) To facilitate the management of Commission's meetings;
(d) To provide secretarial support to all committees of the Commission in achieving the objectives of the Commission;
(e) To refer to committees and subcommittees, all correspondence addressed to them;
(f) To notify to all Commissioners the dates, times and venue of the meetings;
(g) To coordinate, prepare and circulate the agenda items and reference materials, prior to the meeting of the Commission;
(h) To coordinate the logistics of the commission's meetings, including venue, catering, and audio/ visual requirements;
(i) To record and maintain the minutes of the Commission's meeting;
(j) To submit the draft minutes of the Commission's meetings to the Chairperson for approval;

(k) To take the follow up action on the decisions of the Commission and monitor implementation of the Commission's decision;
(l) To keep records of reported cases of non-compliance and further document remedial action and track the actions taken by the responsible persons;
(m) To maintain the records of Commission's meetings, including other relevant materials shared during the meeting;
(n) To coordinate and maintain the Commission's communication, information sharing, and official documentation and archiving;
(o) To coordinate other preparatory tasks, as required by the Commission's Chairperson or, the Deputy Chairperson;
(p) Coordinate training programs for subordinate staff;
(q) Any other duty or, responsibility assigned by the Chairperson from time to time.

9. <u>Competencies</u>

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10. <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

4.2. Finance and Administration Department

I. Deputy Director, Planning & Budget Unit

1. Job Title: Deputy Director
2. Grade: 3
3. Relevant Section: Planning & Budget Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: The Director, Finance and Budget Division.
7. Reporting From: Staff of Planning and Budget Unit.

8. **Main Duties and Responsibilities**

The Deputy Director (Planning & Budget) will be based in FCSC Office in Baghdad and will be responsible for the planning and preparation, execution and monitoring of budget activities of FCSC.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all stakeholders.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Plan, lead, manage and monitor & evaluate overall tasks of the Planning & Budget Unit, for effective and efficient delivery of FCSC's responsibilities;
b) Responsible for the effective management and operation of the Planning & Budget Unit, including performance of staff;
c) To draft annual plan of activities of FCSC and coordinate participation of all departments of the FCSC in its preparation;
d) To prepare reports on implementation of annual strategic plan and business plan;
e) To prepare draft annual budget and supplementary budget (if any) of FCSC and collaborate with other departments in the budgeting of their activities;
f) To prepare monthly and quarterly reports for budget monitoring and execution;
g) To undertake the processing of current and capital expenditure and, make the payment of expenses authorized;
h) To process salaries and other allowances for the Chairperson, Deputy Chairperson and staff of FCSC;
i) To develop and implement mechanisms for accounting of budgetary expenditure;
j) To develop and maintain a system for recording and archiving of expenditure documents, for internal and external audit;
k) To report on the management of imperest fund (petty cash);

l) Coordinate training programs for subordinate staff;
m) Any other duty or, responsibility assigned by the Director (Finance & Budget) from time to time.

9. Competencies

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10. Recruitment Qualifications & Experience

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

II. Deputy Director, Procurement Unit, Finance and Administration Department

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Procurement Unit.
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: The Director, Finance and Budget Division.
7) Reporting From: Staff of Procurement Unit.

8) **Main Duties and Responsibilities**

The Deputy Director (Procurement) will be based in FCSC Office in Baghdad and will be responsible for planning and procurement of goods, services and/or, works for FCSC.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Plan, lead, manage and monitor & evaluate overall tasks of the Procurement Unit, for effective and efficient delivery of FCSC's responsibilities;
(b) Responsible for the effective management and operation of the Procurement Unit, including performance of staff;
(c) To ensure that procurement processes for purchase of goods, services and work comply with current legislation and are conducted with the ethical means;
(d) To formulate and implement policies that ensure procurement of goods, services and work of best quality, at lowest price;
(e) To promote competition and fair and equal treatment to all providers;
(f) To ensure that decisions of procuring goods services and work are made in transparent and consistent manner, while safeguarding the commercial interests of FCSC;
(g) To establish indicators to monitor the consumption needs of consumer goods;
(h) To assist the Organisational Research and Development Division in procurement (and management of contract) of external experts;
(i) 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;
(j) To maintain a file of all procurement actions, conducted by the FCSC for the purpose of records audit;
(k) Coordinate training programs for subordinate staff;

(l) Any other duty or, responsibility assigned by the Director (Finance & Budget) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

III. Deputy Director, Logistics, Protocol and Asset Mgt. Unit

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Logistics, Protocol and Asset Mgt. Unit.
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: The Director, General Administration Division.
(7) Reporting From: Staff of Logistics, Protocol and Asset Mgt. Unit.

(8) **Main Duties and Responsibilities**

The Deputy Director (Logistics, Protocol and Asset Mgt.) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of logistics, protocol and asset management.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Responsible for the effective management and operation of the Logistics, Protocol and Asset Mgt. Unit, including performance of staff;
b) To establish a management system for the use of vehicles and control the fuel consumption;
c) To produce reports on vehicle usage and fuel consumption by vehicles;
d) To make logistics arrangements for the Commission's meetings;
e) To take care of reservation and preparation in commemorative events, ceremonies, conferences, courses and meetings at the request of other departments of FCSC;
f) To make the necessary in-country and abroad travel arrangements for the Chairperson, Deputy Chairperson, Commissioners and officials of the FCSC;
g) To assist FCSC delegations in preparing and conducting their missions abroad;
h) To manage assets of FCSC and ensure its proper maintenance- Office premises, including cleanliness and, repairs for civil and electrical works;
i) To take care of horticulture- lawns, gardens, indoor and outdoor plants, rockery, floral arrangements etc;
j) Electricity and Water supply, maintenance and liaison;
k) To establish a system for registration of assets (inventory) of FCSC;
l) To maintain an updated inventory, indicating stocks, book value and their physical location;

m) To produce category-wise inventories of transport, equipment, IT and communication, electronic and, audiovisual equipments, which are incorporated in the overall inventory;
n) To conduct a physical inspection of the overall inventory on annual basis;
o) To ensure maintenance and management of premises, buildings, vehicles and equipments;
p) To manage maintenance contracts for repairs of buildings, facilities, vehicles and equipments;
q) To ensure cleanliness, hygiene and good appearance of the premises of FCSC;
r) To take care of cleanliness of the areas adjacent to FCSC;
s) To manage the car park of FCSC;
t) To ensure quality and efficiency of operation of facilities, equipment and supplies, electricity, lighting, air conditioning, plumbing and others;
u) To recommend purchase of goods, materials, equipments and services;
v) To propose replacement of unusable assets of FCSC and their disposal;
w) To develop and implement mechanisms for assistance to users (help desk), particularly for booking rooms, car park spaces, communication- failures and malfunctions at reception;
x) Attending and escorting of Experts/Advisers invited by the FCSC for interview/ Selection Board meetings to their rooms;
y) 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/ Deputy Chairperson and/or, the Commissioners' Room, during their visits to FCSC;
z) To ensure the protocol of Chairperson, Deputy Chairperson, Commissioners and delegations of FCSC, under warrant of Precedence;
aa) To provide protocol support to the Commission for the movement of the Chairperson, Deputy Chairperson and the Commissioners of FCSC in the country and abroad, particularly in regard to hotel reservations, purchase of travel tickets, requisition of allowances from the relevant departments of FCSC;
bb) Coordinate training programs for subordinate staff;
cc) Any other duty or, responsibility assigned by the Director (General Administration Division) from time to time.

9. <u>Competencies</u>

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;

f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

IV. Deputy Director, Safety, security & Office Management Unit

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Safety, security & Office Management Unit
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: The Director, General Administration Division.
7) Reporting From: Staff of Safety, security & Office Management Unit.

8) **Main Duties and Responsibilities**

The Deputy Director (Safety, security & Office Management Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the safety, security & office management unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for the effective management and operation of the safety, security & office management unit, including performance of staff;
(b) To ensure provision of necessary staff support and other services to the Deputy Chairperson and the Commissioners of FCSC for discharge of their executive functions;
(c) To coordinate with other departments/ divisions and provide information relating to remuneration, allowances and other entitlements to the Deputy Chairperson and the Commissioners of FCSC;
(d) To provide the secretarial and support staff to the departmental heads for official work;
(e) To advise Chairperson on safety and security matters, addressing prevention, control, surveillance, protection of staff, premises and, assets of FCSC;
(f) To develop rules regarding access, movement and stay of persons in the premises of FCSC;
(g) To develop and propose to Chairperson- safety & security regulations for FCSC;
(h) To assist the Chairperson in ensuring enforcement of regulations and instructions on safety & security of FCSC;
(i) To coordinate with the Information and Communication Technology (ICT) Division regarding implementation of new security technologies and maintenance of related equipments;

(j) To issue temporary passes and permanent identity cards to regular staff, casual staff, advisers etc;
(k) Maintenance and checking of fire fighting equipments, Organizing Mock Drills, Liaison with fire Service;
(l) To liaise security matters with the police officials;
(m) To respond to general enquiries;
(n) To provide administrative support requested by the various departments;
(o) To produce standard administrative procedures and manuals to standardize processes that apply to all administrative services;
(p) To ensure the receipt, registration and, forwarding of any correspondence received;
(q) To ensure registration and dispatch of correspondence issued by FCSC;
(r) To develop a classification system for the file of correspondence sent and received;
(s) To ensure reproduction and binding of documents on paper;
(t) To prepare a monthly statistical report of the work of reproduced documents, indicating the quantity per department of FCSC, divisions and staff.
(u) Coordinate training programs for subordinate staff;
(v) Any other duty or, responsibility assigned by the Director (General Administration Division) from time to time.

9. <u>Competencies</u>

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

V. Deputy Director, HR-I Unit

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Human Resource Unit-I.
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: The Director, Human Resource Division.
(7) Reporting From: Staff of HR Unit-I.

(8) Main Duties and Responsibilities

The Deputy Director (HR Unit-I) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the HR Unit-I viz. organisation development, HR planning, Job Analysis, Recruitment & Selection, Promotion & Transfer, Performance Management, Career & Succession Planning and Training & Development of FCSC Staff.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

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

i) Coordinate training programs for subordinate staff;
j) Any other duty or, responsibility assigned by the Director (Human Resource Division) from time to time.

9. <u>Competencies</u>

11 Shall be competent and have aptitude in managing operations;
12 Shall have ability to plan, organize, lead and monitor his/ her activities;
13 Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
14 Shall be proficient in computer applications;
15 Shall have effective communication skills in spoken and written Arabic;
16 Ability to communicate in English is desirable;
17 Shall have excellent inter-personal skills;
18 Shall have ability to deal with a variety of people and situations;
19 Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

(d) Shall be an Iraqi citizen;
(e) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(f) Shall have at least 5 years' of relevant experience.

VI. Deputy Director, HR-II Unit, Finance and Administration Department

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Human Resource Unit-II.
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: The Director, Human Resource Division.
7) Reporting From: Staff of HR Unit-II.

8) **Main Duties and Responsibilities**

The Deputy Director (HR Unit-II) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the HR Unit-II viz. Employees' Relations & Welfare, Personnel Records, Leave & Attendance, Employees' Salary, Benefits & Allowances, HR Management Information System (HRMIS), Employees' Ethics, Conduct & Disciplinary Action in respect of FCSC Staff.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. Responsible for effective management and operation of HR unit-II, including performance of staff;
b. To implement, coordinate the HR procedures and carry out the operational aspects of employees' relations & welfare, employees' pay roll, HRMIS and, ethics and discipline;
c. To process records of leave and attendance, benefits and allowances and remit them to Finance & Budget Unit for processing of the salaries and allowances;
d. To maintain ethics & discipline and assist in conducting of disciplinary proceedings;
e. To ensure the good employees' relations in FCSC;
f. To implement standards of hygiene, health and safety at work;
g. Coordinate training programs for subordinate staff;
h. Any other duty or, responsibility assigned by the Director (Human Resource Division) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

VII. Deputy Director, Information Technology Unit, Finance and Admin. Department

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Information Technology (IT) Unit.
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: The Director, Information and Communication Technology Division.
(7) Reporting From: Staff of Information Technology Unit.

(8) Main Duties and Responsibilities

The Deputy Director (Information Technology Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Information Technology (IT) Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

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

(k) To implement security measures of software and hardware resources;
(l) To develop and maintain procedures and rules of safety equipment, software and systems;
(m) To ensure the management and maintenance of ICT servers- www, email, firewall and others.
(n) To devise preventive measures for data recovery from disasters, covering aspects of mobility and migration, backup, infrastructure protection, and training on disaster management;
(o) To promote, in collaboration with the HR division, IT training of FCSC staff;
(p) To provide assistance to the users of information and communication system of FCSC (help desk services);
(q) Coordinate training programs for subordinate staff;
(r) Any other duty or, responsibility assigned by the Director (ICT Division) from time to time.

9. <u>Competencies</u>

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

VIII. Deputy Director, Communication Tech. Unit, Finance and Admin. Department

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Communication Technology (CT) Unit.
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: The Director, Information and Communication Technology Division.
7) Reporting From: Staff of Communication Technology Unit.

8) **Main Duties and Responsibilities**

The Deputy Director (Communication Technology Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Communication Technology (CT) Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Responsible for effective management and operation of Communication Technology (CT) Unit, including performance of staff;
b) To design and implement policies and strategies for communication technology to ensure its development as well as supply of services to FCSC;
c) To create and maintain a service telephone communication, including PBX and network of internal communication by telephone;
d) To prepare and update internal Telephone Directories of FCSC;
e) Coordinate training programs for subordinate staff;
f) Any other duty or, responsibility assigned by the Director (ICT Division) from time to time.

9. Competencies

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;

f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

IX. Deputy Director, HRMIS Unit, Finance and Admin. Department

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Human Resource Management Information System (HRMIS) Unit.
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: The Director, Information and Communication Technology Division.
7) Reporting From: Staff of HRMIS Unit.

8) **Main Duties and Responsibilities**

The Deputy Director (HRMIS Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Human Resource Management Information System (HRMIS) Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of Human Resource Management Information System (HRMIS) Unit, including performance of staff;
(b) To design, develop, implement and operate a comprehensive Human Resource Management Information System (HRMIS) Unit, serving all Iraqi ministries and agencies, within FCSC's jurisdiction;
(c) To generate user-specific HRMIS reports, required for effective planning and management of Iraqi Federal Civil Service;
(d) To support development and operations of HRMIS units in provincial Civil Service Commissions;
(e) Coordinate training programs for subordinate staff;
(f) Any other duty or, responsibility assigned by the Director (ICT Division) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;

(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

4.3. Legal Department

I. Deputy Director-2 posts, Legal Drafting Unit-I & II

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Legal Drafting Unit-I & II
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: The Director, Legal Drafting Division.
(7) Reporting From: Staff of respective Legal Drafting Unit.

(8) Main Duties and Responsibilities

The Deputy Director (Legal Drafting Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the respective Legal Drafting Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Responsible for effective management and operation of respective Legal Drafting Unit, including performance of staff;
b) To review, amend and/or draft laws, regulations and other documents of legal nature, relating to policies, rules and procedures of public administration and civil service management, to facilitate implementation of FCSC law;
c) To draft law and regulation(s) for establishing and organizing the activities of Civil Service Institute;
d) To draft laws relating to organization and development of civil service;
e) To draft law that regulates the cooperation between FCSC and ministries, and government agencies, regions, and governorates not incorporated into region;
f) Coordinate training programs for subordinate staff;
g) Any other duty or, responsibility assigned by the Director (Legal Drafting Division) from time to time.

9. Competencies

a) Shall be competent and have aptitude in managing operations;

b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

II. Deputy Director- 2 posts, Legal Services Unit-I & II

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Legal Services Unit-I & II
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: The Director, Legal Services Division.
7) Reporting From: Staff of respective Legal Services Unit.

8) **Main Duties and Responsibilities**

The Deputy Director (Legal Services Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the respective Legal Services Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of respective Legal Services Unit, including performance of staff;
(b) To provide legal advice and render legal assistance to all departments of FCSC;
(c) To provide legal services as required to support the operations of FCSC throughout Iraq;
(d) To receive the petitions/applications in cases, where FCSC is a party and register the same in office records;
(e) To examine the contents of the petition/ application and obtain para-wise comments from the concerned department/division;
(f) To submit the case file along with statement of facts, comments and copies of relevant case- papers for approval of the competent authority for entrusting the case to the standing counsel for defending the interest of FCSC before the court of law;
(g) To deliver the approved and signed pleadings along with relevant records and annex to the Standing Counsel;
(h) To monitor the progress of listed court cases and attend to correspondence pertaining to pending and disposed of court cases;
(i) To maintain a library of Law Text Books and Law Journals to keep abreast of latest developments in the case law;

(j) To give legal opinion/ advice regarding matters pertaining to the role and functioning of the Commission;
(k) To interpret laws, statutes, rules, regulations and to furnish opinion;
(l) To prepare pleadings in cases filed by and against the Commission before Legal Fora;
(m) Coordinate training programs for subordinate staff;
(n) Any other duty or, responsibility assigned by the Director (Legal Services Division) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

III. Deputy Director-2 posts, Appeals Unit-I&II, Legal Department

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Appeals Unit-I & II
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director, Administrative Appeals Division.
7) Reporting From: Staff of respective Legal Services Unit.

8) **Main Duties and Responsibilities**

The Deputy Director (Appeals Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the respective Appeals Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of respective Appeals Unit, including performance of staff;
(b) To design and manage an equal opportunities program serving all civil servants in Iraq, as required by the Constitution;
(c) To assist the Commission in adjudication of complaints of candidates/ civil servants relating to recruitment, promotion, transfer, disciplinary action or, discrimination;
(d) To receive the petitions/applications and register the same in office records;
(e) To examine the contents of the petition/ application and obtain para-wise comments from the concerned department/division;
(f) To ensure that all departments/ divisions are following the due provisions of law, rules, regulations and procedures (including Art. 105 of Iraqi Constitution);
(g) to check as to whether the provisions of extant law, regulation and instructions have been diligently followed or, otherwise;
(h) To submit the case file along with statement of facts and comments for decision to the superior authority for further instructions/ decision;
(i) Coordinate training programs for subordinate staff;

(j) Any other duty or, responsibility assigned by the Director (Equal Opportunities, Appeals and Employees' Grievances Division) from time to time.

9. Competencies

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

11 Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

4.4. Administration Studies and Research Department

I. Deputy Director, Pay Compensation Unit

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Pay Compensation Unit.
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director, Organisation Development Division.
(7) Reporting From: Staff of Pay Compensation Unit.

(8) Main Duties and Responsibilities

The Deputy Director (Pay Compensation Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Pay Compensation Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Responsible for effective management and operation of Pay Compensation Unit, including performance of staff;
b) To carry out research related to civil service development and collaborate with concerned government agencies to make recommendations to authorities in ministries;
c) 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, in coordinating with competent agencies;
d) To undertake research on civil service compensation system, benefits and allowances;
e) To hire experts for specialised studies and researches related to civil service matters;
f) To do the assessment of organizational climate and motivational factors;
g) To propose policies for the benefit and recognition of merit;

h) Coordinate training programs for subordinate staff;
i) Any other duty or, responsibility assigned by the Director (Organisation Development Dvision) from time to time.

9. Competencies

a. Shall be competent and have aptitude in managing operations;
b. Shall have ability to plan, organize, lead and monitor his/ her activities;
c. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d. Shall be proficient in computer applications;
e. Shall have effective communication skills in spoken and written Arabic;
f. Ability to communicate in English is desirable;
g. Shall have excellent inter-personal skills;
h. Shall have ability to deal with a variety of people and situations;
i. Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

II. Deputy Director, Organization Research Unit

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Organization Research Unit.
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director, Organisation Development Division.
7) Reporting From: Staff of Organization Research Unit.

8) **Main Duties and Responsibilities**

The Deputy Director (Organization Research Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Organization Research Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of Organization Research Unit, including performance of staff;
(b) To provide advice to the Commission on organisational issues related to the status of civil servants and related matters;
(c) To establish cooperative relations with the line ministries and agencies and, obtain and compile documents on their organisation structure and civil service management;
(d) To provide technical support to the Commission in the legislative, and oversight activities, including the preparation of draft laws and amendments;
(e) To work with the Public Administration Development Department to monitor ministries' budget proposals concerning Civil Servant salaries and administrative expenditures and prepare recommendations for Chairperson of FCSC regarding approval of their budgets, for submission to Council of Ministers;
(f) To propose draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with the Ministry of Finance;
(g) To prepare annual report on each ministry and government agency to be submitted to Parliament and Council of Ministers; the report shall include

recommendations and suggestions to improve the performance of the ministries/agencies;

(h) To coordinate the meeting of chairperson or Deputy chairperson of the commission with Parliament committees, where they study credits assigned for civil servants, and financial and administrative expenditures in all ministries and government agencies so that to be included in draft budget, or where they study enactment, cancellation or amendment of laws related to civil service;

(i) To hire experts for specialised studies and researches related to civil service matters;

(j) To pursue studies and research on topics related to organisational development and civil service management and organize conferences, lectures and seminars for the FCSC Commissioners and staff of FCSC;

(k) Responsible for efficiency and effectiveness of Government machinery by way of– defining unique role and functions of each government entity (to avoid overlap/duplication or, any gap in their functions);

(l) to provide support to each government entity to align its organization structure in accordance with its unique vision, mission and strategy;

(m) To develop public administration and improve government organizational structure;

(n) Work with the concerned parties to define the functions, sectoral policies, fiscal frameworks and organizational structures of ministries, government agencies and other institutions subject to Civil Service law;

(o) To work with Legal Department to develop policies, regulations and procedures to help ministries and government agencies do effective human resource planning;

(p) To develop proposals for career plans and requirements for mobility;

(q) Coordinate training programs for subordinate staff;

(r) Any other duty or, responsibility assigned by the Director (Organisation Development Division) from time to time.

9. <u>Competencies</u>

(a) Shall be competent and have aptitude in managing operations;

(b) Shall have ability to plan, organize, lead and monitor his/ her activities;

(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;

(d) Shall be proficient in computer applications;

(e) Shall have effective communication skills in spoken and written Arabic;

(f) Ability to communicate in English is desirable;

(g) Shall have excellent inter-personal skills;

(h) Shall have ability to deal with a variety of people and situations;

(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;

(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;

(c) Shall have at least 5 years' of relevant experience.

III. Deputy Director, Publication & Research Centre Unit

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Publication & Research Centre Unit
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director, Organisation Development Division.
7) Reporting From: Staff of Publication & Research Centre Unit.

8) **Main Duties and Responsibilities**

The Deputy Director (Publication & Research Centre Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Publication & Research Centre Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Responsible for effective management and operation of Publication & Research Centre Unit, including performance of staff;
b) To collect, analyze, produce summaries, process, archive and promote the dissemination of information relevant to the work of FCSC;
c) To coordinate the preparation of annual reports on FCSC's activities for Parliament, the Presidential Council and Council of Ministers;
d) To manage the Library and act as official depository of all documents produced by FCSC on its activities, both in digital and on paper, and an archive of relevant documentation and make such material available to FCSC staff for consultation;
e) To maintain the records of annual and other reports of the various ministries and agencies, including the FCSC;
f) To provide photocopying service (Information materials are traced & photocopies are provided by the Library);
g) To organize and update the literature, legislation, case law and administrative, scientific and technical information related to the activity of FCSC;
h) To ensure, for consultation, a collection of official gazette and distribute to Departments with a monthly list of laws and regulations relating to organization development and civil service management, published in the Gazette, to facilitate monitoring of legislative activity;
i) To define the policy and procedures for the acquisition of documents;

j) To provide documents for consultation and on loan to the users, according to Library rules;
k) To ensure interpretation and document translation services for activities, if any, of the FCSC;
l) Subscription of Newspapers/Periodicals, correspondence relating to and payment of bills;
m) To diary and dispatch all correspondence/bills relating to news papers, magazines, journals and periodicals;
n) Receipt, maintenance and weeding out of old records (files)/magazines/books for retention;
o) Receipt, compilation and preparation of Recording and weeding statement;
p) To obtain approval for purchase of books, make related correspondence and process payment of bills;
q) To provide reading room services;
r) To bind books and journals and, maintain the Catalogue and various registers;
s) To issue "No Demand Certificate";
t) Coordinate training programs for subordinate staff;
u) Any other duty or, responsibility assigned by the Director (Organisation Development Division) from time to time.

9. Competencies

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

IV. Deputy Director, Monitoring & Evaluation Unit-I & II (2 Posts)

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Monitoring and Evaluation Unit- I & II
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director, Organisation Development Division.
(7) Reporting From: Staff of respective Monitoring and Evaluation Unit.

(8) Main Duties and Responsibilities

The Deputy Director (Monitoring and Evaluation Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the respective Monitoring and Evaluation Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of respective Monitoring and Evaluation Unit, including performance of staff;
(b) To monitor and evaluate the performance of the concerned ministries and Agencies, relating to organization and civil service management;
(c) To monitor and evaluate the operations of the Iraqi civil service, including the level of achievement of FCSC's civil service management policies;
(d) To produce information for reports to support the FCSC's planning processes and for presentation to Parliament, the Council of Ministers and the Presidential Council;
(e) To work with HR Management of Civil Service Division to establish a system to monitor civil service matters in line ministries and agencies, support design and implementation of civil service policies, and evaluate their implementation;
(f) To report outcomes of public administration reforms;
(g) To collaborate with Organisational Research & Development and, Finance & Budget Division on analysis of the cost of living and determining appropriate levels of civil service salaries;
(h) To support monitoring and evaluation activities relating to assessment of organizational performance and civil service management in ministries, government agencies and, provincial Civil Service Commissions;

(i) To support preparation of annual report covering Commission's tasks, including results of reviewing the hiring processes and recommendations to improve civil service for submission to Parliament, Presidential Council and Council of Ministers;
(j) To plan, monitor and supervise civil service, in coordination with HR policy division;
(k) Coordinate training programs for subordinate staff;
(l) Any other duty or, responsibility assigned by the Director (Organisation Development Division) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

4.5. Public Administration Development Department

I. Deputy Director, Recruitment Unit-I & II (2 posts)

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Recruitment Unit- I & II
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director, Recruitment.
7) Reporting From: Staff of respective Recruitment Unit.

8) **Main Duties and Responsibilities**

The Deputy Director (Recruitment Unit) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the respective Recruitment Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Responsible for effective management and operation of respective Recruitment Unit, including performance of staff;
b) To manage, coordinate and monitor the process of recruitment, reappointment, and promotion of civil servants in accordance with merit based recruitment policy, regulation and procedure;
c) To advertise job vacancies in the manner provided by the law and regulations;
d) To examine individuals' 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;
e) To implement the decisions of the Commission on the merit based recruitment of civil servants and conducting the public examinations;
f) To prepare and maintain documents on the merit based recruitment of civil servants
g) To provide equal opportunities and ensuring equality between the qualified candidates to civil service positions;
h) Coordinate training programs for subordinate staff;

i) Any other duty or, responsibility assigned by the Director (Recruitment Division) from time to time.

9. <u>Competencies</u>

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

II. Deputy Director, HR Policy Unit-I, Public Administration Development Department

1. Job Title: Deputy Director
2. Grade: 3
3. Relevant Section: HR Policy Unit- I
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: Director, HR Policy Division.
7. Reporting From: Staff of HR Policy Unit-I.

8. **Main Duties and Responsibilities**

The Deputy Director (HR Policy Unit-I) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the HR Policy Unit-I.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of HR Policy Unit-I, including performance of staff;
(b) To implement the Civil Service Law, as well as the effective laws related to civil service;
(c) To plan, supervise and monitor civil service policy matters in ministries and government agencies, design civil service policies and define the appropriate means to perform these policies in relation to job analysis, HR planning, leave, benefits pay & allowances and merit based recruitment;
(d) To improve and develop the civil service, providing equal opportunities to civil service positions;
(e) To plan, monitor and supervise civil service, in coordination with the monitoring and evaluation division;
(f) To design, coordinate, guide and support the establishment and operations of Human Resource departments, serving civil servants in ministries and provinces;
(g) To prepare job descriptions and terms of employment;
(h) Coordinate training programs for subordinate staff;

(i) Any other duty or, responsibility assigned by the Director (HR Policy Division) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

III. Deputy Director (Grade-3), HR Policy Unit-II

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: HR Policy Unit- II
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director, HR Policy Division.
7) Reporting From: Staff of HR Policy Unit-II.

8) **Main Duties and Responsibilities**

The Deputy Director (HR Policy Unit-II) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the HR Policy Unit-I.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Responsible for effective management and operation of HR Policy Unit-II, including performance of staff;
b) To implement the Civil Service Law, as well as the effective laws related to civil service;
c) To plan, supervise and monitor civil service policy matters in ministries and government agencies, design civil service policies and define the appropriate means to perform these policies in relation to- performance management; ethics, conduct & discipline; and, appeals, grievances & employees' relations;
d) To improve and develop the civil service, providing equal opportunities to civil service positions;
e) To plan, monitor and supervise civil service policy management, in coordination with the monitoring and evaluation division;
f) To design, coordinate, guide and support the establishment and operations of Human Resource departments, serving civil servants in ministries and provinces;
g) To manage, coordinate and monitor the process of results-based performance management and evaluation of all civil servants;
h) To provide civil servant with appropriate social welfare, in coordination with competent authorities;

i) Coordinate training programs for subordinate staff;
j) Any other duty or, responsibility assigned by the Director (HR Policy Division) from time to time.

9. Competencies

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

IV. Deputy Director, Training Institutions Unit

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Training Institutions Unit
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director, Training and Development Division.
7) Reporting From: Staff of Training Institution Unit.

8) Main Duties and Responsibilities

The Deputy Director (Training Institutions) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Training Institutions Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of Training Institutions Unit, including performance of staff;
(b) To implement and monitor policies and strategies for establishment and operationalization of the Federal Civil Service Institute and the Training Centres in the ministries;
(c) To support and monitor the management and operations of the Civil Service Institute and the training centres of ministries;
(d) Coordinate training programs for subordinate staff;
(e) Any other duty or, responsibility assigned by the Director (Training and Development Division) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;

(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

V. Deputy Director, Training Policy Unit

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Training Policy Unit
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director, Training and Development Division.
(7) Reporting From: Staff of Training Policy Unit.

(8) Main Duties and Responsibilities

The Deputy Director (Training Policy) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Training Policy Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Responsible for effective management and operation of Training Policy Unit, including performance of staff;
b) To design, develop and implement policies and strategies for training and professional development of civil servants;
c) To design the training and development policies for the Civil Service Institute and the training centres;
d) To design training and development policies for civil servants and their implementation through Federal Civil Service Institute and the training centres in ministries;
e) To assist in management of agreements on cooperation in education and training of civil servants;
f) To design, develop and implement, in collaboration with other ministries and agencies training plans including professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;
g) Coordinate training programs for subordinate staff;
h) Any other duty or, responsibility assigned by the Director (Training and Development Division) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

VI. Deputy Director, Senior Executive Service (SES) Unit

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Senior Executive Service Unit
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director General, Public Administration Development Department.
(7) Reporting From: Staff of Senior Executive Service Unit.

(8) Main Duties and Responsibilities

The Deputy Director (Senior Executive Service) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Senior Executive Service Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a) Responsible for effective management and operation of Senior Executive Service Unit, including performance of staff;
b) To develop SES policy and pay and grading structures;
c) To prepare legislation, supporting regulations, and budget for SES program;
d) To develop and put in place SES terms of service conditions and regulation for lateral entry;
e) To develop SES merit based recruitment and career management procedures;
f) To develop and put in place a SES code of conduct and ethics structure;
g) To develop and put in place a SES performance management and incentives procedures;
h) To develop, implement and monitor SES management guidelines;
i) To prepare SES implementation strategies and work plans for ministries and other units (agencies, provincial governments);
j) To design and implement executive management training & development framework;
k) To implement SES recruitment, performance management and training and support programmes;
l) To deploy, support and monitor the performance of the SES personnel;

m) Coordinate training programs for subordinate staff;
n) Any other duty or, responsibility assigned by the Director General (Public Administration Development Department) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

4.6. Coordination and Follow up with Ministries/ Agencies Department

I. Deputy Director, Ministry/ Agency Relations Unit

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Ministry/ Agency Relations Unit
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director, Ministry/ Agency/ Provincial Relations Division
7) Reporting From: Staff of Ministry/ Agency Relations Unit

8) **Main Duties and Responsibilities**

The Deputy Director (Ministry/ Agency Relations) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Ministry/ Agency Relations Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of Ministry/ Agency Relations Unit, including performance of staff;
(b) To coordinate the FCSC's reporting activities to Parliament;
(c) To facilitate and support FCSC working with executive government, ministries, government agencies in the process of consultation, coordination, implementation and monitoring of laws, policies, rules, regulations and procedures relating to public administration, organization development and civil service management;
(d) To work with the Legal Affairs Department to establish the linkages needed to prepare legislation regulating the relationship between the FCSC and the executive government, ministries and government agencies;
(e) To work with Recruitment Division to establish relationships required to operate a system for merit-based recruitment, appointments and promotions of civil servants throughout Iraq;

(f) To work with HR policy division and M&E division to establish a system to monitor civil service matters in the government, support the design and implementation of civil service policies, and evaluate their implementation;
(g) To work with the organizational research and development division and establish relationships with ministries and government agencies to obtain the requisite information to enable FCSC to participate in Parliament committee meetings dealing with budget submissions for Civil Service salaries and administrative expenses and laws related to public service operations;
(h) To work with organizational research and development division, to help concerned parties to define the functions, policies and organizational structure of ministries, government agencies and other entities, subject to civil service law;
(i) To work with HR policy division and establish linkages to prepare job descriptions and terms of employment in collaboration with Ministry of Planning and other concerned agencies;
(j) To work with Training & Development Division to establish a system for on-going collaboration with the Ministry of Planning and other concerned ministries to establish training units in ministries and implementation of training and development policies for their operations;
(k) To work with the Organizational Studies and Research Division and establish linkages with ministries and government agencies to share results and make recommendations arising from research related to civil service development;
(l) To work with Monitoring and Evaluation Division to establish systems to monitor and evaluate civil service management and performance of each ministry and government agency for the FCSC's annual report to Parliament, and Council of Ministers;
(m) To collaborate with the organizational studies & research division to analyse each ministry's annual budget relating to civil servant salaries and administrative expenditures and gather information required for their approval and submission to Council of Ministers;
(n) Work with the Organisational study and research division and with competent agencies to study the relationship between civil servants' salaries and the cost of living to define basic needs of living for civil servants;
(o) To support the recruitment division in implementation of merit based recruitment procedure in ministries and government agencies for assessment of applicants' competence and suitability for jobs throughout Iraq;
(p) Coordinate training programs for subordinate staff;
(q) Any other duty or, responsibility assigned by the Director (Ministry/ Agency/ Provincial Relations Division) from time to time.

9. <u>Competencies</u>

(a) Shall be competent and have aptitude in managing operations;

(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

II. Deputy Director, Provincial Relations Unit

1) Job Title: Deputy Director
2) Grade: 3
3) Relevant Section: Provincial Relations Unit
4) Relevant organization: Federal Civil Service Commission (FCSC)
5) Location: Baghdad
6) Reports to: Director, Ministry/ Agency/ Provincial Relations Division
7) Reporting From: Staff of Provincial Relations Unit

8) **Main Duties and Responsibilities**

The Deputy Director (Provincial Relations) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Provincial Relations Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of Provincial Relations Unit, including performance of staff;
(b) To coordinate the FCSC's reporting activities to Parliament;
(c) To facilitate and support FCSC working with the provincial governments and, PCSCs in the process of consultation, coordination, implementation and monitoring of laws, policies, rules, regulations and procedures relating to public administration, organization development and civil service management;
(d) To work with the Legal Affairs Department to establish the linkages needed to prepare legislation regulating the relationship between the FCSC and the regions and the provinces;
(e) To work with Recruitment Division to establish relationships required to operate a system for merit-based recruitment, appointments and promotions of civil servants in the region and in the provinces;
(f) To work with HR policy division and M&E division to establish a system to monitor civil service matters in the region and the provinces, support the design and implementation of civil service policies, and evaluate their implementation;

(g) To work with the organizational research and development division and establish relationships with the region and the provinces to obtain the requisite information to enable FCSC to participate in Parliament committee meetings dealing with budget submissions for Civil Service salaries and administrative expenses and laws related to public service operations;
(h) To work with organizational research and development division, to help the concerned parties to define the functions, policies and organizational structure of provinces, subject to civil service law;
(i) To work with the Organizational Studies and Research Division and establish linkages with provinces to share results and make recommendations arising from research related to civil service development;
(j) To support the recruitment division in implementation of merit based recruitment procedure in provinces for assessment of applicants' competence and suitability for jobs;
(k) To facilitate and support FCSC working with PCSCs to coordinate, implement and monitor laws, policies, rules, regulations and procedures relating to public administration, organization development and civil service management in Iraq;
(l) To establish a system to maintain on-going relationships with provinces and regions to support their obligation to set up and operate PCSCs to manage a merit-based, motivated, competent and equitable provincial and regional Civil Service;
(m) Coordinate training programs for subordinate staff;
(n) Any other duty or, responsibility assigned by the Director (Ministry/ Agency/ Provincial Relations Division) from time to time.

9. <u>Competencies</u>

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize, lead and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have excellent inter-personal skills;
h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

10 <u>Recruitment Qualifications & Experience</u>

(a) Shall be an Iraqi citizen;

(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

III. Deputy Director, Communications Unit

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Communications Unit
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director, Communications and Public Relations Division
(7) Reporting From: Staff of Communications Unit

(8) Main Duties and Responsibilities

The Deputy Director (Communications) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Communications Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of Communications Unit, including performance of staff;
(b) Design and operate a comprehensive strategic communications program to support the FCSC's policies relating to public administration and development of an effective Iraqi Civil Service;
(c) To promote internal communication amongst the departments of the FCSC;
(d) To design the system of communication and circulation of information and documents between the departments of FCSC;
(e) To develop and manage the content of the website of FCSC, with the technical collaboration of the Information Technology and Communication (FCSC) division.
(f) To promote communication between the FCSC and the Parliament, PMO, COMSEC, line- ministries and agencies and expand the use of information and communication technologies for this purpose;
(g) To work with the publication & resource centre division of FCSC for presentation and distribution of annual report of FCSC activities to Parliament, the Presidential Council and Council of Ministers;

(h) To propose and ensure implementation of mechanisms for coordination and, information flow between the units, divisions and departments and mechanisms for supervision and management hierarchy;
(i) To support communications units in the regional and PCSCs (provincial Civil Service Commissions);
(j) Coordinate training programs for subordinate staff;
(k) Any other duty or, responsibility assigned by the Director (Communications and Public Relations Division) from time to time.

9. Competencies

(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

11 Recruitment Qualifications & Experience

(a) Shall be an Iraqi citizen;
(b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
(c) Shall have at least 5 years' of relevant experience.

IV. Deputy Director, Public Relations Unit

(1) Job Title: Deputy Director
(2) Grade: 3
(3) Relevant Section: Public Relations Unit
(4) Relevant organization: Federal Civil Service Commission (FCSC)
(5) Location: Baghdad
(6) Reports to: Director, Communications and Public Relations Division
(7) Reporting From: Staff of Public Relations Unit

(8) Main Duties and Responsibilities

The Deputy Director (Public Relations) will be based in FCSC Office in Baghdad and will be responsible for planning, leading, managing and monitoring overall tasks of the Public Relations Unit.

S/he will have the overall responsibility of coordinating the working of his/her subordinate staff, ensuring preparation of their work plans, their capacity development and monitoring of their performance. At the same time, S/ he will be responsible for inter and intra-departmental coordination with all departments of FCSC.

His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) Responsible for effective management and operation of Public Relations Unit, including performance of staff;
(b) To arrange radio and television coverage of the FCSC events;
(c) To promote dissemination of publications and other materials of FCSC in all appropriate media to support continuous improvement in the performance of the Civil Service throughout Iraq;
(d) To promote the dissemination of FCSC's activities, both in the country and abroad, through brochures, pamphlets, electronic media, website and internet;
(e) To propose and implement policies and procedures for using the information materials, written, sound and image, generated by the FCSC.
(f) To carry out public relation activities to public organizations, civil society organizations, citizens, and other national and international institutions.
(g) To organize press conferences and prepare and disseminate press releases.
(h) To analyze the information produced by the media about FCSC and prepare appropriate response of the FCSC;
(i) Coordinate training programs for subordinate staff;
(j) Any other duty or, responsibility assigned by the Director (Communications and Public Relations Division) from time to time.

9. Competencies

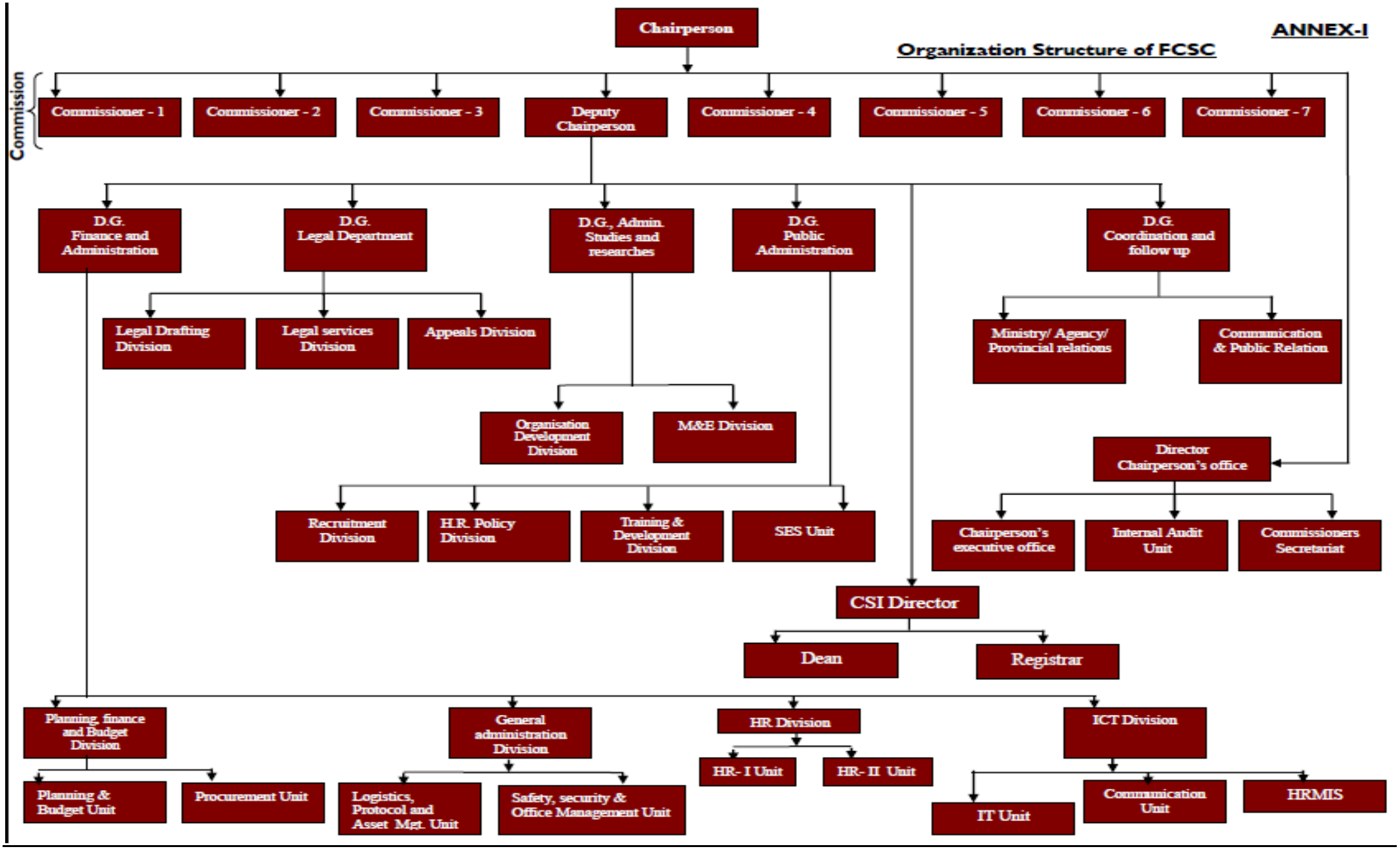
(a) Shall be competent and have aptitude in managing operations;
(b) Shall have ability to plan, organize, lead and monitor his/ her activities;
(c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(d) Shall be proficient in computer applications;
(e) Shall have effective communication skills in spoken and written Arabic;
(f) Ability to communicate in English is desirable;
(g) Shall have excellent inter-personal skills;
(h) Shall have ability to deal with a variety of people and situations;
(i) Shall have flexibility and ability to work under stress and within limited time frames.

12 Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 5 years' of relevant experience.

ANNEX-I

Organization Structure of FCSC



Federal Civil Service Commission (FCSC)

Internal Rules

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USAID-Tarabot, Iraq Administrative Reform Project

February 2012

Federal Civil Service Commission (FCSC)

Internal Rules

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Introduction

1.1 Purpose of the Federal Civil Service Commission (FCSC) internal rules is to provide an operational framework for decision-making, implementation and monitoring of decisions, in accordance with FCSC law (#4 of 2009). This document will provide the general provisions relating to functioning of the Commission including, internal organization; duties and responsibilities; decision-making in the Commission; its meetings, quorum and consultation mechanisms; allocation of business amongst the chairperson, deputy chairperson and members of FCSC; transaction of business of the Commission etc. This, in turn, will enable FCSC to plan, lead, monitor and regulate the public administration reform and civil service management across line ministries, departments and agencies in Iraq, as envisaged under the FCSC law (#4 of 2009).

1.2 In pursuance of the mandate under Article 107 of Iraqi Constitution, FCSC Law (#4 of 2008) has been enacted, which provides for creation of FCSC as a national level institution to accomplish following objectives[1];

a. Improving and developing civil service, providing equal opportunities and ensuring equality between the qualified candidates to civil service positions;
b. Planning, monitoring and supervising civil service;
c. Developing the public administration, improving government organizational structure, training civil servants and providing them with appropriate social welfare, in coordination with competent authorities.

1.3 For operationalization of FCSC Law (#4 of 2009), USAID-Tarabot CSR team has identified/ designed, and documented the ***''Mandate, Functions, Organisation Structure and Duties & Responsibilities of Departments of FCSC''*** (December, 2011). Based on this document, the USAID-Tarabot team has analysed and documented the ***''Staffing Needs of FCSC''*** (January, 2012) and developed the ***''Job Descriptions of Managerial Positions of FCSC''*** (January, 2012). These managerial positions of the FCSC can now be filled up on the basis of merit based recruitment. In this context, the Organisation Structure of FCSC has been placed at ***Annex-I***, for ready reference.

1.4 FCSC Law envisions that FCSC is to lead, reform, and implement the policies for modernization of public sector and civil service management in Iraq. It sets forth the roles and responsibilities of FCSC towards the civil service, and the principles on which the civil service should operate. The main functions of the FCSC will be to develop policies relating to civil service management, approve organization structures and establishments, determine pay structures and grades, conduct job descriptions and career structures, personnel rules and training policies. It will supervise the implementation of civil service laws and

[1] Article 3 of FCSC Law.

regulations by the ministries and report annually on the general situation of the civil service to the Parliament and the Government.[2] The law also spells out the regulatory functions of the FCSC. FCSC has the task of developing and overseeing the implementation of the civil service legislation, preparing and issuing civil service regulations and general instructions relating to recruitment, performance appraisal, job description and job evaluation, disciplinary measures and salary structure. The FCSC Law (#4 of 2009) has outlined twenty six functions, which can be categorized into following six categories viz. (i) Law Enforcement & Regulatory Function; (ii) Reporting & Accountability Function; (iii) Organisation Development Function; (iv)HR Management of Civil Service Function; (v) Civil Service Training Function; and, (vi) Office Management Function.

1.5 The Internal Rules will enable FCSC to translate above functions into reality, by providing an operational framework for decision-making, implementation and monitoring. The title and the definitions of the terms used are contained in the **Part-I** of this document. **Part-II** of the document specifies the constitution of the commission, its quorum, its duties & responsibilities and its office. Transaction of business of the commission, its secretariat, its meetings, decision-making and allocation of business amongst commissioners is defined in **Part-III** of the document. **Part-IV** of the document contains the provisions relating to office management of FCSC and the duties and responsibilities of the FCSC office staff. General provisions relating to authority of the FCSC to call for any record, annual reporting etc. are contained in **Part-V.** Organization chart of FCSC and the chart specifying allocation of business amongst the chairperson, deputy chairperson and members of FCSC are placed at **Annex-I** and **Annex-II** respectively.

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[2] Article 9 of FCSC Law (Law No. 4 of 2009)

Federal Civil Service Commission (FCSC)

Internal Rules

Preamble: Pursuant to powers conferred under Article 15 of FCSC Law (#4 of 2009), the Federal Civil Service Commission (FCSC) hereby makes following Rules;

Part-I

Title and Definitions

Title

Rule 1: These Rules may be called ''Federal Civil Service Commission Internal Rules'' and shall come into force from the date of their publication in the official gazette.

Definitions

Rule 2: Under these Rules, unless the context specifically provides otherwise, following words shall be defined as under;

(i) 'Commission' means Federal Civil Service Commission (FCSC);

(ii) 'Commissioner' means a member of the Commission and includes the Chairperson, the Deputy Chairperson and all other members, thereof.

Part-II

Constitution of the Commission

Commission

Rule 3: The Commission is the apex decision making body of the FCSC, which consists of 9 members; the Chairperson, Deputy Chairperson, and seven full-time Commissioners.[3] The Chairperson of the Commission has a special rank.[4] S/he has the authority of a minister

[3] Art. 5 (1) of FCSC Law

[4] Art. 5 (2-A) of FCSC Law

concerning financial and administrative matters related to the Commission.[5] The Deputy Chairperson and other Commissioners have Director General's rank.[6]

Quorum of the Commission

Rule 4: Five members in addition to the Chairperson or Deputy Chairperson constitute quorum of the Commission.[7]

Provided that proceedings of the Commission shall not be invalidated by reason of any vacancy in the office of the Chairperson or any other Commissioner.

Rule 5: Every question at a meeting of the Commission shall be determined by a majority of votes of the Commissioners present and voting on the question, and in case of an equal division of votes, the Chairperson shall have and exercise a second or casting vote.[8]

Provided that any business at a meeting of the Commission may be adjourned by the Commission for reasons, to be recorded in writing.

Duties & Responsibilities of the Commission

Rule 6: Following functions shall be discharged by the full Commission:

a. Review and decision relating to FCSC's policies, strategies & plans for the effective discharge of FCSC functions;
b. Monitoring and implementation of Federal Civil Service Law and other laws and regulations relating to public administration and civil service management in the line- ministries, departments and agencies;[9]
c. Policy issues relating to HR management of civil service- merit based recruitment; performance appraisal; pay and allowances; training & development; ethics; conduct; employees' relations and welfare etc.;
d. Finalization of FCSC's report to the Council of Ministers on the Ministries/ Agencies' budgets related to Civil Servant salaries and administrative expenditures;[10]

[5] Art.5 (7) of FCSC Law
[6] Art.5 (2-B) of FCSC Law
[7] Art.8(1) of FCSC Law
[8] Art.8 (2) of FCSC Law
[9] Art.9 (1) of FCSC Law
[10] Art.9 (13-b) of FCSC Law

e. Finalization of FCSC's annual report to the Parliament and Council of Ministers;[11]
f. Finalization of FCSC's annual reports on performance of the ministries and government agencies to the Parliament and the Council of Ministers;[12]
g. Implementation of public administration reform, organization development and civil service management policies in the region and provinces and coordination with regional and provincial Civil Service Commissions;[13]
h. Policies relating to design and operations of the Federal Civil Service Institute;
i. Cases when there is disagreement amongst Commissioners.

Office of the Commission

Rule 7: The Commission consists of following departments;[14]

1. Financial and Administrative Department.
2. Legal Department
3. Department for Administration Studies and Research
4. Department of Public Administration Development
5. Department of Coordination and Follow up with Ministries and Government Agencies.
6. Federal Civil Service Institute (connected to Department of Public Administration Development).
7. Office of the Chairperson of the Commission

The office of the Commission consists of departments from sl. no. (1) to (5) above. The offices of the Commission function under the supervision of the Deputy Chairperson. The Directors General of five departments [sl. no. (1) to (5) above] report to the Deputy Chairperson, who in turn is responsible for the performance of the Commission's office to the Chairperson. Rest of the two departments i.e. the Office of the Chairperson and the Federal Civil Service Institute function separately, under the supervision of the Chairperson and the Director General of Public Administration Development respectively.

[11] Art.9 (11) of FCSC Law
[12] Art.9 (12) of FCSC Law
[13] Art. 16 of FCSC Law
[14] Art. 10 of FCSC Law

Part-III

Transaction of Business of the Commission

Secretariat of the Commission

Rule 8: The secretariat of the Commission shall be based in the Chairperson's office and the Director of Chairperson's office shall act as ex-officio Secretary to the Commission. The Secretariat's duties and responsibilities will include, but not limited to, the following;

(i) To facilitate the management of Commission's meetings;

(ii) To provide secretarial support to all committees of the Commission in achieving the objectives of the Commission;

(iii) To refer to committees and subcommittees, all correspondence addressed to them;

(iv) To notify to all members of commission the dates, times and venue of meetings;

(v) To coordinate, prepare and circulate the agenda items and reference materials, prior to the meeting of the Commission;

(vi) To coordinate the logistics of the commission's meetings, including venue, catering, and audio/ visual requirements;

(vii) To record and maintain the minutes of the Commission's meeting.

(viii) To submit draft minutes of Commission's meetings to Chairperson for approval;

(ix) To take the follow up action on the decisions of the Commission and monitor implementation of the Commission's decision;

(x) To keep records of reported cases of non-compliance and further document any remedial action and track any action taken by the responsible persons;

(xi) To maintain the records of all meetings of the Commission, including other relevant materials shared during the meeting.

(xii) To coordinate and maintain the Commission's communication, information sharing, and official documentation and archiving.

(xiii) To coordinate other preparatory tasks, as required by the Commission's Chairperson or, the Deputy Chairperson.

Meetings of the Commission

Rule 9: The Secretary of the Commission shall place all matters which are to be decided by the Commission, along with the subjects suggested by the Commissioners, with necessary agenda notes. The agenda and notes shall be circulated to the Chairperson, deputy chairperson and Commissioners at least one day in advance.

Rule 10: Based on the agenda of a meeting, as decided by the Chairperson, the Commission will have their sitting, at least once in a week, in normal course.
Provided that the Commission may meet at any time to transact urgent business.

Rule 11: Meetings of the Commission shall be chaired by the Chairperson. During the absence of Chairperson, the Deputy Chairperson will officiate as Chairperson of the Commission. In case of absence of both, the Chairperson and the Deputy Chairperson, the senior most commissioner shall be authorized by the Chairperson to preside over the meeting and perform the functions as Chairperson of the Commission.

Provided that a list of cases on which decisions have been arrived at and those in respect of which action has been taken during his absence shall be placed before the Chairperson, immediately on his/her return from leave, by the Secretary of the Commission.

Decisions of the Commission

Rule 12: The Chairperson, or in his absence the Deputy Chairperson or, any other Commissioner designated by him/her in this behalf may deal with any urgent matter appearing to him/her to require immediate action. Such action shall be reported by the Secretary to the Commission as early as possible.

Rule 13: All decisions of the Commission shall be recorded in such a manner as the Commission may direct. It shall be open to any Commissioner who dissents from a decision to record his dissent along with the reasons for such dissent.

Rule 14: Whenever the Commission are required to give advice or forward proposals to, the decision of the Commission shall be communicated in the form of a letter, approved by the Deputy Chairperson or, the Director General concerned.

Allocation of Business amongst Commissioners

Rule 15: The Commission may, subject to such directions as they think fit, delegate to an individual Commissioner or to a committee of two or more Commissioners any of its functions. The committee so appointed may, if necessary, be assisted by any other person or persons as the Commission may appoint. The Commission may nominate a Commissioner to be the chairperson of one or more such committees.

Provided that the decision of the Commissioner or, the Committee so appointed shall be submitted for consideration of the Chairperson before action is taken, who shall direct that such decision shall be placed before the Commission for further consideration and decision; and where, no such direction is given by the chairperson, the decision of the Commissioner or the Committee shall be deemed to be the decision of Commission.

Rule 16: The various items of the work of the Commission shall be allocated to the Commissioners by the Chairperson. A list of such items of work is placed at **Annex-II** and the Commission may add to or amend this list. Any matter not covered in the **Annex-II** may also be allocated to one or more Commissioner(s) by the Chairperson.
Provided that the Chairperson may, in any particular case, direct in respect of any allocation made in the **Annex-II**, that the matter be placed before the full Commission for a decision.

Rule 17: The decision of any committee to which powers have been allocated under Rule 15 or, Rule 16 shall be reported to the Commission. Lists of such cases shall be prepared and circulated by the Secretary to the Commission amongst the Chairperson and the Commissioners at least one day prior to each meeting of the Commission.

Part-IV

Office of FCSC

Office Management of FCSC

Rule 18: The office of the Commission, as defined under Rule (7) above, consists of five departments and functions under the supervision of Deputy Chairperson. The Deputy Chairperson is assisted by 5 Directors General and their subordinate Officers in smooth functioning of the Commission's office. During the absence of Deputy Chairperson, the Chairperson shall nominate a Commissioner to look after his responsibilities as head of the Commission's office.

Rule 19: The Directors General of the five departments report to the Deputy Chairperson, who in turn is responsible for the performance of Commission's office to the Chairperson. The Deputy Chairperson shall be the competent authority;

(a) to allocate work amongst various departments, divisions and units;

(b) to allocate work amongst officers of various divisions;

(c) to make appointments, promotions and transfers in respect of the posts up to the level of Deputy Director (Grade-3) of the FCSC;

(d) to exercise general supervision and control over the office staff of FCSC and see that they do the work allotted to them efficiently and expeditiously; and,

(e) to arrange to conduct various examinations held by the FCSC, duly maintaining secrecy according to the procedure and programmes prescribed for the purpose.

Duties & Responsibilities of FCSC's office staff

Rule 20: FCSC office consists of staff, working in various grades of civil service. Their main duties and responsibilities are described below;

(i) **Director General:** Senior most officer of the department, who plans, organises, and monitors the work of his/ her department, guides the other officers in its function, coordinates with other departments of the FCSC office and reports to the Chairperson through Deputy Chairperson about the function of the department.

(ii) **Director:** Director is the head of a division and responsible for suggesting suitable action to be taken relating to that division. S/he plans, organises, and monitors the work of his/ her division, guides the other officers in its functions, coordinates with other divisions of the FCSC office and reports to the Deputy Chairperson through the Director General of the concerned department about the function of his/ her division.

(iii) **Deputy Director:** Deputy Director is Head of a divisional unit. The Executive Assistants, working in that unit are under the control of Deputy Director. He has to allot the work suitably among the officials and get the work done within a stipulated period. She/ he has to maintain discipline and punctuality in the unit.

(iv) **Executive Assistant:** The Executive Assistant receives the documents, communications and/or files, obtain orders of the Deputy Director/ Director and disposes them off as per his/ her directions. After disposal of the action, they properly maintain the records and follow them up. Apart from the regular work of the division/ unit, she/he carries out the work entrusted by the higher authorities and also the other staff of the division/ unit during rushes of work. In the absence of the Deputy Director, the senior most executive assistant performs the duties of Deputy Director.

(v) **Civilian Motor Driver:** Civilian Motor Driver will be responsible for driving the FCSC's official vehicles, as per the directions of his/ her superior officer.

(vi) **Office Attendant:** Office Attendant is responsible for keeping the office neat and tidy. S/he carries out the office works of repetitive nature. The files and documents etc. must be photocopied, scanned, distributed, recorded, posted or, couriered, as per the directions of higher authorities. They will also be responsible for ensuring proper arrangements and cleanliness of the meeting venues and serving tea and snacks during the meetings as per the directions of their superior officer.

(vii) **Hygiene & Sanitation Worker:** The Hygiene & Sanitation Worker is responsible for maintaining the cleanliness in the FCSC's building/offices and the lawns, gardens and flower pots. The offices should be cleaned/ swept/ dusted, wash rooms are cleaned and FCSC's lawns, gardens and flower pots are maintained on day to day basis, as per the directions of their superior officer.

Part-V

General

Authority of the Commission to call for any record, information

Rule 21: The Commission may, at any time, call for any record, report or information which may in its opinion be necessary to enable it to discharge its functions, from the concerned ministry, department, agency or, from any head of a department or subordinate authority; and such record, report or information shall be furnished to the Commission without any delay by the concerned ministry, department, agency or authority concerned, unless the concerned minister certifies that the same-

(a) Cannot be furnished without undue labor; or,

(b) Should be withheld in the public interest.

Annual Report

Rule 22: The Commission shall present to the Parliament and Council of Ministers by 31st December of every year a report of its proceedings during that financial year.

Amendment

Rule 23: The Commission shall be competent to make any amendment to these rules provided that any amendment to the provisions of Part II of these rules shall be made by following the due process of amendment in the FCSC Law.

Savings

Rule 24: Nothing contained in Parts I, II, III, IV and V of these rules shall be deemed to limit or affect the power of the Commission to make such orders as may be necessary to give effect to any of the provisions of Civil Service Law or FCSC Law for the proper discharge of the functions of the Commission.

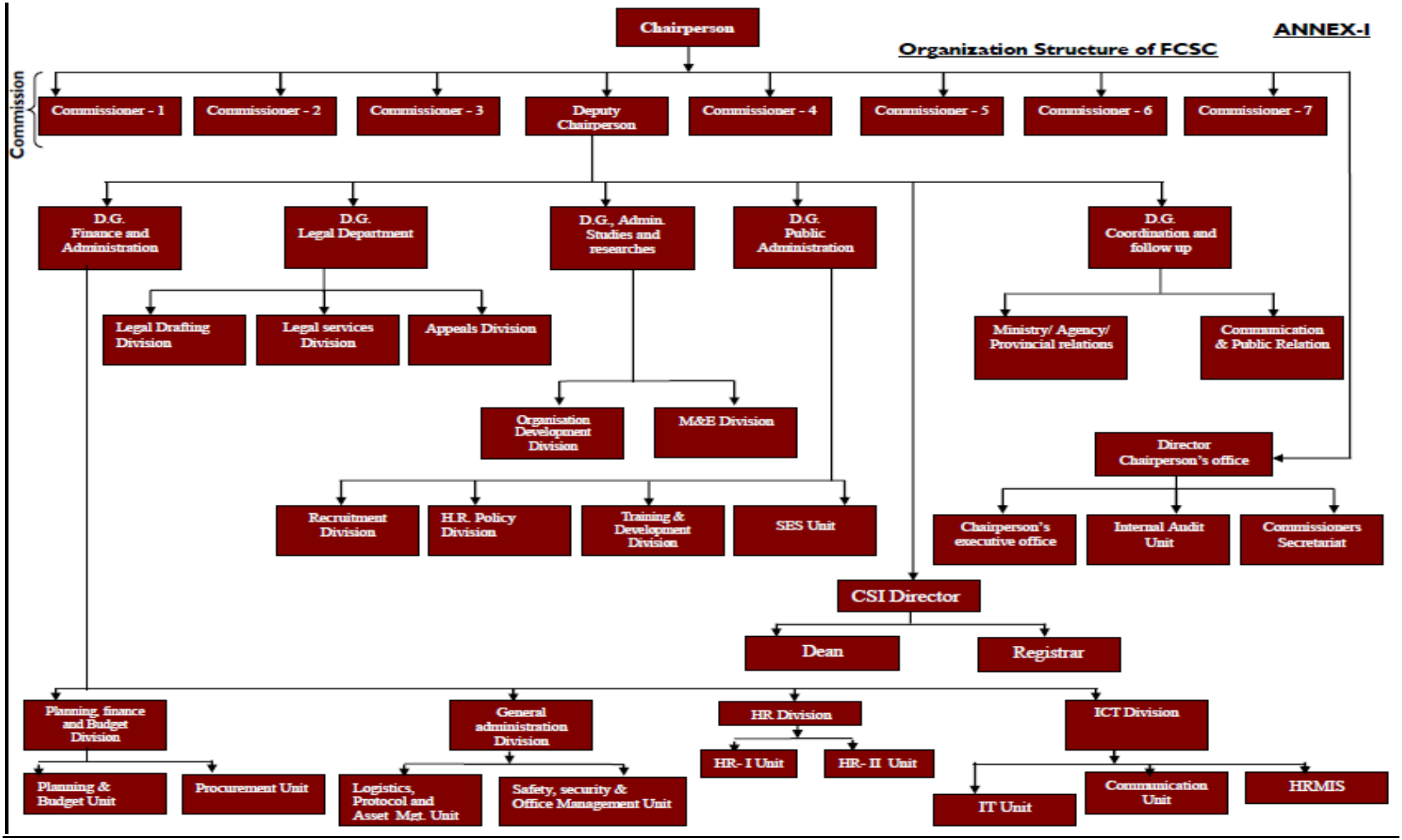
Provided that no such order, which has an over-riding effect on the provisions of Part II of these rules, shall be made by the Commission without following the due process of amendment in the FCSC Law.

Regulation of matters, not included

Rule 25: In any matter, for which no specific provision is made under these rules, the Commission may regulate its proceedings in such manner, as it decides.

ANNEX-I

Organization Structure of FCSC



ANNEX-II

Allocation of business among chairperson, deputy chairperson and members of FCSC (Rule: 16)

Sl. No.	Functions	Allocations
1.	Overall Administration of FCSC	Chairperson (during Chairperson's absence, Deputy Chairperson, followed by senior most Commissioner present)
2.	Co-ordination of Commission's work	Chairperson
3.	Matters not specifically allotted to Commissioners	Chairperson
4.	Conferences of chairperson, civil service commissions and correspondence with provincial civil Service commissions on important policy matters.	Chairperson
5.	Approval for selection & appointment of advisers for organization research and development activities.	Chairperson
6.	Approval for selection & appointment of advisers for recruitment & selection and constitution of Recruitment Boards.	Chairperson
7.	Approval for selection & appointment of examiners and moderators for exams.	Chairperson
8.	Approval and printing of question papers for Exams.	Chairperson
9.	Matter pertaining to job description, job classification, recruitment--qualifications, experience, scrutiny etc.,	Committee of Commissioners
10	Recruitment & Selection Rules, including schemes of examination and syllabus	Committee of Commissioners
11	Creation of examination centers and Physical Arrangements	Committee of Commissioners
12	Preparation of guidelines, manuals, etc.	Committee of Commissioners
13	Scoring and scaling/moderation for the written exam.	Chairperson and one Commissioner
14	System Development and other works pertaining to technical aspects of data Processing	Committee of Commissioners
15	Employees' Grievances and Appeals from Civil Servants and applicants for civil service recruitment.	Chairperson and one Commissioner
16	Approval of Counter-affidavits of FCSC in Court Cases	Deputy Chairperson
17	Recruitment by selection (performance based promotion) and departmental competition (test for Promotion)	Deputy Chairperson and One Commissioner
18	Recruitment and Selection through Open Competition	Committee of Commissioners
19	Approval of HR policies, rules, regulations, instructions relating to public administration and civil service management.	Committee of Commissioners
20	Report on budget proposal of the ministries/ agencies	Committee of Commissioners
21	Report on the performance of ministries/ agencies	Committee of Commissioners
22	Policies relating to Civil service training, including design and operations of the federal civil service institute and training centers.	Committee of Commissioners
23	Approval/ concurrence of proposals from ministry/ department/ agency relating to public administration and civil service management.	Committee of Commissioners
24	Preparation of FCSC Annual Report	One Commissioner Committee
25	Disciplinary cases and fixation of inter -se- Seniority.	One Commissioner Committee
26	Individual Recruitment (open competition)	One Commissioner Committee
27	Recruitment by transfer	One Commissioner Committee

Federal Civil Service Commission (FCSC)

Standard Operating Procedures (SoPs)

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March 2012

Federal Civil Service Commission (FCSC)

Standard Operating Procedures (SoPs)

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Chapter-1

Executive Summary

1.1 The purpose of this document is to define the standard operating procedures (SoPs) for carrying out twenty six functions of the Federal Civil Service Commission (FCSC), identified under the FCSC Law (#4 of 2009). FCSC is a federal institution, whose existence is mandated by Article 107 of Iraqi Constitution. In pursuance of this constitutional mandate, a Federal Civil Service Commission (FCSC) Law (#4 of 2009) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq. Though the functions of the FCSC have been outlined under this law, procedures for carrying out these functions is yet to be defined.

1.2 As an initial step to operationalise the FCSC, USAID/ Tarabot-CSR team identified/ designed, and documented the ***''Mandate, Functions, Organisation Structure and Duties & Responsibilities of Departments of FCSC''*** (December, 2011). Based on this document, the USAID/Tarabot-CSR team analysed and documented ***''Staffing Needs of FCSC''*** (January, 2012) and developed the ***''Job Descriptions of Managerial Positions of FCSC''*** (January, 2012), for filling up the FCSC's managerial positions through merit based recruitment. Further, the CSR team also drafted the **''FCSC internal rules''** (February, 2012), which will provide an operational framework for the functioning of FCSC, including FCSC's internal organization; its duties and responsibilities; decision-making; its quorum and consultation mechanisms; allocation of business amongst the chairperson, deputy chairperson and members of FCSC; transaction of business of the Commission etc.

1.3 As an initial step to operationalise FCSC, it is also necessary to define step by step procedures to carry out each of its twenty six functions, which have been categorized

in this document into six categories viz. (i) Law Enforcement & Regulatory Functions; (ii) Reporting & Accountability Functions; (iii) Organisation Development Functions; (iv) HR Management of Civil Service Functions; (v) Civil Service Training Functions; and, (vi) Office Management Functions.

1.4 A simple reading of this document will make it abundantly clear that successful performance of each function of FCSC will require harmonization of efforts of a cross section of FCSC units, divisions and departments, consisting of staff with adequate knowledge, experience, skills and expertise in accomplishing multiplicity of tasks and achieving desired results. For this purpose, each of these procedures has been supported by a detailed work-flow diagram, for the ease of understanding of the national counterparts.

1.5 The Standard Operating Procedures (SoPs) for carrying out FCSC's 'Law Enforcement & Regulatory Functions' are described in **Chapter-2** of this document. The **Chapter-3** provides a description of SoPs in respect of 'Reporting & Accountability Function' of FCSC. The SoPs for 'Organisation Development Functions' are described in the **Chapter-4**. The SoPs relating to 'HR Management of Civil Service Functions' are described in **Chapter-5**. The **Chapter-6** consists of SoPs concerning 'Civil Service Training Function'. Whereas, SoPs for the 'Office Management Functions' are detailed in **Chapter-7**. Each of these procedures has been supported by a detailed work-flow diagram, placed in **ANNEX**. For the sake of quick reference, the organisation chart of FCSC has also been placed at the **ANNEX.**

Chapter-2

SoPs for Law Enforcement & Regulatory Functions of FCSC

Introduction

The FCSC Law (#4 of 2009) has prescribed following five regulatory functions for FCSC;

1) Implementation of Federal Civil Service Law, as well as other relevant laws.[1]
2) Proposing draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with Ministry of Finance.[2]
3) Drafting of legislation, regulating the relationship between FCSC and ministries, agencies, regions and provinces.[3]
4) Drafting and issuing bylaws and regulations to facilitate implementation of FCSC law (law no. 4 of 2009).[4]
5) Drafting and issuing of regulations to establish provincial civil service commissions (PCSCs) to manage the provincial civil service based on equality, merit basis, competency, and fairness.[5]

Standard Operating Procedures (SoPs)

SoPs for carrying out each of the above functions by FCSC have been outlined below;

1. Implementation of Federal Civil Service Law, as well as other relevant laws

(i) Each Executive Assistant (Compliance/ M&E division), under the DG (Admin. Studies & Research), is responsible for monitoring compliance of laws, rules, regulations and instructions relating to public administration and civil service management in the specified number of Ministries, Agencies and Governorate Offices;

(ii) Each Executive Assistant (Compliance), M&E division monitors the compliance in each Ministry, Agency and the Governorate Office under his/ her jurisdiction and submits monthly report to the Director General (Admin. Studies & Research Department) through Director (M&E) Division.

[1] Art 9 (1) of FCSC Law
[2] Art 9 (4) of FCSC Law
[3] Art 14 of FCSC Law
[4] Art 15 of FCSC Law
[5] Art 16 of FCSC Law

(iii) The DG (Admin. Studies & Research Department) peruses the report and sends it to the DG (Legal Department), along with his/ her comments;

(iv) The DG (Legal Department) directs the Director of Legal Services division to examine and comment on the compliance report from legal angle;

(v) Director of Legal Services division examines the report and submits his comments, along with recommendations for the action to be taken on compliance report, to the DG (Legal Department);

(vi) The DG (Legal Department) peruses the comments and/or, recommendations for action to be taken on compliance report and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson.

(vii) The Chairperson, after perusal of the compliance report and the comments and recommendations thereon issues direction for the action to be taken in the subject-matter. S/he may also direct that the matter may be placed before the full Commission for a decision.

(viii) Where ever the Chairperson's direction involves further communication with the concerned Ministry, Agency or, Governorate, the same is carried out by the Ministry/ Agency/Provincial Relations division of the DG (Coordination & follow up).

Process Flow Diagram of this process is placed at **Annex-2.**

2. Proposing draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with Ministry of Finance

(i) Deputy Director (Organisation Research), under the DG (Admin. Studies & Research), is responsible for drafting laws, rules, regulations and instructions relating to organisation and development of civil service across the Ministries, Agencies and Governorate Offices;

(ii) The Deputy Director (Organisation Research), with the assistance of his Executive Assistants submits the proposal for draft law, rules or, regulations to the Director General (Admin. Studies & Research Department) through Director (Organisation Development Division). S/he also prepares the financial implications of implementation of the proposal;

(iii) The DG (Admin. Studies & Research Department) peruses the draft and sends it to the DG (Legal Department), along with his/ her comments;

(iv) The DG (Legal Department) directs the Director of Legal Drafting division to review the proposal from legal angle and prepare a draft for the proposed law, rules or, regulations;

(v) Director of Legal drafting division reviews the proposal, prepares a draft for the proposed law, rules or, regulations and submits it to the DG (Legal Department);

(vi) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(vii) The Chairperson, after perusal of the draft and recommendations thereon directs that the matter be placed before the full Commission for a decision;

(viii) Based on the decision of the Commission, a letter is drafted by the Deputy Director (Organisation Research) for obtaining financial concurrence of the Ministry of Finance. The draft communication to the Ministry of Finance is submitted for approval of the Deputy Chairperson, through Director (Organisation Development Division) and the Director General (Admin. Studies & Research Department);

(ix) After approval of the Deputy Chairperson, the communication is sent to the Ministry of Finance with a copy to the Ministry/ Agency/Provincial Relations division of the DG (Coordination & follow up) to pursue the matter.

(x) After concurrence of the proposal by the Ministry of Finance, the Director (M&E division), under DG (Admin. Studies & Research) initiates monitoring of implementation of the bye laws and regulations.

Process Flow Diagram of this process is placed at **Annex-3.**

3. Drafting of legislation, regulating the relationship between FCSC and ministries, agencies, regions and provinces

(i) Director (Division of Ministry/Agency/Provincial Relations), under DG (Coordination & follow up), is responsible for drafting of a law to regulate the relationship between FCSC and ministries, agencies, regions and provinces;

(ii) Director (Division of Ministry/Agency/Provincial Relations), prepares the contents of a draft law to regulate the relationship between FCSC and ministries, agencies, regions and provinces and submits it to the DG (Coordination & follow up);

(iii) The DG (Coordination & follow up) peruses the draft and sends it to the DG (Legal Department), along with his/ her comments;

(iv) The DG (Legal Department) directs the Director (Legal Drafting division) to review the proposal from legal angle and prepare a draft for the proposed law;

(v) Director of Legal drafting division reviews the proposal, prepares a draft for the proposed law, and submits it to the DG (Legal Department);

(vi) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(vii) The Chairperson, after perusal of the draft law and recommendations thereon directs that the matter be placed before the full Commission for a decision;

(viii) The Commission approves the proposal of the draft law for regulating relationship between FCSC and ministries, agencies, regions and provinces, with or without amendment.

(ix) After approval of the Commission, the Director (Division of Ministry/Agency/Provincial Relations) submits the draft law to the COMSEC for onward transmission to the Parliament for approval;

(xi) After approval of the law by Parliament, the Director (Division of Ministry/Agency/Provincial Relations) initiates implementation of the law, in coordination with the Director (M&E division), under DG (Admin. Studies & Research).

Process Flow Diagram of this process is placed at **Annex-4.**

4. Drafting and issuing bylaws and regulations to facilitate implementation of FCSC law (#4 of 2009)

(i) Director (Legal Drafting Division), under the DG (Legal Department), is responsible for drafting and issuing bylaws and regulations to facilitate implementation of FCSC law (#4 of 2009);

(ii) Director (Legal Drafting Division), with the assistance of his Deputy Directors, coordinates the contents of the byelaws and regulations with the concerned departments, prepares draft byelaws and regulations and submits the same to the Director General (Legal Department);

(iii) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(iv) The Chairperson, after perusal of the draft and recommendations thereon directs that the matter be placed before the full Commission for a decision;

(v) After approval of the Commission, the Director (Legal Drafting Division) sends the approved byelaw or regulation for publication in the official gazette with a copy to the Division of Ministry/ Agency/Provincial Relations of the DG (Coordination & follow up) to follow up the matter with the Ministries/agencies.

(vi) After publication of byelaw or, regulation in the official gazette, the Director (M&E division), under DG (Admin. Studies & Research) initiates monitoring of implementation of the bye laws and regulations, in coordination with the DG (Coordination & follow up).

Process Flow Diagram of this process is placed at **Annex-5.**

5. Drafting and issuing of regulations to establish provincial civil service commissions (PCSCs) to manage the provincial civil service based on equality, merit basis, competency, and fairness

(i) Director (Legal Drafting Division), under the DG (Legal Department), is responsible for drafting and issuing of regulation to establish provincial civil service commissions (PCSCs) to manage the provincial civil service based on equality, merit basis, competency, and fairness;

(ii) Director (Legal Drafting Division), with the assistance of his Deputy Directors, coordinates the contents of the regulation with the concerned departments, prepares draft regulation and submits the same to the Director General (Legal Department);

(iii) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(iv) The Chairperson, after perusal of the draft and recommendations thereon directs that the matter be placed before the full Commission for a decision;

(v) After approval of the Commission, the Director (Legal Drafting Division) sends the approved byelaw or regulation for publication in the official gazette with a copy to the Division of Ministry/ Agency/Provincial Relations of the DG (Coordination & follow up) to follow up the matter with the provinces, not incorporated into Region;

(vi) After publication of the regulation in the official gazette, the Director (M&E division), under DG (Admin. Studies & Research) initiates monitoring of implementation of the bye laws and regulations, in coordination with the DG (Coordination & follow up).

Process Flow Diagram of this process is placed at **Annex-6.**

Chapter-3

SoPs for Reporting & Accountability Functions of FCSC

Introduction

The FCSC Law (#4 of 2009) has outlined following five functions relating to reporting and accountability, for which FCSC is responsible;

1) Preparation of annual report covering Commission's tasks and results and recommendations to improve civil service; for submission to Parliament, Presidential Council and Council of Ministers.[6]
2) Preparation of annual report on each ministry and agency, containing recommendations to improve performance, for submission to Parliament and Council of Ministers.[7]
3) Review of ministries' draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to Council of Ministers.[8]
4) Attending meetings of Parliament committees to discuss draft budgetary proposals relating to financial and administrative expenditures in ministries/agencies.[9]
5) Attending meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service.[10]

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. **Preparation of annual report covering Commission's tasks and results and recommendations to improve civil service; for submission to Parliament, Presidential Council and Council of Ministers**

   (i) Deputy Director (Publication and Research Centre) under DG (Administrative Studies and Research) is responsible for preparation of annual report covering Commission's tasks and results and recommendations to improve civil service for submission to Parliament, Presidential Council and Council of Ministers;

[6] Art 9 (11) of FCSC Law
[7] Art 9 (12) of FCSC Law
[8] Art 9 (13-b) of FCSC Law
[9] Art 12 of FCSC Law
[10] Art 12 of FCSC Law

(ii) Deputy Director (Publication and Research Centre) coordinates with all other departments of the FCSC to collect information relating to FCSC's constitutional and statutory functions and prepares comprehensive report of (a) the decisions made by the Commission in the performance of its functions, as provided for in the FCSC law; (b) any issue, on which the FCSC has provided report to the Parliament; (c) any matter that FCSC considers appropriate including any impediment in the discharge of its functions and the violators of its decisions including action recommended to be taken against the violators; and, (d)the programmes, FCSC has planned to undertake towards the discharge of its functions;

(iii) S/he submits the draft annual report to DG (Administrative Studies and Research), through the Director (Organization Development).The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/her recommendation, through Deputy Chairperson.

(iv) The Chairperson, after perusal of the draft annual report of the FCSC directs to place the matter before a Committee of Commissioner, under Rule (16) of FCSC Internal Rules (2112);

(v) The Publication and Research Centre Unit, under DG (Administrative Studies and Research) works as a Secretariat of the Committee of Commissioner for drafting and finalising the report of the Commission;

(vi) After deliberating over the draft report, the Committee of Commissioner submits the draft report to the Chairperson of FCSC;

(vii) The Chairperson peruses the draft annual report of the FCSC, and directs to place it before the full Commission with or, without amendments;

(viii)After approval of the Commission, the report is signed by the chairperson, the deputy chairperson and all commissioners of the Commission;

(ix) The Deputy Director (Publication and Research Centre) makes arrangements for the printing of the annual report;

(x) The printed annual report of the Commission is submitted by the chairperson, in the last month of the financial year, to the presiding officer of the parliament;

(xi) The Deputy Director (Publication and Research Centre) also sends the copies of the printed annual report of the Commission to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to the Presidential Council and the Council of Ministers' Secretariat (COMSEC);

(xii) The Deputy Director (Publication and Research Centre) also ensures publication of the annual report in the official gazette, not later than 30 days from the date of its delivery to the Parliament;

(xiii) The annual report of the FCSC may be discussed by the council of ministers and their comments on the reported deviations from the recommendations of the FCSC, if any, may be submitted to the presiding officer of the Parliament within 21 days to enable the parliament to deliberate on the FCSC's annual report and the comments of the federal government, thereon.

Process Flow Diagram of this process is placed at **Annex-7.**

2. Preparation of annual report on each ministry and agency, containing recommendations to improve performance, for submission to Parliament and Council of Ministers

(i) Director (Organisation Development) under DG (Administrative Studies and Research) is responsible for preparation of annual report on each ministry and agency, containing recommendations to improve performance, for submission to Parliament and Council of Ministers ;

(ii) Director (Organisation Development), with the assistance of his/ her three Deputy Directors and in coordination with the Director (M&E) reviews the performance of each ministry and agency, in terms of its mandate, functions, strategy, mission, outputs and efficiency in service delivery and prepares recommendations to improve the performance of the ministry/ agency;

(iii) Director (Organisation Development), submits the findings and recommendations on improvement of the performance of each ministry/ agency to the Deputy Chairperson, through DG (Administrative Studies and Research);

(iv) The Deputy Chairperson peruses the findings and recommendations on performance of the ministry/ agency and submits it to Chairperson along with his/her recommendation;

(v) The Chairperson, after perusal of the draft annual report of the FCSC directs to place the matter before a Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112);

(vi) The Publication and Research Centre Unit, under DG (Administrative Studies and Research) works as the Secretariat of the Committee of Commissioners for preparation of annual report on each ministry and agency;

(vii) After reviewing the contents of draft report, the Committee of Commissioners submit their comments on the draft report to the Chairperson of FCSC;

(viii) The Chairperson peruses the comments on the draft report, and approves the report with or, without amendments;

(ix) The Deputy Director (Publication and Research Centre) makes arrangements for sending the copies of the report to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to the Parliament and the Council of Ministers' Secretariat (COMSEC).

Process Flow Diagram of this process is placed at **Annex-8.**

3. Review of ministries' draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to Council of Ministers

(i) Director (Organisation Development) under DG (Administrative Studies and Research) is responsible for review of ministries' draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to Council of Ministers;

(ii) Director (Organisation Development), with the assistance of his/ her three Deputy Directors and in coordination with the Director (Planning, Finance & Budget) reviews the budgetary proposal for civil servants' salary and administrative expenditures of each ministry, and prepares recommendations of the FCSC;

(iii) Director (Organisation Development), submits the findings and recommendations in respect of budgetary proposal for each ministry to the Deputy Chairperson, through DG (Administrative Studies and Research);

(iv) The Deputy Chairperson peruses the findings and recommendations on budgetary proposal and submits it to Chairperson along with his/her recommendation;

(v) The Chairperson, after perusal of the recommendations of the FCSC directs to place the matter before a Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112);

(vi) The Deputy Director (Organisation Research), under DG (Administrative Studies and Research) works as the Secretariat of the Committee of Commissioners for review of the budgetary proposal of each ministry and recommendations of the FCSC thereon;

(vii) After reviewing the budgetary proposal, the Committee of Commissioners submit their recommendations on the budgetary proposal of each ministry to the Chairperson of FCSC;

(viii) The Chairperson peruses the recommendations on the budgetary proposal, and approves the same with or, without amendments;

(ix) The Deputy Director (Organisation Research) makes arrangements for sending to the recommendations of FCSC on the budgetary proposal to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to the Council of Ministers' Secretariat (COMSEC) and its follow up.

Process Flow Diagram of this process is placed at **Annex-9.**

4. Attending meetings of Parliament committees to discuss draft budgetary proposals relating to financial and administrative expenditures in ministries/agencies.

(i) The DG (Coordination and follow up) is responsible for coordination of the visits of the Chairperson and /or, Deputy Chairperson to attend the meetings of Parliament Committees for discussion of draft budgetary proposals relating to financial and administrative expenditures in ministries/agencies;

(ii) The DG (Coordination and follow up), in coordination with the DG (Administrative Studies and Research), arranges the briefing of the Chairperson and the Deputy Chairperson on the view point and recommendation of the Commission on the budgetary proposals relating to financial and administrative expenditures in ministries/agencies;

(iii) The DG (Administrative Studies and Research) also arranges necessary presentation- material for the Parliament Committee, in the form of power point presentation, hand outs, etc. to support the view point of the Commission.

Process Flow Diagram of this process is placed at **Annex-10.**

5. Attending meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service

(i) The DG (Coordination and follow up) is responsible for coordination of the visits of the Chairperson and /or, Deputy Chairperson to attend the meetings of Parliament Committees to discuss enactment, cancellation or amendment of laws related to civil service;

(ii) The DG (Coordination and follow up), in coordination with the DG (Legal Department), arranges the briefing of the Chairperson and the Deputy Chairperson on the view point and recommendation of the Commission on the enactment, cancellation or amendment of laws related to civil service;

(iii) The DG (Legal Department) also arranges necessary presentation- material for the Parliament Committee, in the form of power point presentation, hand outs, etc. to support the view point of the Commission.

Process Flow Diagram of this process is placed at **Annex-11.**

Chapter-4

SoPs for Organisation Development Functions of FCSC

Introduction

The FCSC Law (#4 of 2009) has outlined following three functions relating to organisation development of ministries and agencies to FCSC;

1) Preparation of organization structure of ministries/agencies/institutions subject to civil service law.[11]
2) Development of policies and regulations to attain a balance between number of employees in ministries/ agencies and the work performed.[12]
3) To engage and pay the experts[13] for conducting studies & research related to civil service development and recommend them to concerned agencies in coordination with ministries.[14]

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. **Preparation of organization structure of ministries/agencies/institutions subject to civil service law**

   (i) The Deputy Director (Organisation Research), with the assistance of his/her Executive Assistants, proposes changes in the organization structure of ministries/agencies/institutions, subject to civil service law;

   (ii) S/he reviews the mandate, functions, strategy, vision, mission, current performance level and budget of each ministry/agency/institution and prepares their organisation structure, to achieve objectives more efficiently and effectively. S/he also prepares the financial and administrative implications of implementation of the proposed organisation structure of each ministry/agency/institution;

   (iii) The proposed organisation structure is submitted to the Director General (Admin. Studies & Research Department) through Director (Organisation

[11] Art 9 (5) of FCSC Law
[12] Art 9 (9) of FCSC Law
[13] Art 13 of FCSC Law
[14] Art 9 (10) of FCSC Law

Development Division), who sends it to the DG (Legal Department) along with his/ her comments;

(iv) Under the guidance of the DG (Legal Department), the Director of Legal Services division examines the financial and administrative implications of implementation of proposed organisation structure from legal angle and submits his/ her comments/recommendations to the DG (Legal Department);

(v) The DG (Legal Department) peruses the comments/ recommendations and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson.

(vi) The Chairperson, after perusal of the financial and administrative implications of implementation of the proposed organisation structure of each ministry/agency/institution and recommendations thereon directs that the matter be placed before the full Commission for a decision;

(vii) The Commission makes a decision on the subject-matter, under Rule (6) or, under Rule (15) of the FCSC Internal Rules (2012);

(viii) Based on the decision of the Commission, a letter is drafted by the Deputy Director (Organisation Research), addressed to the Council of Ministers Secretariat, conveying the recommendations of the Commission on the organisation structure of each ministry/agency/institution.

(ix) The draft communication to the Council of Ministers Secretariat is submitted for approval of the Deputy Chairperson, through Director (Organisation Development Division) and the Director General (Admin. Studies & Research Department);

(x) After approval of the Deputy Chairperson, the Commission's recommendations are communicated to the Council of Ministers' Secretariat with a copy to the Ministry/ Agency/Provincial Relations division of the DG (Coordination & follow up) to pursue the matter further with the Council of Ministers' Secretariat as well as the concerned Ministry/ Agency/Provincial office.

Process Flow Diagram of this process is placed at **Annex-12.**

2. Development of policies and regulations to attain a balance between number of employees in ministries/agencies and the work performed

(i) The Deputy Director (Organisation Research) Is responsible for development of policies and regulations to attain a balance between number of employees in ministries/agencies and the work performed;

(ii) S/he, with the assistance of his/her Executive Assistants, reviews the mandate, functions, strategy, organisation structure, current performance level and budget of each ministry/agency/institution and proposes policies/regulations to attain a balance between number of employees in ministries/agencies and the work performed. S/he also prepares the financial and administrative implications of implementation of the proposed policies and regulations;

(iii) The draft policy/ regulation is submitted to the Director General (Admin. Studies & Research Department) through Director (Organisation Development Division), who sends it to the DG (Legal Department) along with his/ her comments;

(iv) Under the guidance of the DG (Legal Department), the Director of Legal Services division examines and the draft policy/ regulation from legal angle and submits his/ her comments/recommendations to the DG (Legal Department);

(v) The DG (Legal Department) peruses the comments/ recommendations and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(vi) The Chairperson, after perusal of financial and administrative implications of implementation of the proposed organisation structure and staff strength in each ministry/agency/institution and recommendations thereon, directs that the matter be placed before the full Commission for a decision;

(vii) The Commission makes a decision on the subject-matter, under Rule (6) or, under Rule (15) of the FCSC Internal Rules (2012);

(viii) Based on the decision of the Commission, a letter is drafted by the Deputy Director (Organisation Research), addressed to the Council of Ministers Secretariat, conveying the recommendations of the Commission on the organisation structure and staff strength of each ministry/agency/institution.

(ix) The draft communication to the Council of Ministers Secretariat is submitted for approval of the Deputy Chairperson, through Director (Organisation Development Division) and the Director General (Admin. Studies & Research Department);

(x) After approval of the Deputy Chairperson, the Commission's recommendations are communicated to the Council of Ministers' Secretariat with a copy to the Ministry/ Agency/Provincial Relations division of the DG (Coordination & follow up) to pursue the matter further with the Council of Ministers' Secretariat as well as the concerned Ministry/ Agency/Provincial office;

(xi) The Ministry/Agency/Provincial Relations Division follows up with the Council of Ministers' Secretariat as well as the concerned Ministry/ Agency/Provincial office and reports the progress to Chairperson, through DG(Coordination & Follow up) and the Deputy Chairperson.

Process Flow Diagram of this process is placed at **Annex-13.**

3. To engage and pay the experts[15] for conducting studies & research related to civil service development and recommend them to concerned agencies in coordination with ministries[16]

(i) Director (Organization Development) under DG (Administrative Studies and Research) is responsible for conducting studies & research related to civil service development and recommend them to concerned agencies in coordination with ministries;

(ii) Director (Organization Development), with the assistance of concerned Deputy Directors, prepares the proposal for conducting studies & research related to civil service development. S/he may propose for engagement of experts against payment to carry out civil service related studies and research.[17]

(iii) S/he submits the proposal to DG (Administrative Studies and Research) through Director (Organization Research). The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/ her recommendation, through Deputy Chairperson.

(iv) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);

(v) After deliberating over the proposal the Committee of Commissioners submits its recommendation(s) to Chairperson of FCSC;

[15] Art 13 of FCSC Law
[16] Art 9 (10) of FCSC Law
[17] Art 13 of FCSC Law

(vi) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112), and directs further course of action i.e. if s/he agrees, s/he approves the proposal;

(vii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the matter back to the Committee for taking remedial action(s) and to resubmit it;

(viii) After taking remedial action(s), the Committee resubmits its recommendations to the Chairperson of FCSC, which triggers the activities described under para (vi) above;

(ix) After approval of the Chairperson, the Director (Organization Development) under DG (Administrative Studies and Research) issues administrative order conveying the decision of Commission to conduct the study and research, along with its terms of reference and its time-period for completion. If the proposal involves engagement of any expert on contractual basis, Director (Organization Development) also communicates the decision of Commission to the Director (HR), under the DG (Finance and Administration) for preparation of the contract and engagement of expert for conducting the study and research;

(x) The expert, in the course of his/her study and research on civil service development consults the various stakeholders, including the ministries, agencies and governorates and incorporates their views and recommendations in his final report;

(xi) On completion of the study and research within the prescribed time, as per its terms of reference, the Director (Organization Development) submits the findings and recommendations of the study to DG (Administrative Studies and Research) through Director (Organization Research);

(xii) The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/ her recommendation, through Deputy Chairperson;

(xiii) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);

(xiv) On satisfactory completion of the work by the external expert, as per his/ her terms of reference, the Director (Organization Development) sends a report to the Director (Finance & Budget), certifying satisfactory completion of the contract. Based on this authority, Director (Finance & Budget) processes the remuneration payable to the expert;

(xv) After deliberating over the proposal the Committee of Commissioners submits its recommendation(s) to Chairperson of FCSC;

(xvi) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112), and directs further course of action i.e. if s/he agrees, s/he approves the proposal;

(xvii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the matter back to the Committee for taking remedial action(s) and to resubmit it;

(xviii) After taking remedial action(s), the Committee resubmits its recommendations to the Chairperson of FCSC, which triggers the activities described under para (vi) above;

(xix) After approval of the Chairperson, the Deputy Director (Organization Research) under DG (Administrative Studies and Research) prepares the draft letter conveying the approval of the Commission to the findings and recommendations of the study for implementation and solicits the approval of the Deputy Chairperson through the Director (Organisation Development) and the DG (Administrative Studies and Research);

(xx) After approval of the letter, the Deputy Director (Organization Research) circulates the letter to the COMSEC and concerned ministries/ agencies, under intimation to the division of Ministry/ Agency/ Provincial Relations, under DG (Coordination & Follow up) and the Director (M&E division), under DG (Admin. Studies & Research);

(xxi) The Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up) follows up the progress in implementation of findings and recommendations of the study by the concerned Ministries, Agencies and Governorates;

(xxii) Each Deputy Director (M&E division), under the DG (Admin. Studies & Research) monitors and evaluates the level of achievement on account of

implementation of findings and recommendations of the study by the concerned Ministries, Agencies and Governorates and submits half yearly report to the Director General (Admin. Studies & Research Department) through Director (M&E) Division;

(xxiii) The DG (Admin. Studies & Research Department) peruses the report and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(xxiv) The Chairperson, after perusal of the monitoring & evaluation report and the comments/recommendations thereon issues direction for the action to be taken under Rule (16) of FCSC Internal Rules. S/he may also direct that the matter be placed before the full Commission for consideration and further deliberation.

Process Flow Diagram of this process is placed at **Annex-14.**

Chapter-5

SoPs for HR Management of Civil Service Functions of FCSC

Introduction

The FCSC Law (#4 of 2009) provides for following seven functions for FCSC, which relate to HR Management of civil service;

1) Appointment, reappointment, and promotion of civil servants in accordance with merit principles.[18]
2) Designing the civil service policies and defining the appropriate means to perform these policies.[19]
3) Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in ministries/ agencies.[20]
4) Preparation of job descriptions and terms of occupation in coordination with Ministry of Planning and concerned agencies.[21]
5) Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards.[22]
6) 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.[23]
7) Observing the provisions of Article 105 of the constitution, applying job descriptions and terms to all while performing its tasks and responsibilities.[24]

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. **Appointment, reappointment, and promotion of civil servants in accordance with merit principles**
   (i) Each Deputy Director (Recruitment Division) under DG (Public Admin. Development) is responsible for the merit based recruitment process for appointment, reappointment and promotion of civil servants in the specified number of Ministries, Agencies and/or Governorates, under his/ her jurisdiction;

[18] Art 9 (2) of FCSC Law
[19] Art 9 (3) of FCSC Law
[20] Art 9 (3) of FCSC Law
[21] Art 9 (6) of FCSC Law
[22] Art 9 (14) of FCSC Law
[23] Art 9 (15) of FCSC Law
[24] Art 9 (16) of FCSC Law

(ii) The Deputy Director (Recruitment), with the assistance of Executive Assistants, submits the proposals for appointment, reappointment, and promotion against the approved positions in the organisation structure of each Ministry, Agency and Governorate to the DG (Public Admin. Development) through Director (Recruitment division);

(iii) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.

(iv) The Chairperson, after perusal of the proposal and the recommendations thereon issues direction for the constitution of a Recruitment Committee, under Rule (16) of FCSC Internal Rules (2112). S/he may also direct that the matter may be placed before the full Commission for a decision [Rule (15) of FCSC Internal Rules].

(v) The Recruitment Committee consists of one or, more Commissioners and carries out merit based recruitment process for appointment, reappointment and promotion in civil service;

(vi) The Recruitment Committee defines the criterion for assessment of suitability of candidates by opting for the written examination, interview, personality test group discussion and medical examination or, a combination of these assessment tools

(vii) The Recruitment Division of the DG (Public Admin. Development) works as the secretariat for the Recruitment Committee, managing and recording all activities relating to merit based recruitment process;

(viii) After carrying out the recruitment and selection, the Recruitment Committee submits its recommendation(s) on suitability of the candidates to the Chairperson of FCSC;

(ix) The Chairperson considers the recommendations of Recruitment Committee, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the recommendation(s) of Recruitment Committee and the suitable candidate(s) is appointed after approval of Appointing Authority.

(x) In case the Chairperson disagrees with the recommendations of Recruitment Committee, s/he points out reasons for disagreement and refers such a

recommendation back to Recruitment Committee for taking remedial action(s) and to resubmit its recommendation to him/ her;

(xi) After taking the remedial action(s), Recruitment Committee resubmits its recommendation(s) on suitability of the candidates to the Chairperson of FCSC, which triggers the activities described under para (ix) above.

Process Flow Diagram of this process is placed at **Annex-15.**

2. Designing the civil service policies and defining the appropriate means to perform these policies

(i) Each Deputy Director (HR Policy Division) under DG (Public Admin. Development) is responsible for designing the civil service policies and defining the appropriate means to perform these policies in respect of HR functions under his/ her jurisdiction across the Ministries, Agencies and Governorates,;

(ii) The Deputy Director (HR Policy Division), with the assistance of concerned Executive Assistants, submits the proposal for the respective HR functions to the DG (Public Admin. Development) through Director (Recruitment division);

(iii) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.

(iv) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before the Commission for decision/ approval, under Rule (6) of FCSC Internal Rules (2112);

(v) The Commission may, subject to such directions as they think fit, approve the proposed civil service policy and the means of its implementation across the concerned Ministries, Agencies and Governorates;

(vi) The Director (HR Policy Division), under DG (Public Admin. Development) communicates the decision of the Commission to the Ministry/ Agency/ Provincial Relations Division under DG (Coordination & Follow up) to begin implementation of civil service policy across the concerned Ministries, Agencies and Governorates.

Process Flow Diagram of this process is placed at **Annex-16.**

3. **Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in ministries/ agencies**

(i) The Ministry/ Agency/ Provincial Relations Division under DG (Coordination & Follow up) is responsible for planning and supervision of implementation of civil service policy across the concerned Ministries, Agencies and Governorates, in consultation with the Director (M&E division), under DG (Admin. Studies & Research);

(ii) Each Deputy Director (M&E division), under the DG (Admin. Studies & Research), monitors and evaluates the level of achievement in civil service matters in the specified number of Ministries, Agencies and Governorate Offices under his/ her jurisdiction and submits half yearly report to the Director General (Admin. Studies & Research Department) through Director (M&E) Division;

(iii) The DG (Admin. Studies & Research Department) peruses the report and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson.

(iv) The Chairperson, after perusal of the monitoring & evaluation report and the comments/recommendations thereon issues direction for the action to be taken in the subject-matter. S/he may also direct that the matter may be placed before the full Commission for a decision.

(v) The direction of the Chairperson or, the Commission relates to (a) review of the concerned civil service policy; and/or, (b) reiteration/ further communication to the concerned Ministry, Agency or, Governorate;

(vi) The direction of the Chairperson or, the Commission related to review of the concerned civil service policy is carried out by the HR Policy Division, as per the operating procedure no. (3), described herein above;

(vii) The direction of Chairperson or, the Commission related to reiteration/ further communication to the concerned Ministry, Agency or, Governorate is carried out by the Ministry/ Agency/Provincial Relations division of DG (Coordination & follow up), in consultation with the Director (M&E division), under DG (Admin. Studies & Research).

Process Flow Diagram of this process is placed at **Annex-17.**

4. **Preparation of job descriptions and terms of occupation in coordination with Ministry of Planning and concerned agencies**

(i) Each Deputy Director (Recruitment Division) under DG (Public Admin. Development) is responsible for preparation of job descriptions and terms of occupation in coordination with the specific Ministries, Agencies and/or Governorates, under his/ her jurisdiction;

(ii) The Deputy Director (Recruitment), with the assistance of Executive Assistants, submits the job descriptions of the approved positions in the organisation structure of each Ministry, Agency and Governorate to the DG (Public Admin. Development) through Director (Recruitment division);

(iii) The DG (Public Admin. Development) peruses the job descriptions and submits it to the Chairperson along with his/ her recommendations, through Deputy Chairperson;

(iv) The Chairperson, after perusal of the proposed job descriptions issues directions to decide the subject-matter under Rule (16) of FCSC Internal Rules (2112);

(v) The job descriptions, as approved by the Commission under Rule (16) of FCSC Internal Rules (2112) are to be used across the Iraqi ministries, agencies and governorates for the relevant jobs in all HR functions viz. recruitment, performance management, training & development etc.;

(vi) The standard job descriptions shall be communicated for compliance to the concerned Ministry, Agency or, Governorate through the division of Ministry/ Agency/Provincial Relations, under the DG (Coordination & follow up);

(vii) The concerned Ministry, Agency or, Governorate will utilize the contents of job description for HR management of its civil servants in terms of HR planning, merit based recruitment, preparation of individual work plans and performance appraisal, training & development etc.;

(viii) The division of Ministry/ Agency/Provincial Relations will follow up with the concerned Ministry, Agency or, Governorate and report compliance of job descriptions to the M&E division of DG (Administrative Studies & Research);

(ix) M&E division of DG (Administrative Studies & Research) will monitor and evaluate the efficacy of job descriptions in the Ministry, Agency or, Governorate and report the results to the Chairperson on half yearly basis, through the DG (Administrative Studies & Research) and the Deputy Chairperson.

Process Flow Diagram of this process is placed at **Annex-18.**

5. Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards

(i) Deputy Director (Pay Compensation) under DG (Administrative Studies and Research) is responsible for conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards;

(ii) Deputy Director (Pay Compensation), with the assistance of concerned Assistants, submits a proposal to conduct survey to define basic needs of living for civil servants (defining the terms of reference of the survey and the time line) to DG (Administrative Studies and Research) through Director (Organization Research). S/he may propose for engagement of experts against payment to carry out civil service related studies and research[25];

(iii) The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/ her recommendation, through Deputy Chairperson;

(iv) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before a Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);

(v) After deliberating over the proposal the Committee of Commissioners submits its recommendation(s) to Chairperson of FCSC;

(vi) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112), and directs further course of action i.e. if s/he agrees, s/he approves the proposal;

(vii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the matter back to the Committee for taking remedial action(s) and to resubmit it;

(viii) After taking remedial action(s), the Committee resubmits its recommendations to the Chairperson of FCSC, which triggers the activities described under para (vi) above;

[25] Art 13 of FCSC Law

(ix) After approval of the Chairperson, the Deputy Director (Pay Compensation) under DG (Administrative Studies and Research) issues administrative order conveying the decision of Commission to conduct the survey to define basic needs of living for civil servants, along with its terms of reference and its time-period for completion;

(x) If the proposal involves engagement of any expert on contractual basis, Director (Organization Development) also communicates the decision of Commission to the Director (HR), under the DG (Finance and Administration) for preparation of the contract and engagement of expert for conducting the study and research;

(xi) In the course of survey, to define basic needs of living for civil servants various stakeholders are also consulted, including the ministries, agencies and governorates and their views and recommendations are incorporated in the final report on findings of the survey;

(xii) On completion of survey within the prescribed time, as per its terms of reference, the Deputy Director (Pay Compensation) submits the findings of survey along with suggestions about making balance between salary grading and living standards to DG (Administrative Studies and Research) through Director (Organization Research);

(xiii) The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/ her recommendation, through Deputy Chairperson;

(xiv) The Chairperson, after perusal of the proposal and recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);

(xv) On satisfactory completion of work by the external expert, if any, as per his/ her terms of reference, the Deputy Director (Pay Compensation) sends a report to the Director (Finance & Budget), certifying satisfactory completion of the contract, through the Director (Organization Development). Based on this authority, Director (Finance & Budget) processes the remuneration payable to the expert;

(xvi) After deliberating over the proposal, the Committee of Commissioners submits its recommendation(s) to Chairperson of FCSC;

(xvii) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112), and directs further course of action i.e. if s/he agrees, s/he approves the proposal;

(xviii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the matter back to the Committee for taking remedial action(s) and to resubmit it;

(xix) After taking remedial action(s), the Committee resubmits its recommendations to Chairperson of FCSC, which triggers the activities described under para (vi) above;

(xx) After approval of Chairperson, the Deputy Director (Pay Compensation), under DG (Administrative Studies and Research) prepares the draft letter conveying the approval of the Commission to the findings of the survey and the recommendations of the FCSC and solicits the approval of the Deputy Chairperson through the Director (Organisation Development) and the DG (Administrative Studies and Research);

(xxi) After approval of the letter, the Deputy Director (Pay Compensation) sends the letter to the division of Ministry/ Agency/ Provincial Relations, under DG (Coordination & Follow up) for onward transmission to the COMSEC and its follow up.

Process Flow Diagram of this process is placed at **Annex-19.**

6. 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

(i) Each Deputy Director (Recruitment Division) under DG (Public Admin. Development) is responsible for 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;

(ii) The Deputy Director (Recruitment), with the assistance of Executive Assistants, examines and submits the proposals for merit based recruitment through examining individuals' qualifications and competencies for the purpose of hiring through written exam or interview or both to the DG (Public Admin. Development) through Director (Recruitment division);

(iii) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.

(iv) The Chairperson, after perusal of the proposal and the recommendations thereon issues direction for the constitution of a Recruitment Committee, under Rule (16) of FCSC Internal Rules (2112);

(v) Recruitment Committee consists of one or, more Commissioners and decides the criterion for assessment of suitability of candidates' qualifications and competencies for the purpose of hiring through written exam or interview or both in order to assess their suitability for job in civil service;

(vi) The Recruitment Division of the DG (Public Admin. Development) works as the secretariat for the Recruitment Committee, managing and recording all activities relating to merit based recruitment process;

(vii) After carrying out the recruitment and selection, the Recruitment Committee submits its recommendation(s) on suitability of the candidates to the Chairperson of FCSC;

(viii) The Chairperson considers the recommendations of Recruitment Committee, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the recommendation(s) of Recruitment Committee and the suitable candidate(s) is (are) appointed after approval of Appointing Authority;

(ix) In case the Chairperson disagrees with the recommendations of Recruitment Committee, s/he points out reasons for disagreement and refers such a recommendation back to Recruitment Committee for taking remedial action(s) and to resubmit its recommendation to him/ her;

(x) After taking the remedial action(s), Recruitment Committee resubmits its recommendation(s) on suitability of the candidates to the Chairperson of FCSC, which triggers the activities described under para (viii) above.

Process Flow Diagram of this process is placed at **Annex-20.**

7. Observing the provisions of Article 105 of the constitution, applying job descriptions and terms to all while performing its tasks and responsibilities

(i) Director (Administrative Appeals Division) under DG (Legal Department) ensures that the civil service management in Iraq- appointment, transfer, promotion, performance management, disciplinary measures for civil servants etc.- is carried out strictly as per the laid down HR policies and procedures, applying job descriptions and terms to all, irrespective of cast, creed, religion, gender, ethnicity or, geographical region of the candidates/ civil servants;

(ii) The Director (Administrative Appeals Division) is responsible for examining any grievance of a candidate/ civil servant relating to discrimination in the matter of public employment on any ground other than merit, in the light of extant policies and procedures. For this purpose, it investigates any grievance/ appeals, in consultation with the relevant division/ unit of the FCSC office;

(iii) The Director (Administrative Appeals Division) submits his/ her findings and recommendations on the appeal/ grievance of the candidate to DG (Legal Department);

(iv) The DG (Legal Department) peruses the findings and recommendations and submits it to Chairperson along with his/her recommendation, through Deputy Chairperson;

(v) The Chairperson, after perusal of the finding and recommendations thereon issues direction for the constitution of an Appeals Committee of Commissioner (s), under Rule (16) of FCSC Internal Rules (2112). S/he may also direct that the matter may be placed before the full Commission for a decision [Rule (15) of FCSC Internal Rules];

(vi) The Appeals Committee consists of one or, more Commissioners and goes through the grievance/ appeal of the candidate/ civil servant in the light of extant policies and rules and suggests the remedial measures to avoid recurrence of such grievances in the future. It also ascertains the identity of the persons responsible for causing such grievances, if any;

(vii) The Administrative Appeals Division, under DG (Legal) works as the secretariat for the Appeals Committee, managing and recording all activities relating to Appeals/ grievance redressal process;

(viii) The Appeals Committee submits its findings and recommendations on grievance/ appeal of the candidate/ civil servant to the Chairperson of FCSC;

(ix) The Chairperson considers the recommendations of Appeals Committee, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the recommendation(s) of Appeals Committee, necessary action is initiated by the Director (Administrative Appeals Division) for implementation of recommendations of Appeals Committee;

(x) In case Chairperson disagrees with recommendations of Appeals Committee, s/he points out reasons for disagreement and refers such a recommendation back to Appeals Committee for taking remedial action(s) and to resubmit its recommendation to him/ her;

(xi) After taking the remedial action(s), Appeals Committee resubmits its recommendation(s) on suitability of candidates to Chairperson of FCSC, which triggers the activities described under para (ix) above;

(xii) In case any ministry/ agency is also involved in implementation of recommendations of Appeals Committee, the Director (Administrative Appeals Division) sends a copy of Appeals Committee's recommendations to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward transmission to the concerned ministry/ agency and its follow up.

Process Flow Diagram of this process is placed at **Annex-21.**

Chapter-6

SoPs for Civil Service Training Function of FCSC

Introduction

The FCSC Law (#4 of 2009) provides for following three functions for FCSC, which relate to civil service training;

1) Drafting of a law for establishment of Civil Service Institute.[26]
2) Establishment of training centres for development of civil servants in ministries/ agencies.[27]
3) Designing of training & development policies for Civil Service Institute[28] and through training centres[29] in ministries, in coordination with Ministry of Planning and other agencies.

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. Drafting of a law for establishment of Civil Service Institute

(i) Deputy Director (Training Institution) under DG (Public Admin. Development) is responsible for establishment and operationalization of training institutions, including the Civil Service Institute as well as Training Centres;

(ii) Deputy Director (Training Institution), with the assistance of concerned Executive Assistants, defines the mandate, functions, products and services, structure, staffing needs, systems and procedures for the Civil Service Institute; and submits the proposal of a draft law for establishment and operationalization of the Civil Service Institute to the DG (Public Admin. Development) through Director (Training & Development division);

(iii) DG (Public Admin. Development) peruses the proposal and sends it to the DG (Legal Department), along with his/ her comments;

[26] Art 4 (1) of FCSC Law
[27] Art 4 (2) of FCSC Law
[28] Art 9 (7) of FCSC Law
[29] Art 9 (8) of FCSC Law

(iv) DG (Legal Department) directs the Director (Legal Drafting Division) to examine the proposal from legal angle and submit the draft law;

(v) Director (Legal Drafting Division) examines and submits the draft law, along with recommendations, to the DG (Legal Department);

(vi) DG (Legal Department) peruses the draft law and/or, recommendations and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson.

(vii) The Chairperson, after perusal of the draft law and recommendations thereon issues direction for referring the matter to Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112). S/he may also direct that the matter may be placed before the full Commission for a decision [Rule (15) of FCSC Internal Rules].

(viii) After deliberating over the draft law, the Committee of Commissioners submits its recommendation(s) to the Chairperson of FCSC;

(ix) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the proposal for sending the draft law to COMSEC for its recommendations and submission to the Parliament for enacting the law;

(x) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers such a recommendation back to the Committee for taking remedial action(s) and to resubmit the draft law along with recommendation to him/ her;

(xi) After taking the remedial action(s), the Committee resubmits the draft law to the Chairperson of FCSC, which triggers the activities described under para (ix) above;

(xii) After the Civil Service Institute Law is enacted by Parliament, the Training & Development division, under DG (Public Admin. Development) implements the law.

Process Flow Diagram of this process is placed at **Annex-22.**

2. Establishment of training centres for development of civil servants in ministries/ agencies

(i) Deputy Director (Training Institution) under DG (Public Admin. Development) is responsible for establishment and operationalization of Training Centres for development of civil servants in ministries/ agencies;

(ii) Deputy Director (Training Institution), with the assistance of concerned Executive Assistants, defines the mandate, functions, products and services, structure, staffing needs, systems and procedures for the Training Centres. S/he also prepares the financial and administrative implications of establishment of training centres for development of civil servants in ministries/ agencies;

(iii) Deputy Director (Training Institution) submits the proposal for establishment and operationalization of the Training Centre to the DG (Public Admin. Development) through Director (Training & Development division);

(iv) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson;

(v) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);

(vi) After deliberating over the proposed draft policy the Committee of Commissioners submits its recommendation(s) to the Chairperson of FCSC;

(vii) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules, and directs further course of action i.e. if s/he agrees, s/he approves the proposal for establishment of Training Centres in the ministries/ agencies;

(viii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the proposal back to the Committee for taking remedial action(s) and to resubmit it;

(ix) After taking remedial action(s), the Committee resubmits proposal to the Chairperson of FCSC, which triggers the activities described under para (vii) above;

(x) The Director (Training & Development division), under DG (Public Admin. Development) communicates the decision of the Commission to the Ministries, Agencies and Governorates for establishment of Training Centres, under intimation to the division of Ministry/ Agency/ Provincial Relations, under DG (Coordination & Follow up);

(xi) The Ministry/ Agency/ Provincial Relations Division follows up the establishment of Training Centres with the concerned Ministries, Agencies and Governorates and reports the compliance to the Chairperson, through DG(Coordination & Follow up) and the Deputy Chairperson.

Process Flow Diagram of this process is placed at **Annex-23.**

3. Designing of training & development policies for Civil Service Institute and through training centres in ministries, in coordination with Ministry of Planning and other agencies

(i) Deputy Director (Training Policy) under DG (Public Admin. Development) is responsible for designing of training & development policies for training institutions, including the Civil Service Institute as well as Training Centres in ministries/ agencies/governorates;

(ii) Deputy Director (Training Policy), with the assistance of concerned Executive Assistants, designs the training & development policies and submits the proposal to DG (Public Admin. Development) through Director (Training & Development division);

(iii) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.

(iv) The Chairperson, after perusal of the proposed draft policy and the recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);

(v) After deliberating over the proposed draft policy the Committee of Commissioners submits its recommendation(s) to the Chairperson of FCSC;

(vi) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules, and directs further course of action i.e. if s/he agrees, s/he approves the draft training & development policies implementation by the Civil Service Institute;

(vii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the draft policy back to the Committee for taking remedial action(s) and to resubmit it;

(viii) After taking remedial action(s), the Committee resubmits draft policy to the Chairperson of FCSC, which triggers the activities described under para (vi) above;

(ix) The Director (Training & Development division), under DG (Public Admin. Development) communicates the decision of the Commission to the Director of Civil Service Institute as well as to Ministries, Agencies and Governorates for Training Centres to begin implementation of training & development policy, under intimation to the division of Ministry/ Agency/ Provincial Relations, under DG (Coordination & Follow up);

(x) The Ministry/ Agency/ Provincial Relations Division follows up the implementation of training & development policy with the Civil Service Institute and the concerned Ministries, Agencies and Governorates, in consultation with the Director (M&E division), under DG (Admin. Studies & Research);

(xi) Each Deputy Director (M&E division), under the DG (Admin. Studies & Research) monitors and evaluates the level of achievement on account of implementation of training & development policy in the Ministries, Agencies and Governorate Offices under his/ her jurisdiction and submits half yearly report to the Director General (Admin. Studies & Research Department) through Director (M&E) Division;

(xii) The DG (Admin. Studies & Research Department) peruses the report and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(xiii) The Chairperson, after perusal of the monitoring & evaluation report and the comments/recommendations thereon issues direction for the action to be taken under Rule (16) of FCSC Internal Rules. S/he may also direct that the matter be placed before the full Commission for a decision.

Process Flow Diagram of this process is placed at **Annex-24.**

Chapter-7

SoPs for the Office Management Function of FCSC

Introduction

The FCSC Law (#4 of 2009) provides for following three functions for FCSC, which relate to office management of FCSC;

1) Preparation of budget[30] and management of FCSC's financial, administrative and human resources.
2) Drafting of a regulation defining tasks of the departments provided in Article 10 of FCSC law, their formation, divisions, and tasks.[31]
3) Staffing in the FCSC- Recruitment of General Directors, Directors and Staff in FCSC.[32]

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. Preparation of budget and management of FCSC's financial resources

(i) Director (Planning, Finance and Budget), under DG (Finance and Administration) is responsible for preparation of FCSC's annual budget and management of its financial resources;

(ii) Director (Planning, Finance and Budget), with the assistance of his/ her Deputy Directors coordinates with all other departments of FCSC to collect their plans for budgetary expenditure and prepares annual budget for FCSC;

(iii) S/he submits the draft annual budget to DG (Finance and Administration), who peruses the proposal and submits it to the Chairperson along with his/her recommendation, through Deputy Chairperson.

(iv) The Chairperson, after perusal of the draft annual budget of FCSC directs to place the matter before a Committee of Commissioner, under Rule (16) of FCSC Internal Rules (2112);

[30] Art 9 (13-a) of FCSC Law
[31] Art 11 (3) of FCSC Law
[32] Art 11 of FCSC Law

(v) The Planning, Finance and Budget division works as a Secretariat of the Committee of Commissioner for finalising the annual budget of the Commission;

(vi) After deliberations, the Committee of Commissioner submits the draft annual budget to the Chairperson of FCSC;

(vii) The Chairperson peruses the draft annual budget and approves the same;

(viii) After approval, of the Commission, the Director (Planning, Finance and Budget)) also sends the copies of the approved budget proposal of the Commission to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to the Parliament, Ministry of Finance and the Council of Ministers' Secretariat (COMSEC) and follows it up.

Process Flow Diagram of this process is placed at **Annex-25.**

2. Drafting of a regulation defining tasks of the departments provided in Article 10 of FCSC law their formation, divisions, and tasks

(i) Deputy Director (HR-I unit), under the DG (Finance & Administration) is responsible for defining tasks of the departments, their divisions, and units and, drafting of a regulation for operationalization of Article 10 of FCSC Law (#4 of 2009);

(ii) Deputy Director (HR-I unit), with the assistance of his Executive Assistants, defines tasks of the FCSC departments, their divisions, and units and prepares a draft regulation, incorporating the terms of reference of FCSC departments, divisions and units;

(iii) Deputy Director (HR-I unit) submits the proposal to DG (Finance & Administration), through Director (HR);

(iv) The DG (Finance & Administration) peruses the draft regulation and sends it to the DG (Legal Department), along with his/ her comments;

(v) The DG (Legal Department) directs the Director of Legal Drafting division to review the proposal from legal angle and prepare a draft for the proposed regulation;

(vi) Director of Legal drafting division reviews the proposal, prepares a draft for the proposed regulation and submits it to the DG (Legal Department);

(vii) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(viii) The Chairperson, after perusal of the draft and recommendations thereon directs that the matter be placed before the full Commission for a decision;

(ix) The Commission deliberates over the proposed regulation and pass such order, as it deems necessary to approve the draft regulation;

(x) After approval of the Commission, Deputy Director (HR-I unit) implements the various provisions of the regulation.

Process Flow Diagram of this process is placed at **Annex-26.**

3. Staffing in the FCSC- Recruitment of General Directors, Directors and Staff in FCSC

(i) Based on the terms of reference of various departments, divisions and units of FCSC, the Deputy Director (HR-I unit) works out the staffing needs for carrying out those tasks by each department, division and unit. S/he also prepares job descriptions for each identified position and works out the financial implications of staffing in the FCSC;

(ii) Deputy Director (HR-I unit) develops a proposal, incorporating the total no. of staff positions needed (including the General Directors, Directors and other Staff), job descriptions of the identified staff positions and, financial implications of staffing in the FCSC;

(iii) Deputy Director (HR-I unit) submits the proposal to DG (Finance & Administration), through Director (HR);

(iv) The DG (Finance & Administration) peruses the proposal and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(v) The Chairperson, after perusal of the draft proposal and recommendations thereon approves the proposal of FCSC's staffing needs and their job descriptions, with or without amendments;

(vi) Deputy Director (HR-I unit) drafts a letter addressed to the Ministry of Finance for approval of FCSC's staffing needs and submits it for approval of Deputy Chairperson, through the Director (HR) and DG (Finance and Administration);

(vii) After approval of the draft letter, the Deputy Director (HR-I unit) sends the fair copies of approved letter to the Ministry of Finance as well as to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to Ministry of Finance for approval of FCSC's staff strength and its follow up.

(viii) After approval of FCSC's proposed staff strength by the ministry of finance, Deputy Director (HR-I unit), under the DG (Finance & Administration) submits a proposal for merit based recruitment of FCSC staff against the approved positions in the organisation structure of FCSC to the DG (Finance & Administration) through Director (Human Resource division);

(ix) The DG (Finance & Administration) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.

(x) The Chairperson, after perusal of the proposal and the recommendations thereon issues direction for the constitution of a Recruitment Committee, under Rule (16) of FCSC Internal Rules (2112). S/he may also direct that the matter may be placed before the full Commission for a decision [Rule (15) of FCSC Internal Rules].

(xi) The Recruitment Committee consists of one or, more Commissioners and carries out merit based recruitment process for appointment, reappointment and promotions in FCSC;

(xii) The Recruitment Committee defines the criterion for assessment of suitability of candidates by opting for the written examination, interview, personality test group discussion and medical examination or, a combination of these assessment tools

(xiii) The HR-I unit, under DG (Finance & Administration) works as secretariat for the Recruitment Committee, managing and recording all activities relating to merit based recruitment process;

(xiv) After carrying out the recruitment and selection, the Recruitment Committee submits its recommendation(s) on suitability of candidates to Chairperson of FCSC;

(xv) The Chairperson considers recommendations of Recruitment Committee, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the recommendation(s) of Recruitment Committee and suitable candidate(s) is appointed after approval of Appointing Authority.

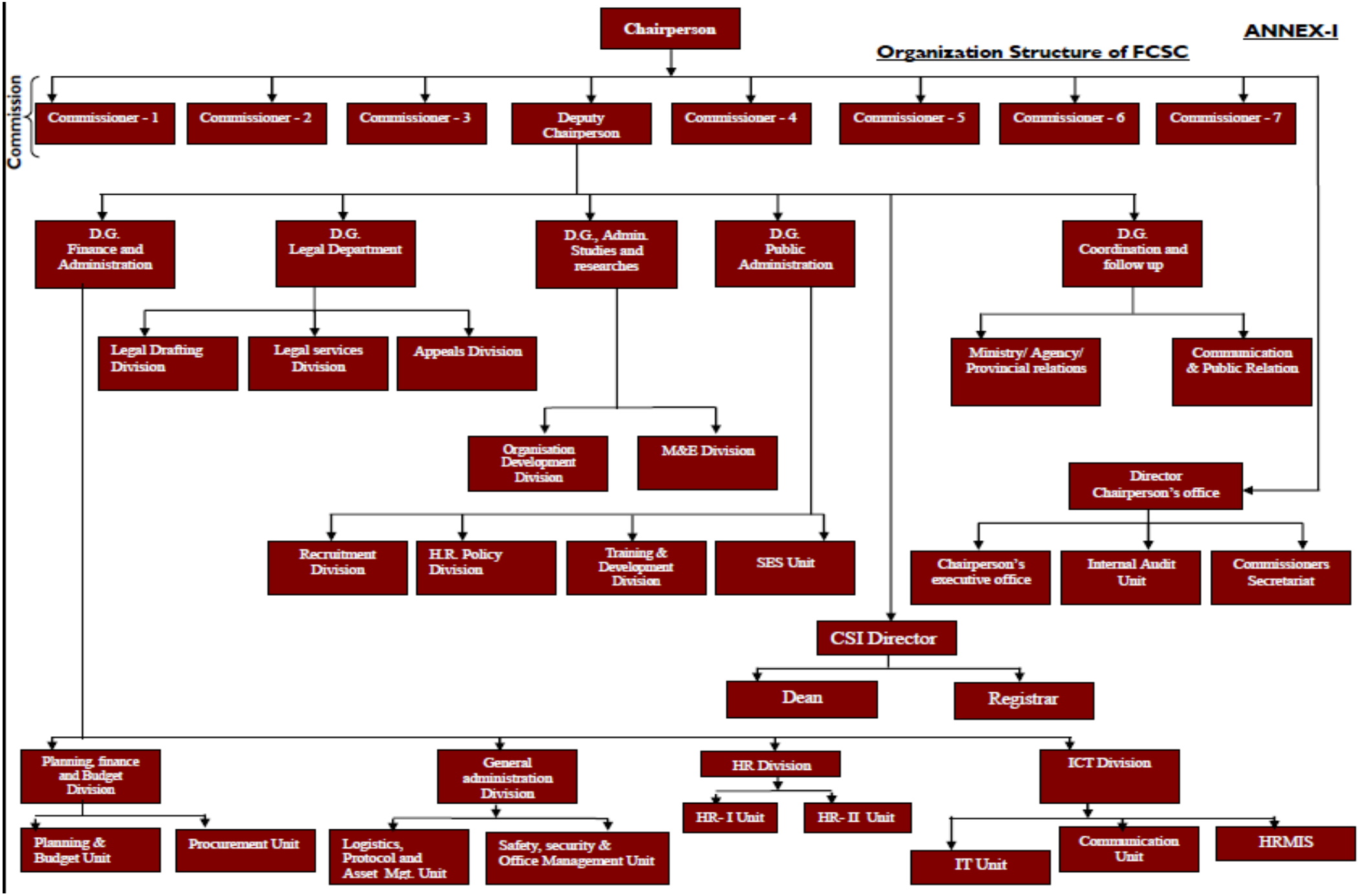
(xvi) In case the Chairperson disagrees with the recommendations of Recruitment Committee, s/he points out reasons for disagreement and refers such a recommendation back to Recruitment Committee for taking remedial action(s) and to resubmit its recommendation to him/ her;

(xvii) After taking the remedial action(s), Recruitment Committee resubmits its recommendation(s) on suitability of candidates to Chairperson of FCSC, which triggers the activities described under para (xv) above.

Process Flow Diagram of this process is placed at **Annex-27.**

ANNEX-I

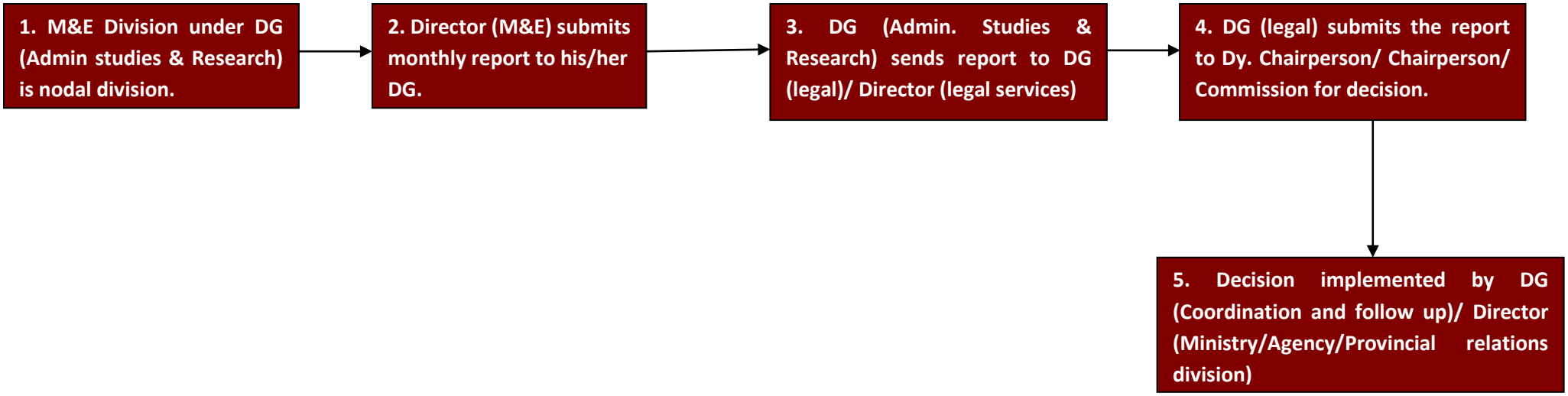
Organization Structure of FCSC



ANNEX-2

Process Flow Diagram#2.1

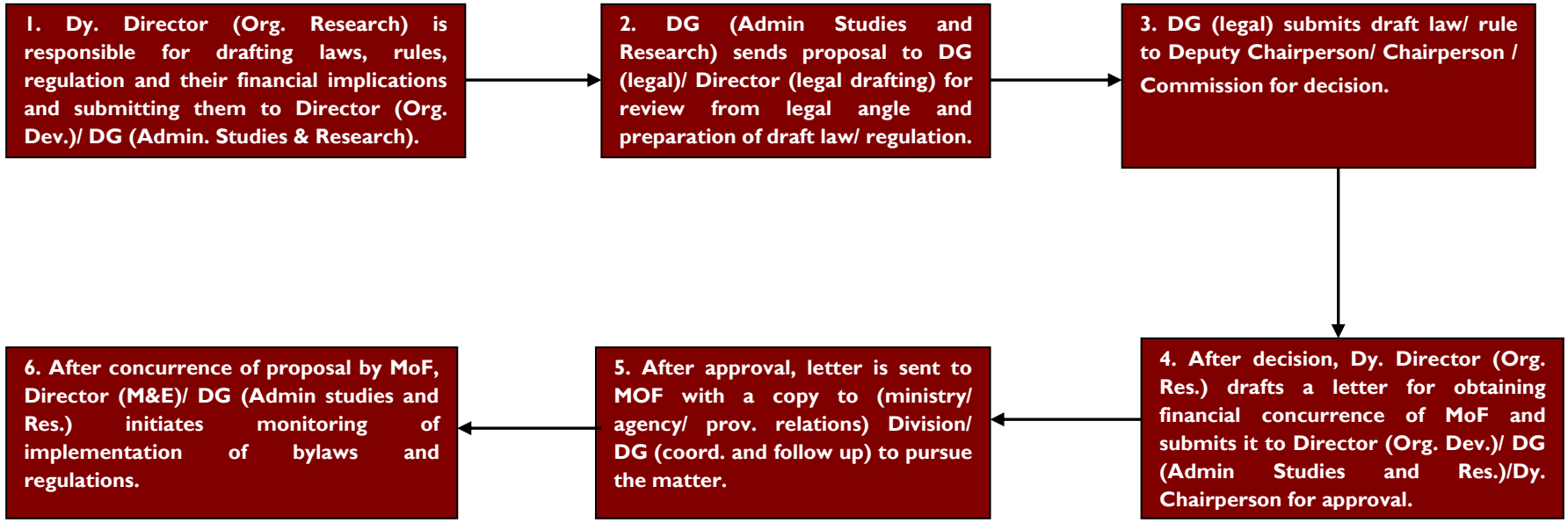
Implementation of Federal Civil Service Commission law, as well as other relevant laws



ANNEX-3

Process Flow Diagram#2.2

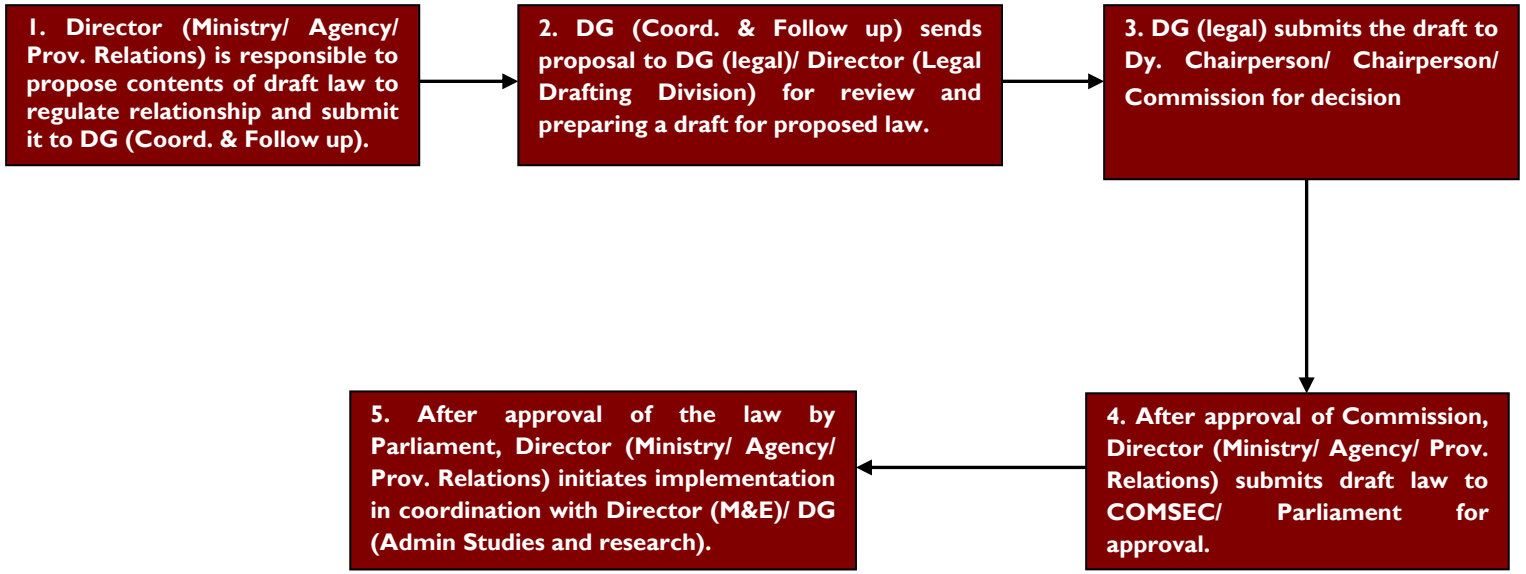
Proposing Draft Laws/Rules Related to Organization and Development of Civil Service



ANNEX-4

Process Flow Diagram#2.3

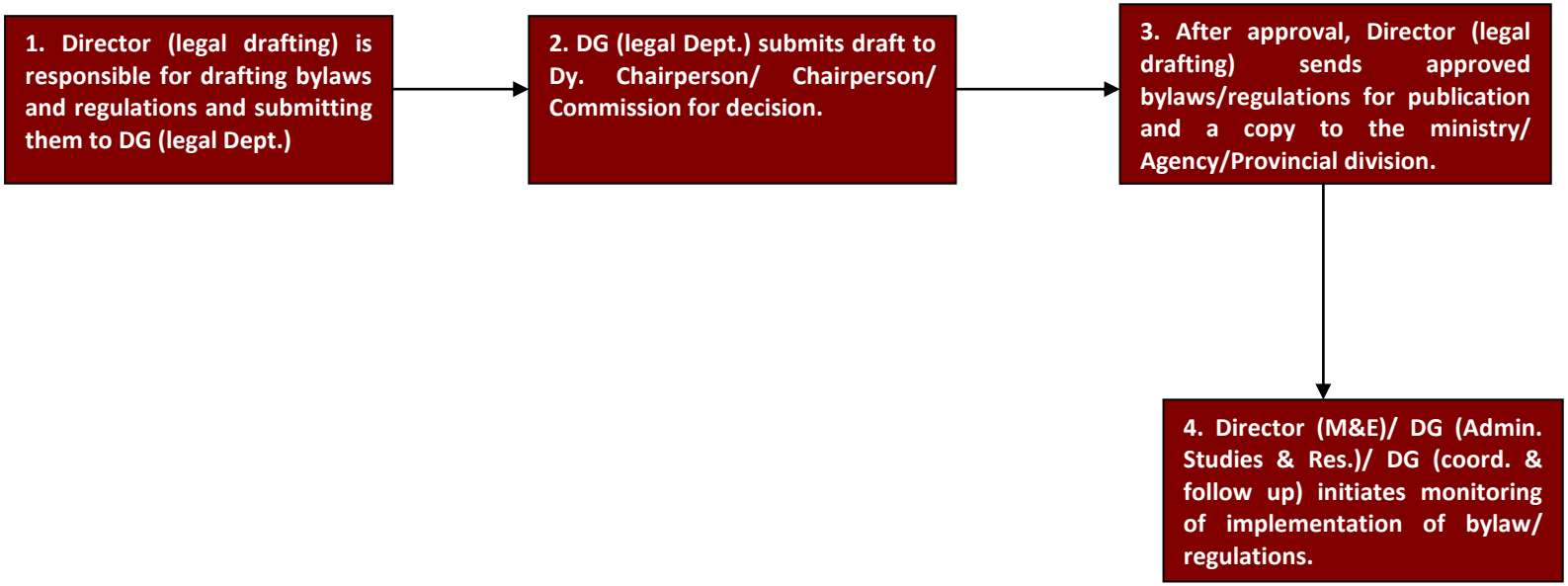
Drafting of Legislation, Regulating Relationship Between FCSC and Ministries/Agencies/Provinces



ANNEX-5

Process Flow Diagram#2.4

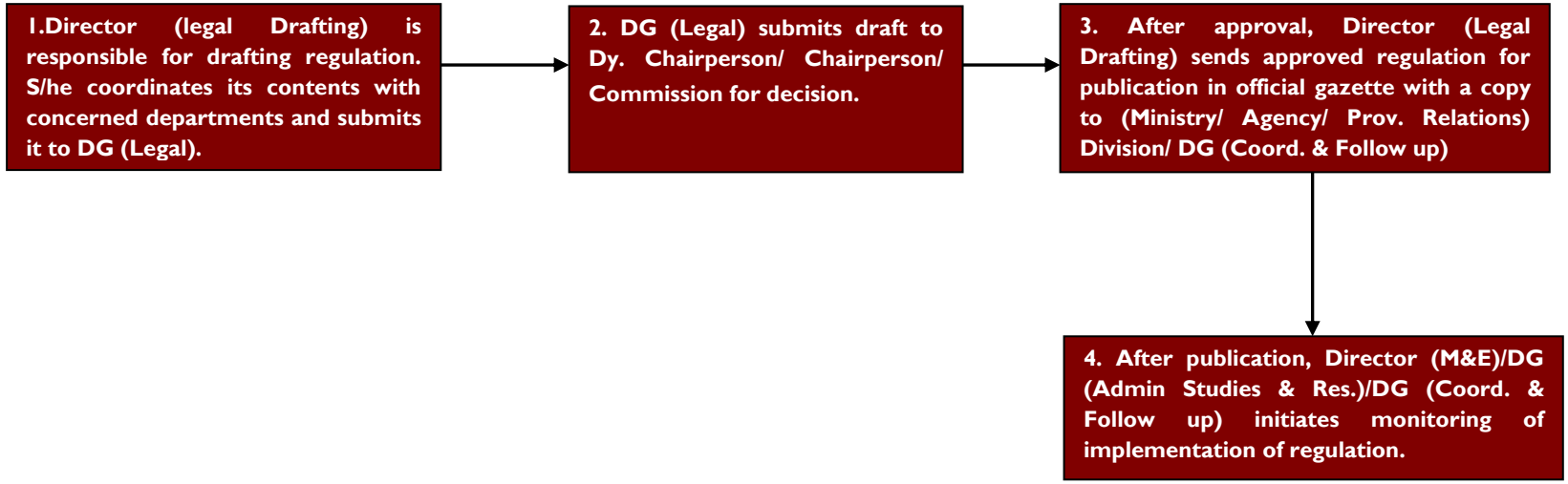
Drafting and Issuing Bylaws/Regulations to Facilitate Implementation of FCSC Law



ANNEX- 6

Process Flow Diagram#2.5

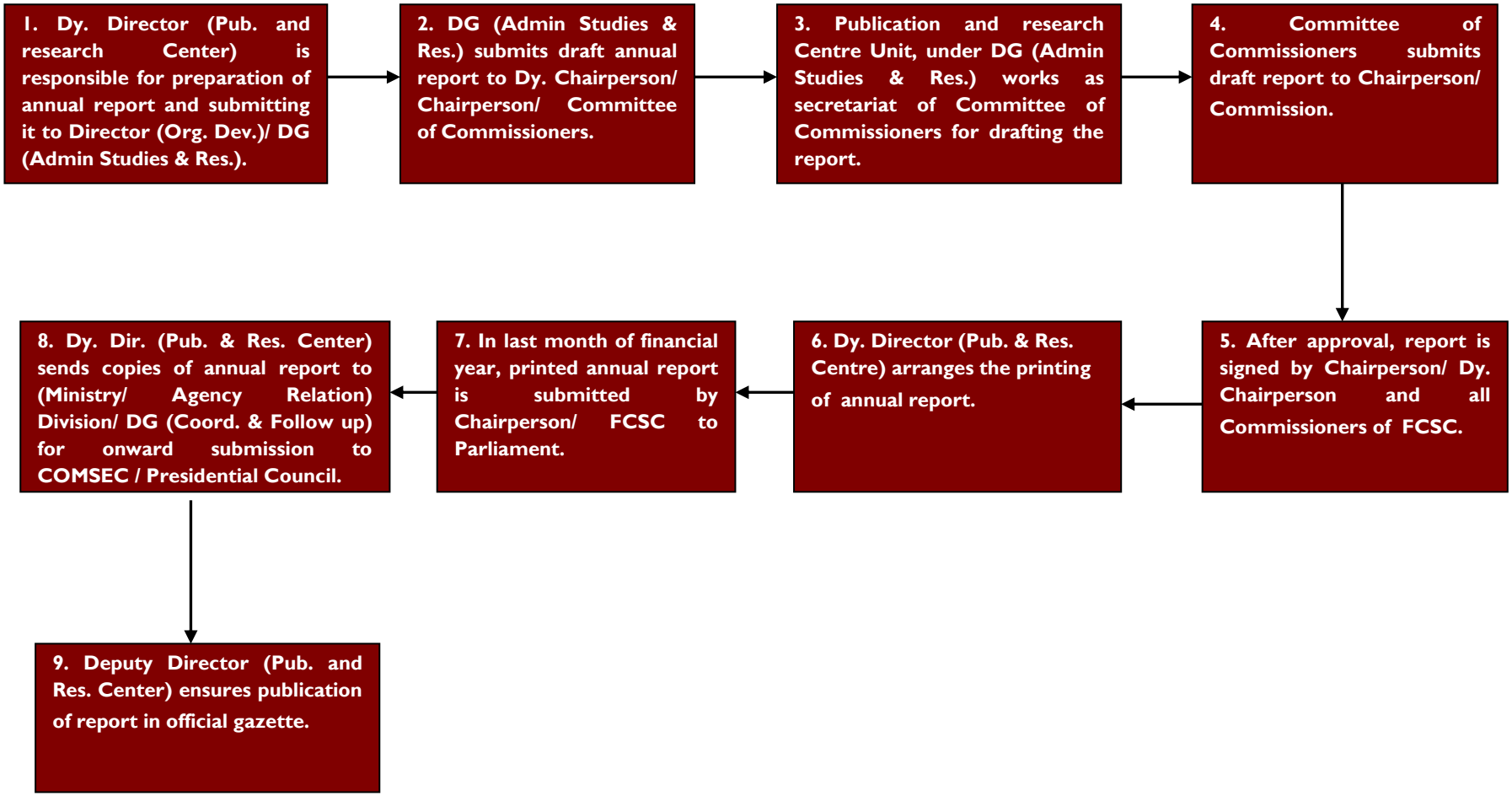
Drafting and Issuing of Regulations to Establish PCSCs to Manage Provincial Civil Service



ANNEX-7

Process Flow Diagram#3.1

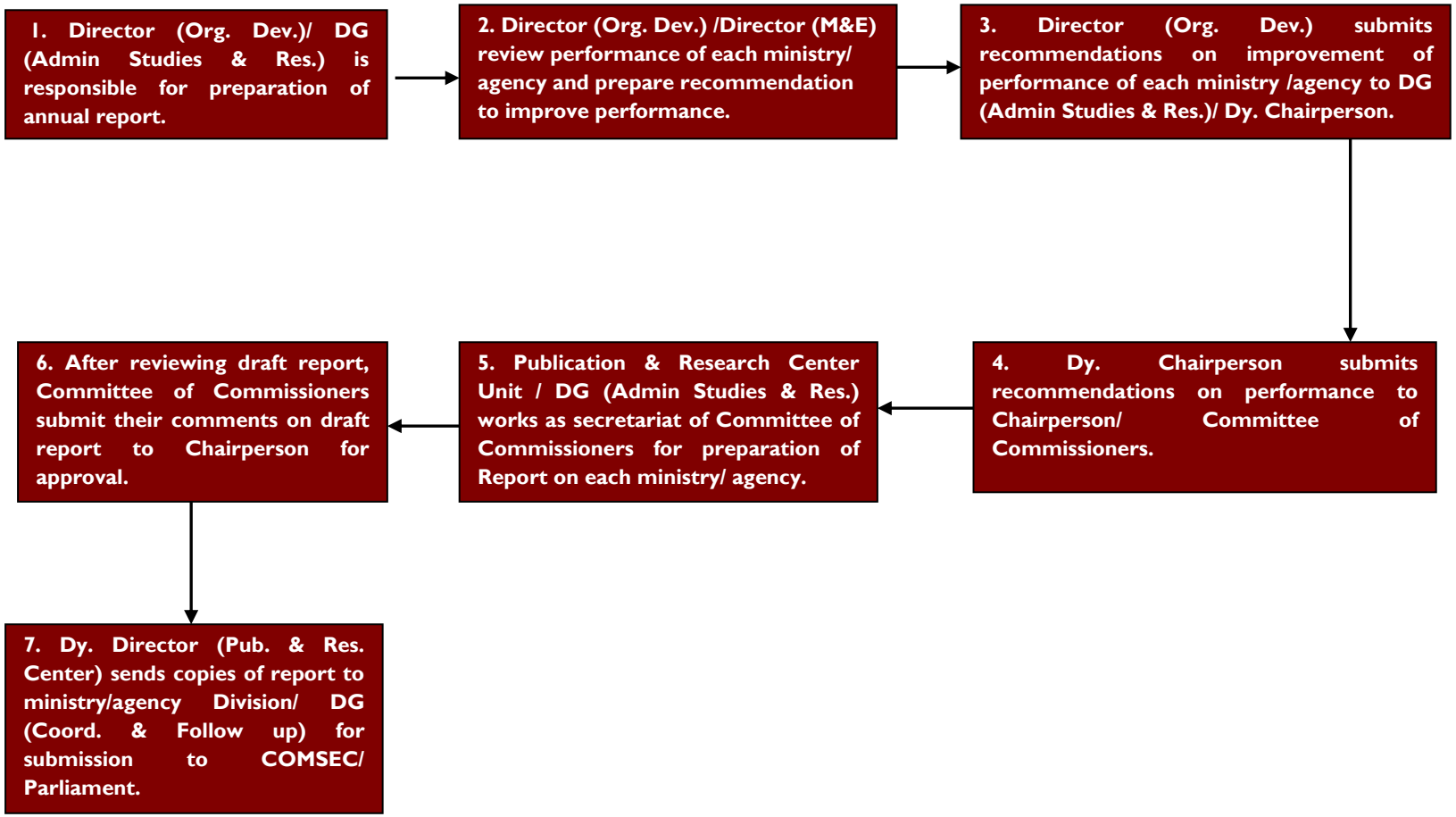
Preparation of Annual Report Covering FCSC's Results and Recommendations to Improve Civil Service



ANNEX- 8

Process Flow Diagram#3.2

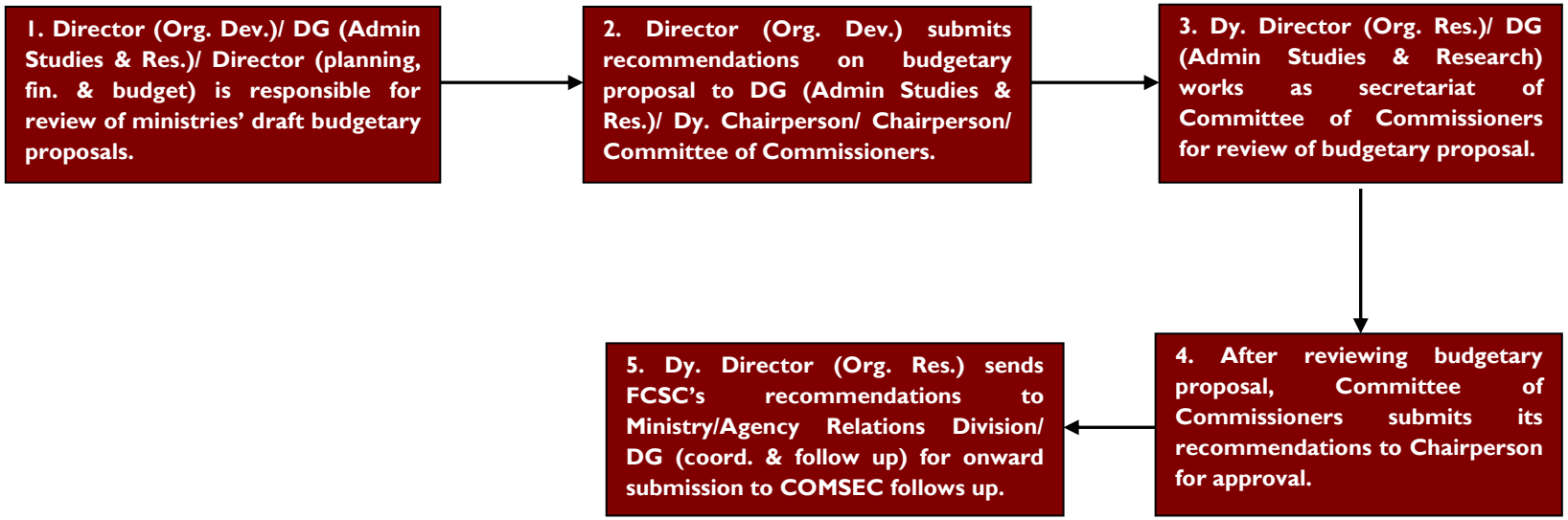
Preparation of annual report on each ministry/ agency, recommending improvement in performance



ANNEX-9

Process Flow Diagram#3.3

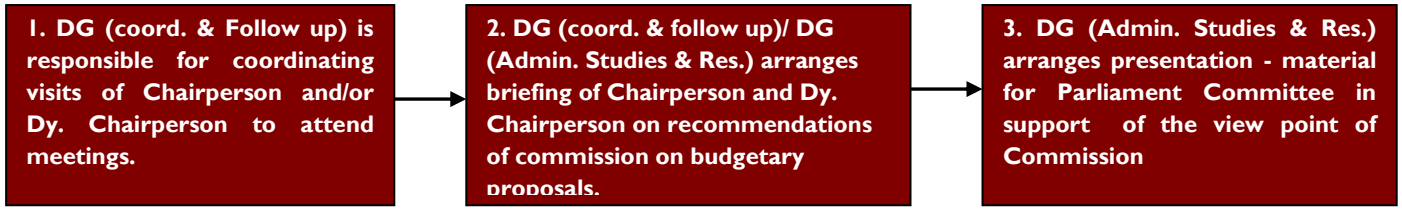
Review of ministries' draft budgetary proposals and recommendations to Council of Ministers



ANNEX-10

Process Flow Diagram#3.4

Attending meetings of Parliamentary committees to discuss draft budgetary proposals of ministries/agencies.



ANNEX-11

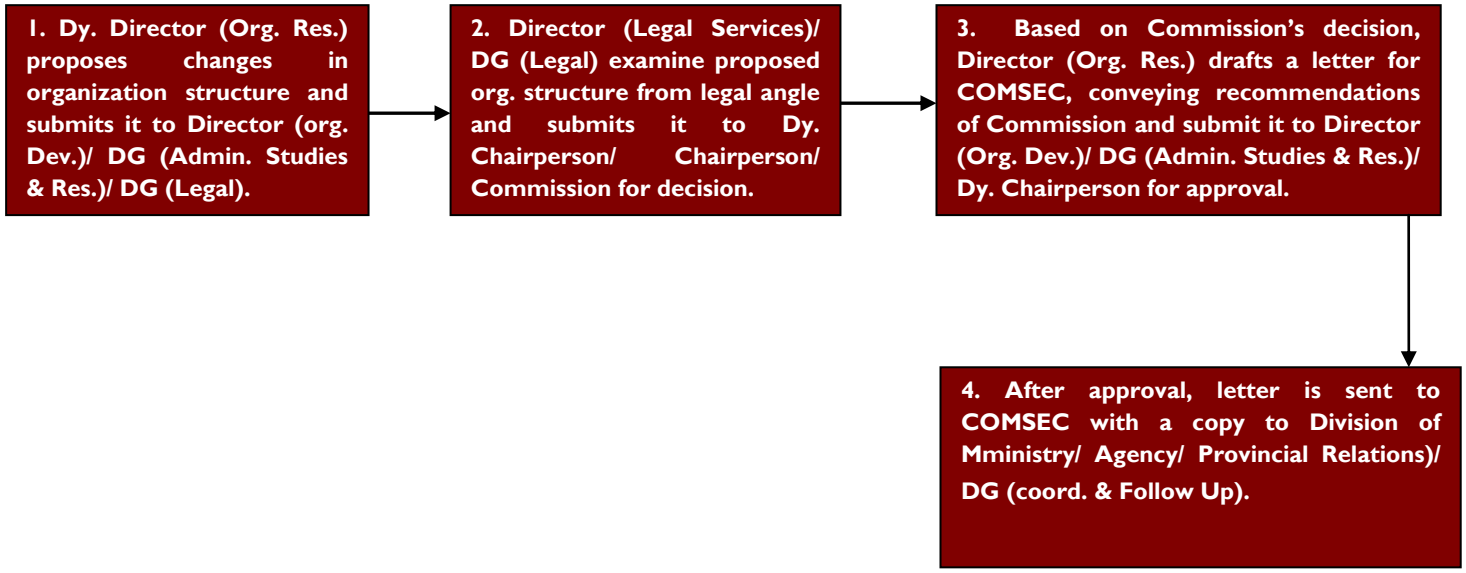
Process Flow Diagram#3.5

Attending Meetings of Parliament committees to discuss the laws related to civil service

ANNEX-12

Process Flow Diagram#4.1

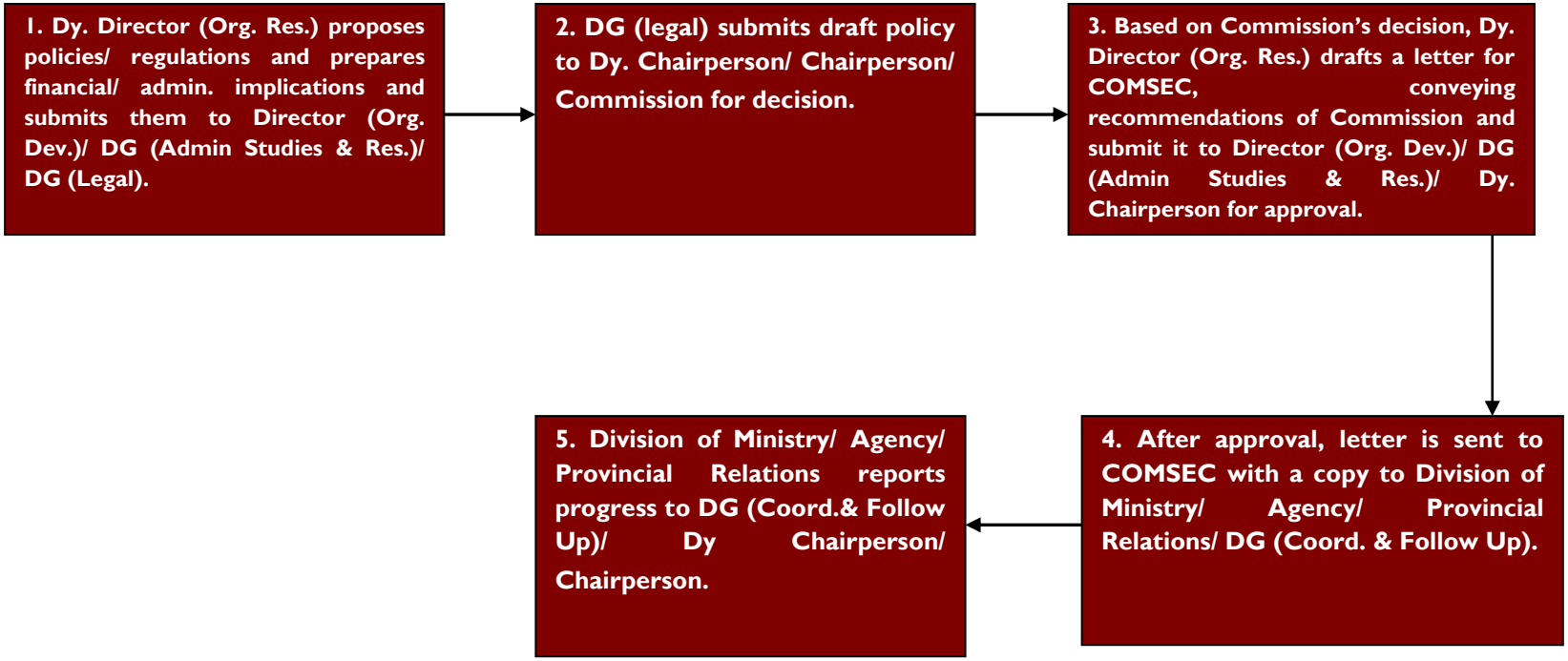
Preparation of organization structure of ministries/agencies/ institutions subject to civil service law



ANNEX-13

Process Flow Diagram#4.2

Development of policies/regulations to attain a balance between number of employees in ministries/agencies and the work performed



ANNEX-14

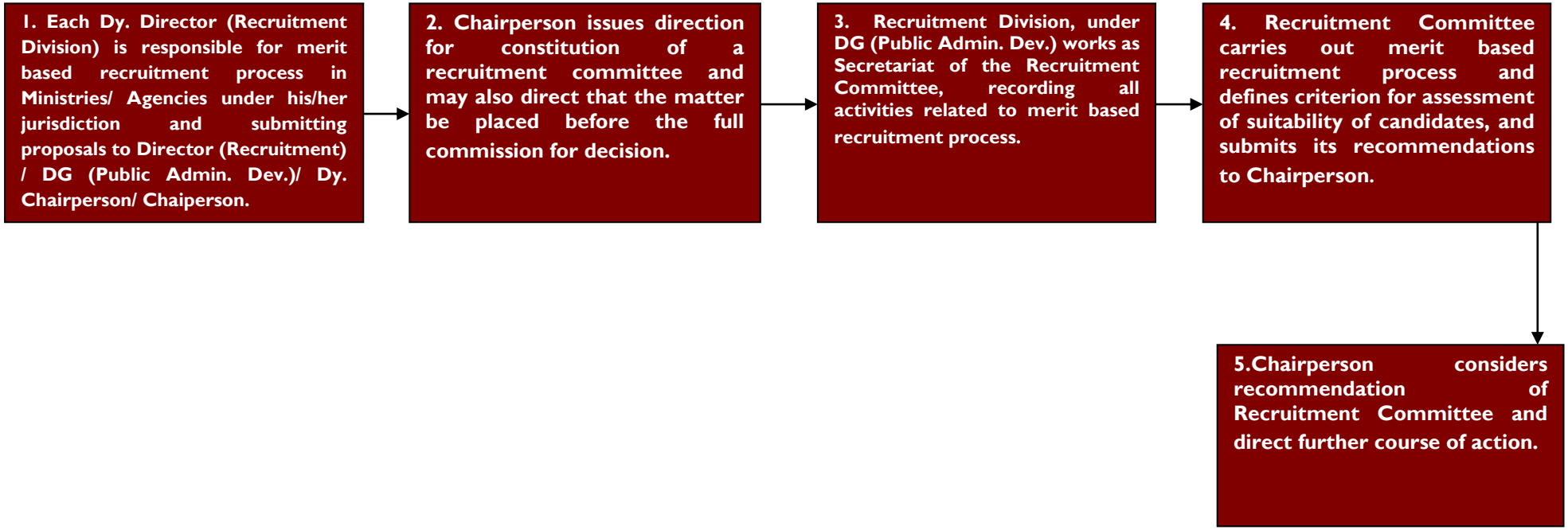
Process Flow Diagram#4.3

To engage & pay experts for conducting studies/research related to civil service development and recommend them to agencies

ANNEX-15

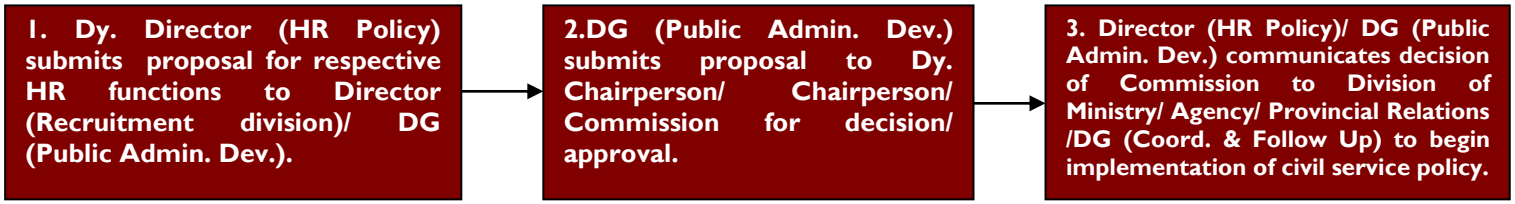
Process Flow Diagram#5.1

5.1 Appointment, Reappointment, and Promotion of Civil Servants in Accordance With Merit Principles



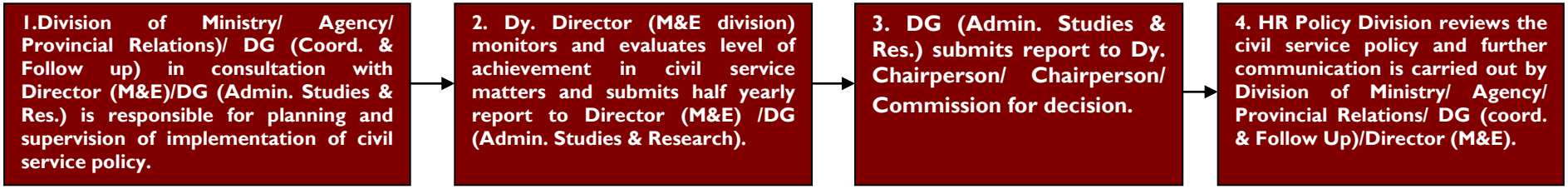
Process Flow Diagram#5.2

Designing civil service policies and defining appropriate means to perform these policies



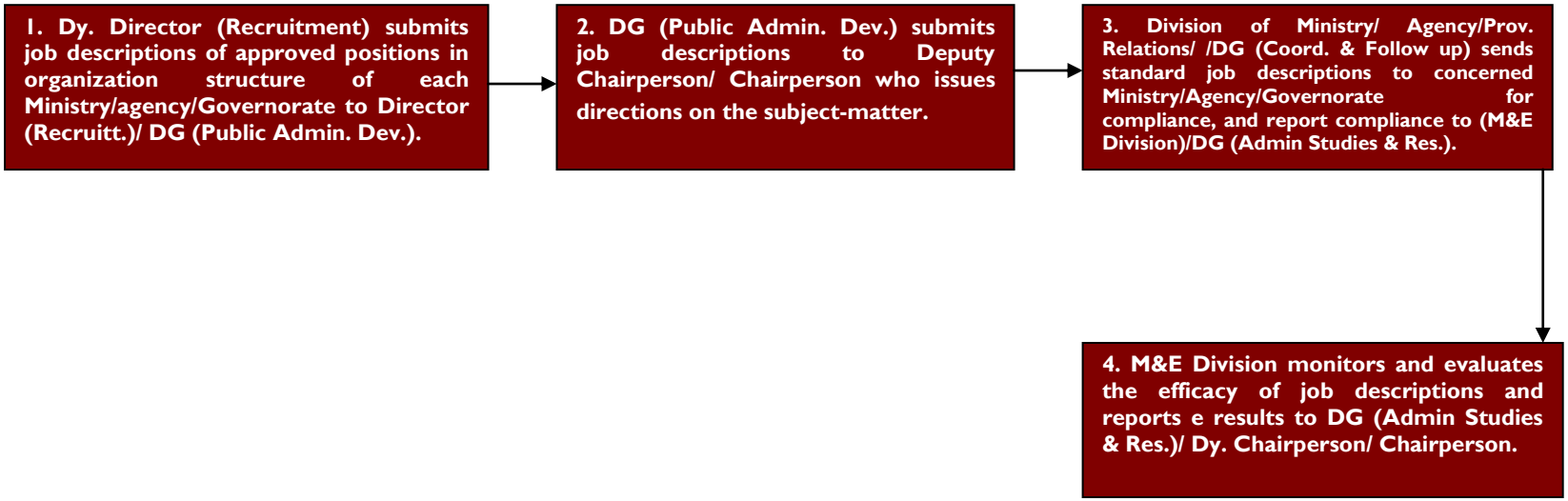
Process Flow Diagram#5.3

Planning, supervision, monitoring and evaluation of achievements of civil service matters in ministries/ agencies



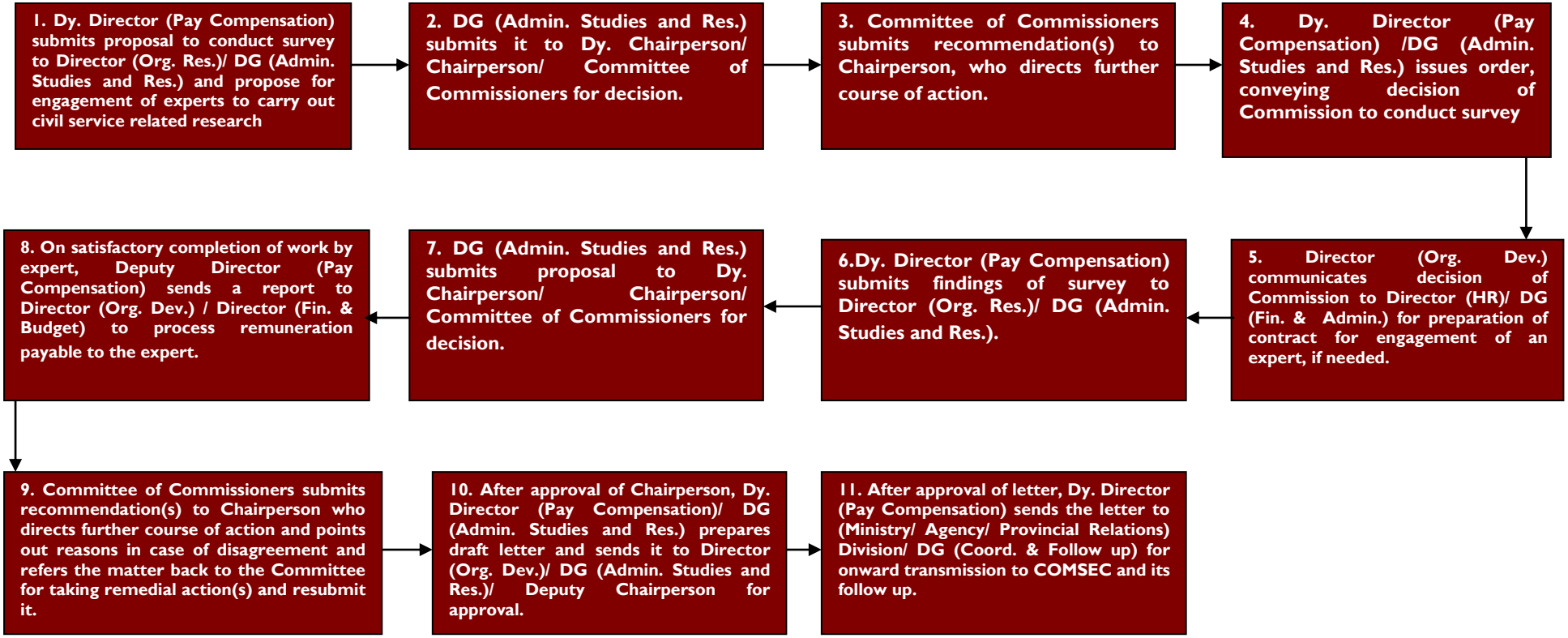
Process Flow Diagram#5.4

Preparation of job descriptions and terms of occupation



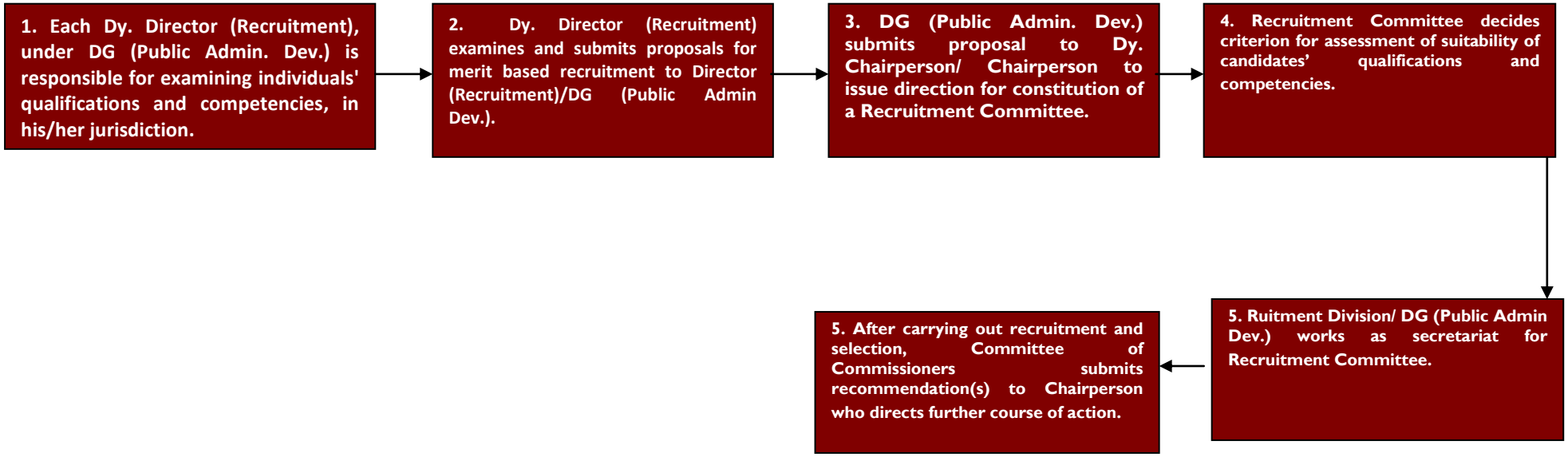
Process Flow Diagram#5.5

Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about salary grading and living standards



Process Flow Diagram#5.6

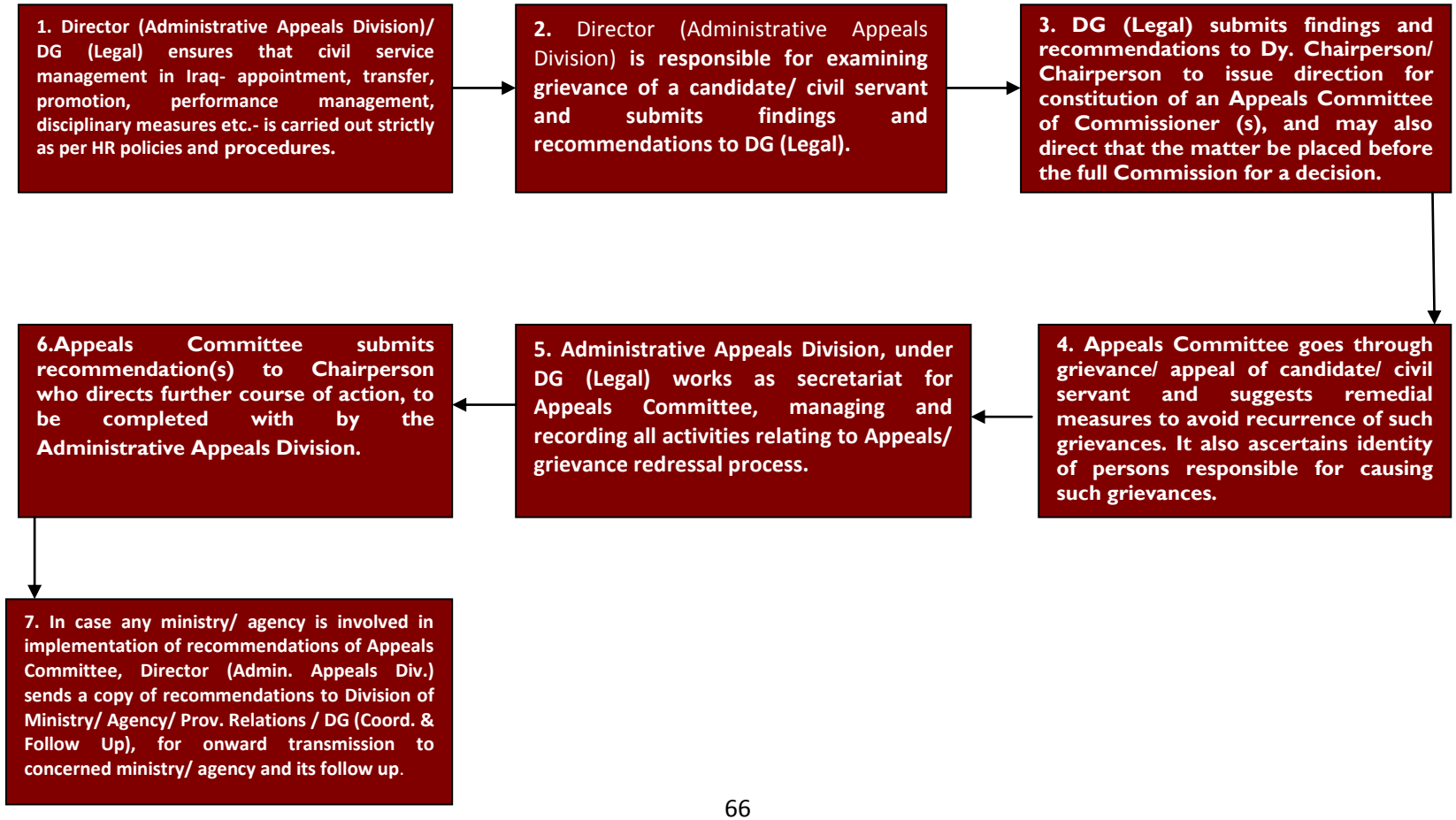
Examining individuals' qualifications and competencies for hiring through written exam. or interview to assess their suitability for job



ANNEX-21

Process Flow Diagram#5.7

Observing provisions of Article 105 of the constitution, applying job descriptions and terms to all



ANNEX-22

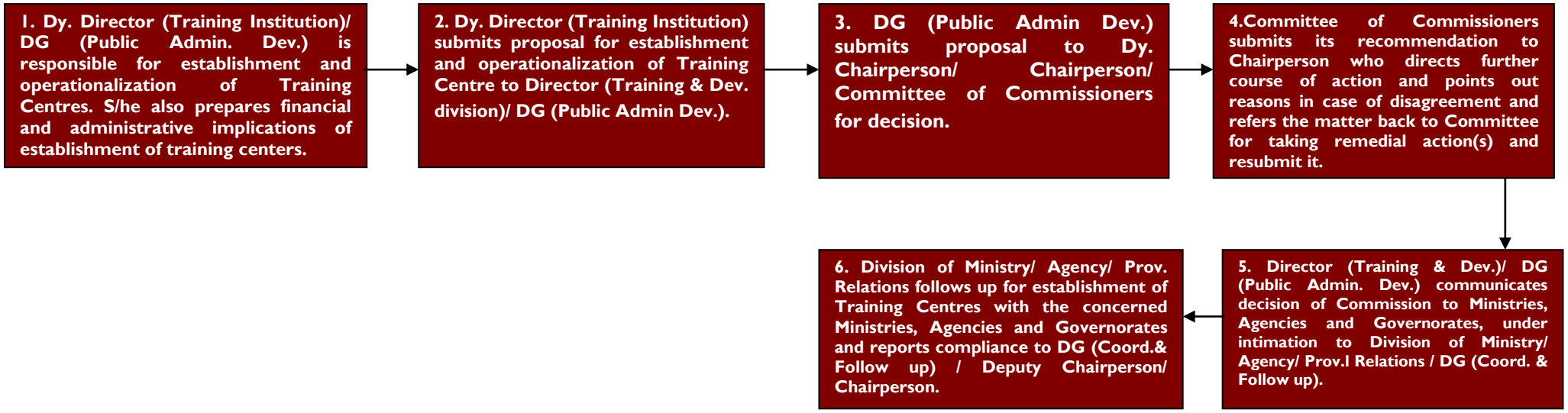
Process Flow Diagram#6.1

Drafting of a law for establishment of Civil Service Institute

ANNEX-23

Process Flow Diagram#6.2

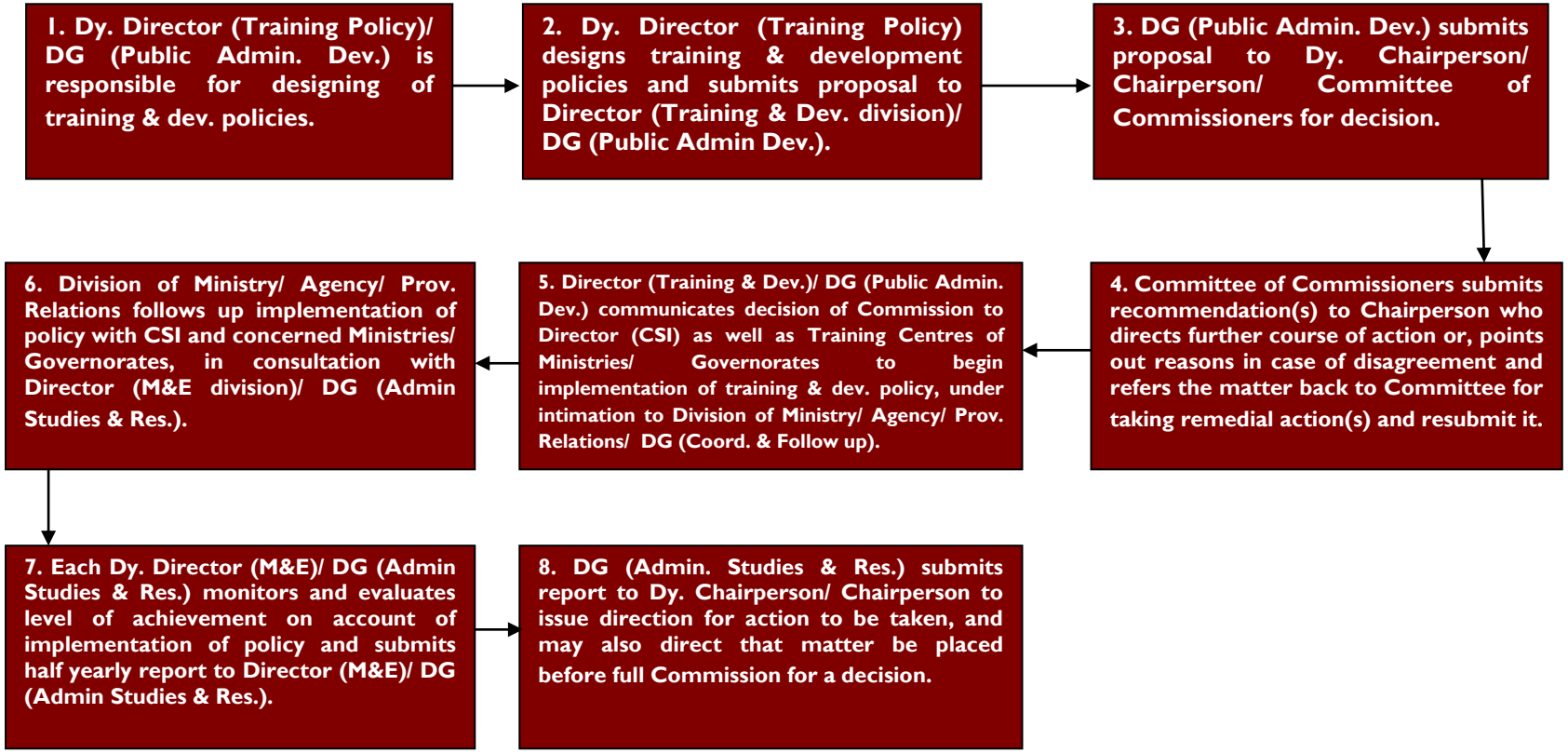
Establishment of training centres for development of civil servants in ministries/ agencies



ANNEX-24

Process Flow Diagram#6.3

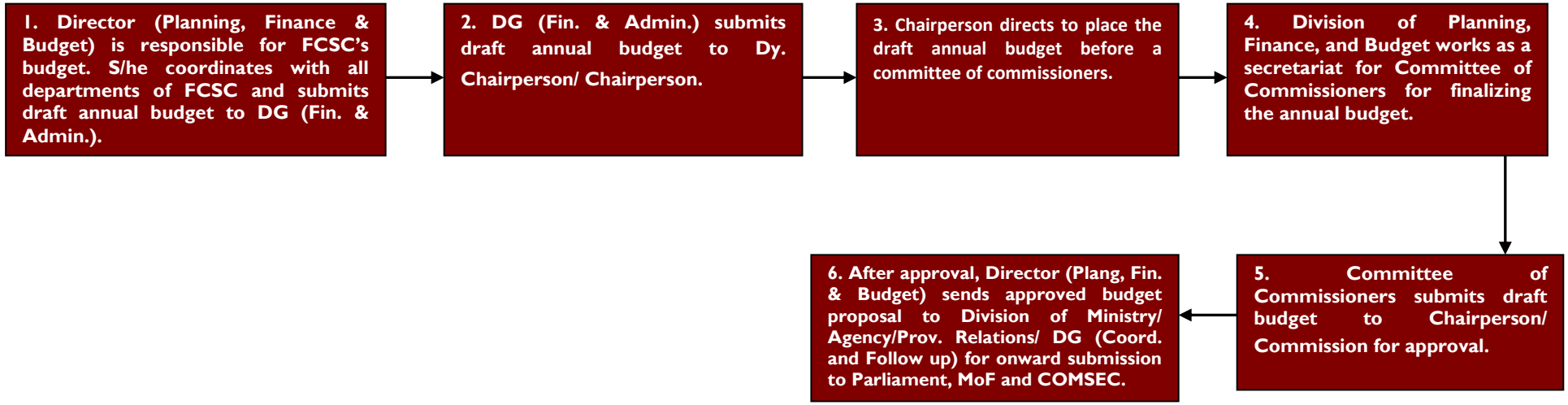
Designing of training & development policies for Civil Service Institute and through training centres



ANNEX-25

Process Flow Diagram#7.1

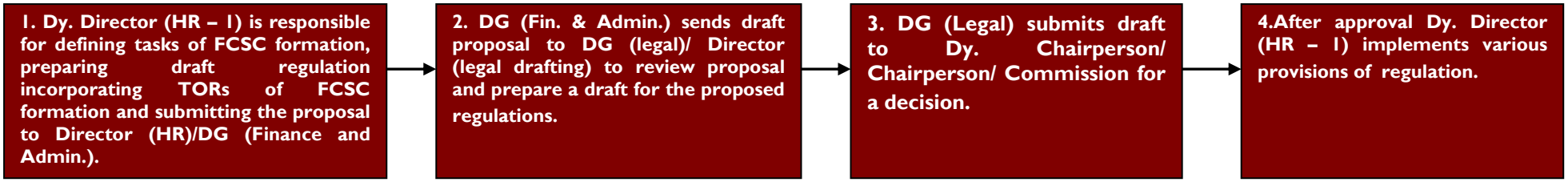
Preparation of Budget and Management of FCSC's Financial Resources



ANNEX-26

Process Flow Diagram#7.2

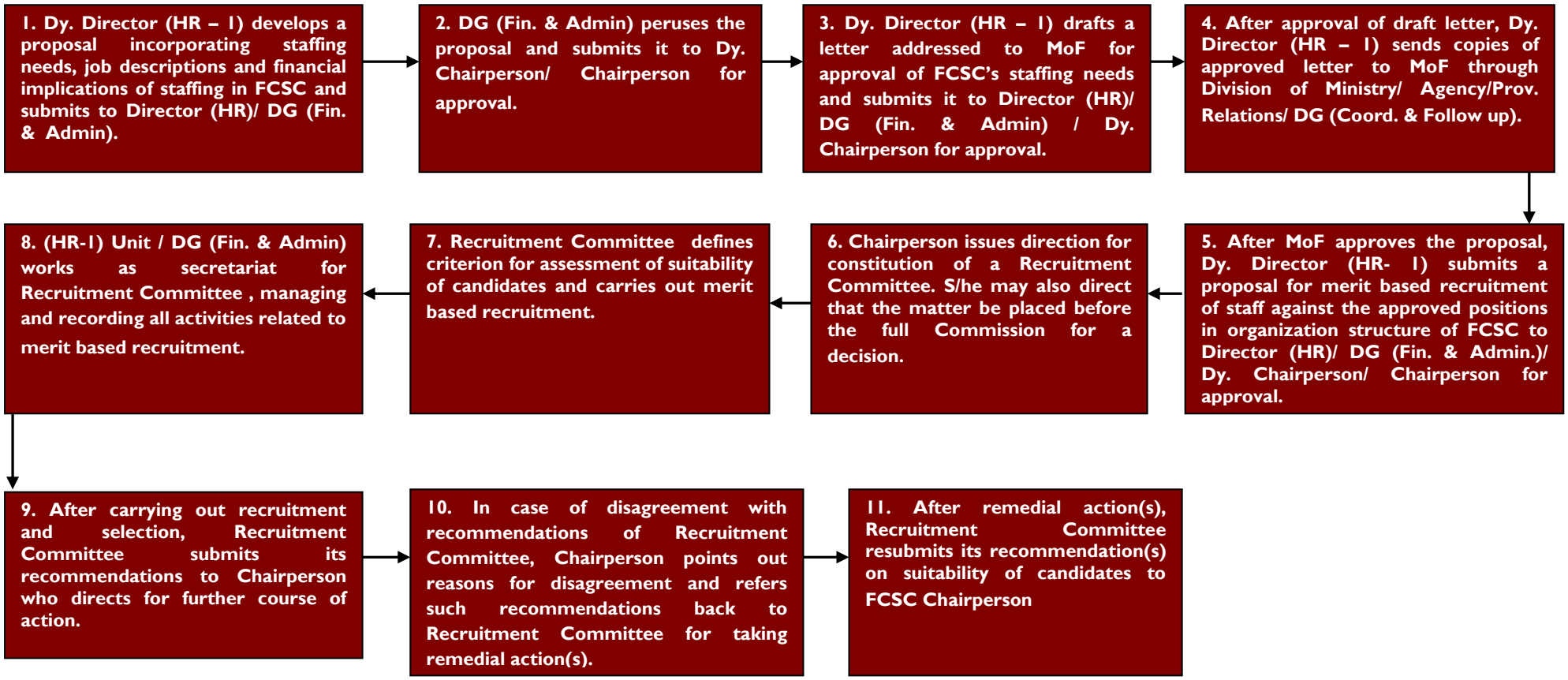
Drafting of a Regulation Defining Tasks of Departments Provided in Art. 10 of FCSC Law



ANNEX-27

Process Flow Diagram#7.3

Staffing in FCSC – Recruitment of General Directors, Directors and Staff



Induction Programme for Commissioners of FCSC

1. **Objective:** Objective of this induction programme is to induct the Commissioners into FCSC's functions, structure, systems, rules and procedures, to enable them to carry out their duties and responsibilities effectively.
2. **Participants:** The induction programme has been designed for the Commissioners of FCSC.
3. **Programme- Coordination:** The induction programme shall be coordinated by the Civil Service Reform team of USAID/ Tarabot project.
4. **Programme Content:** The induction programme consists of following ten modules;
   I. FCSC-Implementation Plan
   II. HRM of Civil Service- Introduction
   III. Civil Service Reform in Iraq
   IV. FCSC- Mandate, Objectives & Functions
   V. FCSC- Organization Structure & ToRs
   VI. FCSC- Institutional Links with Parliament, Federal Govt. and Governorates
   VII. FCSC- Staffing Needs & Job Descriptions
   VIII. FCSC- Internal Rules
   IX. FCSC- Standard Operating Procedures
   X. Provincial Civil Service Commission
5. **Timing and Venue**: Subject to the convenience of Commissioners, the Induction sessions will be conducted from 10.30 hrs. to 12.30 hrs. on work days. The sessions shall be delivered at the FCSC office or, any other place convenient to Commissioners.
6. **Programme Duration**: Each module has a delivery-period of approx. six hours. Based on the duration of delivery, 10 modules of induction programme shall be completed in 30 work-days.

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Federal Civil Service Commission (FCSC)

Identification of Office Facilities

By- Safa Agaidey
Civil Service Specialist

USAID-Tarabot, Iraq Administrative Reform Project

June 2012

Federal Civil Service Commission (FCSC)

Identification of Office Facilities

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1. Executive Summary

1.1 Purpose of this document is to identify the office facilities, required to establish and operationalize Federal Civil Service Commission (FCSC). Apart from identification of office facilities, this document also provides guidelines to manage procurement, asset management & inventory control of the office-facilities, right from the time of purchase to its eventual disposal and replacement. These guidelines will assist FCSC in procurement and management of assets by way of creating, maintaining and updating asset-records, labeling assets, monitoring movement of assets, conducting physical verification of inventories, disposing obsolete/unserviceable assets and initiating fresh procurement cycle for replacement of the obsolete/unserviceable assets.

1.2 FCSC is a federal institution, whose existence is mandated by Article 107 of Iraqi Constitution. In pursuance of the constitutional mandate, a Federal Civil Service Commission (FCSC) Law (#4 of 2008) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq. Identification of office facilities, based on basic needs of each department/ division of FCSC, is an important prerequisite for establishment of FCSC. These basic needs include, but not limited to office equipments, office-furniture, IT & communication equipments, equipped- offices, conference hall, Library, training room etc. These basic needs shall be fulfilled on the basis of transparent public procurement policies and practices, which will result in timely procurement of quality goods & services, at competitive prices. This will ensure value for the public money.

1.3 The FCSC office facilities have been identified on the basis of FCSC's operational requirements and categorized into following three categories;

- **A)** Office-facilities for the individual FCSC staff positions;
- **B)** Office-facilities, which are to be shared by a specified group of FCSC staff; and,
- **C)** FCSC's common office-facilities, to be shared by all FCSC personnel.

1.4 The identified items of office-facilities need to be procured by FCSC and the items so procured need to be recorded, managed, and replaced (after they become unserviceable). The Procurement Unit (Finance and Administration Department) shall be responsible for procurement of these office-facilities, in accordance with the extant procurement procedure. Whereas, the Logistics, Protocol and Assets Management Unit (Finance and Administration Department) shall be responsible for maintaining the records of procured assets and everything related to maintenance, movement, verification and disposal…etc. of the FCSC assets.

1.5 Thus, this document will assist FCSC in establishing office facilities as a model public institution, by following the sound principles/practices in public procurement, inventory management and control. The **Chapter-2** of this document identifies FCSC's individual, shared and group office-facilities. The **Chapter-3** describes the responsibilities of procurement unit and the procurement methodology, to be followed for procurement of identified office-facilities. The asset management and Inventory Control System have been discussed in **Chapter-4**. The organisation structure of FCSC, guidelines for bar code-labels and a sample form for providing FCSC's assets on loan to the FCSC staff, can be seen at **Annex**.

---

2. Identification of FCSC office Facilities

Introduction

2.1 The FCSC office facilities have been identified on the basis of FCSC's operational requirements. While the posts up to the level of Director (Divisional Heads) will require independent offices, the posts of the Deputy Director (unit heads) and the Executive Assistants of those units can share the office-accommodation. Moreover, there are some common facilities, which can be used by all personnel of FCSC depending on operational requirements. Examples of such common FCSC facilities are- conference room, library, training room, archive etc. Based on this criterion, FCSC's requirement of office-facilities can be categorized into following categories;

A) Office-facilities for the individual staff positions (identified in **Table:1**, below);

B) Office-facilities, which are to be shared by a specified group of FCSC staff (identified in **Tables: 2-5**, below); and,

C) FCSC's common office-facilities, to be shared by all FCSC personnel (identified in **Table: 6**, below).

The organization chart of FCSC is placed at **ANNEX-1**.

FCSC's individual positions

2.2 The FCSC's individual positions have been identified on the basis of FCSC's mandate, functions and ToRs.[1] They are briefly mentioned below;

Commission

I. **Chairperson-1** post (Special Rank)

II. **Deputy Chairperson-1** post (Director General Rank)

III. **Commissioner- 7** posts (Director General Rank)

Total=9 posts

---

[1] Please see the USAID/ Tarabot-CSR document; *''FCSC- Identification of Staffing Needs''* (January, 2012).

FCSC Office

IV. **Director General- 5** posts (Grade-'B')

a. Financial and Administrative Department (1 post)

b. Legal Department (1 post)

c. Department for Administration Studies and Research (1 post)

d. Department of Public Administration Development (1 post)

e. Department of Coordination and Follow up with Ministries/ Agencies (1 post)

V. **Director -15** posts (Grade-2)

a) Chairperson's Office (1 post)

b) Finance and Administration Department (4 posts)

c) Legal Department (3 posts)

d) Administration Studies and Research Department (2 posts)

e) Public Administration Development Department (3 posts)

f) Coordination and Follow up with Ministries/ Agencies Department (2 posts)

VI. **Deputy Director-34** posts(Grade-3)

a. Chairperson's Office (3 posts)

b. Finance and Administration Department (9 posts)

c. Legal Department (6 posts)

d. Administration Studies and Research Department (5 posts)

e. Public Administration Development Department (7 posts)

f. Coordination and Follow up with Ministries/ Agencies Department (4 posts)

VII. **Executive Assistant- 80** (Grade-4)

a) Chairperson's Office (6 posts)

b) Finance and Administration Department (36 posts)

c) Legal Department (4 posts)

d) Administration Studies and Research Department (10 posts)

e) Public Administration Development Department (18 posts)

f) Coordination and Follow up with Ministries/Agencies Department (6 posts)

VIII. Civilian Motor Driver-10 posts (Grade-8)

a) Finance and Administration Department

IX. Office Assistant-20 posts (Grade-8)

a) Finance and Administration Department

X. Hygiene and Sanitation Worker-6 posts **(Grade-9)**

a) Finance and Administration Department

(A) Office Facilities for FCSC's individual positions

2.3 The FCSC office-facilities for the individual positions have been identified in **Table-1,** below;

Table-1

FCSC Position	Item, required for the FCSC Office	Number of Items, to be procured
Chairperson - 1 post	Office-Executive Table	1
	Executive Chair	1
	Visitors' Chair	5
	Sofa Set	Two seaters-2
		Three seaters-2
	Scanner	1
	Printer	1
	Shredder	1
	Meeting Table +10 chairs	1
	Laptop	1
	LCD Screen TV	1
	Satellite TV Receiver	1
	Refrigerator	1
	Fax Machine	1
	Executive Land Line Phone (Boss-P. A set)	1
	Internal Phone	1
	Cabinet	2
	Book Shelves	2
	AC	2
1. Deputy Chairperson-1 Post; and,	Office-Executive Table	1x8= 8
	Executive Chair	1x8= 8

2. Commissioners – 7 posts	Visitors' Chair	5x8=40
	Sofa Set	Two seaters-2x8=16
		Three seaters-1x8=8
	scanner	1x8=8
	printer	1x8=8
	shredder	1x8=8
	Meeting Table Set (1-Table +8-chairs)	1x8=8
	Laptop	1x8=8
	LCD Screen TV	1x8=8
	Satellite TV Receiver	1x8=8
	Refrigerator	1x8=8
	Fax Machine	1x8=8
	Executive Land Line Phone (Boss-P. A set)	1x8=8
	Internal Phone	1x8=8
	Cabinet	2x8=16
	Book Shelves	2x8=16
	AC	2x8=16
Director General - 5 Posts	Office-Executive Table	1x5= 5
	Executive Chair	1x5= 5
	Visitors' Chair	4x5=20
	Sofa Set	Two seaters-1x5=5
		Three seaters-1x5=5
	scanner	1x5=5
	printer	1x5=5
	shredder	1x5=5
	Meeting Table Set (1-Table +6- chairs)	1x5=5
	Laptop	1x5=5
	LCD Screen TV	1x5=5
	Satellite TV Receiver	1x5=5
	Refrigerator	1x5=5
	Fax Machine	1x5=5
	Executive Land Line Phone (Boss-P. A set)	1x5=5
	Internal Phone	1x5=5
	Cabinet	2x5=10
	Book Shelves	1x5=5
	AC	1x5=5
Director- 15 Posts	Office Table	1x15= 15
	Office Chair	1x15= 15
	Visitors' Chair	3x15=45
	scanner	1x15=15
	6 chairs Meeting Table	1x15=15
	Desktop Computers	1x15=15
	Refrigerator	1x15=15
	Land line phone	1x15=15
	Internal Phone	1x15=15

	Cabinet	2x15=30
	Book Shelves	1x15=15
	AC	1x15=15
Deputy Director- 34 Posts	Office Desk	1x34=34
	Office Chair	1x34=34
	Desktop Computer	1x 34=34
	Internal Phone	1x34=34
Executive Assistant- 80 Posts	Office Desk	1x80=80
	Chair	1x80=80
	Desktop Computer	1x80=80

(B) <u>Office-facilities, which are to be shared by a group of FCSC staff</u>

2.41 The FCSC office-facilities, which are to be shared amongst Directors, Deputy Directors and Executive Assistants are identified in the **<u>Table-2</u>**, below;

<u>Table-2</u>

FCSC Position	Shared Items, required for the FCSC Office	Number of Items, to be procured
1. Directors - 15 Posts; 2. Deputy Director- 34 Posts; and, 3. Executive Assistant -64 Posts	Printer	15
	shredder	15
	Photo copy Machine	15

2.42 The FCSC office-facilities, which are to be shared amongst Deputy Directors and Executive Assistants are given in **<u>Table-3</u>**, below;

<u>Table-3</u>

FCSC Position	Item, required for the FCSC Office	Number of Items, to be procured
1. Deputy Director- 34 Posts; and, 2. Executive Assistant- 80 Posts	Scanner	34
	Refrigerator	15
	Internal Phone	34

	Cabinet	84
	AC	34

2.43 The FCSC office-facilities, which are to be shared amongst the Civilian Motor Drivers are given in **Table-4**, below;

Table-4

FCSC Position	Item, required for FCSC Office	Number of Items, to be procured
Civilian Motor Driver- 10 Posts (For Driver's Cabin)	Table	2
	Sitting Benches	4
	Cup Board	2
	Internal Phone	1

2.45 The FCSC office-facilities, which are to be shared amongst the Hygiene & Sanitation Workers are given in **Table-5**, below;

Table- 5

FCSC Position	Item, required for FCSC Office	Number of Items, to be procured
Hygiene and Sanitation Worker- 6 Posts (For Hygiene Store cum Cabin)	Table	1
	Sitting Benches	2
	Cup Board	1
	Internal Phone	1

(C) FCSC's common office-facilities, to be shared by all FCSC personnel

2.5 FCSC office-facilities, which are common for all users are given in **Table-6**, below;

Table-6

Office	Item	Number of Item
Training Room	Desk	25
	Chairs	27
	printer	1
	shredder	1
	Office Table	1
	Desktop computers	25
	Projector	1

	White Screen	1
	Internal Phone	1
	Cabinet	2
	Book Shelve	1
	AC	1
Conference Hall	Projector	1
	Folding Chairs	60
	White Screen	1
	Tables	8
	Chairs	10
	AC	4
Library	Table	10
	Chairs	83
	Desk	1
	Book Shelves	30
	Cabinet	5
	AC	2
Archive	Chair	1
	Desk	1
	Cabinets	20
	Book Shelves	10
	AC	1

---

3. Procurement of FCSC Assets

Definitions

3.1 The FCSC's assets can be classified into following two catagories;

(i) Non-expendable Assets: The non-expendable assets can be further classified into following three categories;

a. Assets or equipment valued at (1,000,000 ID) or more per unit, at the time of purchase and having a service life of at least five years (e.g., photocopiers, major equipment, vehicles, etc.);

b. Special items, which are considered to be of an attractive nature and easily removable from the premises because of their size, costing (500,000 ID) or more per unit at the time of purchase and with a serviceable life of three years or more (e.g., computers, cameras, televisions, tape recorders, etc.);

c. Group inventory items (e.g., furniture, modular workstations), with a serviceable life of five years or more, irrespective of value.

(ii) Expendable Assets: The expendable assets can be further classified into following two categories;

a. Property or equipment valued at (1,000,000 ID) or less per unit at the time of purchase (e.g., toner cartridges, consumables, etc.);

b. Property or equipment valued at (1,000,000 ID) or more but with a serviceable life of less than five years.

Procurement Methodology

3.21 The methodology, to be followed for procurement of office-facilities in FCSC shall be based on the Iraqi Government's regulatory framework for public procurement. The Procurement Unit of the Finance and Administration Department of FCSC shall be responsible for following this procedure for the public procurement of office-facilities, within the allocated budget of FCSC.

3.22 The Legal Services Division of the Legal Department of FCSC shall be responsible for drafting the notice for open tenders (in the Newspapers…etc.) and preparation of contracts, in association with the Procurement Unit. The contracts shall be legally binding agreements between the FCSC and one or more suppliers, for the supply of specified goods, services and/ or, works. The contract will set out the details of what the FCSC is buying and is being delivered (the specified goods, services and/ or, works- of the right quality, in right quantity, at right price, at right place, at the right time). It will also determine the rights and obligations of both parties.

3.23 The salient features of a proficient procurement methodology are- ''Economy, Efficiency, Fairness, Transparency, Accountability & Ethical Standards''. Such procurement methodology inspires the confidence and willingness of well-qualified vendors, to compete. This directly benefits the purchasing entity, responsive contractors and suppliers. On the contrary, a procurement system that disregards this commitment in public procurement stimulates hesitation to compete, submission of inflated bids, or submission of deflated bids (followed by delayed or defective performance). Other direct results include collusion in bribery by frustrated vendors and purchasing entities, bad value for those entities, and betrayal and abuse of the public trust for personal gain.

3.24 The salient features of the proficient procurement methodology are explained, below;

a. <u>Economy</u>

Procurement is a purchasing activity, whose purpose is to give the purchaser best value for the money. For complex purchases, lowest initial price may not equate to lowest cost over the operating life of the procured item. Therefore, value may imply more than just price, for example, quality issues also need to be addressed.

b. <u>Efficiency</u>

The best procurement process is simple and swift, producing positive results without protracted delays. In addition, efficiency implies practicality, especially in terms of compatibility with the administrative resources and professional capabilities of purchasing entity and its procurement personnel.

c. Fairness

Good procurement is impartial, consistent, and therefore reliable. It offers all interested contractors, suppliers and consultants an equal opportunity to compete and thereby, expands the purchaser's options and opportunities.

d. Transparency

Good procurement establishes and then maintains rules and procedures that are accessible and unambiguous.

e. Accountability and Ethical Standards

Good procurement holds its practitioners responsible for enforcing and obeying the rules. It makes them subject to challenge and to sanction, if appropriate, for neglecting or bending those rules. Accountability is a key inducement to individual and institutional probity, a key deterrent to collusion and corruption, and a key prerequisite for procurement credibility.

Thus, proficient public procurement requires varied professional and technical knowledge of how to establish such matter, as well as discipline and determination to administer.

Responsibilities of Procurement Unit (Finance and Admin. Department)

3.31 The Procurement Unit, under Finance and Administration Department of FCSC shall be the nodal section, responsible to;

a. Maintain records such as purchase orders, receipt and inspection, other procurement correspondence and disposal documentation related to inventoried assets;
b. Undertake the process of procurement of goods, services and work according to the Iraqi Government's regulatory framework for public procurement;
c. To implement policies that ensure procurement of goods, services and work of best quality, at lowest price and are conducted with the ethical means;
d. To take the decisions of procuring goods, services and work in a transparent and consistent manner, while safeguarding the commercial interests of FCSC;
e. To Maintain close liaison with suppliers on production capacities, readiness and material supply, and conduct sample approval with suppliers;

f. To process purchase orders, and benchmarking exercise to evaluate industry trend and new supplier selection;
g. To maintain the system of storage and safekeeping of equipment/ office supplies/ stationary; stock control, its periodic inventory and initiating action for purchase, where necessary;
h. To maintain the records of all procurement actions of FCSC, for the purpose of audit.

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4. Asset Management and Inventory Control System

Introduction

4.1 Once the assets have been procured and brought on the stock of FCSC, they need to be managed through the Asset Management and Inventory Control System. The system provides a method of recording and updating information, retrieving data and generating records. The Director General (Finance and Administration Department), Director (Planning, Finance and Budget Division), Deputy Director (Procurement Unit), and Executive Assistant (Procurement) shall have access to the inventory records of FCSC.

Guideline for maintaining records of an asset

4.2 Following guideline shall be followed to determine the requirements for recording an asset:

a. All expendable and non-expendable asset items shall be recorded in Inventory Control System;
b. Leased or leased for purchase asset items shall not be recorded in Inventory Control System.

Asset Management and Inventory Control Procedure

4.3 Once a new asset item has been procured by the procurement unit, it shall be brought on the FCSC stock by the Logistics, Protocol and Asset Management Unit. Thereafter, it shall maintain the proper records for the items, being issued to any user section. The group inventory items will be responsibility of the Logistics, Protocol and Asset Management Unit and Procurement Unit, irrespective of their physical location in the FCSC.

Coding System

4.3 The Logistics, Protocol & Asset Management Unit shall use a coding system, to identify asset items in the Asset Management and Inventory Control System. Guidelines for placement of bar code labels are placed at **Annex-2**.

Responsibilities of Logistics, Protocol and Assets Management Unit

4.4 The Logistics, Protocol and Assets Management Unit (Finance and Administration Department) of FCSC shall be the nodal section, responsible to:

a. Oversee and manage central inventory of assets of FCSC.
b. Formulate policies and procedures, and coordinate the physical verification of inventories of FCSC departments/ divisions;
c. Provide the necessary equipment, bar code labels, access to relevant hardware and software for recording inventory data, supplies, training and other information related to conducting the physical inventory verification;

Responsibilities of Executive Assistant (Assets Management)

4.5 The Executive Assistant (Assets Management) shall be responsible for maintenance of records and for making arrangements for physical verification of inventories in respect of FCSC assets. S/he shall be:

a. Responsible and accountable for maintaining and updating FCSC's asset records, monitoring and movement of its assets, recommending disposal of obsolete and unserviceable assets and conducting quarterly physical verification of inventories;
b. Responsible for group inventory items, which are located in FCSC;
c. Responsible for submitting monthly and annual reports to Director General (Finance and Administration Department), through the Director (General Administration Division) and Deputy Director (Logistics, Protocol and Asset Management Unit);
d. Responsible to update any documentation related to acquisition, transfer or disposal of FCSC assets;
e. Responsible to maintain and update records of FCSC assets, using the asset/ inventory control system;
f. Responsible to undertake labeling and monitoring of movement of FCSC assets, including group inventory items;
g. Responsible to conduct physical verification of inventories on quarterly basis or, when special verification of inventories is necessary;
h. Responsible to ensure that all assets are tracked and secured in the manner that is most likely to prevent theft, loss, damage, or misuse of the assets.

Responsibilities of FCSC's staff members

4.6 Each FCSC staff member is accountable and responsible for the proper care and security of FCSC's assets, including any asset issued to him/her, in exercise of official duties. Any FCSC asset shall be issued to a FCSC employee, on the prescribed 'Loaned Property/ Asset Form'. A template for the form is placed at **Annex-3.**

Physical verification of Inventory items

4.71 The purpose of physical verification of inventory items is to verify the accuracy of assets and inventory control records by actual inspection and reconciling the discrepancies, if any. Each head of department and division shall ensure that comprehensive physical verification of inventory is conducted periodically. In addition, special inventory verification may be conducted, as necessary, for example:

a) By the Internal Audit Unit of Chairperson's Office;

b) By the Director General of Finance and Administration;

c) By the Director of General Administration Division;

d) If asset records require verification, or an accounting of all or a selected number of asset items is required to meet a particular requirement;

e) If the Logistics, Protocol and Asset Management Unit arranges for the completion of a special inventory verification and transfer of property in the inventory records within ninety (90) days from the date of reorganization, establishment, wind-up or expansion of a department or office, and other such events that require transfer of property.

4.72 Logistics, Protocol and Asset Management Unit shall be responsible for planning, organizing and scheduling physical inventories and coordinating related activities with their staff. The unit shall also be responsible for coordinating and consolidating the inventory data collected during the physical verification process of the inventory items.

Process of the Physical verification of Inventory items

4.7 The process of physical verification of inventory items shall be conducted as follows:

a) The Finance and Administration Department of FCSC shall provide the necessary tools, hardware and software for recording inventory data and training to Logistics, Protocol and Asset Management Unit and the Procurement Unit staff;

b) The staff of Logistics, Protocol and Asset Management Unit and the Procurement Unit shall record the bar code number and location of all non-expendable asset items and expendable asset items that are acquired by the FCSC and are required to be inventoried;

c) The staff of Logistics, Protocol and Asset Management Unit and Procurement Unit shall ensure that any asset item that has been located but was not previously bar coded or recorded in the asset management and inventory control system is bar coded and recorded during the process of physical verification of inventory items;

d) The staff of Logistics, Protocol and Asset Management Unit and Procurement Unit shall ensure that any asset item that is not available during the physical verification of inventory (e.g. assets under repair or the assets being used at home or, on a mission assignment) are accounted for during the physical verification of inventory items;

e) When the bar codes and location of all asset items in the FCSC departments or, divisions is checked, the Logistics, Protocol and Asset Management Unit and Procurement Unit staff shall upload the scanned data to the asset management and inventory control system.

Reconciliation of Inventory items, after Physical verification

4.9 The purpose of physical inventory reconciliation is to resolve any discrepancy, found during the physical verification of inventory items and to adjust the inventory records, accordingly. The reconciliation of inventory data shall be conducted as follows:

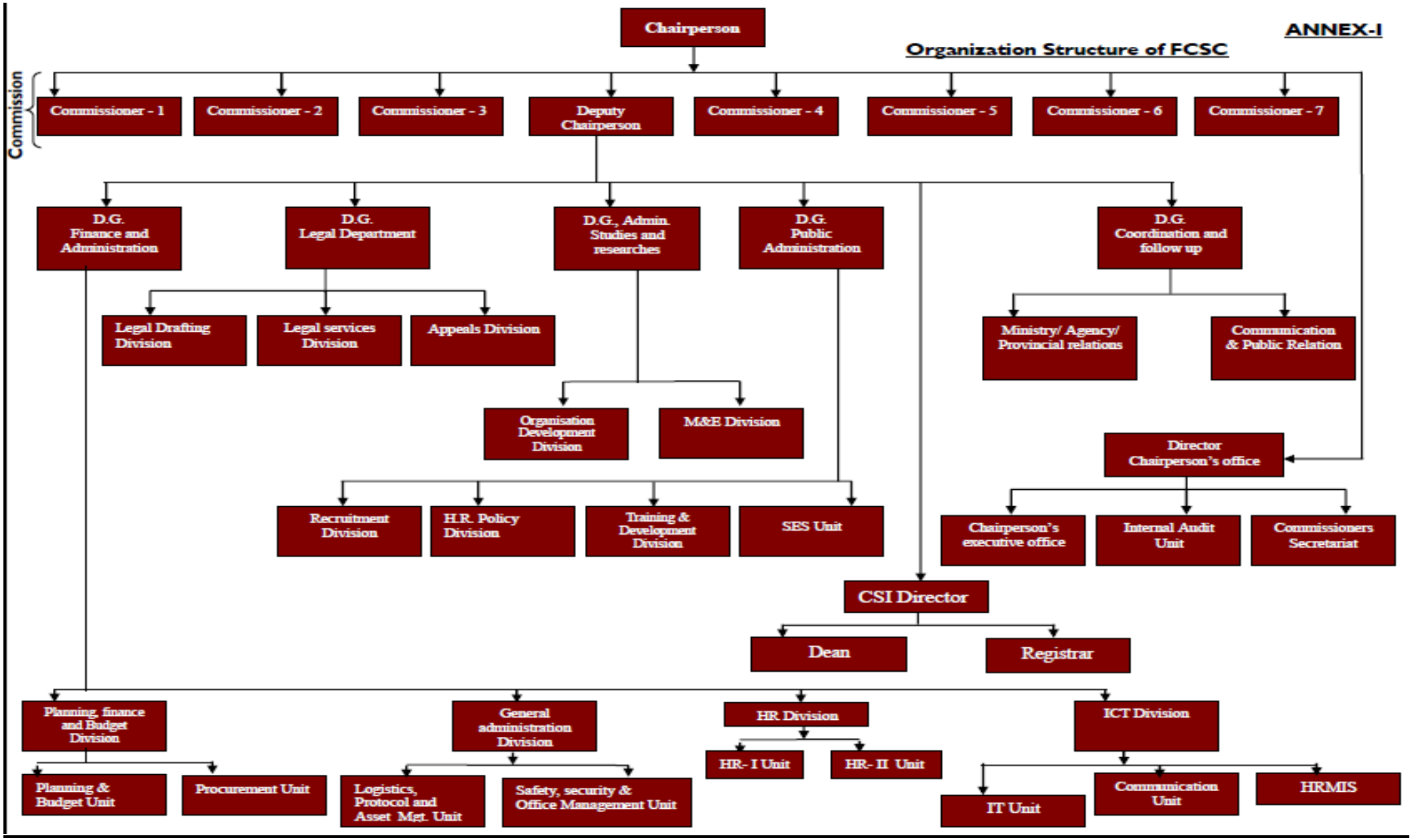
a) Once data from the physical verification of inventory items is uploaded into the asset management and inventory control system, the system should provide an exception report listing assets, whose location has changed and assets with invalid bar code numbers;

b) The Logistics, Protocol and Asset Management Unit, in cooperation with Procurement Unit shall be responsible for inventory control, in terms of reconciling and resolving any discrepancy between physical inventory count and the existing inventory records in the asset management and inventory control system;

c) The Director (General Administration) shall be responsible for reviewing the list of discrepancies to decide the appropriate action to be followed.

ANNEX-I

Organization Structure of FCSC



Annex-2

Guidelines for placement of bar code labels

Location bar code labels

1. Following guidelines shall be used for placement of location bar code labels:

a. **Workstations:** bar code labels shall be placed horizontally at the top of the base plate to the right side of entrance of the workstation;

b. **Open Areas:** location of the bar code label shall be determined, on site, in consultation with Logistics, Protocol and Asset Management Unit. It is recommended that the location bar code label be placed in a central or permanent floor control point.

Asset bar code labels

2. Following guidelines shall be considered when applying asset bar code labels:

a. Bar code labels shall be attached to the asset, straight (and never on a diagonal);

b. If the bar code label cannot be attached to the location specified below, the specific location shall be determined in consultation with the Protocol, Logistics & Asset Management Unit;

c. If the bar code label does not stick to the material of the asset, specific location shall be determined in consultation with the Protocol, Logistics & Assets Management Unit. Wherever possible, the bar code label shall be placed on a metallic surface;

d. All left, right, top and bottom directions described in the guidelines below are as facing the asset;

e. If the asset has an existing bar code label, the new bar code label shall be placed as close as possible to the standard locations described below. Existing bar code labels shall not be removed or covered, unless authorized by the Protocol, Logistics and Assets Management Unit;

f. Any item of furniture that is built-in or attached to the wall, such as wall shelves on brackets, shall not be tagged. Equipment such as television monitors or display screens that have been attached to the wall shall be tagged and recorded;

g. The location of the bar code label for items not specified below shall be determined in consultation with the Protocol, Logistics & Assets Management Unit. The bar code label shall not be placed on the working surface of the item.

Group Inventory Items

3. Following guidelines shall be considered when applying to the Group Inventory labels:

a. **Bookcase/shelving unit:** the bar code label shall be placed horizontally inside the top opening on the top right corner of the end panel. If the unit is over 6 ft, the bar code shall be placed in the opening in line with eye level;

b. **Chair:** the bar code label shall be placed on one of the prongs of the base close to the column. For Aeron chairs, the bar code label shall be placed on the mechanism under the seat on the right side, when facing the chair.

c. **Chair with or without arms (chrome or wood frame):** the bar code label shall be placed vertically, as high as possible, on the inside of the back right leg;

d. **Credenza:** the bar code label shall be placed horizontally on the right side of the base or inside the back right leg;

e. **Desk:** the bar code label shall be placed horizontally in the knee well on the side of the file pedestal, toward the front, preferably on the right pedestal if there is one.

f. **Filing cabinets:** the bar code label shall be placed horizontally on the front right edge of the piece at the top of the frame. The bar code label shall not be placed on the front edge of the wooden counter top;

g. **Lounge furniture (chair/sofa):** the bar code label shall be placed on a hard surface (leg, arm, trim, base) and to the right side of the piece in a conspicuous location;

h. **Storage cabinet:** the bar code label shall be placed horizontally on the front right edge of the piece at the top of the frame. If the storage cabinet is wooden or over 6ft high, the bar code label shall be placed on the front right side of the base;

i. **Table/computer table:** the bar code label shall be placed vertically on the inside back right leg or on the pedestal base (for conference tables), as close to the top as possible.

j. **Workstations or cubicles:** the bar code label shall be placed horizontally in the knee well on the side of the file pedestal, toward the front, preferably on the right

pedestal if there is one. Each workstation shall be tagged with only one asset bar code label. Workstation components shall not be individually labeled and any component attached to the workstation panel shall be considered as part of the individual workstation.

Other Categories of Non-Expendable Asset

4. The other categories of the Non Expendable Asset items for the placement of bar code labels are described below;

a. **Audio visual equipment:** the bar code label shall be placed horizontally in the lower right corner on the front of the item or the lower front corner on the right side of the item. The bar code label shall not be placed in a high use area that may be handled or on a surface on which the equipment may be laid down.

Conference room equipment such as drop down screens, voting wall displays and loudspeakers shall be labeled in the lower corner on the right side. The bar code label shall not be placed on the front of the item. Conference room mixing and control console equipment shall be labeled with one asset bar code label Individual microphones shall not be labeled.

b. Computers: the bar code label shall be placed above the brand name on the front panel of the processing unit. Each computer shall be tagged with only one asset bar code label. Components such as the monitor, keyboard, speakers and other peripherals shall be tagged if they satisfy the non-expendable property definitions provided in section 2.

c. Portable equipment (e.g., laptops): the bar code label shall be placed horizontally, on the bottom of the item, next to the manufacturer's label.

d. Printers, scanners: the bar code label shall be placed horizontally on the front upper right corner of the item. The bar code label shall not be placed in a high use area that may be handled.

e. Telecommunications equipment: the bar code label shall be placed horizontally in the lower right corner on the front of the item. The bar code label shall not be placed

in a high use area that may be handled or on a surface on which the equipment may be laid down.

f. Vehicles: the bar code label shall be placed in the glove compartment of the vehicle in a location so it can be easily read.

g. Other appliances: the bar code label shall be placed horizontal, in a location so it can be easily read. The bar code label shall not be placed in a high use area.

Annex –3

Template for Loaned Property/ Asset Form

Loaned Property Form

I acknowledge receipt of and responsibility for the following items (subject to the terms and conditions identified below) and will return them by the return date indicated.

ISSUED TO:	LOCATION:	ISSUED BY:
ISSUED TO: Signature	DATE OF ISSUE:	Est. Return Date: Actual Return Date:

Serial No./LADCO Sticker No.	Description of Item and Condition	Unit	Quantity

TERMS AND CONDITIONS

1. The recipient shall return the loaned property in like condition as when it was received, normal wear and tear excepted. If lost or damaged, then FCSC will be reimbursed the current price of replacement or repair.

2. The loaned property shall not be modified, loaned, or transferred to a third party without the prior permission of Logistics, Protocol and Assests Management Unit.

Federal Civil Service Commission (FCSC)

Information Technology Strategy

USAID-Tarabot, Iraq Administrative Reform Project

June 2012

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1. Executive Summary

Objective of the IT Strategy:

Objective of the Strategy of the Information and Communication Technology Division is to formulate its vision and a comprehensive evolutionary framework for its future activities. This vision and ambition will organize and develop the work of the ICT Division and the achievement of its objectives to make its global competitive characteristics capable of providing high quality services and keep pace with the evolution.

Achieving this requires a comprehensive plan to ensure full participation of all parties involved in the development of the ICT Division, whether from the circles of the Division or from the various departments within the Federal Civil Service Commission (FCSC).

The strategy for development of IT Directorate will:

- Cover 3 years period to come, and operate, according to a comprehensive and integrated approach to enhance the IT strength of FCSC.
- Establish a uniform policy for the investment of various resource systems (investment optimization), taking into account the difficulties, challenges and risks that may pose as obstacle to the achievement of goals.
- Establish a comprehensive framework for decision-making process related to this plan and set out the responsibilities and duties for all parties involved.
- Put initiatives that will implement the action plan originated from the IT strategy, which requires the allocation of financial and technical resources.

Key considerations for the IT strategy:

The strategy takes into account several key elements; the most important is the national goals, and initiatives , which must be reflected on the development of vision and action plans for services to the ICT Division, and form the basis upon which its commitment to achieve growth and development ICT Division over the next three years:

1. Raise the level of services provided to citizens of the country, and invest in modern technology to improve these services and present the best image of FCSC.
2. The fundamental role that falls to the ICT Division as a window through which the interaction with the surrounding environment and other governmental entities exists.

Summary of the terms of IT strategy

This introduction describes the structure of the IT strategy of the ICT Division. The strategy sets a clear framework for exchange, coordination and integration between the various units that focus on service objectives of Federal Civil Service Commission and helps in achieving them.

The IT strategy includes the following topics:

- Vision, Mission, And Values
- IT Systems, To Be Established - Future Outlook
- Strategic Objectives
- Key Success Factors
- Organizational Structure
- Services And Systems
- Network Infrastructure And Hardware Requirements
- Major Processes
- Road Map And Action Plan

2. Vision, Mission, and Values

2.1 Vision:

Invest in knowledge, use technology, and derive business, to live up to the highest level to provide transparency and equality in public administration and civil service management, as per international standards.

2.2 Mission:

Achieve the optimum use of technology, through applying different work methodologies, with highest reliability by a qualified and trained work force, to achieve the objectives of the ICT Division efficiently, effectively and achieve the principles of total quality in all aspects of activities and tasks, and reach to professional performance standards.

2.3 Values:

2.3.1 Commitment to service excellence:

- Measure satisfaction on a regular basis (electronic questionnaire).
- The establishment of a systematic evaluation on logical and practical basis to evaluate the IT services provided in terms of quality and matching the specification.
- Adoption of continuous improvement as a working method to improve IT services and match the best practices.

2.3.2 Encourage innovation, initiative and creativity:

- Reward and highlight excellence and innovation, and adoption of efficiency and effectiveness in the implementation of the business as an essential element of the evaluation.
- Encourage launching initiatives with added value to achieve the objectives of ICT division.

2.3.3 Learning and knowledge transfer:

- Establishment of clear IT programs and workshops to transfer knowledge and identify goals and objectives of the IT workshops.
- Identify the needs of the ICT Division for training and education on an ongoing basis and to develop mechanisms and plans to achieve these requirements.
- Focus on the principles of knowledge transfer management.

2.3.4 Ensure the participation of all stakeholders:

- Strengthen the relationship with internal partners and the achievement of the principle of complementarities in the implementation of business between the ICT Division and the relevant departments.
- Expand the channels of communication with the recipients of the service and activate the suggestions through the website of the Federal Civil Service Commission.

2.3.5 Belief in change, development and continuous improvement

- Implementation of business through global best practices and methodologies, adopted in the way global business perform in the information technology sector.
- Development of training programs on business improvement and technical skills.
- Participation in programs, seminars and exhibitions.

2.3.6 Team work:

- Formation of teams and groups for all projects within the directorate and avoid personal interests.
- Achieving goals by cooperative working groups, exchange knowledge and information for business success and increase the efficiency of services.

2.3.7 Fairness, justice and equal opportunities:

- Adoption of principle of transparency and justice for the distribution of incentives within rules and regulations declared in advance.
- Allocation of work and tasks through general framework of the Directorate programs and action plans according to what is planned.
- Familiarize staff with the rights and duties that must be adhered to.
- Give the opportunity for all to express their opinions and suggestions and inform them of the developments and business results, first hand.

3. IT systems, to be established - Future Outlook

The future Outlook for the ICT Division and its main objective is to lead the process of development and modernization of the work within Federal Civil Service Commission (Business Leader). The belief of the ICT Division is that the information is the main driver in this era of economy.

To fulfill the above objective, following tools and systems shall be established and in operations during the next three years:

- **Human resource development** and creation of self-censorship in this institution, by involving the staff in the decision making process and their participation in developing the procedures, standardization, thus institutionalizing the work- process. This can be achieved only by automating the processes according to international standards and procedures.
- Help the decision maker **access the information accurately and in timely manner,** to make the right decisions quickly and easily by using **different reporting tools and systems**.
- Development of **infrastructure and equipment**, and establish a **link with all ministries** through a fiber optic network.
- **Develop a bank for information and data** that serves the public, private sector, government entities and the public at large.
- Implement, host and maintain a unified **Human Resource Management Information System** to serve the entire governmental bodies in the country.
- Design, develop and maintain the **Federal Civil Service Commission Website**.
- Design, develop and maintain the **Federal Civil Service Commission Data Center**.
- Implement, activate and enforce the use of **government e-mail** using **Exchange Server** and eliminate using personal email addresses for official communications.
- **Telecommunication exchange** tools and services.

4. Strategic Objectives

4.1 Global Standardization

Establish the way business performance and the tools to be used to the standards and methods of work, subject to international standards and emulate the best in the market.

4.2 Know How and Maximum Utility

The optimum use of resources and means of technology to achieve the principle of efficiency, effectiveness and maximum benefit.

4.3 Increased Technology Culture

Lifting and spreading the culture of technology within the Federal Civil Service Commission, to reflect the way and style of doing business with transparency and clear parameters and values .

4.4 Interactive services

Provide interactive services to service- recipients, directly.

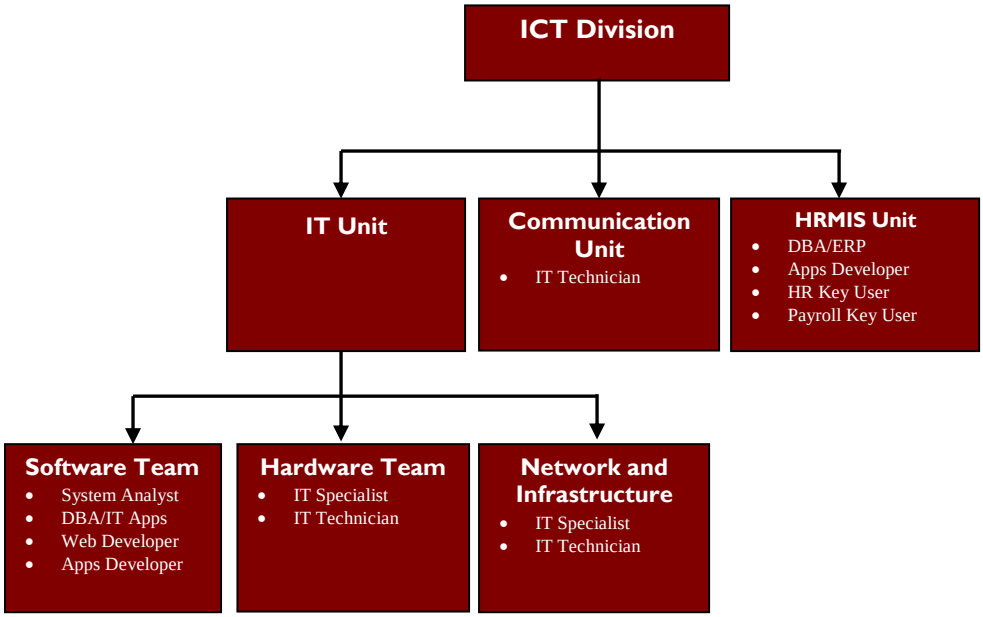
5. Key Success Factors

The Key success factors, essential for accomplishing the strategic objectives, are outlined in the under mentioned table:

Ser.	Strategic Objective	Key Success Factor
1	Global Standardization	1- Implement the unified Human Resources Management Information System (HRMIS). 2- Technical competence of the IT staff and modern of equipments. 3- Implement the Strategic plan
2	Know How and maximum utility	1- Establish the Data Center. 2- Upgrade the Network and security.
3	Increased Technological Culture	1- Plans for IT training and activation of the liaison of IT users in all FCSC Departments. 2- Business Process Re-engineering. 3- Publication and dissemination of data-security policy.
4	Interactive services	1- Establishment of Customer Service Centre. 2- Web site Development. 3- Electronic and telecommunication Services 4- Email Services

6. Organizational Structure

The organization chart of the ICT Division of FCSC is depicted in the under mentioned diagram;



6.1 Staffing Needs and Experience for the (ICT Division)

Ser.	Job Title	No. of posts	Job Functions	Skills
1.	**IT Technician**	3	• Provide support for all IT- related queries within the FCSC. • Installation and configuration of IT software /hardware for the FCSC. • Maintain FCSC's internal and mobile phone systems. • Provide IT training to FCSC, staff where required. • Other IT and Communication related tasks/responsibilities.	• 5 years related Solid experience in IT support. • Fluency in English is a must. • Bachelor's degree in Computer Science or equivalent.

Ser.	Job Title	No. of posts	Job Functions	Skills
2.	**IT Specialist**	2	• Identify and procure hardware and software. • Install hardware and peripheral components such as monitors, keyboards, printers and disk drives on FCSC's premises. • Knowledge of scripting and software development especially in Linux environment. • Troubleshoot, repair, maintain and perform testing activities on	• Minimum of 5-7 years experience. • Bachelor's degree in Computer Science or equivalent. • MCSE, MSCA, Linux, Oracle or

			computer equipment, peripherals, data communication, computer network and phone systems. • Load appropriate software packages such as operating systems (win XP, Vista, Linux), networking components and office applications. • Assist in customizing and adapting existing programs to meet users' requirements Provide telephone, in-person and online support to end-users. • Connect users to networks and provide initial training in facilities and applications. • Administer email and anti-virus on servers, laptops and desktop computers. • Rotate daily back-up media.	Cisco certifications are a plus. • Knowledge of LAN/WAN systems, networks and applications. • Fluency in English.

Ser.	Job Title	No. of posts	Job Functions	Skills
3.	**Systems Analyst**	**1**	• Project management of all IT related Projects. • Administration of core IT platform. Design and specification documentation for applications / new developments. • Coding of prototypes of product developments and later migration to core platforms.	• Minimum of 5-7 years experience. • Fluent in English • Bachelor Degree in Computer Science. • Project Management

			• Maintenance of multiple applications. • Identify areas for automation and business process re-engineering including AS-IS and TO-BE process mapping. • Strategic Planning for Current & Future System requirements.	Experience. • Ability to code in minimum one of the web-based language / platform: Either DOT NET or J2EE. • Process mapping, swim-lanes.

Ser.	Job Title	No. of posts	Job Functions	Skills
4.	**DBA** **(IT Apps. / ERP)**	**2**	• Establishes and maintains the database environment and the required development tasks established for any applications, sets database parameters and ensures integrity of systems database. • Executes backup, recovery and other housekeeping procedures applicable to the production, test and clone environments in accordance with FCSC policy. • Solves highly technical, complex issues and is consulted on varied multidimensional database related issues. • Perform database planning, creating standard operating procedures and policies including but not limited to	• 5 years related experience Microsoft SQL Server database or Oracle database management, maintenance and implementation. • Fluent in English. • Bachelor's degree in Computer Science or equivalent. • Proficiency in programming using SQL and similar database query languages. • Working

			established change control and migration. • Oversee operational data integration points and issues. Develop database sizing and participates in vendor selection. Establish and enforce optimized methods of transferring data between various database management systems. • Monitor the resource utilizations and performance by using the monitoring tools or DBA standard tools. • Use the generated reports to perform a preventive maintenance. • Maintaining system recovery processes & performing periodic system recovery tests. • Monitors the database performance and health as needed and according to FCSC IT policy. • Coordinates with Applications area regarding changes to database requirements i.e. field size, extracting data, restructuring and reloading data. • Tests all server patches on a test machine before carrying them to production.	knowledge with Linux and MS Windows Operating Systems. • Microsoft .Net Framework knowledge. • Microsoft Visual Studio knowledge. • Microsoft C# knowledge.

Ser.	Job Title	No. of posts	Job Functions	Skills
5.	**Web Developer**	**1**	• Responsible for creation, design and maintenance of FCSC website according to specification. • Design, develop and maintain the corporate website ensuring strong functionality and optimization. • Design, develop and maintain relational database systems and their web interface integrating the server database with FCSC website. • Design of FCSC web page infrastructure and application related to pages with more advanced graphics and features. • Assist ICT Division in the planning of overall strategy regarding web development and search engine optimization. • Monitor web server and site Technical performance.	• 5 years related experience, Web and database development. • Fluent in English. • Bachelor's degree in Computer Science or equivalent. • In depth in ASP, JSP, JavaScript, CSS and (X) HTML, AJAX knowledge. • Web / Graphical design skills.

Ser.	Job Title	No. of posts	Job Functions	Skills
6.	**Applications Developer**	**2**	• Develops custom solutions using Oracle Forms or JDeveloper. • Develops Reports using Oracle Reports, XML Publisher and Jasper. • Delivers technical and business documents. • Capable of building personalization on Oracle or any other ERP. • Develops Data migration scripts using Pl/SQL or other oracle tools. • Builds interfaces between Oracle E-business or any other ERP and other 3rd party applications using Oracle PL/SQL, BPEL or other tools. • Develops or Modify Oracle Workflows using Oracle Workflow builder. • Capable of providing technical workarounds for critical issues.	• 5 years related experience. • Fluent in English. • Bachelor's degree in Computer Science or equivalent. • working knowledge of Financial and HR systems. • Oracle Certified Professional (Developer Track). • OAF, ADF, BPEL, ODI hands-on experience is a plus.

Ser.	Job Title	No. of posts	Job Functions	Skills
7.	**Key User** **(HR, Payroll)**	**2**	• Carry out assignments as given. • Provide insight into the issues and resolution of those issues. • Are closely in tune to the real needs and practices of their assigned area. • Provide the practical knowledge related to their area. • Develop test scripts • Conduct the testing sessions • Conduct workshops with stakeholders to disseminate and convince the new business processes. • Get the approval from departments/stakeholders on the proposed solution. • Provide mentoring and support for the end users. • Ensure that the software is used most effectively to provide solutions to business needs. • Train the employees on the new processes and on the system.	• 3 years related experience. • Fluent in English. • Bachelor's degree in relevant field. • Professional certificates in related fields are a plus.

* Key User (HR, Payroll) to be identified in the HR Division and Finance & budget Division (Department of Finance & Administration) of FCSC.

6.2 Duties and Responsibilities

6.2.1 Responsibilities of Information and Communication Technology (ICT) Division:

This division will be responsible for designing and implementing policies and strategies for information and communication technology (ICT) and maintaining and updating HR database of federal civil servants in the FCSC. The responsibilities of the ICT Division, which consist of following three units, include the following;

6.2.2 Responsibilities of Information Technology Unit

- To design and implement policies and strategies for information technology to ensure its development as well as supply of services to FCSC.
- To design, develop and maintain the website of FCSC;
- To design, develop and maintain a system of communication network for sharing of documents through local area network (LAN) in the FCSC office;
- To design, develop and maintain a system for access to internet, electronic mail and, services for video-conferencing in the FCSC office;
- To carry out technical studies to purchase and/or, upgrade the ICT materials and equipment;
- To procure and maintain computer Hardware/software/spares/consumables/ computer stationary and, computer furniture;
- To procure user specific software and hardware for user specific requirements of various departments of FCSC;
- To ensure the management and licensing of software;
- To ensure the maintenance of information and communication technology (ICT) infrastructure;
- To implement security measures of software and hardware resources;
- To develop and maintain procedures and rules of safety equipment, software and systems;
- To ensure the management and maintenance of ICT servers- www, email, firewall and others.
- To devise preventive measures for data recovery from disasters, covering aspects of mobility and migration, backup, infrastructure protection, and training on disaster management;
- To promote, in collaboration with the HR division, IT training of FCSC staff;
- To provide assistance to the users of information and communication system of FCSC (help desk services).

6.2.3 Responsibilities of Communication Technology Unit

- To create and maintain a service telephone communication, including PBX and network of internal communication by telephone;
- To prepare and update internal Telephone Directories of FCSC.

6.2.4 Responsibilities of HRMIS Unit

- To design, develop, implement and operate a comprehensive human resource management information system (HRMIS), serving all Iraqi ministries and agencies, within FCSC's jurisdiction;
- To generate user-specific HRMIS reports, required for effective planning and management of Iraqi Federal Civil Service;
- To support the development and operations of HRMIS units in Federal and provincial Civil Service Commissions.

7. IT Services and systems

The following summarizes the IT services that the Information and Communication Technology Division will provide- internally and externally if required and the set of software needed:

7.1 Services:

- Help Desk Services
- Hardware/ Software Services
- Infrastructure Services
- Third Party Services
- E- mail Service
- Web Services
- Application Services
- Database Services
- SLA Services
- Training Services
- Intranet & Internet Services
- Telecommunications and wireless Services
- Consulting Services

7.2 Software:

- Human Resource Management Information System.
- Microsoft Active Directory.
- Microsoft Exchange.
- Microsoft Forefront TMG 2010 Enterprise Edition.

8. Network Infrastructure and Hardware Requirements

The following summarizes the needed network and hardware infrastructure which ICT will need in order to carryout and manage the daily operations:

A. Cabling and Cable Accessories.
B. Network Components.
C. Servers, Personal Computers and other components.
D. Tape Backup System.
E. Software Component.
F. Professional Services (Microsoft Software Components)

The following table illustrates Specifications and Quantities of each required item. **Quantities shown below are projected quantities.** The responsibility to determine exact quantity lies with the vendor, to be based on the actual site visit.

Category	Item / Requested Specifications	QTY
(A). Cabling and Cable Accessories	1- Termination and laying of Cat 6 E, Cables including Testing , Labeling and Documentation.	500 m
	2- RJ45 Cat6 E , Rack Mount Patch Panels , 48 Ports.	4
	3- Wall Mount 19" Cabinet, 15-18U, with one PDU of 4 x 13Amp outlets , 2 fan units.	4
	4- RJ 45 , Cat 6 E Patch Cable , Blue Color , 1 M length.	200
	5- RJ 45 , Cat 6 E Patch Cable , Gray Color , 2 M length.	180
	6- RJ 45 , Cat 6 E Patch Cable , Gray Color , 3 M length.	100
	7- Floor - Mount Servers Cabinet 1070 X 600, 42 U with front and Back doors including 4 PDUs each of 8X13 Amp.	1
	8- KVM system 16 port Consol Switch, 15" TFT , 101 KB, Mouse.	One set
	9- KVM Server Connection Kit.	18

(B). Network Components	**Network Switches:**	
	1- Rack Mount Layer 2 Switch, 48 ports 10/100 , with 1000M Up Link , Manageable.	4
	2- Rack Mont Layer 2 Switch, 24 ports 10/100, with 1000M Up Link , Manageable.	1
	3- Rack Mount Layer 2 Switch, 24 ports 10/100 , Manageable.	2
	4- Rack Mount Layer 2 Switch, 12 ports , 1000M , Manageable .	1
	Fire Walls:	
	1- Rack Mount Firewall box , 4 ports 10/100/1000, 100 VPN Sessions , Packet Filtering , Content Filtering , Anti SPAM.	1
	Interconnecting Remote Offices:	
	1- Router, 4 Serial Ports, 2 Ethernet 10/100/1000, with Serial WAN cables.	1
	2- Office Router , 1 Serial port , 1 Ethernet 10/100 With Serial WAN Cable.	4

(C). Servers , PCs and other Components	**Rack Mount Servers with Min of:**	5
	1- 2U Max.	
	2- Dual Power Supply Redundant Units.	
	3- 2 X Quad Core Intel Xeon E5320 1.86 GHz Processor, with 8 MB L2 Cache and 1066 MHz Front Side Bus.	
	4- 4 GB RAM.	
	5- 4 X 73 GB Hard Disks with Raid 0 ,1,5.	
	6- Dual 10/100/1000 Ethernet Ports Auto Sensing.	
	7- FDD and DVD – CD/RW Combo.	
	8- One Spare Slot to host External SCSI Adapter.	
	Personal Computers:	
	1- Intel Core i7 2600(3.40GHz) 4GB DDR3 500GB HDD Capacity Intel HD Graphics 2000 Windows 7 Professional 64-Bit.	190
	2- 20" 1600 x 900 5ms LED Backlight Widescreen LCD Monitor 250 cd/m2 1000:1	7
	3- 17" 5ms LCD Monitor 250 cd/m2 800:1	183
	Lap Tops:	2
	1- Intel Core i7-2720QM Quad Core (2.2 GHz, 6 MB cache)	
	2- 4 GB DDR3 1333MHz RAM, 350 GB SATA (7200 rpm) HD	
	3- Intel Advanced-N 6250 WiMAX 802.11a/g/n WLAN	
	4- 15.6" FHD (1920x1080) screen, 8x DVD+/- RW, AMD FirePro M5950 (w/ 1 GB GDDR5 memory) Video Card	
	5- Windows 7 Professional (64-bit)	
	Printers:	
	1- LaserJet Enterprise Multifunction Printer all in one (Printer, Scanner, Copier, Fax) B&W and color	7
	2- Black-and-white laser printer	65
	3- Dot Matrix Printer - supports ARABIC	2
	Scanners:	
	1- Scan-jet Enterprise Sheet-feed Scanner	1
	2- Scan-jet Photo Scanner	10
	Projectors:	
	1- Conference Room Projector	3

(D). Tape Backup System	1- LTO2 200/400G Rack Mount, SCSI coupled, with 5 Media Packs and SCSI Interconnection Cable.	1
	2- External SCSI Adapter	1
(E). Software Components	**Microsoft 3 Year MYO Agreement (Multi-Year Open):**	
	1- Software License for Windows XP Pro or Windows 7 professional 250 Users Including MS Office 2007 Suite , Office XP and Core User CAL.	250
	2- Software License for Windows Server Enterprise Edition(latest Version).	5
	3- Software License for MS Exchange.	1
	4- Software License for MS Forefront TMG 2010 Enterprise Edition	1
	Centralized Backup Utility:	
	1- Verities (Symantec) or Equivalent covering Windows Server Enterprise Edition(latest Version), MS AD, MS Exchange, MS Proxy and SQL databases.	1
	Anti Virus Package:	
	1- Desktop Anti Virus.	203
	2- Windows Server Enterprise Edition(latest Version).	8
	3- MS Exchange System (Mail Content).	1
	4- Microsoft Web Servers.	2

(F). Professional Services (Microsoft Components)	**Setup and Implement Standard and MS Active Directory Platform based on MS best practice and Default Policies including :**	1
	1- PDC and SDC.	
	2- WINS.	
	3- DHCP.	
	4- Internal DNS.	
	Setup and Implement MS Exchange System based on MS best practice and Default policies including:	1
	1- SMTP connectors.	
	2- Remote access via POP3 and HTML.	
	3- Active Directory Integration.	
	4- Quota groups.	
	5- Mail Disclaimers.	
	Setup and Implement MS Forefront TMG 2010 Enterprise Edition based on MS best practice and Default policies including:	1
	1- URL filtering.	
	2- Network Inspection system.	
	3- Web Anti-malware.	
	4- HTTPS Inspection.	
	5- Server Management.	
	6- Centralized Management.	
	7- Active Directory Integration.	

9. Major IT Processes

The following is a list of major IT processes to be initiated by the ICT Division:

- Building of new systems or converting from one IT language to another, databases consolidation and integration.
- Maintenance of operating systems and programs (new program or amendment to existing programs or spreadsheets).
- Follow-up on backups of data and systems.
- Provide training for the super users on all systems and applications.
- Participate in the preparation of technical specifications for IT related tenders (applications and hardware), study the offers and receive the bids, help in the selection process and the technical follow-up to it.
- Prepare and set the infrastructure of the departments and the main building.
- Follow-up of the fire alarm devices, Air conditioners, UPS devices, and Installation of the new UPS and power regulators.
- Lay-out the fiber-optic networks.
- Maintenance of the network in administrative units.
- website design for the FCSC.
- Update the data and queries on the website on a daily basis and periodically.
- Receive complaints and suggestions through the website or phone, follow-up the complaints and work on resolutions.
- Follow-up problems received through the help disk and work to resolve them.
- Follow-up maintenance contracts with third party companies, including service level agreements.
- Follow-up and coordination with various government departments in the areas of joint work.
- Project management services and follow-up on work plans for various IT projects.
- To provide technological solutions and all what is new in technology for administrative units.
- To provide e-mail services and support for administrative units.

10. IT Road Map and Action Plan for FCSC

The following table highlights **YEAR-1** activities and the time frame suggested for purchasing and installing each item:

Ser.	Activity	Description of items	Time Frame (Year-1)
1.	**Structured Cabling**	• **Termination and laying of Cat 6 E, Cables including Testing , Labeling and Documentation.**	Q1
2.	**Build The Network Components**	• **Network Switches** • **Firewall** • **Interconnecting Remote Offices**	Q1-Q2
3.	**Purchase and setup Servers , PCs and other Components, with Professional Services and Software (Microsoft Software Components)**	• **Rack Mount Servers** • **Personal Computers** • **Laptops** • **Printers** • **Scanners** • **Projectors** • **Tape Backup System**	Q2-Q4
4.	**Setup Telecommunication tools and services.**	• **Phones** • **Switch** • **Fax machines**	Q2-Q4
5.	**Implement government e-mail (@FCSC.gov.ir) using Exchange Server**	• **Setup MS Exchange Server**	Q4

The following table highlights **YEARS 2 & 3** activities and the time frame suggested for purchasing and installing each item:

Ser.	Activity	Description of items	Time Frame (Years- 2&3)
1.	**Design, develop and maintain the Data Center**	• **Network** • **Security and surveillance** • **Fire Fighting System** • **Access Control System** • **Climate Control System**	Y2(Q1 - Q2)
2.	**Implement, host and maintain a unified Human Resource Management Information System**	• **Vendor Selection** • **Implementation Activities**	Y2 - Y3
3.	**Design, develop and maintain the Federal Civil Service Commission Website.**	• **Requirements specification** • **Website development**	Y2 - Y3

Federal Civil Service Commission (FCSC)

Recruitment Plan (2012-13)

By- Rajeew Kumar Goel

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USAID-Tarabot, Iraq Administrative Reform Project

August 2012

Federal Civil Service Commission (FCSC)

Recruitment Plan (2012-13)

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1. Introduction

1.1 The purpose of this 'Recruitment Plan' is to fill up the approved posts in the organisation structure of FCSC in a planned, systematic and timely manner, by following merit based recruitment process. The FCSC, as a national level oversight institution, is a role model for public sector governance. Therefore, it is necessary that its posts are filled up strictly on merit principles.

1.2 In pursuance of the constitutional mandate under Article 107 of Iraqi Constitution, a Federal Civil Service Commission (FCSC) Law (#4 of 2008) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq. Though the names of the departments in the organisation structure of FCSC are mentioned in FCSC law, their structure, role, responsibilities, division of their work and staffing needs were not defined. As description of these important parameters is necessary for establishment and operationalization of FCSC, USAID/ Tarabot- CSR team has designed, developed and documented them in a document, titled *''FCSC- Mandate, Functions, Organisation Structure and Duties & Responsibilities of Departments''* (December, 2011). The proposed organization structure of FCSC is placed at **Annex-I**.

1.3 Based on the proposed organisation structure of FCSC and duties & responsibilities of its departments/divisions in aforesaid document, the staffing needs of FCSC have been identified by the CSR team and documented in another document, titled *''FCSC- Identification of Staffing Needs''*. The staffing needs of FCSC, as identified in this document, are as under;

(a) Director General- 5 posts (Grade-'B')
(b) Director -15 posts (Grade-2)

(c) Deputy Director-34 posts (Grade-3)
(d) Executive Assistant- 80 posts (Grade-4)
(e) Civilian Motor Driver-10 posts (Grade-8)
(f) Office Assistant-20 posts (Grade-8)
(g) Hygiene and Sanitation Worker-6 posts (Grade-9)

Total: 170 Posts

1.4 Pursuant to the staffing needs of FCSC, the CSR team has also developed the job descriptions of the identified FCSC posts, which will enable FCSC to select most suitable candidate by matching his/her qualification, experience and skill levels to successfully carry out a particular job. Thus, FCSC can now fill up every post in its departments, divisions and units by following the process of merit based recruitment. For this purpose, a Recruitment Plan for filling up the managerial as well non managerial positions in FCSC has been prepared for the period of one year (2012-13). Adherence to the Recruitment Plan will ensure that by the end of one year, all approved posts in FCSC will be filled up through merit based recruitment. For this purpose, a Recruitment Monitoring Report has also been designed, which will track the progress in recruitment, on monthly basis. The Recruitment Plan and the Monthly Recruitment Progress Report may be seen at the **Annex-II** and **Annex-III**, respectively.

1.5 The merit based recruitment process, which shall be used for filling up every post in the FCSC, is described in next chapter. Filling up of identified posts in this manner will facilitate FCSC to perform its functions and achieve its objectives, efficiently and effectively.

---

2. Merit Based Recruitment Process

2.1 In this chapter, salient features of the merit based recruitment process have been discussed. The FCSC, as a national level oversight institution, is a role model for the public sector governance. Therefore, it is necessary that its posts are filled up strictly on merit principles. The salient features of merit principle are as under;

(i) Merit criteria for the post are publicly announced;

(ii) Most suitable candidate on merit through transfer, promotion or, fresh recruitment is appointed;

(iii) Failure to appoint a meritorious candidate could be appealed and reviewed.

2.2 Every post in the approved organization structure of FCSC shall be filled up through merit based recruitment process, which consists of following seven steps;

(i) Statement of duties and required knowledge/skills for jobholder ((job description/ person specification) and approval for filling up of the post;

(ii) Vacancy Advertisement, including summary of job description/ person specification;

(iii) A standard application form and criteria for screening;

(iv) A short-listing procedure, based on job description/ person specification;

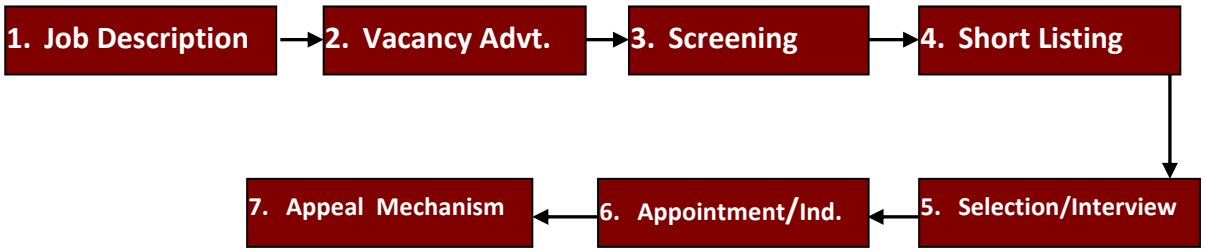
(v) A final selection/ interview procedure based on job description/ person specification;

(vi) An appointment procedure, including notification of results to successful and unsuccessful candidates;

(vii) An appeal mechanism to review the recruitment process of, in case of appeal by unsuccessful candidate(s).

2.3 The sequence of above mentioned seven steps of merit based recruitment process are depicted in following figure. Recruitment Plan (**Annex-II**) for filling up each post on FCSC has been developed on the basis this sequence.

Figure: Seven Steps of merit based recruitment process



2.4 Based on the above description of merit based recruitment process, following precautions shall be taken during filling up of posts in FCSC. Accordingly, no post should be filled until;

(i) Requirements of post (job description/person specification) are developed;

(ii) Reasons for filling of a post has been approved;

(iii) Job description has been utilized for drafting of vacancy advertisement;

(iv) Selection committee appointed to handle selection of most suitable candidate;

(v) Selection criteria for screening applied consistently for screening of candidates;

(vi) Selection criteria for short-listing purposes applied consistently to shortlist candidates;

(vii) Selection criteria for final selection of meritorious candidates identified beforehand and applied consistently to identify most suitable candidate(s);

(viii) A nomination for appointing the most suitable candidate(s) has been approved by the appointing authority;

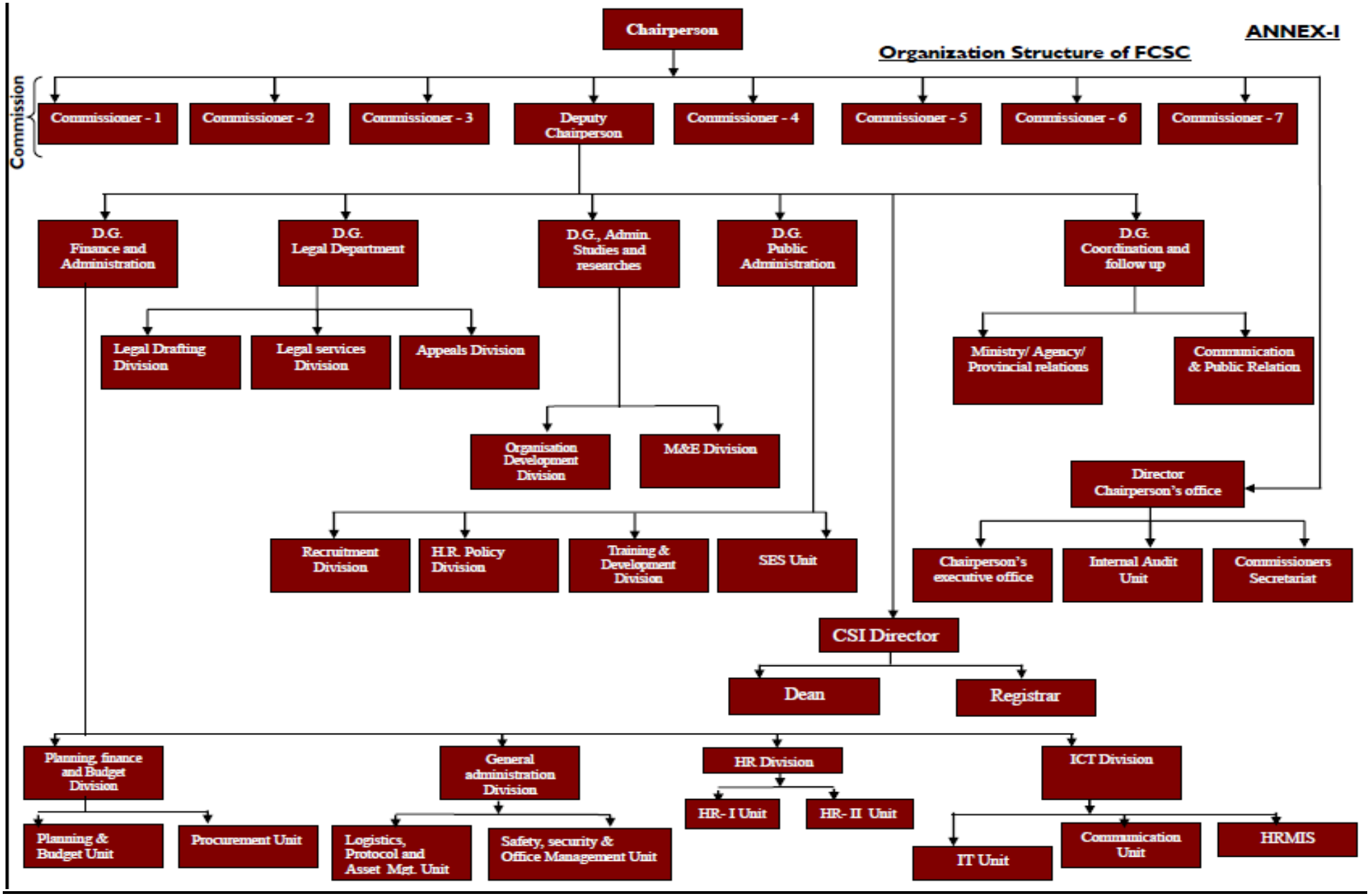
(ix) Unsuccessful candidates are notified timely, by means of a letter of regret;

(x) A candidate is informed in writing of his/her appointment as most suitable candidate and;

(xi) A candidate accepts, in writing, his/her appointment.

ANNEX-I

Organization Structure of FCSC



ANNEX-II

Federal Civil Service Commission

Recruitment Plan for Managerial & Non Managerial Positions (2012-13)

Grade	Name of Post	No. of Posts	Sept. 2012	Oct.2012	Nov.2012	Dec.2012	Jan.2013	Feb.2013	Mar.2013	Apr.2013	May 2013	June 2013	July 2013	Aug. 2013	Sept. 2013	Oct.2013
'B'	Director General	5	Approval For recruit.	Vacancy Advert	Receipt & Screening	Short Listing	Intimation	Selection / Interview	Approval/ Intimation	Apptt. & Induction	-	-	-	-	-	
Gr.2	Director	15	Approval For recruit.	Vacancy Advert	Receipt & Screening	Short listing	Intimation	Selection / Interview	Approval/ Intimation	Apptt. & Induction	-	-	-	-	-	
Gr.3	Deputy Director	34	Approval For recruit.	Vacancy Advert	Receipt & Screening	Short listing	Intimation	-	Selection/ Interview	Approval/ Intimation	Apptt. & Induction			-	-	
Gr.4	Executive Assistant	80	Approval For recruit.	-	-	-	-	-	Vacancy Advert	Receipt & Screening	Short listing	Intimation	Selection/ Interview	Approval / Intimation	Apptt. & Induction	
Gr.8	Civilian Motor Driver	10	Approval For recruit.	-	-	-	-	-	-	Vacancy Advert	Receipt & Screening	Short listing	Intimation	Selection / Interview	Approval / Intimation	Apptt. & Induction
	Office Assistant	20	Approval For recruit.	-	-	-	-	-	-	Vacancy Advert	Receipt & Screening	Short listing	Intimation	Selection / Interview	Approval / Intimation	Apptt. & Induction
Gr.9	Hygiene and Sanitation Worker	6	Approval For recruit.	-	-	-	-	-	-	Vacancy Advert	Receipt & Screening	Short listing	Intimation	Selection /Interview	Approval / Intimation	Apptt. & Induction
Total		170														

ANNEX-III

Federal Civil Service Commission

Monthly Recruitment Progress Report (As on , 2012)

Grade	Name of Post	Approved Strength	No. of vacant positions at the beginning of month.	No. of posts for which Vacancy Notice issued during current month	No. of posts for which short listing completed during current month	No. of posts, for which Selection/ Interviews Conducted during current month	No. of candidates appointed			No. of Appeals filed against Recruitment Process
							Male	Female	Total	
'B'	Director General	5								
Gr.2	Director	15								
Gr.3	Deputy Director	34								
Gr.4	Executive Assistant	80								
Gr.8	Civilian Motor Driver	10								
	Office Assistant	20								
Gr.9	Hygiene and Sanitation Worker	06								
Total		**170**								

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Federal Civil Service Commission (FCSC)

Strategic Plan
for
Establishment & Operationalization

By- Rajeew Kumar Goel
Sr. Civil Service Management Adviser

USAID-Tarabot, Iraq Administrative Reform Project
September 2012

Federal Civil Service Commission (FCSC)

Strategy for Establishment & Operationalization

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1. Executive Summary

1.1 Purpose of this Strategic Plan is to establish and operationalize Federal Civil Service Commission (FCSC), within a time span of three years. It is supported by a logical framework for FCSC's strategic goals (providing important milestones) and, an Action Plan for implementation of strategy and monitoring progress. Outputs of the FCSC Strategic Plan are- an organization structure with job descriptions aligned with FCSC's core functions, establishment of FCSC and operationalization of its public administration and civil service management policies and procedures, in accordance with FCSC law (#4 of 2009).

1.2 A strong and effective FCSC is needed to represent legitimization of Iraqi public administration and accountability to the National Parliament. It bears ultimate responsibility for promoting a culture of accountability for efficient public administration and civil service management in Iraq. Keeping in view this objective, the present document has been prepared to design a FCSC strategy, whose successful implementation could establish a fully functional FCSC, capable of managing public administration and civil service across Iraq.

1.3 The methodology for establishing and capacitating the FCSC involves quickly establishing the organisation structure of FCSC and providing technical assistance and support to the Chairperson and Commissioners in implementation of this strategy. The underpinning principle is that over a realistic period of time of next three years, FCSC will be established and it shall have sustainable capacity to manage the affairs of public administration and civil service, across Iraq.

1.4 The **Chapter- 2** (Introduction) of this document introduces the subject-matter**.** In **Chapter-3** (Strategy for Establishment & Operationalization of FCSC), a strategy for FCSC has been developed, detailing legal framework of FCSC has been discussed; developing FCSC's strategic direction– its vision, mission, values, core functions, strategic goals and strategic activities; and developing a logical framework (with milestones) as well as a time-bound action plan (for implementation of FCSC's strategic activities). The proposed organization structure of FCSC is placed at **Annex-I.** The logical framework with important milestones for

FCSC mission is placed at **Annex-II.** The Action Plan for FCSC strategy can be seen at **Annex-III.**

1.5 It is the basic assumption that all stakeholders will be involved and that needed resources (financial, human, technological and, infrastructural) will be available to facilitate implementation of this strategic plan. Successful implementation of strategy will accomplish following objectives;

(i) Timeliness of performing FCSC's institutional building and monitoring of its activities; and,

(ii) Timeliness and accuracy of reporting the progress in achieving FCSC's strategic goals to the stakeholders.

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2. Introduction

2.1 This Federal Civil Service Commission (FCSC) Strategic Plan has been prepared to establish a fully functional FCSC, within three years. This Strategic Plan is supported by a logical framework (providing important milestones) and an Action Plan for its implementation. Outputs of FCSC Strategy are- an organization structure with job descriptions aligned with core functions of FCSC, and establishment of a fully functional FCSC. Successful implementation of this strategy will enable FCSC to lead, regulate and monitor public administration reform and civil service management, across Iraq. The underpinning principle is that over a realistic period of time, FCSC will be established and it shall have sustainable capacity to manage the affairs of public administration and civil service, across Iraq.

2.2 FCSC is a federal institution, whose existence is mandated by Article 107 of Iraqi Constitution. In pursuance of this constitutional mandate, a Federal Civil Service Commission (FCSC) Law (#4 of 2009) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reform and civil service management across the government machinery in Iraq. Keeping in view this objective, the present document is prepared to design a strategy, whose implementation could establish a fully functional FCSC, fulfilling the oversight role in Iraqi public administration. As an initial step to operationalize FCSC, USAID/ Tarabot-CSR team identified/ designed, and documented ***''Mandate, Functions, Organisation Structure and Duties & Responsibilities of Departments of FCSC''*** (December, 2011).

2.3 To enable the FCSC to fulfil its role, it is necessary that its organization structure is not only aligned with its mandated functions, but is also staffed with meritorious employees and, their capabilities, their time and talent is managed. Therefore, CSR team analysed and documented ***''Staffing Needs of FCSC''*** (January, 2012) and developed ***''Job Descriptions of Managerial Positions of FCSC''*** (January, 2012), for filling up FCSC's managerial positions through merit based recruitment. Further, CSR team also drafted **''FCSC internal rules''**

(February, 2012), which provide an operational framework for the functioning of FCSC, including FCSC's internal organization; allocation of business amongst chairperson, deputy chairperson and commissioners of FCSC; transaction of business of Commission etc. Another document **''FCSC's- Standard Operating Procedures (SoP)''** (March, 2012), prepared by CSR team, defines SoPs for carrying out twenty six core functions of FCSC, identified under FCSC Law (#4 of 2009).

2.4 Purpose of preparing a strategic plan is, to determine long-term goals of an entity: the choice of course of action, and allocation of resources to ensure attainment of stated goals. It requires the entity to answer three basic questions: (i) what is the entity's present situation? (Prompts to evaluate entity's environmental conditions, its current situation); (ii) Where does the entity need to proceed from here? (Pushes us to make choices about positioning the entity within its environment, and clarify the changes needed); and, (iii) How should it get there? (Challenges us to design and execute a strategy capable of moving the entity in the intended direction).

2.5 Thus, a vision, mission statement, strategic goals, logical framework with milestones, and an action plan for implementation & monitoring of strategic activities will enable FCSC to effectively implement this strategy and bring results.

2.6 This FCSC Strategic Plan is a 'Work in Progress', which is intended to be a living document that will be revised as needs and support change. At every stage of implementation of this strategy, intensive discussions and consultations with Chairperson and Commissioners will be required and their views and suggestions, as required, shall be incorporated into this strategy.

2.7 The methodology for establishing and operationalizing FCSC involves quickly establishing the organisation structure of FCSC and providing technical assistance and support to the Chairperson and Commissioners in implementation of this strategy.

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3. Strategy for Establishment & Operationalization of FCSC

Introduction

3.1 In this chapter, a strategy for establishment & operationalization of FCSC, in accordance with FCSC law (#4 of 2009), has been developed. An Action Plan for implementation of FCSC's strategic goals is also discussed.

Legal framework of FCSC

3.2.1 To establish FCSC as an independent public institution requires capability of impartial decision-making and fair and transparent actions, which could establish trust and legitimacy in the eyes of people. For this reason, its establishment and operationalization is deeply ingrained in the legal-framework of the country. Therefore, for designing a FCSC strategy, it is necessary to have an overview of FCSC's legal-framework. A brief description of this framework is given below;

(A) Iraqi Constitution

3.2.2 FCSC is a federal institution, whose existence is mandated by Iraqi Constitution. Article 107 of Iraqi Constitution states: '*A council named the Federal Public Service Council shall be established and shall regulate the affairs of the federal public service, including appointments and promotions, and its formation and competencies shall be regulated by law.*'

(B) Federal Civil Service Commission (FCSC) Law (#4 of 2009)

3.2.3 In pursuance of constitutional mandate, a FCSC law (#4 of 2009) has been enacted, which describes FCSC's functions, including that of issuing regulations, guidelines, remedial actions and sanctions for efficient management of federal civil service of Iraq. FCSC law sets forth roles and responsibilities of FCSC towards civil service management, and the principles on which the civil service should operate. The FCSC has to accomplish following objectives[1];

[1] Article 3 of FCSC Law.

a. Improving and developing civil service, providing equal opportunities and ensuring equality between the qualified candidates to civil service positions;
b. Planning, monitoring and supervising civil service;
c. Developing the public administration, improving government organizational structure, training civil servants and providing them with appropriate social welfare, in coordination with competent authorities.

(C) Draft Civil Service Law (To be enacted)

3.2.4 The new civil service law is at the drafting stage and yet to be enacted. It is expected that it will cover various aspects of civil service management, including classification, appointment, transfer, promotion, civil servants rights, duties, discipline, training, pay and benefits etc. The FCSC shall be responsible for implementation of civil service law (once enacted) as well as other laws related to federal civil service.[2]

Mandate of FCSC

3.3.1 Based on purpose of enacting FCSC law, mandate of FCSC can be described as under;

'….to develop a civil service free from political influence and partisanship, build government institutions, and establish an institution in charge of improving the performance of the ministries and government agencies, formulate sound rules and basis for a civil service system, ensure transparency, impartiality and equal job opportunity in employment, re-employment and promotions, and pursuant to Article 107 of the constitution....'[3]

Core Functions of FCSC, as a National Level Institution

3.4.1 The FCSC Law envisions that FCSC is to lead, reform, and implement the policies for modernization of public sector institutions and civil service management in Iraq. FCSC has responsibility of making policies for civil service management, approve organizational structures and establishments, determine pay structures and grades, conduct job descriptions and career structures, personnel rules and training policies. It supervises implementation of civil service laws and regulations by the ministries and reports annually on the general situation of civil service to the Parliament and the Government (Article 9, FCSC

[2] Article 9 (1) of FCSC Law.
[3] Reasons for enacting FCSC Law (#4 of 2009)

Law). The law also spells out regulatory functions of FCSC. FCSC has the task of developing and overseeing the implementation of civil service legislation, preparing and issuing civil service regulations and general instructions related to recruitment, performance appraisal, job description and job evaluation, disciplinary measures and salary structure. The functions of FCSC are outlined under FCSC Law (#4 of 2009). A sum of twenty six functions can be identified under this law and 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.

Strategic planning for FCSC

3.5.1 Strategic planning process for FCSC is a way of formulating strategic goals, against which performance could be measured. This process is discussed in the following para. It shall have following elements;

a. To identify the strategic direction of FCSC– its vision, mission and strategic goals;
b. To focus FCSC's attention and efforts on the vision, mission and strategic goals, which are to be achieved within a prescribed time-frame;
c. To identify envisaged activities of FCSC to achieve these strategic goals;
d. To monitor FCSC's performance on the progress made in achieving strategic goals;
e. To engage stakeholders in an ongoing dialogue about the performance of FCSC.

Strategic direction of FCSC

3.5.2 FCSC's strategic direction is to manage talent, skills and energies of the civil service and modernize Iraqi public administration, for realization of its objectives. It is articulated in a vision, mission statement, slogan and core values.

FCSC's Vision

3.5.3 FCSC's vision statement is as follows;

FCSC is to enhance public sector governance by promoting a professional, politically-neutral and ethical civil service and a transparent, accountable, equitable, efficient and effective public administration that is responsive to the needs of the Iraqi people.

Mission Statement

3.5.4 FCSC's mission statement encapsulates its core values and, strategic goals, as under;

To establish and operationalize FCSC for delivery of constitutionally mandated services efficiently and effectively, by leading, regulating and monitoring public administration reform and civil service management across the government machinery.

Slogan

One vision, one mission, for a professional civil service.

Core Values

Following are FCSC's core values, on which the vision, mission and slogan are anchored:

i. *To give effect to the principles governing public administration and civil service management, as enshrined in the constitution and the FCSC law;*
ii. *Professionalism;*
iii. *To be an equal opportunity employer;*
iv. *To attract, retain, motivate and develop outstanding candidates;*
v. *Staff welfare;*
vi. *To meet stakeholders expectations in providing quality services in public sector governance.*

Logical Framework

3.6 A logical framework to accomplish FCSC's strategic goals is placed in **Annex- I**. The logical framework presents the relevant milestones to monitor progress of FCSC towards achieving its mission.

FCSC's Strategic Goals

3.7 In order to address the challenges of FCSC's strategic direction, following strategic goals have been identified;

(i) Efficient organization structure and clear job descriptions for every position, to match mandate and core functions of FCSC;
(ii) Office-facilities for FCSC, to enable it to begin operations;
(iii) Regulations to determine FCSC's internal rules and SoPs;
(iv) Filling up FCSC's managerial & non-managerial positions, based on merit;
(v) To establish a functional, accountable and effective FCSC, ensuring efficient public administration and effective civil service management in Iraq;
(vi) To monitor and evaluate progress in implementation of FCSC's strategic goals.

Above strategic goals are to be attained during the period of three years- 2012/13, 2013/14, and 2014/15.

Strategic Activities of Federal Civil Service Commission (FCSC)

3.8.1 To accomplish the above strategic goals, FCSC has to perform following activities;

1. To design an organization structure for FCSC, in conformity with Art. 10 of FCSC law.
2. To draft a bylaw, defining tasks of FCSC departments, their formation and divisions (Art. 10 & 11/3, FCSC law).
3. To identify staffing needs, based on organisation structure of FCSC.
4. To prepare job descriptions for identified positions of FCSC.
5. To prepare a proposal for Ministry of Finance, to concur staffing needs of FCSC (Art. 11/4, FCSC law).
6. To arrange office space, equipments, furniture/ other facilities for FCSC's operations.
7. To draft a regulation for FCSC's internal rules of management & decision-making.
8. To draft a regulation for FCSC's SoPs, for discharge of its functions under FCSC Law.
9. To prepare a recruitment plan for managerial positions of FCSC.
10. To implement the recruitment plan for managerial positions of FCSC.
11. To appoint and induct managerial staff in function, structure, Internal Rules & SoPs.
12. To prepare a recruitment plan for non-managerial positions of FCSC.

13. To implement the recruitment plan for non-managerial positions of FCSC.
14. To appoint and induct managerial staff in function, structure, Internal Rules & SoPs.
15. To draft and submit a law, to regulate relationship between FCSC and ministries, agencies, regions and provinces (Art.14, FCSC Law).
16. To draft and submit a law for establishment of Civil Service Institute (Art 4/1, FCSC Law).
17. To draft & issue regulation to facilitate establishment & operationalization of provincial civil service commissions (PCSC) (Art.16, FCSC Law).
18. To engage/pay experts for conducting studies & research related to civil service development and recommend them to concerned ministries (Art. 9/10 & 13, FCSC Law).
19. To implement Civil Service Law and other relevant laws (Art. 9/1, FCSC Law).
20. To draft & issue bylaws/ regulations for implementation of FCSC law (Art.15, FCSC Law).
21. To prepare annual report covering FCSC's tasks, results & recommendations, for submission to Parliament, Presidential Council and Council of Ministers (Art 9/11, FCSC Law).
22. To prepare annual report on each ministry/agency, for submission to Parliament and Council of Ministers (Art 9/12, FCSC Law)..
23. To review ministries' draft budgetary proposals for civil servants' salary and administrative expenditure, and make recommendations to Council of Ministers (Art 9/13-b, FCSC Law).
24. To issue regulation to establish training centres for development of civil servants in ministries/ agencies (Art 4/2, FCSC Law).
25. To attend meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service. (Art. 12, FCSC Law).
26. To attend meetings of Parliament committees to discuss draft budgetary proposals in ministries /agencies. (Art. 12, FCSC Law).
27. To draft & issue guidelines to monitor org. structure of ministries/ agencies (Art 9/5, FCSC Law).

28. To develop policies/ regulation governing balance between no. of employees in ministries/ agencies and work performed (Art 9/9, FCSC Law).
29. Proposing draft laws/ rules for organization & development of civil service/ provide advice, in coordination with Ministry of Finance (Art 9/4, FCSC Law).
30. To issue regulation, defining training & development policies of Civil Service Institute as well as training centres in ministries(Art 9/7 & 9/8, FCSC Law).
31. To issue regulation for planning, supervision, monitoring and evaluation of achievements of civil service matters in ministries/ agencies (Art 9/3, FCSC Law).
32. To issue regulation for preparation of job descriptions and terms of occupation (Art 9/6, FCSC Law).
33. To issue regulations for examining individuals' qualifications & competencies for hiring through written exam and/or, interview (Art 9/15, FCSC Law).
34. To issue regulation for observing provisions of Article 105 of constitution, applying job descriptions and terms to all (Art 9/16, FCSC Law).
35. To issue regulation for appointment, reappointment, and promotion of civil servants in accordance with merit principles (Art 9/2, FCSC Law).
36. To issue regulation to conduct surveys, defining basic needs of civil servants to make balance between salary grading and living standards (Art 9/14, FCSC Law).
37. To issue regulations to define/ implement civil service policies (including HR plang, performance management, employees' relations/conduct/ discipline) (Art 9/3, FCSC Law).
38. To establish a M&E framework to capture activities of FCSC.
39. To prepare quarterly/ annual reports, showing the status of Milestones.

Action Plan for Implementation of FCSC Strategy

3.9.1 A strategy can be called successful, when it could be implemented efficiently and, its implementation is monitored and reported regularly. This requires development of a time bound action plan for implementation of strategic activities and monitoring of their implementation. For implementation of FCSC strategy, a detailed Action Plan (see **Annex-II)** has been designed for three years- 2012-13, 2013-14, and 2014-2015. It states clear results for main FCSC activities, to be undertaken by FCSC, during next three years. Achievement of results for various FCSC's functions will increase both- its institutional capabilities as well as

competencies of its staff. The monitoring of FCSC's activities will enable reporting of the progress to stakeholders and will further support the evidence-based decision making.

Conclusion

3.10.1 In this chapter, we analysed the legal framework of FCSC; identified FCSC's strategic direction– its vision, mission, values, core functions, strategic goals and strategic activities; and developed a logical framework (with important milestones) as well as an action plan for implementation of FCSC's strategic activities, which are to be accomplished during next three years. It is the basic assumption that all stakeholders will be involved and that needed resources (financial, human, technological and, infrastructural) will be available to facilitate the implementation of this strategy. Successful implementation of strategy will accomplish following objectives;

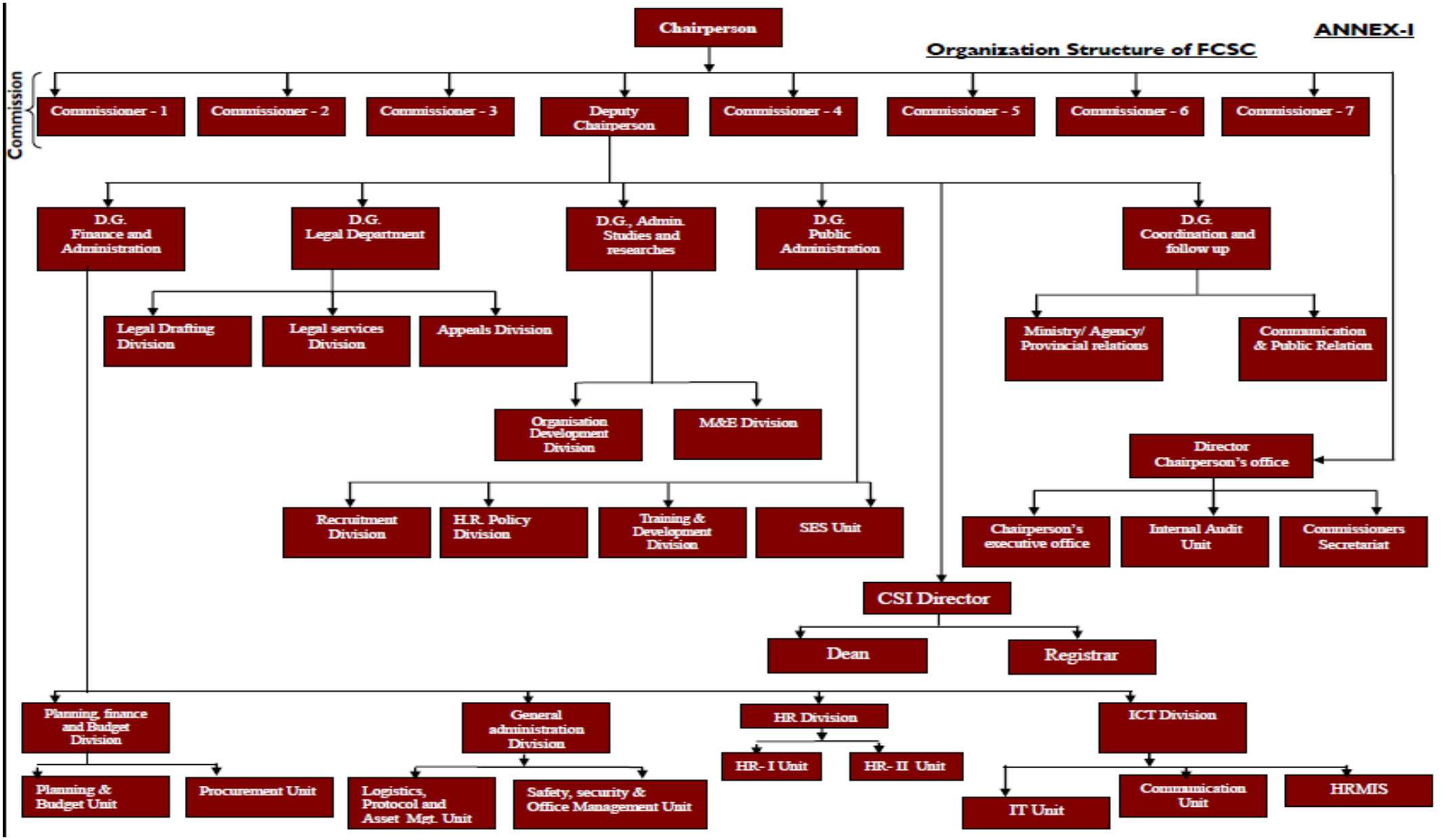
(iii) Timeliness of performing FCSC's institutional development and monitoring of its activities; and,

(iv) Timeliness and accuracy of reporting the progress in achieving FCSC's strategic goals to the stakeholders.

3.10.2 Thus, a vision, mission statement, strategic goals, logical framework with milestones, and an action plan for implementation & monitoring of strategic activities will enable FCSC to effectively implement this strategy and bring results.

ANNEX-I

Organization Structure of FCSC



ANNEX-II

Logical Framework for FCSC Strategy

Strategic Goals	Objectives	Narrative Summary	Milestones	Methods of Verification	Risks, Dependencies and Assumptions
1. Efficient organization structure and clear job descriptions for every position, to match mandate and core functions of FCSC.	1.1. FCSC's organization-structure is adequate for carrying out duty & responsibility (ToR) of its departments / divisions, and to accomplish its mandate and core functions. 1.2. Staffing needs of FCSC are identified, in line with FCSC's mandate, core functions and organisation structure. 1.3 There are clear job-descriptions for every position in FCSC office. 1.4 Staffing needs of FCSC are concurred by Ministry of Finance.	(a) First step in this activity is to develop overall organization structure of FCSC, keeping in view its mandate and core functions; (b) Based on this organization structure, a bye law is drafted to define duties & responsibilities (ToRs) of each department, division & unit, in organization structure of FCSC; (c) Staffing needs, as per ToR of each department, division and unit of FCSC are identified; (d) Job descriptions for all positions, in the organization structure of FCSC, are prepared; (e) A proposal is submitted to Ministry of Finance, for concurrence of staffing needs of FCSC.	Organisation structure of FCSC is prepared and approved, based on its mandate and core functions.	Approved organisation charts of FCSC's departments/divisions/units.	Extent of delegation of powers by FCSC to the ministries/ agencies will change the assessment of staffing needs of FCSC; ICT penetration is low. This calls for some compromises in the assessment of number of staff in FCSC.
			Bye law, defining duty & responsibility (ToRs) of each department, division and unit of FCSC is finalised.	Approved byelaw, defining ToRs of FCSC's departments/ divisions.	
			Staffing needs of each department, division and unit of FCSC are identified.	Approved staffing needs of FCSC.	
			Job-descriptions of identified positions prepared.	Approved job descriptions.	
			Proposal for staffing needs of FCSC is concurred by Ministry of Finance	Ministry of Finance letter, concurring the proposed staffing needs of FCSC.	
2. Office-facilities for FCSC, to enable it to begin operations.	2.1 FCSC's office facilities are adequate to accommodate Commissioners and staff and enable them to carry out their core functions satisfactorily.	FCSC's office facilities, including office-accommodation, furniture, office equipments (computers, printers, scanners, photocopiers, fax machines), telephone lines, office stationary etc. are estimated, procured and established.	Commissioners and staff have begun initial operations from FCSC office.	First Annual Report of FCSC to the Parliament and Council of Ministers.	Delay in allotment of office-space and/or, adequate budget for procurement of office-facilities will delay in initial operations of FCSC.
3. Regulations to determine FCSC's internal	3.1 FCSC Internal Rules provide clear framework for FCSC to plan, lead, monitor and regulate public admin. reform	Internal Rules are to be designed to provide general provisions relating to internal functioning of Commission, including Commission's decision-making & implementation mechanisms;	Regulation for FCSC Internal Rules is notified.	Notified Regulation for FCSC Internal Rules.	Lack of consensus, within Commission, causes delay in approval of internal

rules and SoPs.	and civil service management across ministries/agencies in Iraq. 3.2 FCSC's Standard Operating Procedures (SoPs), demonstrate work flows of core business processes, as stipulated under FCSC Law.	allocation of business amongst chairperson, deputy chairperson and members of FCSC etc. Standard Operating Procedures (SoPs) are to be designed to provide clear direction to staff to carry out core functions of FCSC.	Regulation for FCSC Standard Operating Procedures (SoPs) is notified.	Notified Regulation for FCSC Standard Operating Procedures (SoPs).	rules and /or, SoPs.
4. Filling up FCSC's managerial & non-managerial positions, based on merit.	4.1. FCSC, as a role model, fills up approved positions in its organization structure, on merit principles.	The approved managerial (General Directors, Directors and Dy. Directors) and non- managerial positions (executive assistant, driver, office assistant etc.), in the organization structure of FCSC are filled up, following the principles of merit based recruitment i.e. open vacancy advertisement, detailing job description and position description; screening; short listing; clear selection criterion- written exam./ interview; appointment; and, appeal mechanism.	Recruitment plan for filling up FCSC's positions is approved.	Approved Recruitment Plan.	Hiring and retention of qualified staff is constrained by level of salaries and availability of talent in the job-market.
			Merit based recruitment process, for filling up managerial and non-managerial positions is rolled out in FCSC.	Recruitment plan's implementation report.	
			FCSC organisation consists of meritorious employees, appointed on the basis of merit principle.	Appointment Letters.	
5. To establish a functional, accountable and effective FCSC, ensuring efficient public administration and effective civil service management in Iraq.	5.1 FCSC's structure, office-facilities, staff-strength & capacity, internal systems and procedures are appropriate to ensure efficient public administration and effective civil service management by way of- drafting/ implementing relevant laws (including Civil Service Law and Federal Civil Service Commission Law); designing and implementing rules, regulations and procedures relating to public administration, organisation development and civil service management, uniformly across Iraq.	To ensure establishment of a fully functional, accountable and effective FCSC that have adequate capacity to plan, implement and monitor relevant laws, policies, rules, regulations, and procedures for efficient public administration and effective civil service management across Iraq, following activities are to be accomplished; (a) To draft and submit a law, to regulate relationship between FCSC and ministries, agencies, regions and provinces. (b) To draft and submit a law for establishment of Civil Service Institute. (c) To draft & issue regulation to facilitate establishment & operationalization of provincial civil service commissions (PCSC). (d) To engage/pay experts for conducting studies & research related to civil service	FCSC Action plan (based on strategy) is approved.	Approved work plan of FCSC.	Initial level of institutional development of FCSC may cause delay in timely achievement of results; Lack of effective action to operationalize FCSC strategy.
			Draft law, regulating relationship between FCSC and ministries, agencies, regions and provinces is submitted for approval of Parliament.	Draft Law.	
			Draft law for establishment of Civil Service Institute is submitted for approval of Parliament.	Draft Law.	
			Regulation to facilitate establishment & operationalization of provincial civil service commissions is issued.	Approved Regulation	
			Experts are engaged for conducting studies & research related to civil service development.	Signed contract, showing ToR of engagement.	
			Rules/ Regulations/ Guidelines, for implementation of civil service law and other relevant laws are issued.	Approved Rules/ Regulations/ Guidelines	

	5.2 Monitoring mechanisms are put in place for monitoring the implementation of relevant laws, rules, regulations, guidelines and procedures.	development and recommend them to concerned ministries. (e) To implement Civil Service Law and other relevant laws. (f) To draft & issue bylaws/ regulations for implementation of FCSC law. (g) To prepare annual report covering FCSC's tasks, results & recommendations, for submission to Parliament, Presidential Council and Council of Ministers. (h) To prepare annual report on each ministry/agency, for submission to Parliament and Council of Ministers. (i) To review ministries' draft budgetary proposals for civil servants' salary and admin. expenditures, and make recommendations to Council of Ministers. (j) To issue regulation to establish training centres for development of civil servants in ministries/ agencies. (k) To attend meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service. (l) To attend meetings of Parliament committees to discuss draft budgetary proposals in ministries /agencies. (m)To draft & issue guidelines to monitor org. structure of ministries/ agencies. (n) To develop policies/ regulation governing balance between no. of employees in ministries/ agencies and work performed. (o) Proposing draft laws/ rules for organization & development of civil service/ provide advice, in coordination with Ministry of Finance. (p) To issue regulation, defining training & development policies of Civil Service Institute as well as training centres in ministries. (q) To issue regulation for planning, supervision,	Bylaws/ regulations to facilitate implementation of FCSC law are issued.	Approved byelaws/ regulations.	
			Annual report, covering Commission's tasks, results & recommendations, is submitted to Parliament, Presidential Council and Council of Ministers.	Annual Report of FCSC	
			Annual report, containing recommendations to improve performance in each ministry/agency, is submitted to Parliament and Council of Ministers.	Annual Report on each ministry/agency	
			Recommendations on each ministries' budgetary proposals for civil servants' salary and admin. expenditure, are submitted to Council of Ministers.	FCSC's Recommendations on each ministries' budgetary proposal.	
			Regulation to establish training centres in ministries/ agencies is issued.	Approved Regulation.	
			No. of parliamentary committees' meetings attended, to discuss enactment, cancellation or amendment of laws related to civil service.	Annual Report of FCSC	
			No. of parliamentary committees' meetings attended, to discuss financial and admin. expenditures in ministries /agencies.	Annual Report of FCSC	
			Guidelines to monitor preparation of organization structure for ministries/ agencies are issued.	Approved guide lines.	
			Regulation, governing a balance between no. of employees in ministries/ agencies and work performed, is issued.	Approved Regulation	
			Rules for organization & development of civil service are issued.	Approved Rules.	
			Regulation, defining training &	Approved Regulation.	

		monitoring and evaluation of achievements of civil service matters in ministries/ agencies. (r) To issue regulation for preparation of job descriptions and terms of occupation. (s) To issue regulations for examining individuals' qualifications & competencies for hiring through written exam and/or, interview. (t) To issue regulation for observing provisions of Article 105 of constitution, applying job descriptions and terms to all. (u) To issue regulation for appointment, reappointment, and promotion of civil servants in accordance with merit principles. (v) To issue regulation to conduct surveys, defining basic needs of civil servants to make balance between salary grading and living standards. (w) To issue regulations to define/ implement civil service policies (including HR plang, performance management, employees' relations/conduct/ discipline).	development policies of Civil Service Institute as well as training centres in ministries, is issued.		
			Regulation for planning, supervision, monitoring and evaluation of achievements of civil service matters in ministries/ agencies is issued.	Approved Regulation	
			Regulation for preparation of job descriptions and terms of occupation is issued.	Approved Regulation	
			Regulation for examining individuals' qualifications/ competencies for hiring to assess suitability for job, is issued.	Approved Regulation.	
			Regulation for observing provisions of Art. 105 of constitution, applying job descriptions and terms to all, is issued.	Approved Regulation.	
			Regulation for appointment, reappointment and, promotion of civil servants, in accordance with merit principles, is issued.	Approved Regulation	
			Regulation to conduct surveys, to make balance between salary grading and living standards, is issued.	Approved Regulation	
			Regulation to define and implement civil service policies is issued.	Approved Regulation	
6. To monitor and evaluate progress in implementation of FCSC Strategy	6. Established Monitoring & Evaluation framework that regularly monitors implementation of FCSC strategy and Action plan.	To establish a framework for regular monitoring and evaluation of progress in implementation of FCSC Strategy, including preparation of quarterly and annual progress reports, to ensure that it is focused and dynamic to capture all core activities of FCSC.	FCSC staff has adequate capacity to undertake proper monitoring through appropriate indicators/ milestones.	Approved monitoring and evaluation framework.	Lack of commitment of FCSC staff to sustain the M&E system.
				Production & Distribution of quarterly and Annual reports, showing the status of Milestones.	Difficulties in having adequate capacity in the FCSC staff for the M&E activity.

ANNEX-III

Federal Civil Service Commission Action Plan

Sl. No.	Description of Activity / Function	2012	2013				2014				2015				2016
		IV Qtr.	I Qtr.	II Qtr.	III Qtr.	IV Qtr.	I Qtr.	II Qtr.	III Qtr.	IV Qtr.	I Qtr.	II Qtr.	III Qtr.	IV Qtr.	I Qtr.
1.	**Efficient organization structure and clear job descriptions for every position to match mandate and core functions of FCSC.**														
	3.1. To design an organization structure for FCSC, in conformity with Art. 10 of FCSC law.	√													
	1.2 To draft a bylaw, defining tasks of FCSC departments, their formation and divisions.	√													
	1.3 To identify staffing needs, based on organisation structure of FCSC.	√													
	1.4 To prepare job descriptions for identified positions of FCSC.	√	√												
	1.5 To prepare/ submit proposal of FCSC's staffing needs for concurrence of Min. of Fin.	√													
2.	**Office-facilities for FCSC, to enable it to begin operations.**														
	2.1 To arrange office space, equipments, furniture/ other facilities for FCSC's operations.	√	√												
3.	**Regulations to determine FCSC's internal rules and SoPs**														
	3.1 To draft a regulation for FCSC's internal rules of management & decision-making.	√													
	3.2 To draft a regulation for FCSC's SoPs, for discharge of its functions under FCSC Law.	√													
4.	**Filling up FCSC's managerial & non-managerial positions, based on merit**														
	4.1 To prepare a recruitment plan for managerial positions of FCSC.		√												
	4.2 To implement the recruitment plan for managerial positions of FCSC.		√												
	4.3 To **a**ppoint and Induct managerial staff in function, structure, Internal Rules & SoPs.			√											
	4.4 To prepare a recruitment plan for non-managerial positions of FCSC.		√												
	4.5 To implement the recruitment plan for non-managerial positions of FCSC.			√	√										
	4.6 To **a**ppoint/Induct non-managerial staff in functions, structure, Inter. Rules & SoPs.				√	√									
5.	**To establish a functional, accountable and effective FCSC, ensuring efficient public administration and effective civil service management in Iraq.**														
	5.1 To draft and submit a law, to regulate relationship between FCSC and ministries, agencies, regions and provinces.				√										

	5.2 To draft and submit a law for establishment of Civil Service Institute.				√										
	5.3 To draft & issue regulation to facilitate establishment & operationalization of provincial civil service commissions (PCSC).					√									
	5.4 To engage/pay experts for conducting studies & research related to civil service development and recommend them to concerned ministries.					√	√	√							
	5.5. To implement Civil Service Law and other relevant laws.					√	√	√	√	√	√	√	√	√	√
	5.6 To draft & issue bylaws/ regulations for implementation of FCSC law.					√	√	√	√	√	√	√	√	√	√
	5.7 To prepare annual report covering FCSC's tasks, results & recommendations, for submission to Parliament, Presidential Council and Council of Ministers.					√	√			√	√			√	√
	5.8 To prepare annual report on each ministry/agency, for submission to Parliament and Council of Ministers.					√	√				√	√		√	√
	5.9 To review ministries' draft budgetary proposals for civil servants' salary and admin. expenditures, and make recommendations to Council of Ministers.					√	√				√	√		√	√
	5.10 To issue regulation to establish training centres for development of civil servants in ministries/ agencies.					√									
	5.11 To attend meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service.					√	√	√	√	√	√	√	√	√	√
	5.12 To attend meetings of Parliament committees to discuss draft budgetary proposals in ministries /agencies.						√	√	√	√	√	√	√	√	√
	5.13 To draft & issue guidelines to monitor org. structure of ministries/ agencies.						√	√							
	5.14 To develop policies/ regulation governing balance between no. of employees in ministries/ agencies and work performed.							√	√						
	5.15 Proposing draft laws/ rules for organization & development of civil service/ provide advice, in coordination with Ministry of Finance.							√	√						
	5.16 To issue regulation, defining training & development policies of Civil Service Institute as well as training centres in ministries.									√	√				
	5.17 To issue regulation for planning, supervision, monitoring and evaluation of achievements of civil service matters in ministries/ agencies.									√	√				
	5.18 To issue regulation for preparation of job descriptions and terms of occupation.									√	√				
	5.19 To issue regulations for examining individuals' qualifications & competencies for hiring through written exam and/or, interview.									√	√				
	5.20 To issue regulation for observing provisions of Article 105 of constitution, applying job descriptions and terms to all.									√	√				
	5.21 To issue regulation for appointment, reappointment, and promotion of civil servants in accordance with merit principles.									√	√				
	5.22 To issue regulation to conduct surveys, defining basic needs of civil servants										√	√	√		

	to make balance between salary grading and living standards.														
	5.23 To issue regulations to define/ implement civil service policies (including HR plang, performance management, employees' relations/conduct/ discipline).										√	√	√	√	√
6.	**To monitor and evaluate progress in implementation of FCSC Strategy**														
	6.1 To establish a M&E framework to capture activities of FCSC.	√													
	6.2 To prepare quarterly/ annual reports, showing the status of Milestones.		√	√	√	√	√	√	√	√	√	√	√	√	√

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TARABOT
Iraq Administrative Reform Project
ترابط
مشروع الإصلاح الإداري العراقي

Federal Civil Service Commission (FCSC)

Job Descriptions for Non-Managerial Positions

Civil Service Reform Team

USAID-Tarabot, Iraq Administrative Reform Project

November 2012

Federal Civil Service Commission (FCSC)

Job Descriptions for the Non Managerial Positions

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1. Introduction

1.1 Purpose of this document is to provide comprehensive job descriptions for the identified non-managerial positions in the organisation structure of Federal Civil Service Commission (FCSC). It will enable FCSC to fill up these positions through merit based recruitment of the most suitable candidates, whose qualification, experience and skill sets match with the requirement of successfully carrying out a particular job in FCSC's departments, divisions and units. Filling up the identified positions in this manner will facilitate FCSC to perform its functions and achieve its objectives efficiently and effectively.

1.2 In pursuance of the constitutional mandate under Article 107 of Iraqi Constitution, a Federal Civil Service Commission (FCSC) Law (#4 of 2008) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq. Though the names of the departments in the organisation structure of FCSC are mentioned in the FCSC law, their structure, role, responsibilities, division of work and staffing needs have not been defined. As description of these important parameters was necessary for establishment and operationalization of FCSC, the USAID/Tarabot-CSR team has designed, developed and documented them in a document, titled *''Mandate, Functions, Organisation Structure and Duties & Responsibilities of Departments''* (December, 2011). Further, the USAID/Tarabot-CSR team has analysed and documented the staffing needs of FCSC in a document, titled ''Staffing Needs of FCSC'' (January, 2012). Based on these staffing needs, the team has already developed and documented Job Descriptions of managerial positions of (a) Director General (5 posts); (b) Director (15 posts); and (c) Deputy Director (34 posts) (February, 2012). The proposed organisation chart of FCSC can be seen at **Annex-I**.

1.3 In this document, the Job Descriptions of FCSC's non-managerial positions (116 posts) have been developed. They are based on the defined functions, organisation structure and the duties and responsibilities of FCSC's various departments and divisions/units. These Job Descriptions are as under;

(a) Executive Assistant- 80 (Grade-4)

(b) Civilian Motor Driver-10 (Grade-8)

(c) Office Assistant-20 (Grade-8)

(d) Hygiene and Sanitation Worker-6 (Grade-9)

Total= 116 non-managerial posts

2.Job Description of Executive Assistants -80 posts (Grade-4)

2.1. Chairperson's Office (6 posts)

I. Executive Assistant, Chairperson's Executive Office
II. Stenographer, Chairperson's Executive Office
III. Executive Assistant (Financial Audit), Internal Audit Unit
IV. Executive Assistant (Admin Audit), Internal Audit Unit
V. Executive Assistant (Agenda - Minutes and Records), Commission's Secretariat
VI. Executive Assistant (Monitoring and Compliance), Commission's Secretariat

I. Executive Assistant, Chairperson's Executive Office

1. **Job Title: Executive Assistant**
2. Grade: 4
3. Relevant Section: Chairperson 's Executive Office
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: the Deputy Director, Personal Secretary to Chairperson.

7. **Main Duties and Responsibilities**

The Executive Assistant (Chairperson's Executive Office) will be based in the FCSC Office in Baghdad and will assist the Deputy Director (Chairperson's Executive Office), in providing secretarial assistance to the Chairperson. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the Deputy Director in Planning, leading, managing and monitoring & evaluating overall tasks of the Chairperson's Executive Office, for effective and efficient delivery of FCSC's responsibilities;
b. To compile and maintain an up to date telephone directory of numbers and addresses;
c. To greet and assist visitors in a courteous manner;
d. To answer phones in a courteous manners, and record messages accurately;
e. To assist in establishing coordination mechanism between the Chairperson, Commissioners and the FCSC Office;
f. To assist the Deputy Director (Chairperson's Executive Office), in communication between the Chairperson and concerned officials of the FCSC;
g. To assist in ensuring continuous relation/communication of the Chairperson with the concerned authorities in parliament, government, and other public institutions;
h. Any other duty or, responsibility assigned by the Deputy Director (Chairperson's Executive Office).

8. **Competencies**
   - **a.** Shall have ability to plan, organize and monitor his/ her activities;
   - **b.** Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
   - **c.** Shall be proficient in computer applications;
   - **d.** Shall have effective communication skills in spoken and written Arabic;
   - **e.** Ability to communicate in English is desirable;
   - **f.** Shall have excellent inter-personal skills;
   - **g.** Shall have ability to deal with a variety of people and situations;
   - **h.** Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**
   a. Shall be an Iraqi citizen;
   b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
   c. Shall have at least 2 years of relevant experience.

II. Stenographer, Chairperson's Executive Office

1. Job Title: Stenographer
2. Grade: 4
3. Relevant Section: Chairperson 's Executive Office
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Personal Secretary to Chairperson.

7. **Main Duties and Responsibilities**

The Stenographer (Chairperson's Executive Office) will be based in the FCSC Office in Baghdad and will assist the Deputy Director (Chairperson's Executive Office) in providing stenographic assistance to the Chairperson. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To take dictation in shorthand of correspondence, reports, and other matter, and operate key board/ typewriter to transcribe dictated material;
b. To prepare meeting packages and distribute them to Commissioners at least two days prior to the meeting;
c. To attend, record, and transcribe minutes of all meetings;

d. To file all correspondence of the Chairperson's Executive Office (incoming and outgoing);
e. To prepare/ type agendas for meetings;
f. To perform variety of stenographic duties.
g. Any other duty or, responsibility assigned by the Deputy Director (Chairperson's Executive Office).

8. <u>Competencies</u>

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications/ key board skills;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

III. <u>Executive Assistant (Financial Audit), Internal Audit Unit</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Internal Audit Unit of Chairperson's Office
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Internal Audit Unit.

7. <u>Main Duties and Responsibilities</u>

The Executive Assistant (Internal Audit Unit) will be based in the FCSC Office in Baghdad and will assist the Deputy Director (Internal Audit Unit) in the internal audit of FCSC's budgetary expenditure, within the departments/ divisions of FCSC. His/ Her

specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To examine and analyze accounting records to determine financial discipline in FCSC's budgetary expenditure and preparation of audit reports;
b. To assist in planning, organizing and carrying out internal audit function including the preparation of an audit plan;
c. To make recommendations regarding improving operations and financial discipline in FCSC;
d. To assist in preparation and submission of audit reports to the Chairperson on the financial activities of FCSC, through the Director (Chairperson's Office);
e. To coordinate and facilitate the work of external auditors and ensure that they are well briefed on areas of concern;
f. To conduct pre-implementation audits to determine if systems and programs under development will work as planned;
g. To assist in reporting on the value for money that the FCSC obtains in all its activities with special regard to economy, efficiency and effectiveness;
h. To examine records and interview concerned employees to ensure recording of transactions and compliance with laws, regulations and guidelines;
i. Any other duty or, responsibility assigned by the Deputy Director (Internal Audit Unit).

8. <u>Competencies</u>

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

IV. Executive Assistant (Admin Audit), Internal Audit Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Internal Audit Unit of Chairperson's Office
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Internal Audit Unit.

7. Main Duties and Responsibilities

The Executive Assistant (Internal Audit Unit) will be based in the FCSC Office in Baghdad and will assist the Deputy Director (Internal Audit Unit) in the internal audit of compliance to administrative instructions & procedures, within the departments/ divisions of FCSC. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in planning, organizing and carrying out the internal audit function, including the preparation of an audit plan;
b. To assist in preparation and submission of audit reports to the Chairperson on the administrative activities of FCSC, through the Director (Chairperson's Office);
c. To follow up the work of employees in supporting roles, including assigning workload and monitoring employee performance;
d. To provide assistance in the understanding and interpretation of FCSC administrative policies and procedures, as appropriate;
e. To prepare and modify documents including correspondence, reports, drafts, memos and emails;
f. To prepare written responses to routine enquiries;
g. Any other duty or, responsibility assigned by the Deputy Director (Internal Audit Unit).

8. Competencies

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;

b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

V. Executive Assistant (Agenda - Minutes and Records), Commission's Secretariat

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Commission's Secretariat
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Commission's Secretariat

7. **Main Duties and Responsibilities**

The Executive Assistant (Commission's Secretariat) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Commission's Secretariat) in providing secretarial support to the Apex decision making body of the FCSC i.e. the Commission, which consists of the Chairperson, the Deputy Chairperson and, seven Commissioners of FCSC. The Secretariat facilitates the work of the Commission to meet its intended objectives. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in facilitating the management of Commission's meetings;
b. To assist in providing secretarial support to all committees of the Commission in achieving its objectives;
c. To assist in preparation of agenda for Commission's meetings;
d. To prepare meeting folders and distribute them to the Commissioners, at least two days prior to the meetings;
e. To attend, record and transcribe minutes of the Commission's meeting;
f. To transcribe formats, inputs, edits, retrieves, copies and circulate/ communicate relevant documents and information;
g. To complete work-schedules, manage calendars and arrange appointments;
h. To organize and maintain files of records and correspondence of both- routine as well as confidential nature;
i. To notify all Commissioners of the dates, times and venue of the meetings;
j. Any other duty or, responsibility assigned by the Deputy Director (commission's Secretariat).

8. **Competencies**
   a. Shall have ability to plan, organize, and monitor his/ her activities;
   b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
   c. Shall be proficient in computer applications;
   d. Shall have effective communication skills in spoken and written Arabic;
   e. Ability to communicate in English is desirable;
   f. Shall have good inter-personal skills;
   g. Shall have ability to deal with a variety of people and situations;
   h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**
   a. Shall be an Iraqi citizen;
   b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
   c. Shall have at least 2 years of relevant experience.

VI. Executive Assistant (Monitoring and Compliance), Commission's Secretariat

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Commission's Secretariat
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Commission's Secretariat.

7. **Main Duties and Responsibilities**
8. Executive Assistant (Commission's Secretariat) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Commission's Secretariat) in providing secretarial support to the Apex decision making body of the FCSC i.e. the Commission, which consists of the Chairperson, the Deputy Chairperson and, seven Commissioners. The Secretariat will facilitate the work of the Commission to meet its intended objectives. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;
   a. To provide secretarial support to all committees of the Commission in achieving FCSC's objectives;

b. To monitor, and as necessary, to coordinate with other departments to remain abreast of the status of all compliance activities and to identify trends;
c. To take the follow up action on the decisions of the Commission and monitor implementation of Commission's decision;
d. To keep records of reported cases of non-compliance and further document remedial action and track the actions taken by the responsible persons;
e. To develop and periodically review and update Standards of Conduct to ensure continued guidance to management and employees;
f. Any other duty or, responsibility assigned by the Deputy Director (commission's Secretariat).

9. <u>Competencies</u>

a. Shall have ability to plan, organize, and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

10. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

2.2 <u>Finance and Administration Department (36 posts)</u>

I. Executive Assistant (Planning), Planning & Budget Unit
II. Executive Assistant (Budgeting), Planning & Budget Unit
III. Executive Assistant (Procurement), Procurement Unit
IV. Executive Assistant (Logistics), Logistics, protocol & Asset Management Unit
V. Executive Assistant (Protocol), Logistics, protocol & Asset Management Unit
VI. Executive Assistant (Asset Management), Logistics, protocol & Asset Mgt. Unit

VII. Executive Assistant (Safety & Security), Safety, Security & Office Mgt. Unit
VIII. Executive Assistant (Office Maintenance), Safety, Security & Office Mgt. Unit
IX. Executive Assistant (Office Management, Secretarial Assistance), Safety, Security & Office Mgt. Unit
X. Executive Assistant (OD, HR Planning, Recruitment & Promotion), HR-I Unit
XI. Executive Assistant (Performance Management and Training & Dev.), HR-I Unit

XII. Executive Assistant (Employees Relations, Welfare, Ethics, and Discipline), HR-II Unit

XIII. Executive Assistant (Leave, Attendance, Pay & Allowances, HRMIS), HR-II Unit

XIV. Executive Assistant (IT), Information Technology Unit
XV. Executive Assistant (Communication), Communication Technology Unit
XVI. Executive Assistant (Civil Servants' HRMIS), HRMIS Unit

I. Executive Assistant (Planning), Planning & Budget Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Planning & Budget Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Planning and Budget Unit.
7. **Main Duties and Responsibilities**

   Executive Assistant (Planning) will be based in FCSC Office in Baghdad and will assist in planning, preparation, execution and monitoring of budget activities of FCSC. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

   a. Support in developing, monitoring and reporting on strategic and operational plans of FCSC;
   b. To assist in drafting an annual plan of activities of FCSC and coordinate participation of all departments of the FCSC in its preparation;
   c. To assist in preparation reports on implementation of annual strategic plan and business plan;
   d. To develop, implement and maintain a budget planning process;
   e. To gather and review reports from other Departments to prepare monthly and quarterly reports for execution of the plans;
   f. To maintain interface between strategic planning, budgeting, and financial reporting system;
   g. To implement and maintain the system of recording and archiving of planning documents, for internal and external audit;
   h. Any other duty or, responsibility assigned by the Deputy Director (Planning & Budget Unit).

8. **Competencies**
    a. Shall have ability to plan, organize, and monitor his/ her activities;
    b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
    c. Shall be proficient in computer applications;
    d. Shall have effective communication skills in spoken and written Arabic;
    e. Ability to communicate in English is desirable;
    f. Shall have good inter-personal skills;
    g. Shall have ability to deal with a variety of people and situations;
    h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**
    a. Shall be an Iraqi citizen;
    b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
    c. Shall have at least 2 years of relevant experience.

II. Executive Assistant (Budgeting), Planning & Budget Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Planning & Budget Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Planning and Budget Unit

7. **Main Duties and Responsibilities**

Executive Assistant (Budgeting) will be based in FCSC Office in Baghdad and will assist in the planning and preparation, execution and monitoring of budget activities of FCSC. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in preparation, execution and monitoring of FCSC's budget and supplementary budget (if any) and collaborate with other FCSC departments in the budgeting of their activities;
b. To assist in preparation of monthly and quarterly reports for budget monitoring and execution;

c. To process expenditures and, and prepare the required sheets of payment of expenses, to be authorized by the Deputy Director/ Director;
d. To assist in processing of salaries and other allowances for the Chairperson, Deputy Chairperson and staff of FCSC;
e. To assist in the implementation of mechanisms for accounting of budgetary expenditure;
f. Any other duty or, responsibility assigned by the Deputy Director (Planning & Budget Unit).

8. <u>Competencies</u>

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

III. <u>Executive Assistant (Procurement), Procurement Unit.</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Procurement Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Procurement Unit.

7. <u>Main Duties and Responsibilities</u>

The Executive Assistant (Procurement) will be based in FCSC Office in Baghdad and will be responsible for procurement of goods, services and/or, works for FCSC. His/

Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the Deputy Director in purchase of goods, services and work with the ethical means and in accordance with the current legislation;
b. To assist in implementation of policies that ensure procurement of goods, services and work of best quality, at lowest price;
c. To take the decisions of procuring goods, services and work in a transparent and consistent manner, while safeguarding the commercial interests of FCSC;
d. To maintain close liaison with suppliers on production capacities, readiness and material supply, and conduct sample approval with suppliers;
e. To process purchase orders, and benchmarking exercise to evaluate industry trend and new supplier selection;
f. To maintain the system of storage and safekeeping of equipment/ office supplies/ stationary;
g. To maintain and control the inventory and initiate action for purchase, where necessary;
h. To maintain records of all procurement actions of FCSC, for the purpose of internal and external audit;
i. Any other duty or, responsibility assigned by the Deputy Director (Procurement Unit).

8. <u>Competencies</u>

(a) Shall have ability to plan, organize, and monitor his/ her activities;
(b) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
(c) Shall be proficient in computer applications;
(d) Shall have effective communication skills in spoken and written Arabic;
(e) Ability to communicate in English is desirable;
(f) Shall have good inter-personal skills;
(g) Shall have ability to deal with a variety of people and situations;
(h) Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 2 years of relevant experience.

IV. Executive Assistant (Logistics), Logistics, Protocol and Asset Mgt. Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Logistics, Protocol and Asset Mgt. Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: Deputy Director, Logistics, Protocol and Asset Management Unit.
7. Reports from: Civilian Motor Drivers.

8. Main Duties and Responsibilities

The Executive Assistant (Logistics) will be based in FCSC Office in Baghdad and will assist the Deputy Director in planning, managing and monitoring overall tasks of logistics. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To run the management system for the use of vehicles and control the fuel consumption;
b. To assist the Deputy Director in effective supervision and operation of the Civilian Motor Drivers and their performance;
c. To submit reports on vehicle usage and fuel consumption by vehicles;
d. To undertake logistics arrangements for the Commission's meetings;
e. To make all reservations and preparations in commemorative events, ceremonies, conferences, courses and meetings at the request of departments/ divisions of FCSC;
f. To take care of the necessary in-country and abroad travel arrangements for the Chairperson, Deputy Chairperson, Commissioners and officials of FCSC;
g. To take care of cleanliness of the areas adjacent to FCSC;
h. To manage the car park of FCSC;
i. To implement mechanisms for assistance to users (help desk), particularly for booking rooms, car park spaces, communication- failures and office malfunctions of any kind, at reception;
j. Any other duty or, responsibility assigned by the Deputy Director (Logistics, Protocol and Asset Management Unit).

8. Competencies

a) Shall be competent and have aptitude in managing operations;
b) Shall have ability to plan, organize and monitor his/ her activities;
c) Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d) Shall be proficient in computer applications;
e) Shall have effective communication skills in spoken and written Arabic;
f) Ability to communicate in English is desirable;
g) Shall have good inter-personal skills;

h) Shall have ability to deal with a variety of people and situations;
i) Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years' of relevant experience.

V. Executive Assistant (Protocol), Logistics, Protocol and Asset Mgt. Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Logistics, Protocol and Asset Mgt. Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Logistics, Protocol and Asset Management Unit.

7. Main Duties and Responsibilities

The Executive Assistant (Protocol) will be based in FCSC Office in Baghdad and will assist in planning and implementation of overall tasks of protocol unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the FCSC delegations in preparing and conducting their missions abroad;
b. To escort the Guests/Experts/Advisers, invited by the FCSC, for interview/ selection board meetings to the respective venues;
c. To coordinate the official visits of foreign delegations- to assist and escort the members of foreign delegation, diplomats and guests to the office of Chairperson/ Deputy Chairperson and/or, the Commissioners' office, during their visits to FCSC;
d. To coordinate the protocol activities of FCSC with Ministry of Foreign Affairs and other Government offices, regarding foreign delegations issues.
e. To assist in ensuring the compliance to the protocol requirements of Chairperson, Deputy Chairperson, Commissioners and delegations of FCSC, under warrant of precedence;
f. To assist in providing protocol support to the Commission for movement of Chairperson, Deputy Chairperson and Commissioners of FCSC in the country and abroad, particularly in regard to their security, hotel reservations,

purchase of travel tickets, requisition of allowances from the relevant departments of FCSC etc.;

g. Any other duty or, responsibility assigned by the Deputy Director (Logistics, Protocol and Asset Management Unit).

8. Competencies

a. Shall be competent and have aptitude in managing operations;
b. Shall have ability to plan, organize, and monitor his/ her activities;
c. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d. Shall be proficient in computer applications;
e. Shall have effective communication skills in spoken and written Arabic;
f. Ability to communicate in English is desirable;
g. Shall have excellent inter-personal skills;
h. Shall have ability to deal with a variety of people and situations;
i. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

VI. Executive Assistant (Asset Management),), Logistics, Protocol and Asset Mgt. Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Logistics, Protocol and Asset Mgt. Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Logistics, Protocol and Asset Management Unit.

7. Main Duties and Responsibilities

The Executive Assistant (Asset Management) will be based in FCSC Office in Baghdad and will assist the Deputy Director, in planning, managing and monitoring overall tasks of asset management. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the Deputy Director in management of FCSC's assets and ensure its proper maintenance- office premises, including cleanliness and repairs for civil and electrical works;
b. To assist in development and maintenance of horticulture- lawns, gardens, indoor and outdoor plants, rockery, floral arrangements etc.;
c. To manage the system for registration of assets (inventory) of FCSC;
d. To maintain an updated inventory, indicating stocks, book value and their physical location;
e. To develop and implement category-wise inventories of transport, equipment, IT and communication, electronic and audiovisual equipments, which are incorporated in the overall inventory;
f. To conduct a physical inspection of the overall inventory on periodic basis;
g. To arrange maintenance contracts for repairs of buildings, facilities, vehicles and equipments;
h. To assist in ensuring quality and efficiency of operation of facilities, equipment and supplies, electricity, lighting, air conditioning, plumbing and others;
i. To undertake and recommend replacement of unusable assets of FCSC and their disposal;
j. Any other duty or, responsibility assigned by the Deputy Director (Logistics, Protocol and Asset Management Unit).

8. <u>Competencies</u>

a. Shall have ability to plan, organize, and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience

VII. Executive Assistant (Safety & Security), Safety, Security & Office Management Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Safety, Security & Office Management Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director (Safety, security & Office Management Unit).

7. **Main Duties and Responsibilities**
8. Executive Assistant (Safety& Security) will be based in FCSC Office in Baghdad and will be responsible for executing tasks of safety and security, under the direction of the Deputy Director (Safety, security & Office Management Unit). His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;
   a. To assist Deputy Director (Safety, security & Office Management Unit) in development of safety & security regulations for FCSC;
   b. To update the Deputy Director about the status on safety and security matters, addressing prevention, control, surveillance, protection of staff, premises, and assets of FCSC;
   c. To ensure that the rules and procedures relating to access, movement and stay of persons inside the premises of FCSC is implemented;
   d. To communicate the regulations and instructions of safety & security of FCSC to the FCSC Staff;
   e. To coordinate the implementation of new security technologies and maintenance of equipments with the Information and Communication Technology (ICT) Division;
   f. To develop a system for issuing temporary passes and permanent identity cards to regular staff, casual staff, advisers etc., and keep records of the issued cards;
   g. To ensure maintenance and checking of fire fighting equipments, organizing mock drills, and liaison with fire Service;
   h. To liaise security matters with the Ministry of Interior officials;
   i. Any other duty or, responsibility assigned by the Deputy Director (Safety, security & Office Management Unit).

9. **Competencies**
   a. Shall have ability to plan, organize, and monitor his/ her activities;
   b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
   c. Shall be proficient in computer applications;

d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

10. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience

VIII. Executive Assistant (Office Maintenance), Safety, Security & Office Management Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Safety, security & Office Management Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: Deputy Director (Safety, security & Office Management Unit).
7. Reports from: Office Assistants and Hygiene and Sanitation Workers.

8. Main Duties and Responsibilities

Executive Assistant (Office Maintenance) will be based in FCSC Office in Baghdad and will be responsible for office maintenance issues. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

(a) To assist the Deputy Director in planning and implementing FCSC's office cleanliness, maintenance, improvements and expansions;
(b) To assist the Deputy Director in carrying out implementation of various standards and procedures relating to overall maintenance and upkeep of FCSC office;
(c) To assist in review of the maintenance operations of FCSC office, identify opportunities for improvement and anticipate solutions to the problems in a timely manner;
(d) To ensure that federal regulations relating to the maintenance are met at all times;
(e) To undertake general supervision and support for the service maintenance staff;

(f) Any other duty or, responsibility assigned by the Deputy Director (Safety, security & Office Management Unit).

9. Competencies

a. Shall have ability to plan, organize, and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

10. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience

IX. Executive Assistants (Office Management)-20 Posts

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Safety, security & Office Management Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director (Safety, security & Office Management Unit).

7. Main Duties and Responsibilities

Executive Assistant (Office Management) will be based in FCSC Office in Baghdad and will be responsible for the Management of the offices of Commissioners, General Directors and/or, other FCSC offices, subject to exigencies of services. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To ensure provision of necessary staff support and other office and secretariat services to the Deputy Chairperson, Commissioners and General Directors of FCSC, in discharge of their executive functions;
b. To organize the meetings, prepare agenda, record the minutes and keep the records of the movements of visitors, documents and files;
c. To discharge the duties and responsibilities, as assigned by the reporting official;
d. To compile and maintain an up to date telephone directory of numbers and addresses, for the reporting officer;
e. To greet and assist visitors in a courteous manner;
f. To answer phones in a courteous manners, and record messages accurately;
g. To assist in establishing coordination mechanism between the reporting officer, Commissioners and the FCSC Office;
h. To organize the office layouts and maintaining supplies of stationery and office equipments;
i. To ensure the receipt, registration and, forwarding of all correspondence and to maintain their records;
j. To undertake updating of the classification system for the file of correspondence sent and received;
k. To provide the secretarial support to the FCSC officers, for official work;
l. To provide administrative support requested by the various departments;
m. Any other duty or, responsibility assigned by the Deputy Director (Safety, security & Office Management Unit).

8. <u>Competencies</u>

a. Shall have ability to plan, organize, and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience

X. Executive Assistant (FCSC's OD, HR Planning, Recruitment and Promotion), HR-I Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Human Resource Unit-I.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports His/her activities to: The Deputy Director, Human Resource – I Unit.

7. **Main Duties and Responsibilities**

   The Executive Assistant (HR Unit-I) will be based in FCSC Office in Baghdad and will assist the Deputy Director (HR-I unit) in organizational development, HR planning, Recruitment & Selection, Promotion & Transfer, Career & Succession Planning of FCSC Staff. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

   a. To assist the Deputy Director (HR-I unit) in carrying out organization development and HR planning;
   b. To implement HR procedures of merit based recruitment & selection, promotion, transfer and career progression for the FCSC staff;
   c. To coordinate and carry out other executive aspects of human resource management;
   d. To carry out initial screening of candidates and coordinate the recruitment processes;
   e. To provide personnel support in the management of contract staff;
   f. To Review job descriptions for all positions at regular intervals and update them, in consultation with the Deputy Director;
   g. To conduct the employee orientation and facilitate new employees' joining formalities;
   h. To maintain and regularly update personnel files of each employee, in collaboration with HR–II Unit.
   i. Any other duty or, responsibility assigned by the Deputy Director (Human Resource – I Unit).

8. **Competencies**

   a. Shall have ability to plan, organize, and monitor his/ her activities;
   b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
   c. Shall be proficient in computer applications;

d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

XI. Executive Assistant (Performance Management and Training & Development), HR-I Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Human Resource Unit-I.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports His/her activities to: Deputy Director, Human Resource– I Unit.

7. <u>Main Duties and Responsibilities</u>

The Executive Assistant (Performance Management and Training & Development) will be based in FCSC Office in Baghdad and will be responsible for Performance Management, and Training & Development of FCSC Staff, in the HR-I Unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the Deputy Director (HR-I Unit) in performance management and training & development of FCSC staff;
b. To implement HR procedures of performance management, and training & development for FCSC staff and maintain performance appraisal form and training schedules;
c. To coordinate and carry out other executive aspects of human resources management;
d. To assist in designing, developing and implementing, in collaboration with other departments/ divisions of FCSC, training plans including professional courses,

conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;

e. To assist in designing, establishing and operating a training centre for training and development of FCSC staff;
f. To assist in drafting a manual for induction for the induction training of newly recruited FCSC employees;
g. To coordinate training programs for FCSC staff and prepare a training schedule for them;
h. Any other duty or, responsibility assigned by the Deputy Director (Human Resource–I Unit).

8. <u>Competencies</u>

a. Shall have ability to plan, organize, and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

XII. <u>Executive Assistant (Employees Relations, Welfare, Ethics, and Discipline), HR-II Unit</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Human Resource Unit-II.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports His/her activities to: Deputy Director, Human Resource-II Unit.

7. **Main Duties and Responsibilities**

The Executive Assistant-I (HR Unit-II) will be based in FCSC Office in Baghdad and will assist the Deputy Director (HR-II Unit), in Employees' Relations, Welfare, Ethics, and Conduct, and Disciplinary Measures in respect of FCSC Staff. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To provide feedback to the Deputy Director/ Director (HR) to enhance a better and cordial work- environment;
b. To carry out the executive aspects of employees' relations & welfare, and ethics and discipline;
c. To attend to employees' grievances and complaints; maintain ethics & discipline; and, provide guidance;
d. To review, update and maintain HR handbook and assist in conducting disciplinary proceedings;
e. To ensure the good employees' relations in FCSC;
f. To ensure the implementation standards of hygiene, health and safety at work;
g. Any other duty or, responsibility assigned by the Deputy Director (Human Resource – II Unit).

8. **Competencies**

a. Shall have ability to organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience

XIII. Executive Assistant (Leave, Attendance, Benefits, Pay & Allowances, Personnel Records, and HRMIS), HR-II Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Human Resource Unit-II.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports His/her activities to: Deputy Director, Human Resource - II Unit.

7. **Main Duties and Responsibilities**

The Executive Assistant - II (HR Unit-II) will be based in FCSC Office in Baghdad and will be responsible for Employees' Personnel Records, Leave & Attendance, Employees' Salary, Benefits & Allowances, and HR Management Information System (HRMIS). His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To prepare, maintain and update the records of Leave, Attendance, Benefits, Pay & Allowances, Personnel Records, and HRMIS of the FCSC staff;
b. To carry out the executive aspects of employees' pay roll and HRMIS;
c. To process records of leave and attendance, benefits and allowances to be remitted to Finance & Budget Unit for processing of the salaries and allowances;
d. To prepare and maintain monthly payroll for employees;
e. To propose year-end salary increment for the FCSC staff and maintain their records;
f. Any other duty or, responsibility assigned by the Deputy Director (Human Resource – II Unit).

8. **Competencies**

a. Shall have ability to organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

XIV. Executive Assistant (IT), Information Technology Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Information Technology (IT) Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, IT Unit.

7. **Main Duties and Responsibilities**

The Executive Assistant (Information Technology Unit) will be based in FCSC Office in Baghdad and will assist the Deputy Director in planning, managing and monitoring overall tasks of the IT Unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in implementing policies and strategies for information technology to ensure its development as well as supply of services to FCSC.
b. To develop and maintain the website of FCSC;
c. To design, develop and maintain a system of internal network for sharing of documents through local area network (LAN) in the FCSC office;
d. To design, develop and maintain a system for access to internet, electronic mail and, services for video-conferencing in the FCSC office;
e. To maintain computer Hardware/software/spares/consumables;
f. To set up user specific software and hardware for user specific requirements of various departments of FCSC;
g. To ensure the management and licensing of software;
h. To define and improve all system and network operations processes and the maintenance of IT infrastructure;
i. To carry out the implementation of security measures of software and hardware resources;
j. To maintain procedures and rules of safety equipment, software and systems;
k. To manage and maintain IT servers- www, email, firewall and others.
l. To devise preventive measures for data recovery from disasters, covering aspects of mobility and migration, backup, infrastructure protection, and training on disaster management;
m. To provide assistance to the users of information system of FCSC (help desk services);
n. Ensure timely and accurate delivery of technology products and services;
o. To work with other executive assistants of the ICT division to help implement Internal Systems;
p. Any other duty or, responsibility assigned by the Deputy Director (IT Unit).

8. **Competencies**
   a. Shall have ability to organize and monitor his/ her activities;
   b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
   c. Shall be proficient in computer applications;
   d. Shall have effective communication skills in spoken and written Arabic;
   e. Ability to communicate in English is desirable;
   f. Shall have good inter-personal skills;
   g. Shall have ability to deal with a variety of people and situations;
   h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**
   a. Shall be an Iraqi citizen;
   b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
   c. Shall have at least 2 years of relevant experience.

XV. Executive Assistant (Communication), Communications Technology Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Communication Technology (CT) Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Communication Technology Unit.

7. **Main Duties and Responsibilities**

   The Executive Assistant (CT Unit) will be based in FCSC Office in Baghdad and will assist in managing and monitoring overall tasks of Communication Technology (CT) Unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

   a. To assist the Deputy Director (CT Unit) in implementation of policies and strategies for communication technology to ensure its development as well as supply of services to FCSC;
   b. To assist in creating and maintaining a service telephone communication, including PBX and network of internal communication by telephone;

c. To prepare and update internal Telephone Directories of FCSC and circulate it to FCSC staff;
d. To work with other executive assistants of the ICT division to help implement Internal Systems;
e. Any other duty or, responsibility assigned by the Deputy Director (CT Unit).

8. Competencies

a. Shall have ability to organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

XVI. Executive Assistant (Civil Servants' HRMIS), HRMIS Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Human Resource Management Information System (HRMIS) Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, HRMIS Unit.
7. Main Duties and Responsibilities

The Executive Assistant (HRMIS Unit) will be based in FCSC Office in Baghdad and will assist the Deputy Director (HRMIS) in managing and monitoring overall tasks of Human Resource Management Information System (HRMIS) Unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. Assist the Deputy Director (HRMIS) in the management and operation of Human Resource Management Information System (HRMIS) Unit;

b. To assist in development and carrying out implementation and operation of a comprehensive HRMIS, serving all Iraqi ministries and agencies, within FCSC's jurisdiction;
c. To assist in generation of user-specific HRMIS reports, required for effective planning and management of Iraqi Federal Civil Service, under the guidance of Deputy Director (HRMIS);
d. To assist in supporting development and operations of HRMIS units in provincial Civil Service Commissions;
e. Any other duty or, responsibility assigned by the Deputy Director (HRMIS Unit).

8. <u>Competencies</u>

a. Shall have ability to organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

2.3 <u>Legal Department (4 posts)</u>

I. Executive Assistant, Appeals Unit-I & II, Administrative Appeals Division (4 posts)

I. <u>Executive Assistants (Appeals), Appeals Unit-I&II (4 posts)</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Appeals Unit-I & II
4. Relevant organization: Federal Civil Service Commission (FCSC)

5. Location: Baghdad
6. Reports his/her activities to: Deputy Directors, Appeals Unit-I & II.

7. **Main Duties and Responsibilities**

The Executive Assistant (Appeals) will be based in FCSC Office in Baghdad and will provide support to the concerned Deputy Director (Appeals Unit) in planning, and managing the Appeals Unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To support the concerned Deputy Director (Appeals Unit) in assisting the Commission in adjudication of complaints of candidates/ civil servants relating to recruitment, promotion, transfer, disciplinary action or, discrimination;
b. To receive the petitions/applications and register the same in office records;
c. To diligently follow and act in accordance with the provisions of extant law, regulation and instructions;
d. To assist in preparation, collation and distribution of appeals documents and associated information, agendas, reports, minutes and related material, as per the prescribed procedure;
e. To submit the case file along with statement of facts and comments for decision to the superior authority for further instructions/ decision;
f. To coordinate the proceedings/ meetings of the appeals panel, record the minutes and maintain records;
g. To deliver appeals decisions and give routine advice on next stages;
h. To draft the replies of the official letters and issue them after approval;
i. Any other duty or, responsibility assigned by the Deputy Director (Appeals Unit-I&II).

8. **Competencies**

a. Shall have ability to organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;

c. Shall have at least 2 years of relevant experience.

2.4 Admin. Studies and Research Department (10 posts)

I. Executive Assistant (Pay, Benefits and Allowances Research), Pay Compensation Unit
II. Executive Assistant (Labour Market Research), Pay Compensation Unit
III. Executive Assistant (Organization Performance), Organization Research Unit
IV. Executive Assistant (Budget Assessment), Organization Research Unit
V. Executive Assistant (Publication), Publication & Research Centre Unit
VI. Executive Assistant (Research), Publication & Research Centre Unit
VII. Executive Assistant (M&E Compliance), M&E Unit-I & II (4 posts)

I. Executive Assistant (Pay, Benefits and Allowances Research), Pay Compensation Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Pay Compensation Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Pay Compensation Unit.

7. **Main Duties and Responsibilities**

The Executive Assistant (Pay, Benefits and Allowances Research) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Pay Compensation Unit) in planning, and managing the Pay Compensation Unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in carrying out research related to civil service development and collaborate with concerned government agencies to make recommendations to ministries;
b. To assist in conducting surveys, studies and statistics, to 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, in coordination with competent agencies;
c. To assist in development of new methods for research on civil service compensation system, benefits and allowances and implement them;
d. To assist in development of new forms for questionnaires, and assessment to be used in surveys;

e. To analyze questionnaires, distributed for conducting research;
f. To do presentation about research findings and analysis;
g. To collaborate with experts to conduct specialised studies and research related to civil service matters;
h. To assist in doing assessment of organizational climate and motivational factors;
i. Any other duty or, responsibility assigned by the Deputy Director (Pay Compensation Unit).

8. Competencies

a. Shall have ability to organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

II. Executive Assistant (Labour Market Research), Pay Compensation Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Pay Compensation Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Pay Compensation Unit.

7. Main Duties and Responsibilities

The Executive Assistant (Labour Market Research) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Pay Compensation Unit) in planning, and managing the Pay Compensation Unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the Deputy Director (Pay Compensation Unit) in carrying out labour market research to determine civil service benefits, allowances and compensation;
b. To work with the Deputy Director (Pay Compensation Unit) and/or, experts to assess and identify potential job creation targets, skills needs and labour market adjustment issues, arising from growth happening in the country;
c. To assist in conducting 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 basic needs of living for civil servants, in coordination with competent agencies;
d. To assist in development of new forms of questionnaires, and assessment to be used in surveys;
e. To assist in analysis of questionnaires, distributed for conducting the research;
f. To assist in preparation of presentation of research findings and analysis;
g. To collaborate with the experts to conduct specialised studies and research related to civil service matters;
h. To assist in doing the assessment of organizational climate and motivational factors.
i. Any other duty or, responsibility assigned by the Deputy Director (Pay Compensation Unit).

8. <u>Competencies</u>

a. Shall have ability to organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

III. Executive Assistant (Organization Performance), Organization Research Unit

1. Job Title: Executive Assistant.
2. Grade: 4
3. Relevant Section: Organization Research Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: the Deputy Director, Organization Research Unit.

7. **Main Duties and Responsibilities**

The Executive Assistant (Organization Performance) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Organization Research Unit) in planning, managing and monitoring of the activities of Organization Research Unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the Deputy Director (Organization Research Unit) in maintaining cooperative relations with the line ministries and agencies and, collect and compile information on their organization structure and status of civil service management;
b. To assist in preparation of periodic reports on each ministry and agency, including recommendations and suggestions to improve their performance;
c. To assist in conducting studies and research on topics related to organizational development and civil service management;
d. To assist in organizing conferences, lectures and seminars on organization development and civil service management;
e. To assist in monitoring of progress toward goals, and make adjustments to achieve those goals more effectively and efficiently;
f. To assist in presentation of outcomes of the conducted research, through printed documents;
g. To develop methods for conducting surveys, assessment and researches;
h. Any other duty or, responsibility assigned by the Deputy Director (Organization Research Unit).

8. **Competencies**

a. Shall have ability to plan, organize, and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;

f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

IV. Executive Assistant (Budget Assessment), Organization Research Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Organization Research Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Organization Research Unit.

7. Main Duties and Responsibilities

The Executive Assistant (Budget Assessment) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Organization Research Unit) in assessment of the proposed annual budgets of ministries/ agencies. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the Deputy Director (Organization Research Unit) in monitoring of budget proposals of the ministries/ agencies, concerning their civil servant salaries and administrative expenditures and in preparation of recommendations for approval or modifications in their proposed budgets;
b. To assist in examining budget estimates for completeness, accuracy, and conformity with the procedures and regulations;
c. To assist in review of operating budgets to analyze trends affecting budget needs;
d. To perform cost-benefit analyses to compare operating programs, review financial requests, and explore alternative financing methods;
e. To prepare periodic reports and submit them to the Deputy Director (Organization Research Unit);
f. To interpret budget directives and establish policies for carrying out directives;
g. Any other duty or, responsibility assigned by the Deputy Director (Organization Research Unit).

8. **Competencies**
   a. Shall have ability to plan, organize, and monitor his/ her activities;
   b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
   c. Shall be proficient in computer applications;
   d. Shall have effective communication skills in spoken and written Arabic;
   e. Ability to communicate in English is desirable;
   f. Shall have excellent inter-personal skills;
   g. Shall have ability to deal with a variety of people and situations;
   h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**
   a. Shall be an Iraqi citizen;
   b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
   c. Shall have at least 2 years of relevant experience.

V. Executive Assistant (Publication), Publication & Research Centre Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Publication & Research Centre Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Publication and Research Centre Unit.

7. **Main Duties and Responsibilities**

The Executive Assistant (Publication) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Publication and Research Centre Unit) in planning, managing and monitoring the Publication and Research Centre Unit. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the Deputy Director (Publication and Research Centre Unit) in collection and production of summaries and processing, archiving and promoting dissemination of information relevant to the work of FCSC;
b. To liaise with the stakeholders (internal and external), when updating information sheets and to ensure the correct approval process is followed;
c. To collect the information from all Units, for publication of newsletter;

d. To act as the custodian of the FCSC Library and act as official depository of all documents produced by FCSC on its activities (both in digital and on paper), maintain archive of relevant documents and make such material available to FCSC staff for consultation;
e. To maintain the records of annual and other reports of the various ministries and agencies, including FCSC;
f. To compile and circulate annual and monthly reports, research, analysis etc.;
g. To provide photocopying service (Information materials are traced & photocopies are provided by the Library);
h. To maintain and update the monthly list of laws and regulations relating to organization development and civil service management, and circulate them to all departments, for consultation;
i. To define the policy and procedures for acquisition of library documents;
j. To collate and maintain documents and provide them for consultation and on loan to the users, according to Library rules;
k. To arrange subscription of Newspapers/Periodicals, and arrange for payment of bills;
l. To receive, maintain and weed out old records (files)/magazines/books for retention;
m. To provide reading room services;
n. To bind books and journals and, maintain the catalogue and registers;
o. To assist in issuing "No Demand Certificate";
p. Any other duty or, responsibility assigned by the Deputy Director (Publication and Research Centre Unit).

8. <u>Competencies</u>

a. Shall have ability to plan, organize, and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

VI. Executive Assistant (Research Centre & Library), Publication & Research Centre Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Publication & Research Centre Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Publication and Research Centre Unit.

7. **Main Duties and Responsibilities**

   The Executive Assistant (Publication) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Publication and Research Centre Unit) in planning, managing and monitoring of the Research activities. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

   a. To assist the Deputy Director (Publication and Research Centre Unit) in conducting surveys, assessments, evaluation and other issues, related to research;
   b. To manage data collection projects by meeting paper and electronic mailing deadlines, entering data, transcribing tapes and handwritten notes;
   c. To assist the Deputy Director in the design, execution and evaluation of research projects, including surveys, focus groups, data integration and analysis;
   d. To conduct research, which requires the use of Internet or the library;
   e. To undertake the follow-up that is required after the study is conducted;
   f. Any other duty or, responsibility assigned by the Deputy Director (Publication and Research Centre Unit).

8. **Competencies**

   a. Shall have ability to plan, organize, and monitor his/ her activities;
   b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
   c. Shall be proficient in computer applications;
   d. Shall have effective communication skills in spoken and written Arabic;
   e. Ability to communicate in English is desirable;
   f. Shall have excellent inter-personal skills;
   g. Shall have ability to deal with a variety of people and situations;
   h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

VII. <u>Executive Assistant (Compliance), Monitoring & Evaluation Unit-I & II (4 Posts)</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Monitoring and Evaluation Unit - I & II
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director (M&E Unit– I & II)

7. **<u>Main Duties and Responsibilities</u>**

The Executive Assistant (Compliance) will be based in FCSC Office in Baghdad and will assist the concerned Deputy Director (M&E) in planning and managing the Monitoring and Evaluation of the FCSC's regulations, instructions, functions and activities. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist the concerned Deputy Director (M&E) in monitoring and evaluation of the performance relating to organization and civil service management of the concerned ministries/agencies;
b. To assist in monitoring and evaluation of the operations of Iraqi civil service, including level of achievement of FCSC's public administration and civil service management policies;
c. To assist in planning, monitoring and supervising civil service, in coordination with HR policy division;
d. To record and maintain the documents relating to program events, meetings, workshops, etc;
e. To undertake field visits, as needed, for data collection process and verify data quality;
f. To collect, collate, consolidate and prepare reports of data, conduct basic data analysis and interpretation, as required for reporting;
g. To support the design of data collection and analysis for collecting qualitative and quantitative data using surveys, semi-structured interviews, focus groups; and support the development of easy-to-use forms, guides and interview agendas;

h. To assist in gathering of information and producing the reports to support FCSC's activities and achievements;
i. To support preparation of annual report covering Commission's tasks, including results of reviewing the hiring processes and recommendations to improve civil service for submission to Parliament, Presidential Council and Council of Ministers;
j. Any other duty or, responsibility assigned by the Director (Monitoring and Evaluation Unit - I & II).

8. <u>Competencies</u>

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

2.5 <u>Public Administration Development Department (18 posts)</u>

I. Executive Assistant (Job Description and Advert.), Recruitment Unit-I& II (2 posts)
II. Executive Assistant (Selection and Appointment), Recruitment Unit-I& II (2 posts)
III. Executive Assistant (Screening and Short listing), Recruitment Unit-I& II (2 posts)
IV. Executive Assistant (Job Analysis & HR Planning), HR Policy Unit - I
V. Executive Assistant (Leave, Benefits, Pay and allowances), HR Policy Unit-I
VI. Executive Assistant (Recruitment Policy), HR Policy Unit-I
VII. Executive Assistant (Performance Management), HR Policy Unit-II
VIII. Executive Assistant (Ethics, conduct and Discipline), HR Policy Unit-II
IX. Executive Assistant (Appeals, Grievances & Employee Relations), HR Policy Unit-II
X. Executive Assistant (Civil Service Institute), Training Institutions Unit
XI. Executive Assistant (Training Centres), Training Institutions Unit
XII. Executive Assistant (Training Policy), Training Policy Unit
XIII. Executive Assistant (Policy Execution), Training Policy Unit
XIV. Executive Assistant (SES Policy), Senior Executive Service (SES) Unit
XV. Executive Assistant (SES Execution), Senior Executive Service (SES) Unit

I. Executive Assistant (Job Description and Advert.), Recruitment Unit-I& II (2 posts)

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Recruitment Unit- I & II
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Recruitment Unit.

7. **Main Duties and Responsibilities**

   Executive Assistant (Job Description and Advertisement) will be based in FCSC Office in Baghdad and will assist the concerned Deputy Director (Recruitment Unit) in job description and advertisement of vacancy notices. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

   a. To assist concerned Deputy Director (Recruitment Unit) in providing a comprehensive merit based recruitment service, with accuracy and efficiency and adhering to professional confidentiality standards;
   b. To prepare, review and update job descriptions and submit them for approval;
   c. To undertake advertising of job vacancies, as per the job description/person specification, in the manner provided by law and regulations;
   d. To be responsible for managing the recruitment mail box, ensuring that queries are followed up and responded to in a timely manner;
   e. To develop job descriptions templates, to be filled by the supervisors and managers, then revise and edit them;
   f. Any other duty or, responsibility assigned by the Deputy Director (Recruitment Unit).

8. **Competencies**

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

II. Executive Assistant (Selection and Appointment), Recruitment Unit-I& II (2 posts)

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Recruitment Unit- I & II
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Recruitment Unit.

7. **Main Duties and Responsibilities**

   The Executive Assistant (Selection and Appointment) will be based in FCSC Office in Baghdad and will assist the concerned Deputy Director (Recruitment Unit) in selection and appointment of candidates, in accordance with the merit based recruitment process. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

   a. To assist in coordinating the process of recruitment, appointment, reappointment, and promotion of civil servants in accordance with merit based recruitment policy, regulation and procedure;
   b. To examine individuals' 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;
   c. To assist in carrying out selection/ interviews, ensuring that the merit based recruitment policy/ procedure is adhered to at all times;
   d. To develop assessment forms for applicants to be filled prior to selection/ interview;
   e. To assist in effective implementation of merit based recruitment process;
   f. To assist in undertaking all pre-employment screening, background checks, criminal record checks, verification, health check, references, and previous employers checks…etc.;
   g. To prepare and submit weekly progress report on recruitment;
   h. To assist in ensuring implementation of decisions of the Commission on merit based recruitment of the civil service positions and conducting public examinations;
   i. Any other duty or, responsibility assigned by the Deputy Director (Recruitment Unit).

8. **Competencies**

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

III. Executive Assistant (Screening and Short listing), Recruitment Unit-I& II (2 posts)

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Recruitment Unit- I & II
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Recruitment Unit.

7. Main Duties and Responsibilities

The Executive Assistant (Screening and Short listing) will be based in FCSC Office in Baghdad and will assist the concerned Deputy Director (Recruitment Unit) in screening and short listing of candidates, in accordance with merit based recruitment process. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assess applications in relation to essential and desirable criteria as detailed in the vacancy notice, as per the job description/person specification of the advertised position;
b. To assist in preparation of lists of candidates, together with essential and desirable criteria, which allows for a clear way to distinguish the candidates intended to be short-listed;

c. To be responsible for managing recruitment mail box, to receive all applications;
d. To assist in short listing of applications received, and separate those that do not meet the essential criteria from the candidates that may be suitable for the job;
e. To assist in implementation of decisions of the Commission on merit based recruitment of civil servants and in conducting public examinations;
f. To assist in submission of the list short-listed candidates further processing;
g. Any other duty or, responsibility assigned by the Deputy Director (Recruitment Unit).

8. <u>Competencies</u>

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

IV. <u>Executive Assistant (Job Analysis & HR Planning), HR Policy Unit - I</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: HR Policy Unit - I
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, HR Policy Unit - I.

7. <u>Main Duties and Responsibilities</u>

The Executive Assistant (Job Analysis & HR Planning) will be based in FCSC Office in Baghdad and will assist the Deputy Director (HR Policy Unit-I) in review, design and monitoring of HR policies related to job analysis & HR planning. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in implementation of civil service law, as well as other effective laws/regulations relating to civil service management;
b. To assist in reviewing, designing and monitoring of civil service policies related to job analysis and HR planning;
c. To assist in planning, monitoring and supervision of civil service policy matters in ministries and government agencies through field visits, in coordination with monitoring and evaluation division;
d. To assist in designing, coordinating, guiding and supporting the establishment and operations of Human Resource departments and serving civil servants in ministries and provinces;
e. To assist in review and preparation of job descriptions and terms of employment;
f. To establish and document the 'job-relatedness' of employment procedures such as training, and performance appraisal…etc.;
g. Any other duty or, responsibilities assigned by the Deputy Director (HR Policy Unit–I).

8. <u>Competencies</u>

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor’s degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

V. Executive Assistant (Leave, Benefits, Pay and allowances), HR Policy Unit-I

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: HR Policy Unit-I
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, HR Policy Unit-I.

7. **Main Duties and Responsibilities**

The Executive Assistant (Leave, Benefits, Pay and allowances) will be based in FCSC Office in Baghdad and will assist the Deputy Director (HR Policy Unit-I) in review, design and monitoring of HR policies related to Leave, Benefits, Pay and allowances. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in implementation of civil service law, as well as other effective laws/regulations relating to civil service management;
b. To assist in review, design and monitoring of civil service policies related to leave, benefits, pay & allowances;
c. To assist in planning, monitoring and supervision of civil service policy matters in ministries and government agencies through field visits, in coordination with monitoring and evaluation division;
d. To assist in designing, coordinating, guiding and supporting the establishment and operations of Human Resource departments and serving civil servants in ministries and provinces;
e. Any other duty or, responsibility assigned by the Deputy Director, HR Policy Unit – I.

8. **Competencies**

a. Shall have ability to organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**
   a. Shall be an Iraqi citizen;
   b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
   c. Shall have at least 2 years of relevant experience.

VI. Executive Assistant (Recruitment Policy), HR Policy Unit-I

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: HR Policy Unit-I
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, HR Policy Unit-I.

7. **Main Duties and Responsibilities**

   The Executive Assistant (Recruitment Policy) will be based in FCSC Office in Baghdad and will assist the Deputy Director (HR Policy Unit-I) in review, design and monitoring of HR policies related to merit based recruitment. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;
   a. To assist in implementing the Civil Service Law, as well as the effective laws related to civil service;
   b. To undertake supervising and monitoring civil service policy matters in ministries and government agencies through field visits, assist in designing civil service policies related to merit based recruitment;
   c. To assist in analyzing the current recruitment knowledge and trends within job-market;
   d. To assist in developing and implementing recruitment and redundancy policy/ programmes, including voluntary redundancy and early retirement schemes;
   e. To submit weekly report on implementation of recruitment policy in the ministries/ agencies to the Deputy Director;
   f. To assist in initiating and managing policy and research projects, as identified in the annual work plan;
   g. Any other duty or, responsibility assigned by the Deputy Director, HR Policy Unit – I.
8. **Competencies**
   a. Shall have ability to organize and monitor his/ her activities;

b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

VII. <u>Executive Assistant (Performance Management), HR Policy Unit-II</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: HR Policy Unit- II
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, HR Policy Unit-II.

7. <u>Main Duties and Responsibilities</u>

The Executive Assistant (Performance Management) will be based in FCSC Office in Baghdad and will assist the Deputy Director (HR Policy Unit-II) in review, design and monitoring of HR policies related to performance management. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in implementing Civil Service Law, as well as other relevant laws related to civil service;
b. To undertake supervising and monitoring civil service policy matters in ministries and government agencies through field visits, assist in designing civil service policies related to performance management;
c. To assist in managing, coordinating and monitoring the process of results-based performance management and evaluation of all civil servants;

d. To develop and recommend new policies and procedures to enhance the organization's performance management program;
e. To document a performance plan that includes measures, desired results, and standards;
f. To conduct ongoing measurements and observations to track employees' performance exchanging ongoing feedback on their performance;
g. To submit weekly report on implementation of performance policy in the ministries/ agencies to the Deputy Director;
h. To assist in initiating and managing policy and research projects, as identified in the annual work plan;
i. Any other duty or, responsibility assigned by the Deputy Director (HR Policy Unit-II).

8. <u>Competencies</u>

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

VIII. <u>Executive Assistant (Ethics, conduct and Discipline), HR Policy Unit-II</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: HR Policy Unit- II
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, HR Policy Unit-II.

7. **<u>Main Duties and Responsibilities</u>**

The Executive Assistant (Ethics, Conduct and Discipline) will be based in FCSC Office in Baghdad and will assist the Deputy Director (HR Policy Unit-II) in review, design and monitoring of HR policies related to ethics, conduct and discipline. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in implementing civil service law, as well as other relevant laws related to civil service;
b. To assist in monitoring and supervision of civil service policy matters in ministries and government agencies through field visits, assist in designing civil service policies related to ethics, conduct and discipline and define the appropriate means to perform these policies;
c. To assist in managing, coordinating and monitoring the process of ethics, conduct and discipline of all civil servants;
d. To assist in development and recommendation of new policies and procedures to enhance the ethics, conduct and discipline in the ministries/ agencies;
e. To carry out the executive aspects of ethics, conduct and discipline;
f. To maintain ethics & discipline and conduct disciplinary proceedings;
g. To Promote ethics and integrity, and create organizational precedents;
h. To review, update and maintain HR handbook;
i. To document a plan that includes ethical measures, desired results, and standards for conduct and discipline;
j. To conduct ongoing measurements and observations to track standards of employees' ethical conduct;
k. To submit weekly report on implementation of ethics, conduct and discipline policy in the ministries/ agencies to the Deputy Director;
l. To assist in initiating and managing policy and research projects, as identified in the annual work plan;
m. Any other duty or, responsibility assigned by the Deputy Director (HR Policy Unit-II).

8. <u>Competencies</u>

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**
   a. Shall be an Iraqi citizen;
   b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
   c. Shall have at least 2 years of relevant experience.

IX. Executive Assistant (Appeals, Grievances & Employee Relations), HR Policy Unit-II

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: HR Policy Unit- II
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, HR Policy Unit-II.

7. **Main Duties and Responsibilities**

   The Executive Assistant (Appeals, Grievances & Employees' Relations) will be based in FCSC Office in Baghdad and will assist the Deputy Director (HR Policy Unit-II) in review, design and monitoring of HR policies related to appeals, grievances & employees' relations. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

   a. To assist in implementation of civil service law, as well as other relevant laws related to civil service;
   b. To assist in designing civil service policies related to appeals, grievances & employees' relations, define the appropriate means to perform these policies and in monitoring and supervision of implementation of these policies in ministries/agencies, through field visits;
   c. To assist in development and recommendation of new policies and procedures to enhance the employees' relations in the ministries/ agencies;
   d. To carry out the executive aspects of appeals, grievances & employees' relations;
   e. To provide feedback to enhance a better and cordial working environment;
   f. To provide guidance in implementation of procedure for redressal of employees' grievances and complaints;
   g. To promote employees' relations and create organizational precedents;
   h. To review, update and maintain HR handbook;
   i. To document a plan that includes grievance-redressal and standards for employees' relations;

j. To conduct ongoing measurements and observations to track standards of & employees' relations;
k. To submit weekly report on implementation of procedure for appeal and employees' relations in the ministries/ agencies to the Deputy Director;
l. To assist in initiating and managing policy and research projects, as identified in the annual work plan;
m. Any other duty or, responsibility assigned by the Deputy Director (HR Policy Unit-II).

8. Competencies

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

X. Executive Assistant (Civil Service Institute), Training Institutions Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Training Institutions Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Training Institution.

7. Main Duties and Responsibilities

The Executive Assistant (Civil Service Institute) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Training Institutions) in the establishment, operationalization and smooth functioning of the Federal Civil Service Institute (FCSI). His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in implementing and monitoring policies and strategies for establishment and operationalization of Federal Civil Service Institute (FCSI);
b. To support and monitor the management and operations of the FCSI;
c. To assist in designing, developing and implementing, in collaboration with other departments/ divisions of FCSC, training plans including professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;
d. To review, update and maintain the training schedules;
e. Any other duty or, responsibility assigned by Deputy Director (Training Institutions).

8. <u>Competencies</u>

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

XI. <u>Executive Assistant (Training Centres), Training Institutions Unit</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Training Institutions Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)

5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Training Institutions.

7. **Main Duties and Responsibilities**

The Executive Assistant (Training Centres) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Training Institutions) in the establishment, operationalization and smooth functioning of Training Centres in the ministries/ agencies. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in implementing and monitoring policies and strategies for establishment and operationalization of Training Centres;
b. To support and monitor the management and operations of the Training Centres;
c. To assist in designing, developing and implementing, in collaboration with other departments/ divisions of FCSC, training plans including professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;
d. To review, update and maintain the training schedules;
e. Any other duty or, responsibility assigned by Deputy Director (Training Institutions).

8. **Competencies**

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

XII. Executive Assistant (Training Policy), Training Policy Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Training Policy Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Training Policy Unit.

7. **Main Duties and Responsibilities**

The Executive Assistant (Training Policy) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Training Policy) in review, design and monitoring of the civil service training policies. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in designing training and development policies for civil servants and through Federal Civil Service Institute and the training centres in ministries/ agencies;
b. To assist in defining the appropriate means to perform training and development policies in the ministries/ agencies, through field visits;
c. To assist in management of agreements on cooperation in education and training of civil servants;
d. To maintain and update all manual and computerised training records and registers, including input and retrieval of relevant training information;
e. To assist in preparing professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;
f. Any other duty or, responsibility assigned by the Deputy Director (Training Policy Unit).

8. **Competencies**

a. Shall have ability to plan, organize his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. **Recruitment Qualifications & Experience**

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

XIII. Executive Assistant (Policy Execution), Training Policy Unit

1. Job Title: Deputy Director
2. Grade: 4
3. Relevant Section: Training Policy Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: The Deputy Director, Training Policy Unit.

7. **Main Duties and Responsibilities**

The Executive Assistant (Policy Execution) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Training Policy) in implementation and monitoring of the civil service training policies. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in implementation of training and development policies for civil servants through Federal Civil Service Institute and training centres in ministries/ agencies;
b. To assist in monitoring and supervision of implementation of training and development policies in FCSI and the training centres in the ministries/ agencies, through field visits;
c. To recognize, assess and communicate important policy implementation issues to stakeholders;
d. To follow up the implementation of training and development policies for civil servants through Federal Civil Service Institute and the training centres in ministries;
e. To assist in implementation of agreements on cooperation in education and training of civil servants;
f. To maintain and update all computerised training records and registers, including input and retrieval of relevant training information;
g. To assist in implementation of professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;
h. Any other duty or, responsibility assigned by the Deputy Director (Training Policy Unit).

8. **Competencies**

a. Shall have ability to plan, organize his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have good inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

XIV. Executive Assistant (SES Policy), Senior Executive Service (SES) Unit

1. Job Title: Executive Assistant (SES Policy),
2. Grade: 4
3. Relevant Section: Senior Executive Service Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: Deputy Director, Senior Executive Service (SES).

7. <u>Main Duties and Responsibilities</u>

The Executive Assistant (SES Policy) will be based in FCSC Office in Baghdad and will assist the Deputy Director (SES) in design, review and monitoring of senior executive service (SES) policies. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in designing and developing policy and pay and grading structures for the senior executive service (SES);
b. To assist in preparation of legislation, supporting regulations, and budget for SES program;
c. To develop and put in place SES terms of service conditions and regulation for lateral entry;

d. To develop and put in place a SES performance management and incentives procedures;
e. To assist in designing executive management and professional development training framework;
f. To maintain, update, and bind all SES related document;
g. To coordinate meetings and appointments with the concerned departments/Unit, attend meetings and write minutes;
h. Any other duty or, responsibility assigned by the Deputy Director (SES).

8. Competencies

a. Shall be competent and have aptitude in managing operations;
b. Shall have ability to plan, organize, lead and monitor his/ her activities;
c. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d. Shall be proficient in computer applications;
e. Shall have effective communication skills in spoken and written Arabic;
f. Ability to communicate in English is desirable;
g. Shall have excellent inter-personal skills;
h. Shall have ability to deal with a variety of people and situations;
i. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

XV. Executive Assistant (SES Execution), Senior Executive Service (SES) Unit

1. Job Title: Executive Assistant (SES Execution),
2. Grade: 4
3. Relevant Section: Senior Executive Service Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports to: Deputy Director, Senior Executive Service (SES).
7. Main Duties and Responsibilities

The Executive Assistant (SES Execution) will be based in FCSC Office in Baghdad and will assist the Deputy Director (SES) in implementation and monitoring of senior executive service (SES) policies. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in implementation and monitoring of SES policies and pay and grading structures for the senior executive service (SES) in the ministries/ agencies, through field visits;
b. To assist in implementation and monitoring of legislation, supporting regulations, and budget for SES program;
c. To ensure implementation and monitoring of SES's terms of service and regulation for lateral entry;
d. To undertake implementation and monitoring SES management guidelines;
e. To support SES implementation strategies and work plans for ministries and other units (agencies, provincial governments);
f. To recognize, assess and communicate important SES policy implementation issues to stakeholders;
g. To implement and monitor SES performance management and incentives procedures;
h. To assist in implementation of executive management and professional development training framework;
i. To maintain, update, and bind all SES related document;
j. To coordinate meetings and appointments with the concerned departments/Unit, attend meetings and write minutes;
k. Any other duty or, responsibility assigned by the Deputy Director (SES).

8. <u>Competencies</u>

a. Shall be competent and have aptitude in managing operations;
b. Shall have ability to plan, organize, lead and monitor his/ her activities;
c. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
d. Shall be proficient in computer applications;
e. Shall have effective communication skills in spoken and written Arabic;
f. Ability to communicate in English is desirable;
g. Shall have excellent inter-personal skills;
h. Shall have ability to deal with a variety of people and situations;
i. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;

c. Shall have at least 2 years of relevant experience.

2.6 Coordination and Follow up with Ministries/ Agencies Department (6 posts)

I. Executive Assistant (Ministry Relations), Ministry/ Agency Relations Unit
II. Executive Assistant (Agency Relations), Ministry/ Agency Relations Unit
III. Executive Assistant (Provincial Relations), Provincial Relations Unit- (2 posts)
IV. Executive Assistant (Communications), Communications Unit
V. Executive Assistant (Public Relations), Public Relations Unit

I. Executive Assistant (Ministry Relations), Ministry/ Agency Relations Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Ministry/ Agency Relations Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Ministry/ Agency Relations Unit

7. **Main Duties and Responsibilities**

The Executive Assistant (Ministry Relations) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Ministry/ Agency Relations) in planning, and managing FCSC's relations with the ministries and COMSEC. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in coordination of work of FCSC with the ministries relating to public administration, organization development and civil service management viz. implementation and monitoring of relevant laws, policies, rules, regulations and procedures;
b. To assist in monitoring and supervision of implementation of FCSC's policies for civil servants in ministries, through field visits;
c. To assist in establishing relationships with the government agencies to obtain the requisite information on budget proposals for civil service salaries, administrative expenses and public service operations, to enable FCSC to participate in parliament committee meetings;

d. To provide support in working with various Divisions of FCSC and establish linkages with ministries to share opinions and make recommendations about issues related to public administration and civil service development;
e. To recognize, assess and communicate important policy implementation and coordination issues to the notice of stakeholders;

f. To coordinate meetings and appointments with the line ministries, attend meetings and write minutes;
g. To take care of official correspondence between FCSC and line ministries;
h. To prepare and submit weekly report to the Deputy Director about coordination and implementation of FCSC's policies in the ministries;
i. Any other duty or, responsibility assigned by the Deputy Director (Ministry/ Agency Relations Unit).

8. Competencies

a. Shall have ability to plan, organize, and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a) Shall be an Iraqi citizen;
b) Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c) Shall have at least 2 years of relevant experience.

II. <u>Executive Assistant (Agency Relations), Ministry/ Agency Relations Unit</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Ministry/ Agency Relations Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Ministry/ Agency Relations Unit

7. Main Duties and Responsibilities

The Executive Assistant (Agency Relations) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Ministry/ Agency Relations) in planning, and

managing FCSC's relations with the government agencies. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in coordination of work of FCSC with the government agencies relating to public administration, organization development and civil service management viz. implementation and monitoring of relevant laws, policies, rules, regulations and procedures;
b. To assist in monitoring and supervision of implementation of FCSC's policies for civil servants in agencies, through field visits;
c. To assist in establishing relationships with the government agencies to obtain requisite information on budget proposals for civil service salaries, administrative expenses and public service operations, to enable FCSC to participate in parliament committee meetings;
d. To provide support in working with various Divisions of FCSC and establish linkages with government agencies to share opinions and make recommendations about issues related to public administration and civil service development;
e. To recognize, assess and communicate important policy implementation and coordination issues to the notice of stakeholders;
f. To coordinate meetings and appointments with the government agencies, attend meetings and write minutes;
g. To take care of official correspondence between FCSC and government agencies;
h. To prepare and submit weekly report to the Deputy Director about coordination and implementation of FCSC's policies in the agencies;
i. Any other duty or, responsibility assigned by the Deputy Director (Ministry/ Agency Relations Unit).

8. Competencies

a. Shall have ability to plan, organize, and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;

c. Shall have at least 2 years of relevant experience.

III. <u>Executive Assistant (Provincial Relations), Provincial Relations Unit (2 posts)</u>

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Provincial Relations Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Provincial Relations Unit.

7. **Main Duties and Responsibilities**

The Executive Assistant (Provincial Relations) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Provincial Relations) in planning, and managing FCSC's relations with the regional and provincial entities (PCSCs, Provincial Councils and Governor's Office, in particular). His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in coordination of work of FCSC with the regional and/or, provincial entities relating to public administration, organization development and civil service management viz. implementation and monitoring of relevant laws, policies, rules, regulations and procedures;
b. To assist in establishing a system to maintain on-going relationships with provinces and regions to support their obligation to set up and operate PCSCs to manage a merit-based, motivated, competent and equitable provincial and regional civil service;
c. To assist in monitoring and supervision of implementation of FCSC's policies for civil servants in region and/or, provinces, through field visits;
d. To conduct field visits to the region and to the provinces, and write reports about these visits;
e. To assist in establishing relationships with the regional and/or, provincial entities to obtain requisite information on budget proposals for civil service salaries, administrative expenses and public service operations;
f. To provide support in working with various Divisions of FCSC and establish linkages with regional and/or, provincial entities to share opinions and make recommendations about issues related to public administration and civil service development;
g. To recognize, assess and communicate important policy implementation and coordination issues to the notice of stakeholders;
h. To coordinate meetings and appointments with the regional and/or, provincial entities, attend meetings and write minutes;

i. To take care of official correspondence between FCSC and regional and/or, provincial entities;
j. To prepare and submit weekly report to the Deputy Director about coordination and implementation of FCSC's policies in the region and/or, provincial entities;
k. Any other duty or, responsibility assigned by the Deputy Director (Ministry/ Agency Relations Unit).

8. Competencies

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

IV. Executive Assistant (Communication), Communications Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Communications Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Communications Unit.

7. Main Duties and Responsibilities

The Executive Assistant (Communications) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Communications) in planning, managing and

monitoring of communication activities of FCSC. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in designing and operation of a comprehensive strategic communications program to support FCSC's policies relating to public administration and development of an effective Iraqi civil service;
b. To promote internal communication amongst the departments/divisions of FCSC;
c. To maintain and update the system of communication and circulation of information and documents between departments/divisions of FCSC;
d. To assist in developing and managing the content of website of FCSC, with technical collaboration of Information Technology and Communication (FCSC) division;
e. To ensure implementation of mechanisms for coordination and, information flow between the units, divisions and departments and mechanisms for supervision and management hierarchy;
f. To work on dissemination of publications and other materials of FCSC in all appropriate media to support continuous improvement in the performance of the civil service throughout Iraq;
g. To use various means e.g. telephone, websites, mail services, audio-visual media, print media, and emails, to communicate FCSC's policies, guidelines and instructions;
h. To work on dissemination of FCSC's activities, both in the country and abroad, through brochures, pamphlets, electronic media, website and internet;
i. To ensure the implementation of policies and procedures of using the information materials, written, sound and image, generated by the FCSC.
j. To recognize, assess and communicate important policies and guidelines of FCSC to all stakeholders;
k. To conduct field visits to the region and/or, to the provinces, and write reports about these visits;
l. To support communications units in the regional and/or, provincial civil service commissions;
m. To prepare and submit weekly report to the Deputy Director about communication of FCSC's policies and guidelines, across the country;
n. Any other duty or, responsibility assigned by the Deputy Director (Communications Unit).

8. Competencies

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;

e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

V. Executive Assistant (Public Relations), Public Relations Unit

1. Job Title: Executive Assistant
2. Grade: 4
3. Relevant Section: Public Relations Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Deputy Director, Public Relations Unit.

7. Main Duties and Responsibilities

The Executive Assistant (Public Relations) will be based in FCSC Office in Baghdad and will assist the Deputy Director (Public Relations) in planning, managing and monitoring of public relations activities of FCSC. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To assist in designing and operation of a comprehensive strategic public relations programme to support FCSC's policies relating to public administration and development of an effective Iraqi civil service;
b. To assist in arranging radio and television coverage of the FCSC events;
c. To carry out activities to promote good public relations of FCSC with public organizations, civil society organizations, citizens, and other national and international institutions;
d. To assist in organizing press conferences and draft and disseminate press releases;
e. To analyze the information produced by the media about FCSC and prepare appropriate response of the FCSC;
f. To prepare speeches to further FCSC's public relations objectives;
g. To use various means e.g. telephone, websites, mail services, and email for maintaining good public relations;

h. To conduct field visits to the region and/or, to the provinces, and write reports about these visits;
i. To support public relations units in the regional and/or, provincial civil service commissions;
j. To prepare and submit weekly report to the Deputy Director about public relations activities of FCSC, across the country;
k. Any other duty or, responsibility assigned by the Deputy Director (Public Relations Unit).

8. Competencies

a. Shall have ability to plan, organize and monitor his/ her activities;
b. Shall have good understanding of the nature and culture of public service organizations, in Iraqi context;
c. Shall be proficient in computer applications;
d. Shall have effective communication skills in spoken and written Arabic;
e. Ability to communicate in English is desirable;
f. Shall have excellent inter-personal skills;
g. Shall have ability to deal with a variety of people and situations;
h. Shall have flexibility and ability to work under stress and within limited time frames.

9. Recruitment Qualifications & Experience

a. Shall be an Iraqi citizen;
b. Shall have at least a bachelor's degree from a reputed university/ institution in the relevant field of specialization;
c. Shall have at least 2 years of relevant experience.

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3 Job Description of Civilian Motor Driver-10 posts (Grade-8)

(Finance and Administration Department)

I. Civilian Motor Driver, Logistics, Protocol and Asset Management Unit (10 posts)

1. Job Title: Civilian Motor Driver
2. Grade: 8
3. Relevant Section: Logistics, Protocol and Asset Management Unit.
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Executive Assistant (Logistics), Logistics, Protocol & Asset Management Unit.

7. **Main Duties and Responsibilities**

   The Civilian Motor Driver will be based in FCSC Office in Baghdad and will operate and maintain automobile fleet of FCSC, under the guidance of Executive Assistant (Logistics). His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

   a. To maintain and keep the automobile fleet of FCSC in operational readiness;
   b. To provide the transport services to FCSC officials, running errands and delivering items, as directed;
   c. To carry out duties safely in accordance with all legal and safety requirements, and be fully conversant with the duty of employees under the Health & Safety legislation;
   d. To report any incident that involves injury, damage to any passenger, pedestrian or third- party property immediately, in line with extant rules, procedures and guidelines;
   e. To handle any emergency which may arise, including following procedures in the event of a vehicle fire;
   f. Any other duty or, responsibility assigned by the Executive Assistant, Logistics.

8. **Competencies**

a. Shall have the ability to communicate clearly, understand and follow instructions;
b. Shall have good driving habits and consider safety first;
c. Shall be sincere, punctual, obedient , with positive attitude towards official work;
d. Shall have ability to deal with a variety of people and situations;
e. Shall have flexibility and ability to work under stress and within limited time frames.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a primary school degree;
c. Shall possess valid driving license for driving light, medium and/or, heavy vehicles;
d. Shall be free from any criminal prosecution on account of a motor accident or, violation of a traffic law;
e. Shall have at least 2 years of relevant experience.

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4 Job Description of Office Assistant-20 posts (Grade-8)

4.1. Finance and Administration Department (20 posts)

I. Office Assistant, Safety, Security & Office Management Unit (20 posts)

1. Job Title: Office Assistant
2. Grade: 8
3. Relevant Section: Safety, security & Office Management Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Executive Assistant (Office Maintenance).

7. **Main Duties and Responsibilities**

   The office Assistant will be based in FCSC Office in Baghdad and will be responsible for maintenance and operation of FCSC office, under the guidance of Executive Assistant (Office Maintenance). His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

   a. To ensure that the FCSC's departments, divisions and units are properly cleaned and maintained;
   b. To carry out simple office operations of repetitive nature e.g., photocopying, printing, movement and dispatch of papers, documents, and files etc.;
   c. To ensure maintenance of office equipments and regular supplies of stationary items;
   d. To check stock and determine inventory levels, to anticipate requirements, placing and expediting orders, verifying receipt, stocking items and delivering supplies to work stations;
   e. To open and sort emails and disseminate information through telephone, websites, mail services, and email;
   f. To collect and distribute post or, parcels among offices and employees;
   g. To coordinate the maintenance and repairs of office equipment;
   h. To monitor the use of equipment and supplies within the office;

i. To ensure the service of tea, water and snacks during the meetings, seminars and workshops;
j. Any other duty or, responsibility assigned by the Executive Assistant (Office Maintenance).

8. <u>Competencies</u>

a. Shall have the ability to use computer applications;
b. Shall have effective communication skills in spoken and written Arabic;
c. Shall have good inter-personal skills;
d. Shall have ability to deal with a variety of people and situations;
e. Shall be able to handle office equipments e.g. photocopiers, fax machines, printers and telephones;
f. Shall have flexibility and ability to work under stress and within limited time.

9. <u>Recruitment Qualifications & Experience</u>

d. Shall be an Iraqi citizen;
e. Shall have at least a high-school degree;
f. Shall have at least 1 year of relevant experience.

5Job Description of Hygiene and Sanitation Worker-6 posts (Grade-9)

5.1 Finance and Administration Department (6 posts)

I. Hygiene and Sanitation Worker, Safety, security & Office Management Unit (6 posts)

1. Job Title: Hygiene and Sanitation Worker
2. Grade: 9
3. Relevant Section: Safety, Security & Office Management Unit
4. Relevant organization: Federal Civil Service Commission (FCSC)
5. Location: Baghdad
6. Reports his/her activities to: Executive Assistant (Office Maintenance).

7. **Main Duties and Responsibilities**

The Hygiene and Sanitation Worker will be based in FCSC Office in Baghdad and will be responsible for all hygiene and sanitation activities, including gardening, horticulture and beautification of the FCSC premises. His/ Her specific responsibilities will include, but not limited to, following duties and responsibilities;

a. To provide an efficient and effective cleaning services to the office of FCSC, ensuring a high standard of hygiene and sanitation;
b. To use cleaning materials and consumables as recommended by supplier, following supplier's recommended user's instructions;
c. To ensure that all floors, walls, wash rooms and toilets are regularly cleaned;
d. To ensure that all office-furniture are properly dusted, office-walls are cleaned and cow-webs are removed, regularly;
e. To ensure that all office dust bins are cleared regularly and the garbage is dumped at an earmarked central place, for further disposal, as per the laid down procedure/ instructions;
f. To develop and maintain lawns, gardens and outdoor and indoor plants, in the FCSC premises;
g. To use equipment within health and safety regulations and report any fault to his superior;

h. To report any maintenance requirements such as light bulb replacements, leaking wash basins...etc.;
i. Any other duty or, responsibility assigned by the Executive Assistant (Office Maintenance).

8. <u>Competencies</u>

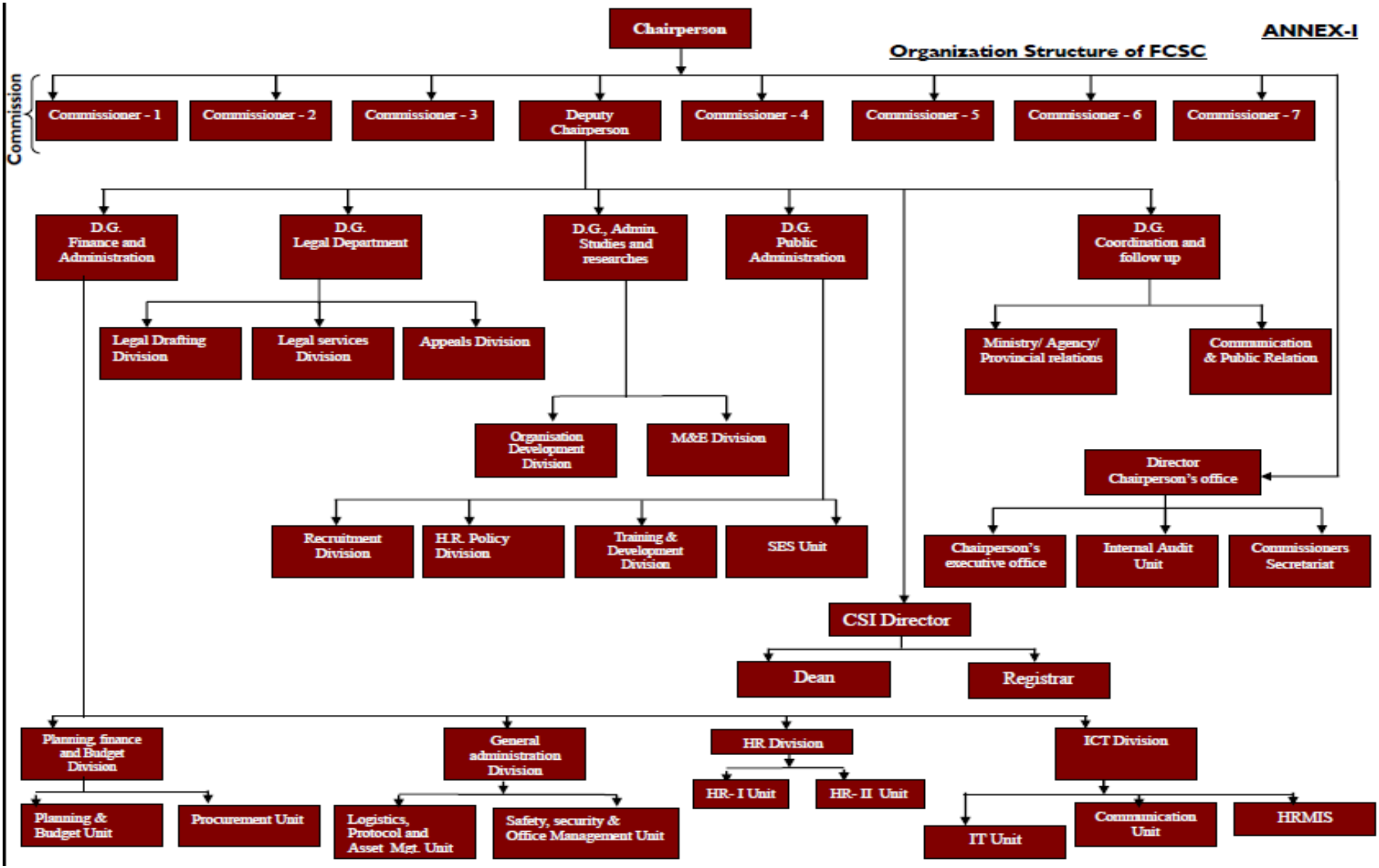
a. Shall have excellent attention to detail and cleaning to a high standard;
b. Shall have the ability to communicate clearly, understand and follow instructions;
c. Shall have ability to deal with a variety of people and situations;
d. Shall be able to handle cleaning and gardening equipments;
e. Shall have flexibility and ability to work under stress and within limited time.

9. <u>Recruitment Qualifications & Experience</u>

a. Shall be an Iraqi citizen;
b. Shall have at least a primary school degree;
c. Shall be capable of carrying out the physical aspects of the work, related to this post.
d. Shall have 1 year of relevant experience.

ANNEX-I

Organization Structure of FCSC



Federal Civil Service Institute (FCSI)

Implementation Plan

For

Establishment & Operationalisation

By- Rajeew Kumar Goel

Sr. Civil Service Management Adviser

USAID-Tarabot, Iraq Administrative Reform Project

October 2012

Federal Civil Service Institute (FCSI)

Implementation Plan for Establishment & Operationalization

1. Introduction

Federal Civil Service Institute (FCSI) is a nodal training institution, whose existence is mandated by Federal Civil Service Commission Law (# 4 of 2009)[1]. It is to be established, by law, as a national level institution to lead and monitor civil service training across the government machinery in Iraq. However, FCSI is yet to be established and operationalised. The objective of this document is to propose an implementation plan to establish and operationalise Federal Civil Service Institute (FCSI), in accordance with FCSC Law (# 4 of 2009).

2. Implementation Plan

2.1 The USAID/ Tarabot programme is providing technical assistance to establish and operationalize the FCSI. Following activities need to be completed to enable FCSI to begin its core operations;

(i) To define mandate, functions and organisation structure of FCSI;
(ii) To define roles and responsibilities (ToRs) of FCSI and its divisions;
(iii) To identify staffing needs of FCSI's organisation;
(iv) To prepare job descriptions for FCSI's jobs;
(v) To develop internal rules and operating procedures for FCSI;
(vi) To recruit FCSI staff on merit principles;
(vii) To provide Induction training to the staff of FCSI;
(viii) To develop standards for the training and development practitioners, for civil service training; and,
(ix) To draft a strategic plan and the work plans for the FCSI.

[1] Article 4 of the FCSC Law states, ''The Commission achieves its objectives through the following means :- (i) Establishing an institute called (Civil Service Institute), which will be organized by law. .....''

2.2 A diagrammatic representation of the above-mentioned step-by step activities to accomplish this objective can be seen at **ANNEX**. These Step-by-step activities are described below;

(i) **To define mandate, functions and organisation structure of FCSI:** The FCSC law[2] (#4 of 2009) mandates the establishment of FCSI, to be organized by law. Therefore, it is obvious that FCSI's functions and organization structure are yet to be defined. Keeping in view the provisions[3] of FCSC law, FCSI's mandate and functions relating to civil service training will be defined and an organisation structure of FCSI with- span of control and coordination of tasks - will be developed.

(ii) **To define roles and responsibilities (ToRs) of FCSI and its divisions:** Keeping in view the mandate and functions of FCSI, the detailed roles and responsibilities (ToRs) of each division in the organisation structure of FCSI will be developed.

(iii) **To identify staffing needs of FCSI's organisation:** Once the roles and responsibilities of the organisation structure of FCSI is defined, the next step would be to identify the necessary jobs and staffing needs to carry out the roles and responsibilities of each division of FCSI.

(iv) **To prepare job descriptions for FCSI's positions:** Based on the staffing requirements of FCSI, main duties and responsibilities of each FCSI positions and the requisite knowledge, skills and experience to carry out those jobs will be determined and their job descriptions will be prepared.

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[2] Article 4 of the FCSC Law states, ''The Commission achieves its objectives through the following means :- (i) Establishing an institute called (Civil Service Institute), which will be organized by law. .....''

[3] Article 3 of FCSC law defines the functions of the FCSC as follows: '*The Commission aims at:-*

(i) Improving and developing the civil service, providing equal opportunities and ensuring equality between the qualified candidates to civil service positions.

(ii) Planning, monitoring and supervising civil service.

(iii) Developing the public administration, improving government organizational structure, ***training civil servants*** *and providing them with appropriate social welfare, in coordination with competent authorities'.*

(v) **To develop internal rules and operating procedures for FCSI:** Drafting of FCSI's internal rules and operating procedures will be necessary for the operationalization of FCSI. The internal rules of FCSI will regulate its transaction of business and provide a systematic mechanism for policy, planning and decision-making at the FCSI to plan, lead and monitor civil service training across line ministries and, agencies in Iraq. Whereas, operating procedures will provide the mechanisms, through which civil service training will be operationalized by the FCSI. For this purpose, the work load of each division will be estimated and the work flows and working relationship between divisions will be developed with the objective of accomplishing FCSI's mandate and functions.

(vi) **To recruit FCSI staff on merit principles:** Next step would be to fill up identified positions, as per the criteria of knowledge, skills and experience, developed under the job description. Technical assistance will be provided in recruitment and selection of staff, on merit principles, to begin initial operations of FCSI.

(vii) **To provide Induction training to the staff of FCSI**: After recruitment of staff, it would be necessary to induct them in the FCSI by providing them training in the disciplines related to management of FCSI; its organization structure; roles and responsibilities of the Institute and its divisions; its institutional relationships with the FCSC and line ministries; and, its internal rules and operating procedures. The USAID/ Tarabot programme will arrange and coordinate the induction training for the staff of FCSI.

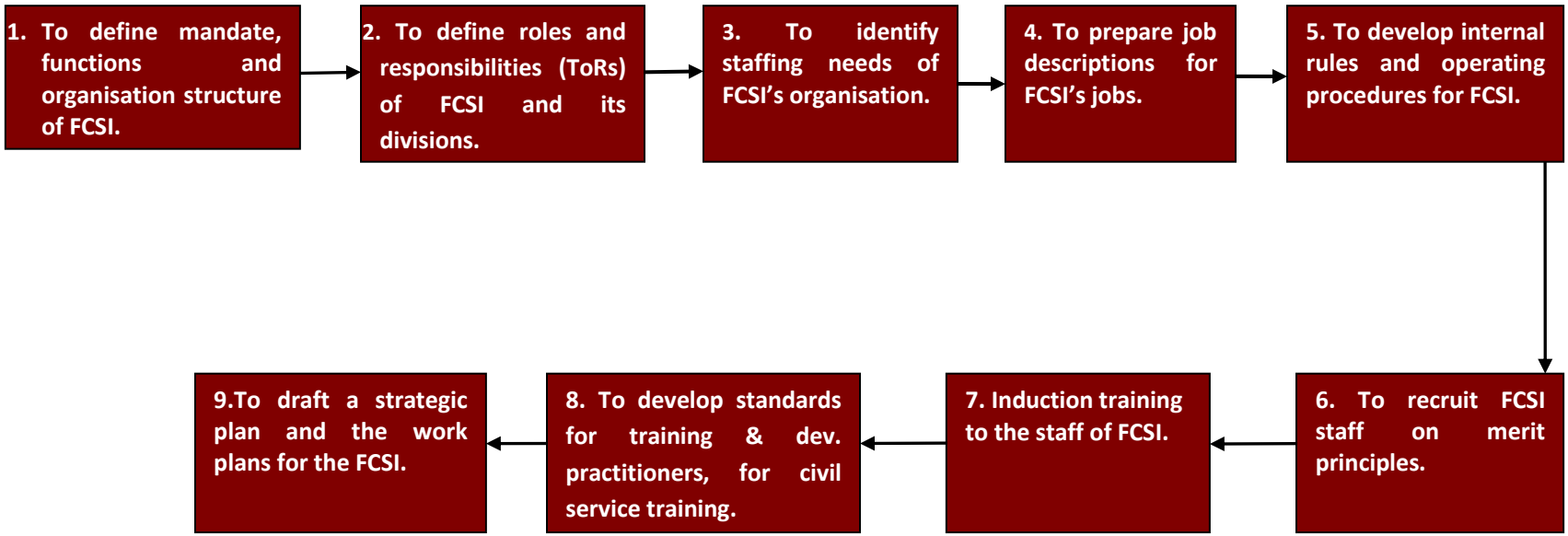
(viii) **To develop standards for the training and development practitioners, for civil service training:** By the end of one year of this implementation plan, FCSI should be in a position to begin its core operations. In order to make it fully functional, FCSI will be assisted in development of standards for the training systems and procedures, to enhance the standards of civil service training, in Iraq. In this effort, the first step would be to develop standards for the training and development practitioners for civil service training.

(ix) **<u>To draft a strategic plan and the work plans for the FCSI</u>:** The FCSI will be assisted in drafting of a strategic plan and annual work plans for achieving its objectives of civil service training. Based on the annual work plan of FCSI, the work plans of its divisions and units will be prepared. Work plans of the divisions and units will be the basis on which individual work plans and annual targets will be set and the performance of the concerned staff of FCSI will be appraised. Achievement of targets of the annual work plans will help FCSI in accomplishing the objectives of the strategic plan. This should eventually enable FCSI to take over operations and responsibilities respecting civil service training, across Iraq.

ANNEX

Federal Civil Service Institute (FCSI)

Implementation Plan



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Federal Civil Service Institute (FCSI)

Mandate, Functions, Structure & ToRs

By- Rajeew Kumar Goel

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January, 2013

Federal Civil Service Institute (FCSI)

Mandate, Functions, Structure & ToRs

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1. Executive Summary

1.1 This document addresses the priority needs for establishment and operationlization of a Federal Civil Service Institute (FCSI). It defines its mandate, functions, organization structure and duties and responsibilities of its divisions and units. Implementation of this organisation structure, in turn, will enable FCSI to perform functions and achieve its objectives, efficiently and effectively.

1.2 FCSI is a federal institution, whose existence is mandated by Article-4 (1) of FCSC Law (#4 of 2009). Intent of the FCSC law is to establish and operationalize FCSI, by law, to ensure that all civil servants have the requisite competencies (knowledge, skills and attitude) for delivering high quality service to Iraqi people. It is based on the idea of creating a national level nodal institution for building a competency based, professional, politically neutral, and highly motivated civil service, which is responsive to the needs of citizens and could effectively serve as administrative backbone of the democratic state of Iraq.

1.3 In pursuance of this mandate, FCSI is to support sustainable capacity building for developing civil service education and training, to deal with challenges of public administration reform. FCSI would do this by building a network with various training institutions. In this context, three broad priorities emerge:

(i) An urgent need for practical in-service training of both senior and mid-career civil servants;

(ii) Need to train civil service trainers (ToT), to accelerate dissemination of high quality programme development;

(iii) Longer-term need to transform pre-service academic preparation of civil servants.

1.4 The above–mentioned priorities can be addressed by considering three 'school types' and two institution types (structures) for FCSI. FCSI could be founded on two broad types of 'school'- academic or, professional- or, a combination of the two. All of these models have something to be said on their behalf and have considerable potential for delivering high quality Public Administration education and training.

1.5 The question to be answered is- which model is most appropriate for, and feasible to introduce? Taking into account the needs and priorities in Iraq; in-service training has a higher priority than pre-service education. Immediacy of the need for in-service training suggests that professional school should take a priority over academic school, in proceeding with FCSI. The academic school would face more complications in building capacity in the traditionally independent and change-averse academic (university) sector. The combined school is much more complex, though ultimately desirable, if approached gradually by building on successes of modest structures. The above objective and purpose of FCSI can be achieved in following steps;

(i) To design, and initiate FCSI as a 'Professional School', based on a long-term development plan;

(ii) To develop, promote, organise and assure the quality of high profile training events for mid-career civil servants and trainers of civil servants, drawing on 'best practices';

(iii) To expand gradually a co-ordinated network of FCSI programmes and consultancy through a network of training institutions (public, private and NGOs), using FCSI trained trainers and consultants;

(iv) To further develop FCSI as an 'Academic School' with curriculum and training development for pre-service university-level programmes, and to expand applied research capacity in the field of public administration.

1.6 Once the model is determined, next steps would be to determine its functions and organization structure. To begin with, FCSI should be operationalized as a professional school. As structure follows functions in designing an institution, detailed functions of FCSI are required to be defined, before determining the structure of FCSI. FCSI shall be an institutional 'centre of gravity' and a beacon for professional learning of good governance. It shall be a model of 'state-of-the-art' programme design and delivery of civil service training in the region. Top quality programmes and collaborative problem-solving would be a major added value for the FCSI. FCSI shall have seven core functions viz. (i) Implementation of FCSC's training & development policies; (ii) Curriculum development, for civil service training; (iii) Capacity building for training and

consultancy support; (iv) Quality assurance and assessment; (v) Training delivery; (vi) Providing scholarships; and, (vii) Public relations/image building.

1.7 The FCSI shall be able to carry out above functions, by means of an organization structure, consisting of; (i) A Governing Board; and, (ii) The Directorate General of FCSI. The Governing Board shall be the apex body for FCSI. It will work on strategic, operational, and technical issues relating to civil service training and development and provide policy direction and operational guidance to FCSI. The Directorate General shall consist of a Director General, as executive head of FCSI. S/he will provide leadership to five divisions of FCSI. These divisions are- (1) Finance and Administration Division; (2) Curriculum Development Division; (3) Training Delivery Division; (4) Training Centers Division; and, (5) Planning, Evaluation and Certification Division. Divisions shall carry out FCSI's functions through their respective units. Therefore, duties and responsibilities of FCSI's divisions and units have also been defined, so as to enable FCSI to perform its functions and achieve objectives.

1.8 Mandate of FCSI has been elaborated in **Chapter-2** of this document. A variety of models for institutional design of FCSI have been discussed in **Chapter-3.** Functions of FCSI have been defined in **Chapter-4.** An overview of the organization structure of FCSI has been provided in **Chapter-5** of this document. **Chapter-6** provides a description of duties and responsibilities of divisions and units of FCSI. Organisation chart of FCSI has been prepared and placed at **ANNEX.**

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2. Mandate of Federal Civil Service Institute (FCSI)

Introduction

2.11 The mandate of FCSI flows out from the Federal Civil Service Commission (FCSC) Law (#4 of 2009). Article-4 (1) of FCSC law states that a Federal Civil Service Institute (FCSI) shall be established, by law. Article 9 (7) of FCSC law authorizes FCSC to design training policies for FCSI. The FCSC law [Article 4 (2)] also mandates for establishment of a training centre in each ministry, for the purpose of civil servants' development.

2.12 Therefore, intent[1] of FCSC law is to establish and operationalize FCSI, to ensure that all civil servants have the requisite competencies (knowledge, skills and attitude) for delivering high quality service to the Iraqi people, in an effective manner. In order to fulfill this mandate, FCSI should be able to assume responsibilities in the following two main areas:

(A) Implementation of civil service training and development policies of FCSC

(i) FCSI shall be responsible for implementation of FCSC's training and development policies. It will be responsible for developing and implementing training programs, which will support implementation of national civil service training & development policies and strategies of Government of Iraq;

(ii) FCSI shall develop and implement training and development programs for the senior civil servants, according to training and development policies of FCSC and national strategic priorities;

(iii) FCSI, in cooperation with other entities shall develop and deliver training programs in core administrative functions according to competency framework, developed by FCSC;

[1] Article-4 of FCSC Law needs to be read in conjunction with Article-3 of the law, which reads as under;
Article-3: '' The Commission aims at:-

1) Improving and developing the civil service, providing equal opportunities and ensuring equality between the qualified candidates to civil service positions.
2) Planning, monitoring and supervising civil service.
3) Developing public administration , improving government organizational structure, training civil servants and providing them with appropriate social welfare, in coordination with competent authorities.''

(iv) FCSI shall ensure that training centers in the ministries have necessary capacities to implement training and development policies and standards;

(B) Managing Standards for civil service training

(i) FCSI shall be responsible for development of certification standards, for trainers and HR development practitioners, working for/in the public sector in Iraq;

(ii) It shall be responsible for creating and implementing national accreditation system for training and development programs, delivered for the public sector.

Priorities for FCSI

2.21 Training programs offered in the FCSI are to be tailored specifically to the needs of the public organizations and strategic direction of government. Primary objective is to create a pool of well-trained general administrators, who could be used for a variety of common functions, across the public organizations. Therefore, focus of FCSI shall be on the general aspects of training, as distinct from specialized ministry-specific technical training, which shall be the concern of training centers of the ministries/ agencies.

2.22 Due to limited national training infrastructure and network of trainers, FCSI has to address many urgent public administration needs. Therefore, rapid re-skilling of civil servants through in-service training should be given precedence over pre-service education/ training, at least in the short-term. FCSI could make a major contribution to training of trainers (ToT) and developing civil service curricula for national training systems or, private training centres. Its consultancy function could also become a key stimulus for capacity building, in medium term. These priorities for FCSI, in order of preference, may be described as under;

(i) Immediate development of practical, PAR related in-service training for civil servants;

(ii) Development of capacity by strengthening training centres; identifying, developing and networking high quality training programmes; and, training civil service trainers (ToT), to deliver civil service training;

(iii) Expansion of specialist provision for pre-service and in-service university-level academic education, in the longer term, for the next generation of senior civil servants.

Target groups

2.31 Taking into account the needs and priorities in Iraq; in-service training has a higher priority than pre-service education and it is important to define target groups for FCSI, as follows;

(i) Top management/executive level civil servant

Work at the executive level is extremely demanding, requiring engagement in policy making rather than micro-management of departments or units. Training of these groups is especially crucial since they will be responsible for inter and intra-ministerial co-ordination and implementation of crucial public policies.

(ii) Young professional level and mid-career civil servants under age of 40

They have the potential to become top managers or senior policy makers.

(iii) Trainers and researchers responsible for development of practice-oriented training programmes, and applied research

These groups include trainers who work either inside the public institutions or, outside the remit of public administration structures as private or NGO providers of PA training.

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3. Models for Designing FCSI

Introduction

3.11 Purpose of FCSI will be to facilitate sharing of best practices and training. It will develop high quality civil servants and public administration trainers, by means of specific programmes and learning resources. It would add value by raising the profile and esprit de corps of civil servants and accelerate development of a politically-neutral, merit-based civil service. It would do this by building a network with various training institutions. In this context, three broad priorities emerge:

(i) An urgent need for practical in-service training of both senior and mid-career professional rank civil servants;

(ii) Need to train civil service trainers (ToT), to accelerate dissemination of high quality programme development;

(iii) Longer-term need to transform pre-service academic preparation of civil servants.

3.12 The above–mentioned priorities can be addressed by considering three 'school types' and two institution types (structures) for FCSI.

School Types

3.21 The three likely 'school types' for FCSI are shown in the Table-1, below. Each school type (A, B or, A+B) has advantages and disadvantages, but any one of them could:

(i) Link the trainers/faculties and participants/students to best practices;

(ii) Build understanding and skills of individual civil servants;

(iii) Focus on pre-service preparation or, in-service training or, both;

(iv) Enhance the capacity for PAR and training in country's training institutions;

(v) Contribute to improving the performance and culture of civil service.

Table-1: School Types for FCSI

School Type		Description
A	**Academic School**	FCSI, as an 'Academic School'– the 'university approach', a specialist institution for civil service education offering mainly pre-service post-graduate degree programmes and research.
B	**Professional School**	FCSI, as a 'Professional School'– the 'training centre approach', a specialist institution for civil service in-service training, offering practical work-related programmes for mid-career and 'high-flyer' civil servants.
A + B	**A combined Professional and Academic School**	FCSI, as both an 'Academic and Professional School' combining the functions of both A and B.

Institution Types

3.31 The two likely 'institution types', as a basis for designing the structure of FCSI are shown in the Table-2, below. Both 'structural models' are possible for FCSI. Any one of them could:

(i) Accommodate school types A, B or A+B;

(ii) Provide either pre-service education or in-service training or both;

(iii) Offer education and/or training, both directly to civil service practitioners and to civil service trainers.

Table-2: Institution Types for FCSI

Structural Models		Description
1	**Single Institution**	FCSI, as a 'stand-alone' institution that trains and/or, educates individual civil servants and trainers.
2	**Networked Institution**	FCSI, as a significant institution in its own right, but is also networked with various training centres in public, private and non-government sector, to train and/or, educate individual civil servants and trainers.

3.32 The first model is a 'stand-alone' institution in the sense that it is not structurally related to institutions beyond its own walls. It has a functional relationship with other public administration training institutions but only through its students who pass through FCSI programmes or, through visiting staff from other institutions.

3.33 The second model is structurally connected (or, networked) with the external training institutions as well as individuals and offers more potential for capacity building. In the Network model, FCSI serves as a full fledged training institution,

offering its own courses in its own right as well as co-ordinating centre for a network of institutions. The external 'schools' in the network are connected for their expertise and could be specialist departments within academic/ research institutions. They might be awarded FCSI's 'centre of excellence' status, subject to meeting certain quality standards and requirements. They could also be offered specific contracts to run specialist programmes, accredited by FCSI.

3.34 The likely combination of three 'school types' and two structures (institute types) for FCSI are summarised in **Table-3,** below. It is evident from the table that;

(i) All these options can provide either in-service training or, pre-service education or, both, with a focus on public administration reform;

(ii) School type A+B is organizationally most complex; school types A and B less so;

(iii) Model 2 A+B is the most complex, as it encompasses both the academic and professional schools as well as a network of institutions of both academic and professional types.

(iv) The models lend themselves to an evolutionary planning process that starts small and expands in complexity, as progress is reviewed, allowing organisational learning.

Assessing and Choosing appropriate model for FCSI

3.41 FCSI could be founded on the models of three types of 'school', academic, professional or, a combination of two. All of these models have something to be said on their behalf and have considerable potential for delivering high quality Public Administration education and training. The question now arises as to which model is most appropriate for, and feasible to introduce?

3.42 The immediacy of the need for a professional school suggests that it should take a priority place in proceeding with FCSI. The academic school would face more complications in building capacity in the traditionally independent and change-averse academic (university) sector. The combined school is much more complex, though ultimately desirable, if approached gradually by building on successes of modest structures.

Table3: Combination of 'school types' and 'institute types' for FCSI

School Type → / Structural Models (Institutional Type) ↓			(A) 'Academic School' (Higher Education Approach) Degree Bearing Programmes		(B) 'Professional School' (Practical Training Approach) Work-Related Programmes		(A)+(B) 'Academic + Professional School' Approach	
			Advantages	**Disadvantages**	**Advantages**	**Disadvantages**	**Advantages**	**Disadvantages**
			Meets a long-term need; Builds the next CS generation through pre-service education but also provides in-service; Adds a PA research dimension; Able to provide training and capacity building, in a fixed place quickly.	Major challenge to embed in resistant, conservative university structures; high risk of 'brain drain'; more expensive form of provision.	Meets an immediate need flexibly; precise targeting on priority areas; potential rapid impact; could include private trg. centers and NGOs in addition to ministry Training Centers.	Training Centres, are hardly functioning, thus may be difficult to promote their institutional development.	Combines the advantages of both, A and B.	Combines the disadvantages of both, A and B.
1. Single Institution	**Advantages**	**Disadvantages**	**Description (A1)**		**Description (B1)**		**Description (1 A+B)**	
	A conventional organisation, focusing only on education and training individuals, of functions and activities; A 'grand institution' with a high profile.	Many unknowns to be resolved before launch can be justified; long lead-time to launch of any activity; can only be launched on the basis of large, long-term funding; 'Grand institution' may-be an inflexible 'one-off' solution.	Stand-alone institution, FCSI staffing; practice-related academic study, internships and research in Pub. Admin., mainly pre- but also in-service. Modern training for academic staff.		Stand-alone institution; short and longer work-related FCSI certificate courses; practical skills training, consultancy, internships and training of trainers.		Combination of A1 and B1	
2. Networked institution with oversight over the govt. and approved private training centres	**Advantages**	**Disadvantages**	**Description (A2)**		**Description (B2)**		**Description (2 A+B)**	
	More likely than stand-alone institution to embed new programmes; Stronger linkage, synergy and monitoring; Networks achieving non-duplication of scarce expertise through cost-effective, shared and targeted delivery; Institutional members have contractual relationship with FCSI, thus are accountable for each 'project' that they implement	May be difficult to reach agreement and collaboration, given inherited mistrust; Inter-institutional rivalry will have to be filtered through FCSI co-ordinating process; Danger of perceived competition to already weak existing institutions and systems.	A full-fledged teaching and research institution actively training trainers and developing programmes as well as educating and training its own student enrolment and a networked relationship with other institutions to which FCSI trainers, and programmes are disseminated.		As in A2, but for the practical training establishments, with oversight over ministry training programmes, civil service training centres, private and NGO institutions. As with A2, has accrediting and monitoring role and is a channel for grants and scholarships based on performance standards.		Combination of A2 and B2.	

Starting with a Professional School Networking Model (B2)

3.51 Institution building and organisational development are not exact sciences. This is particularly true, when they must respond to complex needs and priorities. In our view, establishing FCSI through networked professional school (Model 2B) has the best chance of operationalization. This does not preclude its evolution to a networked professional & academic school (Model 2 A+B). Thus, Model 2B may not remain the final model of a school. It is a way of initiating the process of establishing a national civil service training institute, as the most flexible and adaptable approach in the face of uncertain circumstances.

3.52 The networking approach to FCSI would initially meet the urgent need for in-service practical training and trainer development (ToT). It would meet current needs and priorities of civil service training, while at the same time offering an adaptive strategy to allow flexibility and readjustment in overcoming risks and obstacles. As the experience evolves, it may be so successful that it may continue to be the core structure of the future institution. But such a decision is for the future, in the light of experience earned.

A Strategy of Gradual Evolution

3.61 It is possible to adopt a step-by-step approach for the development of FCSI. In the initial phase, the priority shall be rapid up-skilling and a generalist focus. Subsequently, there could be an increase in specialist provision and also expansion of research and consultancy capacity. Periodic review of structure, financing and performance would guide the continuous process of development of FCSI. If major implementation problems arise, a strategy of gradualism would allow postponement, or, redirection in the light of changing circumstances.

3.62 Keeping in view uncertainties, a step-by-step, two phase and long-term adaptive strategy is recommended for establishing FCSI. It involves starting quickly, but modestly, and then expanding by building on success and experience. Phase-1 would involve initiation of 'fast-start' events and to develop a networked professional school (Model 2B). In Phase-2, conditional on the success of the first phase, FCSI could evolve

into a more ambitious model (2 A+B), a combined academic and professional school, based on network institution concept and can be a long-term vision.

Recommendations on FCSI's Model

3.71 In the light of above discussion, the key recommendations for the FCSI model can be summarized as under;

(i) A step-by-step gradual strategy should be adopted;

(ii) A professional institute, focusing on in-service training for the civil servants should constitute the first phase;

(iii) The initial emphasis should be on providing practical programmes for civil servants, related to every day work skills, particularly those for implementing government's priority policies and programmes;

(iv) Initial target groups should be senior and mid-career civil servants and their trainers in ministries and other training centres (ToT);

(v) The FCSI's future development plan should include the addition of an academic school function and pre-service education in the long-term prospect.

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4. Functions of FCSI

Introduction

4.11 As structure follows function in designing an institution, the detailed functions of FCSI have been discussed in this chapter. FCSI shall be an institutional 'centre of gravity' and a beacon for good governance and professional learning. It shall be at the hub of regional best practice and shall develop itself into a resource centre for the material as well as consultancy support for other education and training centres, across the region.

Functions of FCSI

4.21. FCSI shall be a model of 'state-of-art' programme design and delivery in the region. Top quality programmes and collaborative problem-solving would be a major added value for FCSI. The core functions of FCSI shall be as under;

(i) To implement FCSC's training & development policies and strategies
(ii) Curriculum development
(iii) Building capacity for training and consultancy support
(iv) Quality assurance and assessment
(v) Training delivery
(vi) Providing scholarships
(vii) Public relations/ image building

4.22. The detailed description of these functions and their rationale is discussed below;

(i) To implement Federal Civil Service Commission's training and development policies and strategies

As per the FCSC law (#4 of 2009), Department of Public Administration Development of Federal Civil Service Commission (FCSC) shall be responsible for establishing training and development policies for Iraqi civil servants. FCSI, along with training centres in the ministries, will have a primary role in implementing these policies. They shall be responsible for ensuring that implementation of

national and ministerial training strategies are supported by their training and development programs.

(ii) Curriculum development

FCSI shall not only offer technical curriculum content but also focus on the basic values of contemporary civil service. Three types of courses could serve the executive and professional target groups of civil servants, as explained below;

a) Courses for developing public administration skills

Such courses are urgently needed and should be designed to ensure application of new skills in the participants' workplace. This performance-related purpose would be enhanced by adopting a problem-based approach, involving real situations from practice and addressed through projects or action research, conducted by participants. A sequencing of seminar/workshops followed by work-based experiment, repeated several times over a couple of months, shall have high impact. If formal assessment is used, it can be based on the project reports, rather than academic examinations. Skills areas might include:

- Managing PAR and Institution Building;
- Modern Public Sector Management and Human Resource Management;
- Policy making, Policy Coordination, and Policy Analysis;
- Strategic Planning, Programme Design and Programme Cycle Management;
- Public Finance and Procurement Management;
- Public Accounting and Auditing;
- Accountability, Transparency and Anti-corruption Strategies;
- Leadership and Management Skills;
- Communication, Negotiation and Interpersonal Skills;
- ICT in Public Administration and e-Government.

b) Courses for trainers and educators of civil servants (ToT)

These would relate to the role and practice of trainer and coach in professional development in Public Administration system. They would include methodological modules on curriculum development, module design and

assessment and adult learning skills for trainers and coaches. Such courses would need to be of substantial duration to overcome the shortcomings of training cascade model. The participants should be able to develop tailor-made modules for their clients and receive follow-up support and coaching from FCSI faculties. A strong multiplier effect at this case is evident.

c) Knowledge-focused programmes

Substantive modules relating to state-of-art theory and practice for becoming a competent and modern civil servant. These could range from conference presentations, on-line learning units to modules taught at post graduate level, with a research element that lead to post-graduate awards, e.g. MPA. Some of these might be taught by staff contracted in from the Centres of Excellence for Higher Studies & Research. Some suggested topics are:

- Comparative Public Administration Systems and Their Evolution;
- Public Administration Reform Strategies- Cases of Success and Failure in Developing Countries.

(iii) Building Capacity for Training and Consultancy Support

The importance of close liaison between FCSI and training centres and with relevant university faculties would be achieved by the training of trainers by FCSI. They would then improve the quality and capacity of their own institution's public administration education and training, by introducing modules developed as part of their FCSI programme. Designating local institutions as 'FCSI's designated Centre of Excellence' would be a reward for achieving a higher capacity and standards. If the FCSI academic and research function is implemented, then surveys as well as applied and action research could underpin consultancy services from FCSI staff and graduates.

(iv) Quality assurance and assessment

It is essential that FCSI earns its prestige through excellent programmes and a strong quality control approach. Participant assessment in modern in-service programmes is increasingly based on coaching and on-the-job supervision.

Consultancy by FCSI to partner institutions could emphasise quality assurance approaches, based on best practices. Priority for rapid development of FCSI's work-related civil servant and trainer training programmes may postpone the development of its academic function. For academic programmes, the quickest route to high-value accredited qualifications would be through a prestigious partner institution. This will entail the FCSI's activities in following two areas;

(a) To provide technical assistance to training centres in Ministries/ Governorates

FCSI shall be responsible for providing technical assistance to the training centres in the ministries/governorates. This technical assistance shall be provided by FCSI to ensure that the training centres have requisite capacities to implement FCSC's training policies and meet the standards of strategic HR development requirements of the ministries/governorates.

(b) To certify external training providers and accredited training programs

FCSI shall be responsible for certification of external training providers, such as private companies, non-governmental organizations, individuals and other entities, willing to deliver training and development services for the government organizations. The FCSI shall be responsible for creating and implementing an accreditation system for training programs, delivered for public sector organizations according to the competency frameworks, developed by FCSC and HR divisions in ministries/ governorates. The certification process will be according to training and development principles defined in the training and development policies of Federal Civil Service Commission.

(v) Training Delivery

Three locations for both formal and experiential learning activities may be considered as desirable:

a) At the FCSI Centre itself

FCSI shall be responsible for developing and implementing systematic long term training and development programs for the senior and middle-level civil

servants. These training programs shall be designed to assist them to improve managerial and leadership skills. The senior executive training shall also assist the senior management to improve their individual work performance and overall performance of the divisions/departments, which they are managing. The release of civil servants from everyday duties, especially at senior levels is problematic and taking this into account, the programme elements would need to be short, but intensive. Mainly basic, generic strategic skills for senior civil servants and training of trainers, starting with summer and winter schools, then building to full time award-bearing study programmes. Summer schools (between mid June and mid August) are field-proven and could be envisaged as the first FCSI activity. In this regard, networking between institutions and individuals would share the best practices.

b) <u>In a network of local associate centres</u>

The FCSI courses should not replicate what is better offered at local level, by local institutions. The principle of subsidiarity should be applied, for example, in ICT instruction. The Federal Civil Service Institute, in coordination with Ministry of Finance and Ministry of Planning and Cooperation, shall develop and deliver training and development programs for the common administrative functions within the government. These training programs will be developed according to competency frameworks provided by FCSC and will be a mandatory requirement for the senior and middle-level civil servants. The FCSI will coordinate the technical training, based on modular programmes, with the ministerial training centres and the local training providers.

c) <u>In specialist International centres</u>

Conventional placements (outsourcing) on existing courses relevant for Iraqi civil servants- some for specialist purposes, e.g. state auditors, treaty drafters and others more general e.g. leadership in the civil service, quality assurance processes, management skills etc. shall be fruitful.

d) <u>In public administration systems of other countries</u>

Study investigations and experiential internships in another country's public administration system or National Civil Service Training Institute will provide an opportunity for experience-sharing and action-learning.

(vi) <u>Providing scholarships</u>

Scholarships would be essential, given the limited income of civil servants and post-graduates. Quotas of students becoming 'FCSI Scholars' should be supported by the concerned ministries, funding students on post-graduate courses that have won a high reputation, through partnership with foreign universities. The question of potential scholarship schemes will become clearer after the FCSI's institutional model and activity plans are determined.

(vii) <u>Public relations/image building</u>

There is a need to promote public administration as a desirable career for talented young professionals. The creation of FCSI should raise the status and public image of the civil service in the country. Therefore, an effective communication strategy has to be developed from the beginning of FCSI's activities. Information leaflets, brochures and newsletters are an obvious start, but a web-site should also be established. FCSI graduates should be supported in organising alumni activities to become a pressure group for public administration reform. An Alumni Association- a network of reformers- could be an effective vehicle of spreading knowledge across different institutions. This will establish trust and co-operation amongst people.

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5. Organization Structure of FCSI

Introduction

5.11. In order to carry out mandate and functions, discussed in the previous chapters, the organization structure of FCSI shall consist of;

(i) Governing Board, the apex decision-making body of FCSI; and,

(ii) The Directorate General of FCSI.

5.12. Proposed organisation chart of FCSI, depicting its divisions/units is placed at **Annex-I**.

Governing Board

5.21 Governing Board shall be the apex governing body for FCSI. It will work on strategic, operational, and technical issues relating to civil service training and development and provide policy direction and operational guidance to FCSI. The governing board shall approve the strategic plan, annual plan and annual budget of the FCSI. It will review the quarterly and annual reports of FCSI and ensure that it is meeting the approved annual and strategic objectives. Moreover, any change or, modification in the organization structure of FCSI will require the approval of the governing board. The governing board shall consist of following members (including chairperson and vice chairperson of governing board);

(a) Chairperson, FCSC- Chairperson of FCSI Governing Board;

(b) One Commissioner, FCSC (to be nominated by Chairperson, FCSC)– Vice Chairperson of FCSI Governing Board;

(c) Director General, Department of Public Admin. Dev., FCSC- Member of FCSI Governing Board;

(d) Director General, Department of Finance & Admin., FCSC- Member of FCSI Governing Board;

(e) Director General, Ministry of Finance nominee, Member of FCSI Governing Board;

(f) Director General, Ministry of Planning nominee, Member of FCSI Governing Board;

(g) Director General, Federal Civil Service Institute- Member-Secretary of FCSI Governing Board.

Directorate General of FCSI

5.31 The Directorate General of FCSI consists of a Director General, as executive head of FCSI and five divisions under him/ her to carry out identified mandate and functions of FCSI, elaborated in the previous chapters. The directorate general of FCSI will consist of following;

(i) Director General & his/her Executive Office; and,

(ii) FCSI's Divisions/ Units

5.32 The Director General shall be the executive head of FCSI and shall provide leadership to FCSI in achieving objectives, in accordance with FCSC's strategic priorities and training policies. S/he will ensure that FCSI programs meet the quality standards and government regulations. The Director General's executive office will assist him/ her in overseeing the work of all divisions of FCSI.

5.33 Based on the identified mandate and functions, the organization structure of Federal Civil Service Institute shall have following divisions;

1. Finance and Administration Division
2. Curriculum Development Division
3. Training Delivery Division
4. Training Centers Division
5. Planning, Evaluation and Certification Division

Units under each division of FCSI

5.41 Based on the mandate and functions of FCSI, organisation structure of each division shall have following units;

1. Finance & Administration Division

To be headed by a Director, this division shall be responsible for FCSI's finance & budget, general administration, human resource management of FCSI staff and, information & communication technology services. This division shall consist of following units;

(i) Finance, Budget & Procurement Unit

(ii) General Administration Unit

(iii) Coordination & Public Relations Unit

(iv) Human Resource Unit

(v) Information & Communications Technology (ICT) Unit

2. <u>Curriculum Development Division</u>

To be headed by a Director, this division shall be responsible for FCSI's curriculum development, research and publication and e-learning activities. It shall consist of following units;

(i) Curriculum Development Unit

(ii) Research and Publications Unit

(iii) E-learning Unit

3. <u>Training Delivery Division</u>

To be headed by a Director, this division shall be responsible for the training needs-analysis and delivery of training programs, which are part of the core function of Federal Civil Service Institute. This division will deliver the senior management leadership programs and other in-service training programmes. The Training Delivery Division will consist of following units;

(i) Training Needs Analysis Unit

(ii) Senior Management Training Unit

(iii) In-Service Training Unit

4. <u>Training Centres Division</u>

To be headed by a Director, this division shall be responsible for providing technical support to training centres, develop the trainers and coordinate civil service training activities. It will also manage the FCSI library, as a resource centre. Training Centres Division shall consist of following units;

(i) Training Centres Management Support & Coordination Unit

(ii) Trainers Development Unit

(iii) Library Unit

5. <u>Training Planning, Evaluation and Certification Division</u>

To be headed by a Director, this division shall be responsible for training policy-planning, scholarships, monitoring & evaluation of impact of training and development programmes, and certification of training and development providers. This division will consist of following units;

(i) Training Policy-Planning & Scholarship Unit

(ii) Training Monitoring & Evaluation Unit

(iii) Training Providers Certification Unit

Federal Civil Service Institute (FCSI)

6. Duties And Responsibilities of Divisions/Units

Introduction

6.11 FCSI's divisions shall carry out their functions through respective units. Therefore, duties and responsibilities of divisions/units have been defined in this chapter, so as to enable them to achieve FCSI's identified functions.

Duties and Responsibilities of Divisions/Units of FCSI

6.21 Keeping in view the mandate and functions of FCSI, the duties and responsibilities of the divisions/Units of FCSI have been designed as follows;

(1) Finance & Administration Division

To be headed by a Director, this division shall be responsible for FCSI's finance & budget; general administration (including logistics, transport & assets management, protocol; office management, safety & security and, reception and general services); human resource management of FCSI staff and, information & communication technology services. It will consist of following units;

(i) 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 shall be responsible for planning, preparation, execution and monitoring of FCSI's budget and procurement. Specifically, its responsibilities will include following;

a. To draft annual plan of activities of FCSI and coordinate participation of all divisions of FCSI, 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 FCSI and collaborate with other divisions 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 staff of FCSI;
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 FCSI;
n. To establish indicators to monitor the consumption needs of consumer goods;
o. To assist in procurement (and management of contract) of external experts and trainers;
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 FCSI, for the purpose of audit.

(ii) <u>General Administration Unit</u>

This unit shall be responsible to provide overall support for the operations of FCSI by providing logistics, transport & assets management, protocol; office management, safety, security, 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 FCSI's official lunch and other meetings.
d. To take care of reservation and preparation in commemorative events, ceremonies, conferences, courses and meetings of FCSI;
e. To make the necessary in-country and abroad travel arrangements for the staff and students of FCSI;
f. To assist FCSI delegations in preparing and conducting their missions abroad;
g. To manage assets of FCSI 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. To take care of utilities- electricity and water supply, maintenance and liaison;
j. To establish a system for registration of assets (inventory) of FCSI;
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 manage and ensure maintenance of premises, buildings, car park, 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 FCSI;

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

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

s. To propose replacement of unusable assets of FCSI and their disposal;

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

u. Attending and escorting of Experts/trainers invited by the FCSI for seminar/lectures to the respective venues;

v. To organise official visits of foreign delegations- to assist and escort the members of foreign delegation and guests to the office of Director General, during their visits to FCSI;

w. To ensure the protocol of Director General and delegations of FCSI under warrant of precedence and for their movement in the country and abroad, particularly with regard to hotel reservations, purchase of travel tickets etc.;

x. To advise the Director General on the safety and security matters, addressing prevention, control, surveillance, protection of staff, premises and, assets of FCSI;

y. Maintenance and checking of fire fighting equipments, organizing mock drills, liaison with fire service;

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

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

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

cc. To liaise security matters with the police officials;

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

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

ff. To ensure registration and dispatch of correspondence issued by FCSI;

gg. To develop a classification system to maintain the record of correspondence, sent and received.

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

This unit shall be responsible for coordination, follow up and public relations with the FCSC, other federal and provincial entities and the media.

a. To coordinate FCSI's reporting activities to FCSC;
b. To facilitate and support FCSI's work with the federal and provincial entities and FCSC in the process of consultation, coordination, implementation and monitoring of laws, policies, rules, regulations and procedures relating to civil service training and development;
c. To design and operate a comprehensive strategic communications program to support FCSI's policies relating to civil service training and development;
d. To promote internal communication amongst the divisions of FCSI;
e. To design a system of communication and circulation of information and documents amongst the divisions of FCSI;
f. To develop and manage the content of website of FCSI, with the technical collaboration of Information Technology and Communication (FCSC) unit;
g. To promote communication between FCSI and the federal and provincial entities and FCSC and expand the use of information and communication technologies for this purpose;
h. To arrange radio and television coverage of the FCSI's events;
i. To promote dissemination of publications and other materials of FCSI in all appropriate media, in coordination with the public relations unit;

j. To promote the dissemination of FCSI's activities, through brochures, pamphlets, electronic media, website and internet;
k. To carry out public relation activities to public organizations, civil society organizations, citizens, and other provincial and national institutions;
l. To organize press conferences and prepare and disseminate press releases;
m. To analyze the information produced by the media about FCSI and prepare appropriate response of FCSI;
n. To develop and implement an effective communication strategy to enhance the public image of civil service, as a desirable career for talented young professionals.

(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 FCSI 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 FCSI's staff positions;
b. To implement HR procedures of merit based recruitment & selection, promotion, performance management, career progression and, training & development for the FCSI staff;
c. To coordinate and carry out other operational aspects of human resource management;
d. To design, develop and implement, in collaboration with other divisions of FCSI, training plans including professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;
e. To draft a manual for induction training of newly recruited employees of FCSI;
f. To provide personnel support in the management of contract staff;
g. To implement, coordinate the HR procedures and carry out operational aspects of employees' relations & welfare, employees' pay roll, HRMIS and, ethics and discipline;

h. To process records of leave and attendance, benefits and allowances and remit them to Finance & Budget Unit for processing of the salaries and allowances;
i. To maintain ethics & discipline and assist in conducting of disciplinary proceedings;
j. To ensure the good employees' relations in the FCSI;
k. 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 the training database of civil servants. 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 FCSI;
b. To design, develop and maintain the website of FCSI;
c. To design, develop and maintain a system of communication network for sharing of documents through local area network (LAN) in the FCSI;
d. To design, develop and maintain a system for access to internet, electronic mail and, services for video-conferencing in the FCSI;
e. To assist the Curriculum Development Division in developing the e-learning material;
f. To carry out technical studies to purchase and/or, upgrade the ICT materials and equipment;
g. To procure and maintain computer hardware/ software/ spares/ consumables / computer stationary and, computer furniture;
h. To procure user specific software and hardware for user specific requirements of various divisions of FCSI;
i. To ensure the management and licensing of software;
j. To ensure the maintenance of information and communication technology (ICT) infrastructure;
k. To implement security measures of software and hardware resources;

l. To develop and maintain procedures and rules of safety equipment, software and systems;
m. To ensure the management and maintenance of ICT servers- www, email, firewall and others.
n. To devise preventive measures for data recovery from disasters, covering aspects of mobility and migration, backup, infrastructure protection, and training on disaster management;
o. To promote, in collaboration with the HR unit, IT training of FCSI staff;
p. To provide assistance to the users of information and communication system of FCSI (help desk services);
q. To create and maintain a service telephone communication, including PBX and network of internal communication by telephone;
r. To prepare and update internal telephone directories of FCSI;
s. To design, develop, implement and operate training management information system (TMIS), to generate user-specific reports for effective planning and management of civil service training.

(2) <u>Curriculum Development Division</u>

To be headed by a Director, this division shall be responsible for FCSI's curriculum development, research and publication, and e-learning activities. It will prepare and manage learning and development materials and will be responsible for developing and managing the content of an e-learning system for civil servants. The Curriculum Development Division will consist of following units;

(i) Curriculum Development Unit
(ii) Research and Publications Unit
(iii) E-learning Unit

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

(i) <u>Curriculum Development Unit</u>: This unit shall be responsible for preparation of learning and development materials in the area of civil service management, public administration and civil service training for FCSI and other training delivery facilities

of the line ministries and governorates. Specifically, its responsibilities will include the following;

(a) To design and develop course content that meet the national education and training standards;
(b) To collaborate with other divisions to seek out and design innovative training modules;
(c) To review course and content data, making recommendations regarding revisions;
(d) To identify quality content providers;
(e) To identify and review externally produced content and resources;
(f) To research new and innovative curriculum practices;
(g) To stay current with curricular trends and standards changes, by maintaining regular communication with all stakeholders to incorporate their needs and requirements in the curriculum design;
(h) To develop curriculum of training courses, associated with introduction of new procedures or services, to upgrade skills for current employees;
(i) To develop training courses based on requirements for performance improvement of civil servants identified during training needs assessments and performance appraisals;
(j) To identify and partner with technical experts within the ministry/governorate to develop sectoral/technical training curriculum;
(k) To promote adult learning principles and ensure that all training and learning materials are prepared according to requirements of Federal Civil Service Commission;
(l) To ensure that learning and training materials are regularly updated, according to requirements of ministries/ governorates;
(m) To pilot newly developed training programs and make necessary adjustments.

(ii) **Research and Publication Unit:** This unit shall be responsible for carrying out research, related to public administration best practices and civil service

training and development and make recommendations to the concerned government agencies. Specifically, its responsibilities will include following;

(a) To pursue studies and research on issues related to public administration reform, organisational development and civil service management and organize conferences, lectures and seminars;
(b) To undertake research on civil service organizational climate and motivational factors;
(c) To design and deliver qualitative and quantitative research in the technical areas of the ministries/ governorates;
(d) To design and deliver qualitative and quantitative research in the area of public administration, service delivery and management of ministries/governorates;
(e) To analyse data from surveys, interviews, observations and documents using the appropriate analysis tools;
(f) To keep track on emerging techniques, trends and innovation in the technical field of the ministries/governorates;
(g) To translate research findings into strategic recommendations and learning materials;
(h) To prepare reports with findings from the researches and disseminate these reports to the relevant internal stakeholders;
(i) To contribute in development of training and development curriculum;
(j) To provide advice to FCSC on organisational issues on the status of civil servants and related matters;
(k) To hire experts for specialised studies and researches related to civil service development in Iraq;
(l) To collect, analyze, produce summaries, process, archive and promote the dissemination of information relevant to the work of FCSI;
(m) To coordinate preparation of annual reports on FCSI's activities for the FCSC and the Council of Ministers;
(n) To organize and update the literature, legislation, case law and administrative, scientific and technical information related to the activities of FCSI.

(iii) <u>E-Learning Unit</u>: This unit shall be responsible for development and management of an interactive Internet portal, for easy access to learning materials. An Internet-portal with a chance to download high quality learning materials would boost the interactivity of FCSI network. The provision of distance-learning, as an element of FCSI approach, will supplement the face-to-face provision. Specifically, its responsibilities will include the following;

(a) To analyze training needs assessment and consult the stakeholders, to identify performance improvement opportunities that can be addressed through training and e-learning interventions;

(b) To ensure that e-learning content is developed according to the identified training and development needs;

(c) To develop e-learning objectives that drive course design, ensuring that the content and outcomes are targeted to the specific needs of target audience;

(d) To develop e-training schedules to ensure that the departmental needs are met in a timely manner, and e-materials adhere to regulatory constraints;

(e) To develop, write and edit e-learning materials and cost-effective programs and e-learning and development tools;

(f) To develop training project plans including timelines, milestones, and accountabilities;

(g) To collaborate with vendors to analyze all performance reporting and ensure that anomalies are reported.

(3) <u>Training Delivery Division</u>

To be headed by a Director, this division shall be responsible for delivery of training programs, which are part of the core function of Federal Civil Service Institute. This division shall carry out the training needs analysis and deliver the senior management programs and other in-service training programmes. The FCSI shall play a critical role in building skills and abilities of senior civil servants in carrying out common functions across the government machinery. The training curricula, to be developed by the FCSI shall adequately reflect the priorities set by the FCSC for the establishment of a competency based, professional, politically-neutral, and highly motivated civil service. The teaching methods used in the training programmes shall

not be limited to only one approach, but cover a wide range of options. Apart from the traditional lecture, these could include case studies, panel discussions, working groups, role plays, field visits and simulation exercises. The selection of teaching staff would have to take into account the need to provide not only one, but a variety of teaching methods. Specifically, the Terms of Reference (ToR) of this division will include the following duties and responsibilities;

(i) To identify training and development needs of civil servants, through job analysis, appraisal schemes and regular consultation with senior management and HR departments of line ministries and governorates;

(ii) To design and develop training and development programmes, based on both- the organisational needs and the individual needs;

(iii) To devise a training strategy for the civil service and manage delivery of training and development programmes;

(iv) To ensure that statutory training requirements are met;

(v) To produce training materials for in-house courses;

(vi) To revise training programmes to adapt to changes in the work environment, based on the feedback from the training M&E unit;

(vii) Where relevant, to create and/or deliver e-learning packages, in coordination with the curriculum development division.

The Training Delivery Division will consist of following units;

(i) Training Needs Analysis Unit

(ii) Senior Management Training Unit

(iii) In-Service Training Unit

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

(i) <u>Training Needs Analysis Unit</u>: This unit will carry out training needs analysis for the programs delivered by FCSI. Specifically, the terms of reference of this unit shall be as under;

(a) To develop and maintain effective training needs analysis system/procedure;

(b) To create and pilot quantitative and qualitative data collection instruments for collecting training needs information;

(c) To coordinate and conduct data collection activities, including interviews, structured observations, focus groups, and collection of specified documents as required;

(d) To work in close coordination with the HR Departments of ministries/ governorates to identify performance problems and propose training and development solutions;

(e) To analyse data from surveys, interviews, observations, and documents using the appropriate analysis tools;

(f) To prepare reports with findings about the requirements for training and development programs;

(g) To work with supervisor, trainers and external training contractors to plan and implement the training and development programs.

(ii) <u>Senior Management Training Unit</u>: This unit shall be responsible for developing and implementing systematic training and development programs for the senior and middle-level civil servants. Focus of this unit would be on training of senior civil servants, working at the federal level as well as at provincial level, who are responsible for government's policy making and its effective implementation. These training programs shall be designed to assist them to improve managerial and leadership skills. The senior executive training shall also assist the senior public managers to improve their individual work performance and the overall performance of their departments, which they are managing. Specifically, responsibilities of this unit will include the following;

(a) To deliver training interventions for senior civil servants, with the objective to promote administrative homogeneity throughout the country and to support development of national solidarity and a shared destiny within the public administration;

(b) To prioritize training delivery in common functions, required across the government machinery (areas like-leadership, strategic planning & management, decision-making and communication skills; constitutional law; public policy management; programme management; public finance management; HR management of civil service; procurement management; integrity, accountability & transparency, anti-corruption etc.).

(iii) <u>In-Service Training Unit</u>: This unit shall be responsible for in-service training of existing civil servants, at the entry level as well as along their career path. The essential training shall be provided to civil servants: (i) at the time of their entry into civil service; and, (ii) at appropriate intervals in the course of their career. It will manage the entry level compulsory training (say, for 18 months) for the newly recruited civil servants. It will also be responsible for in-service training, wherein the training programmes shall help the existing civil servants to gain a fresh and profound insight in the nature of problems, which s/he faces in daily work, and to equip him/her with the practical skills to solve these problems, efficiently. Regular participation in refresher courses shall constitute an important prerequisite for further promotion of existing civil servants. The concerned ministries/ departments shall nominate those civil servants, who are likely to benefit the most from such refresher training programmes and who have the ability to put their newly acquired skills to the maximum use in the interest of their ministry/ department. Specifically, responsibilities of this unit will include the following;

(a) To plan and deliver induction training (entry level training) to the new entrants into civil service;

(b) To manage the entry level compulsory training (say, for 18 months) for the new recruits, selected in the civil service on merit principles;

(c) To plan and deliver the class-room teaching curriculum, consisting of compulsory courses as well as optional courses;

(d) To coordinate entry-level training programme, including class-room courses at the FCSI and internships in different parts of public administration at federal as well as provincial levels;

(e) To conduct the written and oral examination on the compulsory as well as optional subjects;

(f) To coordinate the internship visits of the entry level trainees to the line ministries, governorates and the field offices.

(g) To tailor the refresher training programmes in line with the relevant needs, in close cooperation with the concerned ministries or, governorates;

(h) To plan and deliver refresher training, in the form of training courses of four to six weeks' duration;

(4) <u>Training Centres Division</u>

To be headed by a Director, this division shall be responsible for providing technical support to the training centres and coordinate the civil service training activities. It will also manage the library of FCSI, for collecting and managing learning and development materials. This division will work with the training centres to assist them in setting up the training management mechanisms such as planning, needs analysis, training design & delivery, monitoring and evaluation etc. work toward building the capacity of trainers & development practitioners, responsible for civil servants' development. The Training Centres Division will consist of following units;

(i) Training Centres Management Support & Coordination Unit

(ii) Trainers Development Unit

(iii) Library Unit

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

(i) <u>Training Centre Management Support & Coordination Unit</u>: This unit shall provide the management support to the training centers in the line ministries and governorates. This support shall be provided by FCSI to ensure that the training centres have requisite capacities to implement FCSC's training policies and meet the standards of strategic HR development requirements of the ministries/governorates. This unit shall also coordinate the civil service training activities of FCSI, based on modular programmes, with the training centers of line ministries and governorates Specifically, the Terms of Reference (ToR) of this unit will include the following duties and responsibilities;

(a) To carry out institutional assessment of the training centers- organization structure, staffing, budget, training infrastructure, systems and processes;
(b) To provide management support to improve the structure, systems, processes and training infrastructure, to improve the effectiveness of delivery of civil service training in the line ministries/ governorates;
(c) To coordinate and support the training centres in training needs analysis, curriculum development, e-learning activities, training delivery and evaluation;
(d) To coordinate the civil service training activities of FCSI with the training centres and other training institutions;
(e) To maintain close liaison between FCSI and training centres and relevant university faculties, so as to avoid duplication of training efforts;
(f) To develop the synergies for civil service training systems and processes, through networking of the training institutions in the country.

(ii) <u>Trainers Development Unit</u>: This unit shall design, develop, implement and evaluate the training of trainer (ToT) programme for the civil service trainers for the staff in line ministries and governorates. Objective is to create a pool of civil service trainers in the country, who could multiply the gained skills and knowledge and act as a change agent for public administration reform. The trainers would then improve the quality and capacity of their own institution's public administration education and training, by introducing modules developed as part of their FCSI programme. Specifically, the Terms of Reference (ToR) of this unit will include the following duties and responsibilities;

(a) To carry out a training needs assessment for the ToT;
(b) To contribute to the development of training curriculum for the ToT, in consultation with the curriculum division;
(c) To train the trainers in the identified areas of civil service training, by using participatory, action learning and experiential methodologies;
(d) To design and develop a training manual for trainers, for the purpose of knowledge-building and sharing;

(e) To support the participants in preparation of an action plan for follow-up civil service training activities.

(iii) **<u>Library Unit</u>:** This unit shall be responsible for managing the library and act as a resource centre. Specifically, its responsibilities will include following;

(a) To manage the Library and act as official depository of all documents produced by FCSI on its activities, both in digital and on paper- a computerized database and an archive of relevant documentation- and make such material available to users for consultation;

(b) Publish a bibliographic catalog of the library and another catalogue of activities and reports of FCSI;

(c) Organize and update the literature, legislation, and administrative, scientific and technical information related to the activity of FCSI;

(d) To provide photocopying facility to the users, provide documents for consultation and on loan, according to Library rules;

(e) To ensure, for consultation, a collection of official gazette and the journal of public administration as well as promoting the binding of annual collections;

(f) To ensure interpretation and document translation services for FCSI activities;

(g) To manage the subscription of news papers, magazines, journals and periodicals;

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

(i) To obtain approval for purchase of books, make related correspondence and process payment of bills;

(j) To provide reading room services;

(k) To bind books and journals and, maintain the Catalogue and various registers;

(l) To issue “No Demand Certificate”.

(5)Training Planning, Evaluation and Certification Division

To be headed by a Director, this division shall be responsible for training policy-planning, monitoring & evaluation of training and development programmes, and certification of training and development providers. This division will consist of following units;

(i) Training Policy-Planning and Scholarship Unit
(ii) Training Monitoring & Evaluation Unit
(iii) Training Providers Certification Unit

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

(i) Training Policy-Planning and Scholarship Unit: This unit shall be responsible for the training policy-planning and award of scholarship to civil servants, for higher learning. Specifically, responsibilities of this unit will include the following;

(a) To plan a civil service training strategic plan to implement the training policy, in coordination with other divisions of FCSI;
(b) To design and implement strategic training plan, including professional courses, conferences, lectures, seminars and workshops, internships, field trips and study inside and outside the country;
(c) To coordinate the assessment and evaluation of objectives, as outlined in the training strategic plan;
(d) To assist in management of agreements on cooperation in education and training of civil servants;
(e) To plan and implement the scholarship program, including pre-service scholarships and in-service scholarships;
(f) To plan, coordinate and monitor the progress of the FCSI towards a professional and academic school;
(g) To prepare annual training and development plan for FCSI;
(h) To contribute to the reports of the Assessment, Evaluation and Certification Division.

(ii) <u>Training Monitoring & Evaluation Unit</u>: This unit shall be responsible for monitoring and evaluation of training programs delivered by FCSI and external training providers, in order to ensure that they have positive impact on performance of individuals, teams and departments. Specifically, the terms of reference of this unit shall be as under;

(a) To develop and maintain effective training and development monitoring and evaluation system;

(b) To create and pilot quantitative and qualitative data collection instruments for training effectiveness and impact on performance;

(c) To coordinate and conduct data collection activities for training and development, including interviews, structured observations, focus groups, and collection of specified documents as required;

(d) To analyse data from surveys, interviews, observations, and documents, using appropriate analysis tools;

(e) To prepare reports with findings about training and development programs quality, effectiveness and impact on the performance;

(f) To work with supervisor, trainers and external training contractors to plan and implement the recommendations for improving the training and development programs effectiveness and impact;

(g) To manage a data system of training and development programs and their effectiveness;

(h) To ensure that the reports for delivered training and development programs are prepared and meet the quality standards.

(iii) <u>Training Providers Certification Unit</u>: This unit shall be responsible for identifying training and development providers (private companies, NGOs and education institutions) and ensuring that they meet the training quality standards of FCSI. It is essential that FCSI earns its prestige through excellent programmes and a strong quality control approach. For this purpose, it will develop a certification process, which shall be in accordance with training and development policies of Federal Civil Service Commission (FCSI). Specifically, the terms of reference of this unit shall be as under;

(a) To create and manage a database for external training and development providers;

(b) To produce terms of reference for contracting external training providers, according to the needs and priorities for civil service training;

(c) To coordinate with relevant educational institutions (universities, colleagues and professional schools) provision of technical assistance for the FCSI, ministries/governorates, according to identified needs;

(d) To coordinate with professional associations and other relevant institutions accreditation and certification for the civil servants;

(e) To issue certification of external training providers, such as private companies, non-Governmental organizations, individuals and other entities, willing to deliver training and development services for governmental organizations;

(f) To create and implement an accreditation system for training programs, delivered for public sector organizations according to the competency frameworks developed by FCSC and HR divisions in ministries/ governorates.

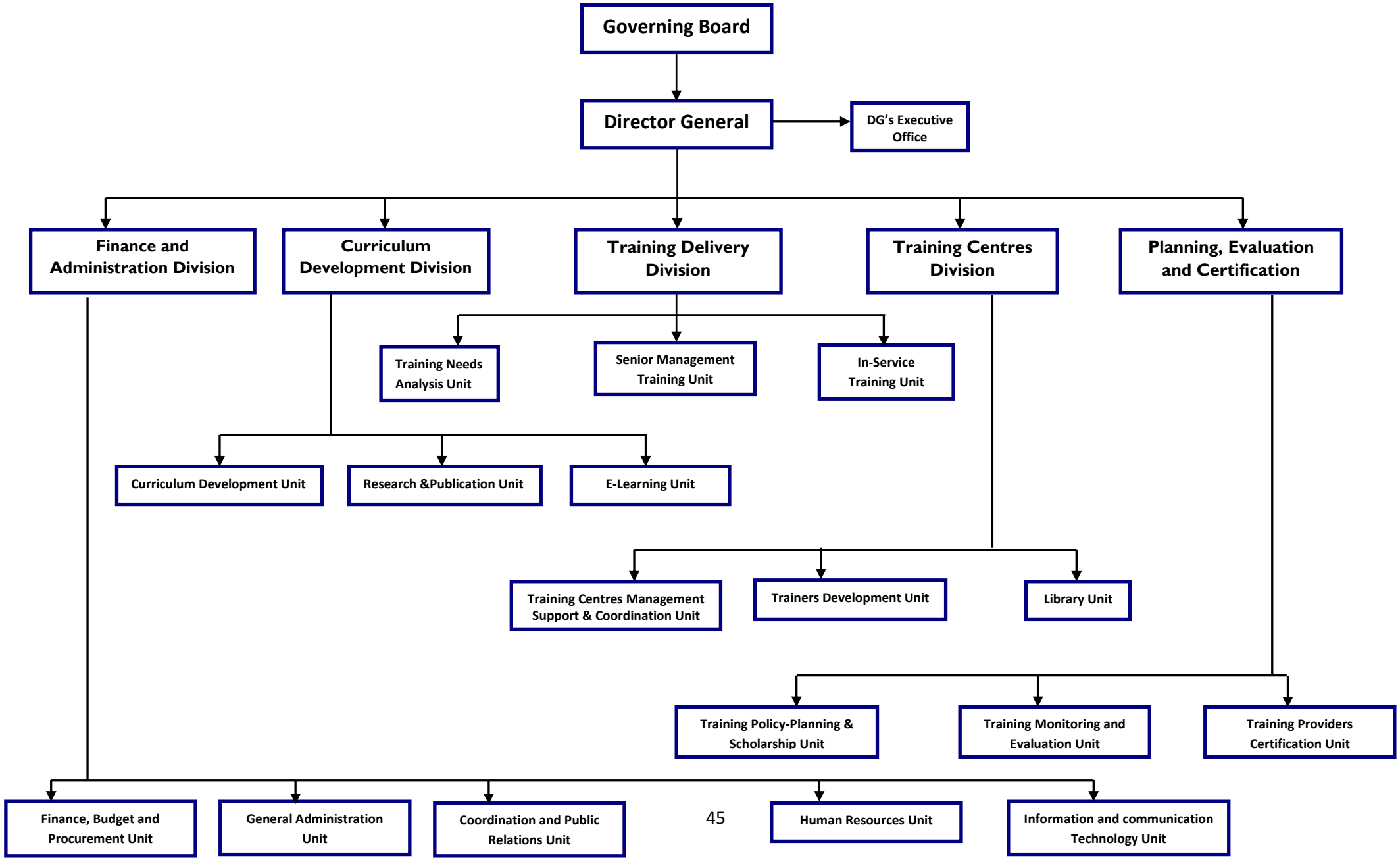
(g) To ensure that external training providers meet the quality standards established by the Monitoring and Evaluation unit of FCSI;

(h) To organize and deliver assessments and tests in coordination with the monitoring and evaluation unit, for employee participating in external training programs;

(i) To prepare regular reports about external training programs provided for the civil servants and their impact on performance.

ANNEX-I

Organization Structure of FCSI (Federal Civil Service Institute)



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Federal Civil Service Institute (FCSI)

Identification of Staffing Needs

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Federal Civil Service Institute (FCSI)

Identification of Staffing Needs

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1. Executive Summary

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

1.2 FCSI is a federal institution, whose existence is mandated by Article-4 (1) of FCSC Law (#4 of 2009). Intent of the FCSC law is to establish and operationalize FCSI, by law, to ensure that all civil servants have the requisite competencies (knowledge, skills and attitude) for delivering high quality service to Iraqi people. It is based on the idea of creating a national level nodal institution for building a competency based, professional, politically neutral, and highly motivated civil service, which is responsive to the needs of citizens and could effectively serve as administrative backbone of the democratic state of Iraq. The USAID/ Tarabot-CSR team has designed, developed and documented the FCSI's *'Mandate, Functions, Structure and ToRs''* (December, 2012). The proposed organization structure of FCSI is placed at **Annex-I**.

1.3 The staffing needs of FCSI, identified in this document, are based on the defined functions, organisation structure and the duties and responsibilities of FCSI's various divisions and units. The staffing needs for the FCSI are 52 regular posts and their grade-wise distribution is as under;

(a) Director General-1 post (Grade-B)
(b) Director-3 posts (Grade-2)
(c) Deputy Director- 17 posts (Grade-3)
(d) Executive Assistant- 19 posts (Grade-4)
(e) Civilian Motor Driver- 4 posts (Grade-8)
(f) Office Assistant-5 posts (Grade-8)
(g) Hygiene and Sanitation Worker-3 posts (Grade-9)

Total: 52 Posts

1.4 Apart from the regular staff, FCSI will also hire the subject– matter specialists through different modalities, such as secondment from other government departments or, on contract through open competition, based on its actual needs and requirements.

1.5 The **Chapter-2** of this document introduces to certain basic assumptions, made to identify staffing needs of FCSI. Division wise staffing needs of FCSI 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 FCSI. The organisation charts of FCSI, reflecting the staff-positions of FCSI, 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 FCSI is a federal institution, whose existence is mandated by Article-4 (1) of FCSC Law (#4 of 2009). Intent of the FCSC law is to establish and operationalize FCSI, by law, to ensure that all civil servants have the requisite competencies (knowledge, skills and attitude) for delivering high quality service to Iraqi people. In pursuance of this mandate, FCSI is to support sustainable capacity building for developing civil service education and training, to deal with challenges of public service delivery and efficiency in public administration. In this context, three broad priorities emerge:

(i) An urgent need for practical in-service training of both senior and mid-career civil servants;

(ii) Need to train civil service trainers (ToT), to accelerate dissemination of high quality programme development; and

(iii) Longer-term need to transform pre-service academic preparation of civil servants.

2.2 The above objective and purpose of FCSI can be achieved in following steps;

(i) To design, and initiate FCSI as a 'Professional School', based on a long-term development plan;

(ii) To develop, promote, organise and assure the quality of high profile training events for the senior and mid-career civil servants and trainers of civil servants, drawing on 'best practices';

(iii) To expand gradually a co-ordinated network of FCSI programmes and consultancy through a network of training institutions (public and private), using FCSI trained trainers and consultants;

(iv) To further develop FCSI as an 'Academic School' with curriculum and training development for pre-service university-level programmes, and to expand applied research capacity in the field of public administration.

2.3 As staffing needs follow the structure & functions in designing an institution, which have been defined in the USAID/ CSR team's document, titled "FCSI- *Mandate, Functions, Structure and ToRs''* (January, 2013). In this document, seven core functions of FCSI have been identified viz. (i) Implementation of FCSC's training & development policies; (ii) Curriculum

development, for civil service training; (iii) Capacity building for training and consultancy support; (iv) Quality assurance and assessment; (v) Training delivery; (vi) Providing scholarships; and, (vii) Public relations/image building.

2.4 FCSI shall be able to carry out above-mentioned functions by means of an organization structure, consisting of; (i) A Governing Board; and, (ii) The Directorate General of FCSI. The Governing Board shall be the apex body of FCSI. It will work on strategic, operational, and technical issues relating to civil service training and development and provide policy direction and operational guidance to FCSI. The Directorate General shall consist of a Director General, as executive head of FCSI. S/he will provide leadership to five divisions of FCSI. These divisions are- (1) Finance and Administration Division; (2) Curriculum Development Division; (3) Training Delivery Division; (4) Training Centers Division; and, (5) Planning, Evaluation and Certification Division. Divisions shall carry out FCSI's functions through their respective units.

2.5 Staffing needs of FCSI, identified in this document, have been worked out on the premise of its stated role. Apart from the regular staff, FCSI will also hire the subject– matter specialists through different modalities, such as secondment from other government departments or, on contract through open competition, based on its actual needs and requirements.

2.6 Advantage of this approach is that if FCSI opts to expand its role in future, it can easily switch over to later option. The reverse of this does not hold good.

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3. Division wise Staffing Needs of FCSI

5.1 The organisation chart of the FCSI, reflecting the structure its various divisions/ units, is placed at **ANNEX-I.** The FCSI's structure consists of a Director General and five divisions. The Director General and his executive office consists of the following staff;

A. Director General and his Executive Office

(i) Director General (DG)- 1 post (Grade-B)
(ii) Executive Assistant to DG- 1 post (Grade-4)

Total= 2 posts

5.2 The establishment of FCSI (division-wise) consists of following personnel;

1. Division of Finance and Administration

(i) Director -1 post (Grade-2)
(ii) Deputy Director-5 posts (Grade-3)
(iii) Executive Assistant- 6 posts (Grade-4)
(iv) Civilian Motor Driver – 4 posts (Grade-8)
(v) Office Assistant - 5 posts (Grade-8)
(vi) Hygiene and Sanitation Worker- 3 posts(Grade-9)

Total= 24 posts

The staffing chart, reflecting staff-positions of Finance and Administration Division, is placed at **ANNEX-II.**

2. Division of Curriculum Development

(i) Director -1 post (Grade-2)
(ii) Deputy Director-3 posts (Grade-3)
(iii) Executive Assistant- 3 posts (Grade-4)

Total=7 posts

The staffing chart, reflecting staff-positions of Curriculum Development Division, is placed at **ANNEX-III.** Apart from the above mentioned permanent staff, FCSI will also hire the subject–matter specialists (viz. curriculum development specialists, Researchers or, E-

content specialists) through different modalities, such as secondment from other government departments or, on contract through open competition, based on the actual need and requirement.

3. Division of Training Delivery

(i) Director – 1 post (Grade-2)
(ii) Deputy Director-3 posts (Grade-3)
(iii) Executive Assistant-3 posts (Grade-4)

Total=7 posts

The staffing chart, reflecting staff-positions of Division of Training Delivery, is placed at **ANNEX-IV.** Apart from the above mentioned permanent staff, FCSI will also hire the subject– matter specialists (viz. Training Needs Analysts, Senior Management Trainers and In-Service Trainers) through different modalities, such as secondment from other government departments or, on contract through open competition, based on the actual need and requirements.

4. Division of Training Centres

(i) Director – 1 post (Grade-2)
(ii) Deputy Director-3 posts (Grade-3)
(iii) Executive Assistant-3 posts (Grade-4)

Total=7 posts

The staffing chart, reflecting staff-positions of Training Centres Division, is placed at **ANNEX-V.** Apart from the above mentioned permanent staff, FCSI will also hire the subject– matter specialists (viz. Training Management Specialists and Trainers of Trainers) through different modalities, such as secondment from other government departments or, on contract through open competition, based on the actual need and requirements.

5. Division of Planning, Evaluation and Certification

(i) Director – 1 post (Grade-2)
(ii) Deputy Director-3 posts (Grade-3)
(iii) Executive Assistant-3 posts (Grade-4)

Total=7 posts

The staffing chart, reflecting staff-positions of Planning, Evaluation and Certification Division, is placed at **ANNEX-VI.** Apart from the above mentioned permanent staff, FCSI will also hire the subject– matter specialists (viz. Training Strategy Specialists, Training Evaluators and Training Accreditation Specialists) through different modalities, such as secondment from other government departments or, on contract through open competition, based on the actual need and requirements.

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3 Grade wise Staffing Needs of FCSI

3.1 Summary of Grade wise Establishment of FCSI

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

I. **Director General- 1** post (Higher Grade- 'B')

II. **Director -5** posts (Grade-2)
   a. Division of Finance and Administration (1 post)
   b. Division of Curriculum Development (1 post)
   c. Division of Training Delivery (1 post)
   d. Division of Training Centres (1 post)
   e. Division of Planning, Evaluation and Certification (1 post)

III. **Deputy Director -17** posts (Grade-3)
   a) Division of Finance and Administration (5 posts)
   b) Division of Curriculum Development (3 posts)
   c) Division of Training Delivery (3 posts)
   d) Division of Training Centres (3 posts)
   e) Division of Planning, Evaluation and Certification (3 posts)

IV. **Executive Assistant- 19** posts (Grade-4)
   a) Director General's Executive Office (1 post)
   b) Division of Finance and Administration (6 posts)
   c) Division of Curriculum Development (3 posts)
   d) Division of Training Delivery (3 posts)
   e) Division of Training Centres (3 posts)
   f) Division of Planning, Evaluation and Certification (3 posts)

V. **Civilian Motor Driver-4** posts (Grade-8)
   a) Division of Finance and Administration

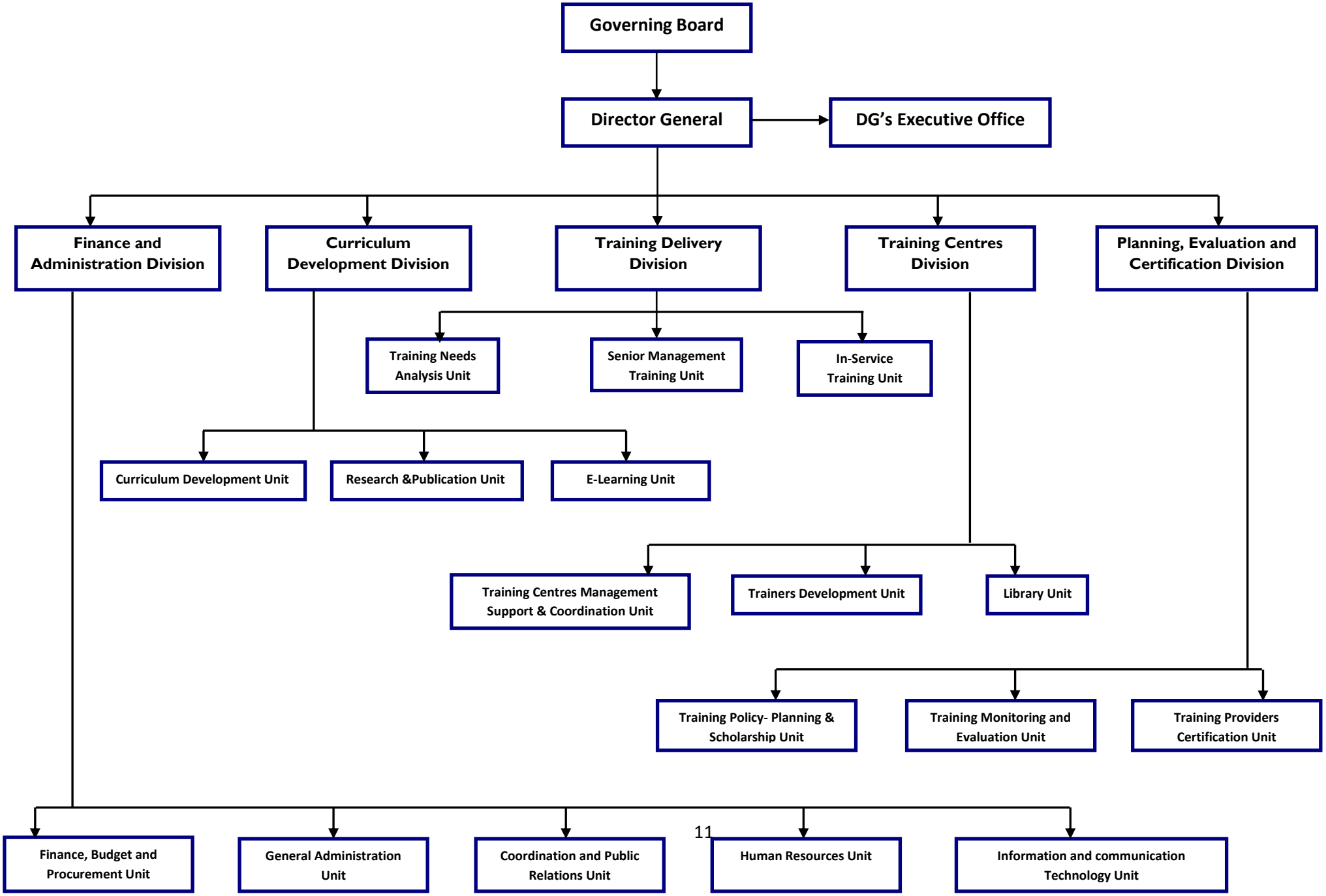
VI. **Office Assistant-5** posts (Grade-8)
   a) Division of Finance, Administration & Coordination

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

The staffing charts of the FCSI and its various divisions are placed at **ANNEX**.

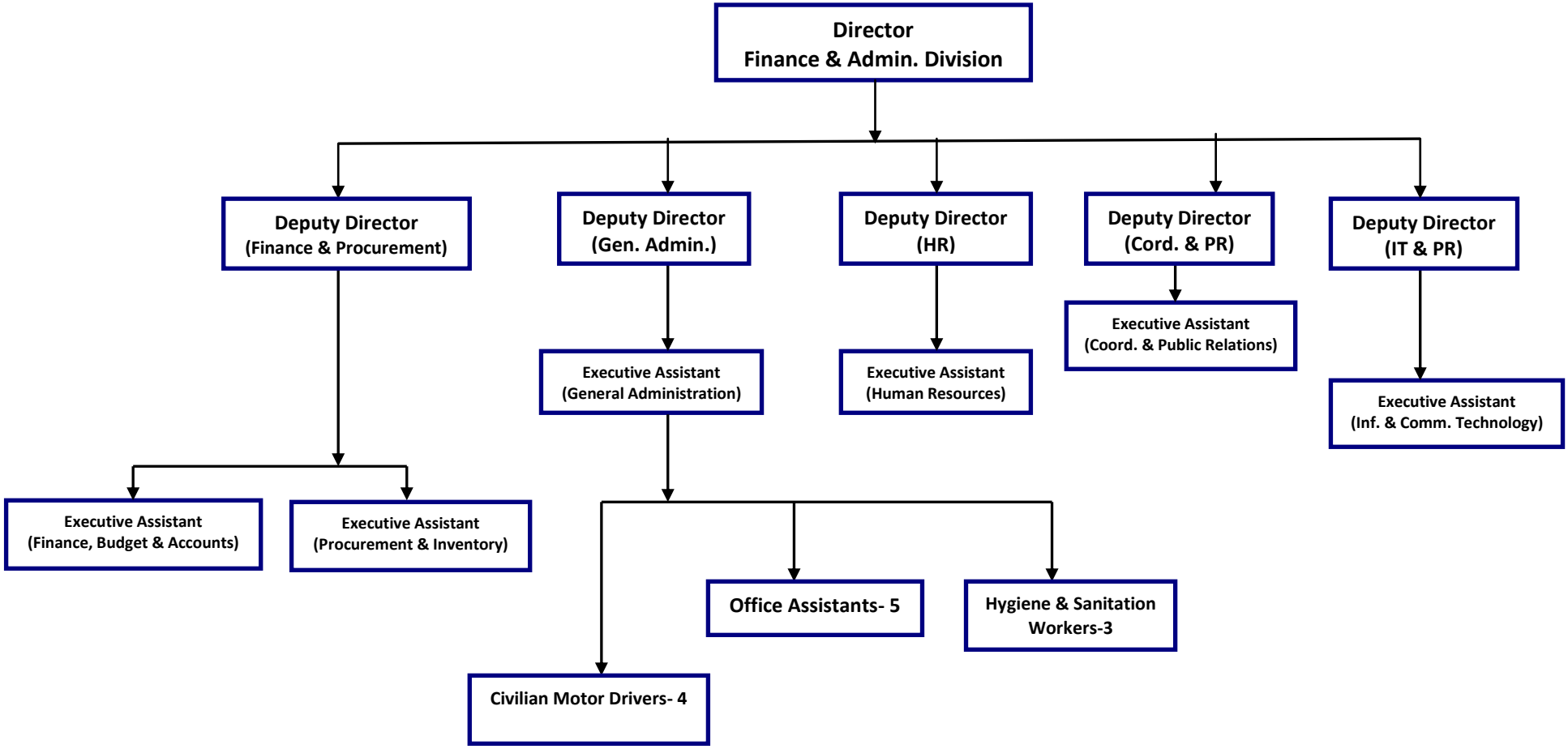
Annex-I

Organization Structure of FCSI (Federal Civil Service Institute)



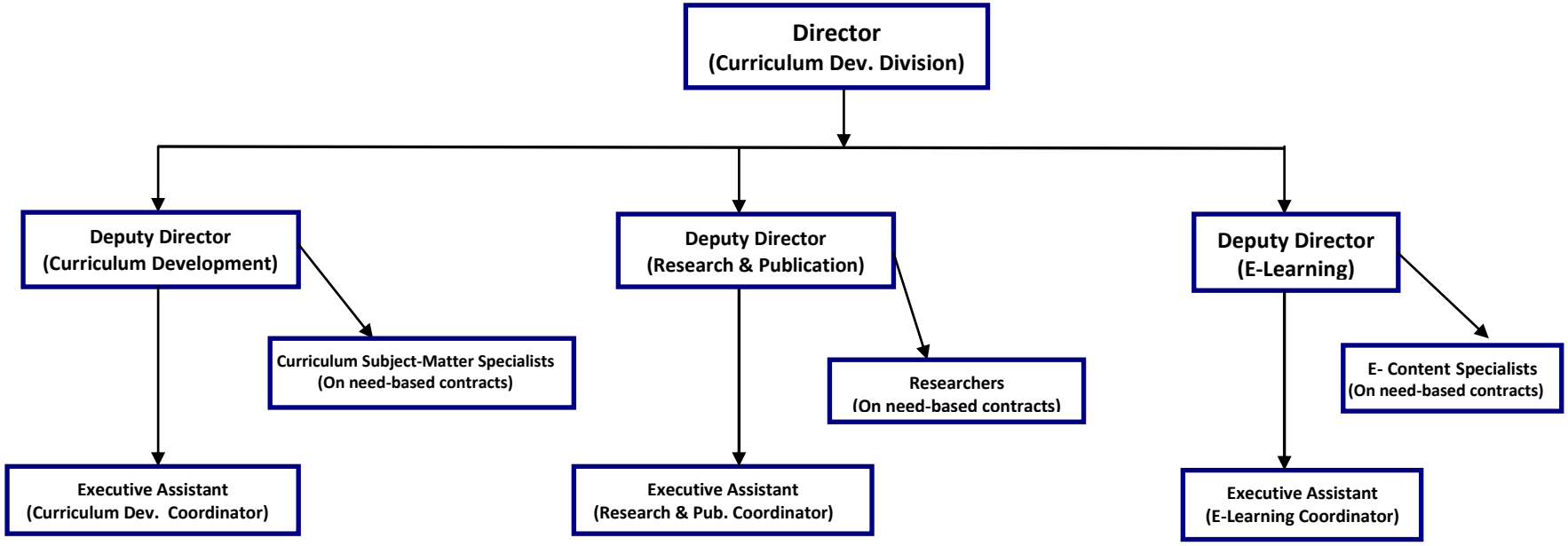
Annex-II

Staffing Chart of Finance and Administration Division



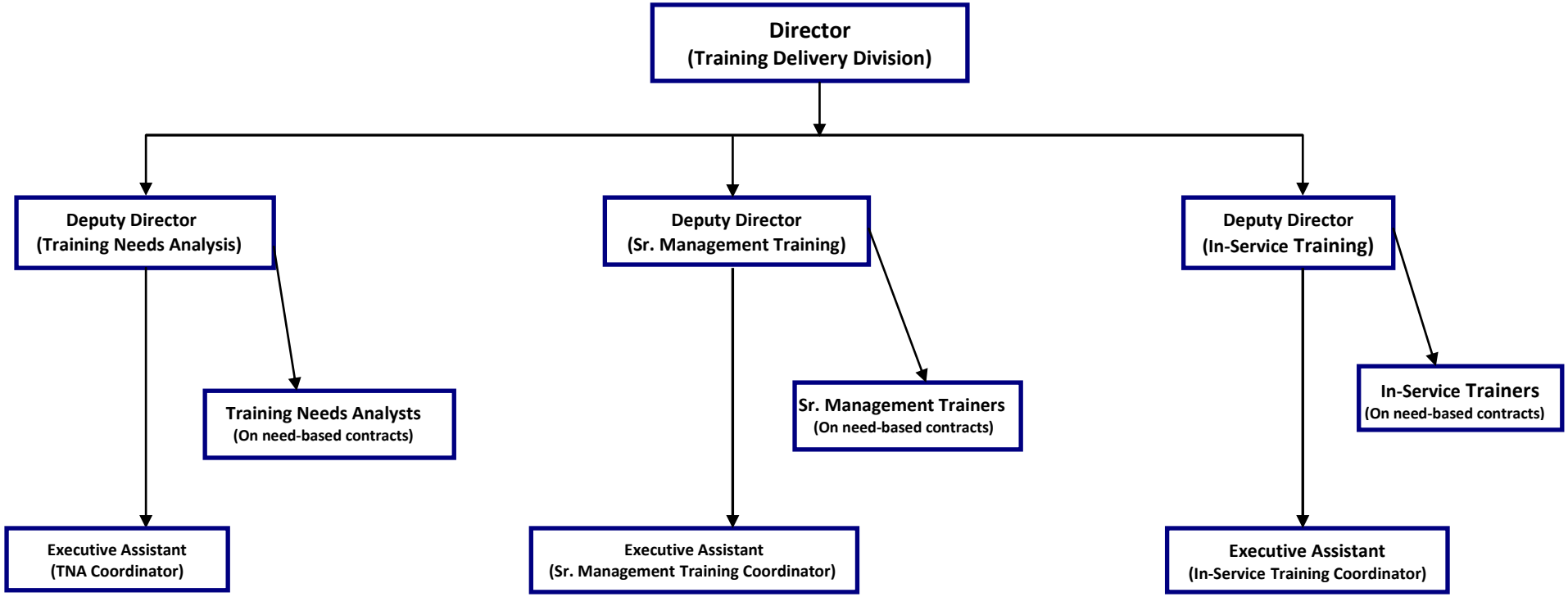
Annex-III

Staffing Chart of Curriculum Development Division



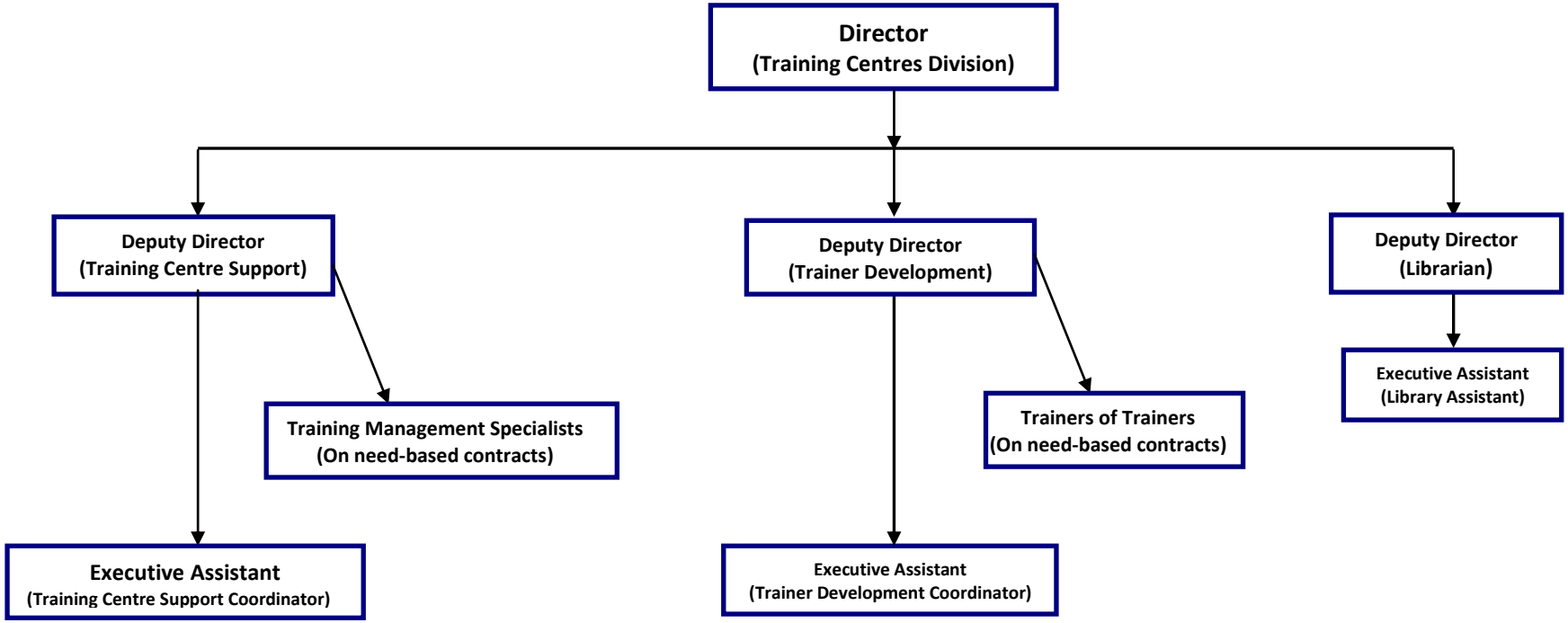
Annex-IV

Staffing Chart of Training Delivery Division



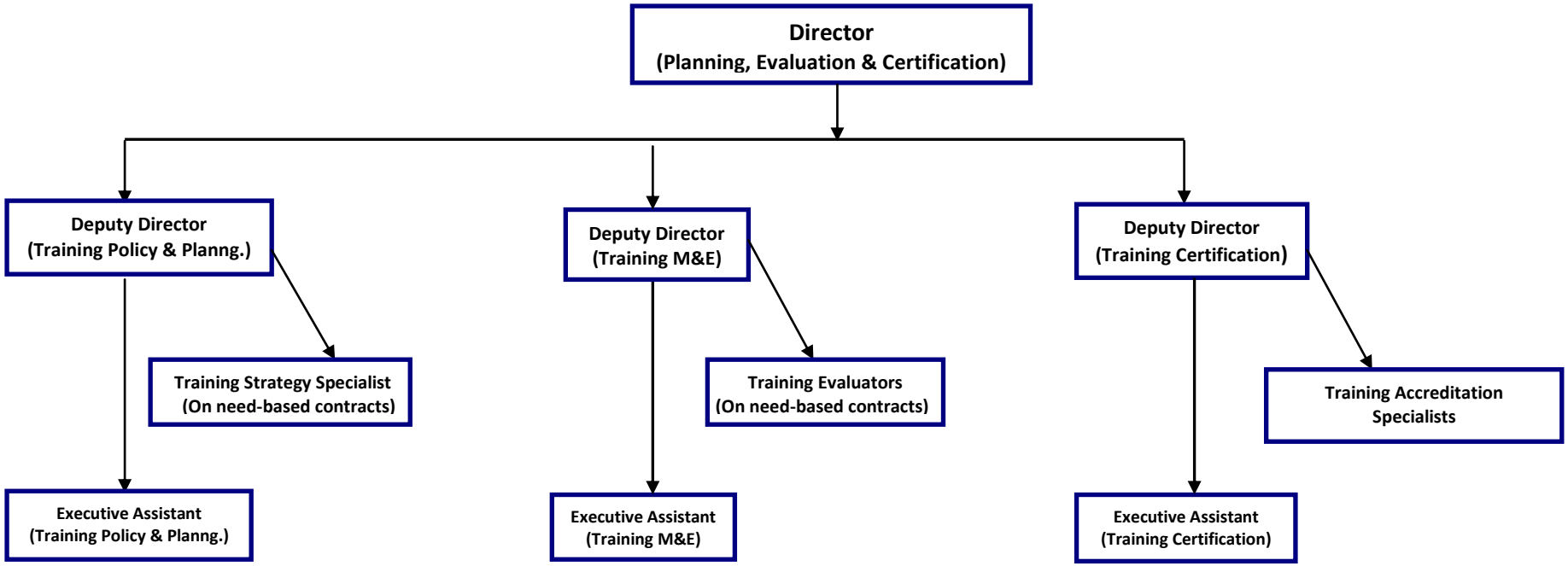
Annex-V

Staffing Chart of Training Centres Division



Annex-VI

Staffing Chart of Planning, Evaluation & Certification Division



Civil Service Training

Division of Responsibilities Amongst Public Institutions

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USAID-Tarabot, Iraq Administrative Reform Project

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Civil Service Training

Division of Responsibilities Amongst Public Institutions

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Chapter-1

Executive Summary

1.1 This document provides an institutional framework for coordination, organization and collaboration of civil service training function amongst various public organizations. A coherent and systematic approach towards civil service training will require not only clear role and responsibilities of civil service training institutions, but also coordination and cooperation between main stakeholders. This will provide opportunity to government of Iraq to improve the efficiency of training and development activities, establish mechanisms for systematic development of civil servants, and avoid duplications.

1.2 This institutional framework should be able to create a "landscape" for successful implementation of civil service training in Iraq, by defining and regulating the roles, responsibilities and institutional relationships of these public organizations. Main purpose of the framework for civil service training is as following;

(i) To define responsibilities of civil service training amongst various public organizations, including federal civil service commission, federal civil service institute, human resource departments and training centers of ministries/ governorates;

(ii) To define a mechanism for capacity development of training institutions as well as trainers in the ministries/ agencies/ governorates;

(iii) To identify a system for civil service training in core administrative functions (public policy management, project/ programme management, public finance management, procurement management, civil service management, and anti corruption strategy).

1.3 Generally speaking, every public organization has to play an important role in civil service training. As different public organization- federal civil service commission (FCSC), federal civil service institute (FCSI), and ministries/ agencies- play their unique role in civil service training; their efforts need to be integrated. On the other hand, a

national training institution, like FCSI, lies at the heart of civil service training system. It is the repository of expertise, distilled from the real world. The quality and manner of its functioning has a direct impact on what its trainees imbue and take with them. It continues to be the mainstay for training of senior and middle level civil servants. Given its role, it provides leadership in the process of learning and change. These issues have been discussed in **Chapter-2**, titled as 'civil service training'.

1.4 Chapter-3 of this document discusses current institutional arrangement for civil service training, in Iraq. Government of Iraq has initiated a series of reforms to change the human resource management practices for recruitment, training, performance appraisal, promotion and discipline (FCSC law; forthcoming civil service law; and, executive orders of COMSEC to all ministries/ governorates for- (i) transforming their personnel administration divisions to HR divisions; and, (ii) establishing a training & development section). The USAID/Tarabot team made a rapid assessment of civil service training, in nine ministries and seven governorates during Nov.2011– Feb.2012 and noted some positive trends with regard to civil service training in Iraq. In terms of quantity, the number of civil servants trained is an indication of the value attached with training and development by civil servants and their supervisors. However, the significant numbers achieved in terms of civil servants trained in 2011 (40% in Babil governorate, for example) cannot be called adequate, in terms of international standards and more needs to be done in terms of both- increasing quantity as well as improving quality of civil service training programs. The assessment also found significant differences in total number of civil servants trained in different ministries and provinces. The majority of training programs are too conceptual and there is no clear linkage between training program and actual performance needs. Apart from training programs in financial management delivered by Ministry of Finance, there are no systematic training programs in the core administrative functions. Further, the assessment could not find any systematic training mechanism for senior civil servants. The areas of civil service training, which need to be addressed, are;

(i) To develop necessary capacities of training & development function in all ministries/ governorates, so as to contribute more effectively in improvement of

performance of ministries/ governorates and to ensure that training and development policies of FCSC are implemented;

(ii) Design, development and establishment of a comprehensive institutional framework for training and development of Iraqi civil servants, under the leadership of FCSI, to ensure that public administration performs effectively and efficiently;

(iii) Design, development and establishment of systemic training system for senior civil servants.

1.5 **Chapter-4** of the document discusses proposed institutional framework for civil service training in Iraq. Analysis of current legislation and institutional framework for civil service training shows that the coordination and cooperation mechanism amongst public organizations is yet to be developed. Every public organization has a role to play in the civil service training and the efforts of all public organisations- federal civil service commission, ministries/ agencies, federal civil service institute and the governorates- are required to be integrated. The following mechanisms/areas are important for establishing/ improving coordination and cooperation between the public institutions for efficiency and effectiveness of civil service training;

(A) **Federal Civil Service Commission (FCSC):** Responsible for; (a) designing civil service training policies; (b) civil service training oversight; and, (c) capacity development programs in common administrative functions.

(B) **Federal Civil Service Institute:** Responsible for (a) training of senior civil servants; (b) development and implementation of training and development programs in common administrative functions; (c) capacity development of training centres; (d)training of trainers (ToT);(e) standards for training and development practitioners; and, (f) knowledge management.

(C) **Role of Ministries/Governorates in Civil Service Training:** Ministries/ governorates will focus on the design, development and implementation of ministry/ governorate-wide staff training plans.

(D) **Training Centers:** Development of specialized (technical) skills shall be an important feature of on-job training, for which primary responsibility shall be with the training centres of ministries/ governorates. Their focus would be on the

development of sector-specific technical skills such as, building roads, improving primary/secondary education, designing and implementing drinking water and sanitation projects, medical care etc. and give priority to the training of junior mangers and subordinate staff, to improve customer-orientation and quality of delivery of public services to citizens.

Table at **Annex** depicts the responsibilities of different public institutions in civil service training, based on the analysis of legislation, and needs of the Iraqi public organizations.

Chapter-2

Civil Service Training

2.1 Objective

2.11 Training is a systematic process of altering the behaviour of employees in a direction that will achieve organization goals. Objective of civil service training is to develop a competency based, professional, politically neutral, and highly motivated civil service that is responsive to the needs of citizens. In doing so, development of proper ethics, commitment to work and empathy for vulnerable sections of society is also emphasized. This is because if basic expectations of the citizens are not adequately met, credibility and authority of the government is adversely affected.

2.12 For transforming civil service, it is imperative to move to a strategic human resource management system, which looks at the individual as a vital resource to be valued, motivated, developed and enabled to achieve the Ministry/ Agency's mission and objectives. Within this transformational process, it is essential to match individuals' competencies with jobs they have to do and bridge competency gaps for current and future roles through training. This document aims at providing guidelines on how the coordination and collaboration between governmental entities responsible for training and development of the civil servants in Iraq could be organized.

2.2 Competency Based Framework

2.21 In order to ensure that civil servants have the requisite competencies (knowledge, skills and attitude) to effectively perform their functions, a competency framework is used. The fundamental principle of a competency based framework is that each job should be performed by a person, who has required competencies for doing that job. Success of training lies in actual improvement in the performance of civil servants to deliver public services, as per needs and requirements of citizens. Therefore, training is to be based on the duties of the person that s/he performs in a particular post.

2.22 Competencies may be broadly divided into those that are core skills, which civil servants would need to possess with different levels of proficiency, for different functions or, levels. Some of these are common competencies required by every public organisation e.g. leadership and communication, policy management, programme management, people management and, information technology. The other set of competencies relate to technical or specialized skills, which are relevant to specialized functions of a ministry/agency such as building roads, improving primary/secondary education systems, designing and implementing drinking water and sanitation projects, medical care etc.

2.3 Role of Public Organisations in Civil Service Training

2.31 Training and development is a function which enable governmental organizations to meet the performance needs and to develop the civil servant according to strategies and policies. A successful implementation of this function will require coordination and cooperation between different public, private and non-governmental organizations. Technical competence, adherence to rule of law, loyalty to democratically elected government and impartiality in discharge of public duties- are core qualities of a modern public administration in a democratic state. Different public organisations play their unique role to achieve this common goal. Every public entity has a role to play in the civil service training and the efforts of all public organisations- civil service commission, ministries/ agencies, governorates and the national training institution- are required to be integrated.

2.4 Role of National Training Institution in Civil Service Training

2.41 The National Training Institution lies at the heart of civil service training system. It is the repository of expertise, distilled from the real world. The quality and manner of its functioning has a direct impact on what its trainees imbue and take with them. It continues to be the mainstay for training of senior and middle level civil servants. Given its role, it provides leadership in the process of learning and change, as under:

i. To assist the ministries/agencies in the process of shifting to a competency based training framework;
ii. To provide technical advice to the ministry/agencies in preparation of its annual staff training plan and in outsourcing specialized training requirements;

iii. To equip the senior and middle level civil servants with appropriate values, workplace skills and competencies for their current jobs and provide development opportunities for their future jobs;

iv. To enhance the leadership and management skills of senior and middle level civil servants to carry out common functions across public organizations e.g. leadership, strategic planning & management, decision-making and communication skills; constitutional law; public policy management; programme management; public finance management; HR management of civil service; procurement management; integrity, accountability & transparency etc.;

v. To assimilate technologies with a view to enable learning anywhere, anytime for its clients;

vi. To supplement its current programmes with distance and e-learning courses;

vii. To constantly review and modify its curricula, contents and training methodologies to take into account training feedback and needs of clients;

viii. To develop domain-specific trainers and provide stability of tenure and opportunities for faculty-development;

ix. To put in place a rigorous system of evaluation of training programmes and assessment of their impact on civil servants' performance;

x. To network with other national and international institutions to share learning resources, expertise, knowledge management and enter into agreement for international cooperation and exchange programmes on civil service training;

xi. To become model of excellence in the quality of training and as a learning organization through a process of self-assessment and bench-marking;

xii. To provide advisory and/or consultancy services;

xiii. To conduct field studies and research as part of the process of becoming repositories of knowledge in the areas of its sectoral and functional specialization;

xiv. To have the requisite staff, infrastructure and finances to perform its functions.

Chapter-3

Present Status of Civil Service Training in Iraq

3.1 Introduction

Development of a coherent human resource approach with a tight coupling between human resources and strategies of public organizations is critical for the successful implementation of public policies and strategies. In this connection, the Government of Iraq has initiated a series of programs to improve the public service management both in terms of quality and increasing the quantity of delivered public services. These management reforms also include changes to human resource management procedures by which public servants are recruited, trained, appraised, promoted and disciplined (FCSC law; forthcoming civil service law; and, Executive Order of COMSEC for transforming the Personnel Administration Divisions to Human Resource Divisions).

3.2 Framework for Civil Service Training

3.21 Legal framework: In Iraq, civil service training and development function is regulated by following three laws:

(a) **Federal Civil Service Commission (FCSC) Law (#4 of 2009)** specifies the mandate, role and functions of Federal Civil Service Commission. Under the law, FCSC's department of public administration development is responsible for establishing training and development policies for Iraqi civil servants. For this purpose, a Federal Civil Service Institute (FCSI) is to be established, as a national level nodal training institution and operationalized for implementation of these training and development policies for Iraqi civil servants. Article 4 (1) of FCSC Law states that FCSI shall be established by law. Article 9 (7) of FCSC Law authorizes FCSC to design training policies for Federal Civil Service Institute. FCSC law also gives mandate to establish a training centre in each of the ministries for the purpose of civil servants' development [Article 4 (2)]. Further, FCSC law also mandates the establishment of a training centre in each ministry [Article 4 (2) of FCSC Law] and to design training policies for them [Article 9 (8) of FCSC Law] for the purpose of

development of civil servants. FCSI, together with Training Centres in Ministries, shall have a primary role in implementing these policies for the training and development of Iraqi civil servants;

(b) **Financial and Accounting Training Center Law (# 93 of 1981, amended in 2010),** which requires Ministry of Finance to establish training center, responsible for developing the expertise and competencies of employees in all financial departments in governmental entities; and,

(c) **Organic Laws of the Ministries,** specifying their mandate and structure, which require each Ministry to have a Division for Research and Development, as part of Department of Planning. It is also to be noted that in several laws for clarifying the mandate, functions and structures of ministries (e.g. Ministry of Finance and Ministry of Planning) it is stated that Ministries should establish training and development institutions for developing the capacities of governmental entities.

3.22 The above legal framework provides guidance as to how the civil service training shall be organized and managed in Iraq. However, it FCSC is yet to be operationalized, Training Centres are yet to be established in the Ministries, and FCSI law is yet to be enacted. In addition, stakeholder-deliberations and consultations regarding mandate and functions of civil service training institutions in Iraq, are still in progress.

3.23 **Executive Orders:** An Executive Order, issued by COMSEC for transforming Personnel Administration Divisions to Human Resource Divisions requires ministries to establish a Training and Development Section with following three units;

(a) **A training unit**: Responsible for planning, designing, delivering and coordinating training programs;

(b) **A training development Unit:** Responsible for identifying training needs and monitoring and evaluation of training programs;

(c) **A Scholarship and Fellowship section**: Responsible for organizing scholarships, fellowships and study tours.

3.3 Current institutional arrangement for civil service training

3.31 Current institutional arrangements for civil service training in Iraq are as under;

(a) **Divisions for Research and Development** are established as a part of Planning Departments, under the organic laws of the ministries. They are responsible for developing, organizing and delivering training and development programs. These training programs are delivered to the civil servants from the ministry, state owned enterprises, private companies, non-governmental organizations and sometimes individual citizens. Due to this broad target group and focus outside civil service, these divisions are a public service provider, rather than responsible divisions for civil service training in the ministries/governorates. Nonetheless, these divisions are the only internal structure for civil service training, generally. The capacity of these centers varies from ministry to ministry. For example in the ministries like Finance or, Planning, there are more than 150 staff working in this division; in others such as Ministry of Communication there are only two staff members. Some of the training centres have more than 10 training rooms and annually train about 4000 participants, others do not have dedicated training rooms and train less than hundred civil servants annually. The training management practices and procedures (such as training needs analysis, curriculum development, monitoring and evaluation) are either limited or, non-existent in many of them.

(b) **Divisions for Training and Development** are established as a part of Human Resource Departments (HRD), under the Executive Order of COMSEC. They are responsible for organizing, coordinating and implementing training and development programs for the civil servants of the respective ministries. This is a new function for HR Departments and majority of their staff members are not trained in the civil service training and overall performance improvement in their organization. The current activities of this division is to coordinate civil service training programs for civil servants, working in the ministry. These units consist of three to five staff members, who are working without clear responsibilities and job descriptions.

(c) **Training in common functions:** Current institutional set up with regard to training in core administrative function is that the Ministry of Finance (MoF) is responsible for

developing the competencies of finance staff in all government entities[1], while the Ministry of Planning and Cooperation Development (MPCD) is responsible for developing the capacity in project management. The MPCD is also responsible for overseeing and providing assistance to the procurement units in government entities. The Federal Civil Service Commission (FCSC), after its establishment, shall be responsible for developing the capacity in the area of Human Resources Management of civil servants. The responsibilities for the rest of the core administrative functions are currently not clearly defined and there is no single entity responsible for their development and implementation.

3.4 Assessment of current capacities for civil service training

3.41 A rapid assessment conducted by USAID/Tarabot in nine ministries and seven governorates, during Nov.2011– Feb.2012, identified following training and development capacities in ministries and governorates:

(a) Number of civil servants trained in ministries/governorates, in 2011: The results show significant differences in total civil servants trained in different ministries and provinces. For example, Babil Governorate managed to deliver training programs for 40% of their staff-members, while in Wasit Governorate, no staff member received training in 2011. Ministry of Agriculture delivered training for 1500 civil servants, while Ministry of Planning trained only 225 civil servants, in 2011. The assessment found that priority was given to computer training, which accounted for 31% of the overall training programmes delivered in 2011, followed by 27% of training on core administrative functions (such as procurement, finance and planning) and 16% on technical (sectorial) training programs.

(b) Lack of linkage between training delivered and actual needs: In the context of Iraq, there has been no comprehensive review of all civil service posts, in accordance with functions that are to be performed and competencies required thereto. Thus, the issue of whether an individual has the necessary competencies to be able to

[1] Financial and Accounting Training Center (FATC) of Ministry of Finance was established by law #93 of 1981 and has the mandate to support all finance departments in governmental entities.

perform the functions of his/her post has not been addressed. In the absence of impact-assessment procedures, assessment team was unable to collect quantitative information about training programs, their relevance to performance needs, and their impact on individual or, organizational performance. However, interviews with different stakeholders (HR directors, training centre managers, supervisors and employees) indicate that the majority of training programs lack practicality, they are too conceptual and there is no clear linkage between training program and actual work and performance needs.

(c) **Absence of a systemic training system for senior civil servants:** There is no systematic training system for senior civil servants. Overall there are no clear performance mechanisms and the senior civil servants are not supported through capacity development programs to implement the necessary reforms and deliver the expected results. In order to address this issue, some ministries (Ministry of Oil, for example) send their senior officials for overseas training. However, this approach is expensive and usually the training programs undertaken are not focused on the specific contextual requirement of Iraqi public administration.

(d) **Training in common administrative functions:** Main purpose of common administrative functions is to ensure that public resources are managed, in accordance with regulations, towards achieving public goals. In 2011, training programs delivered for civil servants in Iraq in core administrative functions made up approximately 27% of total training and development programs. The topics of these training programs covered areas such as project management, procurement, public finance, and human resource management.

The assessment of USAID/ Tarabot- CSR team (Feb. 2012) showed that Financial and Accounting Training Center (FATC) of Ministry of Finance has some capacities to carry out its mandate and functions (for example, total number of trained participants in the center in 2011 was approx. 2800). The topics of training programs delivered in 2011 included: Government's Management of Financial Administration, Financial Planning, Accounting, and Auditing. The center is in the

process of shifting to a new building which will provide additional training space (12 training rooms). With regard to training management procedures, the FATC is in the process of implementing training needs analyses and training monitoring and evaluation systems.

Apart from training programs in financial management delivered by Ministry of Finance, there are no systematic training programs which allow the civil servants to develop their skills and knowledge in the core administrative functions. Most of the administrative departments and divisions operate under (old) bureaucratic procedures, without clearly defined functions and responsibilities and staff members don't have job descriptions. Consideration is required to be given to the fact that administrative procedures of government are in the process of reform and change, which shall require new skills and knowledge. In order to address these requirements, new training programs need to be developed and delivered to the civil servants.

3.5 Improving capacity of civil service training institutions

3.51 Above assessment presents some positive trends with regard to civil service training in Iraq. In terms of quantity, the number of civil servants trained is an indication of the value attached with training and development by civil servants and their supervisors. However, the significant numbers achieved in terms of civil servants trained in 2011 (40% in Babil governorate, for example) cannot be called adequate, in terms of international standards and more needs to be done in terms of both- increasing quantity as well as improving quality of civil service training and development programs. The areas of civil service training, which need to be addressed are;

(iv) To develop necessary capacities of training & development function in all ministries/ governorates, so as to contribute more effectively in improvement of performance of ministries/ governorates and to ensure that training and development policies of FCSC are implemented;

(v) Design, development and establishment of a comprehensive institutional framework for training and development of Iraqi civil servants, under the leadership of FCSI, to ensure that public administration performs effectively and efficiently;

(vi) Design, development and establishment of systemic training system for senior civil servants.

3.52 The assessment indicates that training and development function in ministries and governorates need further support to improve the training management process. First step in this direction should start with assigning all training and development responsibilities to a single department viz. Human Resource Department, in each ministry/governorate. It will provide better coordination of Human Resource Management functions, clarify the responsibility and accountability of training function and ensure that organizational restructuring process is supported by training and development activities. It will establish a linkage between civil service training and performance, thereby contributing towards improved efficiency and effectiveness of civil servants.

3.53 Current institutional framework with regard to responsibility and accountability for civil service training is not adequate. A national level nodal training institution, in the name of Federal Civil Service Institute (FCSI), is to be established and operationalized for implementation of civil service training policies. Since FCSI is the main institution for implementation of training policies of Federal Civil Service Commission (FCSC), it shall be responsible for implementation of civil service training programs in core administrative functions. FCSI, together with training centres in ministries, shall have a primary role in implementing these training policies. FCSI shall work in close coordination with Ministry of Planning with regard to designing and implementation of training programs in the areas of procurement and project management. FCSI will also design and implement training programs in public finance, in close cooperation with Ministry of Finance.

3.54 Target group of training activities of FCSI is defined by its primary objective- to assist in creating a homogeneous group of capable administrators which will increase the effectiveness of the government action in delivering key public services. Within the civil service, the priority shall be given to the training of higher civil servants. In order to cover short term capacity building of civil servants, FCSI will have to cooperate closely with the training centres of the ministries, other training institutions in the private sector and in

the foreign countries, This is because its involvement in the short term capacity building activities should not interfere with its long term mission of building skills and abilities of senior civil servants in carrying out common functions, across the government machinery. The training and development of civil servants shall, therefore, be conceived as a multi-layered system with the FCSI as its focal point.

3.55 FCSI should also facilitate establishment of standards, certification and accreditation procedures for civil service training. Unified standards need to be created and implemented for accreditation and certification for civil service training. Presently, no single institution is responsible for coordinating or, managing this process. Therefore, Federal Civil Service Institute should develop these standards and procedures and ensure that all training providers should maintain the standards of civil service training.

Chapter-4

Proposed Institutional Framework for Civil Service Training In Iraq

4.1 Introduction

4.11 Considering the current needs of line ministries and governorates and specifically, the needs for improvement of civil service performance, a new institutional framework for civil service training is required to be implemented. As noted earlier, majority of government administrative processes in Iraq are in the process of revision and adjustments to new institutional and political realities. These processes of restructuring will require new capacities to be developed. Once the role, responsibilities and procedures are (re)defined, Federal Civil Service Commission will facilitate the development of competency frameworks for civil service positions, defining specific competencies required to perform the core administrative functions.

4.12 In order to move towards a competency-based approach, it would be necessary to classify distinct types of posts and to indicate competencies required for performing work in each of such posts. Once competencies are laid down, an individual's development can be more objectively linked to competencies, needed for current or future jobs. Career progression and placement can be based on matching individual's competencies to those required for a post. Staff annual training plan of each ministry/ agency will then address the gap between existing and required competencies and provide opportunities to employees to develop their competencies. These annual staff training plans will then be implemented by the government training institutions, to develop requisite competencies amongst civil servants.

4.2 Coordination of Training and Development Activities

4.21 The analysis of current legislation and institutional framework for civil service training shows that the coordination and cooperation mechanism amongst government entities is yet to be developed. Every public entity has a role to play in the civil service training and the efforts of all public organisations- federal civil service commission, ministries/ agencies, national training institution and the governorates- are required to be

integrated. The first step in this direction would be to define the role and responsibilities of civil service training institutions, in Iraq. A coherent and systematic approach for civil service training will require not only clear role and responsibilities of civil service training institutions, but also coordination and cooperation between main stakeholders. This will provide opportunity to government of Iraq to improve the efficiency of training and development activities, establish mechanisms for systematic development of civil servants, and avoid duplications. According to current legal framework, the responsibility for developing and establishing this mechanism is part of the mandate of FCSC and FCSI.

4.22 The following mechanisms/areas are important for establishing/ improving coordination and cooperation between the public institutions for efficiency and effectiveness of civil service training;

(E) <u>Role of Federal Civil Service Commission (FCSC)</u>

FCSC is responsible for designing and overseeing implementation of policies and strategies for civil service training & development. In order to achieve success, following coordination mechanisms are required to be established and managed by FCSC;

a. <u>Designing Civil Service Training Policies</u>

According to Federal Civil Service Commission Law, FCSC's department of public administration development is responsible for establishing training and development policies for civil servants. The training and development policies shall outline strategic directions for civil service development, provide guidelines on standards and principles of civil service training and assist in formulation of performance management approaches. In order to effectively implement these policies/ strategies for civil service training, following principles need to be adhered to;

(i) The main purpose of civil service training policies is to support implementation of national strategies and therefore, it should serve as a tool for achieving national priorities;

(ii) A comprehensive analysis of needs of ministries/ agencies (both in terms of performance and professional development) shall be carried out. This analysis

shall include collection and processing of data about needs and forthcoming changes in the government;

(iii) The civil service training policies shall outline strategic objectives and performance indicators. This will facilitate in establishing good training management mechanisms.

b. <u>Civil Service Training Oversight</u>

FCSC is responsible for overseeing implementation of civil service training policies. This process will include collecting and analysing information on performance of governmental entities and information on the progress toward achieving the results of training policies and strategies. Further, FCSC will disseminate information to the relevant stakeholders on the process of implementation of training policies and strategies, so that necessary action could be taken for achieving results of training policy implementation. Monitoring will require government entities to submit regular reports to FCSC and FCSI, on the progress towards implementation of civil service training policies. Once the Training and HR management information systems are established, FCSC and FCSI will be able to generate reports directly from these systems.

c. <u>Capacity Development Programs in Common Administrative Functions</u>

Common functions are the core administrative functions, common to all ministries/ agencies. FCSC, in coordination with COMSEC, Ministry of Planning, and Ministry of Finance shall identify the common administrative function areas, in which civil servants need to be trained across the governmental entities. Once such common-function areas are identified, working groups comprising training practitioners from the relevant governmental entities could be established. Main purpose of these groups will be to analyse the training needs and prepare training programmes for meeting those needs. Implementation of these training programs will be delegated to relevant governmental entities. However, FCSC and FCSI will provide technical support and oversee their implementation. It is also expected that such cross-sectoral programs will provide opportunity for exchange of training and development

expertise, resources and improve the communication between civil servants, horizontally.

(F) Role of Federal Civil Service Institute

Establishment of a Federal Civil Service Institute is based on the idea of creating a national level nodal institution for building a competency based, professional, politically neutral, and highly motivated civil service, which is responsive to the needs of citizens and could effectively serve as administrative backbone of the democratic state of Iraq. Primary objective behind establishment of FCSI is to create a pool of well-trained general administrators, who could be used for a variety of common functions, across the public organizations. Therefore, focus of FCSI shall be on the general aspects of training, as distinct from the specialized ministry-specific technical training, which shall be the concern of training centres of the ministries/ agencies. It will be working to implement FCSC's training and development policies and assist in implementation of federal government's national strategic priority areas, through training and other capacity development means.

Training programs, offered by FCSI, shall be tailored to the strategic direction of the government and cater to the needs of the line ministries/ agencies. While it cannot be ruled out that FCSI may be involved in the training activities for specialized/ technical areas of public administration, priority shall be given to establish a reliable framework for skills development in common administrative functions, required across the government machinery. FCSI will play following role in the civil service training and development;

a. Training of Senior Civil Servants

Focus of FCSI shall be on training of senior civil servants, working at the federal level as well as at provincial level, who are responsible for government's policy making and its effective implementation. The FCSI activities shall be focused on this target group, for promoting homogeneity of administrative structures throughout the country and to support development of national solidarity and shared destiny within public administration.

FCSI shall play a critical role in building skills and abilities of senior civil servants in carrying out common administrative functions across the government machinery e.g. areas like leadership, strategic planning & management, decision-making and communication skills; constitutional law; public policy management; programme management; public finance management; HR management of civil service; procurement management; integrity, accountability & transparency etc.

With this objective, FCSI shall have a broad mandate to ensure that senior civil servants have the appropriate skills and knowledge to deliver high quality public service, in an effective manner. The training curricula, to be developed by FCSI shall adequately reflect the priorities set by FCSC, for establishment of a competency based, professional, politically-neutral, and highly motivated civil service. The essential training shall be provided to the senior civil servants;

(i) at the time of their entry into service; and,

(ii) at appropriate intervals in the course of their careers.

For new recruits, selected in the higher civil service on merit principles, entry level training shall be compulsory. The length of entry level training shall range from 12 to 18 months. The training programme shall include a combination of class-room courses at FCSI, interspersed with internships in different parts of public administration at federal as well as provincial levels. Each class-room teaching curriculum of two to three months' duration shall consist of certain compulsory courses and a number of optional courses. Each class-room interval would be followed by an internship. At the end of each class-room teaching interval, recruits shall appear in a written and oral examination on the compulsory as well as optional subjects. Their performance during the internship shall be the subject-matter of a written evaluation by their superior.

Refresher training shall be provided in the form of courses, lasting four to six weeks. Their contents shall be developed in close cooperation with the concerned ministries, in order to tailor the programmes to the relevant needs. In general, the courses shall

help participants to gain profound insight in the nature of problems, which s/he faces in daily work, and to equip him/her with the practical skills to solve these problems efficiently. Regular participation in refresher courses shall constitute an important prerequisite for further promotion of serving senior civil servants. The concerned ministries/ departments shall nominate those civil servants, who are likely to benefit the most from such refresher training programmes and who have the ability to put their newly acquired skills to the maximum use in the interest of their ministry/ department.

Teaching methods used in the training programmes shall not be limited to only one approach, but cover a wide range of options. Apart from the traditional lecture, these could include case studies, panel discussions, working groups, role plays, field visits, simulation exercises and others. The selection of teaching staff shall take into account the need to provide not only one, but a variety of teaching methods.

b. <u>Development and Implementation of training and development programs in common administrative functions</u>

Common functions are the core administrative functions, common to all ministries/ agencies, and include areas like leadership and management, public policy-making & implementation, strategic planning, program/ project management, constitutional law, human resource management, public finance management, procurement management, integrity, accountability & transparency etc. Due to high demand of these training programs in all ministries/ agencies, it is anticipated that no single government entity could be able to meet the training requirements, individually. Therefore, FCSI, in coordination with Ministry of Planning and Ministry of Finance shall establish work-teams, consisting of training practitioners from different government entities. Purpose of these work-teams shall be to build the capacity of ministries/ agencies' staff in core administrative functions. The FCSI, Ministry of Finance, Ministry of Planning and training and development practitioners will work to establish mechanisms and procedures for on-job support (coaching and mentoring) for facilitating transfer of skills in the common functional areas. The work teams shall

also work as a community of practice groups for exchange of knowledge and experience between practitioners in the area of core administrative functions.

c. Capacity development of training centres

FCSI shall be responsible for development of capacity of training centres and training-practitioners in ministries/ agencies. Support to the ministries and governorates to improve the training management process needs to be provided in all areas of training management viz. (i) Training Needs Analysis; (ii) Curriculum Development; (iii) Training Program Management; (iv)Training Delivery; (v)Trainers Development; and, (vi) Training Monitoring and Evaluation. Currently there is no public institution, responsible for providing such support. Therefore, FCSI, as a nodal national level training institution, shall have the mandate to provide technical support to training centers in ministries/ governorates in all areas of training management.

d. Training of Trainers (ToT)

A core responsibility of FCSI shall be to develop and deliver training and development programs for trainers and development practitioners. These programs could serve not only as a tool for developing their skills and knowledge, but also a forum for communication and cooperation between them. Therefore, during FCSI ToT Programmes, space and time shall be provided to participants, for coordination activities. For example, during and after training of trainers program, training practitioners can work on projects, which involve civil servants from different ministries.

e. Standards for training and development practitioners

FCSI shall facilitate the process of establishing standards for training and development of Iraqi civil service. These will include standards for competencies of training practitioners and quality standards for civil service training and development activities. Successful implementation of these standards will require broad participation of main stakeholders, during all stages of their development. For this purpose, FCSI shall establish and manage committees for creating and overseeing implementation of these standards. The committees will include representatives

from government entities, responsible for civil service training (e.g. HR Managers from the ministries/ agencies). Further, FCSI will regularly disseminate information on the standards to all stakeholders and collect their feedback on it. The standards shall be periodically reviewed and adjusted according to changes in public policies and requirements of the government.

f. Knowledge Management

FCSI shall be responsible for knowledge management. This will be helpful in establishing communication between training practitioners and facilitate their professional development. In order to achieve this, the FCSI will have to ensure following areas of coordination and cooperation;

(i) Knowledge Database

One of the responsibilities of FCSI shall be to establish, categorize and manage a database with training and development materials and methodologies. The materials in the database shall be developed by FCSI and collected from training centres of ministries/ governorates. A procedure for collecting training and development materials from the government entities shall be developed and implemented by FCSI. Once collected, the material will be categorized and uploaded on internet/intranet, where they will be accessible to all training practitioners, working in the public organizations in Iraq. FCSI will disseminate regular information regarding content of database to stakeholders.

(ii) Communication

FCSI shall also be responsible for ensuring that communication amongst training centres of different ministries/ agencies is in place. This communication could include information for different training and development programs, successful practices or general information in the area of training and development. In order to achieve this, FCSI could issue magazines, organizing conferences and create and manage online information platforms. Once established the FCSI should develop a communication strategy, which will identify specific target groups and the best methods to reach those target groups.

(iii) Communities of practice[2]

FCSI shall facilitate the establishment of communities of practice for training practitioners, working for the public sector in Iraq. The community of practice could be delivered through different methods e.g. workshops, online platforms, deputations or study visits between government entities. FCSI could also facilitate annual training and development conference, which will provide opportunity for training practitioners to exchange knowledge and expertise.

(iv) Action learning groups[3]

FCSI shall identify topics of training and development programs, which are of common interest to government entities. Once topics of such programmes are identified, action learning groups could be established to work for development of approaches, methodologies and materials for implementation of these programs. FCSI will coordinate the work of these groups and provide necessary resources for the development of training programmes. Delivery of such training programs shall be carried out by the staff-members from different government entities, which will further contribute to creation of horizontal connections between training practitioners in public sector. Examples of action learning groups are– to establish standards for training and development; and, design & implementation of training programs in core administrative functions.

(v)Trainers market place

In order to facilitate the exchange of resources between governmental entities, FCSI will establish, manage and popularize a database with profiles of trainers, working for Iraqi public sector. This database will provide information about their areas of expertise, education, contact information and other relevant information. FCSI will work with FCSC, to develop and implement a procedure for temporary transfer of training practitioners to other government entities. This procedure will enable government entities to search for technical expertise

[2] Community of Practice is a group of people with common interest in a particular area, which are learning from each other by sharing information and experiences, in order to develop professionally.

[3] Action Learning is group of people, who work together on a specific project and by doing so they learn from each other. The group meets regularly and the learning is centred around the need to find a solution to a real problem.

within public sector and it is expected to contribute to exchange of knowledge, skills and expertise.

(G) <u>Role of Ministries/Agencies in Civil Service Training</u>

Though, establishment of FCSI will make an important contribution to the improvement of efficiency of civil service, this will not free the ministries/ agencies and their training centres from the obligation to deliver complimentary training, catering to the specific needs (technical skills, for example) of their own employees. Development of specialized (technical) skills shall be an important feature of on-job training, for which primary responsibility shall be with the ministries/ agencies and their training centres. Each ministry/agency shall follow a systematic approach to civil service training, as under;

(i) HR department of the ministry/agency shall classify all posts with a clear job description and requisite competencies;

(ii) Head of training & development section (under HR department) shall act as training manager (nodal person) for implementation of training function in that ministry /department;

(iii) The training & development section shall consist of following three units;

  (a) training needs and evaluation unit (for identification of training needs and monitoring and evaluation of training programs);

  (b) training centre unit (for planning, designing, delivering and coordinating training programs); and,

  (c) Scholarship and Fellowship unit (for providing incentives to high performance employees through scholarships, fellowships and study tours).

(iv) Services of FCSI or, ministry's training center unit shall be utilized for obtaining training consultancy services for the ministry/ agency and/or, for outsourcing specific training;

(v) Any non-training interventions that need to accompany training interventions shall also be taken up suitably by the ministry/agency;

(vi) Training & development of competencies of individuals shall be linked to their career progression. For this purpose, the service rules shall be suitably amended;

(vii) Immediate supervisor shall be made responsible for training of civil servants, working under him/her;

(viii) An appropriate provision shall be incorporated in any new scheme, to ensure that suitable training is imparted for its proper implementation;

(ix) Adequate resources and funds shall be allocated to the ministries' training centers, to enable them to carry out competency based training;

(x) At least 2.5% of salary budget in each ministry/department shall be set aside for civil service training, given the likely increase in moving to a competency-based training system;

(xi) A separate section in the ministry/department's annual report shall be incorporated on civil service training and capacity building activities, undertaken during the year;

(xii) The ministry/ agency shall periodically review the implementation of annual staff training plan and functioning of their training centre, with particular reference to:

(a) Utilization of their training capacity;

(b) Quality of training conducted;

(c) Adequacy of physical and training infrastructure, faculty, finances and delegation of powers for carrying out training centre's mandate;

(d) Training of subordinate staff, particularly those at the cutting-edge level;

(e) Proper selection and development of faculty, incentives for them, and stability of their tenure; and

(f) Ensure allocation of adequate funds to meet the training requirement.

(H) <u>Role of Training Centers</u>

Training Centers of ministries/ governorates will focus on development of ministry/ governorate-wide training plans. Their focus would be on the development of sector-specific technical or specialized skills such as, building roads, improving primary/secondary education systems, designing and implementing drinking water

and sanitation projects, medical care etc. and give priority to the training of junior mangers and subordinate staff, to improve customer-orientation and quality of delivery of public services to the citizens. Training centers shall follow a systematic approach to civil service training, as under;

(i) To develop ministry/ governorate's annual staff training plan, based on competencies required and training needs, for ensuring that all employees (from lowest functionaries to highest levels under ministry/sub-ordinate offices) have a clear scheme for development of their competencies, while also indicating training programmes that are mandatory;

(ii) To utilize the services of training needs and evaluation unit, for developing annual staff training plans for the ministry/ governorate;

(iii) To implement annual staff training plan, either on its own or, through outside training institutions, so that limitations on internal training capacity do not constrain the implementation of annual staff training plan;

(iv) To deliver training programmes for development of sector-specific technical or specialized skills such as building roads, improving primary/secondary education systems, designing and implementing drinking water and sanitation projects, medical care etc.;

(v) To ensure that all trainers in the training centre unit are periodically deputed to undergo 'Training of Trainers' (T.O.T) programmes;

(vi) To prioritize training of front-line staff, to improve customer orientation and quality of service delivery to citizens.

Table at Annex depicts the responsibilities of different public institutions in civil service training, based on the analysis of legislation, and needs of the Iraqi public organizations.

ANNEX

Table: Civil Service Training Responsibilities of Public Institutions

Sl. No.	Institution	Responsibilities
1	**Federal Civil Service Commission [FCSC]**	(a) To design training and development policies for civil servants; (b) To draft laws and rules relating to organization and development of civil service; (c) To conduct studies and research related to civil service development, recommend them to concerned government agencies in coordination with competent authorities; (d) To prepare methodologies and guidelines for development of competency framework, including competency framework for senior leadership and common administrative positions, in coordination with concerned ministries e.g. Ministry of Planning and Ministry of Finance; (e) To design training and development policies for the Federal Civil Service Institute (FCSI); (f) To design training and development policies for civil servants through training centres in the ministries; (g) To provide oversight on implementation of civil service training policies through FCSI and through training centers in ministries/governorates.
2.	**Federal Civil Service Institute [FCSI]**	(a) To act as a nodal agency for the Iraqi civil service's training & development, under the leadership of FCSC; (b) To implement FCSC's training and development policies and strategies, by way of development of training & development curriculum, devise implementation mechanisms and deliver and evaluate training programs; (c) To carry out an annual training needs assessment for senior and middle level civil servants; (d) To design and deliver civil service training programs for senior managers, according to competency based framework of FCSC; (e) To equip the senior and middle level civil servants with the appropriate values, workplace skills and competencies for their current jobs and provide development opportunities for their future jobs; (f) To provide training and development opportunities to the senior and middle level civil servants at the mandated points of civil service career (i) at the time of their entry into civil service; and, (ii) at appropriate intervals in the course of their careers; (g) Such mandated opportunities shall be aimed at enhancing leadership and management skills of senior and middle level civil servants to carry

		out common functions e.g. areas like-leadership, strategic planning & management, decision-making and communication skills; constitutional law; public policy management; programme management; public finance management; HR management of civil service; procurement management; integrity, accountability & transparency etc. (h) To carry out an annual training needs assessment for HR managers and staff, working in line-ministries/ agencies; (i) To design and deliver training and development programs for HR managers and staff, working in line-ministries/ agencies; (j) To design and deliver civil service training programs for common administrative functions, in coordination with concerned ministries viz. Ministry of Finance and Ministry of Planning; (k) To promote lifelong learning amongst civil servants through a mix of conventional courses, distance learning and e-learning courses; (l) To facilitate distance and e-learning in a wide range of subjects and courses, providing individuals with enormous choice and flexibility in learning. This will provide opportunities for meeting training needs of large number of civil servants dispersed across the country in different cities and towns; (m) To evaluate the results of training programs delivered by the FCSI; (n) To design and deliver capacity development programs for training centres of ministries/governorates; (o) To provide technical assistance to the training centers of the federal ministries and governorates in implementation of training policies and strategies of FCSC, by way of conducting training of trainers (T.O.T) programs, curriculum development, and management and implementation of training programs; (p) To take the lead in developing the competencies of training managers in the ministries/ governorates, so that they are better able to provide support and guidance to their ministries/ governorates in the design and implementation of capacity building schemes; (q) To provide technical support to the ministries and provinces in development of need based training schemes through creation/ augmentation of training infrastructure, faculty development and out-sourcing of training; (r) To identify the best practices in training techniques and develop a cadre of trainers in such techniques through conducting 'Training of

		Trainers' (T.O.T), under the Trainer Development Programmes; (s) To issue certification of trainers under trainer development programme, on a renewable basis related to their actually conducting a required number of training programmes and also attending courses meant for upgrading their skills; (t) To identify reputed international institutions for foreign training of civil servants and enter into agreement of cooperation and exchange programmes with them; (u) To identify senior civil servants for nominating them to long-term or, short-term foreign training programmes with a view to expose them to the different models of governance and development and to enable them to understand broader global context of public management; (v) To provide financial support, including loans, grants, scholarships and aids to employees or, students for the purpose of promoting competency standards in Iraqi civil service; (w) to develop cadres of trainers in different sectoral and functional specializations of public organizations; (x) To design and deliver training programs for training practioners, in the public sector; (y) To promote organizational excellence in the public organisations; (z) To provide organizational development and consultancy services to public sector organizations; (aa) To engage in research relevant to the development of civil servants in public sector; (bb) To set up and manage a learning resources centre, for building a sustainable indigenous training capacity; (cc) To conduct research and produce learning materials in the area of civil service training and development. (dd) To develop and manage libraries (including e-learning content) with training curriculum and other development materials in the area of public management, HR management and training and development; (ee) To provide and hold tests/examinations, grant certificates/other qualifications, for attainment of relevant skills, competencies and achievements; (ff) To build up a database for the available training resources, such as calendars of training programmes of different institutions, faculty in

		different subjects, etc.; (gg) To design and implement quality and certification standards for civil service training programs, to be delivered for government entities; (hh) To issue certification to external training providers, such as private companies, NGOs, academic institutions, individuals and other entities willing to deliver training and development services to government organizations, as per the policy guidelines laid down by FCSC; (ii) To carry out such other functions as may be directed by the FCSC, from time to time.
3	**Human Resource Departments (HRDs) in ministries/ governorates**	(a) To prepare competency frameworks for specific departments and divisions of the concerned ministry/governorate; (b) To prepare performance appraisal reports, outlining performance difficulties and recommendations for performance improvement; (c) To conduct studies in the area of organizational development and human resource management within the ministry and prepare reports for organizing training and development programs; (d) To prepare career and succession plans for civil servants in the ministry/governorate; (e) To prepare reports and recommendations for training and development of newly recruited civil servants.
4	**Training Centres in Ministries/ governorates**	(a) To implement Federal Civil Service Commission's civil service training policies; (b) To assess the training needs of civil servants and prepare annual training and development plan of the concerned ministry/ governorate; (c) To design and deliver mid-level and junior management and leadership programs; (d) To design and deliver technical training programs for the civil servants of the concerned ministry/ governorate; (e) To evaluate the impact of training and development programs on the performance improvement of the participants and adjust the training programs accordingly; (f) To conduct research and produce learning and development materials in the technical area of the ministry; (g) To develop and manage libraries with knowledge and learning materials in the technical area of the ministry.

5	**Ministry of Finance**	(a) To develop a competency framework for common financial management positions; (b) To conduct regular assessments of training and capacity development needs for financial departments in ministries/ agencies; (c) To prepare and deliver financial management training and development programs, according to the competency framework and training standards, defined by FCSI;
6	**Ministry of Planning and Development Cooperation**	(a) To develop a competencies frameworks for common positions, relating to- procurement, project management and project evaluation; (b) To conduct assessments of training and capacity development needs of the procurement and project management divisions in ministries/ agencies; (c) To prepare and deliver training and development programs with the aim to build/improve competencies of the concerned civil servants, working in the area of procurement, project management and project evaluation.

Provincial Civil Service Commission (PCSC)

Framework, Mandate, Functions

And

Organizational Ties

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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>

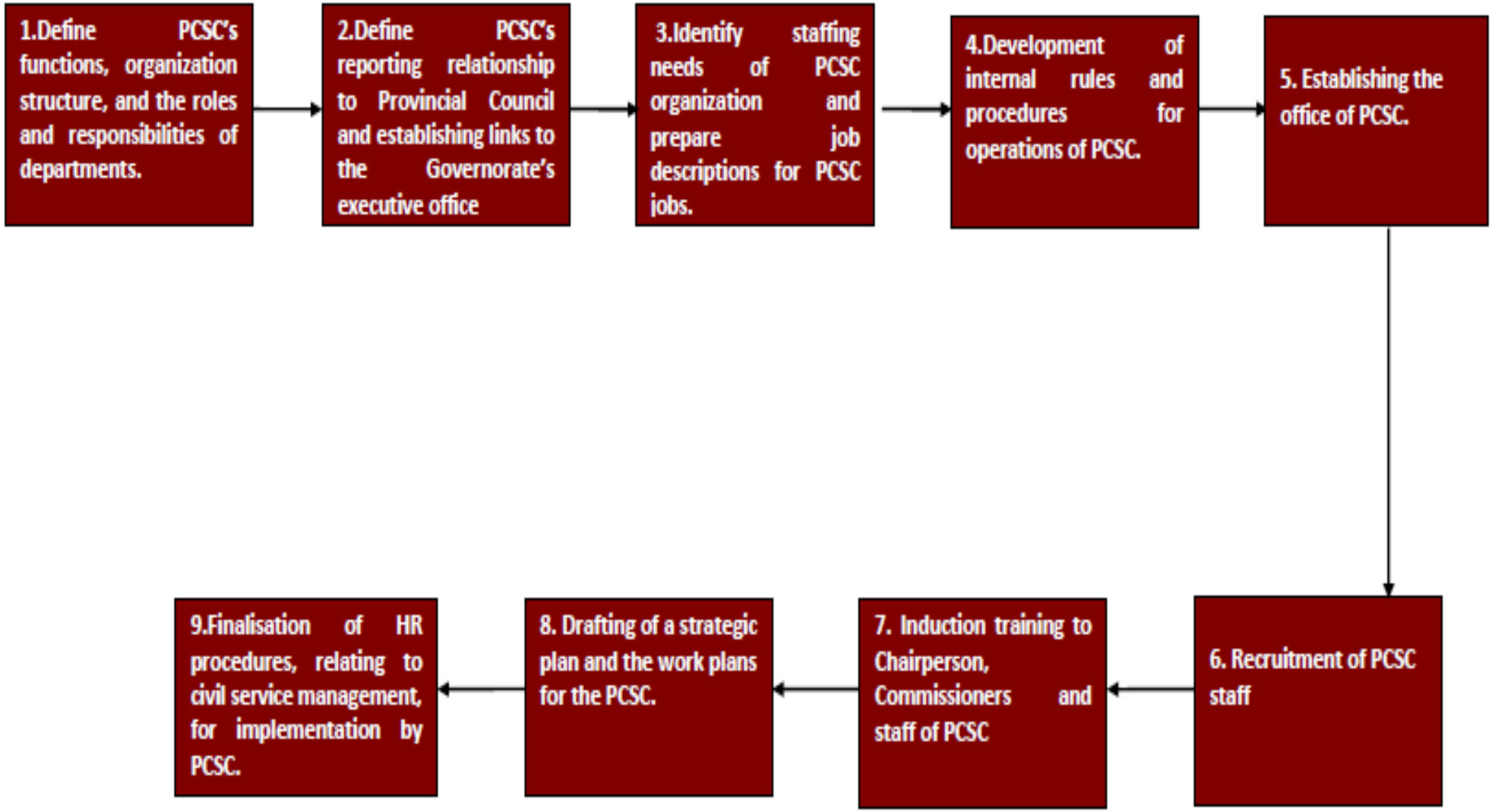
a) Preparation of budget and management of PCSC's financial, administrative and human resources;

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.

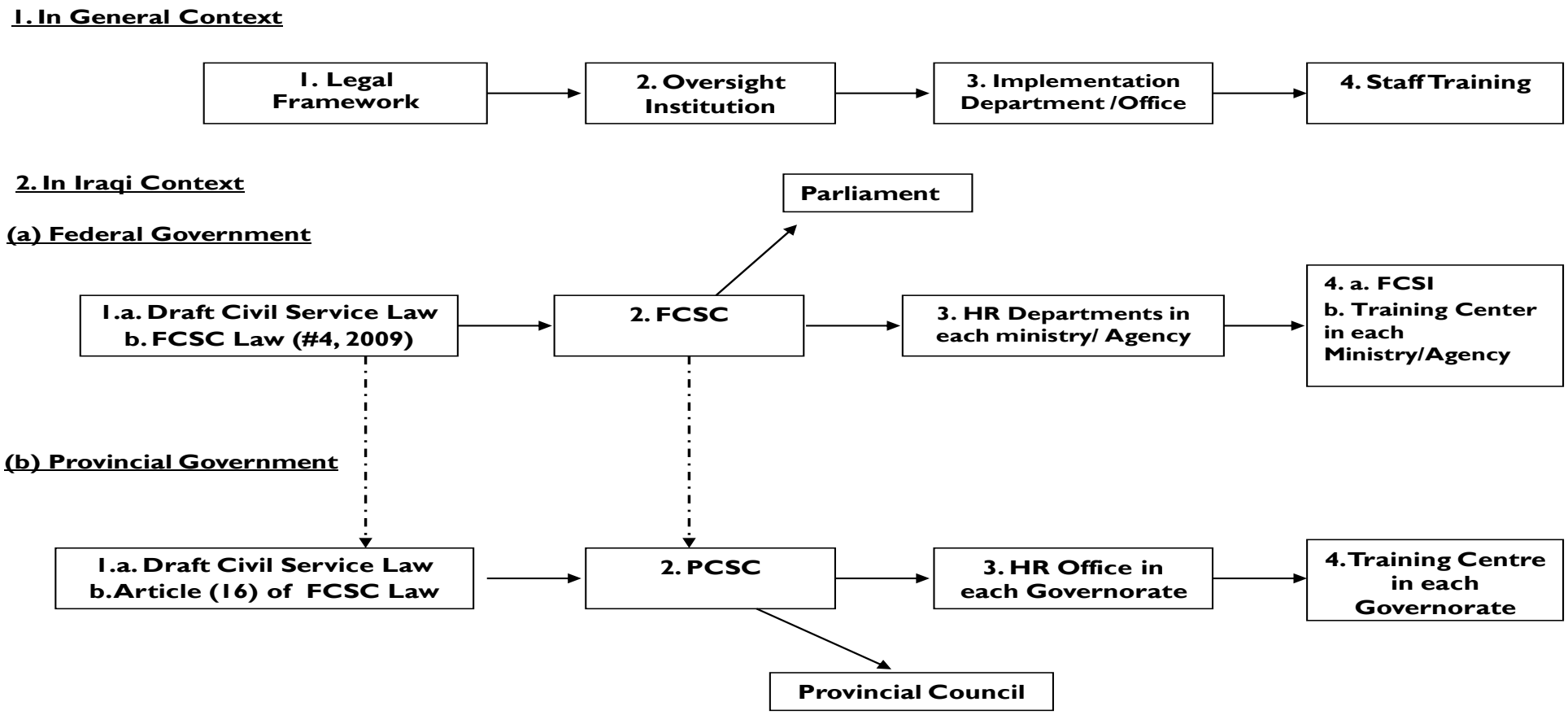
ANNEX-1

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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July, 2012

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>

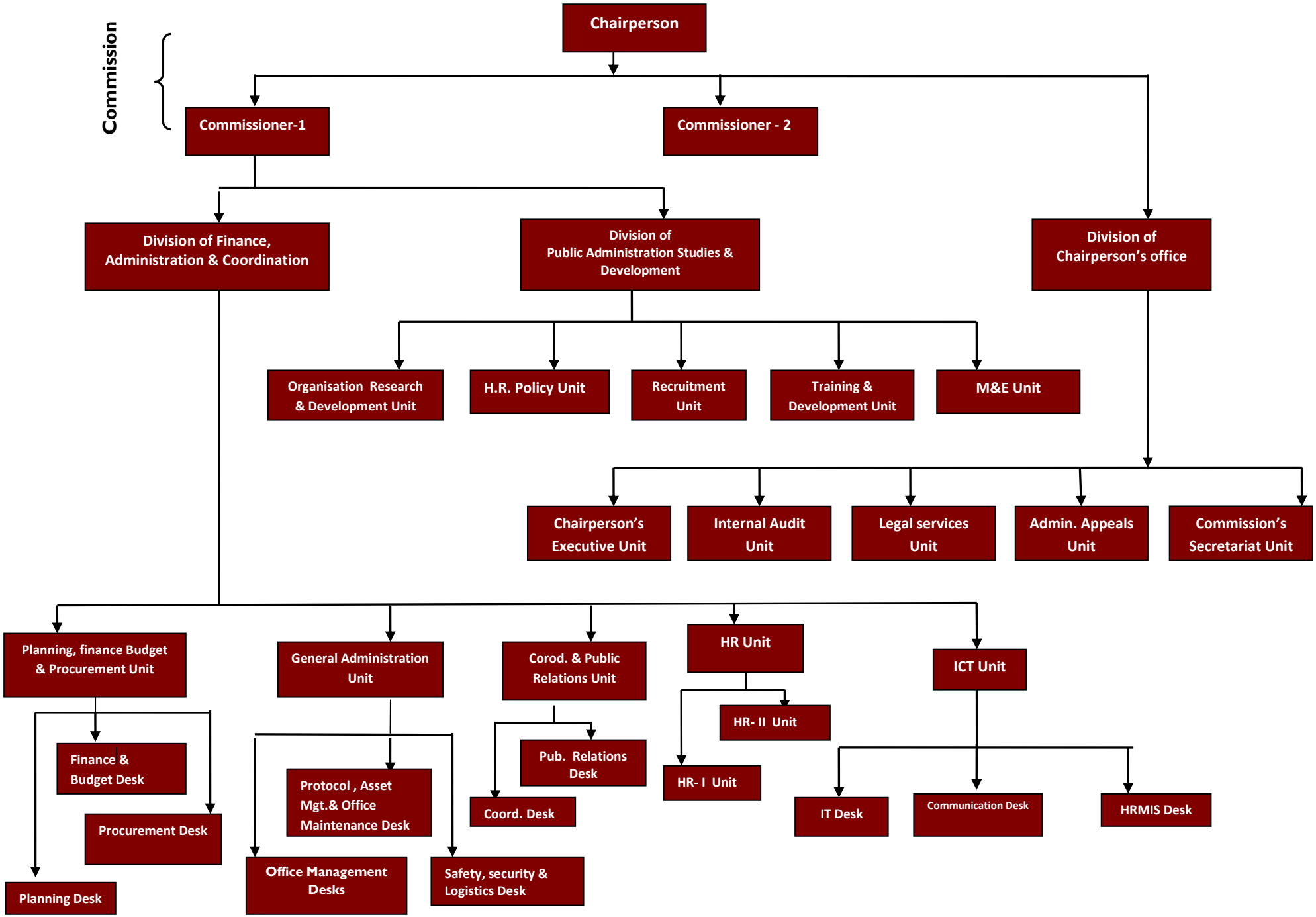
This unit will provide secretarial support to the Apex decision making body of the PCSC i.e. the Commission, which consists of the Chairperson and the two Commissioners. The Director of Chairperson's office will serve as ex-officio secretary to the Commission. Commission's Secretariat will facilitate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

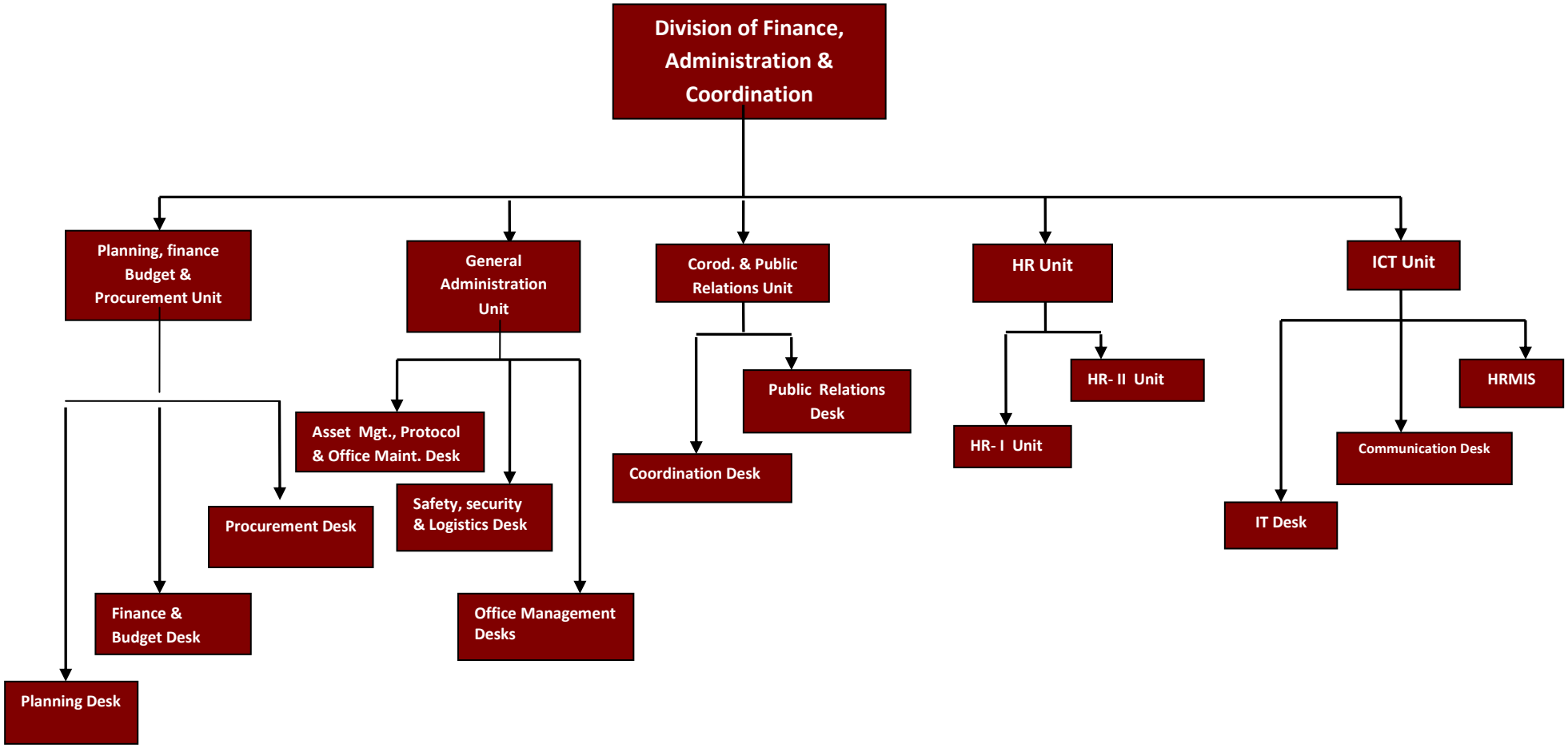
Organization Structure of PCSC

ANNEX-I



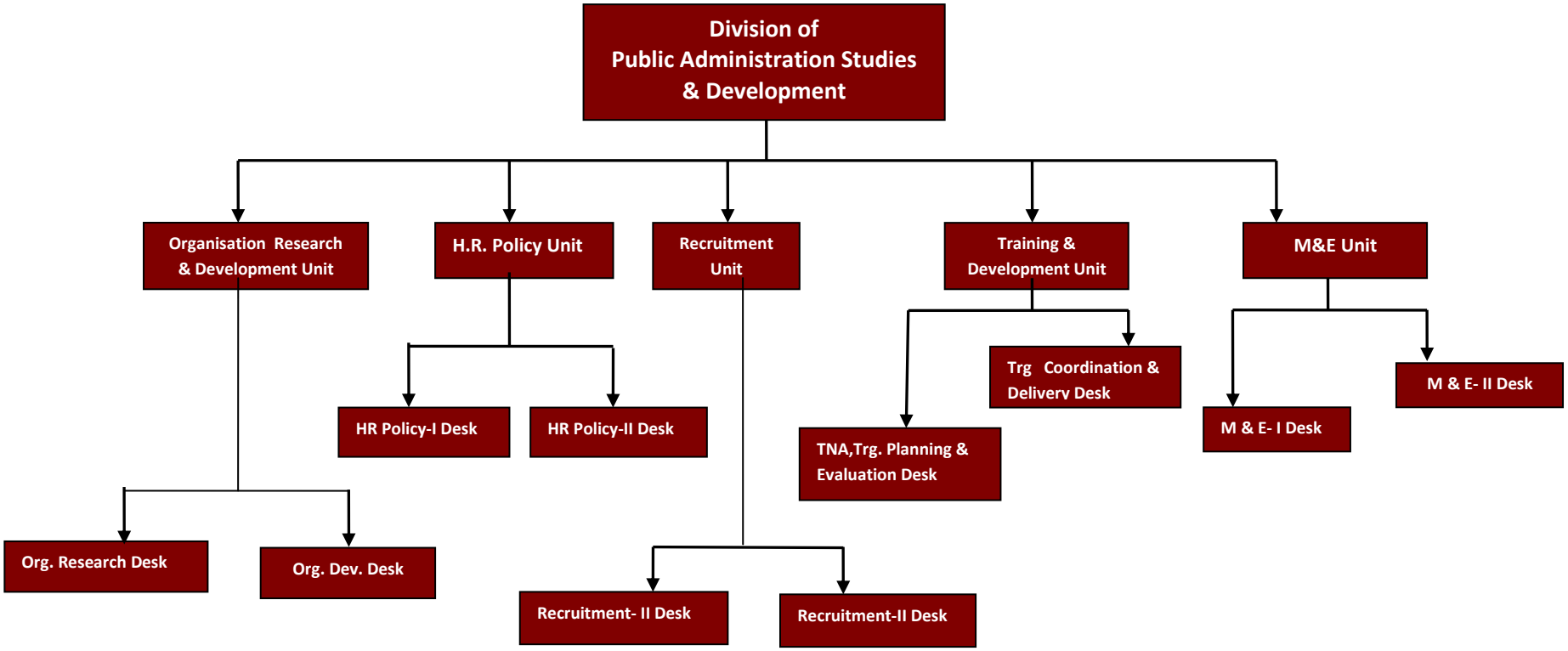
ANNEX-II

Organization Structure of the Finance, Administration & Coordination Division



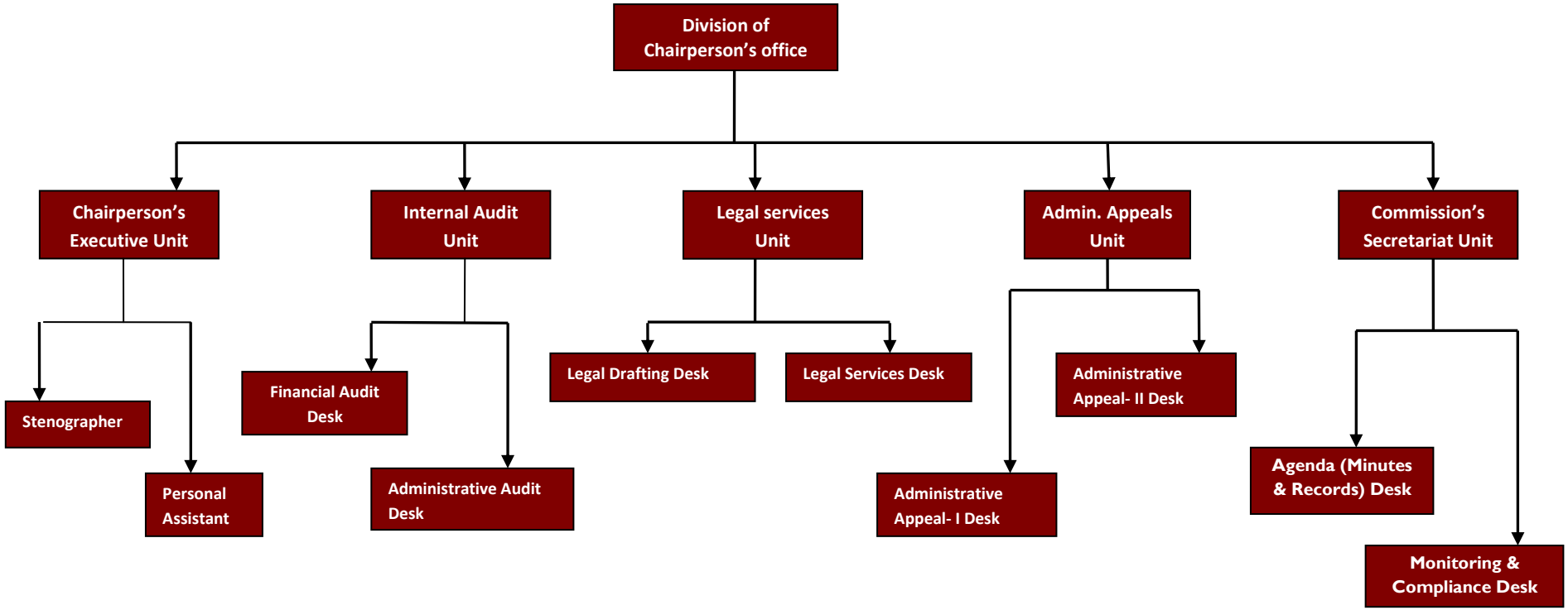
ANNEX-III

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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USAID-Tarabot, Iraq Administrative Reform Project

August 2012

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

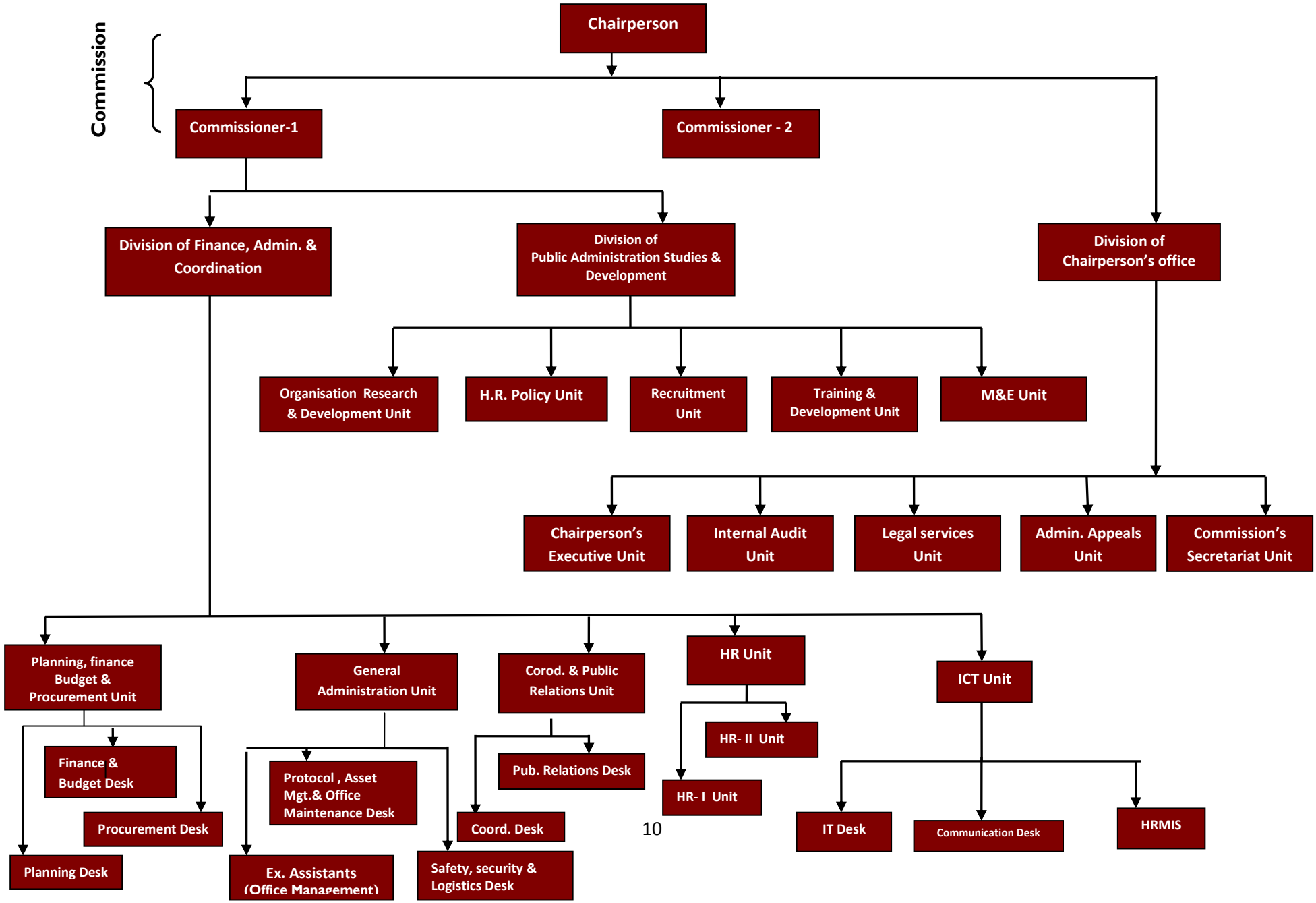
VII. **Office Assistant-7** posts (Grade-8)
   a) Division of Finance, Administration & Coordination

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**.

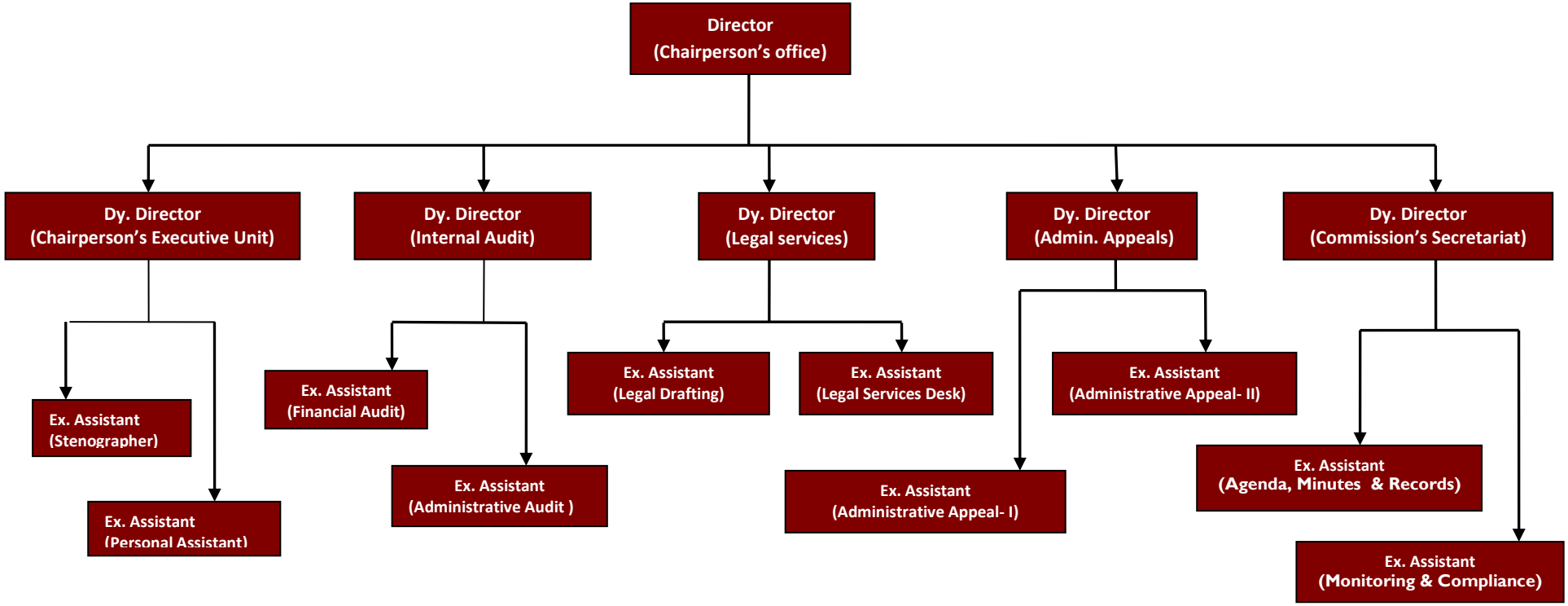
Organization Structure of PCSC

ANNEX-I



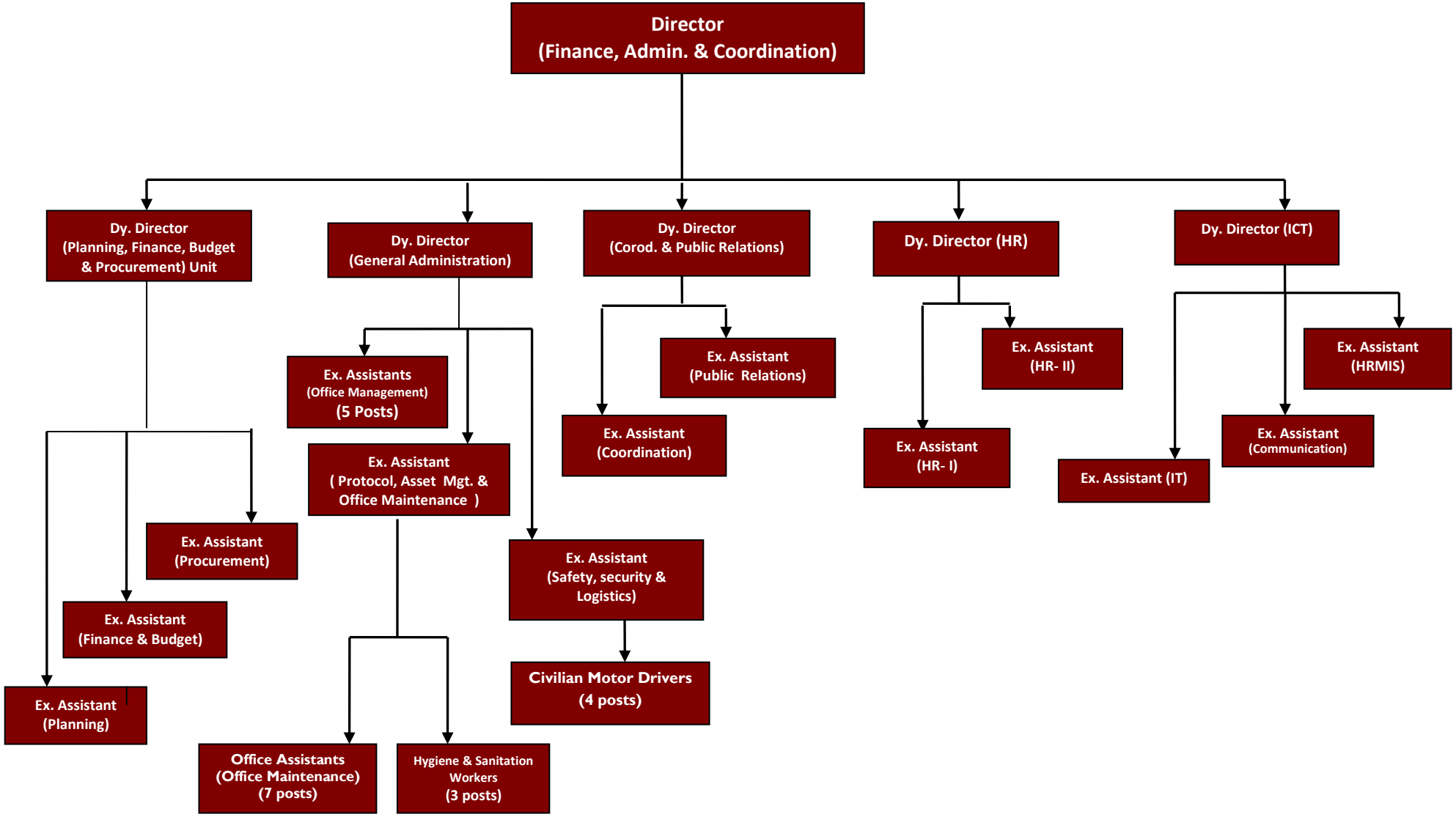
ANNEX-II

Staffing Chart of the Office of Chairperson Division



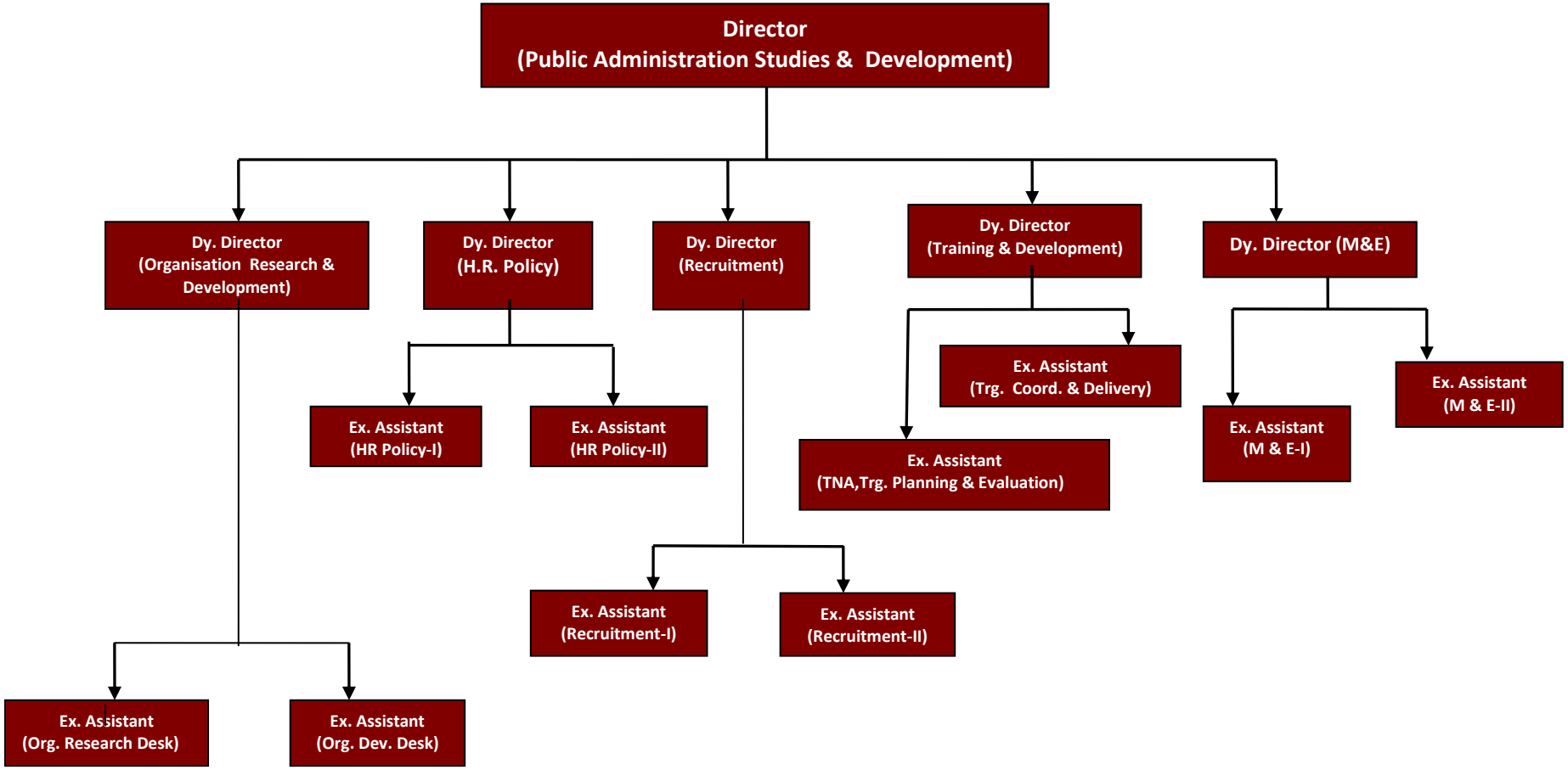
ANNEX-III

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.