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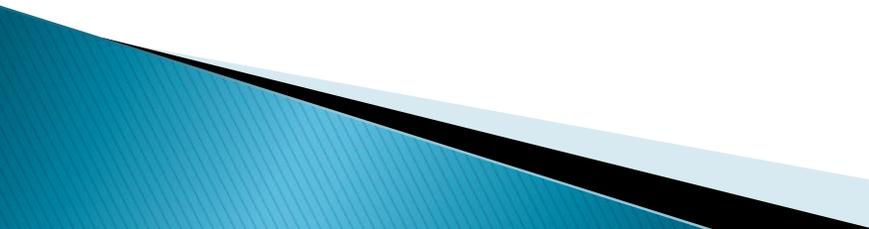


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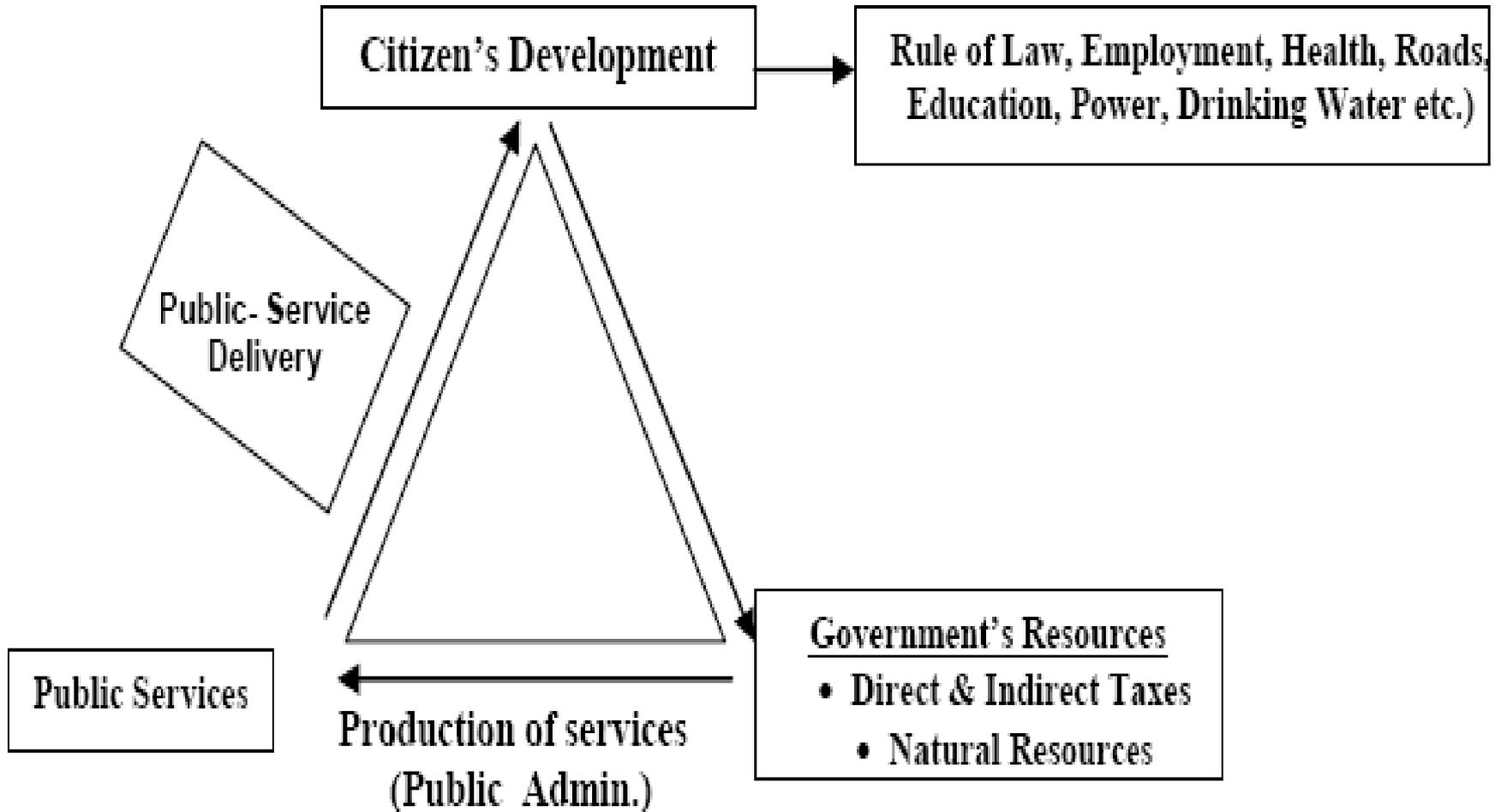
HR Management of Civil Service- Introduction

Civil Service Reform Team
USAID/Tarabot

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



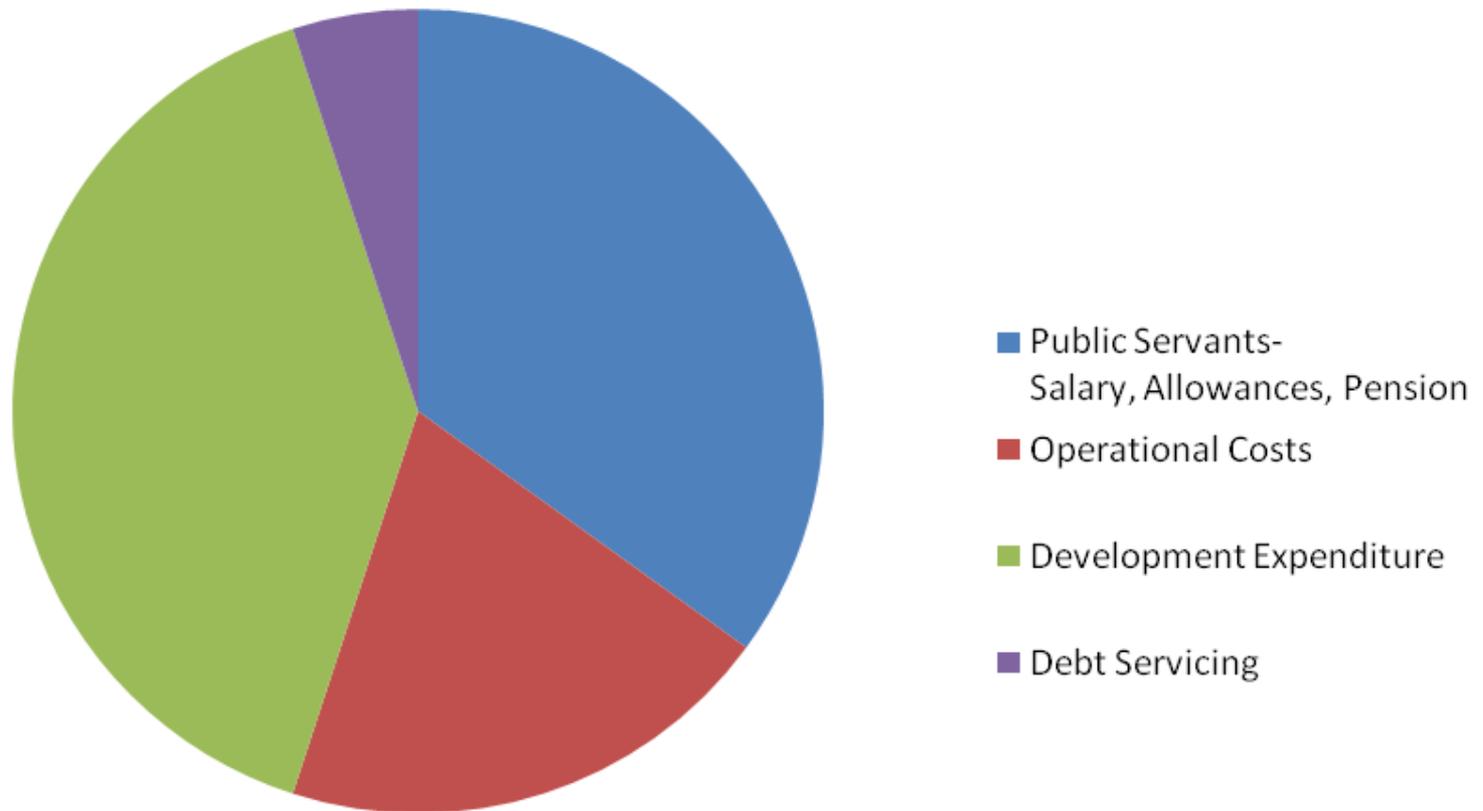
A Road Map towards Good Governance

| | |
|----|--|
| 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]

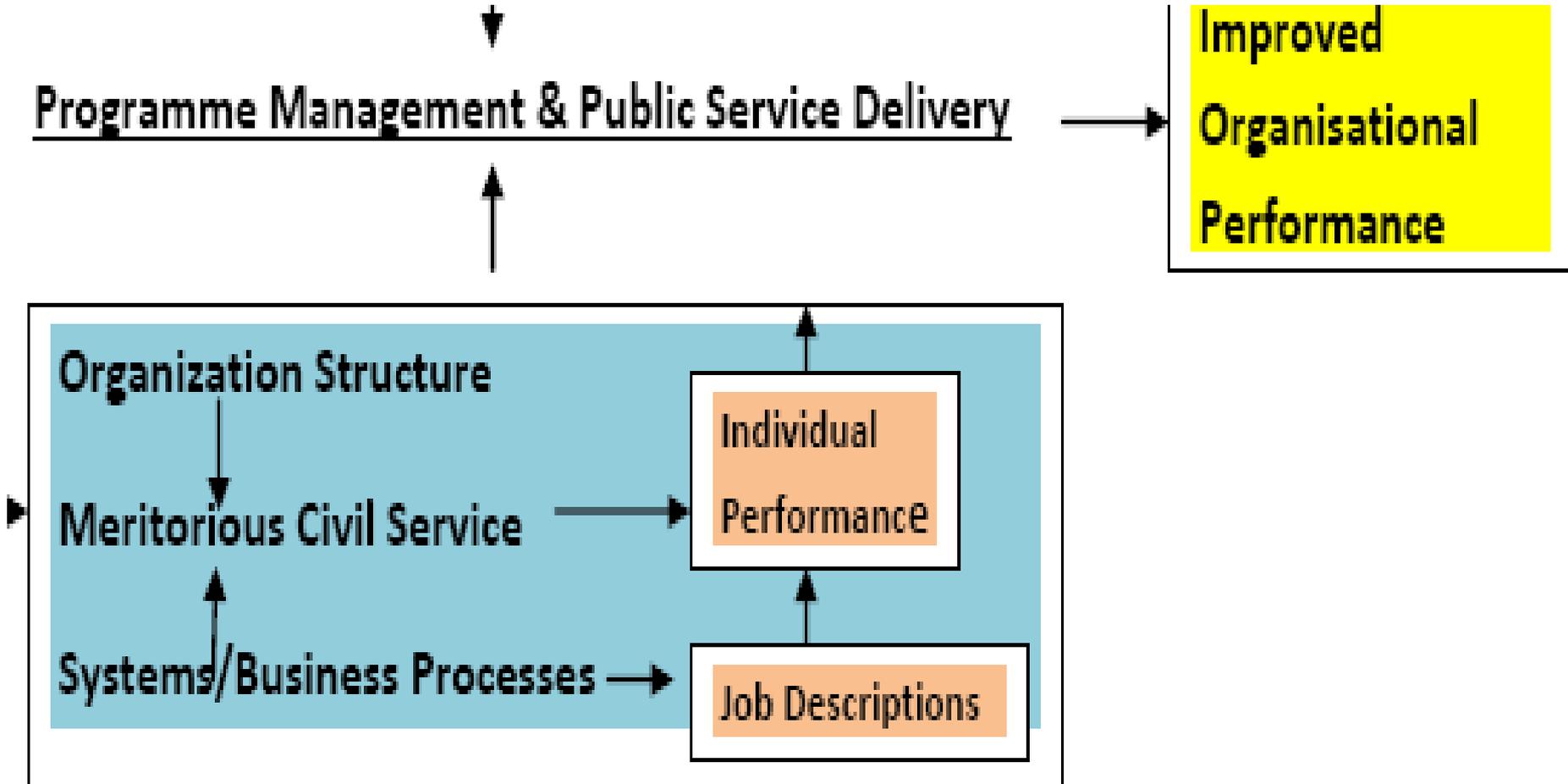
Ideal Distribution of Government Expenditure



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.

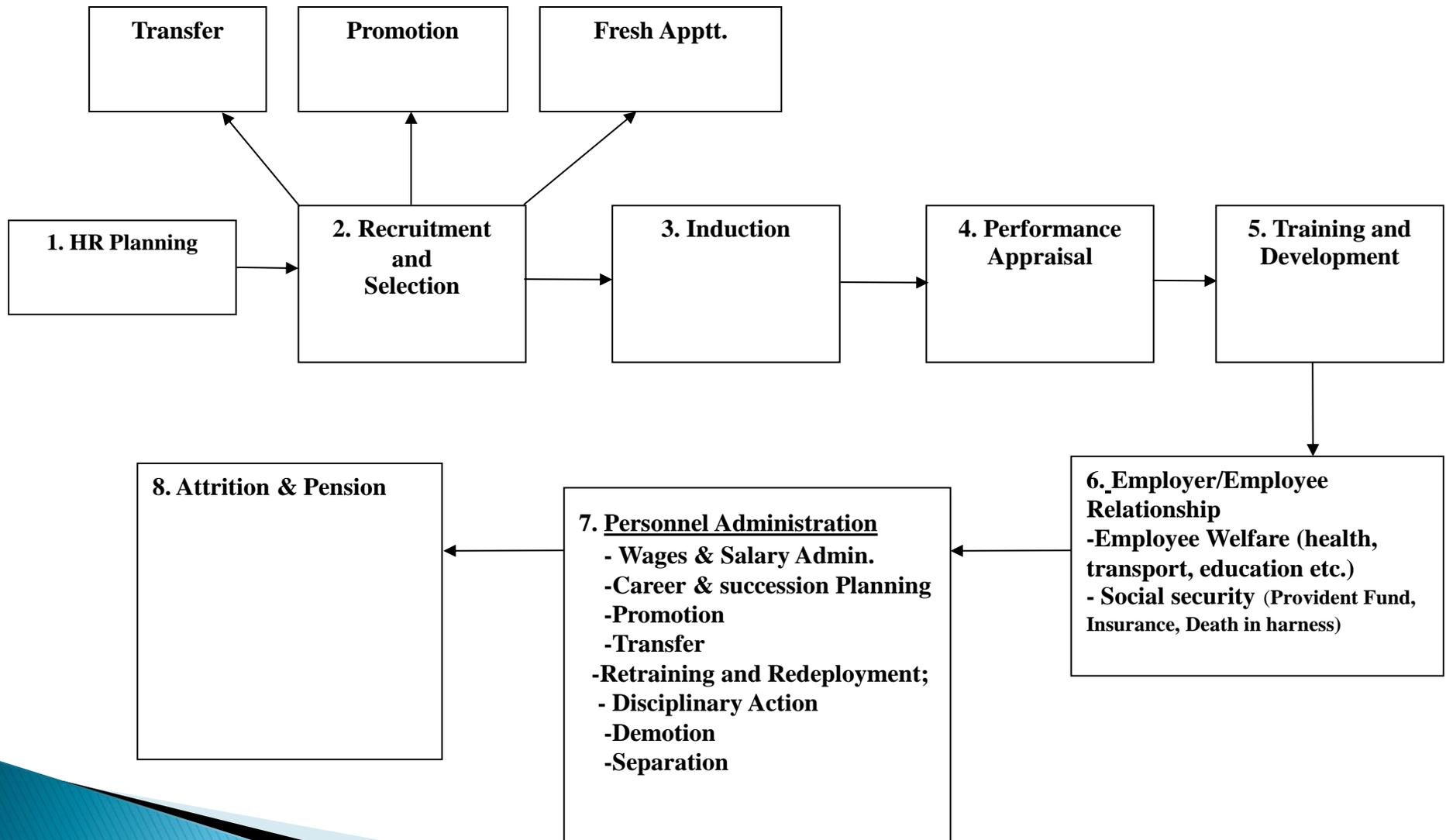
▶ **Attracting-** Merit based recruitment

▶ **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.**

THANKS

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FCSC- Mandate, Objectives & Functions

Rajew Kumar Goel

Sr. Civil Service Management Advisor

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.

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Framework for PCSCs

Civil Service Reform Team
USAID/ TARABOT

Learning Objective

- ▶ In this presentation, we will discuss a framework to manage public admin. and civil service at provincial level, including establishment / operationalization of a 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. Links & Information Flows between FCSC & PCSC
 8. Next Steps
 9. Contribution of USAID/ TARABOT Programme
 10. 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;**
- ▶ **PCSCs will adapt the federal civil service management framework and will provide oversight on its implementation in the provinces;**
- ▶ **Provincial laws, rules, regulations and procedures that don't contradict federal framework may be contemplated at provincial level.**

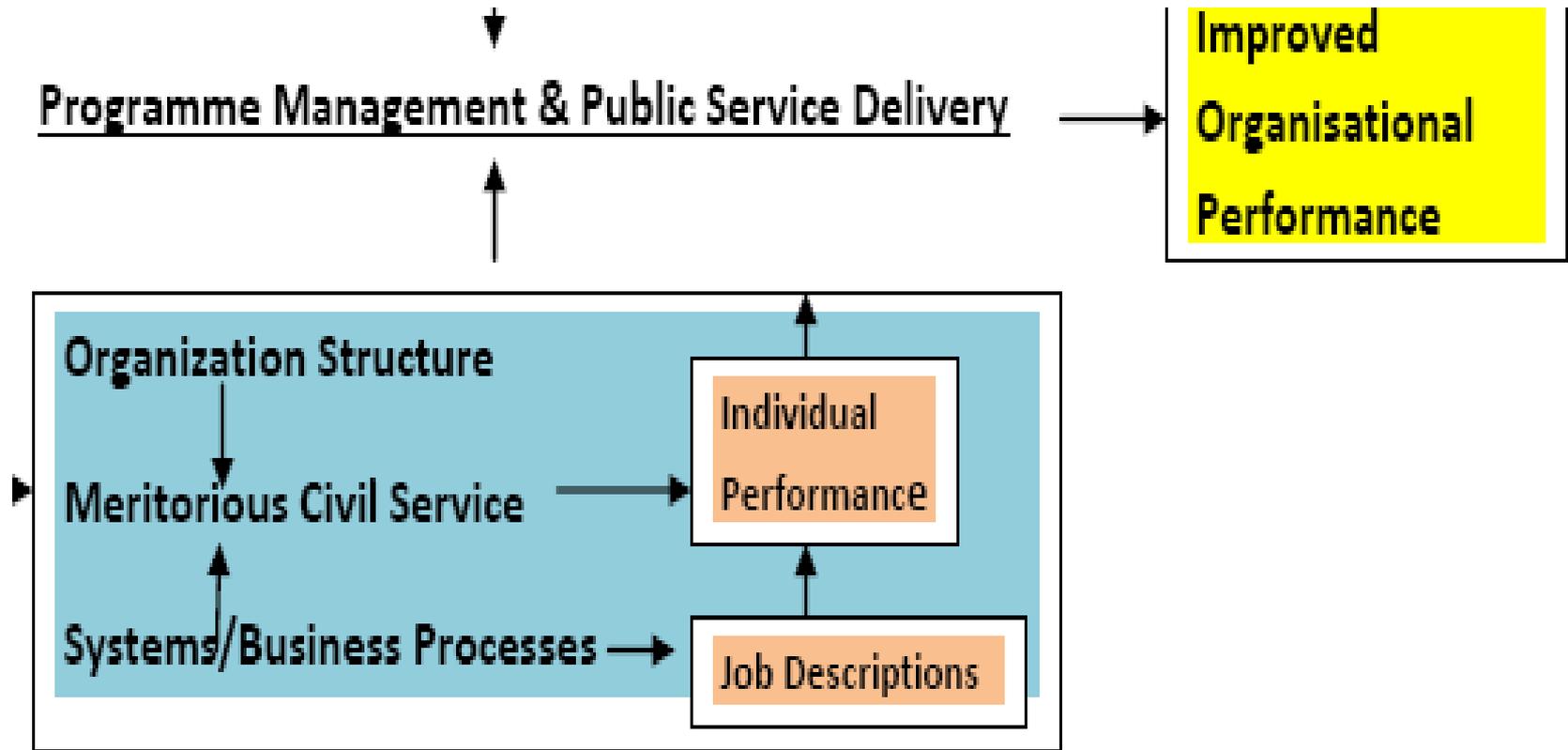
Proposed framework for Civil Service Mgt. in Provinces (Contd.)

- ▶ **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.**

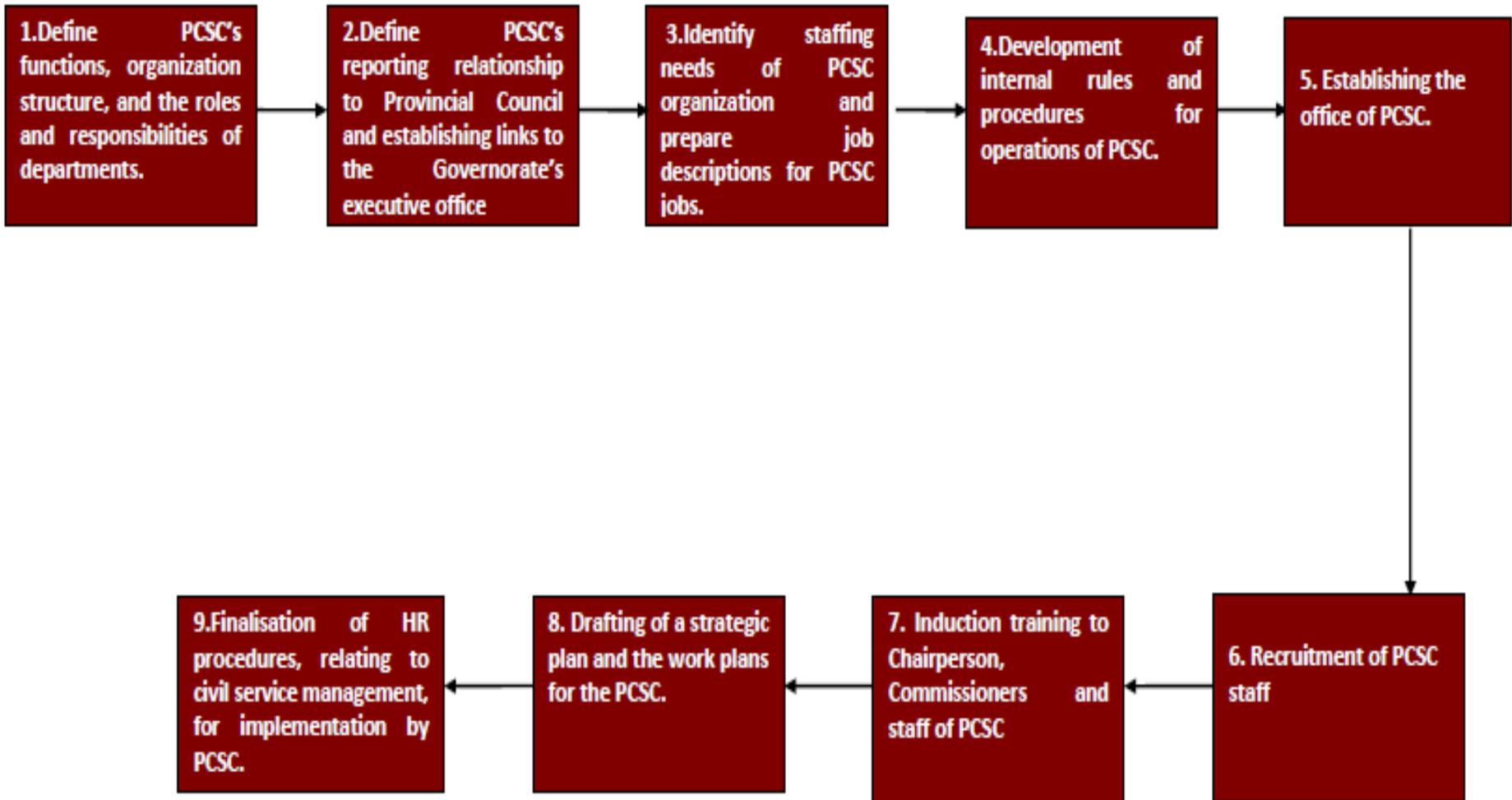
Framework for PCSCs

- ▶ **Based on 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/sections can be developed to accomplish PCSC's functions;**
- ▶ **Once roles/responsibilities of organisation structure of PCSC is defined, next step would be to identify jobs and staffing needs to carry out roles/responsibilities of each department of PCSC.**

Framework for PCSCs (Contd.)



A Framework for PCSCs (Contd.)



Links & Information Flows between FCSC & PCSC

- ▶ Provincial Civil Service Commissions are to be established in all provinces, under Art.16 of FCSC law (#4 of 2009), to manage provincial civil service based on *'equality, merit, competency, and fairness'*;
- ▶ There is also an enabling provision under FCSC Law (Art.15), which authorizes FCSC to issue bylaws and regulations to facilitate implementation of FCSC Law;
- ▶ Thus, FCSC can issue bylaws/regulations for establishment/operationalization of PCSCs, for managing provincial civil service (Art.16 of FCSC Law);
- ▶ In fact, Federal Civil Service Commission Law (#4 of 2009) makes three references to region/ province;
 - First provision is a guiding principle for FCSC, which provides for equality of opportunities in the federal civil service; [Article 9-(16) of FCSC law];
 - Second provision stipulates that FCSC will draft a law to regulate cooperation with ministries, agencies, regions, and governorates; [Article 14 of FCSC Law]
 - Third provision relates to establishment of PCSCs, for management of provincial civil service; [Article 16 of FCSC Law].

Links & Information Flows between FCSC & PCSC (Contd.)

- ▶ **Thus, every province will have its own provincial civil service, employee job descriptions, and pay roll system, which will be regulated by federal civil service legislation and regulations;**
- ▶ **Main rules, procedures and guidelines will be issued by Federal Civil Service Commission (FCSC);**
- ▶ **FCSC can also review implementation of public admin. reform, organization development and civil service management policies in provinces and coordinate activities of Provincial Civil Service Commissions;**
- ▶ **The PCSCs will adapt 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;**
- ▶ **They will report to respective provincial legislatures (provincial councils);**

Links & Information Flows between FCSC & PCSC (Contd.)

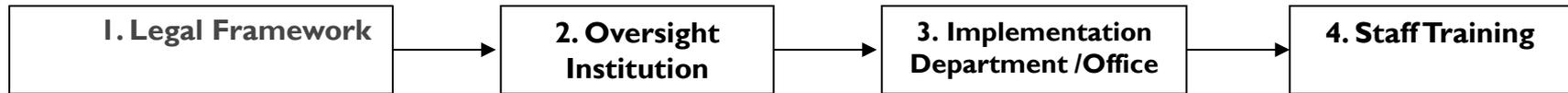
- ▶ **PCSC will play the role of a regulatory body, prescribing rules and procedures and ensure compliance with civil service legislation and regulations by the provincial entities;**
- ▶ **PCSC will provide oversight for hiring and hear appeals. For this purpose, there shall be an independent appeals mechanism within PCSC;**
- ▶ **However, PCSC shall not engage itself directly in the appointment process;**
- ▶ **It will set standards for provincial civil service management, including equal opportunities in public *appointment, transfer, and promotion of provincial civil servants, based on merit principles;***

Links & Information Flows between FCSC & PCSC (Contd.)

- ▶ **Guidelines will be provided by federal civil service law and regulations;**
- ▶ **Federal Civil Service Law will apply to federal employees in provinces; it shall also apply to the provincial civil servants;**
- ▶ **Main rules and procedures will be issued by Federal Civil Service Commission;**
- ▶ **The local rules and procedures that don't contradict federal regulations may be issued by PCSCs;**
- ▶ **A schematic diagram depicting provincial civil service management framework and organizational ties between FCSC and the PCSC is placed at next slide;**

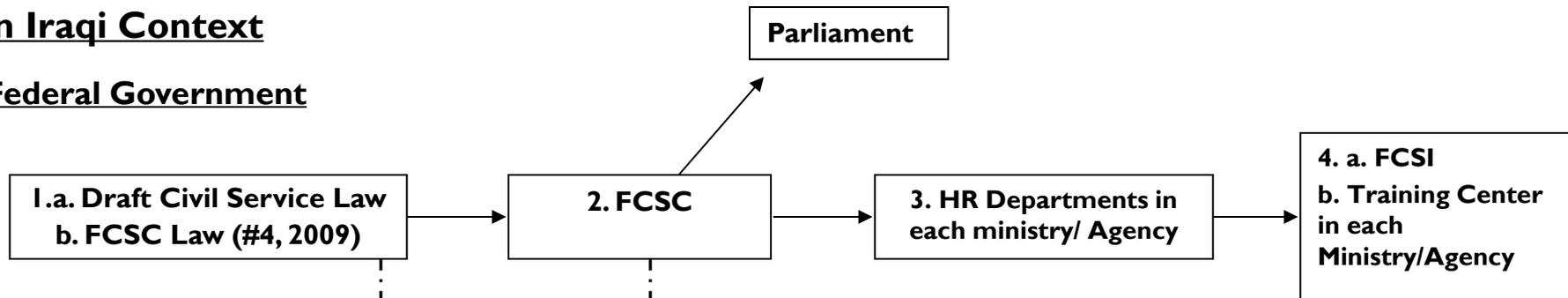
Links & Information Flows between FCSC & PCSC (Contd.)

I. In General Context

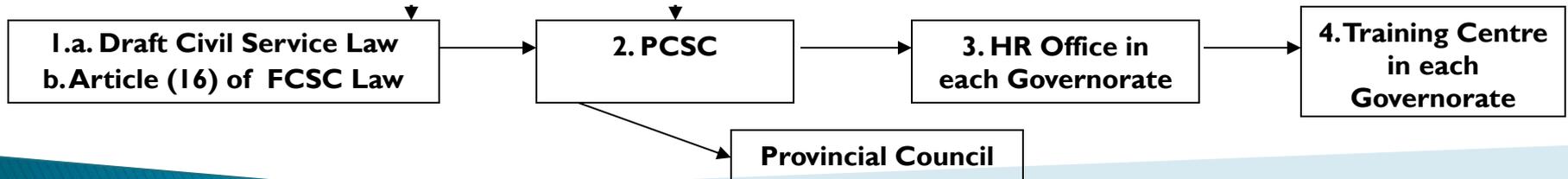


2. In Iraqi Context

(a) Federal Government



(b) Provincial Government



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 admin. and civil service management in provinces;**
- ▶ **They will be assisted in putting-in-place HR systems and procedures at provincial level to enhance merit based recruitment, performance management, organisation development and training & dev. 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.**

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Provincial Civil Service Commission

Mandate, Functions, Structure & Terms of Reference

Civil Service Reform Team
USAID/ TARABOT

Learning Objective

- ▶ In this presentation, we will discuss following issues relating to Provincial Civil Service Commission (PCSC);
 1. Mandate
 2. Functions
 3. Organization Structure
 4. Duties & Responsibilities of Divisions
 5. Staffing Needs

Mandate of PCSC

- ▶ **PCSC is a provincial institution, which is to be established in every Governorate under Federal Civil Service Commission (FCSC) Law (#4 of 2009), with the mandate;**
 - *‘to manage provincial civil service, based on equality, merit basis, competency and fairness.’ [Article 16 of FCSC Law];*
- ▶ **PCSC has to accomplish following objectives;**
 - **Planning, monitoring and supervising provincial civil service;**
 - **Developing provincial civil service, providing equal opportunities and ensuring equality between qualified candidates for provincial civil service positions;**
 - **Developing provincial public administration, improving governorate’s organizational structure and, training provincial civil servants.**

Functions of PCSC

- ▶ **PCSC shall supervise the implementation of civil service law and regulations by provincial entities and will report annually on the general situation of provincial civil service to the Provincial Council, the Governor and the FCSC;**
- ▶ **It shall adapt/prepare and oversee provincial civil service regulations/ instructions related to job evaluation, job description, recruitment, performance appraisal, disciplinary measures and salary structure for provincial civil service;**
- ▶ **Main functions of PCSC shall be;**
 - ▶ **to adapt federal civil service management framework, as per the requirements of provincial civil service and, implement and monitor them in the province;**
 - ▶ **to develop policies for provincial civil service management, consistent with federal civil service framework;**
 - ▶ **to approve organizational structure and establishment of provincial entities;**
 - ▶ **to determine pay structure and grades in provincial civil service, in consultation with FCSC;**
 - ▶ **to review job descriptions, career structures, personnel rules, training policies and, monitor their implementation in accordance with law/ statutory requirements.**

Functions of PCSC (CONTD.)

- **Functions of PCSC 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**
- **Above functions of PCSC, are described below;**

Functions of PCSC (CONTD.)

1. Law Enforcement & Regulatory Function

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

Functions of PCSC (CONTD.)

2. Reporting & Accountability Function

- a) Preparation of annual report covering PCSC's tasks and results and recommendations to improve provincial civil service; for submission to Provincial Council, Governor and FCSC;**
- b) Preparation of annual report on each provincial entity, containing recommendations to improve performance, for submission to Provincial Council and Governor;**
- c) Review of each provincial entity's draft budgetary proposals for provincial civil servants' salary and administrative expenditures, and submission of recommendations to Governor;**
- d) Attending meetings of Provincial Council's committee to discuss draft budgetary proposals relating to financial and administrative expenditures in provincial entities;**
- e) Attending meetings of Provincial Council's committee to discuss enactment, cancellation or amendment of laws related to provincial civil service, subject to federal civil service legislation.**

Functions of PCSC (CONTD.)

3. Organization Development Function

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

Functions of PCSC (CONTD.)

4. HR Management of Civil Service Function

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

h)

Functions of PCSC (CONTD.)

5. Civil Service Training Function

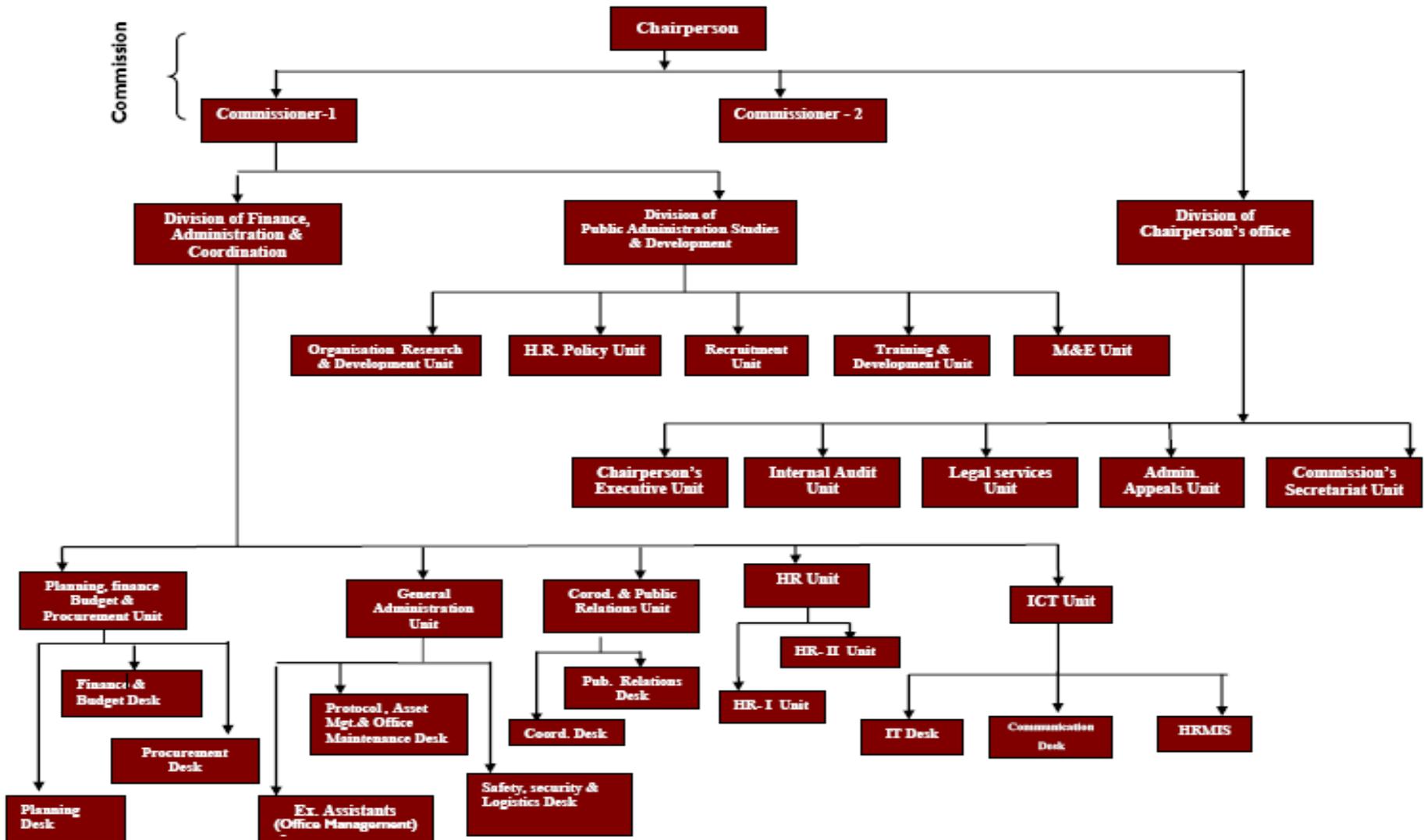
- a) Establishment and operationalization of Training Centre for development of provincial civil servants;**
- b) Designing of training & development policies for Provincial Civil Service Training Centre in the province, in coordination with the Governorate.**

Functions of PCSC (CONTD.)

6. Office Management Function

- a) Preparation of budget and management of PCSC's financial, administrative and human resources;**
- b) Drafting of a regulation defining tasks of departments, their formation, divisions, and tasks.**
- c) Staffing in PCSC- Recruitment of Directors and Staff in PCSC.**

Organization Structure of PCSC



Organization structure of PCSC (Contd.)

▶ **The Organization structure of the PCSC shall consist of;**

- (i) The 'Provincial Commission', the apex decision-making body of PCSC; and,**
- (ii) The office of PCSC.**

(i) 'Provincial Commission'

- **Shall consist of three Commissioners- 1-Chairperson and 2-members of Commission;**
 - **Chairperson shall hold the rank of Higher Grade- 'A';**
 - **Other two members of PCSC shall hold the rank of Higher Grade- 'B'.**
- **Commissioners shall be proposed by Governor, in consultation with FCSC and approved by Provincial Council;**
- **PCSC shall work under the authority of Provincial Council. This shall ensure its independence from executive branch of the Province.**

(ii) Office of Provincial Civil Service Commission (PCSC)

- **Shall consist of divisions/units, to assist the Commission;**
- **Based on mandate and functions, PCSC shall have following divisions;**
 - 1. Finance, Administration and Coordination Division;**
 - 2. Public Administration Studies & Development Division;**
 - 3. Office of the Chairperson's Division**

▶ **Keeping in view the mandate and functions of PCSC and the FCSC law, ToRs of divisions of PCSC shall be as follows;**

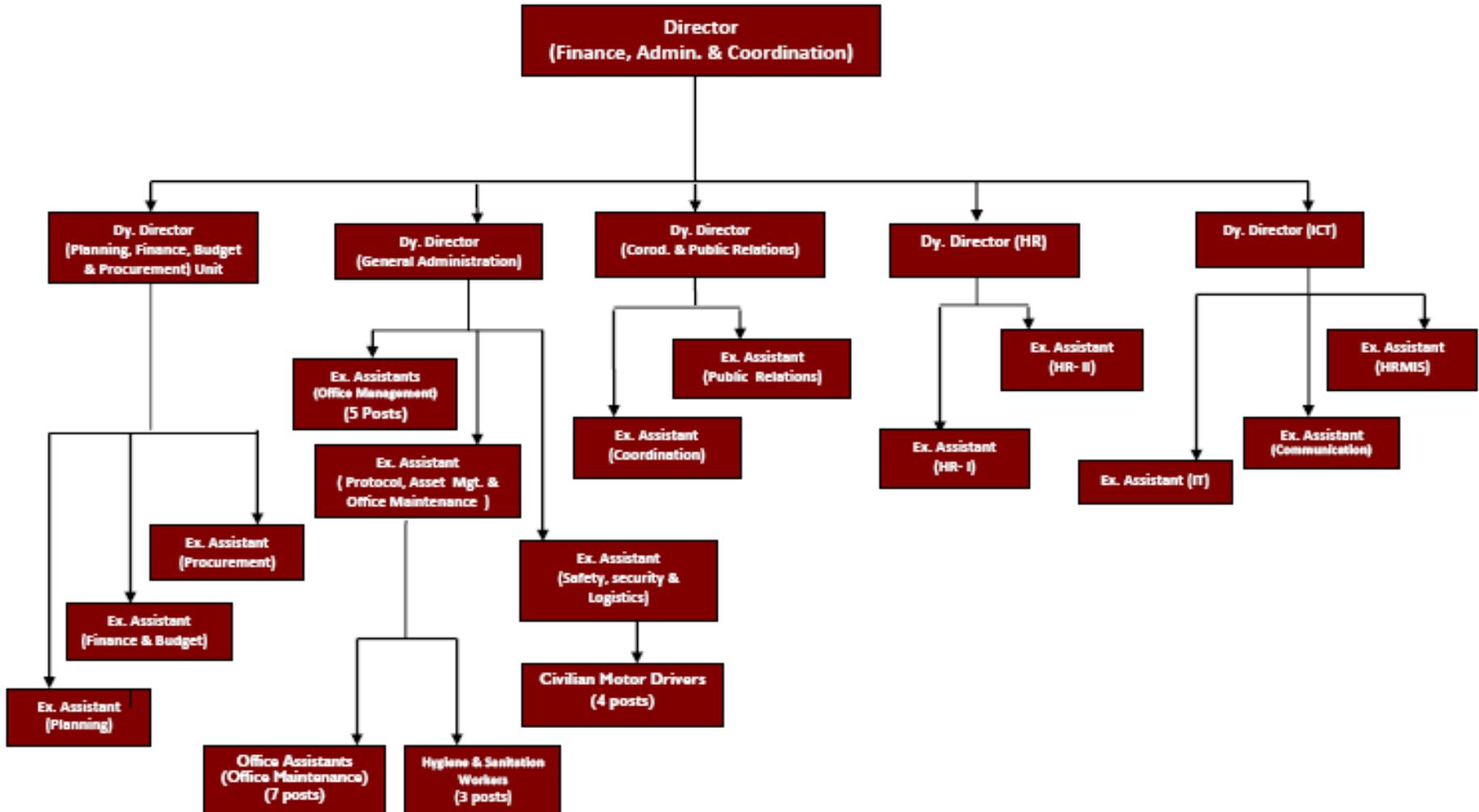
Organization structure of PCSC (Contd.)

1. Finance, Administration and Coordination Division

- ▶ **This division shall consist of following units;**
 - 1. Planning, Finance, Budget & Procurement Unit**
 - 2. General Administration Unit**
 - 3. Coordination & Public Relations Unit**
 - 4. Human Resource Unit**
 - 5. Information & Communications Technology (ICT) Unit**

Organization structure of PCSC (Contd.)

Organization Chart of Finance, Admin. & Coordination Division

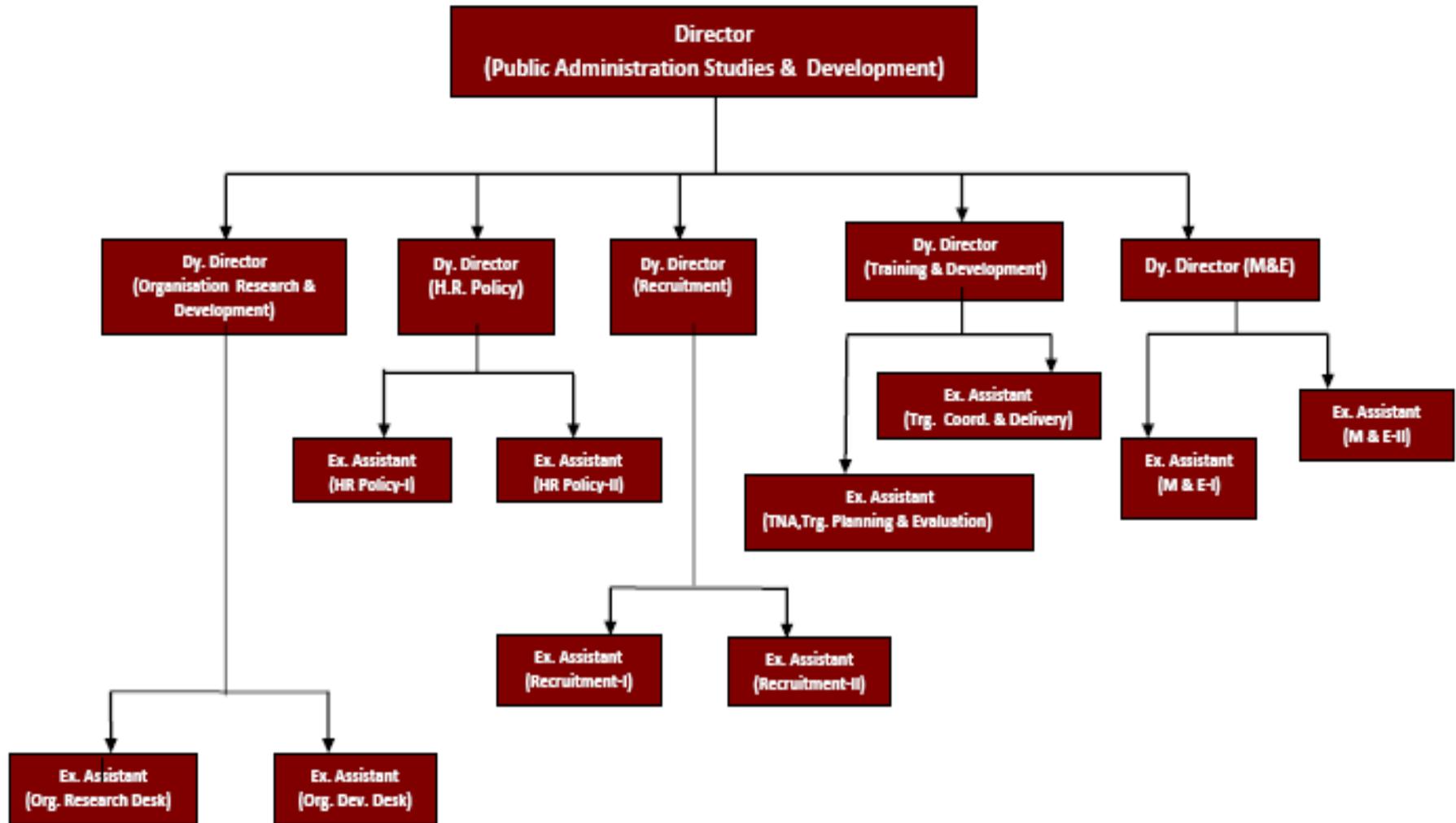


Public Admin. Studies & Development Division

- ▶ **This division will consist of following five units;**
 - 1. Organization Research & Development Unit**
 - 2. Human Resource Policy Unit**
 - 3. Recruitment Unit**
 - 4. Training & Development Unit**
 - 5. Monitoring and Evaluation Unit**

Organization structure of PCSC (Contd.)

Organization Chart of Public Admin. Studies & Development Division



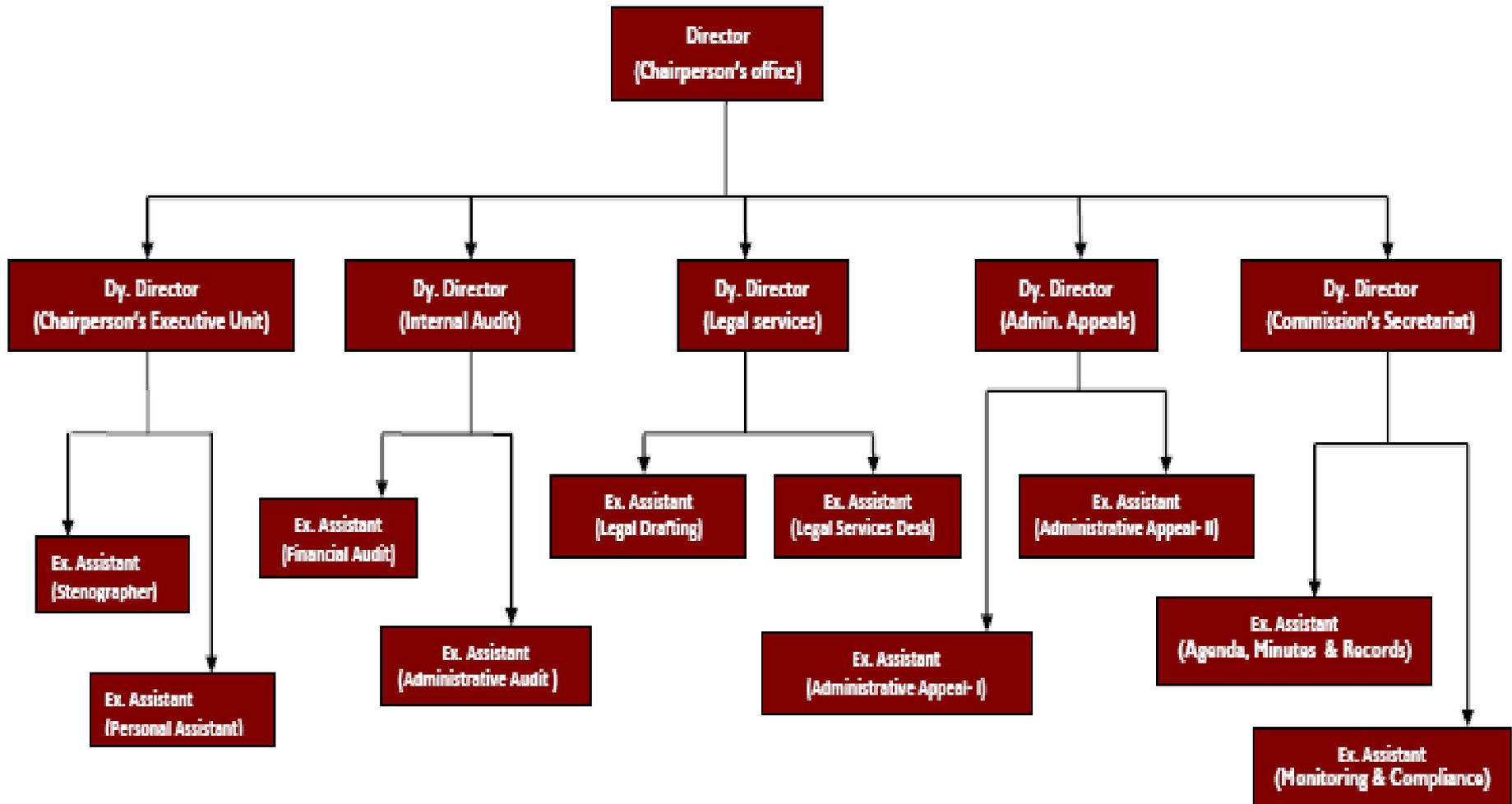
Organization structure of PCSC (Contd.)
Office of Chairperson Division

▶ **It consists of following five units;**

- 1. Chairperson's Executive Unit**
- 2. Internal Audit Unit**
- 3. Legal Services Unit**
- 4. Administrative Appeals Unit**
- 5. Commission's Secretariat**

Organization structure of PCSC (Contd.)

Organization Chart of Office of Chairperson Division



Duties/ Responsibilities

Finance, Administration and Coordination Division

- ▶ **To be headed by a Director, this division shall be responsible for PCSC's;**
 - 1. Finance & Budget;**
 - 2. General Administration (including Logistics, Transport & Assets Management, Protocol; Office Management, Secretarial assistance to Commissioners, Safety & Security and, Reception and General Services);**
 - 3. Federal & Provincial Coordination & Public Relations;**
 - 4. Human Resource Management of PCSC staff; and,**
 - 5. Information & Comm. Tech. Services.**

Duties/ Responsibilities (Contd.)

Public Admin. Studies & Development Division

- ▶ **To be headed by a Director, this division shall be responsible for planning, implementation and dissemination of public admin. and civil service policies/regulations/procedures relating to organization research/ development and HR functions, such as;**
 - 1. HR planning, HRMIS, Job Analysis;**
 - 2. merit based recruitment, promotion & transfer;**
 - 3. performance appraisal;**
 - 4. training & development, retraining & redeployment;**
 - 5. ethics, code of conduct and discipline;**
 - 6. employees' relations, employees' welfare;**
 - 7. retrenchment; social security; pension & terminal benefits; and,**
 - 8. monitoring and evaluation.**

Duties/ Responsibilities (Contd.)
Office of Chairperson Division

- ▶ **To be headed by a Director, this division shall be responsible;**
 - 1. To manage Chairperson's executive office;**
 - 2. To carry out financial and administrative audit of PCSC;**
 - 3. To provide legal services to PCSC;**
 - 4. To coordinate hearing of appeals related to provincial civil service matters; and,**
 - 5. To provide secretarial support to the Commission.**

Organization structure of PCSC (Contd.)

Staffing Needs of PCSC

- ▶ **Staffing needs of PCSC, are based on the defined functions, organisation structure and duties and responsibilities of PCSC's various divisions and units;**
- ▶ **Staffing needs for the PCSC Office are 69 posts and their grade-wise distribution is as under;**
 1. **Director-3 posts (Grade-2)**
 2. **Deputy Director- 15 posts (Grade-3)**
 3. **Executive Assistant- 37 posts (Grade-4)**
 4. **Civilian Motor Driver- 4 posts (Grade-8)**
 5. **Office Assistant-7 posts (Grade-8)**
 6. **Hygiene and Sanitation Worker-3 posts (Grade-9)**

Total: 69 Posts

Thanks ?



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FROM THE AMERICAN PEOPLE

TARABOT
Iraq Administrative
Reform Project



ترابط
مشروع الإصلاح
الإداري العراقي

Draft Presentation for Discussion

Provincial Civil Service Commission (PCSC)

Civil Service Reform Team
USAID/ TARABOT

Objective

- ▶ **This presentation will present various issues relating to establishment and operationalization of a PCSC;**
- ▶ **It is structured around the following issues;**
 - 1. Legal Provisions relating to PCSC**
 - 2. Cause of Action;**
 - 3. Proposed framework for PCSC**
 - 4. Tasks In Establishment of A PCSC**
 - 5. Constitution of a Task Force**
 - 6. Contribution of TARABOT/ CSR Team**
 - 7. Implementation Plan for PCSC**
 - 8. Model Organization Structure of A PCSC**
 - 9. Staffing Needs of A Model PCSC**

1. Legal Provisions relating to PCSC

- ▶ **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, to be defined by law;**
- ▶ **Accordingly, FCSC Law (#4 of 2009) has been enacted- to regulate affairs of federal civil service, across the regions and provinces of Iraq;**
- ▶ **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'*.**

2. Cause of Action

- ▶ It is first time in Iraq that each province will have its own PCSC to be in charge of provincial civil service system;
- ▶ As the federal system is new to Iraq, no institutional structure exists for management of provincial civil servants, at present;
- ▶ FCSC law defines functions, structure, and duties of FCSC, but does not specify them for PCSCs;
- ▶ Reporting relationship of PCSC to Provincial Council, Governor's Office and FCSC is also not defined;
- ▶ Therefore, we have to evolve a framework for PCSC in provinces, based on legal provisions.

3. Proposed framework for PCSC

- ▶ **PCSC will play the role of a regulatory body, prescribing rules and procedures and ensure compliance with civil service legislation and regulations by the provincial entities;**
- ▶ **It will report to governorate council. This is in line with principle of decentralization, provided by constitution of Iraq (Article-122);**
- ▶ **PCSC will set standards for provincial civil service management, including equal opportunities in public *appointment, transfer, and promotion of provincial civil servants, based on merit principle;***
- ▶ **PCSC will provide oversight for hiring and hear appeals;**
- ▶ **However, PCSC shall not engage itself directly in the appointment process.**

3. Proposed framework for PCSC (Contd.)

- ▶ **In the absence of any institutional mechanism for civil service management, PCSC can adapt and follow federal civil service legislation, regulations and procedures, to manage provincial civil service;**
- ▶ **Provincial rules, regulations and procedures that don't contradict federal framework may be contemplated at provincial level;**
- ▶ **A schematic diagram depicting provincial civil service management framework and organizational ties between FCSC and PCSC is placed at next slide;**

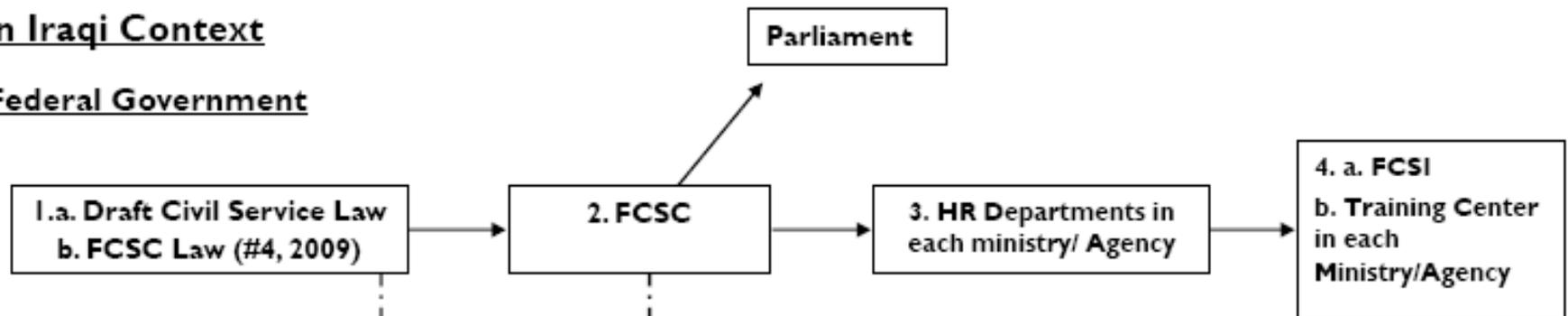
3. Proposed framework for PCSC (Contd.)

1. In General Context

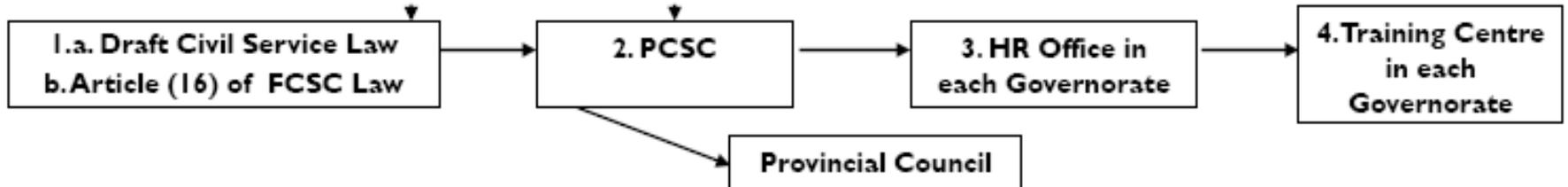


2. In Iraqi Context

(a) Federal Government



(b) Provincial Government



4. Tasks In Establishment of A PCSC

- 1. To design a framework for PCSC;**
- 2. To define mandate, functions and, organisational structure of PCSC, as per FCSC Law;**
- 3. To define reporting relationship of PCSC with- provincial council, governor's office and, other provincial offices;**
- 4. To recommend organizational ties between PCSC and FCSC;**
- 5. To establish a PCSC office;**
- 6. To appoint PCSC Commissioners and PCSC staff, to begin PCSC operations.**

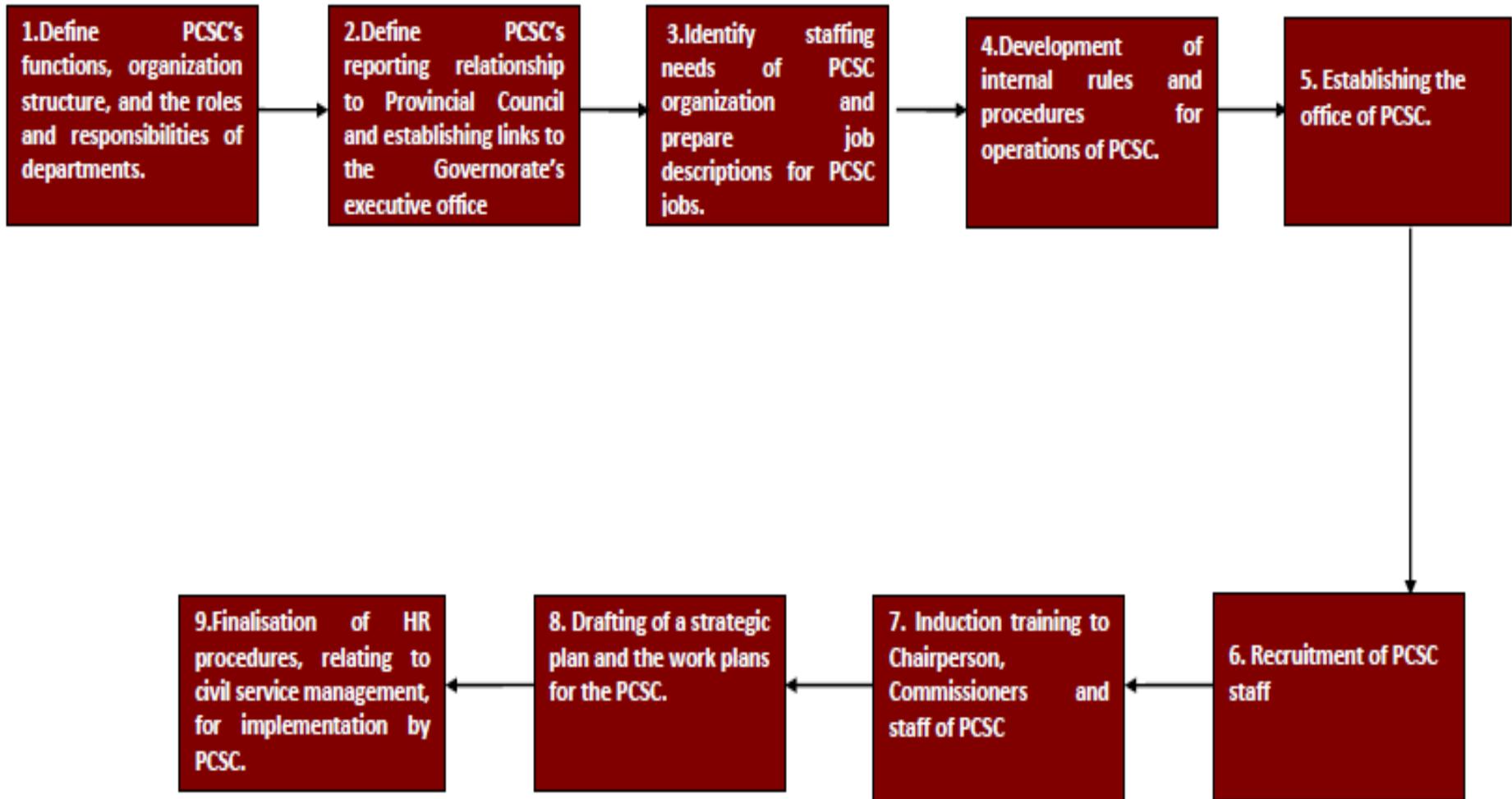
5. Constitution of a Task Force

- 1. Purpose: To accomplish the tasks for establishment and operationalization of Provincial Civil Service Commissions (PCSCs);**
- 2. Composition: It may have senior-level representation from Provincial Council as well as Governor's Office. For example, it may consist of following;**
 - a) An elected member of provincial council- Chairperson;**
 - b) An independent legal expert, to be co-opted by the Provincial Council and the Governor's Office- Member;**
 - c) Head of HR Office, Governor's Office- Member-Secretary;**
 - d) Head of legal drafting, Provincial Council- Member.**
- 3. Reporting: Task force will submit its recommendations to Chairperson of Provincial Council as well as the Governor, regarding progress being made.**
- 4. Tenure : Task force shall be constituted for an initial period of one year. At the end of one year, its performance will be reviewed and its tenure may be extended further.**

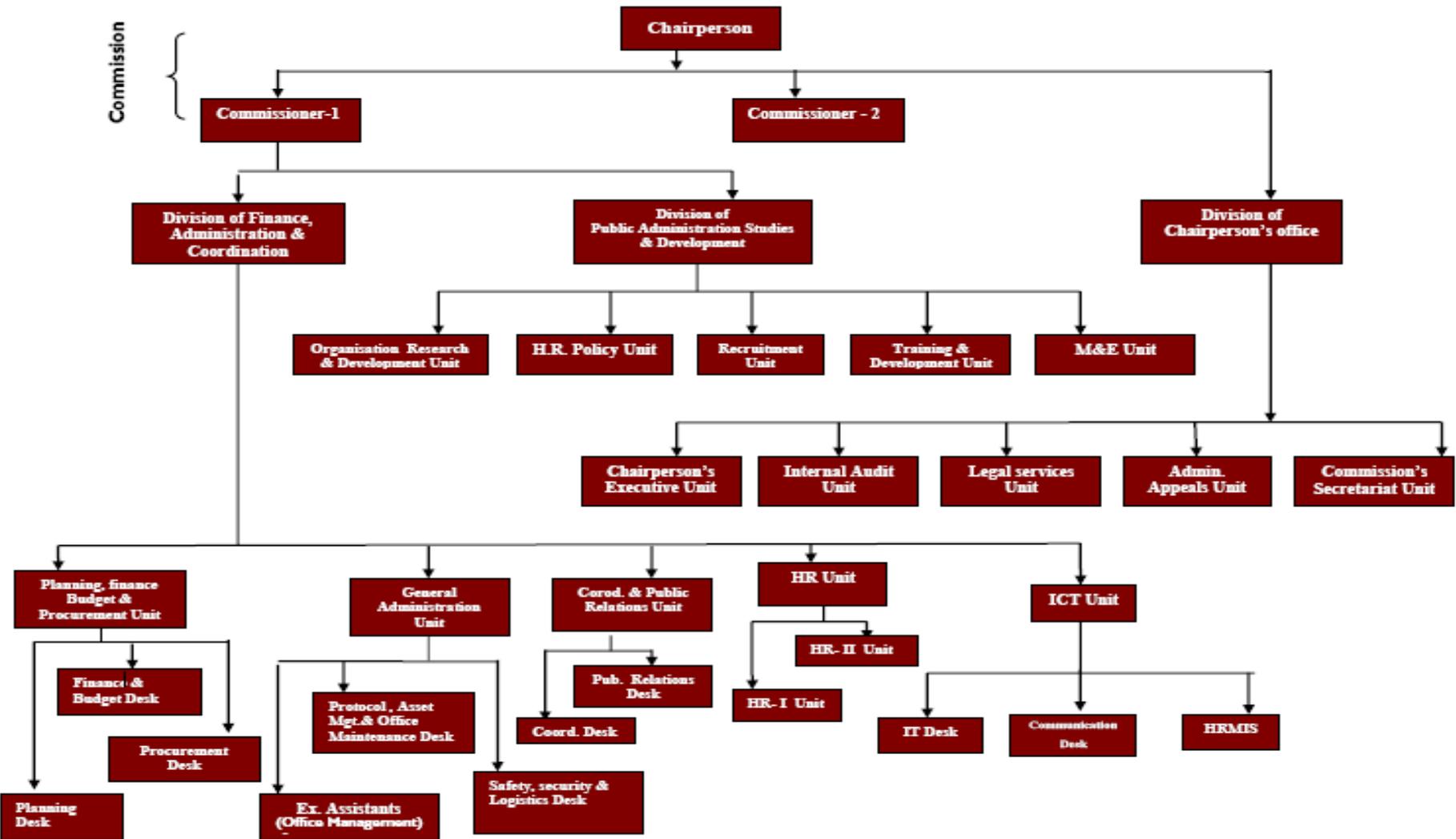
6. Contribution of TARABOT/ CSR Team

- ▶ **The CSR team will assist the Task Force, in defining PCSC's framework, mandate, functions and the draft provincial legislation;**
- ▶ **Based on the proposed framework and functions of PCSC, the task force will be assisted in designing its organisation structure and duties and responsibilities of its divisions/ units;**
- ▶ **Once duties and responsibilities of the organisation structure of PCSC is defined, next step would be to identify staffing needs, to carry out roles/responsibilities of each division of PCSC;**
- ▶ **Objective is to assist provincial governments in establishing and operationalising PCSCs, in accordance with FCSC law;**
- ▶ **CSR team has developed a model implementation plan for establishing a PCSC; its organization structure, and staffing needs for PCSC, for the purpose of illustration.**

7. Implementation Plan for PCSC



8. Model Organization Structure of A PCSC



9. Staffing Needs of A Model PCSC

- ▶ Staffing needs of PCSC, are based on the defined functions, organisation structure and duties and responsibilities of PCSC's various divisions and units;
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THANKS?