

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

Induction Programme- Introduction

Rajeew Kumar Goel

Sr. Civil Service Management Advisor

Induction Programme for Commissioners of FCSC

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- ▶ **Participants:** This programme has been designed for Commissioners of FCSC.
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Programme- Content

- ▶ **Induction programme consists of following ten modules;**
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Timing, Duration & Venue

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Federal Civil Service Commission

1. Implementation Plan

Rajeew Kumar Goel

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Induction Programme

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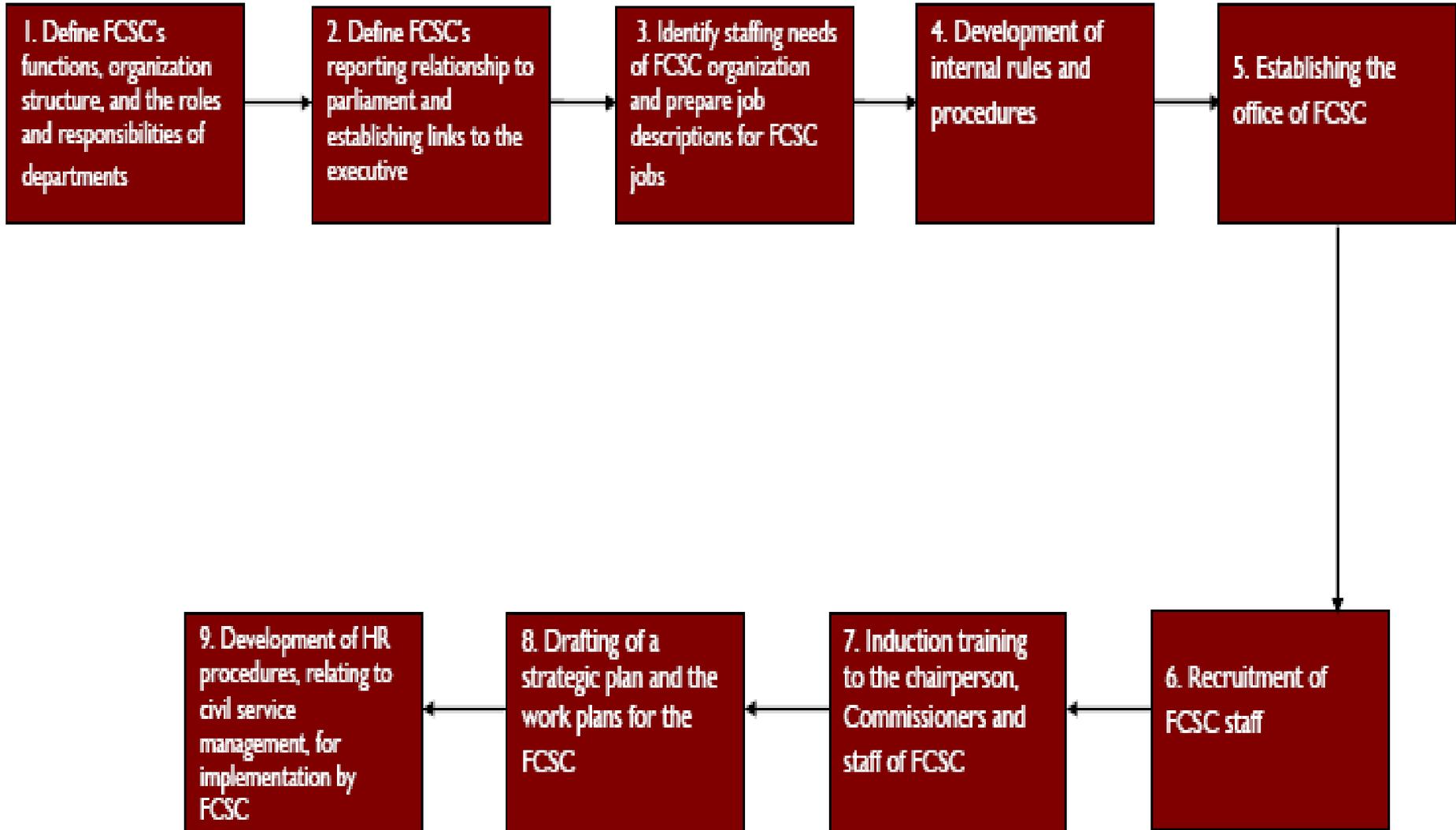
Introduction

- ▶ **FCSC Law (#4 of 2009) has been enacted, for creation of FCSC as a national level institution to lead, regulate and monitor public admin. Reform & civil service management, across govt. machinery in Iraq;**
- ▶ **Accordingly, an implementation plan for establishment & operationalization of FCSC has been developed by USAID/Tarabot Civil Service Reform team;**
- ▶ **This presentation explains the step by step activities, which are necessary to be carried out for establishment and operationalization of FCSC, in accordance with FCSC Law;**
- ▶ **The presentation will assist in arriving at a consensus to address the priority needs for establishment and operationalization of FCSC.**

Learning Objective

- ▶ **In this presentation, we will discuss the following activities, required to be accomplished, in sequence, for establishment and operationalisation of FCSC;**
 - 1. To identify FCSC's mandate, objectives and, functions and define FCSC's organisation structure and roles and responsibilities of departments & divisions;**
 - 2. To define FCSC's reporting relationship to Parliament and establishing links to executive;**
 - 3. To identify staffing needs of FCSC organisation and prepare job descriptions for FCSC jobs;**
 - 4. To develop internal rules and standard operating procedures;**
 - 5. To establish office of FCSC;**
 - 6. To make recruitment & selection of FCSC staff on merit principles;**
 - 7. To conduct induction programme for Chairperson, Commissioners and staff of FCSC;**
 - 8. To draft a strategic plan and the work plans for the FCSC; and,**
 - 9. To develop HR procedures, relating to civil service management, for implementation by FCSC**

Implementation Plan for FCSC (Contd.)



Implementation Plan for FCSC

1. To identify FCSC's mandate, objectives, functions and define organisation structure, roles & responsibilities of departments/divisions

- ▶ Keeping in view of the constitutional mandate and provisions of FCSC law (#4 of 2009), FCSC's functions shall be defined; and,
- ▶ An organisation structure for FCSC shall be developed, addressing following issues;
 - organization structure
 - span of control
 - roles, responsibilities and division of work
 - coordination of tasks, and
 - staffing requirements of each department.

Implementation Plan for FCSC

2. To define FCSC's reporting relationship to Parliament and links to executive

- ▶ **Under FCSC law, FCSC is accountable to Parliament for the way its policies are made and services are delivered;**
- ▶ **Ministries and agencies have an obligation to comply with FCSC's directives;**
- ▶ **To define FCSC's relationship to Parliament and mechanisms for civil service policy-coordination with federal executive (PMO, COMSEC, ministries/agencies), governorates and prov. civil service commissions (PCSC).**

Implementation Plan for FCSC

3. To identify staffing needs of FCSC and prepare job descriptions

- ▶ **To identify necessary jobs and staffing needs, based on the roles and responsibilities of each department/division in the organisation structure of FCSC;**
- ▶ **To define the purpose of relevant jobs, their main duties and responsibilities and requisite knowledge, skills and experience to carry out those jobs;**
- ▶ **Based on this assessment, to prepare their job descriptions.**

Implementation Plan for FCSC

4. Development of internal rules and standard operating procedures

- ▶ **Drafting of FCSC's internal rules and operating procedures are necessary for operationalization of FCSC;**
- ▶ **Internal rules will;**
 - **Regulate transaction of business at the apex level of FCSC;**
 - **Provide a systematic mechanism for policy, planning and decision-making within FCSC; and,**
 - **Facilitate monitoring and regulating public admin. reform and civil service management across line ministries and, agencies in Iraq.**
- ▶ **Operating procedures will;**
 - **provide mechanisms, through which various provisions of FCSC Law (#4 of 2009) will be operationalized by the departments of FCSC;**
 - **Working relationship between FCSC's departments and divisions shall be developed with the objective of accomplishing FCSC's functions.**

5. Establishing the office of FCSC

- ▶ It would be necessary to set up an office, from where initial operations of FCSC could commence;
- ▶ FCSC office will need to be equipped with essential furniture, office stationary, equipments (printers, scanners, computers, photocopiers, fax machines), telephone lines etc.;
- ▶ These requirements shall be estimated, to enable the national counterparts to procure and install them.

Implementation Plan for FCSC

6. Recruitment of FCSC staff

- ▶ **Next step would be to fill up identified jobs, as per the criteria of knowledge, skills and experience, developed under job descriptions;**
- ▶ **For this purpose, merit based recruitment and selection of staff needs to be carried out, to begin initial operations of FCSC.**

Implementation Plan for FCSC

7. Induction training to FCSC Staff

- ▶ **After recruitment of staff, it would be necessary to induct them in FCSC, by providing them training in the disciplines related to management of FCSC;**
 - ✓ **Organization structure;**
 - ✓ **Functions of Commission and roles and responsibilities its departments, divisions and units;**
 - ✓ **Its institutional relationships with parliament, council of ministers, line ministries and provinces;**
 - ✓ **Its internal rules and operating procedures; and,**
 - ✓ **its role in implementing the new civil service legislations.**

Implementation Plan for FCSC

8. Drafting of a strategic plan and work plans for FCSC

- ▶ **Next stage would be to draft FCSC's strategic plan and its annual work plans for achieving objectives of efficient public admin. and civil service management;**
- ▶ **Based on annual work plan of FCSC, work plans of its departments & divisions shall be prepared, which will constitute the basis for preparation of individual work plans ;**
- ▶ **Annual targets for FCSC staff shall be set on the basis of individual work plans and performance of FCSC staff will be appraised on the basis of achievement of annual targets;**
- ▶ **Achievement of individual targets by the staff will enable FCSC in accomplishing its annual objectives, as specified in the strategic plan;**
- ▶ **This shall also enable FCSC to take over responsibilities respecting civil service management from Ministry of Finance and determine its role in budget-process and funding of civil service establishment.**

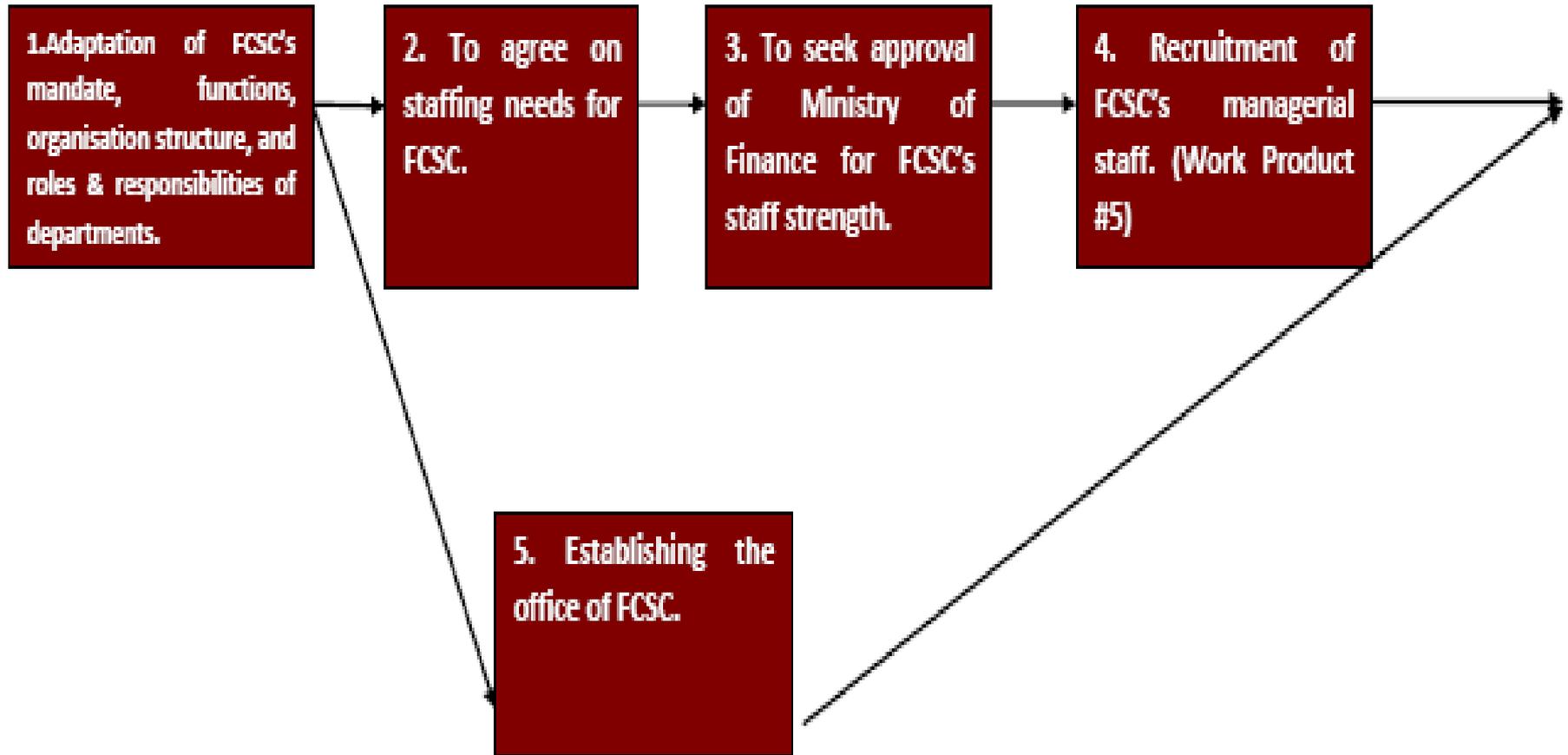
Implementation Plan for FCSC

9. Development of HR procedures for civil service management

- ▶ **By the end of one year of this implementation plan, FCSC shall be functional and in a position to begin its core operations i.e. designing and drafting of systems and procedures to enhance civil service management and organisation development of Iraqi civil service;**
- ▶ **Some of the priority areas in this regard would be;**
 - a) To design and issue implementing regulations, needed under FCSC law;**
 - b) To design and implement priority HR regulations including: job description, recruitment, appeals, performance management, training, contract employees, pensions, code of conduct, termination etc.; and,**
 - c) Key procedures, guidelines, forms etc., including vetting of candidates, job classification, promotions, transfers, redeployment and retrenchment, attendance and HR policies, in line with Civil Service Law.**

FCSC: Priority Activities for Establishment and Operationalisation

Activity Flow Diagram



Induction Programme

- 1. FCSC-Implementation Plan**
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2. HR Management of Civil Service- Introduction

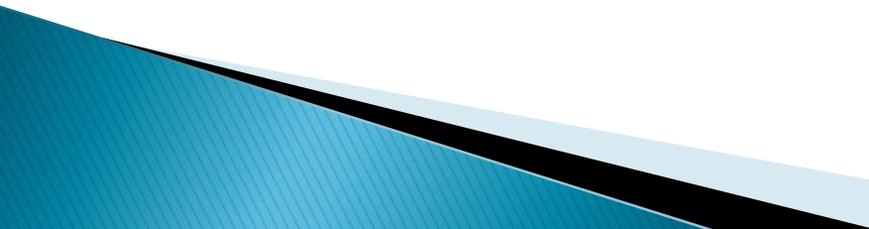
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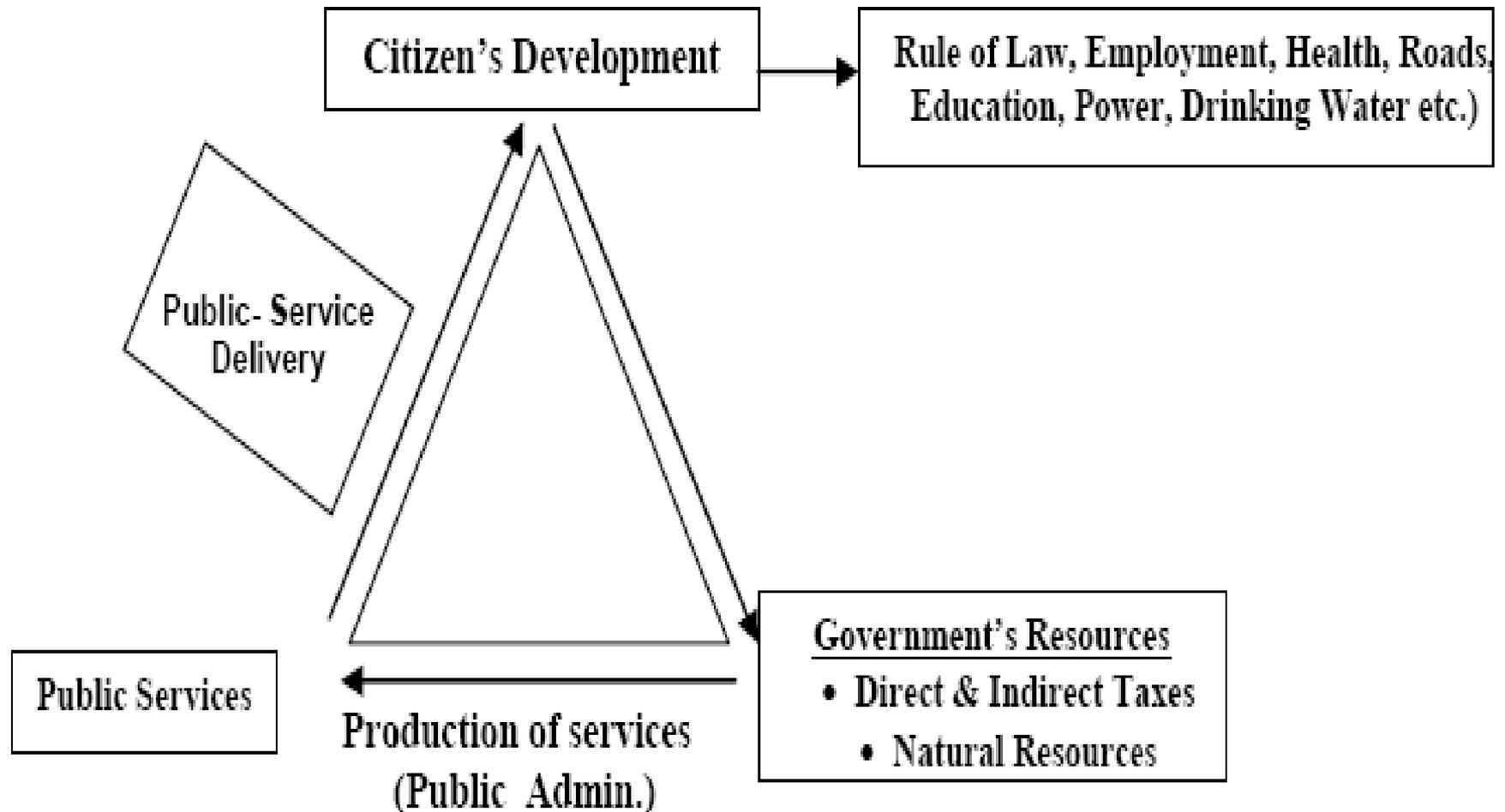
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Learning Objectives

- ▶ **In this presentation, we will discuss the following issues;**
 - 1) Role of Public Administration in citizen's development**
 - 2) A Road Map towards Good Governance**
 - 3) Components of Public Expenditure**
 - 4) Challenge of Civil Service Management**
 - 5) A Framework for Civil Service Management**
 - 6) Human Resources Management**
 - 7) Human Resources Management Functions**
 - 8) Prerequisites for Civil Service Management**
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Role of Public Administration in citizen's development



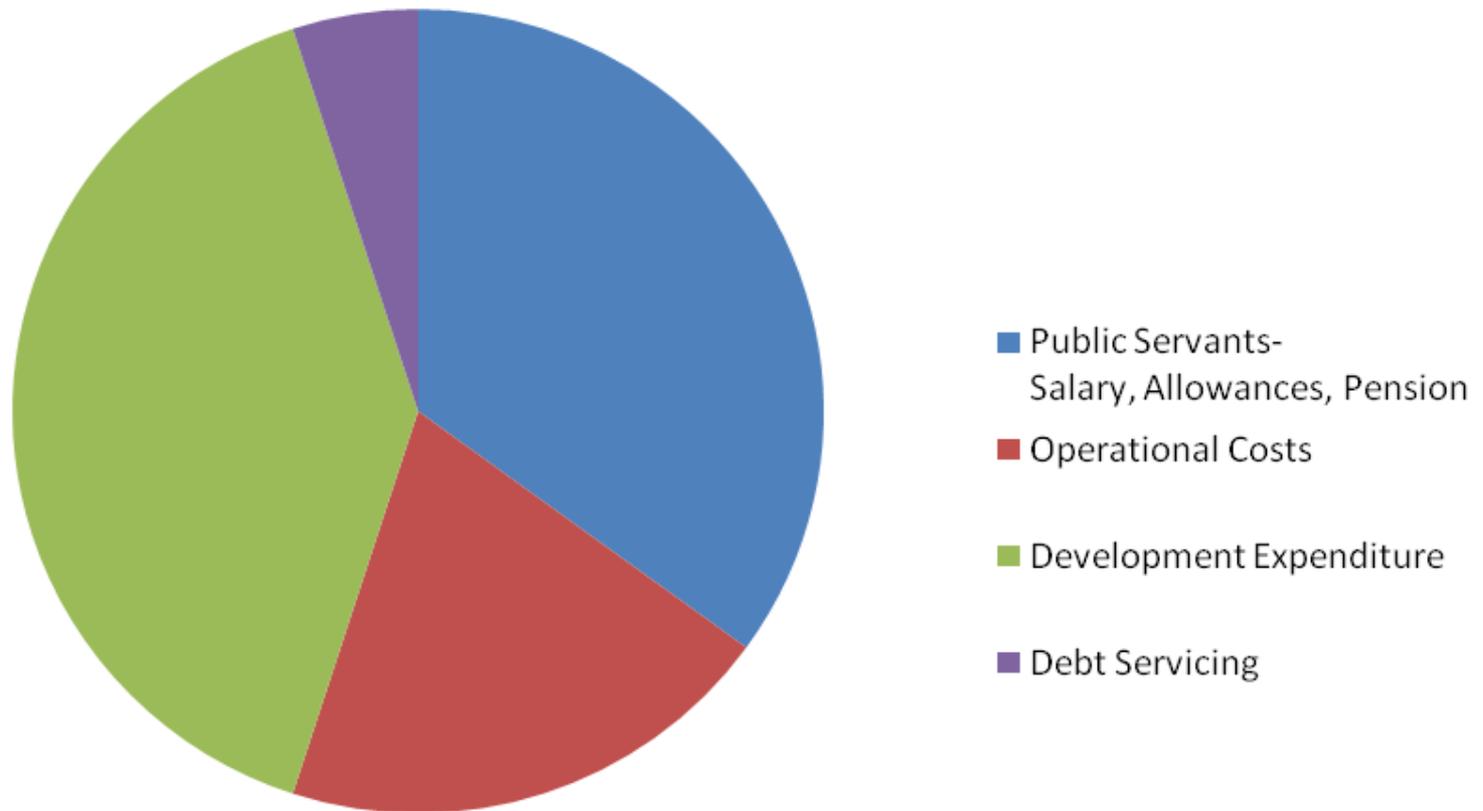
A Road Map towards Good Governance

7.	Good Governance
	↑ [Accountability, Transparency, Predictability & Participation]
6.	Legitimacy and Trust of citizens in the government
	↑
5.	Citizen's Development and achievement of MDGs
	↑
4.	Effective public service delivery to citizens
	↑
3.	Efficient Public Administration
	↑
2.	To attract, compensate, retain, and motivate meritorious persons in civil service
	↑
1.	Merit based recruitment and Civil Service management

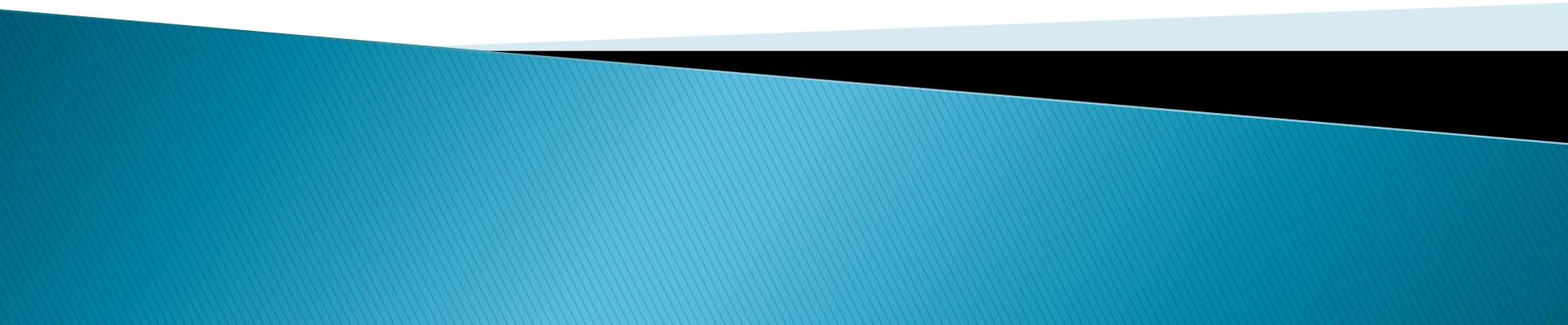
Components of Public Expenditure

[Government Revenue = Government Expenditure = 10 - 20% of GDP]

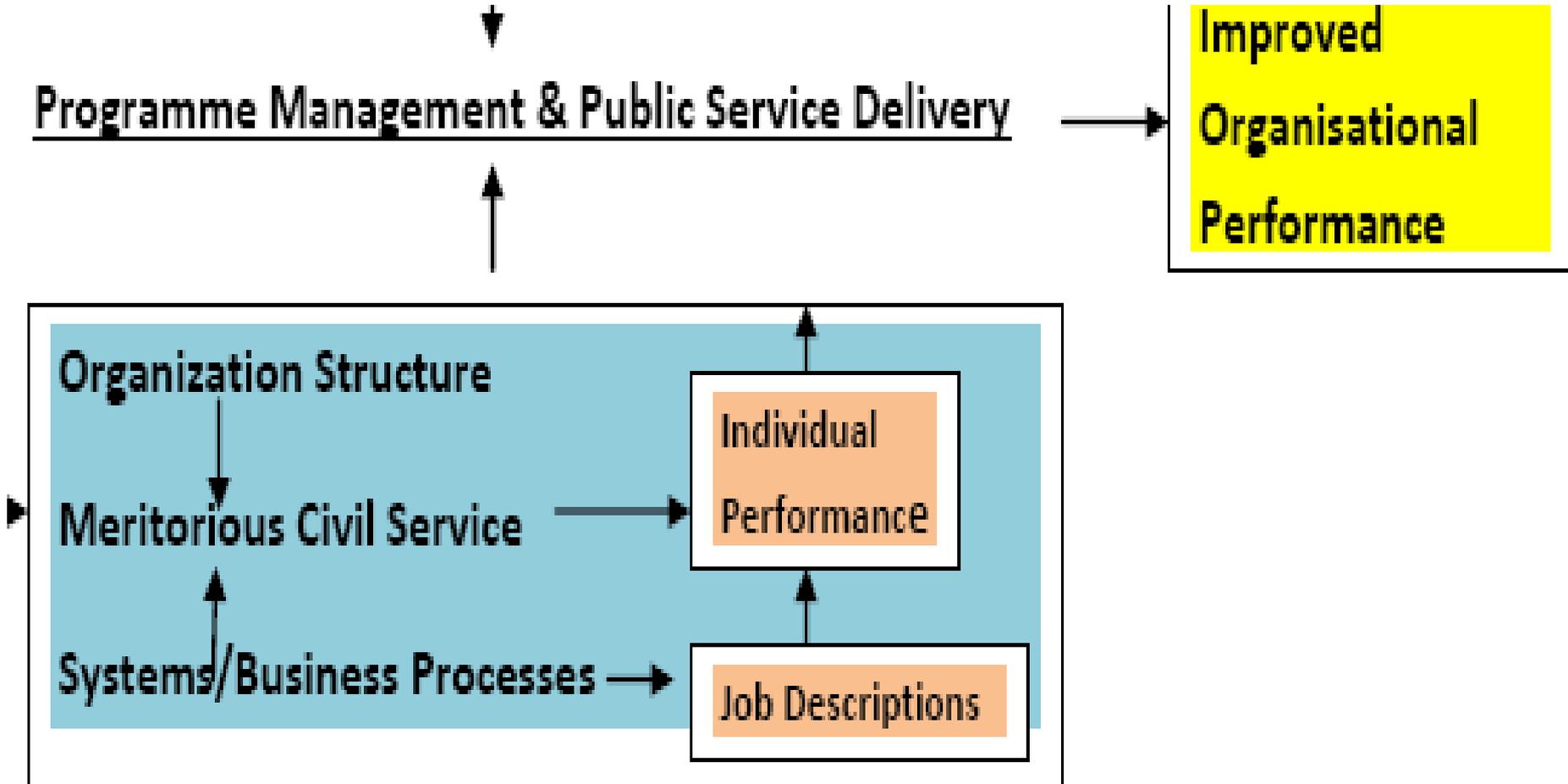
Ideal Distribution of Government Expenditure



Challenges of Civil Service Management

1. **Oversize**
 2. **Underpaid**
 3. **Does not have capacity to deliver public service, efficiently and effectively.**
- 

A Framework for Civil Service Mgt.



Human Resources Management

▶ **What**

- To provide right person at the right place at the right time.

▶ **Why**

- To improve the efficiency and effectiveness of the Organization.

▶ **How**

- By attracting, retaining, motivating and developing meritorious candidates.

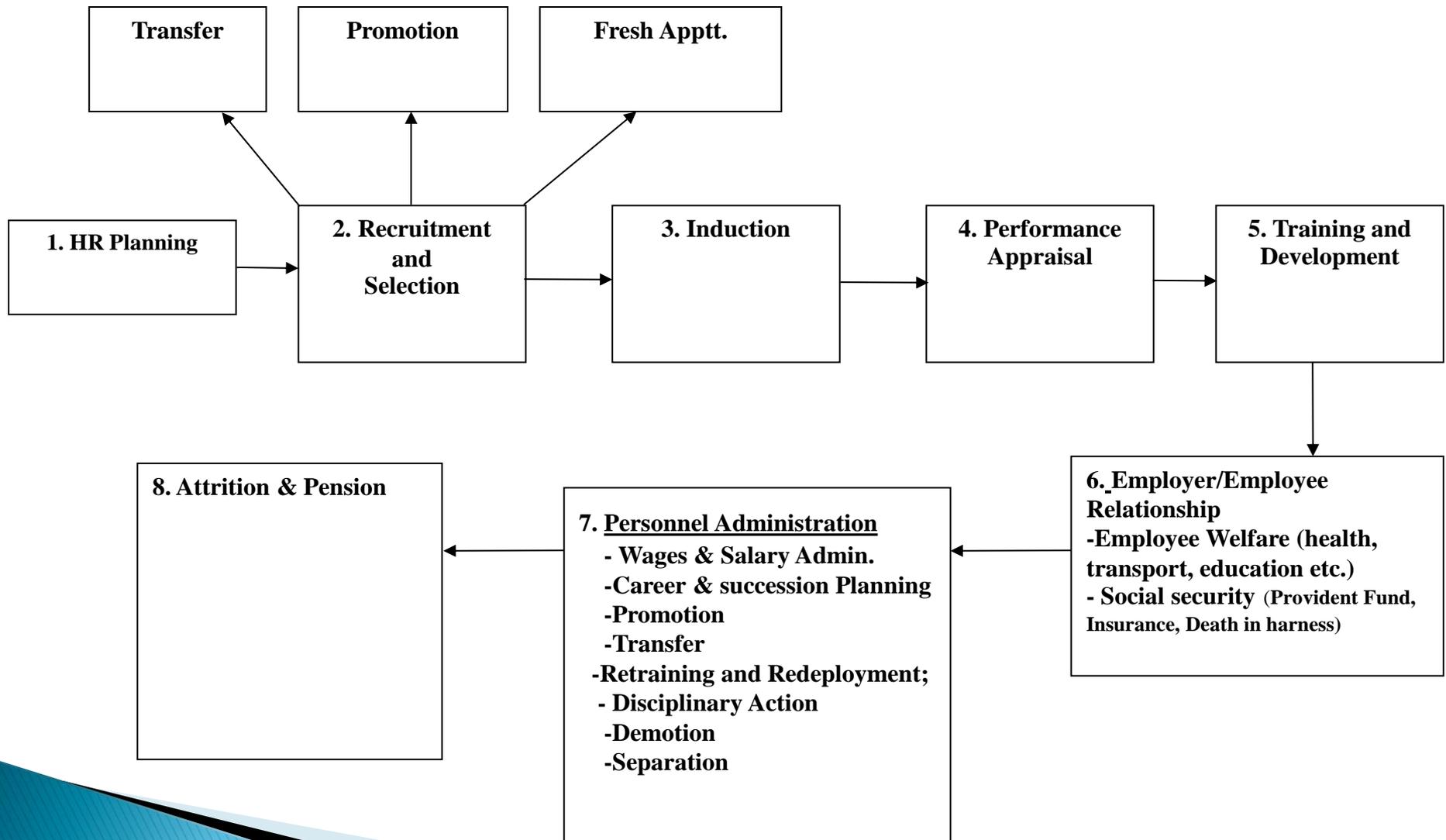
▶ **Attracting-** Merit based recruitment

▶ **Retaining-** Better Service Condition & Compensation

▶ **Motivating-** Performance linked incentives, Promotions

▶ **Developing-** Training and Development

HRM Functions



Prerequisites for Civil Service Management

1. **Civil Service Legislative Framework;**
2. **Regulations and Procedures for implementation of Legislation;**
3. **An Institution to lead, regulate and monitor the Civil Service Management Framework, such as a FCSC;**
4. **HR Management Departments in every organisation for implementation of Civil Service Management Framework;**
5. **Training institutions for development of knowledge & skills of civil servants, to enable them to keep pace with time.**

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3. Civil Service Reform in Iraq

USAID/ Tarabot Civil Service Reform Program

Induction Programme

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9. FCSC- Standard Operating Procedures
10. Provincial Civil Service Commission

Learning Objectives

- ▶ **In this presentation, we will discuss the following aspects;**
 - 1. Challenges of CS Mgt. In Iraq**
 - 2. Milestones Achieved**
 - 3. Federal Civil Service Commission (FCSC)**
 - 4. Civil Service Reform in Iraq- Objectives**
 - 5. CSR- Legal reforms**
 - 6. CSR- Institutional Development**
 - 7. Establishing HR Departments in ministries/ provinces**
 - 8. Civil Service Training**
 - 9. Establishing PCSCs and HR management systems in Provinces**

Challenges of CS Mgt. In Iraq

- 1. Current civil service law, enacted in 1960s and undergone 638 amendments, is obsolete and confusing;**
- 2. No institutional authority for setting/enforcing standards for a functional civil service (job descriptions, HR planning, merit-based recruitment, results-based performance management, Trg. & Dev.);**
- 3. No overall HR policy, no system to assess performance of civil servants, promotion is based on seniority.**
- 4. Without effective controls, Iraq's civil service swelled to three million;**
- 5. Ability to train civil servants is overwhelmed by number of employees requiring skills development;**
- 6. Centralized unitary system does not fit in new constitutional situation of a federal state with decentralized powers to provincial governments.**

Milestones Achieved

- ▶ **Over last four years, Gol has made considerable progress towards foundation of a modern civil service system, including:**
 - 1. Enacting of FCSC Law(#4, 2009), to manage and regulate civil service;**
 - 2. Establishing a civil service reform high committee within PMO, tasked with initiating reforms;**
 - 3. In advanced stage of drafting of a new civil service law, containing merit principles, professional and transparent system, decentralization, and human resources management;**
 - 4. Setting a legal framework for a civil service institute in charge of training and development of public sector employees.**

Milestones Achieved (Contd.)

- 5. Issuing an Executive Order on October 13, 2009, instructing all ministries/provinces to start transforming their Personnel Offices into HR Offices with HR structure and functions;**
- 6. USAID/*Tatweer* played a major role in achieving these milestones, by way of;**
 - a. Facilitating passage of FCSC Law;**
 - b. Assisting in drafting new civil service law;**
 - c. Providing technical assistance to civil service reform high committee on both- the federal civil service system and provincial civil service system.**

Civil Service Reform in Iraq- Objectives

- Our objective is to establish a professional, merit based and, transparent civil service system in Iraq, through;

1. Legal Reforms

- A legal framework for establishment of a modern civil service.

2. Institutional Development

- Establishing & operationalizing a Federal Civil Service Commission (FCSC) to lead, regulate, and monitor civil service reform;
- Establishing & operationalizing Provincial Civil Service Commissions (PCSCs) and provincial HR management systems- in 15 provinces.

3. Supporting HR Departments in each ministry/provinces

- To act as a change agent for implementation of civil service reform/ HRM;

4. Civil Service Training in ministries/ provinces

- Establishing FCSI and Training Centres in ministries and provinces.

Civil Service Reform in Iraq- Objectives (Contd.)

1. Legal reforms

- **Objective**: Development of legal framework, for building an effective civil service management system, in Iraq;
- For achieving this objective, following tasks are to be accomplished;
 1. To draft and enact a new Civil Service Law;
 2. To draft and put into effect supporting regulations for implementation of new Civil Service Law;
 3. To draft and implement regulations and procedures for implementation of FCSC Law (2009);
 4. To draft and establish a legal framework for provincial civil service management and the Provincial Civil Service Commissions (PCSCs).

Civil Service Reform in Iraq- Objectives (Contd.)

2. Institutional Development (FCSC)

- ▶ **Objective: To establish and operationalize FCSC, as a national institution to lead, regulate, and monitor civil service management/reform across government machinery in Iraq, in accordance with FCSC Law (#4 of 2009).**
- ▶ **FCSC law (#4 of 2009) sets forth roles and responsibilities of FCSC towards civil service management;**
- ▶ **Objective of enacting 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 performance of ministries & 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....'*

Civil Service Reform in Iraq- Objectives (Contd.)

2. Institutional Development (FCSC)

- **To establish and operationalize FCSC, following tasks are to be accomplished;**
 - 1. To design FCSC's functions, organization structure, roles and responsibilities of departments, staffing needs, job description, internal rules and, standard operating procedures;**
 - 2. To define its relationships with other public entities- reporting relationship to Parliament and links to Council of Ministers, ministries/agencies and provincial governments;**
 - 3. To recruit and induct FCSC staff in civil service laws/ regulations, internal rules, standard operating procedures, HRM of civil service and communication with other public entities.**

Civil Service Reform in Iraq- Objectives (Contd.)

2. Institutional Development (PCSC)

- ❑ **Objective:** To establish and operationalize PCSCs in all provinces, for management of provincial civil service system, within the framework of admin. Decentralization;
- ❑ **For achieving this objective, following tasks are to be accomplished;**
 1. To define jurisdiction, line of authority and, functions of PCSCs, in collaboration with provincial authorities;
 2. To define their organization structure, roles/responsibilities of departments, staffing needs, job descriptions, internal rules and operating procedures;
 3. To define their reporting relationships to provincial council, governor's office and FCSC;
 4. Recruitment and induction of PCSC staff in civil service laws/ regulations, internal rules, operating procedures, HRM of civil service and communication with other public entities.

Civil Service Reform in Iraq- Objectives (Contd.)

3. Establishing HR Departments in ministries/provinces

- ❑ **Objective: Establishing HR Departments in ministries & provinces to act as a change agent for implementation of reforms/ modernization activities and ensuring compliance to civil service law and regulations;**
- ❑ **For achieving this objective, following tasks are to be accomplished;**
 - **To define functions, organization structure, job descriptions and establish HR departments in ministries & provinces;**
 - **To develop the capacity of HR Managers on implementation of new HR policies and civil service legislation;**
 - **To develop/ introduce HR business processes in ministries and provinces;**
 - **To conduct competency-based workshops, to meet skills gap of HR employees;**
 - **To assist in design of a nation-wide HR Management Information System (HRMIS)- drafting of user specifications and request for quotations for developing system specifications and submission to GoI for procurement.**

Civil Service Reform in Iraq- Objectives (Contd.)

4. Civil Service Training

- ❑ **Objective:** To establish a Federal Civil Service Institute (FCSI) in Baghdad and Training Centers in ministries and provinces- to improve performance of civil servants and develop their potential;
- ❑ **For achieving this objective, following tasks are to be accomplished;**
 1. To establish a consensus with stakeholders on mandate, role, and functions of Federal Civil Service Institute (FCSI);
 2. To develop FCSI organization structure, internal policies and operating procedures to establish and operationalize FCSI;
 3. To define functions and structure of Training Centres and establish and operationalise them in ministries and provinces.

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Induction Programme

4. FCSC- Mandate, Objectives & Functions

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Introduction

- ▶ **This presentation explains mandate, objectives and, functions of FCSC;**
- ▶ **Their identification is a prerequisite for developing FCSC's organisation structure and in defining duties & responsibilities of FCSC's departments and divisions;**
- ▶ **The USAID/Tarabot team has identified them for FCSC;**
- ▶ **It is the first step towards establishment and operationlization of FCSC.**

Learning Objectives

- ▶ In this presentation, we will discuss the following issues;
 1. Mandate of FCSC
 2. Objectives of FCSC
 3. Functions of FCSC

1.Mandate

- ▶ **FCSC is a federal institution, whose existence is mandated by Iraqi Constitution;**
- ▶ **Article 107 (Iraq Constitution) states;**
 - *'A commission named Federal Civil Service Commission (FCSC) shall be established and shall regulate the affairs of federal civil service, including appointments and promotions, and its formation and competencies shall be regulated by law.'*
- ▶ **In pursuance of constitutional mandate, a FCSC Law (#4 of 2009) has been enacted, for creation of a national level institution to lead, regulate and monitor public admin. reform and civil service management across the government machinery in Iraq.**

2. Objectives

- ▶ **Objective of enacting 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 performance of ministries & 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....'*
- ▶ **Thus, FCSC law (#4 of 2009) sets forth the principles on which federal civil service should operate and roles & responsibilities of FCSC towards civil service, in accomplishing these objectives.**

2. Objectives (Contd.)

- ▶ **Under Article (3) of FCSC law, FCSC has to accomplish following objectives;**
 - 1. Improving and developing civil service, providing equal opportunities and ensuring equality between 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.**

3. FCSC – Functions

- ▶ **FCSC’s functions are specified under FCSC Law, including power to issue regulations, guidelines and, remedial actions for efficient management of federal civil service;**
- ▶ **A sum of twenty six functions of FCSC can be identified under FCSC Law and can be categorized into following six categories;**
 - 1. Law Enforcement & Regulatory Function;**
 - 2. Reporting & Accountability Function;**
 - 3. Organization Development Function;**
 - 4. HR Management of Civil Service Function;**
 - 5. Civil Service Training Function; and,**
 - 6. Office Management Function.**

FCSC- Functions (Contd.)

1. Law Enforcement & Regulatory

1. **Art.#9(1) (FCSC Law)**: Implementation of Federal Civil Service Law, as well as other relevant laws;
2. **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;
3. **Art.#14 (FCSC Law)**: Drafting of legislation, regulating relationship between FCSC and ministries, agencies, regions and provinces;
4. **Art.#15(FCSC Law)**: Drafting and issuing bylaws & regulations to facilitate implementation of FCSC law (#4 of 2009);
5. **Art.#16 (FCSC Law)**: Drafting and issuing of regulations to establish provincial civil service commissions (PCSCs) to manage provincial civil service based on equality, merit, competency, and fairness.

FCSC- Functions (Contd.)

2. Reporting & Accountability of FCSC

1. **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;
2. **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;
3. **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;
4. **Art.#12 (FCSC Law)**: Attending meetings of Parliament committees to discuss draft budgetary proposals relating to financial and administrative expenditures in ministries/ agencies.
5. **Art.#9(5) (FCSC Law)**: Attending meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service.

FCSC- Functions (Contd.)

3. Organisation Development of Ministries/ Agencies

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

FCSC- Functions (Contd.)

4. HR Management of Civil Service

1. Art.#9(3) (FCSC Law): Designing civil service policies and defining the appropriate means to perform these policies;
2. Art.#9(3) (FCSC Law): Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in ministries/ agencies;
3. 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;
4. 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;

FCSC- Functions

4. HR Management of Civil Service (Contd.)

5. **Art.#9(2) (FCSC Law): Appointment, reappointment, and promotion of civil servants in accordance with merit principles;**
6. **Art.#9(6) (FCSC Law): Preparation of job descriptions and terms of occupation in coordination with Ministry of Planning and concerned agencies;**
7. **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.**

FCSC- Functions (Contd.)

5. Civil Service Training

1. Art.#4(1) (FCSC Law): Drafting a law for establishment of Civil Service Institute;
2. Art.#9(7) (FCSC Law): Designing of training & development policies for Civil Service Institute;
3. Art.#4(2) (FCSC Law): Establishment of training centres for development of civil servants in ministries/ agencies;
4. 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.

FCSC- Functions (Contd.)

6. Office Management Function

1. Art.#9(13-a) (FCSC Law): Preparation of budget (and management of FCSC's financial, administrative and human resources);
2. Art.# 11(3) (FCSC Law): To issue a bye-law defining formation, division and tasks of the departments, provided under article #10 of FCSC Law;
3. Art.# 11(4) (FCSC Law): Staffing in FCSC to be determined in a Commission's proposal, approved by the Ministry of Finance.

Induction Programme

- 1. FCSC-Implementation Plan**
- 2. HRM of Civil Service- Introduction**
- 3. Civil Service Reform in Iraq**
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- 5. FCSC- Organization Structure & ToRs**
- 6. FCSC- Institutional Links with Parliament, Federal Govt. and Governorates**
- 7. FCSC- Staffing Needs & Job Descriptions**
- 8. FCSC- Internal Rules**
- 9. FCSC- Standard Operating Procedures**
- 10. Provincial Civil Service Commission**

THANKS

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الإداري العراقي

Federal Civil Service Commission

5. Organization Structure & ToRs of Departments

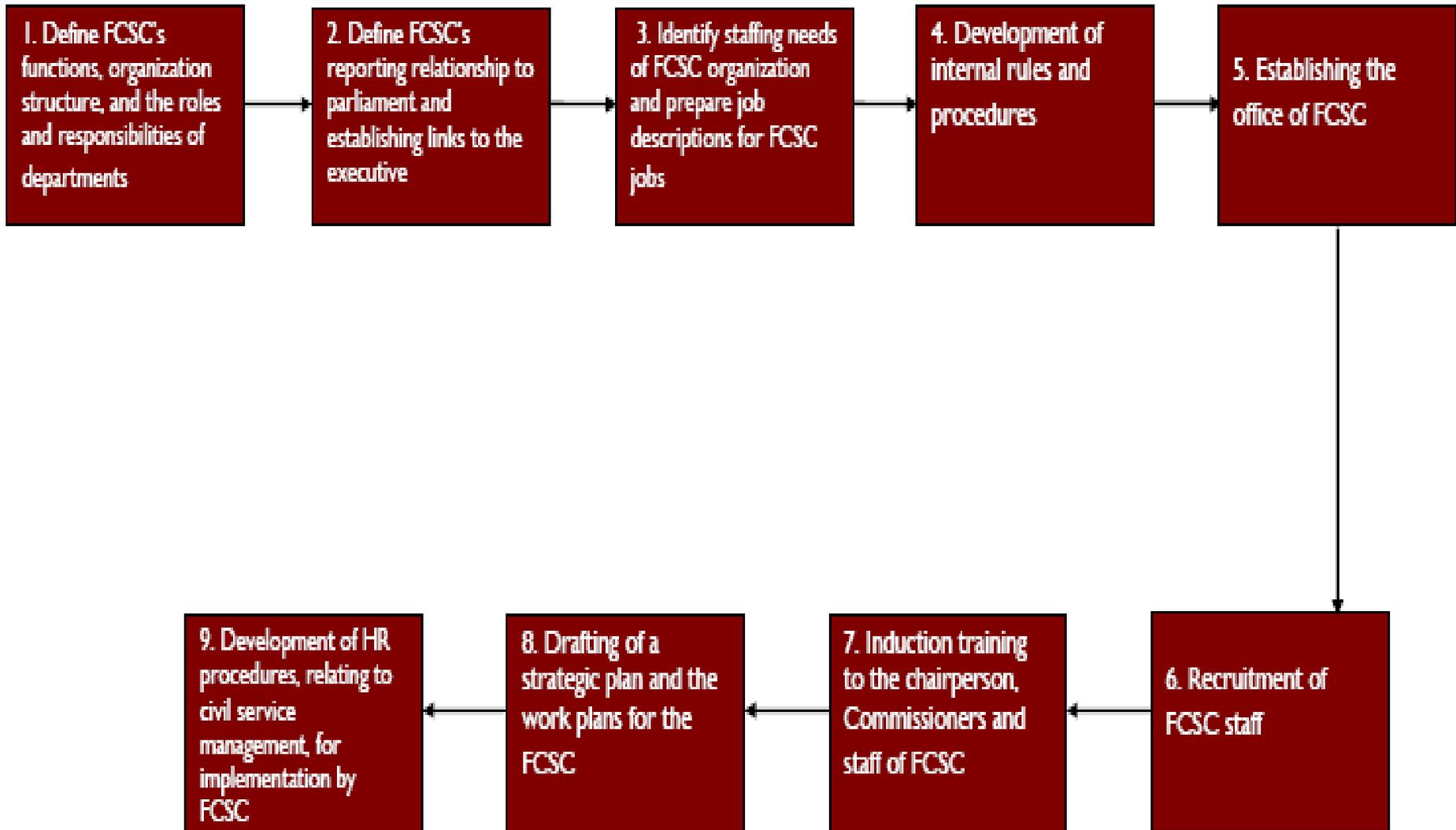
Rajew Kumar Goel

Sr. Civil Service Management Advisor

Induction Programme

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Implementation Plan for FCSC



Introduction

- ▶ **This presentation explains FCSC's organisation structure and duties & responsibilities of its departments and divisions/units;**
- ▶ **In pursuance of Art.107 of Iraqi Constitution, FCSC Law (#4 of 2009) has been enacted, which provides for creation of a national institution to lead, regulate and monitor public admin. reform and civil service management, across Iraq;**
- ▶ **FCSC law (Art.10), merely mentions names of departments in FCSC and mandates FCSC to issue a bylaw, defining tasks of these departments;**
 - **their organization structure, span of control, roles, responsibilities and division of work, coordination of tasks, and staffing requirements.**

Introduction (Contd.)

- ▶ **The USAID/Tarabot team has developed them, in line with FCSC's mandate, objectives and functions;**
- ▶ **As an initial step to establish and operationalize FCSC, this presentation defines organization structure and roles & responsibilities of departments, divisions/units of FCSC, in line with FCSC Law (#4 of 2009);**
- ▶ **Implementation of this organisation structure will enable FCSC to perform its functions and achieve its objectives, efficiently and effectively.**

Learning Objectives

▶ **In this presentation, we will discuss the following;**

- 1) **Organization of Commission;**
- 2) **Office of FCSC;**
- 3) **Organisation Structure of FCSC;**
- 4) **Organisation Structure & ToR of Finance and Admin. Department and its Divisions;**
- 5) **Organisation Structure & ToR of Legal Department and its Divisions;**
- 6) **Organisation Structure & ToR of Admin. Studies & Research Deptt. and its Divisions;**
- 7) **Organisation Structure & ToR of Public Admin. Development Deptt. and its Divisions;**
- 8) **Organisation Structure & ToR of Coord. & Follow up with Ministries/Agencies Deptt. and its Divisions;**
- 9) **Organisation Structure & ToR of Office of Chairperson of FCSC Deptt. and its Units.**

Organization of Commission

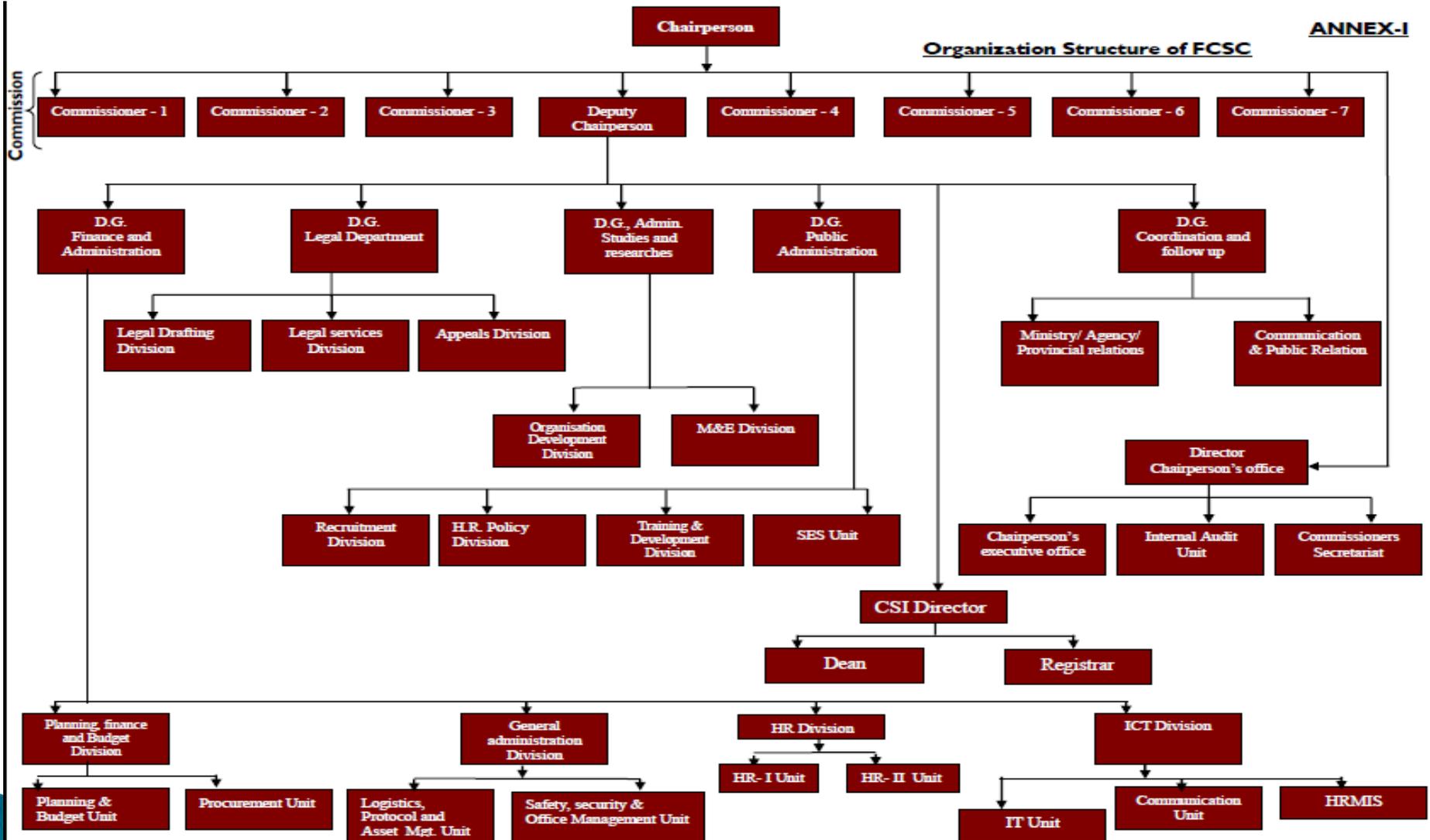
1. **Article 5 (1), FCSC Law**: Commission consists of 9 members; Chairperson of Commission, Deputy Chairperson, and 7 Commissioners in following fields:-
 - i. 2 members in law
 - ii. 2 members in Economy and Management
 - iii. 1 member in each Medicine, Engineering and Agriculture.
2. **Article 5 (2), FCSC Law**: Chairperson of Commission has 'special rank'; Deputy Chairperson and other Commissioners have Director General rank.
3. **Article 5(3), FCSC Law**: Chairperson and other Commissioners shall be appointed by Council of Ministers, and approved by Parliament.
4. **Article 5(6), FCSC Law**: Chairperson, Deputy Chairperson and other Commissioners are appointed for a term of 5 years. Their term may be renewed for one term.
5. **Article 5(7), FCSC Law**: Chairperson has authority of a minister concerning financial and administrative matters, related to Commission.
6. **Article 8(1), FCSC Law**: Five members in addition to Chairperson or Deputy Chairperson constitute a quorum of Commission.

Office of FCSC

- **Art.#10&11(FCSC Law): FCSC consists of following departments:**
 1. Finance & Administration Department (headed by a DG);
 2. Legal Department (headed by a DG);
 3. Administrative Studies & Research Department (headed by a DG);
 4. Public Administration Development Department (headed by a DG);
 5. Coordination & Follow up with Ministries and Agencies Department (headed by a DG);
 6. Civil Service Institute, connected Department to Public Administration Development;
 7. Office of the Chairman (headed by a Director).

Organisation Structure of FCSC

ANNEX-I



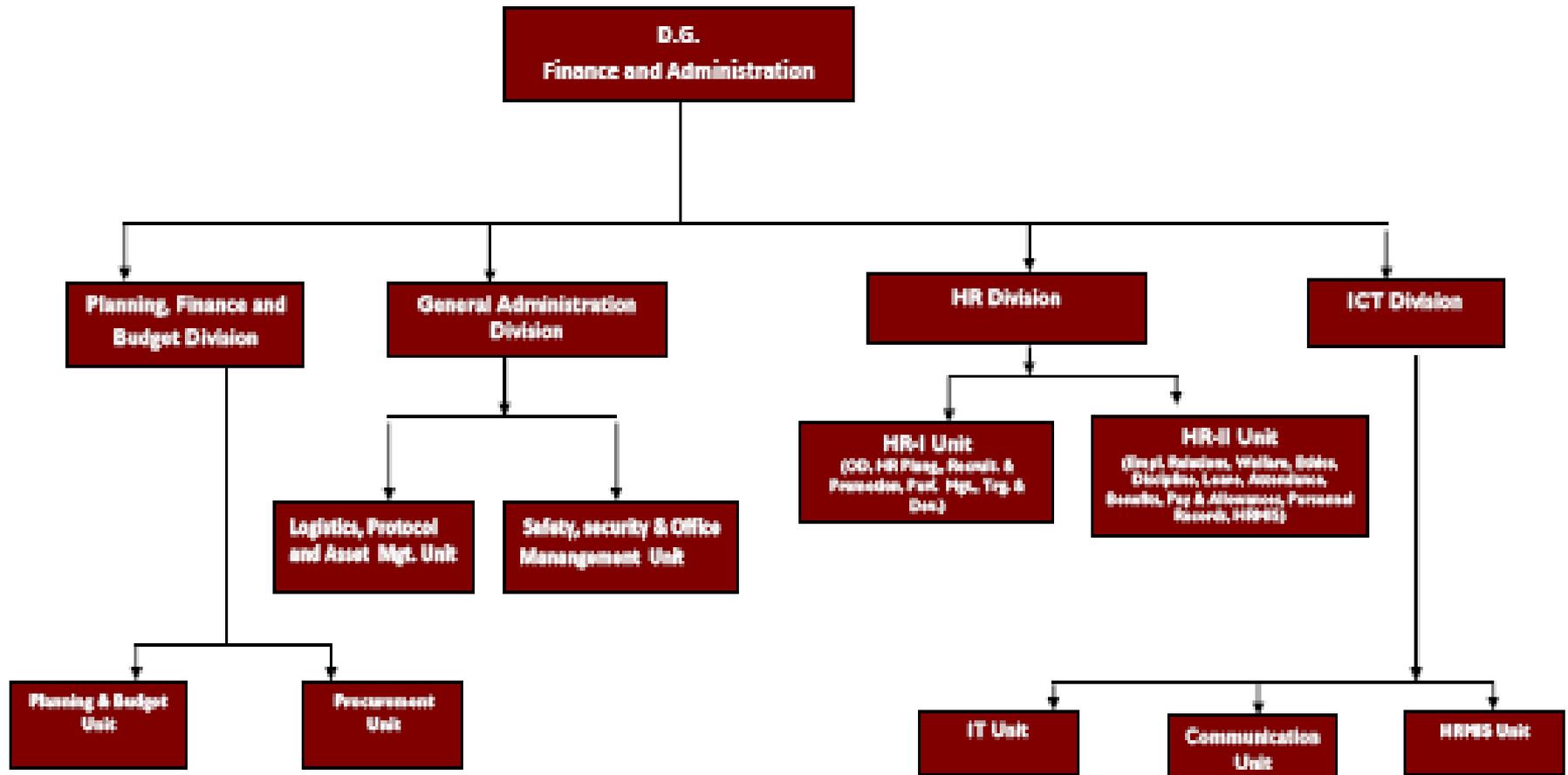
1. Finance and Admin. Department

- ▶ **To be headed by a Director General, this department shall be responsible for FCSC's**
 - a) Finance & Budget;**
 - b) General Administration, including;**
 - **Logistics, Transport & Assets Management;**
 - **Protocol; and,**
 - **Office Management;**
 - **Secretarial assistance to Deputy Chairperson and Commissioners;**
 - **Safety & Security;**
 - **Reception;**
 - **General Services.**
 - c) Human Resource Management of FCSC staff; and,**
 - d) Information & Communication Technology services.**

1. Finance and Admin. Department (Contd.)

- ▶ **This department will consist of following four divisions;**
 - i. Planning, Finance & Budget Division: responsible for planning, execution and monitoring of FCSC's budget and procurement.**
 - ii. General Administration Division: responsible to provide overall support for operations of FCSC through Logistics, Transport & Assets Management, Protocol; Office Management, Secretarial assistance to Dy. Chairperson & Commissioners, Safety & Security and, Reception & General Services.**
 - iii. Human Resource Division: responsible for planning and implementation of policies and strategies for organisation development and human resources management of FCSC staff.**
 - iv. Information & Communication Technology(ICT) Division: responsible for designing and implementing policies and strategies for ICT and maintaining and updating HR database of civil servants in FCSC.**

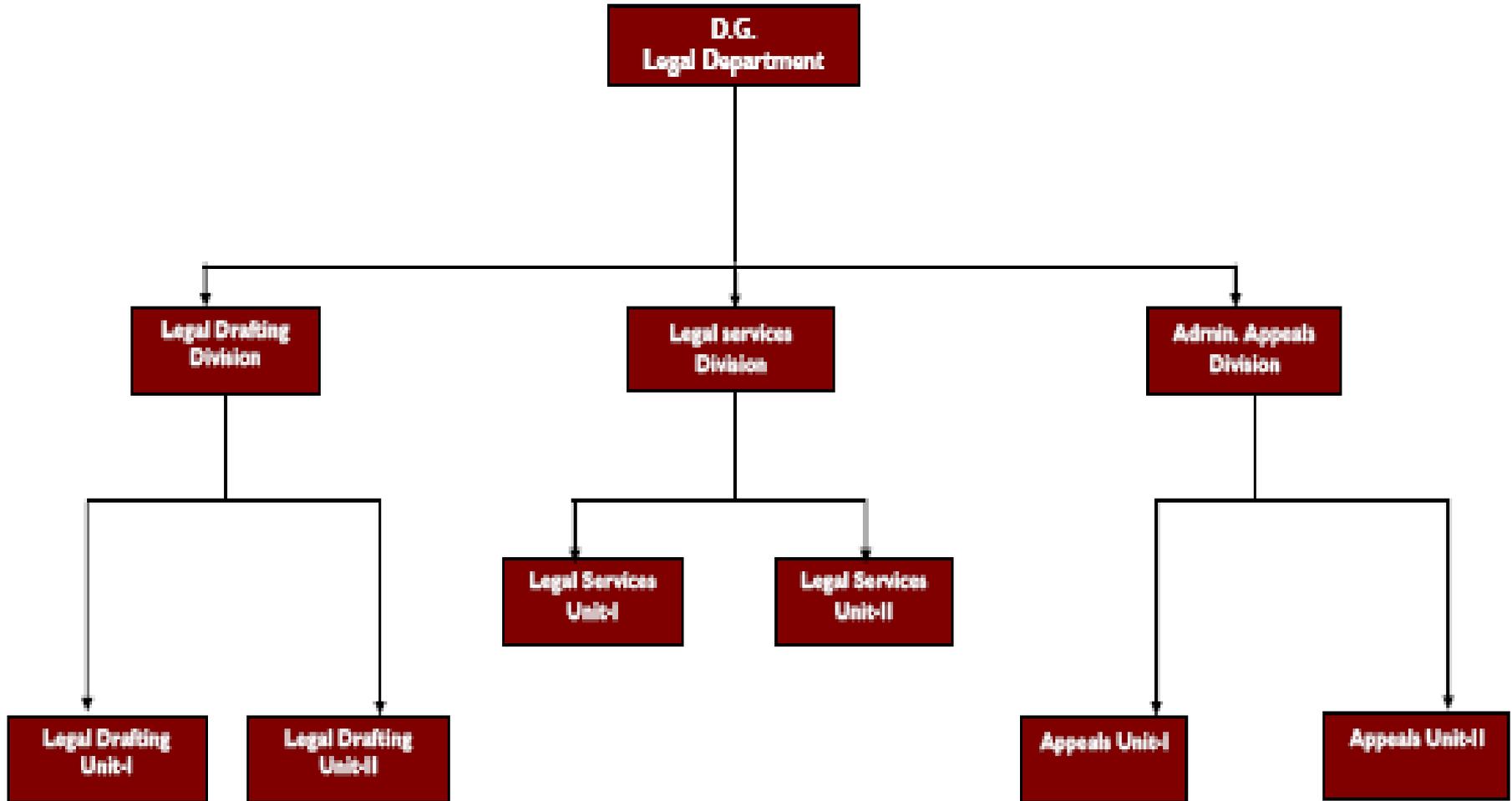
Organization Chart of Finance and Admin. Department



2. Legal Department

- ▶ To be headed by a Director General, this department shall be responsible for drafting of legal documents- laws, regulations; legal services and litigation; and, equal opportunities, appeals and employees' grievances.
- ▶ This department will consist of following three divisions;
 - i. **Legal Drafting Division**: To review, amend and/or draft laws and regulations relating to policies, rules and procedures of public administration and civil service management.
 - ii. **Legal Services and Litigation Division**: To provide legal advice and render legal assistance to all departments of FCSC.
 - iii. **Administrative Appeals Division**: To assist FCSC in managing equal opportunities program as well as in adjudication of appeals, complaints of candidates/ civil servants relating to recruitment, promotion, transfer, disciplinary action or, discrimination.

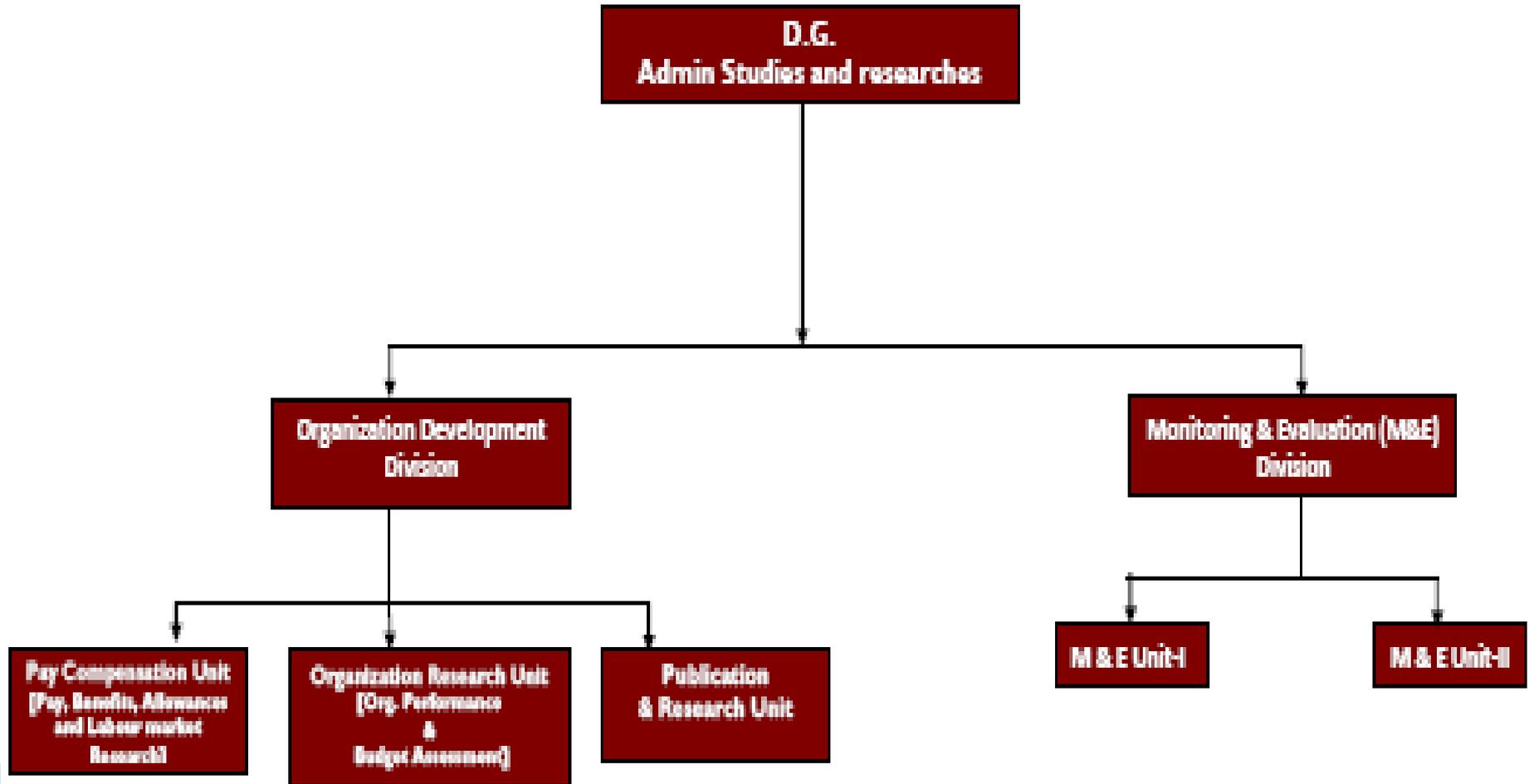
Organization Chart of Legal Department



3. Department for Administration Studies and Research

- ▶ To be headed by a Director General, this department shall be responsible for Organisational Research & Development; Monitoring and Evaluation; and, Publication and Knowledge Resources.
- ▶ This department will consist of following divisions;
 - i. **Organization Research & Development Division**: to conduct research for civil service development, including studies about making balance between salary grading and living standards (in terms of costs of living) and defining basic needs of living for civil servants.
 - ii. **Monitoring and Evaluation Division**: to monitor and evaluate performance of each ministry/agency, relating to organization and civil service management and produce reports to support FCSC's planning processes and for presentation to Parliament, Council of Ministers and Presidential Council.

Organization Chart of Department of Admin. Studies & Research



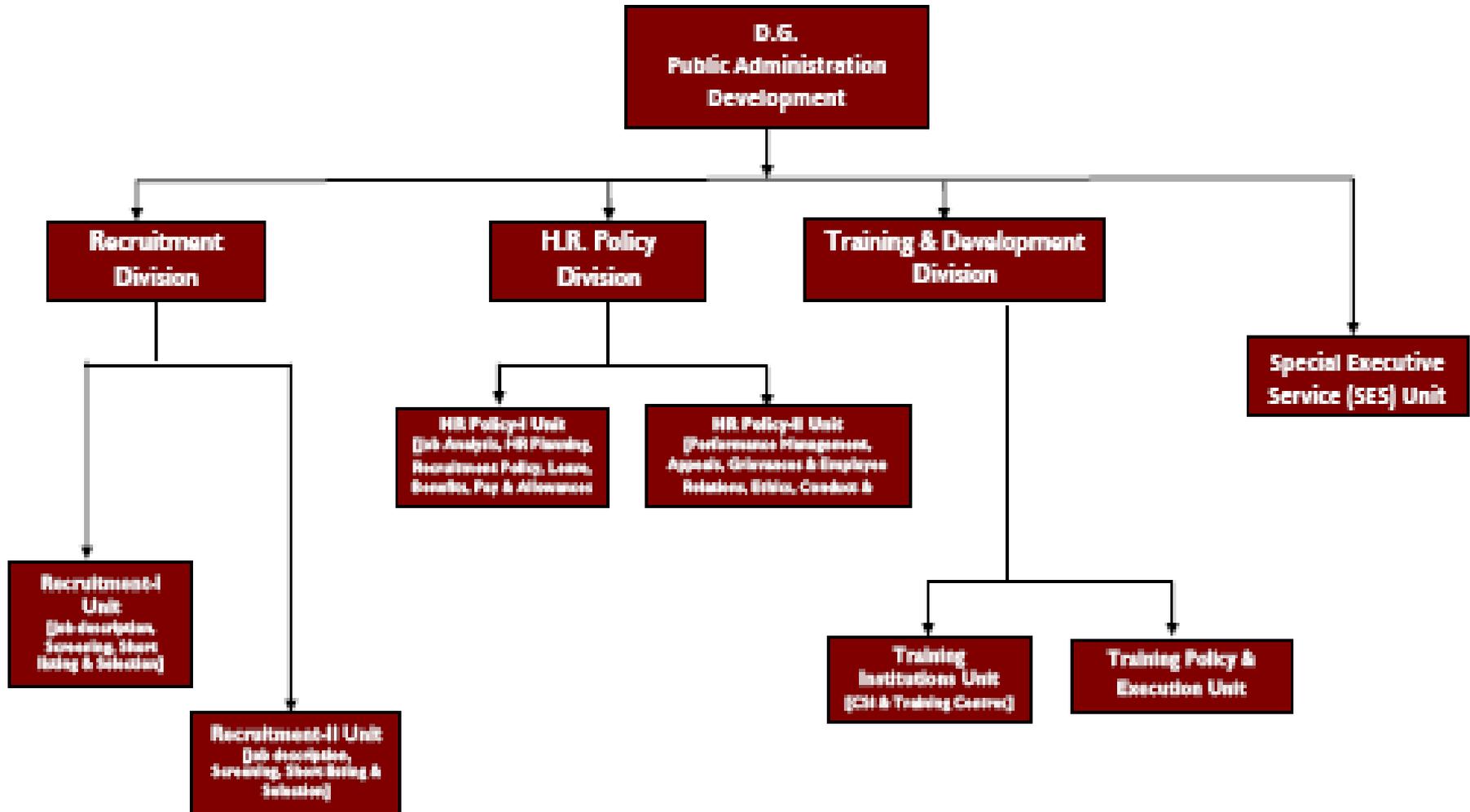
4. Department of Public Admin. Development

- ▶ **To be headed by a Director General, this department shall be responsible for;**
 - a) Administering the provisions of Civil Service Law;**
 - b) Planning, implementation and dissemination of public admin. 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 management**
 - ✓ **training & development**
 - ✓ **ethics, code of conduct and discipline**
 - ✓ **employees' relations and employees' welfare**
 - ✓ **Retraining, redeployment and retrenchment**
 - ✓ **social security; pension & terminal benefits.**

4. Department of Public Admin. Development (Contd.)

- ▶ **This department shall consist of following Divisions/ units;**
 - i. Recruitment Division: responsible for policy formulation and implementation of merit based recruitment process in Iraqi civil service, across the country.**
 - ii. Human Resource Policy Division: To design, supervise and monitor implementation of civil service law and civil service policy matters in ministries and agencies.**
 - iii. Training & Development Division: To design, develop and monitor implementation of policies and strategies for training and development of civil servants, including the management of FCSI and training centres.**
 - iv. Senior Executive Service (SES) Unit: To manage the Senior Executive Service.**

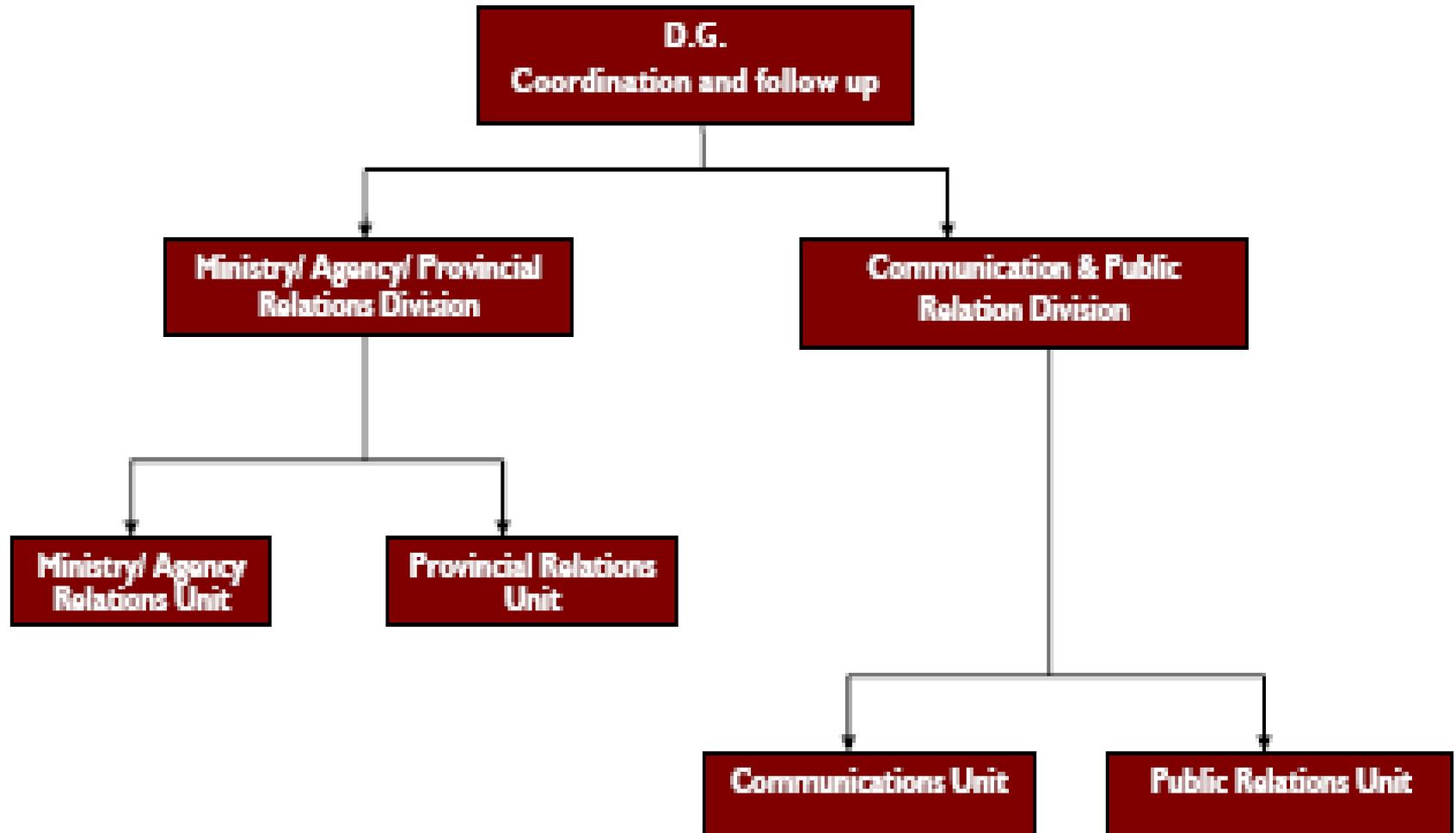
Organization Chart of Department of Public Admin. Development



5. Department of Coord. & Follow up with Ministries and Agencies

- ▶ **To be headed by a Director General, this department will be responsible for Coordination and Follow up with Ministries/Agencies.**
- ▶ **This department will consist of following divisions;**
 - i. Ministry, Agency & Provincial Relations Division: to coordinate FCSC's reporting to Parliament and to facilitate FCSC's work with ministries/agencies and PCSCs in implementation and monitoring of laws, policies, regulations and procedures relating to public admin. and civil service management.**
 - ii. Communications & Public Relations Division: to design and operate strategic communication program to support FCSC's policies relating to public admin. and development of an effective Iraqi Civil Service.**

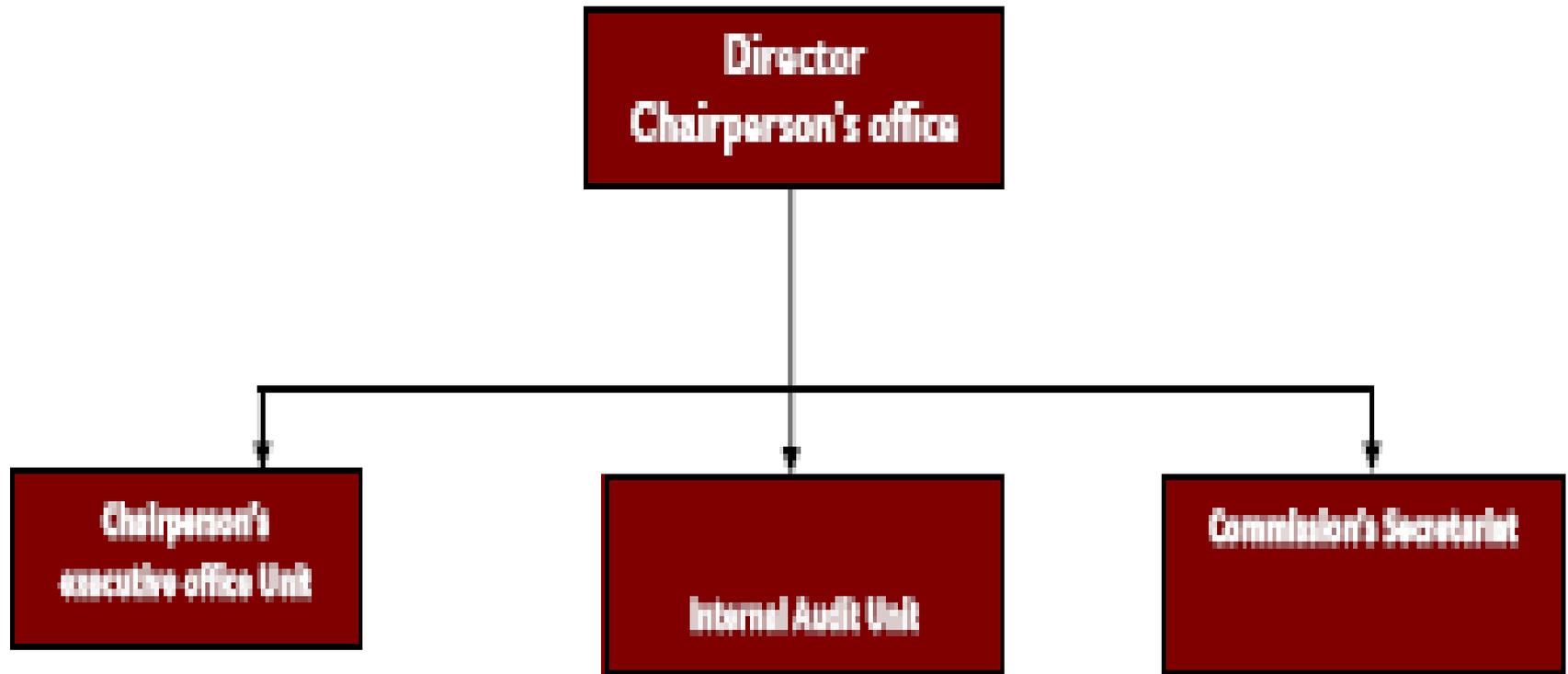
Organization chart of Department of Coord. and Follow up



6. Office of Chairperson of FCSC

- ▶ To be headed by a Director, this department will be responsible for managing Chairperson's executive office; carry out financial and admin. audit of FCSC; and, provide secretarial support to Commission.
- ▶ This department will consist of following units;
 - i. **Chairperson's Executive Office Unit**: responsible for providing secretarial assistance to the Chairperson in discharge of his/her executive functions.
 - ii. **Internal Audit Unit**: to carry out internal audit of budgetary expenditure of FCSC and to ensure adherence to general instructions and administrative procedures, within departments/ divisions of FCSC.
 - iii. **Commission's Secretariat Unit**: to provide secretarial support to Apex decision making body of the FCSC- the Commission, which consists of Chairperson, Deputy Chairperson and, seven Commissioners. Director of Chairperson's office will serve as ex-officio secretary to the Commission.

Organization Chart of the Office of Chairperson of FCSC



Induction Programme

- 1. FCSC-Implementation Plan**
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THANKS

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Federal Civil Service Commission

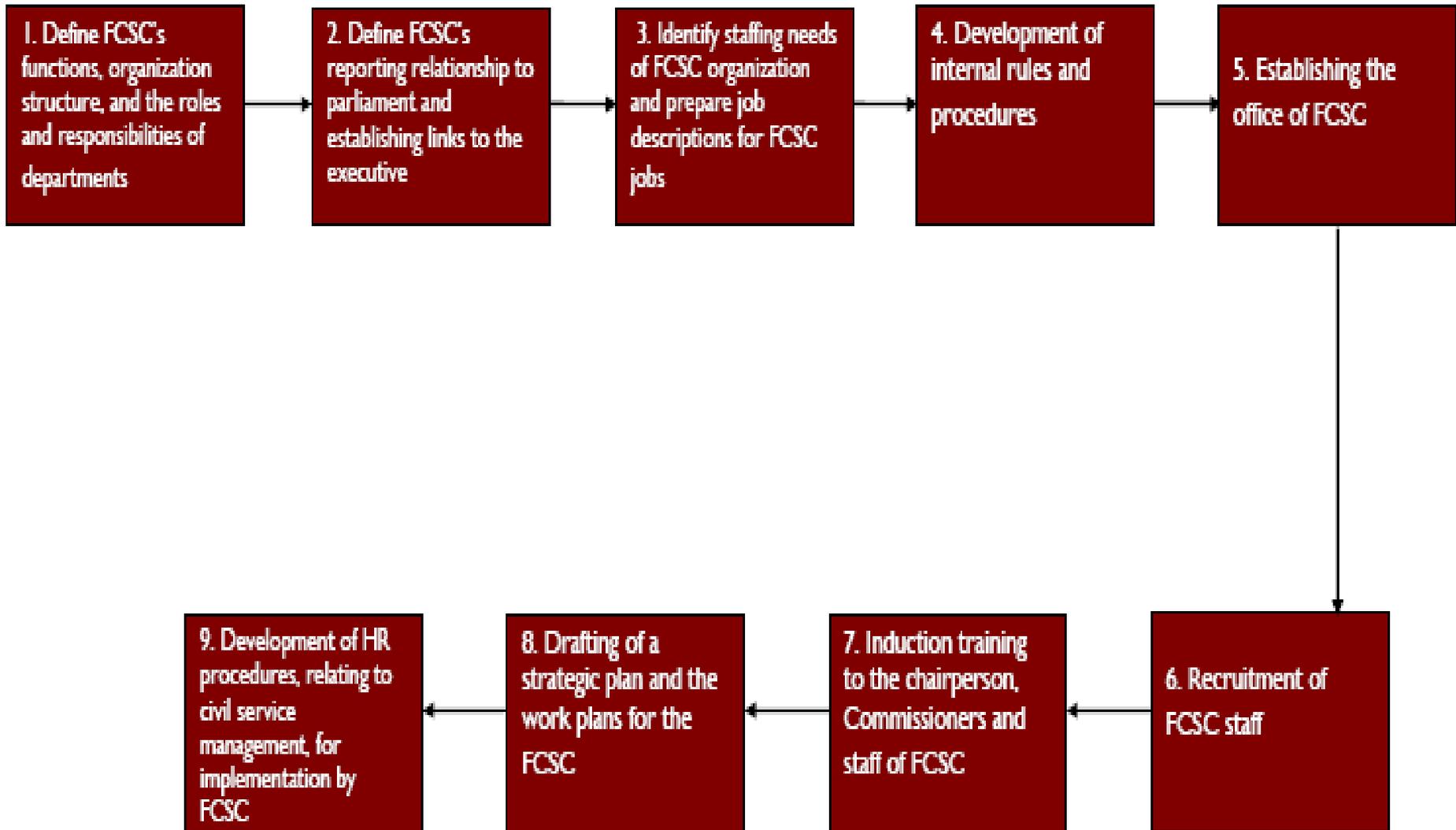
6. Institutional Links
with
Parliament, Federal Govt. and Governorates

Rajew Kumar Goel
Sr. Civil Service Management Advisor

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Implementation Plan for FCSC



Learning Objectives

- ▶ **In this presentation, we will discuss the following;**
 - 1) Institutional Relationship of FCSC with Parliament;**
 - 2) Institutional Relationship of FCSC with Federal Council of Ministers;**
 - 3) Institutional Relationship of FCSC with Federal Ministries & Agencies;**
 - 4) Institutional Relationship of FCSC with Provincial Governments and PCSCs;**
 - 5) Institutional Relationship of FCSC with Kurdistan Region.**

Introduction

- ▶ In pursuance of Art.107 of Iraqi Constitution, FCSC law has been enacted, which determines the functions of FCSC;
- ▶ Successful performance of these functions makes it incumbent upon FCSC to establish its institutional relationship with other public institutions viz.;

 - Parliament, Council of Ministers, Federal Ministries/ Agencies, Provincial Governments, and PCSCs.

- ▶ Under FCSC Law, various obligations apply to FCSC to ensure that it is accountable to Parliament for the way in which its policies and services are made and delivered;
- ▶ At the same time, line ministries and agencies have an obligation to adhere to FCSC's guidelines and to comply with its directives.

Institutional Relationship of FCSC with Parliament

- ▶ **Accountability is central to ensuring that FCSC performs its functions effectively, efficiently, ethically and in the best interests of Iraqi citizens;**
- ▶ **Parliament is a major mechanism of accountability in any system of democratic governance, through scrutiny of policies and actions of public institutions;**
- ▶ **FCSC is accountable to Parliament, by way of annual reporting as well as appearance before parliamentary committees for evidence;**
 - **Article (2) of FCSC Law (#4 of 2009) provides that FCSC will report to Parliament and will be financially and administratively independent; and,**
 - **Article 9 (12) of FCSC Law mandates FCSC to prepare an annual report on each ministry and agency, incorporating recommendations to improve its performance and submit it to Parliament and Council of Ministers.**

Institutional Relationship of FCSC with Parliament (Contd.)

- ▶ **FCSC's annual report is principal vehicle, by which it will publicly report on its performance;**
- ▶ **The annual report shall be with respect to every financial year and include the following;**
 - a) Any report in respect of any constitutional or statutory function of the Commission;**
 - b) A comprehensive report of the decisions made by Commission in performance of any duty or, function as provided for in the FCSC law;**
 - c) Any issue, on which Parliament has, in writing, required the FCSC's report;**
 - d) Any matter that FCSC considers appropriate, including any impediment in the discharge of its functions and violators of its decisions, including action recommended to be taken against the violators; and**
 - e) Details of programmes, which FCSC has planned to undertake towards discharge of its functions.**

Institutional Relationship of FCSC with Parliament (Contd.)

- ▶ **The annual report of FCSC shall be –**
 - **signed by the chairperson, the deputy chairperson and all commissioners of FCSC;**
 - **delivered by the chairperson, in the last month of financial year to the presiding officer of the parliament; and,**
 - **published in the gazette not later than 30 days from the date of its delivery to Parliament.**

- ▶ **Presiding Officer of Parliament may cause FCSC's annual report to be debated by Parliament and make resolutions for implementation of FCSC's recommendations in annual report.**

Institutional Relationship of FCSC with Parliament (Contd.)

- ▶ **FCSC has also the responsibility of appearing before parliamentary committees, whose function is to complement the role of parliament, by way of;**
 - **finding out the facts of an issue, examining witnesses, sifting evidence, and drawing up conclusions.**
- ▶ **Article 12 of FCSC Law mandates the Chairperson or, Dy. Chairperson of FCSC to attend proceedings of parliamentary committees to explain;**
 - a) Proposed expenditure in draft budget, assigned to civil servants and financial and administrative expenditure in respect of all ministries and agencies; and,**
 - b) Enactment, cancellation or amendment of laws related to civil service.**

Institutional Relationship of FCSC with Parliament (Contd.)

- ▶ **In case of FCSC, role of parliamentary committee would be;**
 - a) To carry out scrutiny of public administration, by watching over expenditure of public money and asking FCSC to share their views and/or, explain their actions and decisions;**
 - b) To consider the draft legislation, proposed by FCSC, before it is voted on in Parliament.**

Institutional Relationship of FCSC with Council of Ministers

- ▶ **Council of minister has much say in the matters of appointment (and removal) of chairperson, deputy chairperson and commissioners of FCSC;**
 - They are appointed by the council of ministers and their appointment is approved by parliament [Art.5(3) of FCSC Law];
 - They may also be removed by the council of ministers, with the approval of parliament [Art.5(8) of FCSC Law].
- ▶ **FCSC has been mandated to submit its annual report to Parliament, Presidential Council and Council of Ministers[Art.9(11) of FCSC Law];**
- ▶ **Annual report of FCSC may be discussed by council of ministers and their comments on Government's reported deviations from recommendations of FCSC, may be submitted to presiding officer of Parliament within 21 days;**
 - to enable parliament to deliberate on FCSC's annual report and comments of government, thereon.

Institutional Relationship of FCSC with Council of Ministers (Contd.)

- ▶ **FCSC law mandates [Art.9(12)] FCSC to prepare an annual report on performance of each ministry/ agency, incorporating its recommendations to improve its performance and submit it to Parliament and Council of Ministers;**
- ▶ **FCSC is also to analyse budgetary demands, with reference to cost of civil service wages and administrative operations, for every ministry/agency and submit its recommendation to Council of Ministers [Art. 9 (13-b) of FCSC Law];**
- ▶ **It would be advisable that COMSEC should be the point of contact for FCSC, to make all correspondence with Council of Ministers;**
 - **The COMSEC may analyse FCSC's reports and submit them for consideration of Council of Ministers.**

Institutional Relationship of FCSC with Council of Ministers (Contd.)

- ▶ **Subject to aforesaid provisions of FCSC Law, FCSC is independent from the council of ministers in carrying out its functions, as is evident from the following;**
 - **FCSC is a constitutional body to *'regulate the affairs of federal public service including appointments and promotions.'* [Art.107, Iraqi Constitution];**
 - **FCSC reports to Parliament and enjoys a judicial personality [Article 2, FCSC law];**
 - **FCSC has freedom in its administrative, budgetary and financial matters [Article 2, FCSC law];**
 - **Chairperson of FCSC has authority of a minister concerning financial and administrative matters, relating to Commission. [Article 5 (7), FCSC law].**

Institutional Relationship of FCSC with Federal Ministries & Agencies

- ▶ **FCSC has strong links with federal ministries/ agencies, which is necessary for accomplishment of its objectives of developing public admin., improving organizational structure, developing civil service and, training civil servants [Article (3) & (14) of FCSC law];**
- ▶ **FCSC law ensures that each federal ministry/agency should be accountable to FCSC in respect of civil service management and their budgetary expenditure in relation to their public administration operations [Article 9 (13-b) of FCSC law];**
- ▶ **FCSC has been provided authority over *'Appointment, reappointment, and promotion of civil servants in accordance with merit principles.'* [Article 9(2) of FCSC law].**

Institutional Relationship of FCSC with Federal Ministries & Agencies (Contd.)

▶ In general, for hiring of candidates into civil service and hearing their appeals, there are two possible options;

i. First option is;

- ✓ FCSC acts as an exclusive recruiting body for ministries/ agencies, centrally;
- ✓ In this case, FCSC is directly involved in recruitment, which may create a conflict of interest;
- ✓ However, it can be handled by creating an independent appeals mechanism, within FCSC.

ii. Second option is;

- ✓ FCSC sets rules & procedure for hiring and hears appeals, but does not directly engage in recruitment process;
- ✓ In this case, FCSC will play the role of a regulatory body and ensure compliance with its rules and procedures;
- ✓ However, a mechanism will have to be developed for delegation of recruitment function to ministries/agencies, with oversight and rules to be provided by FSSC.

Institutional Relationship of FCSC with Federal Ministries/ Agencies (Contd.)

- ▶ **FCSC is tasked with overseeing implementation of new federal civil service law and proposing measures for development of civil service;**
- ▶ **FCSC is also to review ministries' organizational structures, permanent positions, classification and staffing plans [Art. (3)&(9) of FCSC Law];**
- ▶ **It will also hear appeals of civil servants on issues related to their status, such as recruitment, probation, performance appraisal, disciplinary measures etc;**
- ▶ **Apart from public admin. reform and civil service management, FCSC will also be apex institution for design, implementation and evaluation of policies for civil service training [Art.9 (7) & 9(8) of FCSC Law].**

Institutional Relationship of FCSC with Federal Ministries/ Agencies (Contd.)

- ▶ **While Federal Civil Service Institute will work directly under its supervision, ministries will be facilitated by FCSC to establish and operationalize their training centres [Art. 4 (1) & 4(2) of FCSC Law];**
- ▶ **FCSC will promote the need for continuous improvement in public organisations; development of strategic plans incorporating process improvements for ministries/ agencies, and provinces, to deliver improved services to citizens;**
- ▶ **For this purpose, each ministry/ agency shall have a HR department, which will be provided necessary resources- in terms of personnel, office facilities and equipments-by the concerned ministry/ agency.**

Institutional Relationship of FCSC with Federal Ministries/ Agencies (Contd.)

- ▶ **Govt. of Iraq vide its order # 548 of Oct. 13, 2009, has directed ministries/ agencies to establish HR departments, which shall serve as liaison between FCSC and concerned ministry/agency and shall perform following functions;**
 - **To coordinate/ implement public admin./civil service mgt. provisions of law, policies, regulations, procedures and, guidelines of FCSC and report their compliance to FCSC;**
 - **To plan, organize, implement, monitor and coordinate public admin. reform and civil service management agenda of FCSC in central and provincial offices of respective Ministry/ Agency and report the results to FCSC [Art. 9-(3) of FCSC law];**
 - **To provide tech. assistance in all aspects of public admin. reform and HRM in ministry/ agency;**
 - **To implement FCSC guidelines in relation to civil service development in ministry/ agency [Art. 9-(10) of FCSC law];**
 - **To review Ministry/Agency role and functions, aligned with national strategic goals;**
 - **To set vision, mission and strategy of Ministry/Agency, aligned with functions and national strategic goals;**

Institutional Relationship of FCSC with Federal Ministries/ Agencies (Contd.)

- ▶ To design organization structure and business processes, compatible with function, vision, mission and strategy of Ministry/ Agency, to attain a balance between number of employees in ministries/ agencies and the work performed [Art. 9-(5) & 9-(9) of FCSC law];
- ▶ To define mandate/ ToR for each Department/ Section, to be aligned with unique role and function of that line Ministry/Agency;
- ▶ To review job description for each position in each Department/ Section of Ministry/Agency and ensure that it is aligned with ToR of that Department/ Section;
- ▶ To ensure that each position in Ministry/ Agency is filled up on the basis of merit based recruitment, as per FCSC instructions [Art. 9-(2) & 9-(15) of FCSC law];
- ▶ To ensure each year, every Department/ Section of Ministry/Agency shall prepare its annual work plan, in accordance with its ToR;

Institutional Relationship of FCSC with Federal Ministries/ Agencies (Contd.)

- ▶ To ensure that every civil servant shall prepare his/her annual work plan, in accordance with job description of his/ her position;
- ▶ To establish training & dev. section and training centre in ministry/ agency to carry out training needs analysis, develop and implement training plans and evaluate their effectiveness in the development of civil servants [Art. 9-(8) of FCSC law];
- ▶ 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 first year of recruitment), and thereafter, annually;
- ▶ To ensure that performance of each Ministry/Agency is evaluated annually against its strategic goals and to make recommendations to improve performance of ministry/ agency, in coordination with FCSC Art. 9(12) of FCSC law];
- ▶ To monitor and audit personnel practices and performance of ministry/ agency as well as those of individual civil servants and report it to FCSC.

Institutional Relationship of FCSC with Federal Ministries/ Agencies (Contd.)

- ▶ Further, FCSC law provides specific links with some ministries/agencies. For instance;
 - ✓ FCSC has to determine its staff strength, with the approval of Ministry of Finance [Art. 11(4) of FCSC Law];
 - ✓ FCSC is to draft laws and rules related to organization and development of civil service, in coordination with Ministry of Finance [Art. 9(4) of FCSC law];
 - ✓ FCSC is to prepare job descriptions and define terms of occupation for all positions in coordination with Ministry of Planning and Coop. Development [Art. 9(6) of FCSC law];
 - ✓ FCSC has to design training and development policies for civil servants through training centres in ministries, in coordination with Ministry of Planning [Art. 9(8) of FCSC law];
 - ✓ FCSC has to conduct surveys and studies about making balance between salary grading and living standards and defining basic needs of living for civil servants, in coordination with competent agencies [Art. 9(14) of FCSC law];

Institutional Relationship of FCSC with Provincial Governments and PCSCs

- ▶ Iraqi constitution provides for a federal structure of government in Iraq. The 'LAW ON GOVERNORATES NOT INCORPORATED INTO A REGION' is a major piece of legislation;
- ▶ It is the first time in Iraq that there is recognition of a provincial civil service, independently from federal civil service, because up till now, provincial employees were considered federal civil servants;
- ▶ As such, no institutional structure exists for management of provincial civil servants, at present;
- ▶ Now, every province will have its own provincial civil service, which is to be created from scratch,
- ▶ As federal system is new to Iraq, 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, then appointments and employment conditions of civil servants can be regulated by respective governments (federal or, provincial).

Institutional Relationship of FCSC with Provincial Govts. and PCSCs (Contd.)

- ▶ **Constitution of Iraq (Art.107) defines role of FCSC as to regulate the affairs of federal civil service and that its formation and competencies will be defined by law;**
- ▶ **In pursuance of this constitutional mandate, FCSC Law (#4 of 2009) has been enacted, according to which objective of FCSC is to regulate the affairs of federal civil service, uniformly across the country, and irrespective of any particular region or, province;**
- ▶ **FCSC law makes only three references to region/ province;**
 - **First reference is a guiding principle for FCSC, which provides for equality of opportunities in the matter of public employment in federal civil service [Art.9 (16) of FCSC Law];**
 - **Second provision stipulates that FCSC will draft a law to regulate cooperation with ministries, agencies, regions, and governorates [Art. 14 of FCSC Law]; and,**
 - **Third provision relates to establishment of provincial civil service commission, for management of provincial civil service. [Art.16 of FCSC Law].**

Institutional Relationship of FCSC with Provincial Govts. and PCSCs (Contd.)

- ▶ **On the basis of these legal provisions, a harmonious construction of relationship between FCSC and provinces can be made;**
 - **In the absence of any institutional mechanism for civil service management, provincial governments can adapt federal framework of civil service management;**
 - **Federal framework covers various aspects of civil service management, including classification, appointment, civil servants rights, duties and discipline, training, pay and benefits etc.;**
 - **Therefore, federal civil service legislation can be adapted by provincial governments *mutatis mutandis* to manage provincial civil service;**
 - **Accordingly, provincial civil service reform will follow the same path as federal civil service reform;**
 - **Thus, every province will have its own provincial civil service, job descriptions, and pay roll system, much like modern civil service systems around the world, which will be regulated by federal civil service legislation and regulations.**

Institutional Relationship of FCSC with Provincial Govts. and PCSCs (Contd.)

- ▶ **Art.16 of FCSC law provides for establishment of provincial civil service commissions (PCSC) in all provinces, to manage provincial civil service based on equality, merit, competency, and fairness;**
- ▶ **PCSCs will report to the local legislature (governorate council). However, FCSC can coordinate the activities of PCSCs;**
- ▶ **Each province will also have a human resources office (HRO), under the Governor, to carry out HR management of provincial civil servants- conducting job analysis, job description, job classification, training and, other day-to-day HR management;**
- ▶ **Activities of HROs will be based on the provisions of federal civil service law and civil service regulations and main rules and procedures will be issued by the FCSC;**
- ▶ **FCSC will review the implementation of public admin. reform, organization development and civil service management policies in provinces;**
- ▶ **Local rules & procedures that don't contradict federal regulations may be issued by PCSCs;**
- ▶ **Out of the 15 provinces, 13 provinces have reported back to JCC for having issued administrative orders, establishing HRO, in line with the Executive Order of Oct 2009.**

Institutional Relationship of FCSC with Kurdistan Region (Contd.)

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

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- 7. FCSC- Staffing Needs & Job Descriptions**
- 8. FCSC- Internal Rules**
- 9. FCSC- Standard Operating Procedures**
- 10. Provincial Civil Service Commission**

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Federal Civil Service Commission

7. FCSC Staffing Needs, Job Descriptions

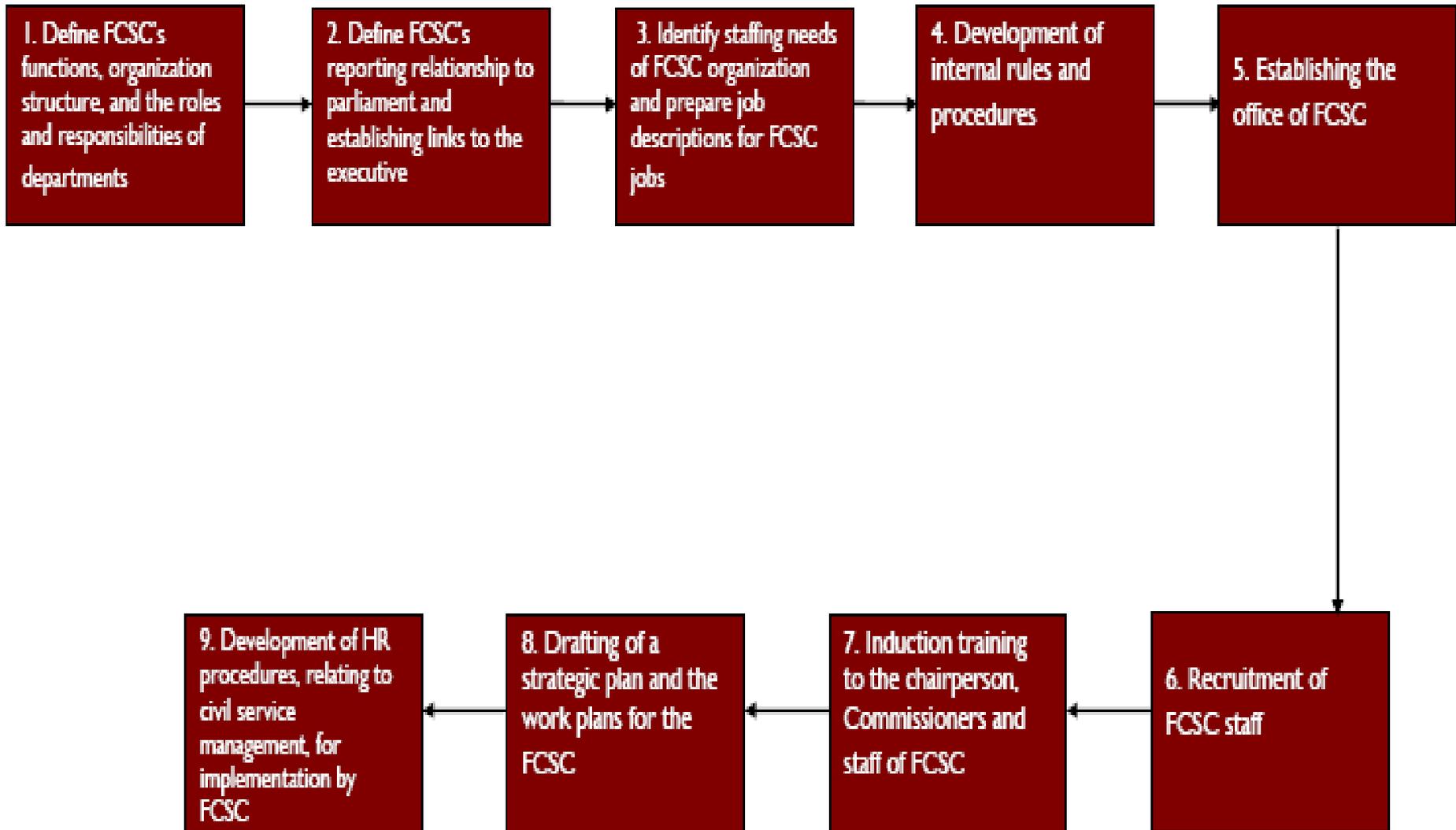
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Implementation Plan for FCSC



Learning Objective

- ▶ **Objective of this presentation is to discuss staffing needs of FCSC, as follows;**
 - 1. Overall Staffing Needs of FCSC**
 - 2. Grade wise Staffing Needs of FCSC**
 - 3. Staffing Needs of Finance & Admin. Department**
 - 4. Staffing Needs of Legal Department**
 - 5. Staffing Needs of Admin. Studies & Research Department**
 - 6. Staffing Needs of Public Admin. Development Department**
 - 7. Staffing Needs of Coord. & Follow Up Department**
 - 8. Staffing Needs of Office of Chairperson Department**

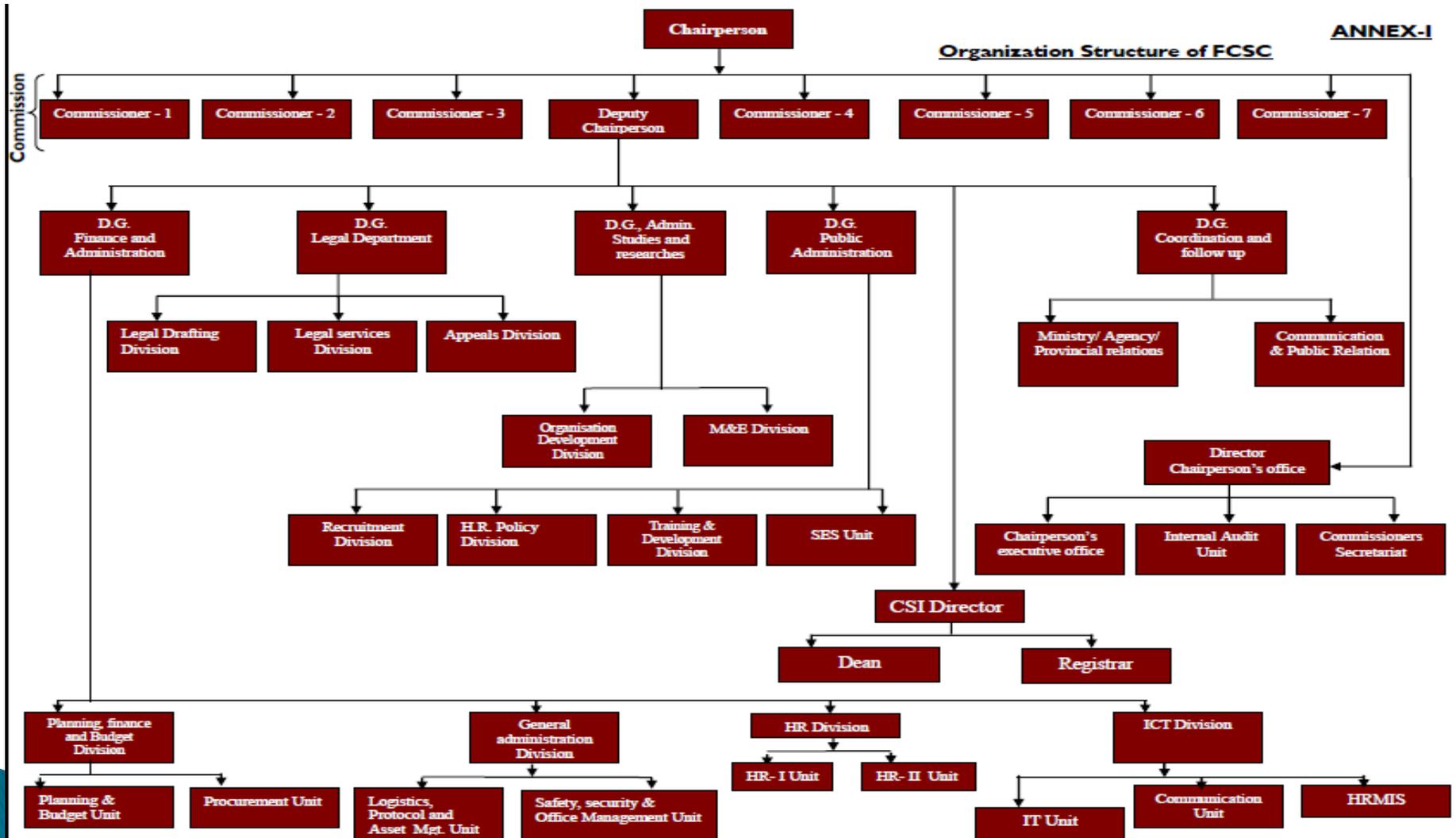
Introduction

- ▶ **Under FCSC Law, names of departments in organisation structure of FCSC are mentioned;**
- ▶ **However, structure of the FCSC departments, their responsibilities, division of work and staffing needs are not defined under the law;**
- ▶ **Description of these parameters is necessary for establishment and operationalization of FCSC;**
- ▶ **Therefore, USAID/CSR team has designed, developed, documented, and presented them in the presentation #5 of this induction programme.**

Introduction (Contd.)

- ▶ It has also enabled the USAID/CSR team to identify requisite qualification, experience and skills, required (Job Description) in an individual, to successfully carry out a job in FCSC;
- ▶ Based on the criterion of job description, FCSC can fill up every identified position in its departments, divisions and units through merit based recruitment;
- ▶ Filling up identified positions in this manner will facilitate FCSC to perform its functions and achieve its objectives, efficiently and effectively.

Organisation Chart of FCSC



Staffing Needs of FCSC

- ▶ Identification of staffing needs of FCSC is based on functions, organisation structure and duties and responsibilities of FCSC's various departments and divisions/units;
- ▶ Staffing needs for FCSC Office are as under;
 1. Director General- 5 (Grade-'B')
 2. Director -15 (Grade-2)
 3. Deputy Director-34 (Grade-3)
 4. Executive Assistant- 80 (Grade-4)
 5. Civilian Motor Driver-10 (Grade-8)
 6. Office Assistant-20 (Grade-8)
 7. Hygiene and Sanitation Worker-6 (Grade-9)

Total: 170 Posts

Grade wise Staffing Needs of FCSC

- ▶ **Establishment of FCSC (Grade-wise) consists of following personnel;**

1. Commission (Laid down under FCSC Law#4 of 2009)

- i. Chairperson-1 post (Special Rank)**
- ii. Deputy Chairperson-1 post (Director General Rank)**
- iii. Commissioner- 7 posts (Director General Rank)**

2. Directors General- 5 posts (Grade-‘B’) (Laid down under FCSC Law#4 of 2009)

- i. Financial and Administrative Department (1 post)**
- ii. Legal Department (1 post)**
- iii. Department for Administration Studies and Research (1 post)**
- iv. Department of Public Administration Development (1 post)**
- v. Department of Coord. and Follow up with Ministries/ Agencies (1 post)**

Grade wise Staffing Needs of FCSC (Contd.)

3. Director -15 posts (Grade-2)

- i. Chairperson's Office (1 post)**
- ii. Finance and Administration Department (4 posts)**
- iii. Legal Department (3 posts)**
- iv. Administration Studies and Research Department (2 posts)**
- v. Public Administration Development Department (3 posts)**
- vi. Coord. and Follow up with Ministries/ Agencies Department (2 posts)**

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

- i. Chairperson's Office (3 posts)**
- ii. Finance and Administration Department (9 posts)**
- iii. Legal Department (6 posts)**
- iv. Administration Studies and Research Department (5 posts)**
- v. Public Administration Development Department (7 posts)**
- vi. Coord. and Follow up with Ministries/ Agencies Department (4 posts)**

i.

Grade wise Staffing Needs of FCSC (Contd.)

5. Executive Assistant- 80 (Grade-4)

- i. Chairperson's Office (6 posts)**
- ii. Finance and Administration Department (36 posts)**
- iii. Legal Department (4 posts)**
- iv. Administration Studies and Research Department (10 posts)**
- v. Public Administration Development Department (18 posts)**
- vi. Coord. and Follow up with Ministries/Agencies Deptt. (6 posts)**

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

- Finance and Administration Department

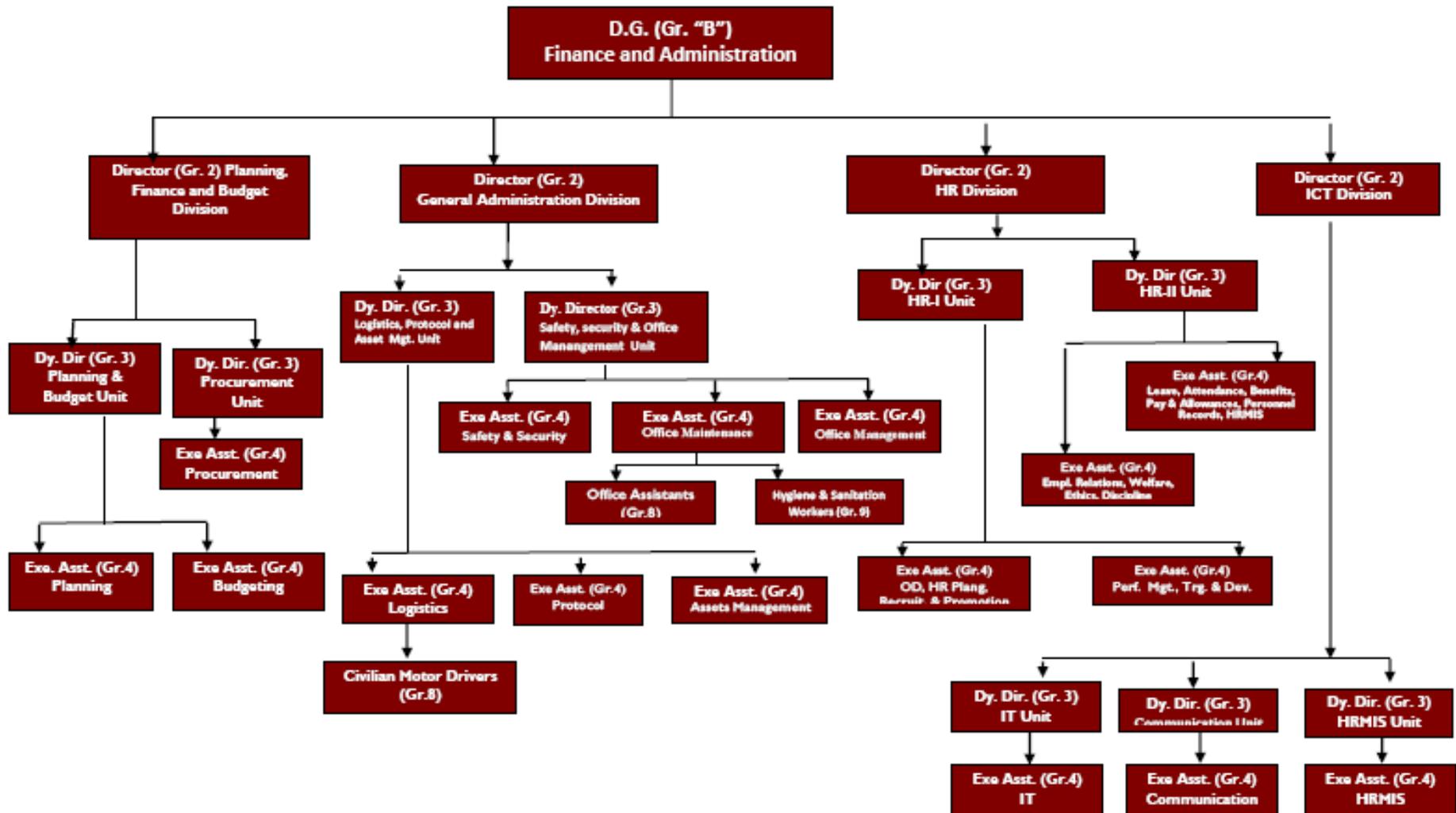
7. Office Assistant-20 posts (Grade-8)

- Finance and Administration Department

8. Hygiene and Sanitation Worker-6 (Grade-9)

- Finance and Administration Department

Staffing Chart of Finance & Admin. Department

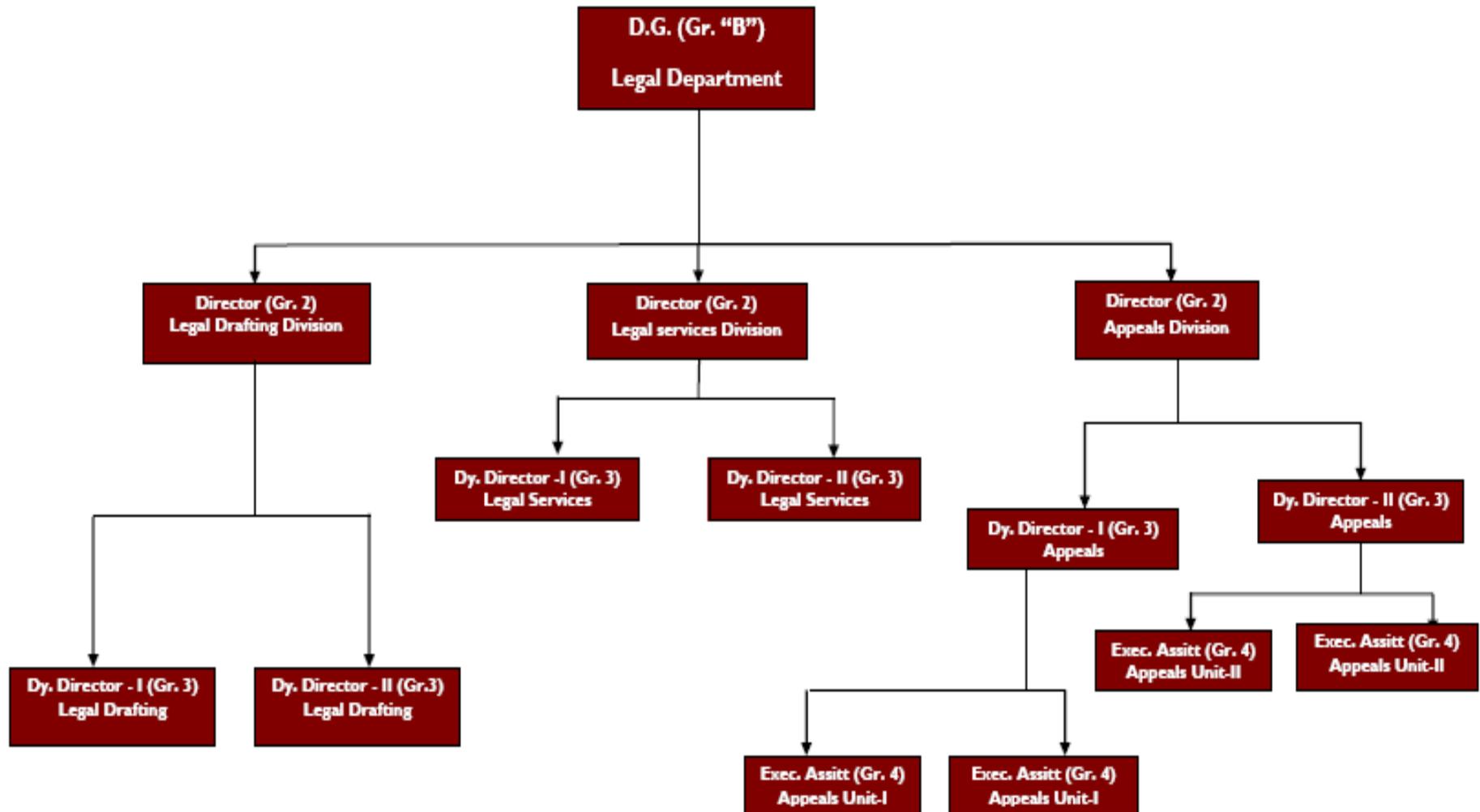


Staffing Needs of Finance & Admin. Department

1. **Director General- 1 post**
2. **Director -4 posts**
3. **Deputy Director-9 posts**
4. **Executive Assistant-36 posts**
5. **Civilian Motor Driver (Grade-8)-10 posts**
6. **Office Assistant (Grade-8)-20 posts**
7. **Hygiene and Sanitation Worker (Grade-9)-6 posts**

Total= 86 posts

Staffing Chart of Legal Department

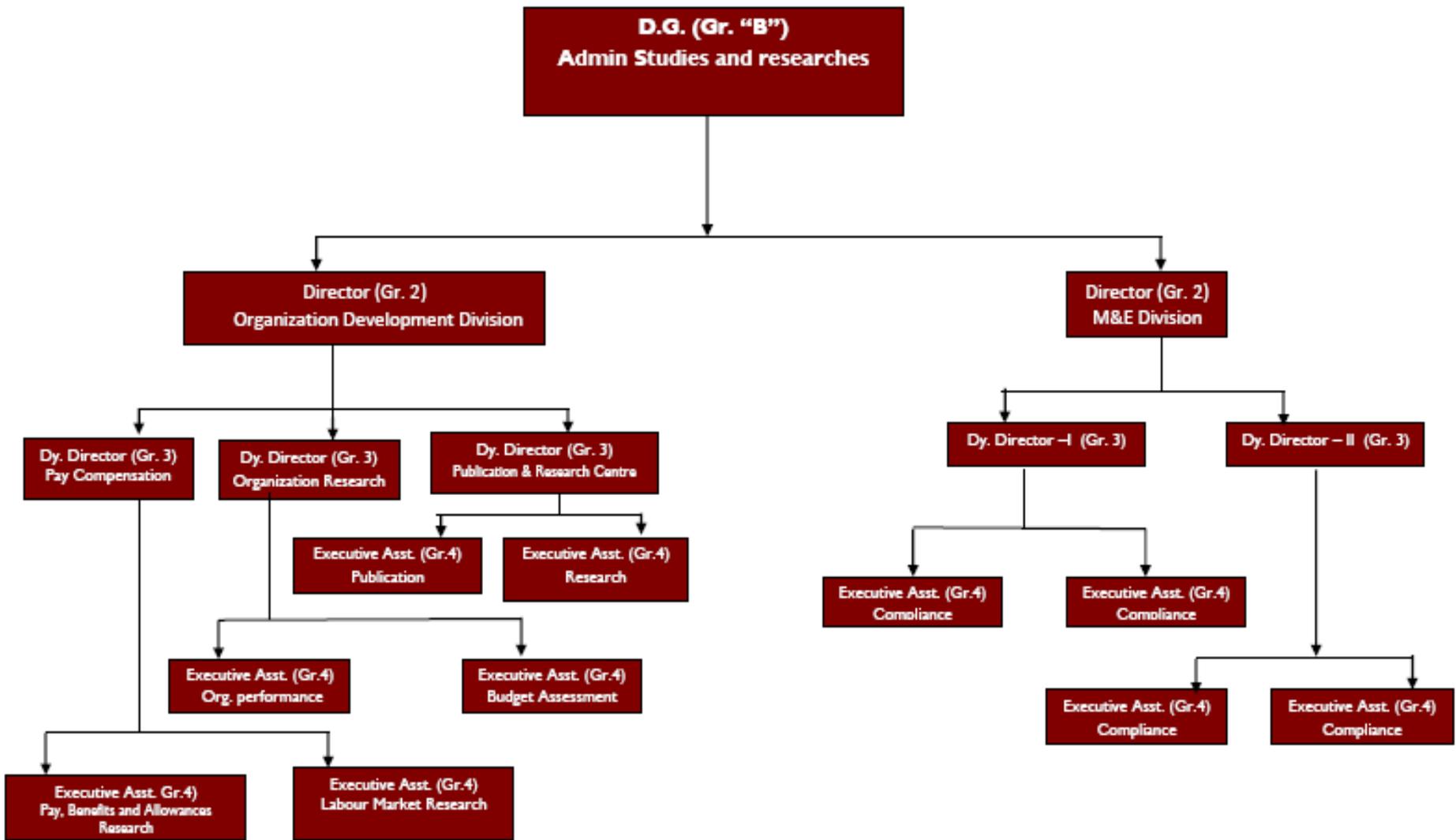


Staffing Needs of Legal Department

1. Director General- 1 post
2. Director -3 posts
3. Deputy Director-6 posts
4. Executive Assistants-4 posts

Total=14 posts

Staffing Chart of Admin. Studies & Research Department

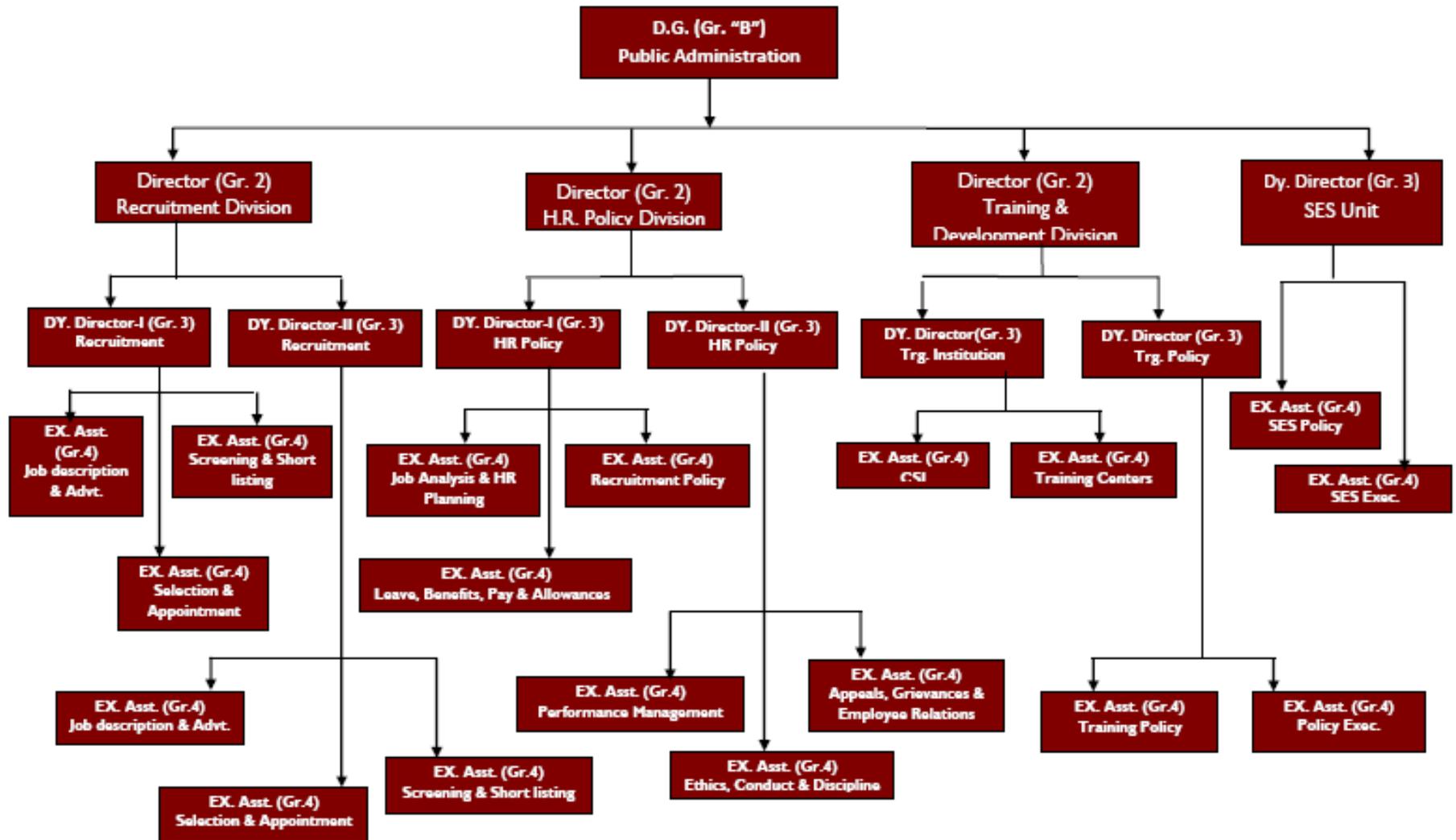


Staffing Needs of Admin. Studies & Research Department

1. **Director General- 1 post**
2. **Director -2 posts**
3. **Deputy Director-5 posts**
4. **Executive Assistant-10 posts**

Total=18 posts

Staffing Chart of Public Admin. Development Department

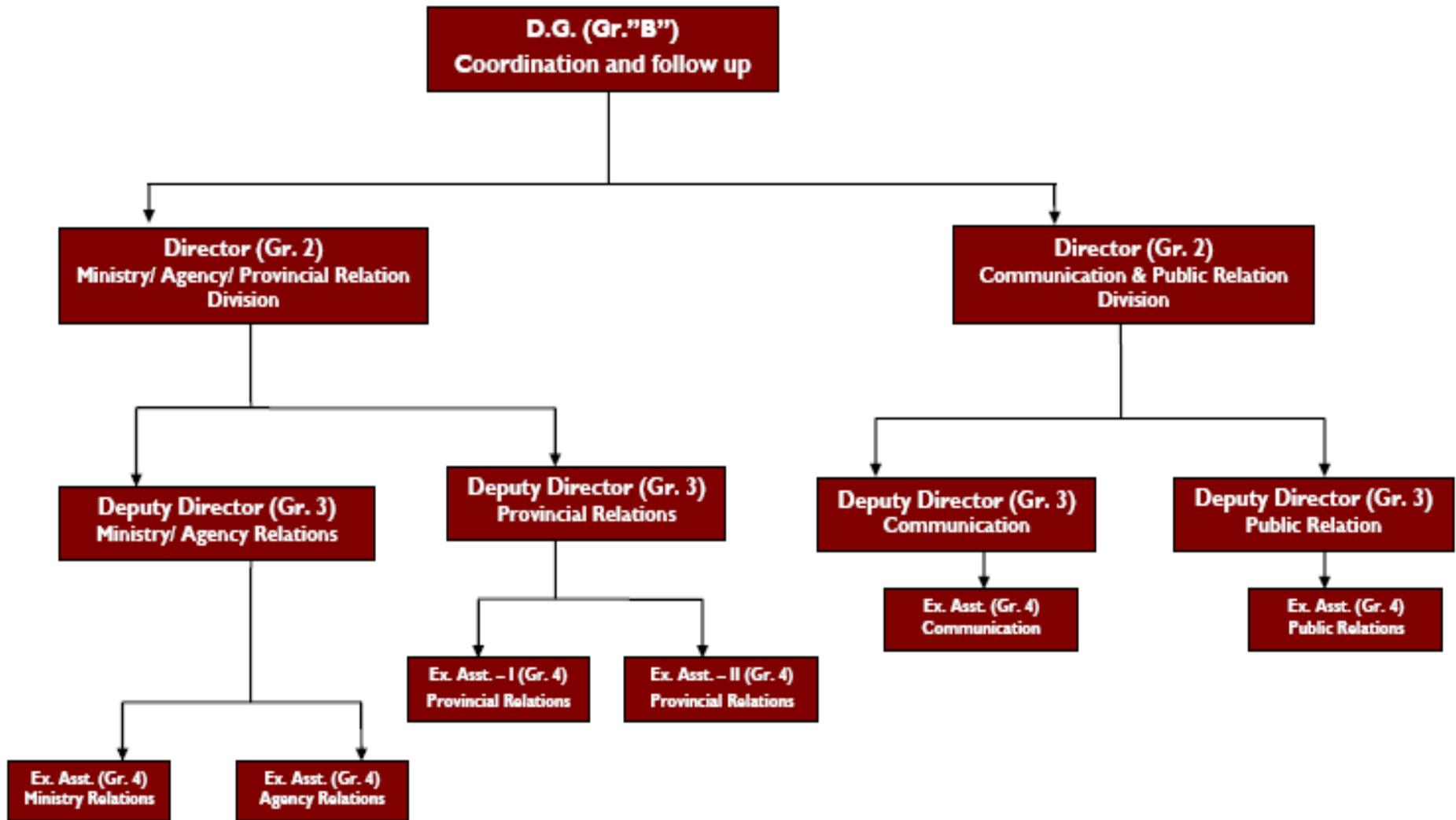


Staffing Needs of Public Admin. Development Department

1. **Director General- 1 post**
2. **Director -3 posts**
3. **Deputy Director-7 posts**
4. **Executive Assistant-18 posts**

Total=29 posts

Staffing Chart of Coord. & Follow Up Department

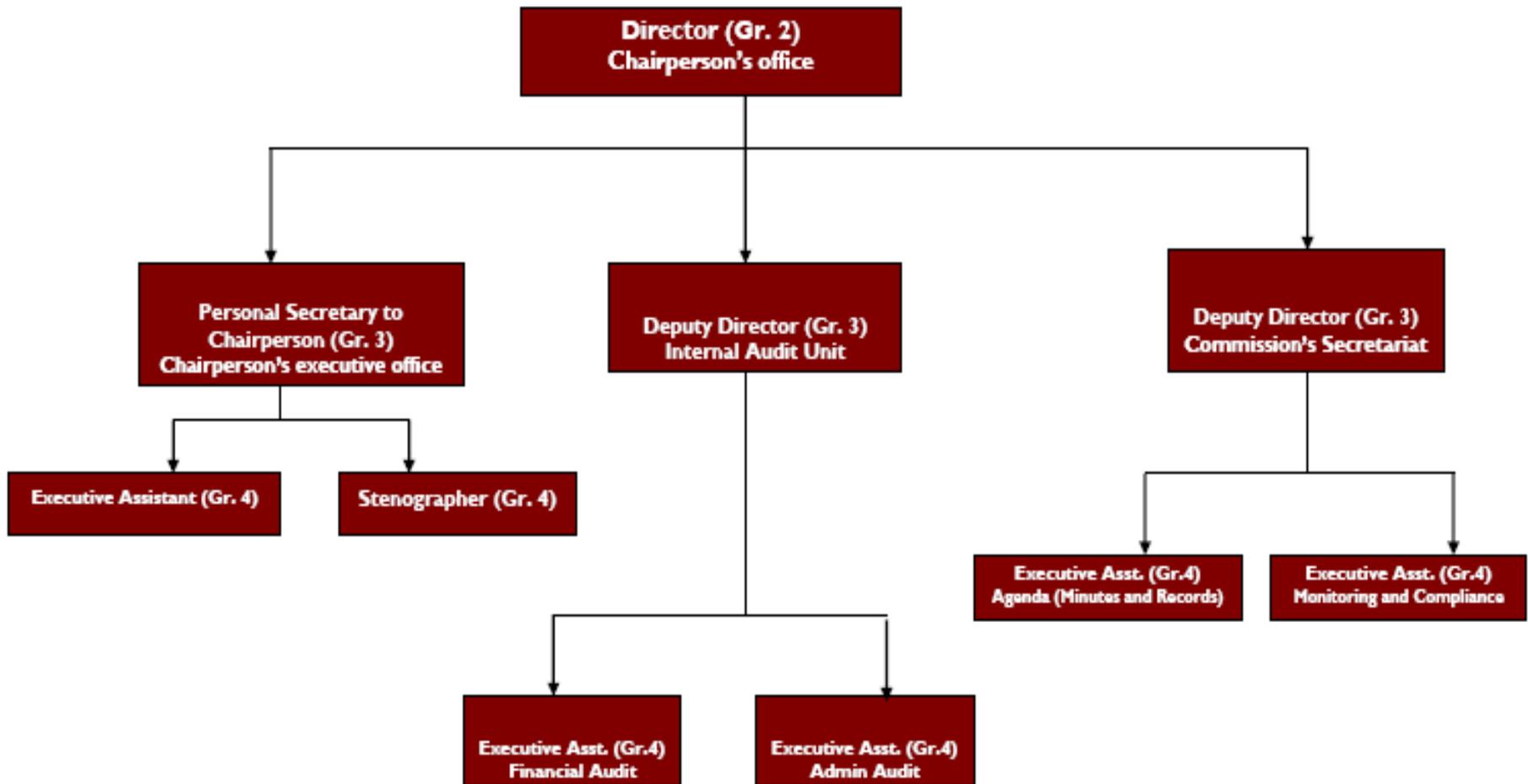


Staffing Needs of Coord. & Follow Up Department

1. **Director General- 1 post**
2. **Director -2 posts**
3. **Deputy Director-4 posts**
4. **Executive Assistant-6 posts**

Total=13 posts

Staffing Chart of Office of Chairperson Department



Staffing Needs of Office of Chairperson Department

1. Director – 1 post
2. Deputy Director-3 post
3. Executive Assistant-6 posts

Total=10 posts

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Federal Civil Service Commission

Internal Rules

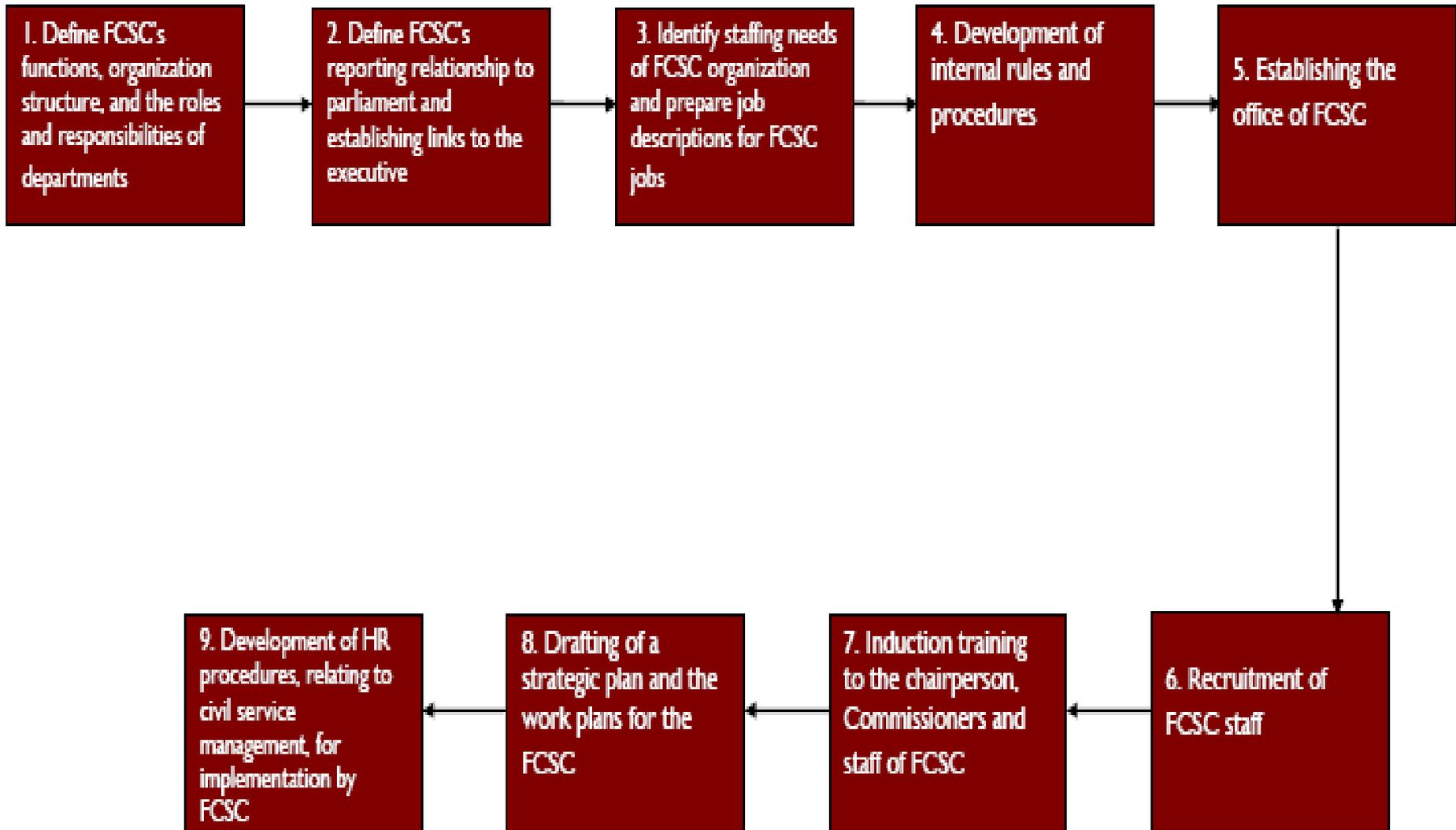
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Implementation Plan for FCSC



Learning Objectives

- ▶ **In this presentation, we will discuss following aspects;**
 - 1. Purpose of FCSC internal rules**
 - 2. Contents of FCSC internal rules**
 - 3. Title and Definitions, used in FCSC internal rules**
 - 4. Rules for Constitution of the Commission**
 - 5. Rules for Transaction of Business of the Commission**
 - 6. Rules for Office of the FCSC**
 - 7. Rules for General Provisions of the Commission**
 - 8. Rules for Allocation of business amongst Commissioners**

Introduction

- ▶ **FCSC Law (#4 of 2009) has outlined twenty six functions, to be carried out by FCSC;**
- ▶ **Internal Rules will enable FCSC to translate these functions into reality, by providing an operational framework for decision-making, implementation and monitoring;**
- ▶ **For operationalization of FCSC Law (#4 of 2009), USAID-Tarabot CSR team has identified/ designed, and documented following aspects of FCSC;**
 - 1. Mandate, Objectives and Functions of FCSC;**
 - 2. FCSC's Organisation Structure and Duties/Responsibilities of Departments;**
 - 3. FCSC's Staffing Needs;**
 - 4. Job Descriptions of Managerial Positions of FCSC;**
 - 5. FCSC's Institutional Relationship with other public entities;**
 - 6. FCSC's Internal Rules; and,**
 - 7. FCSC's Standard Operating Procedures (SoPs).**

Purpose of FCSC Internal Rules

- ▶ **Purpose of FCSC internal rules is to provide an operational framework for internal functioning of Commission, including;**
 - internal organization of work;
 - allocation of business amongst commissioners (including chairperson & deputy chairperson);
 - Commission's meetings, quorum, consultation, decision-making and decision implementation mechanisms etc.
- ▶ **This, in turn, will enable FCSC to plan, lead, monitor and regulate public admin. reform and civil service management across ministries/agencies in Iraq, as envisaged under FCSC law.**

Contents of FCSC Internal Rules

▶ Preamble

- FCSC Internal Rules are proposed to be made by Federal Civil Service Commission (FCSC), pursuant to the powers conferred under Article 15 of FCSC Law (#4 of 2009).

▶ The FCSC Internal Rules are divided into five parts;

- ✓ Part-I: Title and definitions of terms are contained in of this document.
- ✓ Part-II: Constitution of Commission, its quorum, its duties & responsibilities and its office.
- ✓ Part-III: Transaction of business of commission, its secretariat, its meetings, decision-making and allocation of business amongst commissioners.
- ✓ Part-IV: Office management of FCSC and duties and responsibilities of FCSC office staff.
- ✓ Part-V: General provisions relating to authority of FCSC to call for any record, annual reporting etc.
- ✓ Annex-I: Organization chart of FCSC.
- ✓ Annex-II: Chart specifying allocation of business amongst Commissioners (chairperson, deputy chairperson and members) of FCSC.

FCSC Internal 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 official gazette.
- ▶ **Definitions (Rule-2)**: In Internal Rules, following words have specific meaning;
 - ✓ 'Commission' means Federal Civil Service Commission (FCSC);
 - ✓ 'Commissioner' means a member of Commission and includes the Chairperson and Deputy Chairperson.

FCSC Internal Rules

Part-II: Constitution of Commission

▶ Commission (Rule-3)

- ✓ Commission is apex decision making body of FCSC, which consists of 9 members; Chairperson, Deputy Chairperson, and seven full-time Commissioners;
- ✓ Chairperson has a special rank. S/he has the authority of a minister concerning financial and administrative matters of Commission;
- ✓ Deputy Chairperson and other Commissioners have Director General rank.

▶ Quorum of Commission (Rule- 4 & 5)

- ✓ Five members, in addition to Chairperson or Dy. Chairperson constitute quorum of Commission. Provided that proceedings of Commission shall not be invalidated by reason of any vacancy in the office of Chairperson or any other Commissioner;
- ✓ Every question at a meeting of Commission shall be determined by a majority of votes of Commissioners present, and in case of an equal division of votes, Chairperson shall exercise a second/casting vote;
 - Provided that any business at its meeting may be adjourned by Commission for reasons, to be recorded in writing.

FCSC Internal Rules

Part-II: Constitution of Commission (Contd.)

- ▶ **Duties & Responsibilities of the Commission (Rule 6): Following functions shall be discharged by full Commission:**
 - ✓ Review and decision relating to FCSC's policies, strategies & plans for effective discharge of FCSC functions;
 - ✓ Monitoring and implementation of Federal Civil Service Law and other laws/ regulations relating to public admin. and civil service management in ministries and agencies [Art.9 (1) of FCSC Law];
 - ✓ 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.;
 - ✓ Finalization of FCSC's report to Council of Ministers on Ministries/ Agencies' budgets related to Civil Servant salaries and admin. expenditures [Art.9 (13-b) of FCSC Law];
 - ✓ Finalization of FCSC's annual report to Parliament and Council of Ministers [Art.9 (11) of FCSC Law];
 - ✓ Finalization of FCSC's annual reports on performance of ministries and agencies to Parliament and Council of Ministers [Art.9 (12) of FCSC Law];
 - ✓ Implementation of public admin. reform, organization development and civil service management policies in the region/provinces and coordination with regional and provincial Civil Service Commissions [Art. 16 of FCSC Law];
 - ✓ Policies relating to design and operations of Federal Civil Service Institute;
 - ✓ Cases when there is disagreement amongst Commissioners.

FCSC Internal Rules

Part-II: Constitution of Commission (Contd.)

- ▶ **Office of Commission (Rule-7): Commission consists of following departments [Art. 10 of FCSC Law];**
 1. Financial and Administrative Department.
 2. Legal Department
 3. Department for Administration Studies and Research
 4. Department of Public Administration Development
 5. Department of Coord. and Follow up with Ministries and Agencies
 6. Federal Civil Service Institute (FCSI) (connected to Departt. of Public Admin. Dev.)
 7. Office of Chairperson of Commission.
- ▶ **Office of Commission consists of departments from sl. no. (1) to (5) above and functions under the supervision of Deputy Chairperson;**
- ▶ **DGs of five departments [sl. no. (1) to (5) above] report to Dy. Chairperson, who is responsible for performance of Commission's office to Chairperson;**
- ▶ **The other two departments i.e. Office of Chairperson and FCSI function separately, under the Chairperson and D.G of Public Admin. Dev. respectively.**

FCSC Internal Rules
Part-III:Transaction of Business of the Commission

- ▶ **Secretariat of the Commission (Rule-8): shall be based in Chairperson's office and Director of Chairperson's office shall act as ex-officio Secretary to the Commission.**
- ▶ **Secretariat's duties and responsibilities will include, but not limited to, following;**
 1. **To facilitate the management of Commission's meetings;**
 2. **To provide secretarial support to all committees of Commission;**
 3. **To refer to committees and subcommittees, all correspondence addressed to them;**
 4. **To notify to all Commissioners the date, time and venue of meeting;**
 5. **To coordinate, prepare and circulate agenda items and reference materials, prior to meetings;**
 6. **To coordinate logistics of meetings, including venue, catering, and audio/ visual requirements;**
 7. **To record and maintain the minutes of the Commission's meeting;**
 8. **To submit draft minutes of Commission's meetings to Chairperson, for approval;**
 9. **To take follow up action on decisions of Commission and monitor implementation of decision;**
 10. **To keep records of reported cases of non-compliance and further document any remedial action and track any action taken by the responsible organisations/ persons;**
 11. **To maintain records of all meetings, including relevant materials shared during meeting;**
 12. **To coordinate Commission's communication and documentation/ archiving;**
 13. **To coordinate other preparatory tasks, as required by Chairperson or, Dy. Chairperson.**

FCSC Internal Rules

Part-III:Transaction of Business of the Commission

▶ Meetings of Commission (Rules-9,10 &11)

- ✓ Secretary of Commission shall place all matters, to be decided by Commission, along with subjects suggested by Commissioners, with agenda notes. Agenda and notes shall be circulated to Chairperson, Deputy Chairperson and Commissioners at least one day in advance;
- ✓ Based on agenda of a meeting, as decided by Chairperson, Commission will have their sitting, at least once in a week, in normal course;
 - Provided that Commission may meet at any time to transact urgent business.
- ✓ Meetings of Commission shall be chaired by Chairperson. During his/her absence, Dy. Chairperson will officiate as Chairperson of Commission. In case of absence of both, senior most Commissioner shall be authorized by Chairperson to perform functions as Chairperson;
 - Provided that Secretary of Commission shall place a list of decisions/ actions, taken during Chairperson's absence, on his/her return from leave.

FCSC Internal Rules

Part-III:Transaction of Business of the Commission

▶ Decisions of the Commission (Rules-12, 13 & 14)

- ✓ Chairperson, or in his absence Deputy Chairperson or, any other Commissioner designated by him/her may deal with any urgent matter. Such action shall be reported by Secretary to the Commission, as early as possible.
- ✓ All decisions of Commission shall be recorded in such a manner as Commission may direct;
- ✓ It shall be open to any Commissioner, who dissents from a decision to record his dissent along with reasons for such dissent.
- ✓ Whenever Commission are required to give advice, decision of Commission shall be communicated in the form of a letter, approved by Deputy Chairperson or, Director General concerned.

Part-III:Transaction of Business of the Commission (Contd.)

▶ Allocation of Business amongst Commissioners (Rules-15, 16 & 17)

- ✓ Commission may delegate to an individual Commissioner or to a committee of two or more Commissioners, any of its functions and may nominate a Commissioner to be chairperson of one or more such committees;
- Provided that decision of the Commissioner or, the Committee so appointed shall be submitted to Chairperson, who shall direct that such decision shall be placed before Commission for final decision; and where, no such direction is given by Chairperson, decision of Commissioner or Committee shall be deemed to be the decision of Commission.

FCSC Internal Rules

Part-III:Transaction of Business of the Commission (Contd.)

- ▶ **Allocation of Business amongst Commissioners (Rules-15, 16 & 17)**
- ✓ Various items of work of Commission, as per the list (Annex) at next slide, shall be allocated to Commissioners by Chairperson. Commission may add to or amend this list. Any matter not covered in Annex may also be allocated to one or more Commissioner(s) by Chairperson.
 - Provided that Chairperson may, in any particular case, direct in respect of any allocation made in the Annex, that the matter be placed before the full Commission for a decision.
- ✓ Decision of any committee to which powers have been allocated under Rule 15 or, 16 shall be reported to Commission. Lists of such cases shall be circulated by Secretary to Commission amongst Chairperson and Commissioners, at least one day prior to each meeting of Commission.

FCSC Internal Rules

Part-IV: Office of FCSC

▶ Office Management of FCSC (Rules- 18 &19)

- ✓ Office of Commission functions under Dy. Chairperson, who is assisted by 5 DGs and their subordinate Officers. During the absence of Dy. Chairperson, Chairperson shall nominate a Commissioner to look after his;
- ✓ DGs of five departments report to Dy. Chairperson, who in turn is responsible for the performance of Commission's office to Chairperson. Deputy Chairperson shall be the competent authority;
 - to allocate work amongst various departments, divisions and units;
 - to allocate work amongst officers of various divisions;
 - to make appointments, promotions and transfers in respect of the posts up to the level of Deputy Director (Grade-3) of the FCSC;
 - to exercise general supervision and control over the office staff of FCSC and to see that they do their allotted work, efficiently and expeditiously; and,
 - to arrange to conduct various examinations to be held by FCSC, duly maintaining secrecy.

FCSC Internal Rules

Part-IV: Office of FCSC

- ▶ **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;**
 - 1. Director General: Senior most officer of the department, who plans, organises, and monitors the work of his/ her department, guides other officers in its function, coordinates with other departments of FCSC office and reports to Chairperson through Dy. Chairperson about the performance of department.**
 - 2. Director: Director is head of a division and responsible for the performance of his/her division. S/he plans, organises, and monitors the work of the division, guides other officers in its functions, coordinates with other divisions of FCSC office and reports to Dy. Chairperson through Director General of the concerned department about performance of his/ her division.**
 - 3. Deputy Director: Deputy Director is Head of a divisional unit. Executive Assistants, working in that unit are under the control of Deputy Director. He/ She has to allot 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.**

FCSC Internal Rules

Part-IV: Office of FCSC (Contd.)

▶ Duties & Responsibilities of FCSC's office staff (Rule-20)

5. Executive Assistant: Executive Assistant receives documents, communications and/or files, obtain orders of Dy. Director/ Director and disposes them off as per his/ her directions. They maintain records and follow them up. Apart from regular work of division/ unit, she/he carries out the work entrusted by higher authorities and also other staff of the division/ unit. In the absence of Deputy Director, senior most executive assistant performs the duties of Dy. Director.
6. Civilian Motor Driver: Civilian Motor Driver will be responsible for driving FCSC's official vehicles, as per the directions of his/ her superior officer.
7. Office Attendant: Office Attendant is responsible for keeping the office neat and tidy. S/he carries out office works of repetitive nature. The files and documents etc. must be photocopied, scanned, distributed, recorded, posted or, couriered by them. They will also be responsible for ensuring cleanliness of the meeting venues and serving tea/snacks during meetings.
8. Hygiene & Sanitation Worker: Hygiene & Sanitation Worker is responsible for maintaining cleanliness in FCSC's building/offices and lawns, gardens and flower pots.

FCSC Internal Rules

Part-V: General Provisions

- ▶ **Authority of the Commission to call for any record, information (Rule-21)**
- ▶ Commission may call for any information which may be necessary to discharge its functions, from the concerned ministry/agency and such record, report or information shall be furnished to the Commission by concerned ministry/agency, unless the concerned minister certifies that the same-
 - Cannot be furnished without undue labor; or,
 - Should be withheld in 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.
- ▶ **Amendments (Rule 23)**
- ▶ 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.

FCSC Internal Rules

Part-V: General Provisions (Contd.)

- ▶ **Savings (Rule 24)**
- ▶ **Nothing contained in Parts I, II, III, IV and V of these rules shall be deemed to limit the power of Commission to make such orders to give effect to any of the provisions of Civil Service Law or FCSC Law.**
 - **Provided that no such order, which has an over-riding effect on the provisions of Part II of these rules, shall be made by Commission without following the due process of amendment in 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: Allocation of business amongst Commissioners (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

Induction Programme

- 1. FCSC-Implementation Plan**
- 2. HRM of Civil Service- Introduction**
- 3. Civil Service Reform in Iraq**
- 4. FCSC- Mandate, Objectives & Functions**
- 5. FCSC- Organization Structure & ToRs**
- 6. FCSC- Institutional Links with Parliament, Federal Govt. and Governorates**
- 7. FCSC- Staffing Needs & Job Descriptions**
- 8. FCSC- Internal Rules**
- 9. FCSC- Standard Operating Procedures**
- 10. Provincial Civil Service Commission**

THANKS

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Federal Civil Service Commission

Standard Operating Procedures (SoPs)

Rajew Kumar Goel

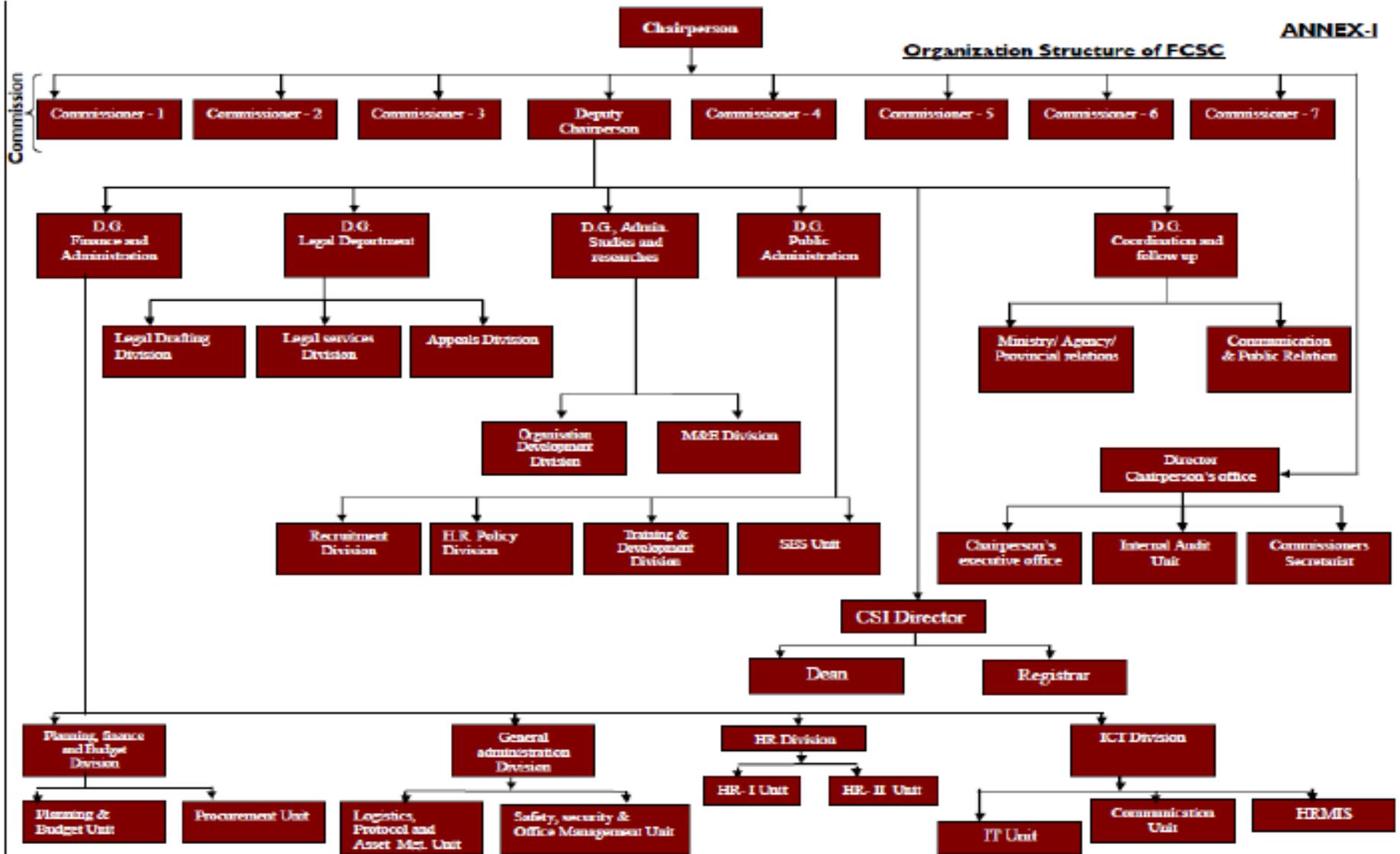
Sr. Civil Service Management Advisor

Induction Programme

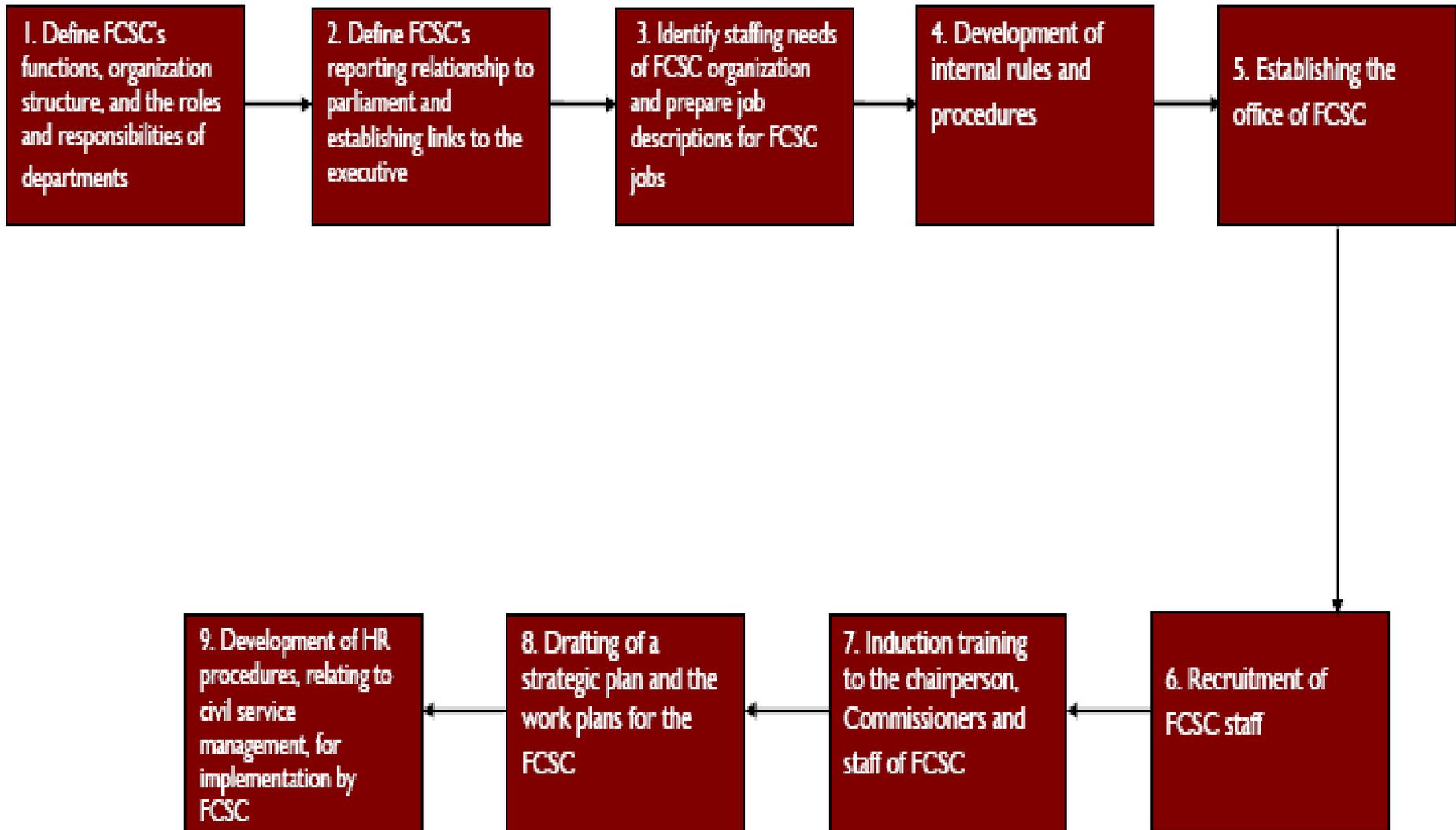
- 1. FCSC-Implementation Plan**
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- 7. FCSC- Staffing Needs & Job Descriptions**
- 8. FCSC- Internal Rules**
- 9. FCSC- Standard Operating Procedures**
- 10. Provincial Civil Service Commission**

Organization Chart of FCSC

ANNEX-I



Implementation Plan for FCSC



Learning Objectives

- ▶ In this presentation, we will discuss the Standard Operating Procedures (SOPs) for 26 main functions of FCSC, outlined under FCSC Law (#4 of 2009);
- ▶ For the purpose of understanding, these twenty six functions can be categorized into following six categories;
 1. Law Enforcement & Regulatory Functions;
 2. Reporting & Accountability Functions;
 3. Organisation Development Functions;
 4. HR Management of Civil Service Functions;
 5. Civil Service Training Functions; and,
 6. Office Management Functions.

Introduction

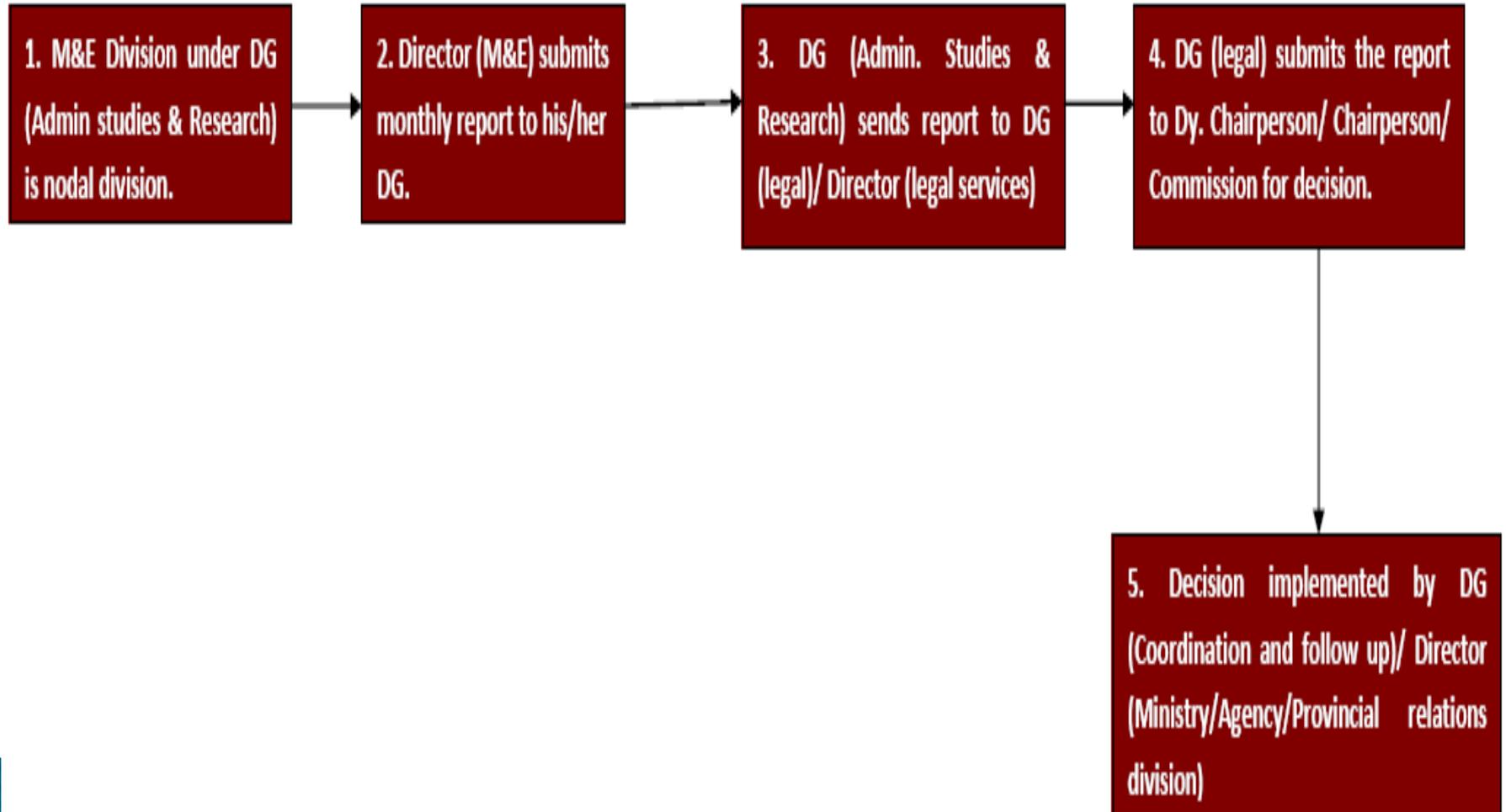
- ▶ **FCSC has to perform 26 main functions, as specified under the FCSC Law (#4 of 2009);**
- ▶ **However, procedure to perform these functions is not elaborated under the law;**
- ▶ **As an initial step to operationalize FCSC, it is necessary to define step-by-step procedure to carry out each of these 26 functions;**
- ▶ **Purpose of this module is to elaborate standard operating procedures (SoPs) for performing each of the twenty six main functions by FCSC.**

1. SoPs for Law Enforcement & Regulatory Functions of FCSC

- ▶ **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 [Art 9 (1) of FCSC Law].**
 - 2. Proposing draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with Ministry of Finance laws [Art 9 (4) of FCSC Law].**
 - 3. Drafting of legislation, regulating the relationship between FCSC and ministries, agencies, regions and provinces [Art. 14 of FCSC Law].**
 - 4. Drafting and issuing bylaws and regulations to facilitate implementation of FCSC law [Art 15 of FCSC Law];**
 - 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 [Art 16 of FCSC Law]**

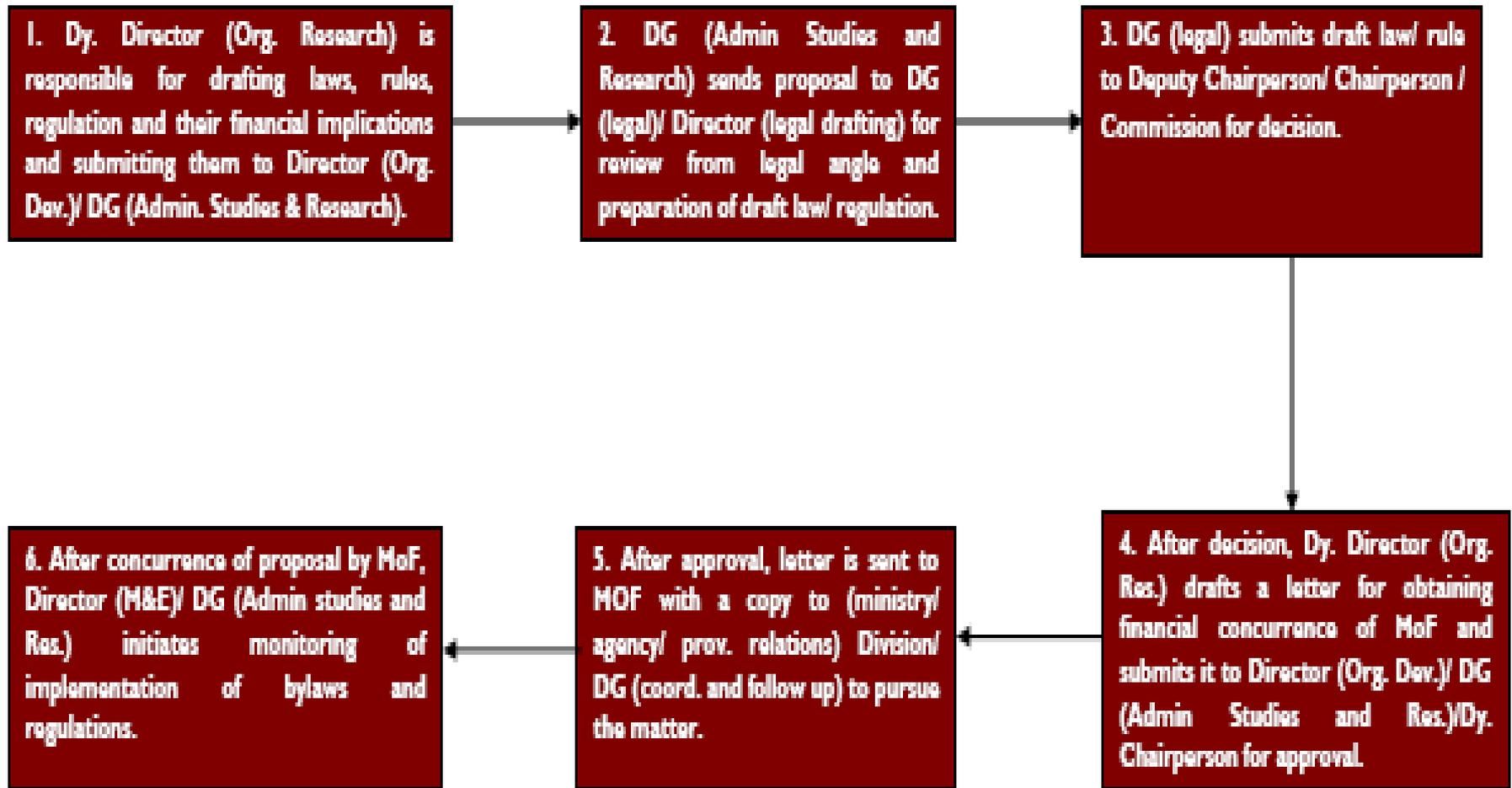
1. SoPs for Law Enforcement & Regulatory Functions of FCSC

1.1 Implementation of FCSClaw, as well as other relevant laws



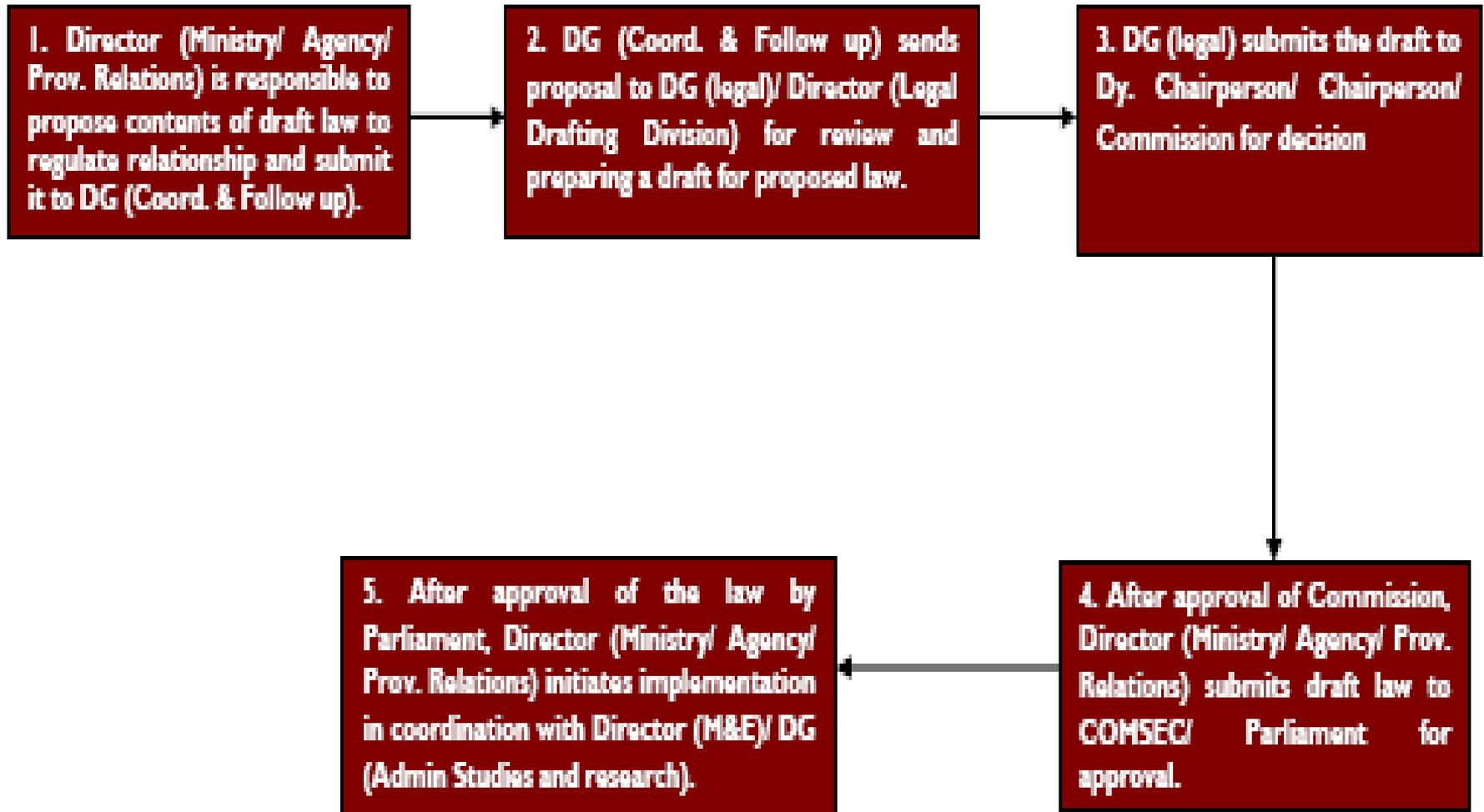
1. SoPs for Law Enforcement & Regulatory Functions of FCSC (Contd.)

1.2 Proposing Draft Laws/Rules Related to Org. and Dev. of Civil Service



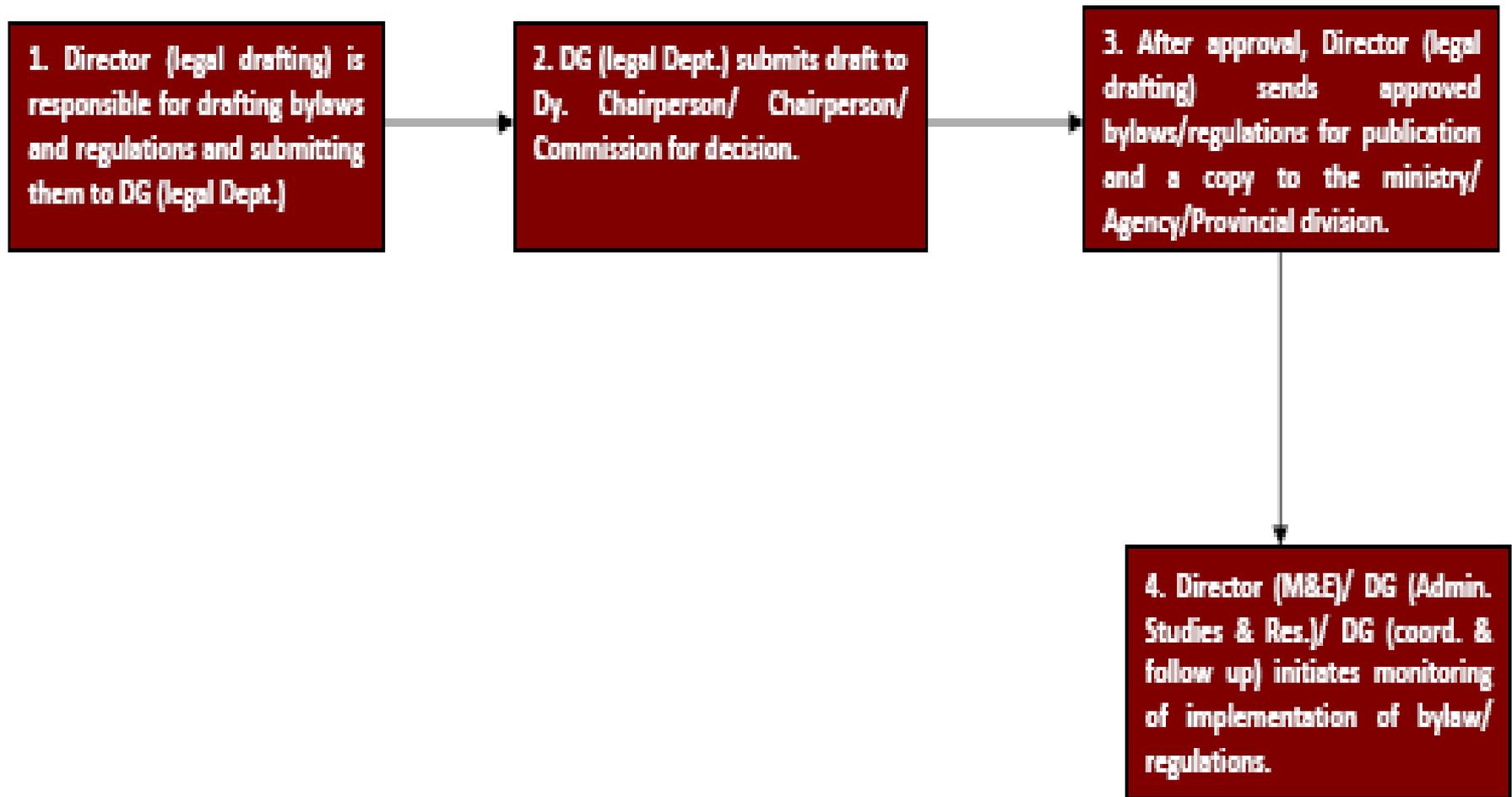
1. SoPs for Law Enforcement & Regulatory Functions of FCSC (Contd.)

1.3 Drafting of Legislation on Relationship with Ministries/Provinces



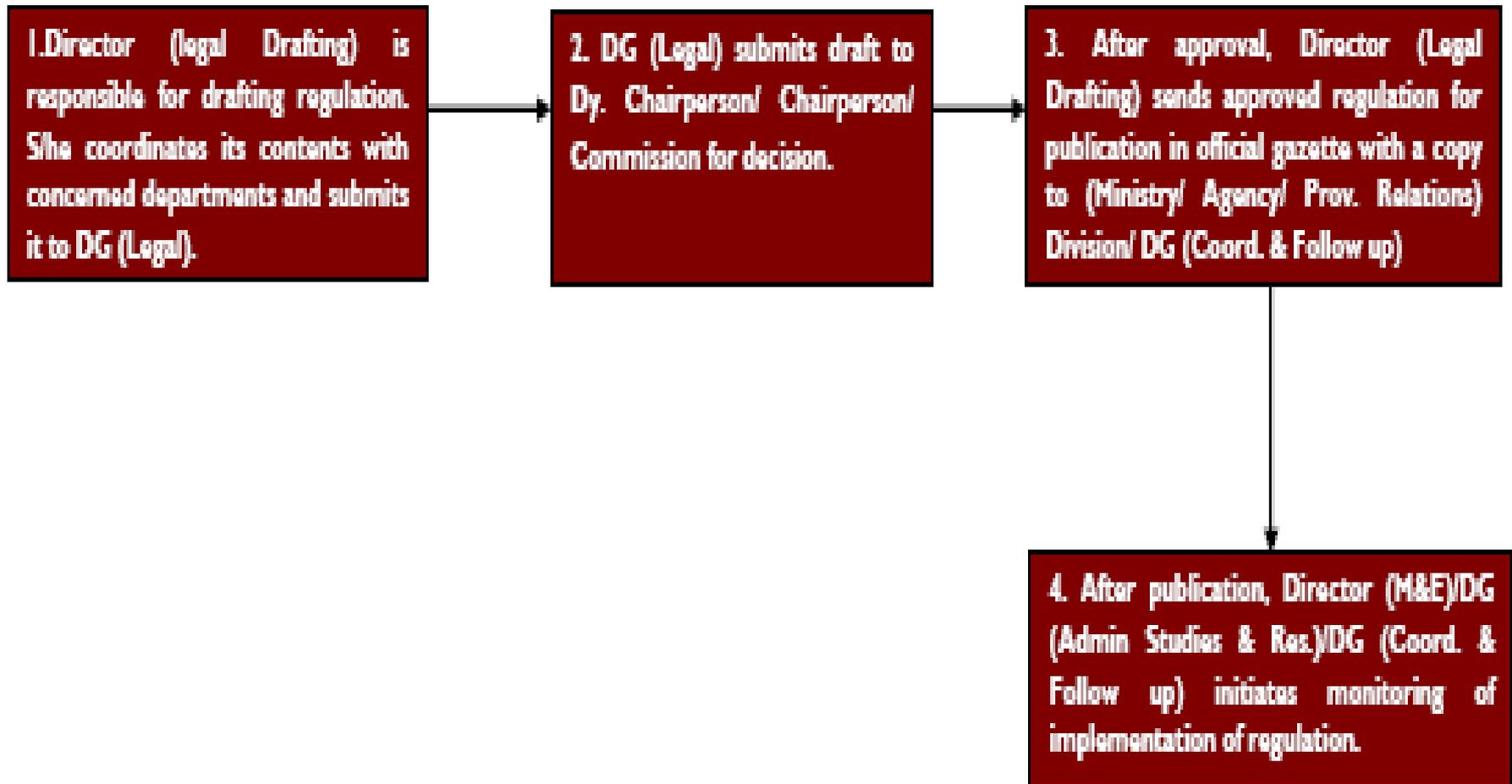
1. SoPs for Law Enforcement & Regulatory Functions of FCSC (Contd.)

1.4 Drafting and Issuing By-laws to Facilitate Implementation of FCSC Law



1. SoPs for Law Enforcement & Regulatory Functions of FCSC (Contd.)

1.5 Drafting and Issuing of Regulations to Establish PCSCs

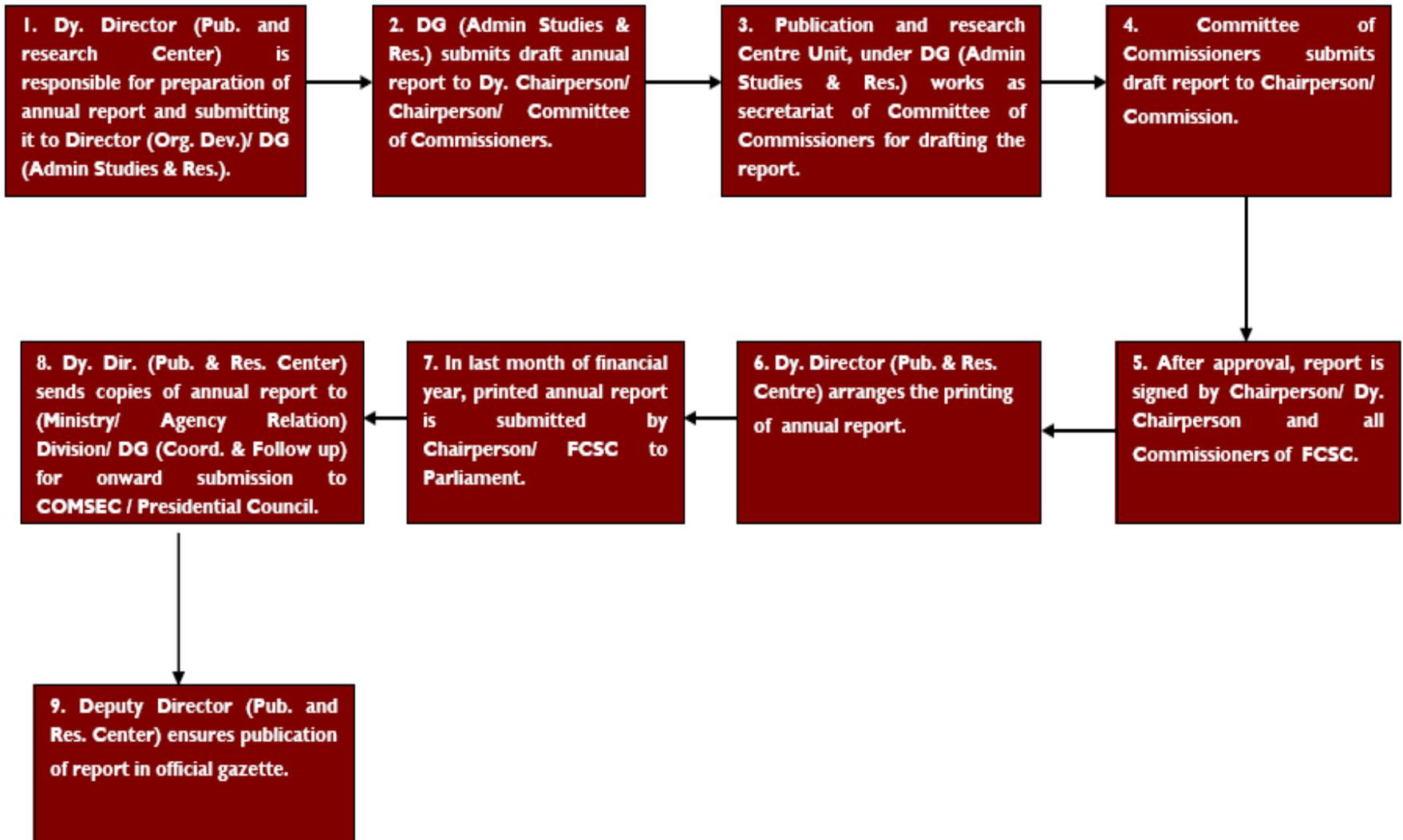


2. SoPs for Reporting & Accountability Functions

- ▶ **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, results and recommendations to improve civil service; for submission to Parliament, Presidential Council and Council of Ministers [Art 9 (11) of FCSC Law].**
 - 2. Preparation of annual report on each ministry and agency, containing recommendations to improve performance, for submission to Parliament and Council of Ministers [Art 9 (12) of FCSC Law].**
 - 3. Review of ministries' draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to Council of Ministers [Art 9 (13-b) of FCSC Law].**
 - 4. Attending meetings of Parliament committees to discuss draft budgetary proposals relating to financial and administrative expenditures in ministries/agencies [Art 12 of FCSC Law].**
 - 5. Attending meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service [Art. 12 of FCSC Law].**

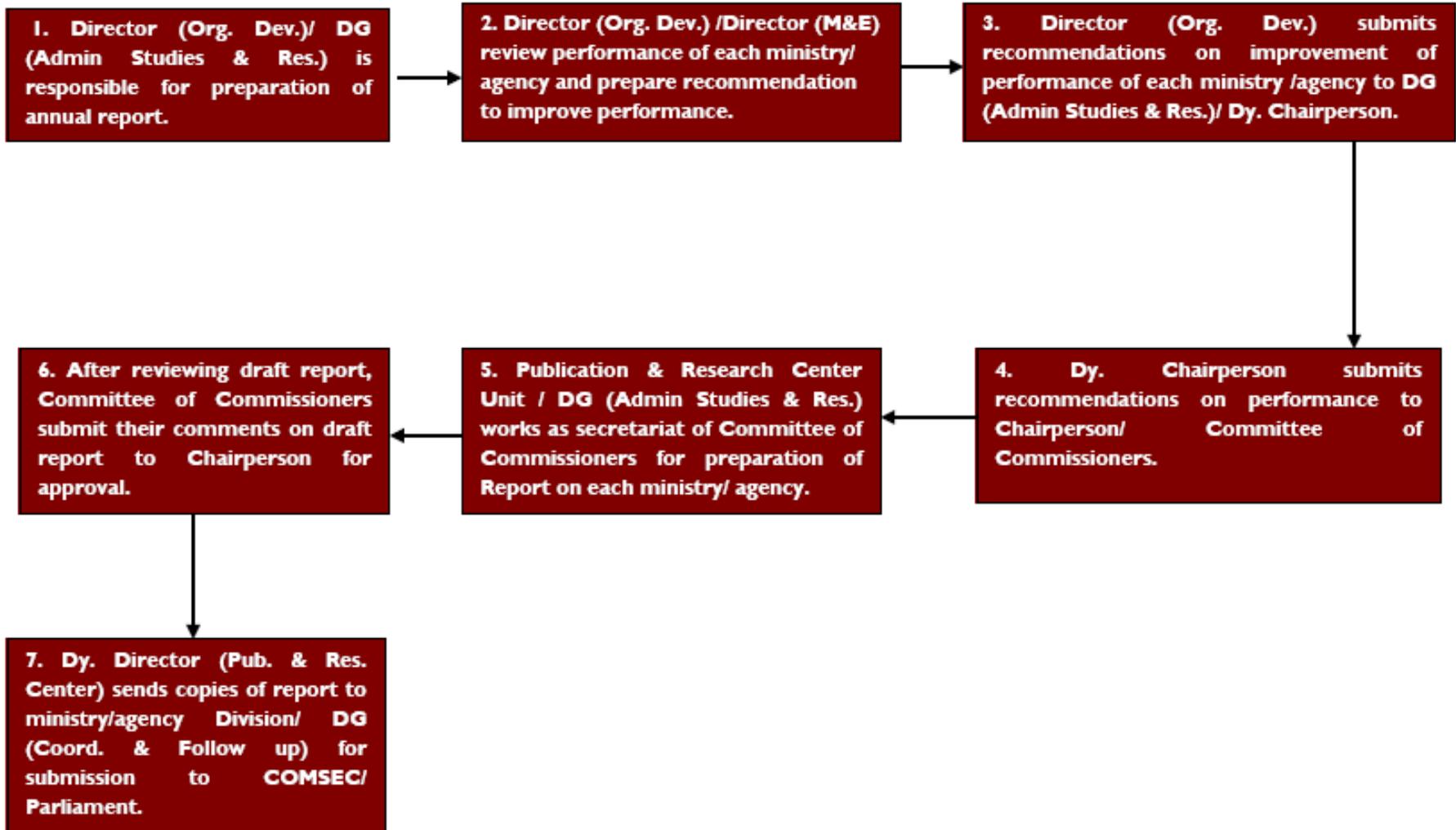
2. SoPs for Reporting & Accountability Functions (Contd.)

2.1 Preparation of Annual Report of FCSC



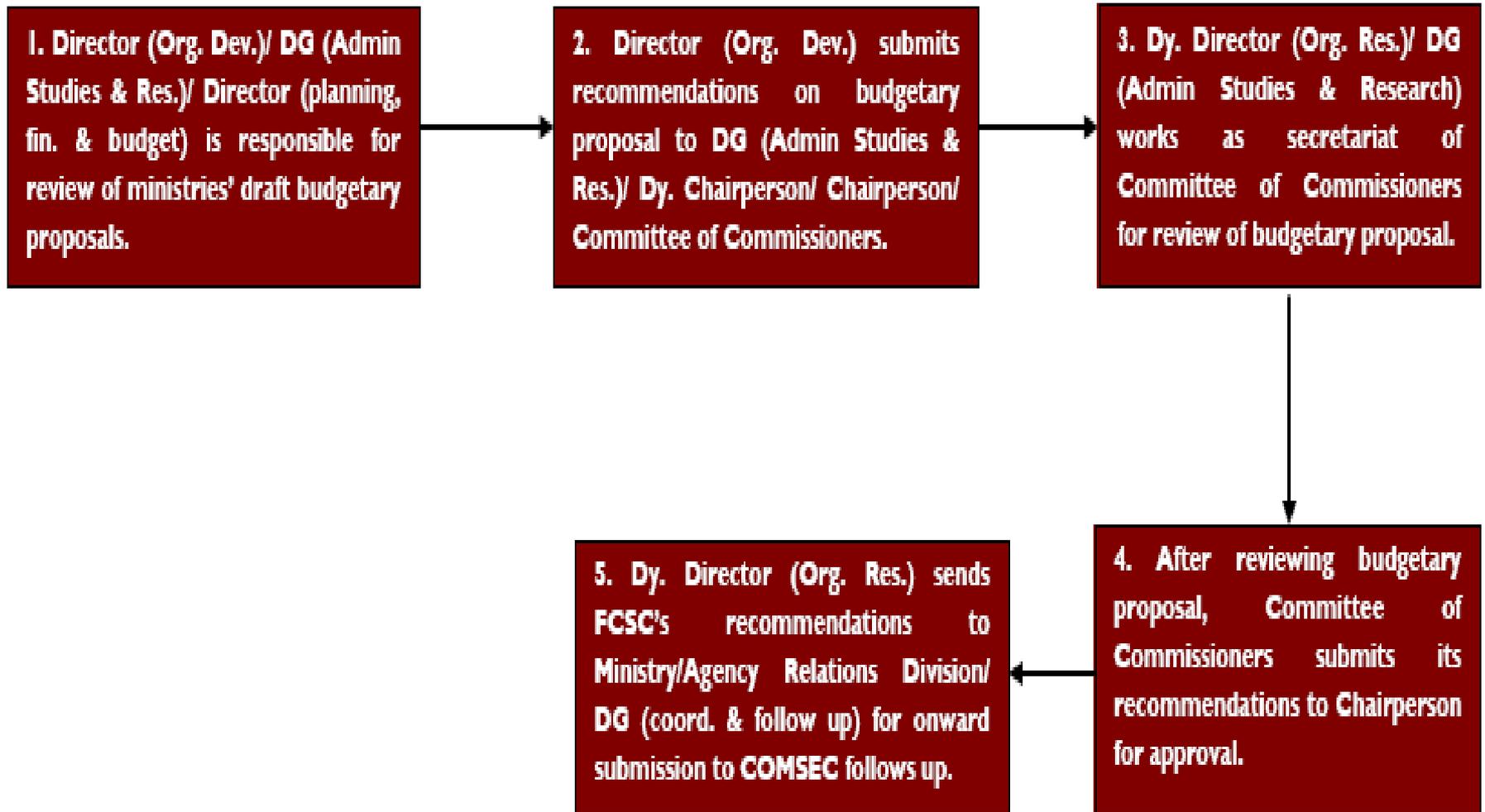
2. SoPs for Reporting & Accountability Functions (Contd.)

2.2 Preparation of annual report on each ministry/ agency



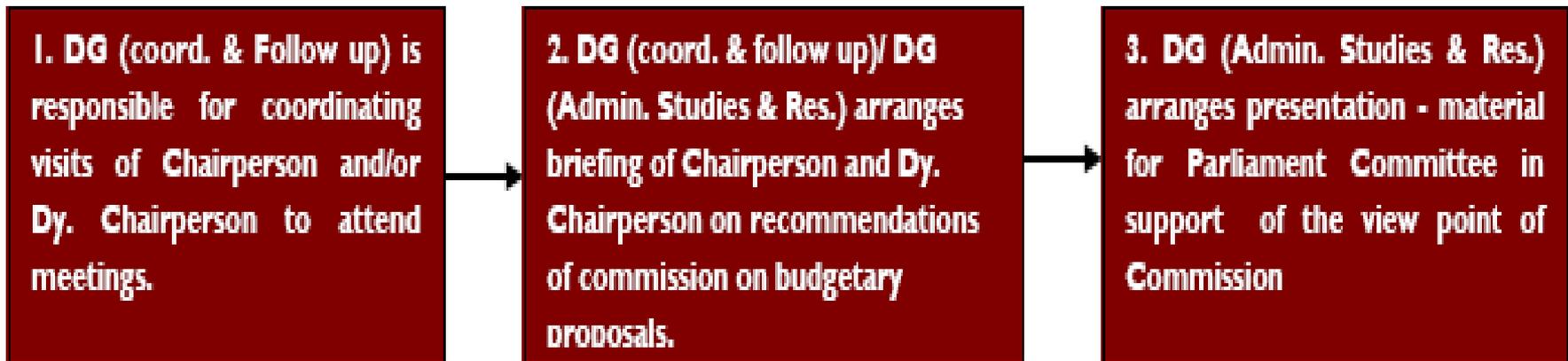
2. SoPs for Reporting & Accountability Functions (Contd.)

2.3 Review of ministries' draft budget and recommendations to Council of Ministers



2. SoPs for Reporting & Accountability Functions (Contd.)

2.4 Attending meetings of Parliamentary committees to discuss draft budgetary proposals of ministries/agencies



2. SoPs for Reporting & Accountability Functions (Contd.)

2.5 Attending Meetings of Parliament committees to discuss laws related to civil service

1. **DG** (coord. & follow up) is responsible for coordinating visits of **Chairperson** and/or **Dy. Chairperson** to attend meetings.

2. **DG** (coord. & follow up)/ **DG** (legal) arranges briefing of **Chairperson** and **Dy. Chairperson** on the recommendations of **Commission**.

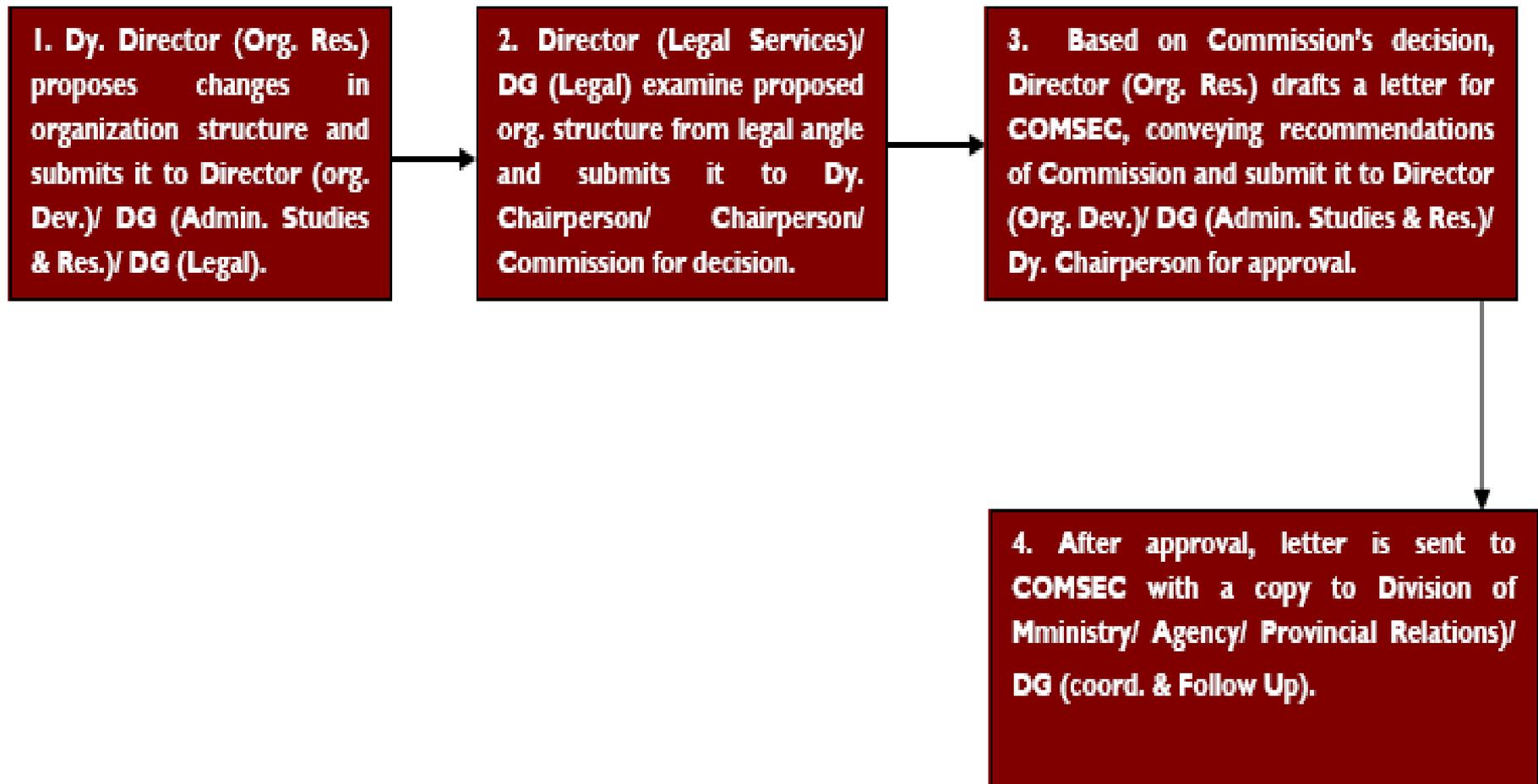
3. **DG** (legal) arranges presentation-material for parliament **Committee** in support of the view point of **commission**.

3. SoPs for Organisation Development Functions of FCSC

- ▶ **FCSC Law has outlined following three functions relating to organisation development of ministries/agencies to FCSC;**
 - 1. Preparation of organization structure of ministries/ agencies, subject to civil service law [Art 9 (5) of FCSC Law].**
 - 2. Development of policies and regulations to attain a balance between number of employees in ministries/ agencies and the work performed [Art 9 (9) of FCSC Law].**
 - 3. To engage and pay the experts for conducting studies & research related to civil service development and recommend them to concerned agencies in coordination with ministries [Art. 9 (10) & 13 of FCSC Law].**

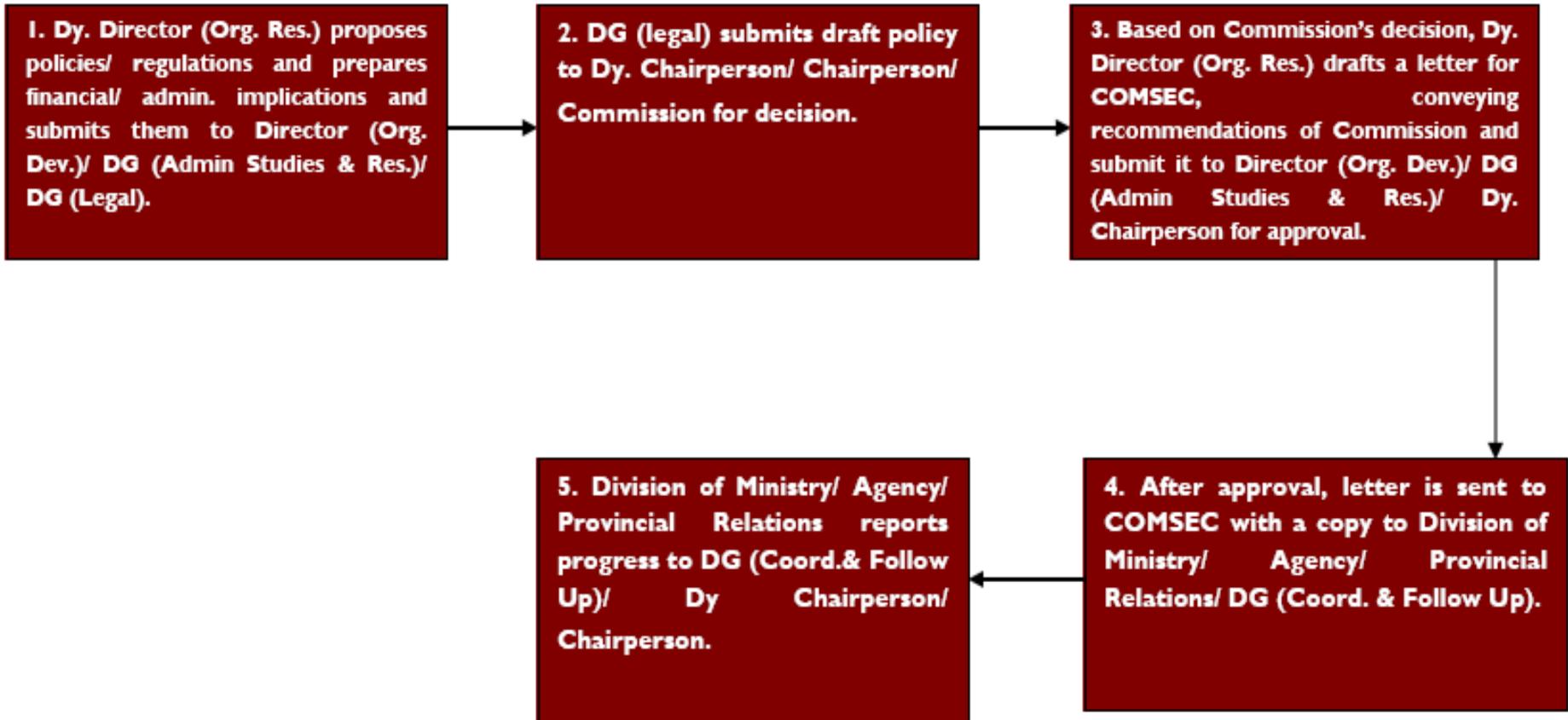
3. SoPs for Organisation Development Functions of FCSC (Contd.)

3.1 Preparation of organization structure of ministries/agencies



3. SoPs for Organisation Development Functions of FCSC (Contd.)

3.2 Development of policies to attain a balance between no. of employees in ministries and their work performance



3. SoPs for Organisation Development Functions of FCSC (Contd.)

3.3 To engage & pay experts for conducting studies/research

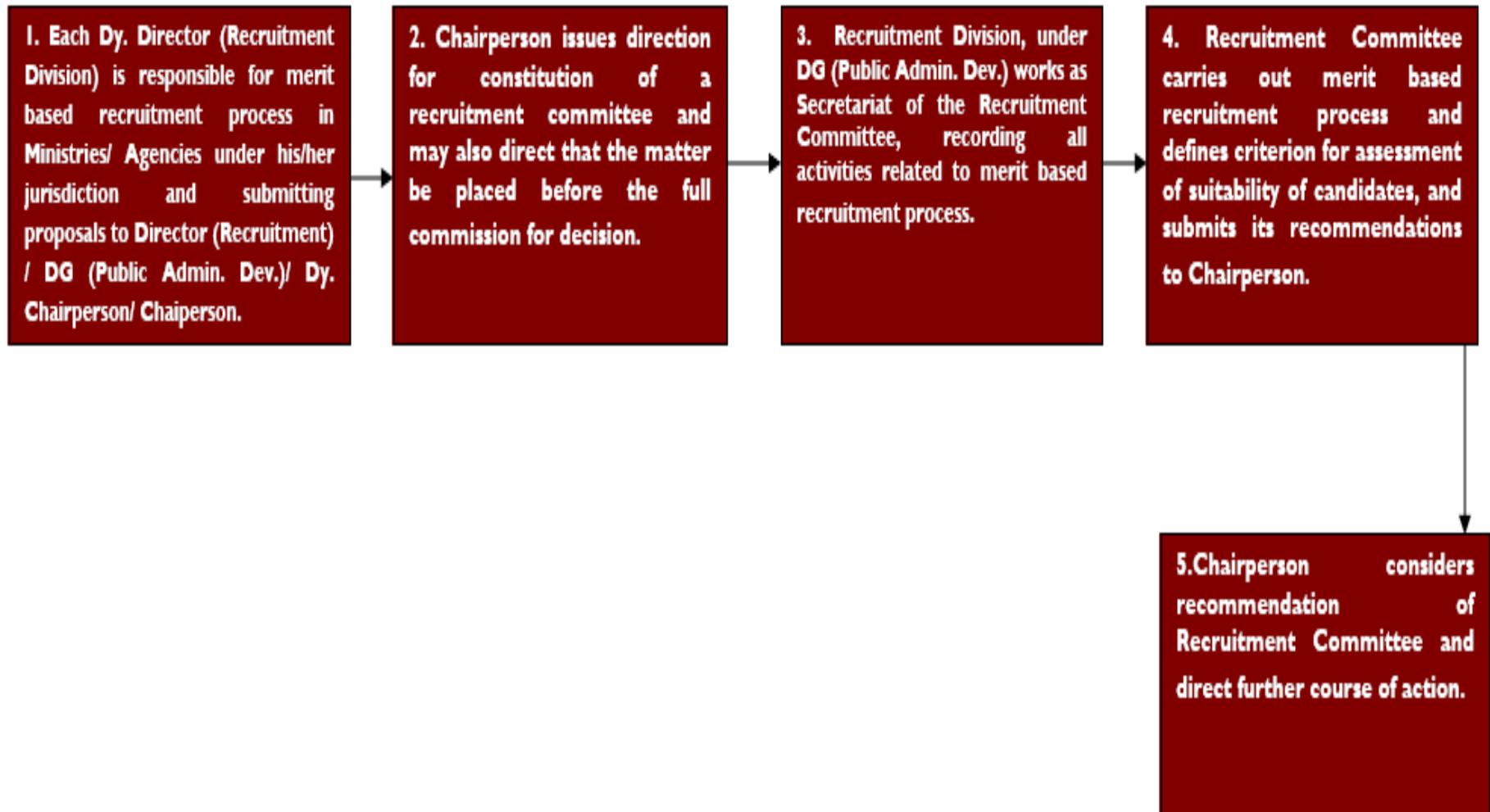


4. SoPs for HR Management of Civil Service Function

- ▶ **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 [Art. 9 (2) of FCSC Law].**
 - 2. Designing civil service policies and defining appropriate means to perform them [Art. 9 (3) of FCSC Law].**
 - 3. Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in ministries/ agencies [Art. 9 (3) of FCSC Law].**
 - 4. Preparation of job descriptions and terms of occupation in coordination with Ministry of Planning and concerned agencies [Art. 9 (3) of FCSC Law].**
 - 5. Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards [Art. 9 (14) of FCSC Law].**
 - 6. Examining individuals' qualifications and competencies for hiring through written exam or interview or both in order to assess their suitability for job [Art. 9 (15) of FCSC Law].**
 - 7. Observing the provisions of Article 105 of the constitution, applying job descriptions and terms to all while performing its tasks and responsibilities [Art. 9 (16) of FCSC Law]**

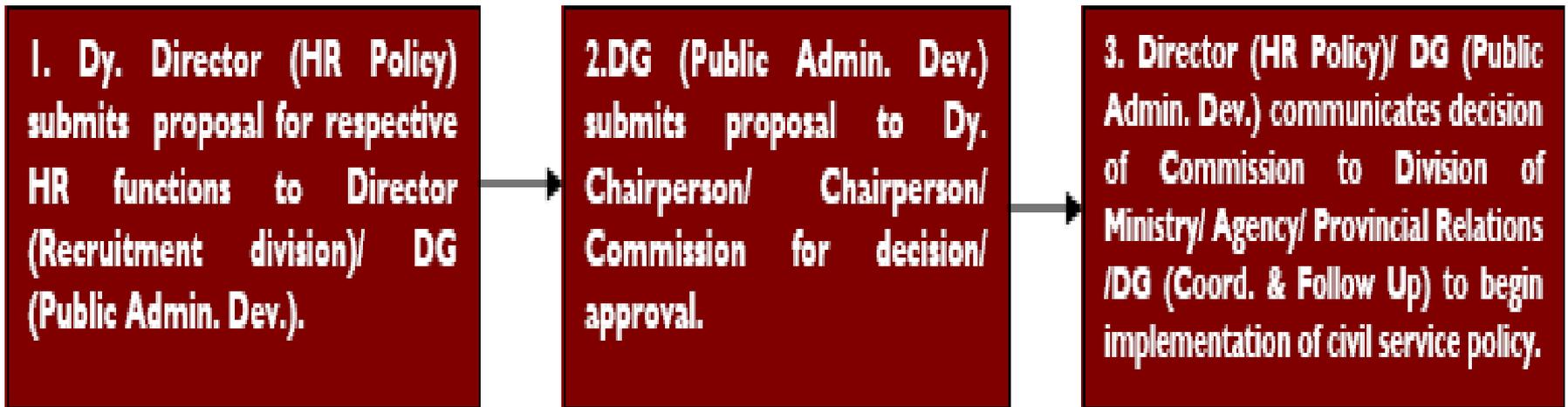
4. SoPs for HR Management of Civil Service Function (Contd.)

4.1 Appointment and promotion of civil servants on merit



4. SoPs for HR Management of Civil Service Function (Contd.)

4.2 Designing civil service policies and defining means to perform these policies



4. SoPs for HR Management of Civil Service Function (Contd.)

4.3 Planning, supervision, m & e of civil service matters in ministries/ agencies

1. Division of Ministry/ Agency/ Provincial Relations/ DG (Coord. & Follow up) in consultation with Director (M&E)/DG (Admin. Studies & Res.) is responsible for planning and supervision of implementation of civil service policy.

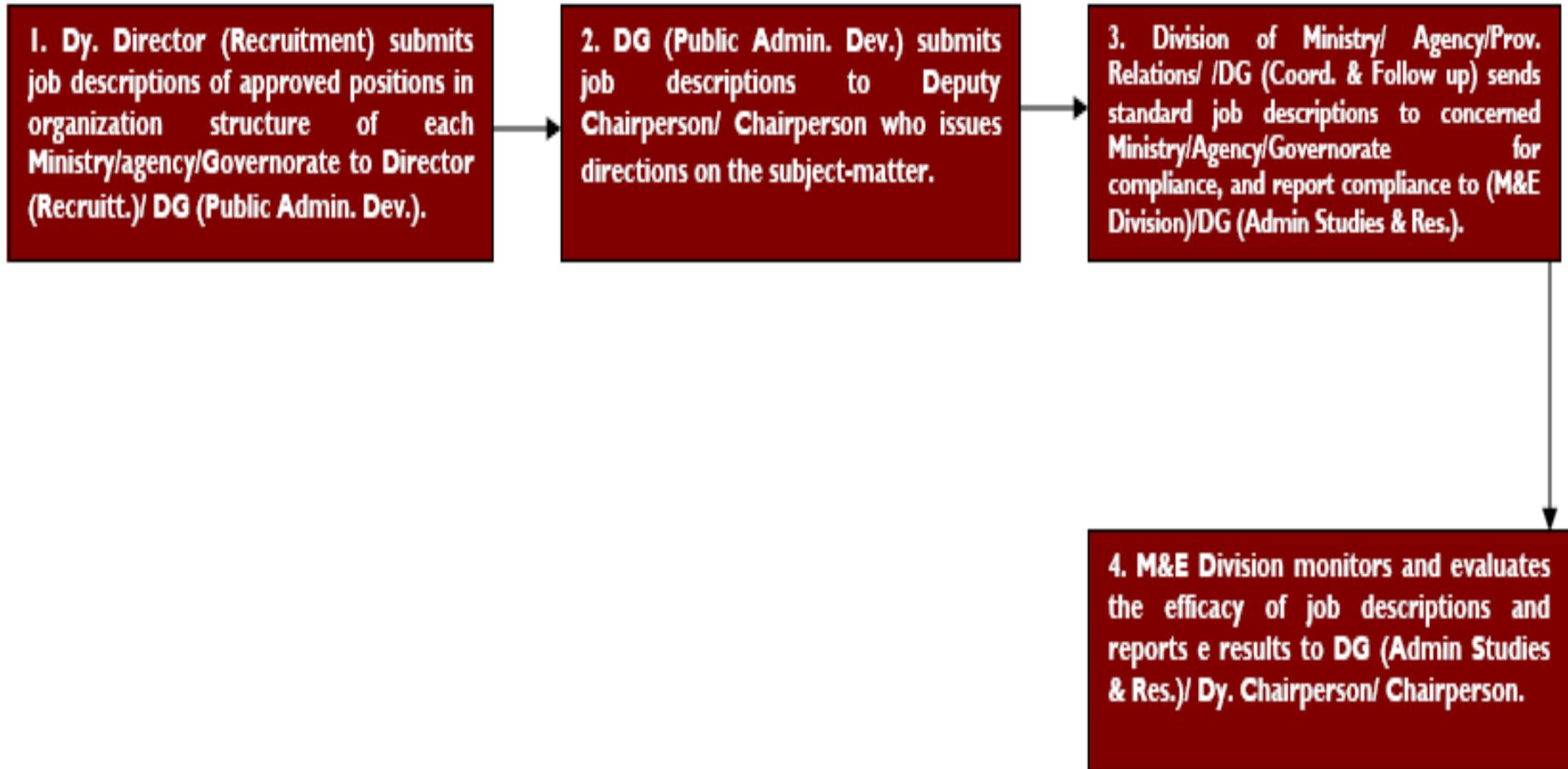
2. Dy. Director (M&E division) monitors and evaluates level of achievement in civil service matters and submits half yearly report to Director (M&E) /DG (Admin. Studies & Research).

3. DG (Admin. Studies & Res.) submits report to Dy. Chairperson/ Chairperson/ Commission for decision.

4. HR Policy Division reviews the civil service policy and further communication is carried out by Division of Ministry/ Agency/ Provincial Relations/ DG (coord. & Follow Up)/Director (M&E).

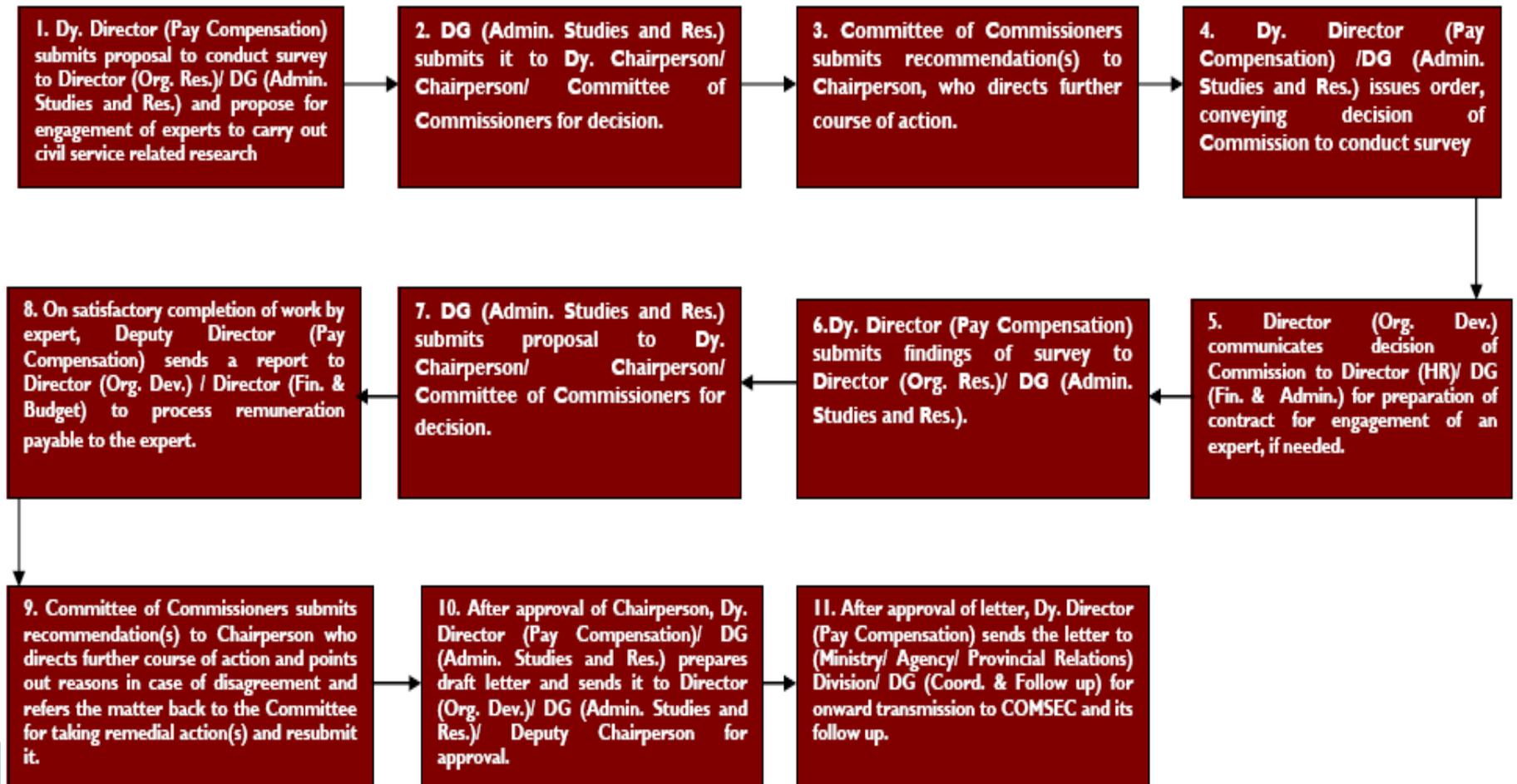
4. SoPs for HR Management of Civil Service Function (Contd.)

4.4 Preparation of job descriptions and terms of occupation



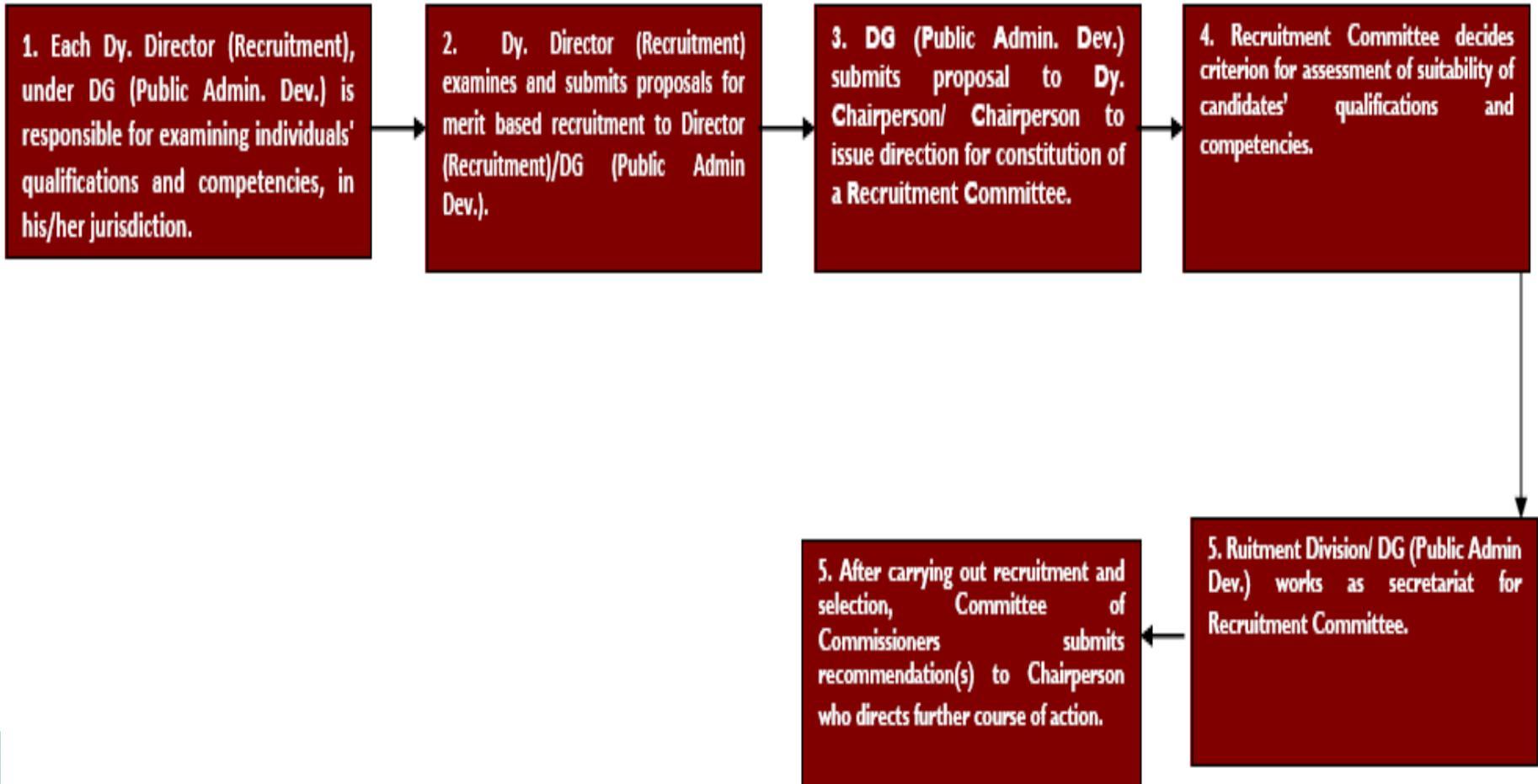
4. SoPs for HR Management of Civil Service Function (Contd.)

4.5 Conducting surveys, defining basic needs for civil servants and suggestions about salary grading and living standards



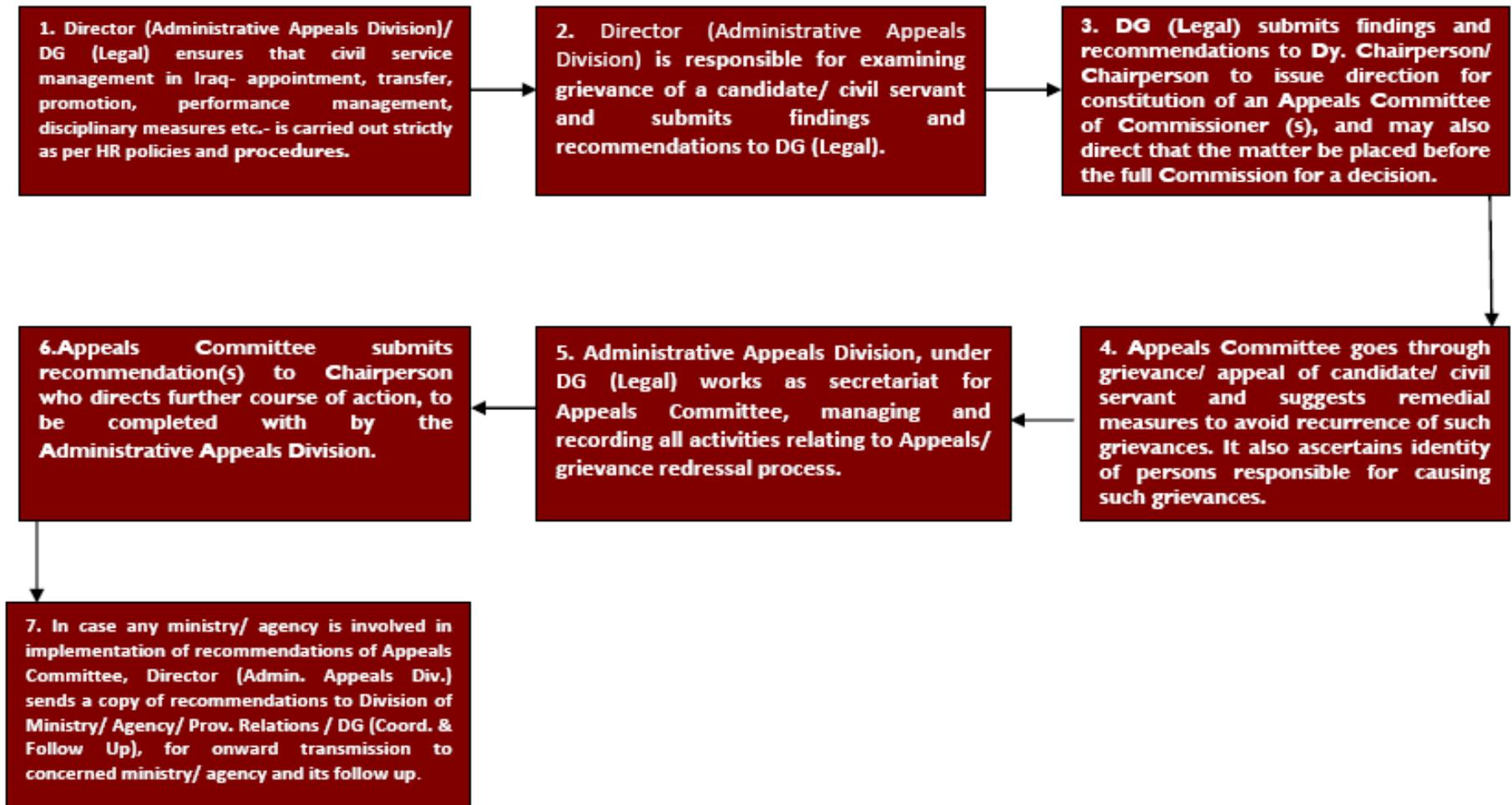
4. SoPs for HR Management of Civil Service Function (Contd.)

4.6 Examining individuals' qualifications and competencies to assess their suitability for job



4. SoPs for HR Management of Civil Service Function (Contd.)

4.7 Observing provisions of Art.105 of constitution, applying job descriptions and terms to all

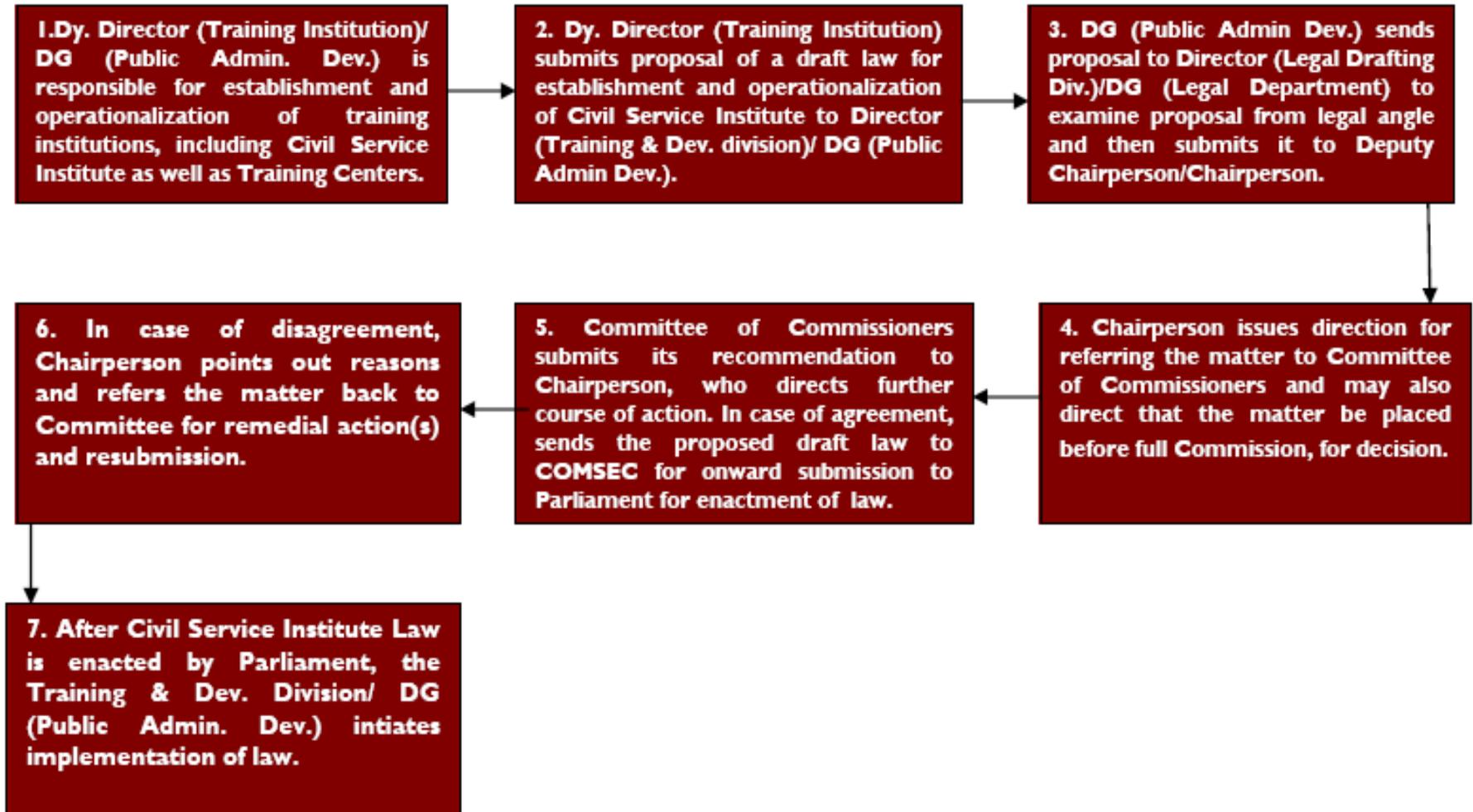


5. SoPs for Civil Service Training Function of FCSC

- ▶ **FCSC Law provides for following three functions for FCSC, which relate to civil service training;**
 - 1. Drafting of a law for establishment of Civil Service Institute [Art. 4 (1) of FCSC Law].**
 - 2. Establishment of training centres for development of civil servants in ministries/ agencies[Art 4 (2) of FCSC Law].**
 - 3. Designing of training & development policies for Civil Service Institute²⁸ and through training centres²⁹ in ministries, in coordination with Ministry of Planning and other agencies [Art 9 (7) & 9 (8) of FCSC Law].**

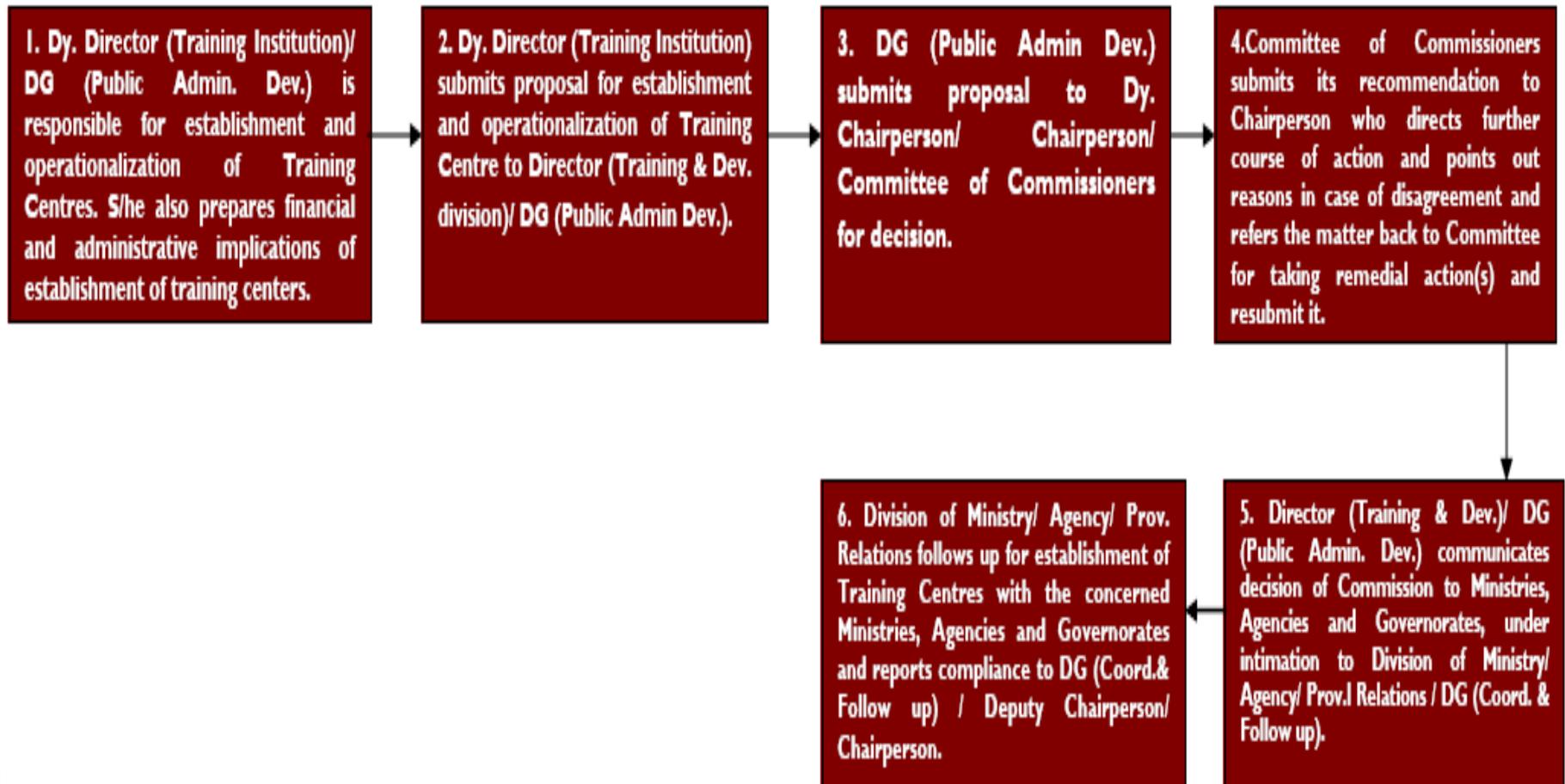
5. SoPs for Civil Service Training Function of FCSC (Contd.)

5.1 Drafting of a law for establishment of Civil Service Institute



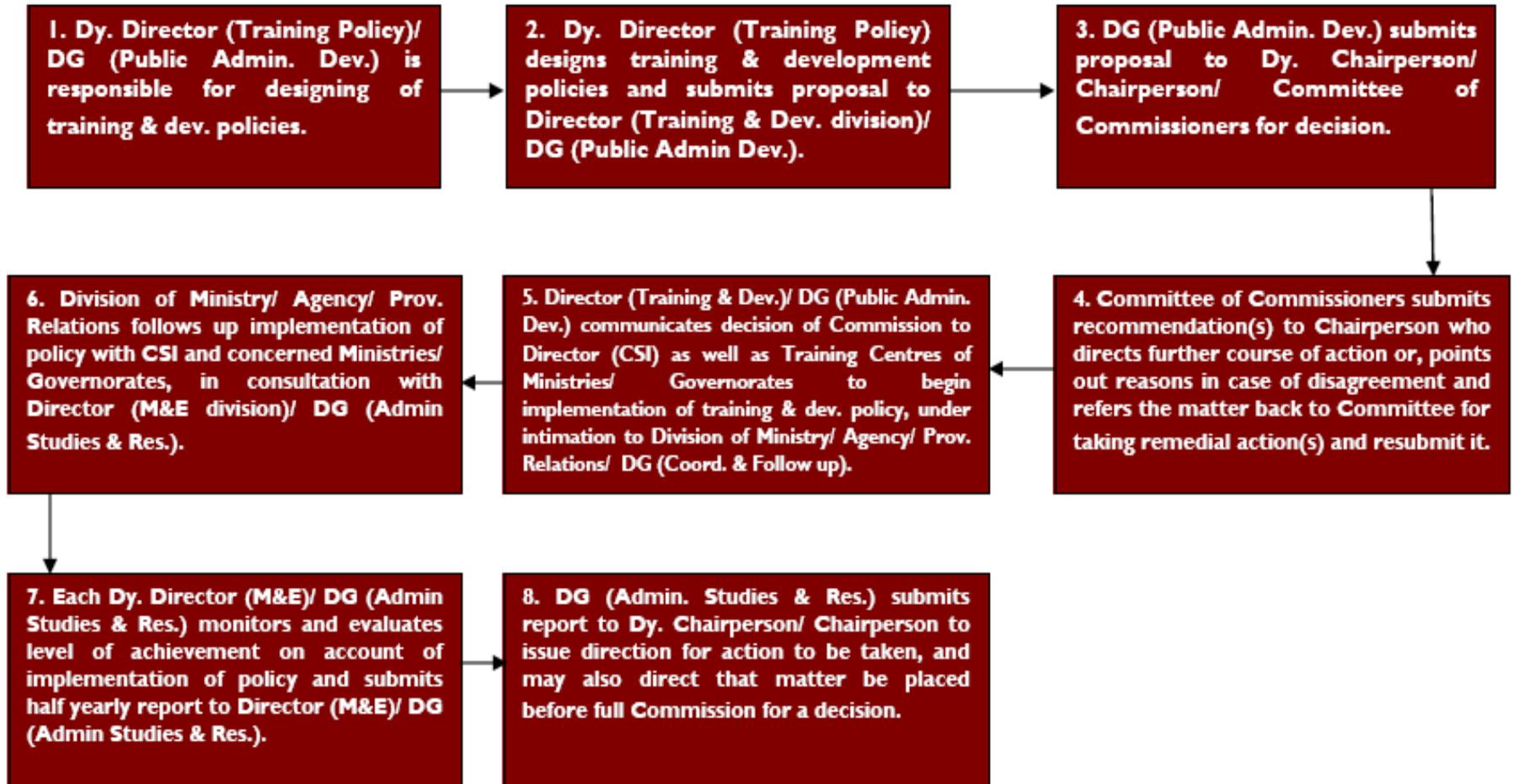
5. SoPs for Civil Service Training Function of FCSC (Contd.)

5.2 Establishment of training centres for dev. of civil servants



5. SoPs for Civil Service Training Function of FCSC (Contd.)

5.3 Designing of trg. & dev. policies for Civil Service Institute and through training centres

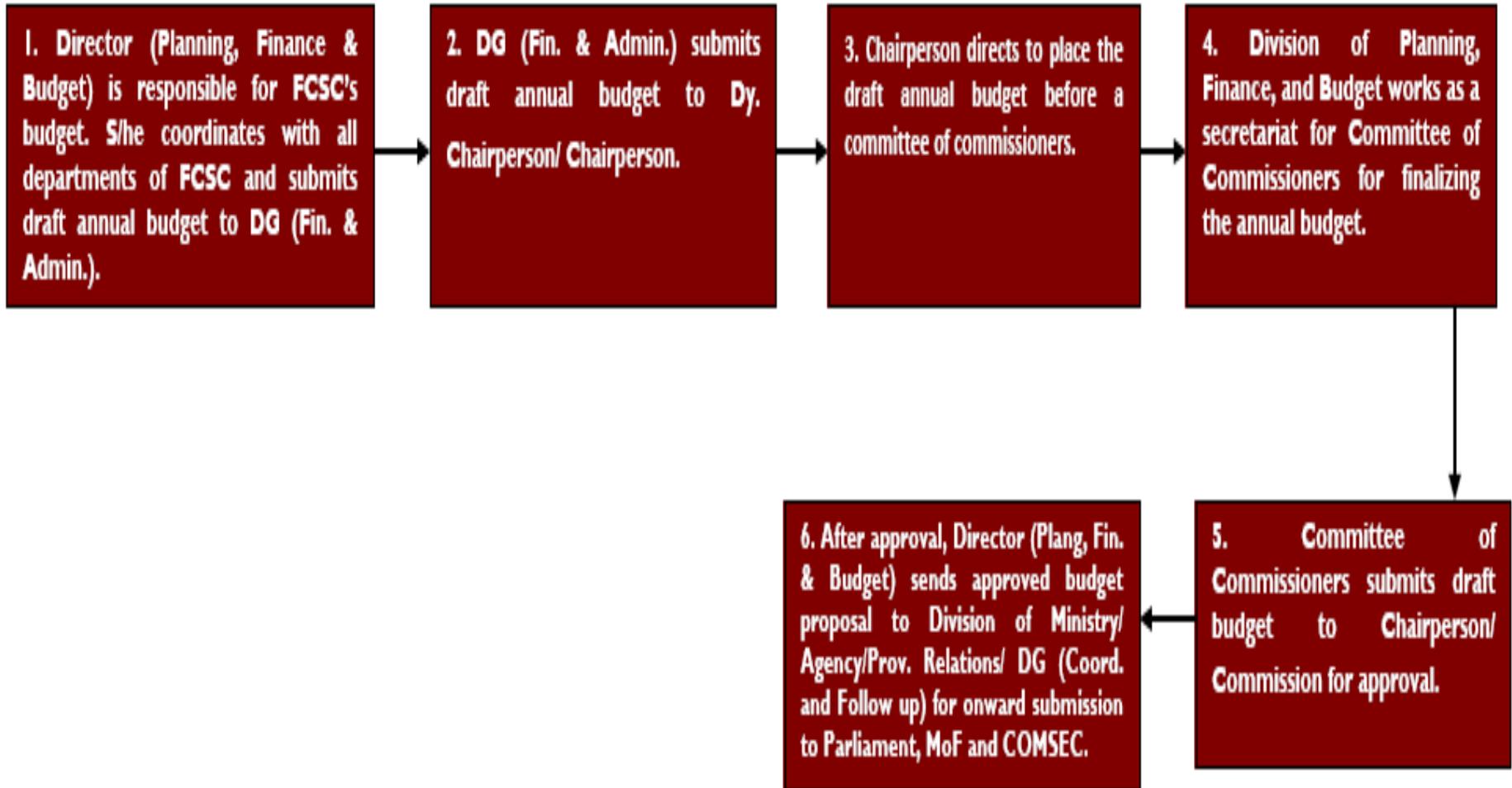


6. SoPs for Office Management Function of FCSC

- ▶ **FCSC Law (#4 of 2009) provides for following three functions for FCSC, which relate to office management of FCSC;**
 - 1. Preparation of budget and management of FCSC's financial, administrative and human resources [Art. 9 (13-a) of FCSC Law].**
 - 2. Drafting of a regulation defining tasks of the departments provided in Article 10 of FCSC law, their formation, divisions, and tasks [Art. 11 (3) of FCSC Law].**
 - 3. Staffing in the FCSC- Recruitment of General Directors, Directors and Staff in FCSC [Art 11 of FCSC Law].**

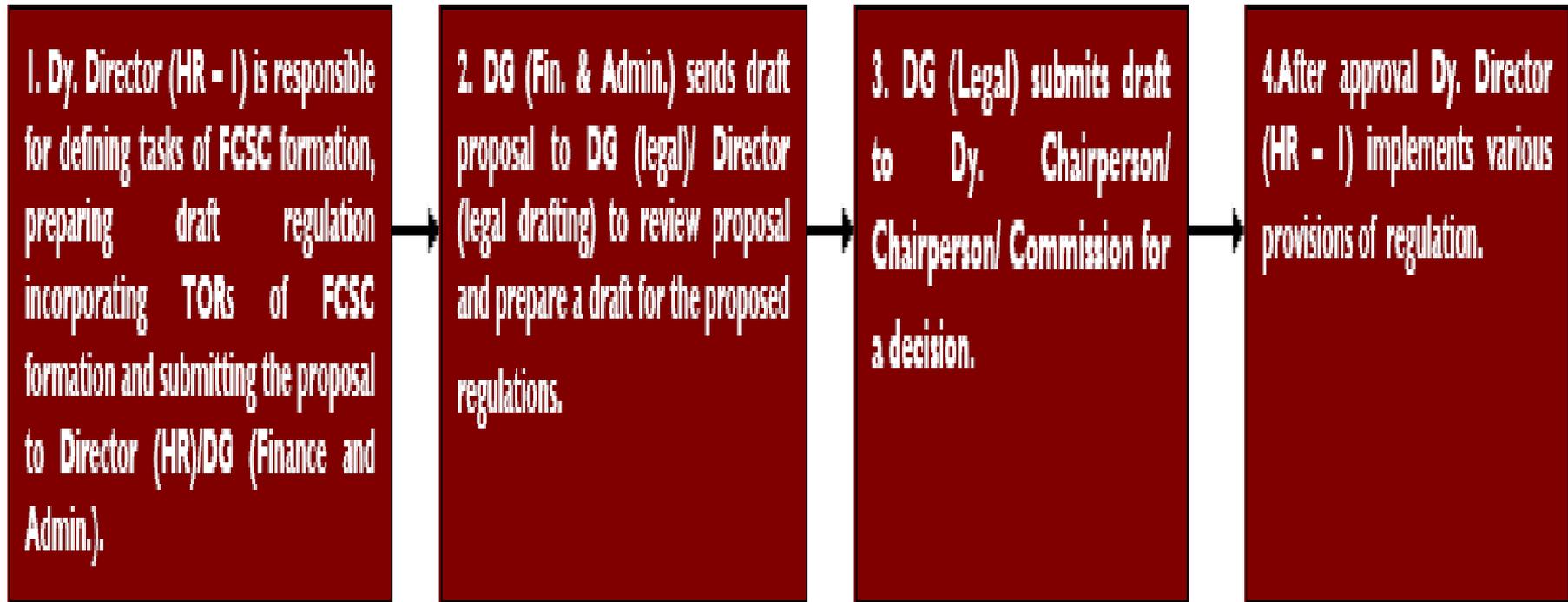
6. SoPs for Office Management Function of FCSC (Contd.)

6.1 Preparation of Budget and Management of FCSC's Financial Resources



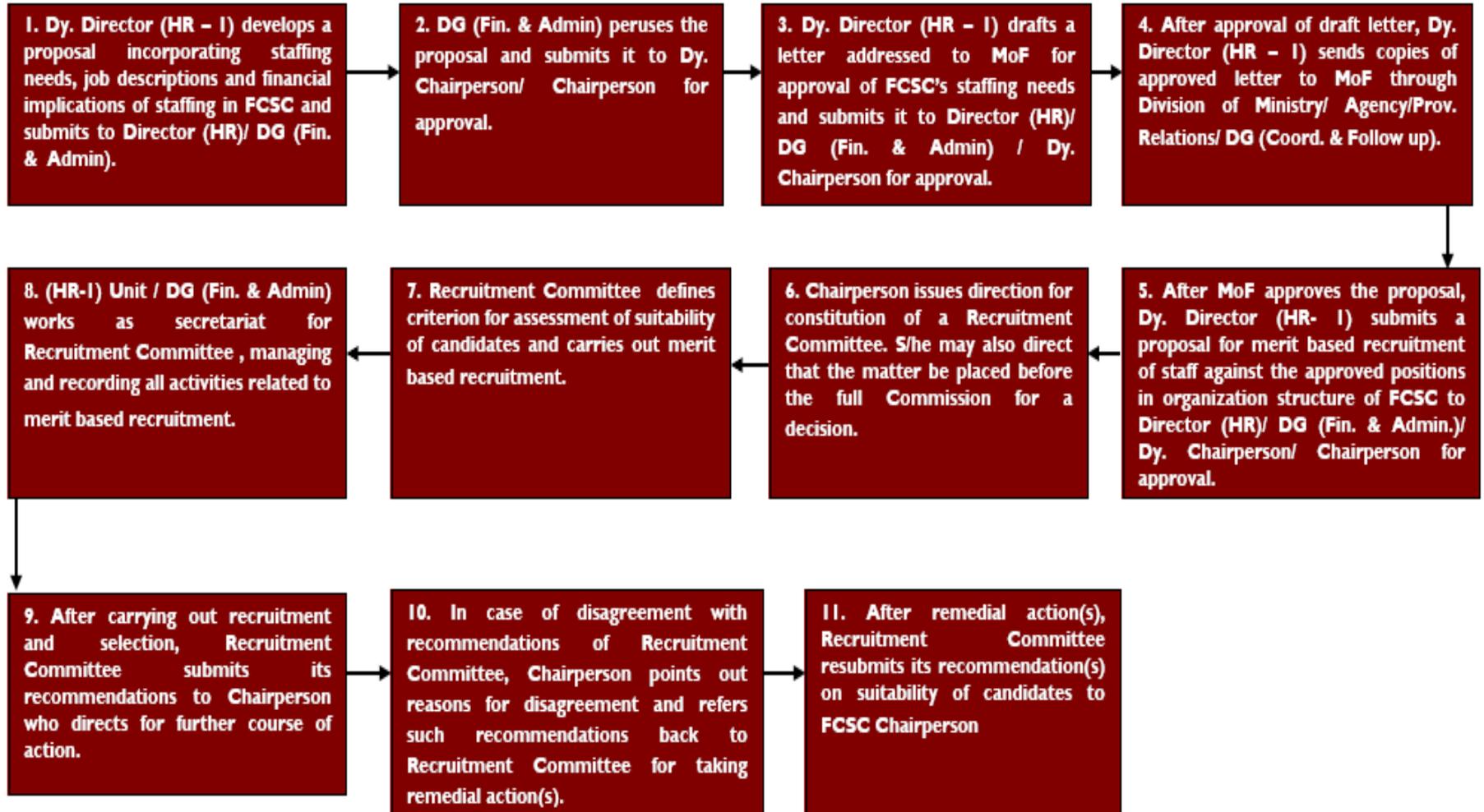
6. SoPs for Office Management Function of FCSC (Contd.)

6.2 Drafting of a Regulation Defining Tasks of Departments Provided in Art. 10 of FCSC Law



6. SoPs for Office Management Function of FCSC (Contd.)

6.3 Staffing in FCSC – Recruitment of DGs, Directors and Staff



Induction Programme

- 1. FCSC-Implementation Plan**
- 2. HRM of Civil Service- Introduction**
- 3. Civil Service Reform in Iraq**
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- 8. FCSC- Internal Rules**
- 9. FCSC- Standard Operating Procedures**
- 10. Provincial Civil Service Commission**

THANKS

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Framework for PCSCs

By Rajeev K. Goel
Senior Advisor, USAID/ TARABOT

Induction Programme

- 1. FCSC-Implementation Plan**
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- 8. FCSC- Internal Rules**
- 9. FCSC- Standard Operating Procedures**
- 10. Framework For Provincial Civil Service Commissions**

Learning Objective

- ▶ In this presentation, we will discuss a framework to manage public admin. and civil service at provincial level, including establishment and operationalization of a Provincial Civil Service Commission (PCSC) in each of the 15 provinces of Iraq;
- ▶ This discussion is structured around the following issues;
 1. Legal Provisions
 2. Cause of Action
 3. Prerequisites for Provincial Civil Service Management
 4. Issues in designing a Framework for Provincial Civil service Management
 5. Proposed framework for Civil Service Mgt. in Provinces
 6. A Framework for PCSCs
 7. Next Steps
 8. Contribution of USAID/ TARABOT Programme
 9. Civil Service Management in KURDISTAN

Introduction

- ▶ **Constitution of Iraq provides for a federal structure of government;**
- ▶ **Art.# 107 of the Constitution defines role of Federal Civil Service Commission (FCSC) as to regulate affairs of federal civil service and its formation and competencies to be defined by law;**
- ▶ **In pursuance of this mandate, FCSC Law (#4 of 2009) has been enacted- to regulate affairs of federal civil service uniformly, across Iraq and irrespective of any particular region or, province;**
- ▶ **FCSC Law (Art.16) provides for establishment of a provincial civil service commission (PCSC) in each province, to manage provincial civil service, based on *'equality, merit, competency, and fairness'*;**
- ▶ **PCSC will report to governorate council. This is in line with principle of decentralization, provided by constitution of Iraq (Article- 122);**
- ▶ **It is first time in Iraq that each province will have its own PCSC to be in charge of provincial civil service system.**

Introduction (Contd.)

- ▶ **Every province will have its own provincial civil service, to be created from scratch because up till now, provincial employees were considered as federal civil servants;**
- ▶ **‘Law on Governorates not Incorporated into a Region’ is a major piece of legislation for decentralization in Iraq;**
- ▶ **Federal and provincial governments are required to have separate legislative, financial and administrative jurisdictions;**
- ▶ **Identification of respective jurisdiction is necessary to identify as to which civil servant works for federal government and who is working for provincial government;**
- ▶ **Once this is determined, then management of civil servants can be regulated by their respective governments (federal or, provincial).**

Legal Provisions

- ▶ **Article 107 of Iraqi constitution:** *'A commission named Federal Public Service Commission shall be established and shall regulate the affairs of federal civil service, including appointments and promotions, and its formation and competencies shall be regulated by law.'*
- ▶ **Article 9-(16) of FCSC law:** *'mandate of FCSC includes..... the commission, while performing its tasks and responsibilities, shall observe the provisions of Article 105 of constitution providing that job descriptions and terms apply to all.'*
- ▶ **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.'*
- ▶ **Article 15 of FCSC Law:** *'The commission may issue bylaws and regulations to facilitate the implementation of this law.'*
- ▶ **Article 16 of FCSC Law:** *'Provincial civil service commissions shall be established in Regions and Governorates non incorporated into region to manage provincial civil service based on equality, merit basis, competency, and fairness.'*

Cause of Action

- ▶ **As the federal system is new to Iraq, no institutional structure exists for management of provincial civil servants, at present;**
- ▶ **FCSC law broadly defines functions, structure, roles and responsibilities of FCSC;**
- ▶ **However, FCSC Law does not specify these attributes for PCSCs;**
- ▶ **Nor does FCSC Law elaborate on the methodology of civil service management in provinces;**
- ▶ **Reporting relationship of PCSC to Provincial Council, Governor's Office and FCSC is also not defined;**
- ▶ **Therefore, we have to evolve a framework for civil service management in the provinces, based on legal provisions.**

Prerequisites for Provincial Civil Service Management

1. **Civil Service Legislation;**
2. **An oversight institution (like PCSC) to lead, regulate and monitor Civil Service Management Framework-Civil Service Legislation, Regulations and Procedures;**
3. **HR Management Department/ Office in every public organisation for implementation of Civil Service Management Framework; and**
4. **A training institution for the training and development of civil servants.**

Issues in designing a Framework for Prov. Civil Service Mgt.

- ▶ **In designing a framework for Provincial Civil Service Management, clarity needs to be reached in respect of following issues;**
 - i. Division of responsibility and operations respecting civil service of federal government and provincial government;**
 - ii. Mechanism for policy coordination at the federal government and at provincial governments concerning civil service management;**
 - iii. Lines of authority and organisational ties between FCSC and PCSCs;**
 - iv. Establishment and strengthening of civil service management system in provinces, including a framework for establishing PCSCs;**
 - v. Mandate, jurisdiction, functions and, organisational structure of PCSC, in accordance with FCSC Law;**
 - vi. Reporting relationship between PCSC with other provincial entities- Provincial Council, Governor's Office and, provincial offices;**
 - vii. Ways and means to collaborate on setting up PCSCs in provinces.**

Proposed framework for Civil Service Mgt. in Provinces

- ▶ In the absence of any institutional mechanism for civil service management, provincial governments can adapt and follow federal framework of civil service management;
- ▶ Federal civil service legislation, regulations and procedures can be adapted by provincial governments *mutatis mutandis* to manage provincial civil service;
- ▶ Federal civil service framework covers various aspects of civil service management, including classification, appointment, civil servants rights, duties, discipline, training, pay and benefits etc.;
- ▶ Accordingly, provincial civil service reform follows the same path as federal civil service reform.

Proposed framework for Civil Service Mgt. in Provinces (Contd.)

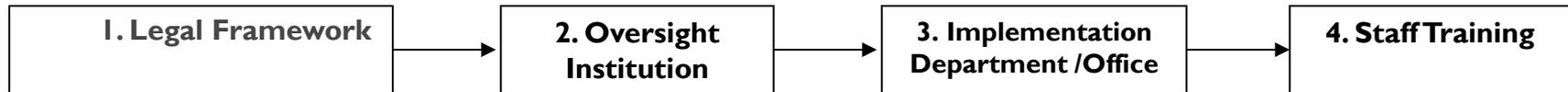
- ▶ **Thus every province will have its own provincial civil service, employee job descriptions, and pay roll system;**
- ▶ **This will be regulated by federal civil service legislation and regulations;**
- ▶ **Main rules, procedures and guidelines will be issued by Federal Civil Service Commission (FCSC);**
- ▶ **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.**

Proposed framework for Civil Service Mgt. in Provinces (Contd.)

- ▶ **Each province will have a human resources office (HRO) that will report to governor (executive branch of provincial government);**
- ▶ **It will also act as a connecting link between the governorate and the PCSC;**
- ▶ **HRO will carry out HR management of provincial civil servants, by way of implementing provincial Civil Service Management Framework;**
- ▶ **They will be tasked with conducting job analysis, job description, job classification, training and, other day-to-day HR management of provincial civil servants;**
- ▶ **13 provinces have reported back to JCC for having issued administrative orders to establish HRO, according to Executive Order of October 2009.**

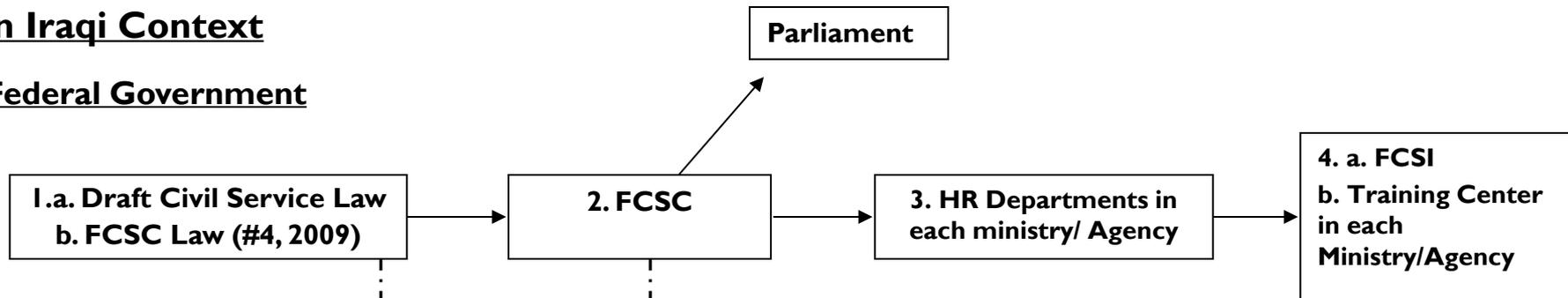
Proposed Framework For Civil Service Management in Provinces (Contd.)

I. In General Context

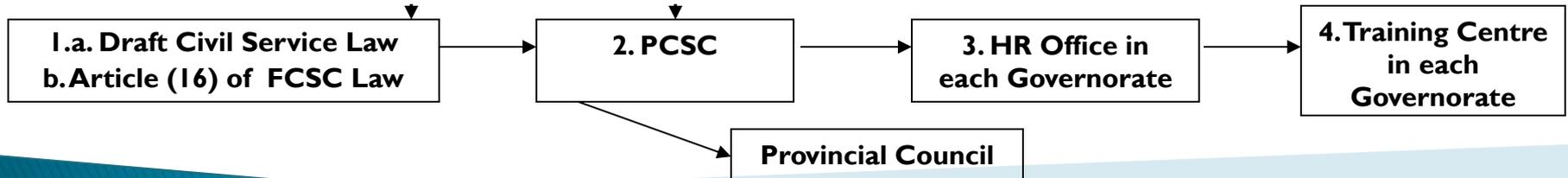


2. In Iraqi Context

(a) Federal Government



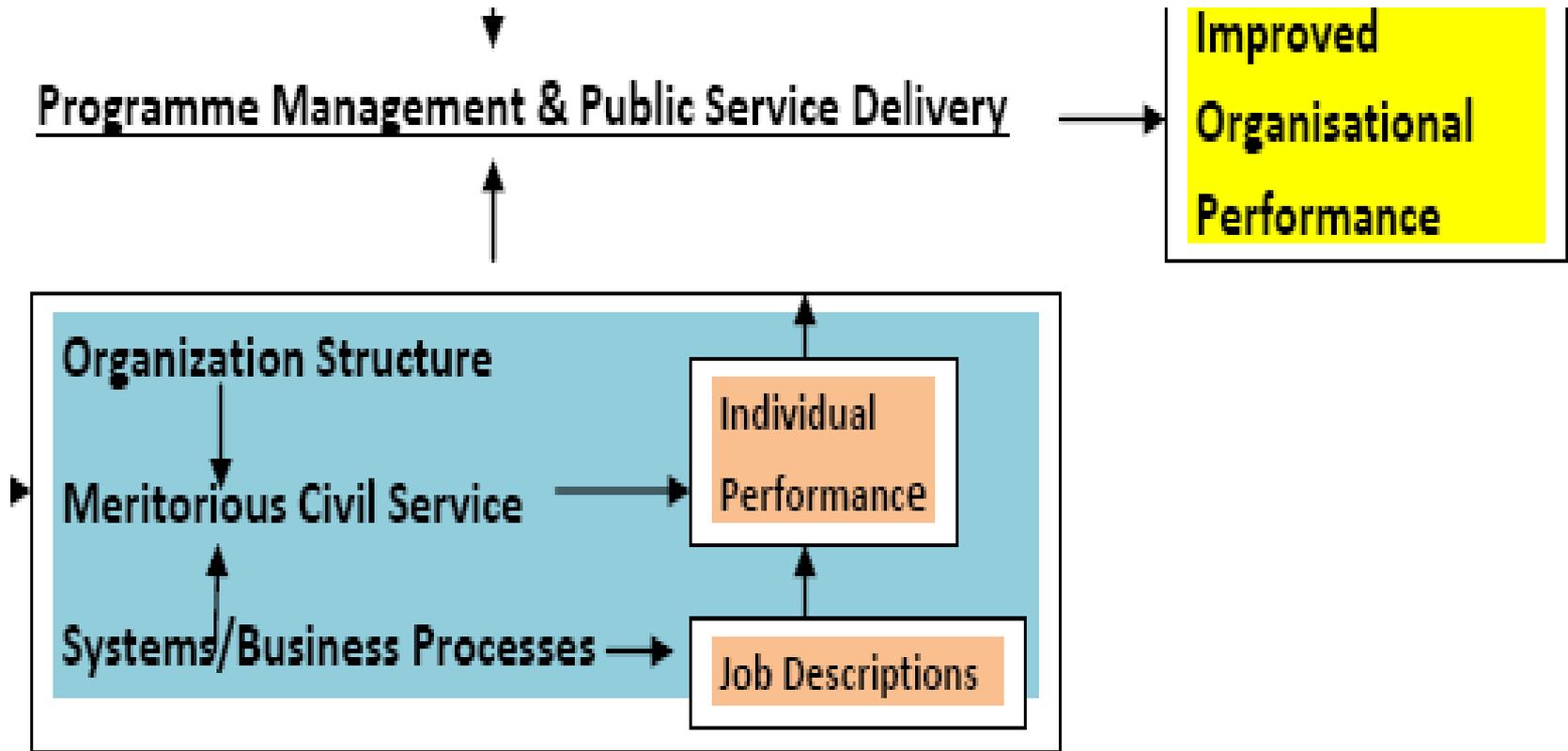
(b) Provincial Government



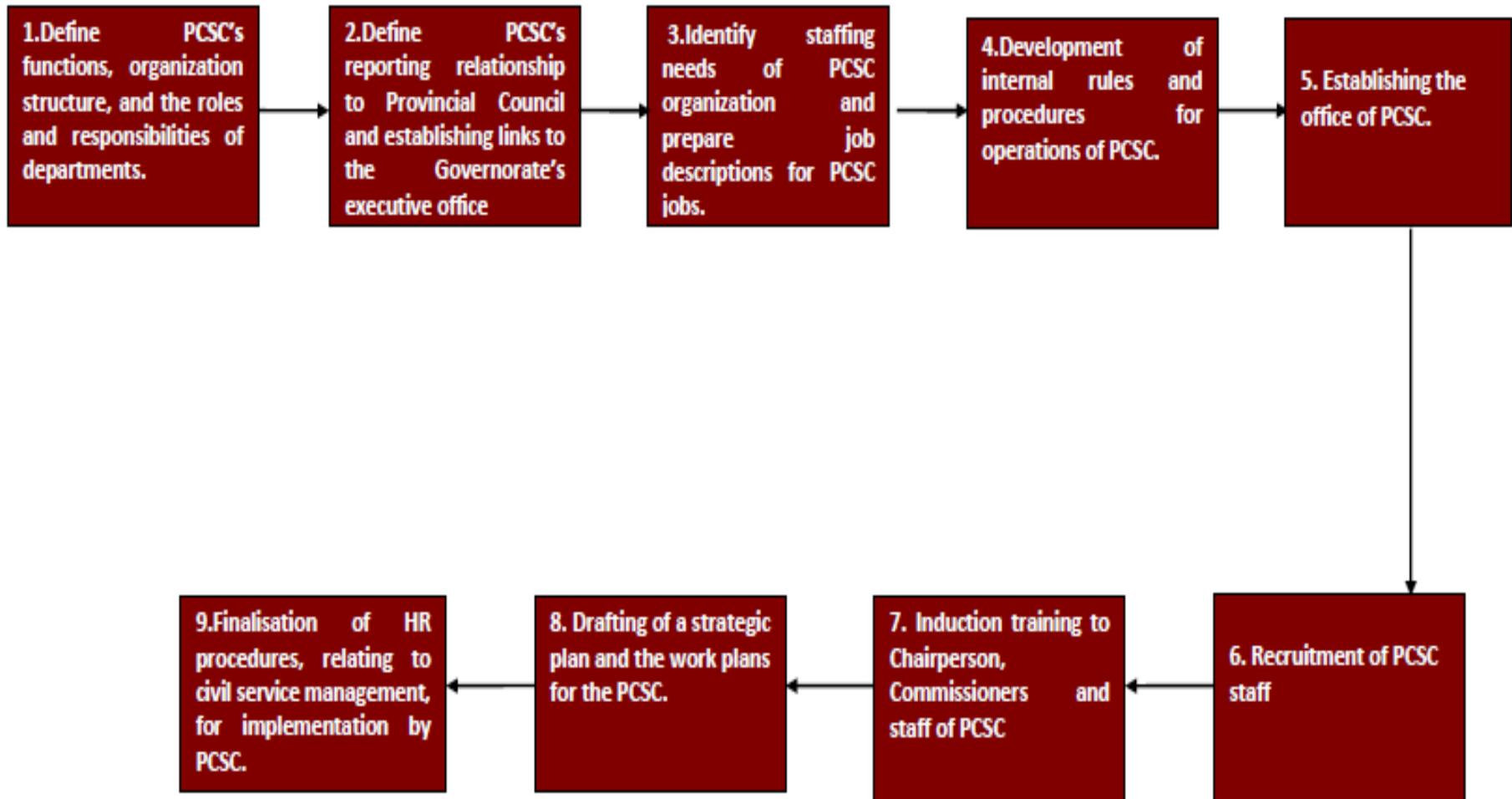
Framework for PCSCs

- ▶ **Based on the proposed civil service management framework, 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 also be developed with the objective of accomplishing PCSC's functions;**
- ▶ **Once roles and responsibilities of organisation structure of PCSC is defined, next step would be to identify jobs and staffing needs to carry out roles and responsibilities of each department of PCSC.**

Framework for PCSCs (Contd.)



A Framework for PCSCs (Contd.)



Next Steps

- ▶ **USAID/ TARABOT programme will assist in selection of members and staff of PCSC, on merit principles, and establishing their offices, to begin initial operations of PCSCs;**
- ▶ **It will arrange and coordinate their induction training in organisation/ internal rules of PCSC, public administration reforms and, provincial civil service management.;**
- ▶ **Technical assistance will be provided to PCSCs in drafting of internal rules, SoPs, strategic plan and work plans for achieving their objectives of efficient public administration and civil service management in provinces;**
- ▶ **They will be assisted in putting-in-place the HR systems and procedures at provincial level to enhance merit based recruitment, performance management, organisation development and training & development of provincial civil service.**

Contribution of USAID/ TARABOT Programme

- ▶ **The program is working in the area of public admin. reform and civil service management in Iraq;**
- ▶ **It will collaborate with provincial authorities in defining function, structure, staffing-needs and job descriptions of positions in PCSCs;**
- ▶ **PCSCs will be assisted in defining and institutionalising their reporting relationship to provincial councils and Governor's Office;**
- ▶ **They will also be assisted in establishing consultation mechanisms for policy coordination concerning provincial civil service with FCSC;**
- ▶ **Objective is to assist provincial governments in establishing and operationalising PCSCs, in accordance with FCSC law.**

Civil Service Management in KURDISTAN

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

Induction Programme

- 1. FCSC-Implementation Plan**
- 2. HRM of Civil Service- Introduction**
- 3. Civil Service Reform in Iraq**
- 4. FCSC- Mandate, Objectives & Functions**
- 5. FCSC- Organization Structure & ToRs**
- 6. FCSC- Institutional Links with Parliament, Federal Govt. and Governorates**
- 7. FCSC- Staffing Needs & Job Descriptions**
- 8. FCSC- Internal Rules**
- 9. FCSC- Standard Operating Procedures**
- 10. Framework For Provincial Civil Service Commissions**

Thanks
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