

Federal Civil Service Commission (FCSC)

Mandate, Functions, Organisation Structure

And

Duties & Responsibilities of its Departments

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Federal Civil Service Commission (FCSC)

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1. Executive Summary

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

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

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

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

Federal Civil Service Commission (FCSC)

2. Mandate and Functions

2.1 Mandate of FCSC

2.11 FCSC is a federal institution, whose existence is mandated by the Iraqi Constitution¹. Its powers are specified by the FCSC Law (#4 of 2009), including the power to issue regulations, guidelines and, remedial actions and sanctions for efficient management of the federal civil service of Iraq. The objective of enacting the FCSC law is;

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

2.12 The FCSC law sets forth the roles and responsibilities of FCSC towards the civil service, and the principles on which the civil service should operate. The FCSC has to accomplish following objectives³;

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

2.2 Functions of Federal Civil Service Commission (FCSC)

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

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

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

³ Article 3 of FCSC Law.

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

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

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

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

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

A. Law Enforcement & Regulatory Function

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

⁴ Article 9 of FCSC Law (Law No. 4 of 2009)

⁵ Art 9 (1) of FCSC Law

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

B. Reporting & Accountability Function

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

C. Organization Development Function

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

⁶ Art 9 (4) of FCSC Law

⁷ Art 14 of FCSC Law

⁸ Art 15 of FCSC Law

⁹ Art 16 of FCSC Law

¹⁰ Art 9 (11) of FCSC Law

¹¹ Art 9 (12) of FCSC Law

¹² Art 9 (13-b) of FCSC Law

¹³ Art 12 of FCSC Law

¹⁴ Art 12 of FCSC Law

¹⁵ Art 9 (5) of FCSC Law

- c) To engage and pay the experts¹⁷ for conducting studies & research related to civil service development and recommend them to concerned agencies in coordination with ministries.¹⁸

D. HR Management of Civil Service Function

- a) Appointment, reappointment, and promotion of civil servants in accordance with merit principles.¹⁹
- b) Designing the civil service policies and defining the appropriate means to perform these policies.²⁰
- c) Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in ministries/ agencies.²¹
- d) Preparation of job descriptions and terms of occupation in coordination with Ministry of Planning and concerned agencies.²²
- e) Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards.²³
- f) Examining individuals' qualifications and competencies for the purpose of hiring through written exam or interview or both in order to assess their suitability for job.²⁴
- g) Observing the provisions of Article 105 of the constitution, applying job descriptions and terms to all while performing its tasks and responsibilities.²⁵

E. Civil Service Training Function

- a) Drafting of a law for establishment of Civil Service Institute.²⁶
- b) Establishment of training centres for development of civil servants in ministries/ agencies.²⁷
- c) Designing of training & development policies for Civil Service Institute²⁸ and through training centres²⁹ in ministries, in coordination with Ministry of Planning and other agencies.

¹⁶ Art 9 (9) of FCSC Law

¹⁷ Art 13 of FCSC Law

¹⁸ Art 9 (10) of FCSC Law

¹⁹ Art 9 (2) of FCSC Law

²⁰ Art 9 (3) of FCSC Law

²¹ Art 9 (3) of FCSC Law

²² Art 9 (6) of FCSC Law

²³ Art 9 (14) of FCSC Law

²⁴ Art 9 (15) of FCSC Law

²⁵ Art 9 (16) of FCSC Law

²⁶ Art 4 (1) of FCSC Law

²⁷ Art 4 (2) of FCSC Law

²⁸ Art 9 (7) of FCSC Law

²⁹ Art 9 (8) of FCSC Law

F. Office Management Function

- a) Preparation of budget³⁰ and management of FCSC's financial, administrative and human resources.
- b) Drafting of a regulation defining tasks of the departments provided in Article 10 of FCSC law, their formation, divisions, and tasks.³¹
- c) Staffing in the FCSC- Recruitment of General Directors, Directors and Staff in FCSC.³²

³⁰ Art 9 (13-a) of FCSC Law

³¹ Art 11 (3) of FCSC Law

³² Art 11 of FCSC Law

Federal Civil Service Commission (FCSC)

3. Organisation Structure

3.1 Departments under Federal Civil Service Commission (FCSC)

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

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

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

3.2 Divisions and units under each department

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

1. Financial and Administrative Department³³

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

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

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

³³ Article 10- (1) of FCSC Law

2. Legal Department³⁴

To be headed by a Director General³⁵, this department will consist of following divisions;

- (i) Legal Drafting Division
- (ii) Legal Services and Litigation Division
- (iii) Administrative Appeals Division

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

3. Department for Administration Studies and Research³⁶

To be headed by a Director General³⁷, this department will consist of following divisions;

- (i) Organization Research & Development Division
- (ii) Monitoring and Evaluation Division

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

4. Department of Public Administration Development³⁸

To be headed by a Director General³⁹, this department shall consist of following Divisions/units;

- (i) Recruitment Division
- (ii) Human Resource Policy Division
- (iii) Training & Development Division
- (iv) Senior Executive Service (SES) Unit

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

5. Department of Coordination and Follow up with Ministries and Government Agencies⁴⁰

To be headed by a Director General⁴¹, this department will consist of following divisions;

- (i) Ministry, Government Agency & Provincial Relations Division

³⁴ Article 10-(2) of FCSC Law

³⁵ Article 11-(1) of FCSC Law

³⁶ Article 10-(3) of FCSC Law

³⁷ Article 11-(1) of FCSC Law

³⁸ Article 10-(4) of FCSC Law

³⁹ Article 11-(1) of FCSC Law

⁴⁰ Article 10-(5) of FCSC Law

⁴¹ Art.11- (1) of FCSC Law

- (ii) Communications & Public Relations Division

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

6. Civil Service Institute⁴² (connected Department to Public Administration Development)

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

- (i) Director of CSI: To direct the operations of the Institute.
- (ii) Dean: For the academic affairs of the CSI.
- (iii) Registrar: For the general administration of CSI.

7. Office⁴³ of the Chairperson of FCSC

To be headed by a Director⁴⁴, this department will consist of following units;

- (i) Chairperson's Executive Office
- (ii) Internal Audit Unit
- (iii) Commission's Secretariat

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

⁴² Article 10(6) of FCSC Law.

⁴³ Art. 10(7) of FCSC Law.

⁴⁴ Art.11- (2) of FCSC Law

Federal Civil Service Commission (FCSC)

4. Duties/ Responsibilities of Departments

4.1 Terms of Reference (ToR) of Departments of FCSC

4.11 Keeping in view the constitutional mandate⁴⁵ and the functions⁴⁶ of the FCSC and the provisions of the FCSC law, ToRs of the departments⁴⁷ of FCSC have been designed⁴⁸ as follows;

1. Financial and Administrative Department⁴⁹

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

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

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

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

⁴⁶ Article 3 of FCSC law defines the functions of the FCSC as follows: 'The Commission aims at:-

(i) Improving and developing the civil service, providing equal opportunities and ensuring equality between the qualified candidates to civil service positions.

(ii) Planning, monitoring and supervising civil service.

(iii) Developing the public administration, improving government organizational structure, training civil servants and providing them with appropriate social welfare, in coordination with competent authorities'.

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

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

⁴⁹ Article 10- (1) of FCSC Law

(i) Planning, Finance, Budget & Procurement Division

This division will be responsible for planning, preparation, execution and monitoring of FCSC's budget⁵⁰ and procurement. Specifically, its responsibilities will include the following;

(a) Planning, Finance and Budget unit

- a. To draft annual plan of activities of FCSC and coordinate participation of all departments of the FCSC in its preparation;
- b. To prepare reports on implementation of annual strategic plan and business plan;
- c. To prepare draft annual budget and supplementary budget (if any) of FCSC and collaborate with other departments in the budgeting of their activities;
- d. To prepare monthly and quarterly reports for budget monitoring and execution;
- e. To undertake the processing of current and capital expenditure and, make the payment of expenses authorized;
- f. To process salaries and other allowances for the Chairperson, Deputy Chairperson and staff of FCSC;
- g. To develop and implement mechanisms for accounting of budgetary expenditure;
- h. To develop and maintain a system for recording and archiving of expenditure documents, for internal and external audit;
- i. To report on the management of imperest fund (petty cash);

(b) Procurement Unit

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

⁵⁰ Article 9- [13 (a)] of FCSC Law

- f. To assist the Organisational Research and Development Division in procurement (and management of contract) of external expert researchers⁵¹.
- g. To establish a system for storage and safekeeping of equipment/ office supplies, stationary, stock control, its periodic inventory and initiating action for purchase, where necessary;
- h. To maintain a file of all procurement actions, conducted by the FCSC for the purpose of records audit.

(ii) General Administration Division

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

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

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

⁵¹ Article 13 of FCSC Law

- k. To maintain an updated inventory, indicating stocks, book value and their physical location;
- l. To produce category-wise inventories of transport, equipment, IT and communication, electronic and, audiovisual equipments, which are incorporated in the overall inventory;
- m. To conduct a physical inspection of the overall inventory on annual basis;
- n. To ensure maintenance and management of premises, buildings, vehicles and equipments;
- o. To manage maintenance contracts for repairs of buildings, facilities, vehicles and equipments;
- p. To ensure cleanliness, hygiene and good appearance of the premises of FCSC;
- q. To take care of cleanliness of the areas adjacent to FCSC;
- r. To manage the car park of FCSC;
- s. To ensure quality and efficiency of operation of facilities, equipment and supplies, electricity, lighting, air conditioning, plumbing and others;
- t. To recommend purchase of goods, materials, equipments and services;
- u. To propose replacement of unusable assets of FCSC and their disposal;
- v. To develop and implement mechanisms for assistance to users (help desk), particularly for booking rooms, car park spaces, communication- failures and malfunctions at reception.
- w. Attending and escorting of Experts/Advisers invited by the FCSC for interview/ Selection Board meetings to their rooms.
- x. To organise official visits of foreign delegations- to assist and escort the members of the foreign delegation, diplomats and guests to the office of Chairperson/ Deputy Chairperson and/or, the Commissioners' Room, during their visits to FCSC;
- y. To ensure the protocol of Chairperson, Deputy Chairperson, Commissioners and delegations of FCSC, under warrant of Precedence;
- z. To provide protocol support to the Commission for the movement of the Chairperson, Deputy Chairperson and the Commissioners of FCSC in the country and abroad, particularly in regard to hotel reservations, purchase of travel tickets, requisition of allowances from the relevant departments of the FCSC;

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

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

⁵² Article 5- (1) of FCSC Law

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

(iii) Human Resource Division

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

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

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

- f. To draft a manual for induction for the induction training of newly recruited employees;
- g. To provide personnel support in the management of contract staff.

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

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

(iv) Information and Communication Technology (ICT) Division

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

a. Information Technology Unit

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

- e. To carry out technical studies to purchase and/or, upgrade the ICT materials and equipment;
- f. To procure and maintain computer Hardware/software/spares/consumables/computer stationary and, computer furniture;
- g. To procure user specific software and hardware for user specific requirements of various departments of FCSC;
- h. To ensure the management and licensing of software;
- i. To ensure the maintenance of information and communication technology (ICT) infrastructure;
- j. To implement security measures of software and hardware resources;
- k. To develop and maintain procedures and rules of safety equipment, software and systems;
- l. To ensure the management and maintenance of ICT servers- www, email, firewall and others.
- m. To devise preventive measures for data recovery from disasters, covering aspects of mobility and migration, backup, infrastructure protection, and training on disaster management;
- n. To promote, in collaboration with the HR division, IT training of FCSC staff;
- o. To provide assistance to the users of information and communication system of FCSC (help desk services).

b. Communication Technology Unit

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

To prepare and update internal Telephone Directories of FCSC.

c. HRMIS Unit

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

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

2. Legal Department⁵³

To be headed by a Director General⁵⁴, this department shall be responsible for matters relating to drafting of legal documents- laws, rules, regulations; legal services and litigation; and equal opportunities, appeals and employees' grievances. It will consist of following divisions;

- (i) Legal Drafting Division
- (ii) Legal Services and Litigation Division
- (iii) Equal Opportunities, Appeals and Employees' Grievances Division

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

(i) Legal Drafting Division

- a. To review, amend and/or draft laws, regulations and other documents of legal nature, relating to policies, rules and procedures of public administration and civil service management, to facilitate implementation of FCSC law⁵⁵.
- b. To draft a law for establishing and organizing the activities of Civil Service Institute.⁵⁶
- c. To draft laws relating to organization and development of civil service.⁵⁷
- d. To draft a law that regulates the cooperation between FCSC and ministries, and government agencies, regions, and governorates not incorporated into region⁵⁸.

(ii) Legal Services and Litigation Division

- a. To provide legal advice and render legal assistance to all departments of FCSC;
- b. To provide legal services as required to support the operations of FCSC throughout Iraq.

⁵³ Article 10-(2) of FCSC Law

⁵⁴ Article 11-(1) of FCSC Law

⁵⁵ Article 15 of FCSC Law

⁵⁶ Article 4-(1) of FCSC Law

⁵⁷ Article9-(4) of FCSC Law

⁵⁸ Article14 of FCSC Law.

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

(iii) Administrative Appeals Division

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

⁵⁹ Article 16 of FCSC Law.

- e. To ensure that all departments/ divisions are following the due provisions of law, rules, regulations and procedures (including Art. 105 of Iraqi Constitution)⁶⁰;
- f. to check as to whether the provisions of extant law, regulation and instructions have been diligently followed or, otherwise;
- g. To submit the case file along with statement of facts and comments for decision to the superior authority for further instructions/ decision.

3. Department of Administration Studies and Research⁶¹

To be headed by a Director General⁶², this department shall be responsible for matters relating to Organisational Research & Development; Monitoring and Evaluation; and, Publication and Knowledge Resources. It will consist of following divisions;

- (i) Organisational Research & Development Division
- (ii) Monitoring and Evaluation Division

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

(i) Organizational Research & Development Division

- a. To carry out research related to civil service development and collaborate with concerned government agencies to make recommendations to authorities in ministries.⁶³
- b. Conduct surveys, studies and statistics, submit suggestions about making balance between salary grading and living standards in terms of costs of living, prices of goods and services, and economic criteria; and defining the basic needs of living for civil servants, in coordinating with competent agencies.⁶⁴
- c. To undertake research on civil service compensation system, benefits and allowances;
- d. To do the assessment of organizational climate and motivational factors;

⁶⁰ Article 9-(16) of FCSC Law

⁶¹ Article 10-(3) of FCSC Law

⁶² Article 11-(1) of FCSC Law

⁶³ Art. 9-(10) of FCSC Law

⁶⁴ Art. 9-(14) of FCSC Law

- e. To propose policies for the benefit and recognition of merit;
- f. To develop proposals for career plans and requirements for mobility;
- g. To provide advice to the Commission on organisational issues related to the status of civil servants and related matters;
- h. To establish cooperative relations with the line ministries and agencies and, obtain and compile documents on their organisation structure and civil service management;
- i. To provide technical support to the Commission in the legislative, and oversight activities, including the preparation of draft laws and amendments;
- j. Work with the Public Administration Development Department to monitor ministries' budget proposals concerning Civil Servant salaries and administrative expenditures and prepare recommendations for the Chairman of FCSC regarding approval of their budgets, for submission to the Council of Ministers.⁶⁵
- k. To propose draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with the Ministry of Finance.⁶⁶
- l. To prepare annual report on each ministry and government agency to be submitted to the Parliament and the Council of Ministers; the report shall include recommendations and suggestions to improve the performance of the ministry.⁶⁷
- m. To coordinate the meeting of chairman or Deputy chairperson of the commission with the Parliament committees, where they study credits assigned for civil servants, and financial and administrative expenditures in all ministries and government agencies so that to be included in draft budget, or where they study enactment, cancellation or amendment of laws related to civil service.⁶⁸
- n. To hire experts for specialised studies and researches related to civil service matters.⁶⁹

⁶⁵ Art. 9-(13-b) of FCSC Law

⁶⁶ Art. 9-(4) of FCSC Law

⁶⁷ Art. 9-(12) of FCSC Law

⁶⁸ Art. 12 of FCSC Law.

⁶⁹ Art. 13 of FCSC Law.

- o. To pursue studies and research on topics related to organisational development and civil service management and organize conferences, lectures and seminars for the FCSC Commissioners and staff of FCSC;
- p. Responsible for efficiency and effectiveness of Government machinery by way of – defining unique role and functions of each government entity (to avoid overlap/duplication or, any gap in their functions);
- q. to provide support to each government entity to align its organization structure in accordance with its unique vision, mission and strategy;
- r. To develop public administration and improve government organizational structure.⁷⁰
- s. Work with the concerned parties to define the functions, sectoral policies, fiscal frameworks and organizational structures of ministries, government agencies and other institutions subject to Civil Service law.⁷¹
- t. To work with Legal Department to develop policies, regulations and procedures to help ministries and government agencies do effective human resource planning.⁷²
- u. To collect, analyze, produce summaries, process, archive and promote the dissemination of information relevant to the work of FCSC;
- v. To coordinate the preparation of annual reports on FCSC’s activities for Parliament, the Presidential Council and Council of Ministers.⁷³
- w. To manage the Library and act as official depository of all documents produced by FCSC on its activities, both in digital and on paper, and an archive of relevant documentation and make such material available to FCSC staff for consultation;
- x. To maintain annual and other reports of the various ministries and agencies, including the FCSC;
- y. To provide photocopying service (Information materials are traced & photocopies are provided by the Library);
- z. To organize and update the literature, legislation, case law and administrative, scientific and technical information related to the activity of FCSC;

⁷⁰ Art. 3-(3) of FCSC Law

⁷¹ Art. 9-(5) of FCSC Law

⁷² Art. 9-(9) of FCSC Law

⁷³ Art. 9-(11) of FCSC Law

- aa. To ensure, for consultation, a collection of official gazette and distribute to Departments with a monthly list of laws and regulations relating to organization development and civil service management, published in the Gazette, to facilitate monitoring of legislative activity;
- bb. To define the policy and procedures for the acquisition of documents;
- cc. To provide documents for consultation and on loan to the users, according to Library rules;
- dd. To ensure interpretation and document translation services for activities, if any, of the FCSC;
- ee. Subscription of Newspapers/Periodicals, correspondence relating to and payment of bills;
- ff. To diary and dispatch all correspondence/bills relating to news papers, magazines, journals and periodicals;
- gg. Receipt, maintenance and weeding out of old records (files)/magazines/books for retention;
- hh. Receipt, compilation and preparation of Recording and weeding statement;
- ii. To obtain approval for purchase of books, make related correspondence and process payment of bills;
- jj. To provide reading room services;
- kk. To bind books and journals and, maintain the Catalogue and various registers;
- ll. To issue "No Demand Certificate".

(ii) Monitoring and Evaluation Division

- a. To monitor and evaluate the performance of each ministry and Agency, relating to organization and civil service management.
- b. To monitor and evaluate the operations of the Iraqi civil service, including the level of achievement of FCSC's civil service management policies.⁷⁴
- c. To produce information for reports to support the FCSC's planning processes and for presentation to Parliament, the Council of Ministers and the Presidential Council.⁷⁵

⁷⁴ Article 9-(3) of FCSC Law

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

- d. To work with the HR Management of Civil Service Division to establish a system to monitor civil service matters in the line ministries and agencies, support the design and implementation of civil service policies, and evaluate their implementation.⁷⁶
- e. To report and communicate the outcomes of public administration reforms to the council of ministers, parliament and the general public;
- f. To collaborate with the Organisational Research & Development and, Finance & Budget Division on analysis of the cost of living and determining appropriate levels of Civil Service salaries.⁷⁷
- g. To support monitoring and evaluation activities relating to assessment of organizational performance and civil service management in ministries, government agencies and, provincial Civil Service Commissions.
- h. To prepare annual report covering the Commission's tasks, including results of reviewing the hiring processes and recommendations to improve the civil service for submission to Parliament, the Presidential Council and the Council of Ministers.⁷⁸
- i. To plan, monitor and supervise civil service, in coordination with HR policy division.⁷⁹

4. Department of Public Administration Development⁸⁰

To be headed by a Director General⁸¹, this department shall be responsible for administering the provisions of Civil Service Law (when enacted) and planning, implementation and dissemination of public administration and civil service policies, regulations and procedures relating to HR functions viz. HR planning; HRMIS; Job Analysis; pay and grading; merit based recruitment, promotion & transfer; performance appraisal; training & development; ethics, code of conduct and discipline; employees' relations; employees' welfare; retraining & redeployment; retrenchment; social security; pension & terminal benefits etc. This department shall consist of following Divisions;

⁷⁶ Art. 9-(3) of FCSC Law

⁷⁷ Art. 9-(14) of FCSC Law

⁷⁸ Art. 9-(11) of FCSC Law

⁷⁹ Article 3-(2) of FCSC Law

⁸⁰ Article 10-(4) of FCSC Law

⁸¹ Article 11-(1) of FCSC Law

- (i) Recruitment Division
- (ii) Human Resource Policy Division
- (iii) Training & Development Division
- (iv) Senior Executive Service (SES) Unit

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

(i) Recruitment Division

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

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

⁸² Article 9-(2) of FCSC Law

⁸³ Article 9 (15) of FCSC Law

⁸⁴ Article3-(1) of FCSC Law

(ii) Human Resource Policy Division

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

(iii) Training & Development Division

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

⁸⁵ Article 9-(1) of FCSC Law

⁸⁶ Article 9-(3) of FCSC Law

⁸⁷ Article 3-(1) of FCSC Law

⁸⁸ Article 3-(2) of FCSC Law

⁸⁹ Article 9-(6) of FCSC Law

⁹⁰ Article 3-(3) of FCSC Law

⁹¹ Article 3-(3) of FCSC Law

⁹² Article 4-(1) of FCSC Law

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

(iv) Senior Executive Service (SES) Unit

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

⁹³ Article 10-(6) of FCSC Law

⁹⁴ Article 9-(7) of FCSC Law

⁹⁵ Article 4-(2) of FCSC Law

⁹⁶ Article 9-(8) of FCSC Law

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

5. Department of Coordination and Follow up with Ministries and Government Agencies⁹⁷

To be headed by a Director General⁹⁸, this department will be responsible for Coordination and Follow up with Ministries and Government Agencies. It will consist of following divisions;

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

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

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

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

⁹⁷ Article 10-(5) of FCSC Law

⁹⁸ Art.11- (1) of FCSC Law

⁹⁹ Article 14 of FCSC Law

¹⁰⁰ Article 9- (2) of FCSC Law

- e. To work with HR policy division and M&E division to establish a system to monitor civil service matters in the government, support the design and implementation of civil service policies, and evaluate their implementation.¹⁰¹
- f. To work with the organizational research and development division and establish relationships with ministries and government agencies to obtain the requisite information to enable FCSC to participate in Parliament committee meetings dealing with budget submissions for Civil Service salaries and administrative expenses and laws related to public service operations.¹⁰²
- g. To work with organizational research and development division, to help the concerned parties to define the functions, policies and organizational structure of ministries, government agencies and other entities, subject to civil service law.¹⁰³
- h. To work with HR policy division and establish linkages to prepare job descriptions and terms of employment in collaboration with Ministry of Planning and other concerned agencies.¹⁰⁴
- i. To work with Training & Development Division to establish a system for on-going collaboration with the Ministry of Planning and other concerned ministries to establish training units in ministries and implementation of training and development policies for their operations.¹⁰⁵
- j. To work with the Organizational Studies and Research Division and establish linkages with ministries and government agencies to share results and make recommendations arising from research related to civil service development.¹⁰⁶
- k. To work with Monitoring and Evaluation Division to establish systems to monitor and evaluate civil service management and performance of each ministry and government agency for the FCSC's annual report to Parliament, and Council of Ministers.¹⁰⁷
- l. To collaborate with the organizational studies & research division to analyse each ministry's annual budget relating to civil servant salaries and

¹⁰¹ Article 9- (3) of FCSC Law

¹⁰² Article 12 of FCSC Law

¹⁰³ Article 9 (5) of FCSC Law

¹⁰⁴ Article 9 (6) of FCSC Law

¹⁰⁵ Article 4- (2) & Art. 9 (8) of FCSC Law

¹⁰⁶ Article 9 (10) of FCSC Law

¹⁰⁷ Article 9 (12) of FCSC Law

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

- m. Work with the Organisational study and research division and with competent agencies to study the relationship between civil servants' salaries and the cost of living to define basic needs of living for civil servants.¹⁰⁹
- n. To support the recruitment division in implementation of merit based recruitment procedure in ministries and government agencies for assessment of applicants' competence and suitability for jobs throughout Iraq.¹¹⁰
- o. To facilitate and support FCSC working with PCSCs to coordinate, implement and monitor laws, policies, rules, regulations and procedures relating to public administration, organization development and civil service management in Iraq.
- p. To establish a system to maintain on-going relationships with provinces and regions to support their obligation to set up and operate PCSCs to manage a merit-based, motivated, competent and equitable provincial and regional Civil Service.¹¹¹

(ii) Communications & Public Relations Division

- a. Design and operate a comprehensive strategic communications program to support the FCSC's policies relating to public administration and development of an effective Iraqi Civil Service;
- b. To promote internal communication amongst the departments of the FCSC;
- c. To design the system of communication and circulation of information and documents between the departments of FCSC;
- d. To develop and manage the content of the website of FCSC, with the technical collaboration of the Information Technology and Communication (FCSC) division.
- e. To promote communication between the FCSC and the Parliament, PMO, COMSEC, line- ministries and agencies and expand the use of information and communication technologies for this purpose;

¹⁰⁸ Article 9 (13-b) of FCSC Law

¹⁰⁹ Article 9 (14) of FCSC Law

¹¹⁰ Article 9 (15) of FCSC Law

¹¹¹ Article 16 of FCSC Law

- f. To work with the publication & resource centre division of FCSC for presentation and distribution of annual report of FCSC activities to Parliament, the Presidential Council and Council of Ministers.¹¹²
- g. To propose and ensure implementation of mechanisms for coordination and, information flow between the units, divisions and departments and mechanisms for supervision and management hierarchy;
- h. To support communications units in the regional and PCSCs (provincial Civil Service Commissions);
- i. To arrange radio and television coverage of the FCSC events;
- j. To promote dissemination of publications and other materials of FCSC in all appropriate media to support continuous improvement in the performance of the Civil Service throughout Iraq;
- k. To promote the dissemination of FCSC's activities, both in the country and abroad, through brochures, pamphlets, electronic media, website and internet;
- l. To propose and implement policies and procedures for using the information materials, written, sound and image, generated by the FCSC.
- m. To carry out public relation activities to public organizations, civil society organizations, citizens, and other national and international institutions.
- n. To organize press conferences and prepare and disseminate press releases.
- o. To analyze the information produced by the media about FCSC and prepare appropriate response of the FCSC.

6. Civil Service Institute¹¹³ (connected Department to Public Administration Development)

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

¹¹² Article 9 (11) of FCSC Law

¹¹³ Article 10(6) of FCSC Law.

(i) Director of CSI

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

(ii) Dean

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

(a) Standards and Accreditation Division

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

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

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

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

¹¹⁴ Article10(6) of FCSC Law

¹¹⁵ Article 4(2) & 9(8) of FCSC Law.

(iii) Registrar

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

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

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

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

7. Office¹¹⁶ of the Chairperson of FCSC

To be headed by a Director¹¹⁷, this department will be responsible for managing the Chairperson's executive office; carry out financial and administrative audit of FCSC; and, provide secretarial support to the Commission. It will consist of following units;

Chairperson's Executive Office

Internal Audit Unit

- (i) Commission's Secretariat

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

(i) Chairperson's Executive Office

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

(ii) Internal Audit Unit

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

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

¹¹⁶ Art. 10(7) of FCSC Law.

¹¹⁷ Art.11- (2) of FCSC Law

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

(iii) Secretariat of the Commission

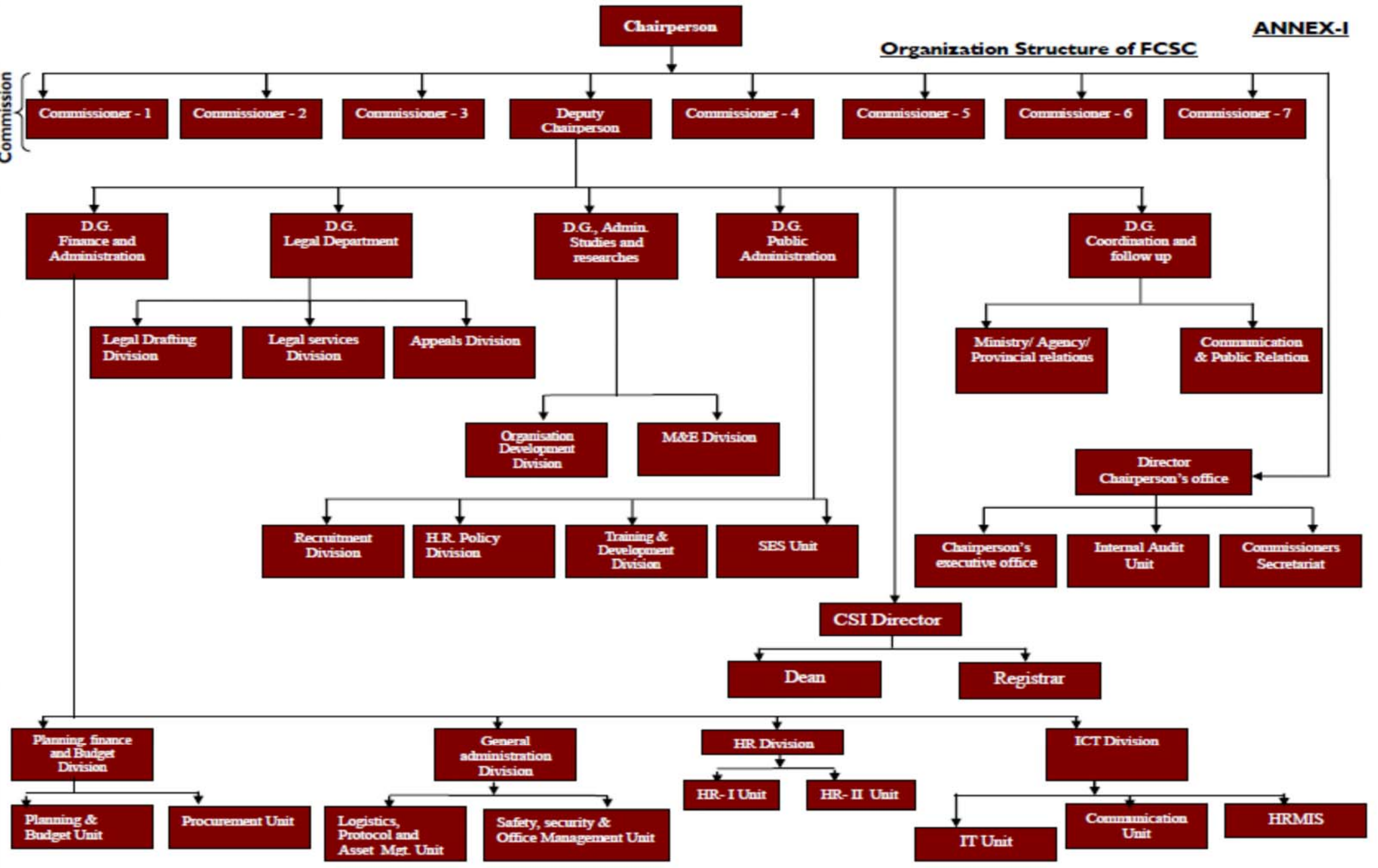
This unit will provide secretarial support to the Apex decision making body of the FCSC i.e. the Commission, which consists of the Chairperson, the Deputy Chairperson and, seven Commissioners..The Director of the Chairperson’s office will serve as ex-officio secretary to the Commission. The Secretariat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

- a. To facilitate the management of Commission’s meetings.
- b. To provide secretarial support to all committees of the Commission in achieving the objectives of the Commission.
- c. To refer to committees and subcommittees, all correspondence addressed to them;
- d. To notify to all members of commission the dates, times and venue of the meetings;
- e. To coordinate, prepare and circulate the agenda items and reference materials, prior to the meeting of the Commission.
- f. To coordinate the logistics of the commission’s meetings, including venue, catering, and audio/ visual requirements.
- g. To record and maintain the minutes of the Commission’s meeting.

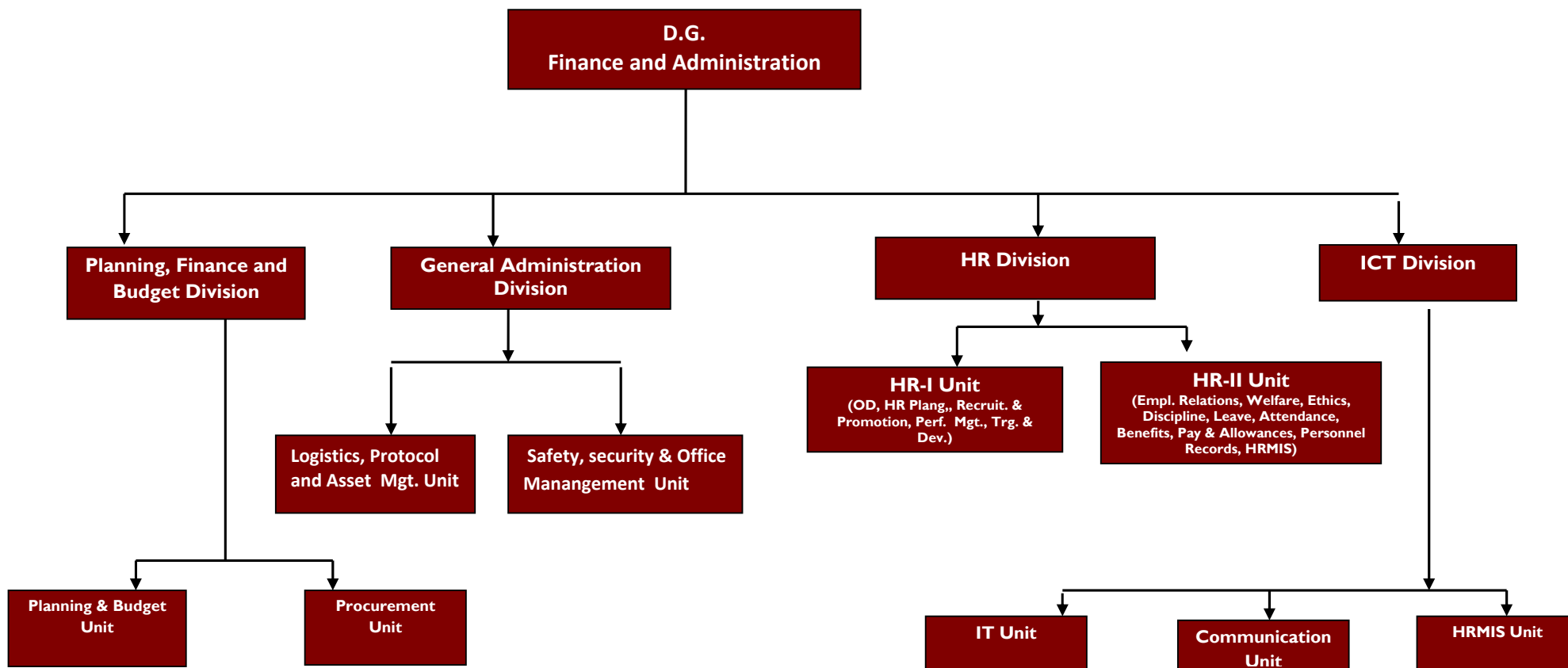
- h. To submit the draft minutes of the Commission's meetings to the Chairperson for approval.
- i. To take the follow up action on the decisions of the Commission and monitor implementation of the Commission's decision.
- j. To keep records of reported cases of non-compliance and further document any remedial action and track any action taken by the responsible persons.
- k. To maintain the records of the all the Commission's meetings, including other relevant materials shared during the meeting.
- l. To coordinate and maintain the Commission's communication, information sharing, and official documentation and archiving.
- m. To coordinate other preparatory tasks, as required by the Commission's Chairperson or, the Deputy Chairperson.

Organization Structure of FCSC

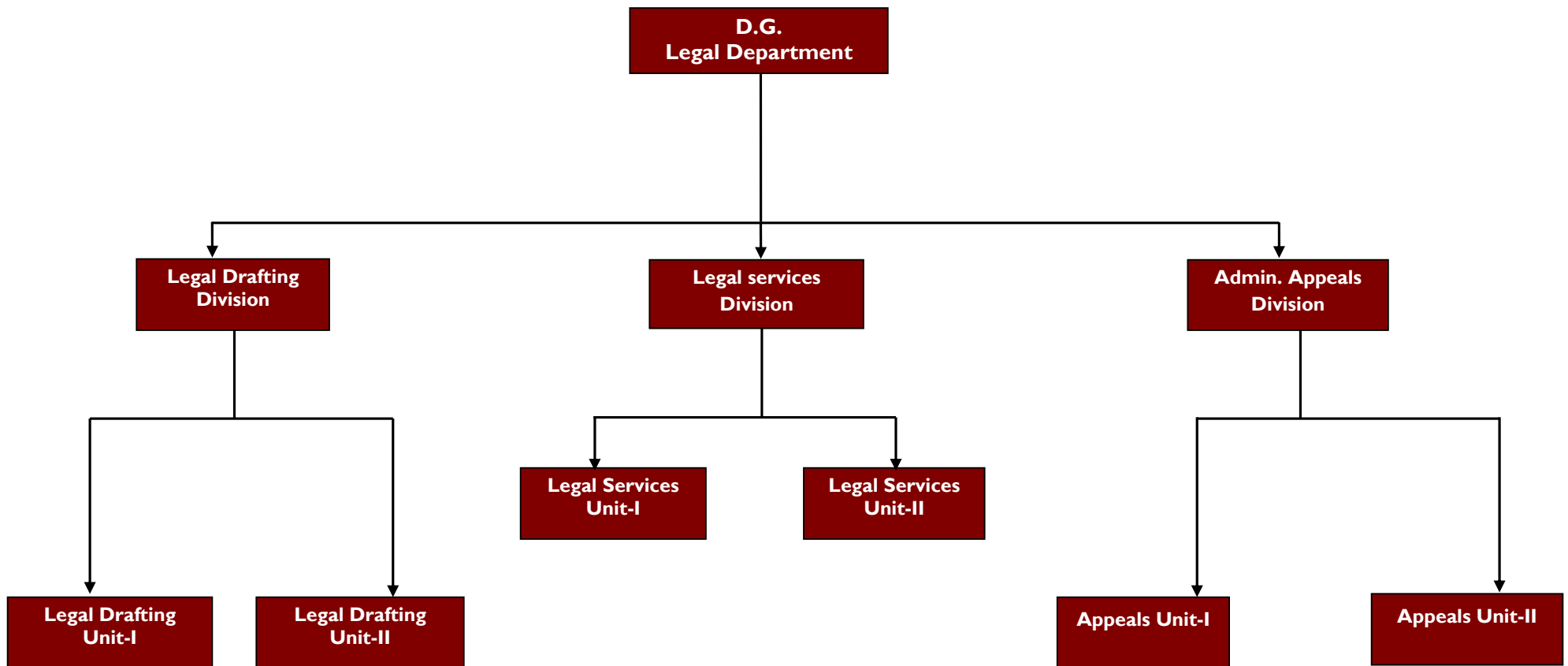
Commission



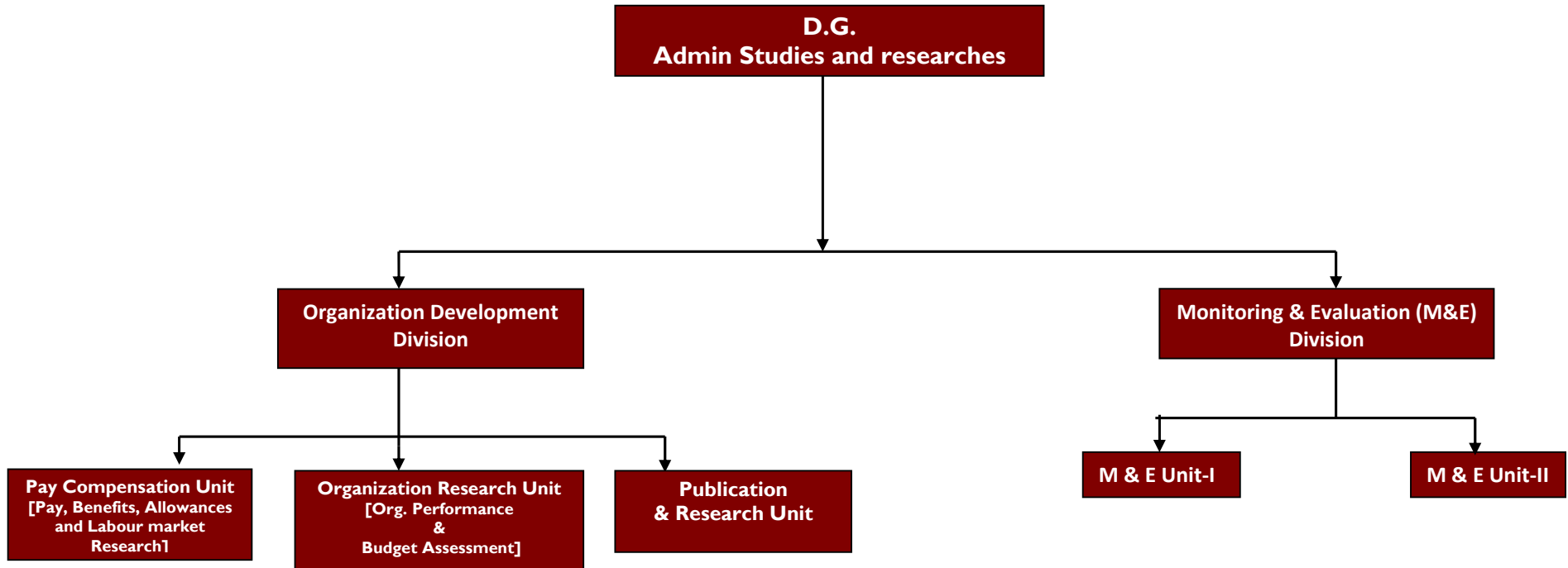
Organization Chart of Finance and Administration Department



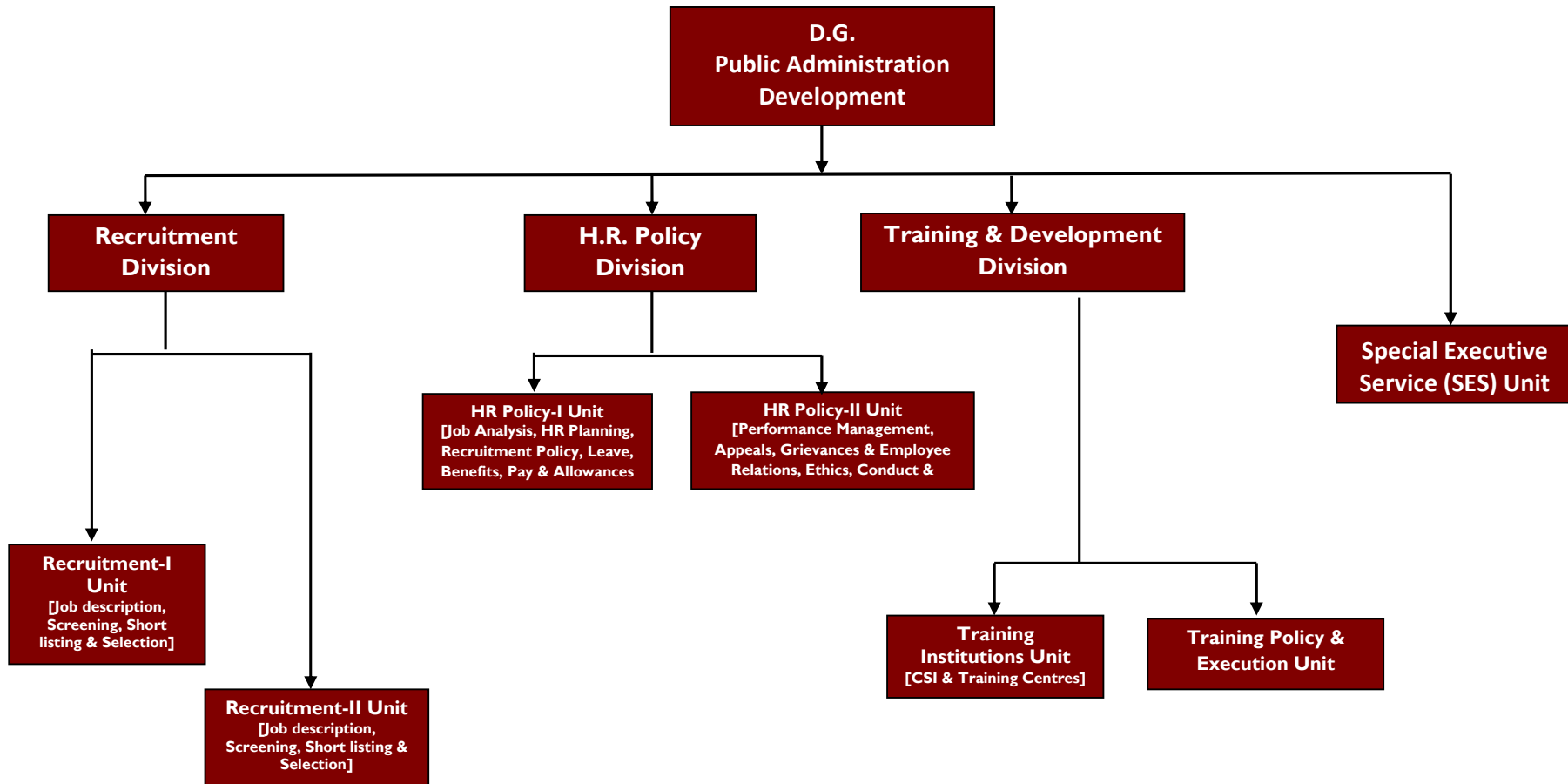
Organization Chart of Legal Department



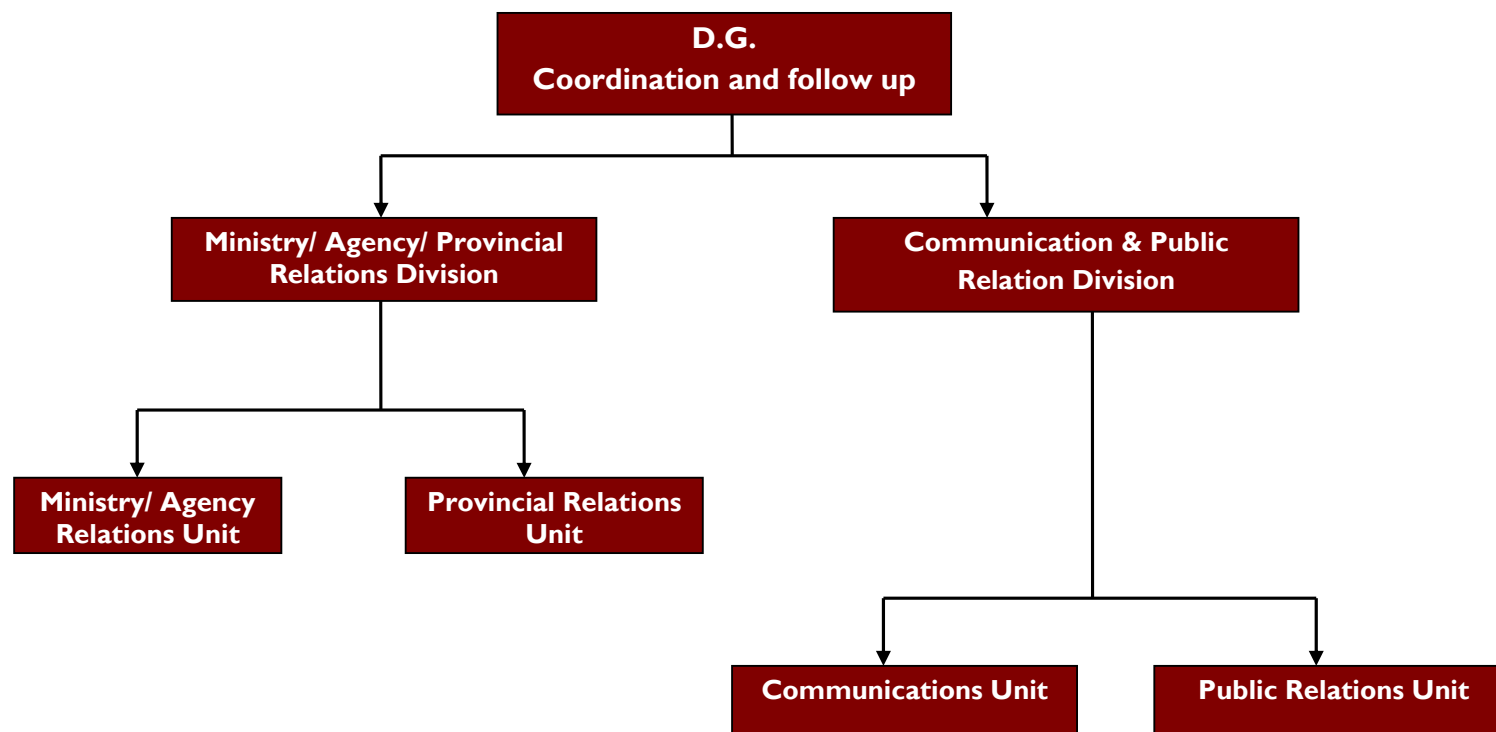
Organization Chart of Department of Administrative Studies and Research



Organization Chart of Department of Public Administration Development



Organization chart of Department of Coordination and Follow up



Organization Chart of the Office of the Chairperson of FCSC

