

Federal Civil Service Commission (FCSC)

Institutional Relationships of FCSC

With

Parliament, Council of Ministers, Federal Ministries and Provinces

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1 Introduction

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

- (i) Law Enforcement & Regulatory function
- (ii) Organisation Development of Ministries/ Agencies function
- (iii) HR Management of Civil Service function
- (iv) Civil Service Training function; and,
- (v) Reporting & Accountability function

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

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

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

2. Institutional Relationship of FCSC with Parliament

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

2.2 The FCSC Law² (Law #4 of 2009) provides that the FCSC will report to the Parliament and will be financially and administratively independent. It further mandates³ the Chairperson or, the Deputy Chairperson of the FCSC to attend the proceedings of the parliamentary committees to explain; (a) the proposed expenditure in the draft budget assigned to civil servants and the financial and administrative expenditure in respect of all ministries and government agencies; and, (b) enactment, cancellation or amendment of laws related to civil service. The FCSC law also mandates the FCSC to prepare an annual report on each ministry and government agency, incorporating its recommendations and suggestions to improve its performance and submit it to the Parliament and the Council of Ministers.⁴

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

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

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

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

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

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

Contents of the FCSC's annual report to the Parliament

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

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

Procedure relating to reporting

2.6 The annual report by the Commission shall –

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

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

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

3. Institutional Relationship of FCSC with Council of Ministers

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

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

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

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

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

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

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

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

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

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

4. Institutional Relationship of FCSC with Federal Ministries and Agencies

4.1 The FCSC has strong links with the ministries and agencies of the federal government, which is necessary for accomplishment of its objectives of developing public administration, improving the government organizational structure, improving and developing the civil service and, training the civil servants.¹⁵ The FCSC law ensures¹⁶ that each ministry, department and agency of the federal government should be accountable to the FCSC in respect of civil service management and their proposed

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

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

¹³ Ibid.

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

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

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

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

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

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

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

¹⁸ Article 9(2) of FCSC law

4.4 Further, FCSC is tasked with overseeing the implementation of the new federal civil service law (once enacted), monitoring the status and proposing measures for the development of the civil service. The FCSC is also to review ministries' organizational structures, permanent positions, classification and staffing plans, according to articles (3) and (9) of FCSC Law. It will also hear appeals of civil servants on issues related to their status, such as recruitment, probationary period, performance appraisal, disciplinary measures, etc. Apart from public administration reform and civil service management, FCSC will also be the apex institution for the design, implementation and monitoring and evaluation of policies for civil service training¹⁹. While the Federal Civil Service Institute will work directly function under its supervision, the ministries will be facilitated by the FCSI to establish and operationalize their training centres.²⁰

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

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

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

¹⁹ Article 9 (7) & 9(8)

²⁰ Article 4 (1) & 4(2)

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

- c. To provide technical assistance in all aspects of public administration reforms and HR management in the ministry/ agency;
- d. To implement the FCSC guidelines in relation to the civil service development in the ministry/ agency;²²
- e. To review Ministry/Agency role and functions, aligned with the national strategic goals;
- f. To set vision, mission and strategy of the Ministry/Agency, aligned with the role, functions and the national strategic goals;
- g. To design organization structure and business processes of the Ministry/Agency²³, compatible with the role, function, vision, mission and strategy of the concerned Ministry/ Agency, to attain a balance between the number of employees in ministries and government agencies and the work performed²⁴;
- h. To define mandate/ terms of reference (ToR) for each Department/ Section of the Ministry/Agency to be aligned with the unique role and function of that line Ministry/Agency;
- i. To review the job description for each position in each Department/ Section of the Ministry/Agency and ensure that it is aligned with the mandate/ ToR of that Department/ Section;
- j. To ensure that each position in the Ministry/ Agency is filled up on the basis of merit based recruitment²⁵, as per FCSC instructions;²⁶

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

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

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

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

²⁵ Article 9-(15) of FCSC law states that the mandate of the FCSC includes- 'The commission shall examine individuals' qualifications and competencies for the purpose of hiring through written exam or interview or both in order to assess their competence and suitability for the job; this shall exclude people having approved prior service or holds a high educational degree unless the number of applicants exceeds the number of the proposed positions.'

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

- k. To ensure that in the beginning of each year, every Department/ Section of the Ministry/Agency shall prepare its annual work plan, in accordance with its Mandate/ ToR;
- l. To ensure that every civil servant shall prepare his/her annual work plan, in accordance with job description of his/ her position;
- m. To establish training centres in the ministry/ agency to carry out training needs analysis, develop and implement training plans and evaluate their effectiveness in the development of civil servants;²⁷
- n. To ensure that performance of every civil servant shall be appraised on the basis of achievements of his/ her work plan- for successful completion of probationary period (during the first year of recruitment), and thereafter, annually;
- o. To ensure that performance of each line Ministry/Agency shall be evaluated annually against its strategic goals and to make recommendations/suggestions to improve the performance of the ministry/ agency, in coordination with FCSC;²⁸
- p. To monitor and audit periodically the personnel practices and performance of the ministry/ agency concerned as well as those of individual civil servants and report it to the FCSC.

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

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

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

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

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

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

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

5. Institutional Relationship of FCSC with Provincial Governments and PCSCs

5.1 The Iraqi constitution provided for a federal structure of government in Iraq. As the federal system is new to Iraq, no institutional structure exists for the management of provincial civil servants at present. It is the first time in Iraq there is recognition of a provincial civil service, independently from the federal civil service. Though, every province will have its own provincial civil service, it is to be created from scratch because up till now, provincial employees were considered federal civil servants.

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

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

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

³³ Article 9-(14) of FCSC law states that the mandate of the FCSC includes-' Conduct surveys, studies and statistics, submit suggestions about making balance between salary grading and living standards in terms of costs of living, prices of goods and services, and economic criteria; and defining the basic needs of living for civil servants, in coordinating with competent agencies.

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

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

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

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

³⁵Article 9-(16) of FCSC law states that the mandate of the FCSC includes-‘ The commission, while performing its tasks and responsibilities, shall observe the provisions of Article 105 of the constitution providing that job descriptions and terms apply to all.’

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

³⁷ Article 16 of FCSC Law states- ‘Provincial civil service commissions shall be established in Regions and Governorates non incorporated into region to manage the provincial civil service based on equality, merit basis, competency, and fairness.’

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

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

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

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

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

1. Reporting & Accountability function of FCSC

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

2. Law Enforcement & Regulatory function of FCSC

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

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

3. Organisation Development of Ministries/ Agencies function

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

4. HR Management of Civil Service function

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

5. Civil Service Training function

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