



Federal Civil Service Commission (FCSC)

Standard Operating Procedures (SoPs)

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Chapter-1

Executive Summary

1.1 The purpose of this document is to define the standard operating procedures (SoPs) for carrying out twenty six functions of the Federal Civil Service Commission (FCSC), identified under the FCSC Law (#4 of 2009). FCSC is a federal institution, whose existence is mandated by Article 107 of Iraqi Constitution. In pursuance of this constitutional mandate, a Federal Civil Service Commission (FCSC) Law (#4 of 2009) has been enacted, which provides for creation of a national level institution to lead, regulate and monitor public administration reforms and civil service management across the government machinery in Iraq. Though the functions of the FCSC have been outlined under this law, procedures for carrying out these functions is yet to be defined.

1.2 As an initial step to operationalise the FCSC, USAID/ Tarabot-CSR team identified/ designed, and documented the ***“Mandate, Functions, Organisation Structure and Duties & Responsibilities of Departments of FCSC”*** (December, 2011). Based on this document, the USAID/Tarabot-CSR team analysed and documented ***“Staffing Needs of FCSC”*** (January, 2012) and developed the ***“Job Descriptions of Managerial Positions of FCSC”*** (January, 2012), for filling up the FCSC’s managerial positions through merit based recruitment. Further, the CSR team also drafted the ***“FCSC internal rules”*** (February, 2012), which will provide an operational framework for the functioning of FCSC, including FCSC’s internal organization; its duties and responsibilities; decision-making; its quorum and consultation mechanisms; allocation of business amongst the chairperson, deputy chairperson and members of FCSC; transaction of business of the Commission etc.

1.3 As an initial step to operationalise FCSC, it is also necessary to define step by step procedures to carry out each of its twenty six functions, which have been categorized

in this document into six categories viz. (i) Law Enforcement & Regulatory Functions; (ii) Reporting & Accountability Functions; (iii) Organisation Development Functions; (iv) HR Management of Civil Service Functions; (v) Civil Service Training Functions; and, (vi) Office Management Functions.

1.4 A simple reading of this document will make it abundantly clear that successful performance of each function of FCSC will require harmonization of efforts of a cross section of FCSC units, divisions and departments, consisting of staff with adequate knowledge, experience, skills and expertise in accomplishing multiplicity of tasks and achieving desired results. For this purpose, each of these procedures has been supported by a detailed work-flow diagram, for the ease of understanding of the national counterparts.

1.5 The Standard Operating Procedures (SoPs) for carrying out FCSC's 'Law Enforcement & Regulatory Functions' are described in **Chapter-2** of this document. The **Chapter-3** provides a description of SoPs in respect of 'Reporting & Accountability Function' of FCSC. The SoPs for 'Organisation Development Functions' are described in the **Chapter-4**. The SoPs relating to 'HR Management of Civil Service Functions' are described in **Chapter-5**. The **Chapter-6** consists of SoPs concerning 'Civil Service Training Function'. Whereas, SoPs for the 'Office Management Functions' are detailed in **Chapter-7**. Each of these procedures has been supported by a detailed work-flow diagram, placed in **ANNEX**. For the sake of quick reference, the organisation chart of FCSC has also been placed at the **ANNEX**.

Chapter-2

SoPs for Law Enforcement & Regulatory Functions of FCSC

Introduction

The FCSC Law (#4 of 2009) has prescribed following five regulatory functions for FCSC;

- 1) Implementation of Federal Civil Service Law, as well as other relevant laws.¹
- 2) Proposing draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with Ministry of Finance.²
- 3) Drafting of legislation, regulating the relationship between FCSC and ministries, agencies, regions and provinces.³
- 4) Drafting and issuing bylaws and regulations to facilitate implementation of FCSC law (law no. 4 of 2009).⁴
- 5) Drafting and issuing of regulations to establish provincial civil service commissions (PCSCs) to manage the provincial civil service based on equality, merit basis, competency, and fairness.⁵

Standard Operating Procedures (SoPs)

SoPs for carrying out each of the above functions by FCSC have been outlined below;

1. Implementation of Federal Civil Service Law, as well as other relevant laws

- (i) Each Executive Assistant (Compliance/ M&E division), under the DG (Admin. Studies & Research), is responsible for monitoring compliance of laws, rules, regulations and instructions relating to public administration and civil service management in the specified number of Ministries, Agencies and Governorate Offices;
- (ii) Each Executive Assistant (Compliance), M&E division monitors the compliance in each Ministry, Agency and the Governorate Office under his/ her jurisdiction and submits monthly report to the Director General (Admin. Studies & Research Department) through Director (M&E) Division.

¹ Art 9 (1) of FCSC Law

² Art 9 (4) of FCSC Law

³ Art 14 of FCSC Law

⁴ Art 15 of FCSC Law

⁵ Art 16 of FCSC Law

- (iii) The DG (Admin. Studies & Research Department) peruses the report and sends it to the DG (Legal Department), along with his/ her comments;
- (iv) The DG (Legal Department) directs the Director of Legal Services division to examine and comment on the compliance report from legal angle;
- (v) Director of Legal Services division examines the report and submits his comments, along with recommendations for the action to be taken on compliance report, to the DG (Legal Department);
- (vi) The DG (Legal Department) peruses the comments and/or, recommendations for action to be taken on compliance report and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson.
- (vii) The Chairperson, after perusal of the compliance report and the comments and recommendations thereon issues direction for the action to be taken in the subject-matter. S/he may also direct that the matter may be placed before the full Commission for a decision.
- (viii) Where ever the Chairperson's direction involves further communication with the concerned Ministry, Agency or, Governorate, the same is carried out by the Ministry/ Agency/Provincial Relations division of the DG (Coordination & follow up).

Process Flow Diagram of this process is placed at **Annex-2**.

2. Proposing draft laws and rules related to organization and development of civil service and provide advice thereon, in coordination with Ministry of Finance

- (i) Deputy Director (Organisation Research), under the DG (Admin. Studies & Research), is responsible for drafting laws, rules, regulations and instructions relating to organisation and development of civil service across the Ministries, Agencies and Governorate Offices;
- (ii) The Deputy Director (Organisation Research), with the assistance of his Executive Assistants submits the proposal for draft law, rules or, regulations to the Director General (Admin. Studies & Research Department) through Director (Organisation Development Division). S/he also prepares the financial implications of implementation of the proposal;

- (iii) The DG (Admin. Studies & Research Department) peruses the draft and sends it to the DG (Legal Department), along with his/ her comments;
- (iv) The DG (Legal Department) directs the Director of Legal Drafting division to review the proposal from legal angle and prepare a draft for the proposed law, rules or, regulations;
- (v) Director of Legal drafting division reviews the proposal, prepares a draft for the proposed law, rules or, regulations and submits it to the DG (Legal Department);
- (vi) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;
- (vii) The Chairperson, after perusal of the draft and recommendations thereon directs that the matter be placed before the full Commission for a decision;
- (viii) Based on the decision of the Commission, a letter is drafted by the Deputy Director (Organisation Research) for obtaining financial concurrence of the Ministry of Finance. The draft communication to the Ministry of Finance is submitted for approval of the Deputy Chairperson, through Director (Organisation Development Division) and the Director General (Admin. Studies & Research Department);
- (ix) After approval of the Deputy Chairperson, the communication is sent to the Ministry of Finance with a copy to the Ministry/ Agency/Provincial Relations division of the DG (Coordination & follow up) to pursue the matter.
- (x) After concurrence of the proposal by the Ministry of Finance, the Director (M&E division), under DG (Admin. Studies & Research) initiates monitoring of implementation of the bye laws and regulations.

Process Flow Diagram of this process is placed at **Annex-3.**

3. Drafting of legislation, regulating the relationship between FCSC and ministries, agencies, regions and provinces

- (i) Director (Division of Ministry/Agency/Provincial Relations), under DG (Coordination & follow up), is responsible for drafting of a law to regulate the relationship between FCSC and ministries, agencies, regions and provinces;

- (ii) Director (Division of Ministry/Agency/Provincial Relations), prepares the contents of a draft law to regulate the relationship between FCSC and ministries, agencies, regions and provinces and submits it to the DG (Coordination & follow up);
- (iii) The DG (Coordination & follow up) peruses the draft and sends it to the DG (Legal Department), along with his/ her comments;
- (iv) The DG (Legal Department) directs the Director (Legal Drafting division) to review the proposal from legal angle and prepare a draft for the proposed law;
- (v) Director of Legal drafting division reviews the proposal, prepares a draft for the proposed law, and submits it to the DG (Legal Department);
- (vi) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;
- (vii) The Chairperson, after perusal of the draft law and recommendations thereon directs that the matter be placed before the full Commission for a decision;
- (viii) The Commission approves the proposal of the draft law for regulating relationship between FCSC and ministries, agencies, regions and provinces, with or without amendment.
- (ix) After approval of the Commission, the Director (Division of Ministry/Agency/Provincial Relations) submits the draft law to the COMSEC for onward transmission to the Parliament for approval;
- (xi) After approval of the law by Parliament, the Director (Division of Ministry/Agency/Provincial Relations) initiates implementation of the law, in coordination with the Director (M&E division), under DG (Admin. Studies & Research).

Process Flow Diagram of this process is placed at **Annex-4**.

4. Drafting and issuing bylaws and regulations to facilitate implementation of FCSC law (#4 of 2009)

- (i) Director (Legal Drafting Division), under the DG (Legal Department), is responsible for drafting and issuing bylaws and regulations to facilitate implementation of FCSC law (#4 of 2009);

- (ii) Director (Legal Drafting Division), with the assistance of his Deputy Directors, coordinates the contents of the byelaws and regulations with the concerned departments, prepares draft byelaws and regulations and submits the same to the Director General (Legal Department);
- (iii) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;
- (iv) The Chairperson, after perusal of the draft and recommendations thereon directs that the matter be placed before the full Commission for a decision;
- (v) After approval of the Commission, the Director (Legal Drafting Division) sends the approved byelaw or regulation for publication in the official gazette with a copy to the Division of Ministry/ Agency/Provincial Relations of the DG (Coordination & follow up) to follow up the matter with the Ministries/agencies.
- (vi) After publication of byelaw or, regulation in the official gazette, the Director (M&E division), under DG (Admin. Studies & Research) initiates monitoring of implementation of the bye laws and regulations, in coordination with the DG (Coordination & follow up).

Process Flow Diagram of this process is placed at **Annex-5**.

5. Drafting and issuing of regulations to establish provincial civil service commissions (PCSCs) to manage the provincial civil service based on equality, merit basis, competency, and fairness

- (i) Director (Legal Drafting Division), under the DG (Legal Department), is responsible for drafting and issuing of regulation to establish provincial civil service commissions (PCSCs) to manage the provincial civil service based on equality, merit basis, competency, and fairness;
- (ii) Director (Legal Drafting Division), with the assistance of his Deputy Directors, coordinates the contents of the regulation with the concerned departments, prepares draft regulation and submits the same to the Director General (Legal Department);
- (iii) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

- (iv) The Chairperson, after perusal of the draft and recommendations thereon directs that the matter be placed before the full Commission for a decision;
- (v) After approval of the Commission, the Director (Legal Drafting Division) sends the approved byelaw or regulation for publication in the official gazette with a copy to the Division of Ministry/ Agency/Provincial Relations of the DG (Coordination & follow up) to follow up the matter with the provinces, not incorporated into Region;
- (vi) After publication of the regulation in the official gazette, the Director (M&E division), under DG (Admin. Studies & Research) initiates monitoring of implementation of the bye laws and regulations, in coordination with the DG (Coordination & follow up).

Process Flow Diagram of this process is placed at **Annex-6.**

Chapter-3

SoPs for Reporting & Accountability Functions of FCSC

Introduction

The FCSC Law (#4 of 2009) has outlined following five functions relating to reporting and accountability, for which FCSC is responsible;

- 1) Preparation of annual report covering Commission's tasks and results and recommendations to improve civil service; for submission to Parliament, Presidential Council and Council of Ministers.⁶
- 2) Preparation of annual report on each ministry and agency, containing recommendations to improve performance, for submission to Parliament and Council of Ministers.⁷
- 3) Review of ministries' draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to Council of Ministers.⁸
- 4) Attending meetings of Parliament committees to discuss draft budgetary proposals relating to financial and administrative expenditures in ministries/agencies.⁹
- 5) Attending meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service.¹⁰

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. Preparation of annual report covering Commission's tasks and results and recommendations to improve civil service; for submission to Parliament, Presidential Council and Council of Ministers

- (i) Deputy Director (Publication and Research Centre) under DG (Administrative Studies and Research) is responsible for preparation of annual report covering Commission's tasks and results and recommendations to improve civil service for submission to Parliament, Presidential Council and Council of Ministers;

⁶ Art 9 (11) of FCSC Law

⁷ Art 9 (12) of FCSC Law

⁸ Art 9 (13-b) of FCSC Law

⁹ Art 12 of FCSC Law

¹⁰ Art 12 of FCSC Law

- (ii) Deputy Director (Publication and Research Centre) coordinates with all other departments of the FCSC to collect information relating to FCSC's constitutional and statutory functions and prepares comprehensive report of (a) the decisions made by the Commission in the performance of its functions, as provided for in the FCSC law; (b) any issue, on which the FCSC has provided report to the Parliament; (c) any matter that FCSC considers appropriate including any impediment in the discharge of its functions and the violators of its decisions including action recommended to be taken against the violators; and, (d) the programmes, FCSC has planned to undertake towards the discharge of its functions;
- (iii) S/he submits the draft annual report to DG (Administrative Studies and Research), through the Director (Organization Development). The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/her recommendation, through Deputy Chairperson.
- (iv) The Chairperson, after perusal of the draft annual report of the FCSC directs to place the matter before a Committee of Commissioner, under Rule (16) of FCSC Internal Rules (2112);
- (v) The Publication and Research Centre Unit, under DG (Administrative Studies and Research) works as a Secretariat of the Committee of Commissioner for drafting and finalising the report of the Commission;
- (vi) After deliberating over the draft report, the Committee of Commissioner submits the draft report to the Chairperson of FCSC;
- (vii) The Chairperson peruses the draft annual report of the FCSC, and directs to place it before the full Commission with or, without amendments;
- (viii) After approval of the Commission, the report is signed by the chairperson, the deputy chairperson and all commissioners of the Commission;
- (ix) The Deputy Director (Publication and Research Centre) makes arrangements for the printing of the annual report;
- (x) The printed annual report of the Commission is submitted by the chairperson, in the last month of the financial year, to the presiding officer of the parliament;

- (xi) The Deputy Director (Publication and Research Centre) also sends the copies of the printed annual report of the Commission to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to the Presidential Council and the Council of Ministers' Secretariat (COMSEC);
- (xii) The Deputy Director (Publication and Research Centre) also ensures publication of the annual report in the official gazette, not later than 30 days from the date of its delivery to the Parliament;
- (xiii) The annual report of the FCSC may be discussed by the council of ministers and their comments on the reported deviations from the recommendations of the FCSC, if any, may be submitted to the presiding officer of the Parliament within 21 days to enable the parliament to deliberate on the FCSC's annual report and the comments of the federal government, thereon.

Process Flow Diagram of this process is placed at **Annex-7**.

2. Preparation of annual report on each ministry and agency, containing recommendations to improve performance, for submission to Parliament and Council of Ministers

- (i) Director (Organisation Development) under DG (Administrative Studies and Research) is responsible for preparation of annual report on each ministry and agency, containing recommendations to improve performance, for submission to Parliament and Council of Ministers ;
- (ii) Director (Organisation Development), with the assistance of his/ her three Deputy Directors and in coordination with the Director (M&E) reviews the performance of each ministry and agency, in terms of its mandate, functions, strategy, mission, outputs and efficiency in service delivery and prepares recommendations to improve the performance of the ministry/ agency;
- (iii) Director (Organisation Development), submits the findings and recommendations on improvement of the performance of each ministry/ agency to the Deputy Chairperson, through DG (Administrative Studies and Research);

- (iv) The Deputy Chairperson peruses the findings and recommendations on performance of the ministry/ agency and submits it to Chairperson along with his/her recommendation;
- (v) The Chairperson, after perusal of the draft annual report of the FCSC directs to place the matter before a Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112);
- (vi) The Publication and Research Centre Unit, under DG (Administrative Studies and Research) works as the Secretariat of the Committee of Commissioners for preparation of annual report on each ministry and agency;
- (vii) After reviewing the contents of draft report, the Committee of Commissioners submit their comments on the draft report to the Chairperson of FCSC;
- (viii) The Chairperson peruses the comments on the draft report, and approves the report with or, without amendments;
- (ix) The Deputy Director (Publication and Research Centre) makes arrangements for sending the copies of the report to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to the Parliament and the Council of Ministers' Secretariat (COMSEC).

Process Flow Diagram of this process is placed at **Annex-8**.

3. Review of ministries' draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to Council of Ministers

- (i) Director (Organisation Development) under DG (Administrative Studies and Research) is responsible for review of ministries' draft budgetary proposals for civil servants' salary and administrative expenditures, and submission of recommendations to Council of Ministers;
- (ii) Director (Organisation Development), with the assistance of his/ her three Deputy Directors and in coordination with the Director (Planning, Finance & Budget) reviews the budgetary proposal for civil servants' salary and administrative expenditures of each ministry, and prepares recommendations of the FCSC;

- (iii) Director (Organisation Development), submits the findings and recommendations in respect of budgetary proposal for each ministry to the Deputy Chairperson, through DG (Administrative Studies and Research);
- (iv) The Deputy Chairperson peruses the findings and recommendations on budgetary proposal and submits it to Chairperson along with his/her recommendation;
- (v) The Chairperson, after perusal of the recommendations of the FCSC directs to place the matter before a Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112);
- (vi) The Deputy Director (Organisation Research), under DG (Administrative Studies and Research) works as the Secretariat of the Committee of Commissioners for review of the budgetary proposal of each ministry and recommendations of the FCSC thereon;
- (vii) After reviewing the budgetary proposal, the Committee of Commissioners submit their recommendations on the budgetary proposal of each ministry to the Chairperson of FCSC;
- (viii) The Chairperson peruses the recommendations on the budgetary proposal, and approves the same with or, without amendments;
- (ix) The Deputy Director (Organisation Research) makes arrangements for sending to the recommendations of FCSC on the budgetary proposal to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to the Council of Ministers' Secretariat (COMSEC) and its follow up.

Process Flow Diagram of this process is placed at **Annex-9**.

4. Attending meetings of Parliament committees to discuss draft budgetary proposals relating to financial and administrative expenditures in ministries/agencies.

- (i) The DG (Coordination and follow up) is responsible for coordination of the visits of the Chairperson and /or, Deputy Chairperson to attend the meetings of Parliament Committees for discussion of draft budgetary proposals relating to financial and administrative expenditures in ministries/agencies;

- (ii) The DG (Coordination and follow up), in coordination with the DG (Administrative Studies and Research), arranges the briefing of the Chairperson and the Deputy Chairperson on the view point and recommendation of the Commission on the budgetary proposals relating to financial and administrative expenditures in ministries/agencies;
- (iii) The DG (Administrative Studies and Research) also arranges necessary presentation- material for the Parliament Committee, in the form of power point presentation, hand outs, etc. to support the view point of the Commission.

Process Flow Diagram of this process is placed at **Annex-10**.

5. Attending meetings of Parliament committees to discuss enactment, cancellation or amendment of laws related to civil service

- (i) The DG (Coordination and follow up) is responsible for coordination of the visits of the Chairperson and /or, Deputy Chairperson to attend the meetings of Parliament Committees to discuss enactment, cancellation or amendment of laws related to civil service;
- (ii) The DG (Coordination and follow up), in coordination with the DG (Legal Department), arranges the briefing of the Chairperson and the Deputy Chairperson on the view point and recommendation of the Commission on the enactment, cancellation or amendment of laws related to civil service;
- (iii) The DG (Legal Department) also arranges necessary presentation- material for the Parliament Committee, in the form of power point presentation, hand outs, etc. to support the view point of the Commission.

Process Flow Diagram of this process is placed at **Annex-11**.

Chapter-4

SoPs for Organisation Development Functions of FCSC

Introduction

The FCSC Law (#4 of 2009) has outlined following three functions relating to organisation development of ministries and agencies to FCSC;

- 1) Preparation of organization structure of ministries/agencies/institutions subject to civil service law.¹¹
- 2) Development of policies and regulations to attain a balance between number of employees in ministries/ agencies and the work performed.¹²
- 3) To engage and pay the experts¹³ for conducting studies & research related to civil service development and recommend them to concerned agencies in coordination with ministries.¹⁴

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. Preparation of organization structure of ministries/agencies/institutions subject to civil service law

- (i) The Deputy Director (Organisation Research), with the assistance of his/her Executive Assistants, proposes changes in the organization structure of ministries/agencies/institutions, subject to civil service law;
- (ii) S/he reviews the mandate, functions, strategy, vision, mission, current performance level and budget of each ministry/agency/institution and prepares their organisation structure, to achieve objectives more efficiently and effectively. S/he also prepares the financial and administrative implications of implementation of the proposed organisation structure of each ministry/agency/institution;
- (iii) The proposed organisation structure is submitted to the Director General (Admin. Studies & Research Department) through Director (Organisation

¹¹ Art 9 (5) of FCSC Law

¹² Art 9 (9) of FCSC Law

¹³ Art 13 of FCSC Law

¹⁴ Art 9 (10) of FCSC Law

Development Division), who sends it to the DG (Legal Department) along with his/ her comments;

- (iv) Under the guidance of the DG (Legal Department), the Director of Legal Services division examines the financial and administrative implications of implementation of proposed organisation structure from legal angle and submits his/ her comments/recommendations to the DG (Legal Department);
- (v) The DG (Legal Department) peruses the comments/ recommendations and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson.
- (vi) The Chairperson, after perusal of the financial and administrative implications of implementation of the proposed organisation structure of each ministry/agency/institution and recommendations thereon directs that the matter be placed before the full Commission for a decision;
- (vii) The Commission makes a decision on the subject-matter, under Rule (6) or, under Rule (15) of the FCSC Internal Rules (2012);
- (viii) Based on the decision of the Commission, a letter is drafted by the Deputy Director (Organisation Research), addressed to the Council of Ministers Secretariat, conveying the recommendations of the Commission on the organisation structure of each ministry/agency/institution.
- (ix) The draft communication to the Council of Ministers Secretariat is submitted for approval of the Deputy Chairperson, through Director (Organisation Development Division) and the Director General (Admin. Studies & Research Department);
- (x) After approval of the Deputy Chairperson, the Commission's recommendations are communicated to the Council of Ministers' Secretariat with a copy to the Ministry/ Agency/Provincial Relations division of the DG (Coordination & follow up) to pursue the matter further with the Council of Ministers' Secretariat as well as the concerned Ministry/ Agency/Provincial office.

Process Flow Diagram of this process is placed at **Annex-12**.

2. Development of policies and regulations to attain a balance between number of employees in ministries/agencies and the work performed

- (i) The Deputy Director (Organisation Research) Is responsible for development of policies and regulations to attain a balance between number of employees in ministries/agencies and the work performed;
- (ii) S/he, with the assistance of his/her Executive Assistants, reviews the mandate, functions, strategy, organisation structure, current performance level and budget of each ministry/agency/institution and proposes policies/regulations to attain a balance between number of employees in ministries/agencies and the work performed. S/he also prepares the financial and administrative implications of implementation of the proposed policies and regulations;
- (iii) The draft policy/ regulation is submitted to the Director General (Admin. Studies & Research Department) through Director (Organisation Development Division), who sends it to the DG (Legal Department) along with his/ her comments;
- (iv) Under the guidance of the DG (Legal Department), the Director of Legal Services division examines and the draft policy/ regulation from legal angle and submits his/ her comments/recommendations to the DG (Legal Department);
- (v) The DG (Legal Department) peruses the comments/ recommendations and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;
- (vi) The Chairperson, after perusal of financial and administrative implications of implementation of the proposed organisation structure and staff strength in each ministry/agency/institution and recommendations thereon, directs that the matter be placed before the full Commission for a decision;
- (vii) The Commission makes a decision on the subject-matter, under Rule (6) or, under Rule (15) of the FCSC Internal Rules (2012);
- (viii)Based on the decision of the Commission, a letter is drafted by the Deputy Director (Organisation Research), addressed to the Council of Ministers Secretariat, conveying the recommendations of the Commission on the organisation structure and staff strength of each ministry/agency/institution.
- (ix) The draft communication to the Council of Ministers Secretariat is submitted for approval of the Deputy Chairperson, through Director (Organisation Development Division) and the Director General (Admin. Studies & Research Department);

- (x) After approval of the Deputy Chairperson, the Commission's recommendations are communicated to the Council of Ministers' Secretariat with a copy to the Ministry/ Agency/Provincial Relations division of the DG (Coordination & follow up) to pursue the matter further with the Council of Ministers' Secretariat as well as the concerned Ministry/ Agency/Provincial office;
- (xi) The Ministry/Agency/Provincial Relations Division follows up with the Council of Ministers' Secretariat as well as the concerned Ministry/ Agency/Provincial office and reports the progress to Chairperson, through DG(Coordination & Follow up) and the Deputy Chairperson.

Process Flow Diagram of this process is placed at **Annex-13**.

3. To engage and pay the experts¹⁵ for conducting studies & research related to civil service development and recommend them to concerned agencies in coordination with ministries¹⁶

- (i) Director (Organization Development) under DG (Administrative Studies and Research) is responsible for conducting studies & research related to civil service development and recommend them to concerned agencies in coordination with ministries;
- (ii) Director (Organization Development), with the assistance of concerned Deputy Directors, prepares the proposal for conducting studies & research related to civil service development. S/he may propose for engagement of experts against payment to carry out civil service related studies and research.¹⁷
- (iii) S/he submits the proposal to DG (Administrative Studies and Research) through Director (Organization Research). The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/her recommendation, through Deputy Chairperson.
- (iv) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);
- (v) After deliberating over the proposal the Committee of Commissioners submits its recommendation(s) to Chairperson of FCSC;

¹⁵ Art 13 of FCSC Law

¹⁶ Art 9 (10) of FCSC Law

¹⁷ Art 13 of FCSC Law

- (vi) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112), and directs further course of action i.e. if s/he agrees, s/he approves the proposal;
- (vii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the matter back to the Committee for taking remedial action(s) and to resubmit it;
- (viii) After taking remedial action(s), the Committee resubmits its recommendations to the Chairperson of FCSC, which triggers the activities described under para (vi) above;
- (ix) After approval of the Chairperson, the Director (Organization Development) under DG (Administrative Studies and Research) issues administrative order conveying the decision of Commission to conduct the study and research, along with its terms of reference and its time-period for completion. If the proposal involves engagement of any expert on contractual basis, Director (Organization Development) also communicates the decision of Commission to the Director (HR), under the DG (Finance and Administration) for preparation of the contract and engagement of expert for conducting the study and research;
- (x) The expert, in the course of his/her study and research on civil service development consults the various stakeholders, including the ministries, agencies and governorates and incorporates their views and recommendations in his final report;
- (xi) On completion of the study and research within the prescribed time, as per its terms of reference, the Director (Organization Development) submits the findings and recommendations of the study to DG (Administrative Studies and Research) through Director (Organization Research);
- (xii) The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/ her recommendation, through Deputy Chairperson;
- (xiii) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);

- (xiv) On satisfactory completion of the work by the external expert, as per his/ her terms of reference, the Director (Organization Development) sends a report to the Director (Finance & Budget), certifying satisfactory completion of the contract. Based on this authority, Director (Finance & Budget) processes the remuneration payable to the expert;
- (xv) After deliberating over the proposal the Committee of Commissioners submits its recommendation(s) to Chairperson of FCSC;
- (xvi) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112), and directs further course of action i.e. if s/he agrees, s/he approves the proposal;
- (xvii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the matter back to the Committee for taking remedial action(s) and to resubmit it;
- (xviii) After taking remedial action(s), the Committee resubmits its recommendations to the Chairperson of FCSC, which triggers the activities described under para (vi) above;
- (xix) After approval of the Chairperson, the Deputy Director (Organization Research) under DG (Administrative Studies and Research) prepares the draft letter conveying the approval of the Commission to the findings and recommendations of the study for implementation and solicits the approval of the Deputy Chairperson through the Director (Organisation Development) and the DG (Administrative Studies and Research);
- (xx) After approval of the letter, the Deputy Director (Organization Research) circulates the letter to the COMSEC and concerned ministries/ agencies, under intimation to the division of Ministry/ Agency/ Provincial Relations, under DG (Coordination & Follow up) and the Director (M&E division), under DG (Admin. Studies & Research);
- (xxi) The Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up) follows up the progress in implementation of findings and recommendations of the study by the concerned Ministries, Agencies and Governorates;
- (xxii) Each Deputy Director (M&E division), under the DG (Admin. Studies & Research) monitors and evaluates the level of achievement on account of

implementation of findings and recommendations of the study by the concerned Ministries, Agencies and Governorates and submits half yearly report to the Director General (Admin. Studies & Research Department) through Director (M&E) Division;

(xxiii) The DG (Admin. Studies & Research Department) peruses the report and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;

(xxiv) The Chairperson, after perusal of the monitoring & evaluation report and the comments/recommendations thereon issues direction for the action to be taken under Rule (16) of FCSC Internal Rules. S/he may also direct that the matter be placed before the full Commission for consideration and further deliberation.

Process Flow Diagram of this process is placed at **Annex-14**.

Chapter-5

SoPs for HR Management of Civil Service Functions of FCSC

Introduction

The FCSC Law (#4 of 2009) provides for following seven functions for FCSC, which relate to HR Management of civil service;

- 1) Appointment, reappointment, and promotion of civil servants in accordance with merit principles.¹⁸
- 2) Designing the civil service policies and defining the appropriate means to perform these policies.¹⁹
- 3) Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in ministries/ agencies.²⁰
- 4) Preparation of job descriptions and terms of occupation in coordination with Ministry of Planning and concerned agencies.²¹
- 5) Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards.²²
- 6) Examining individuals' qualifications and competencies for the purpose of hiring through written exam or interview or both in order to assess their suitability for job.²³
- 7) Observing the provisions of Article 105 of the constitution, applying job descriptions and terms to all while performing its tasks and responsibilities.²⁴

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. Appointment, reappointment, and promotion of civil servants in accordance with merit principles

- (i) Each Deputy Director (Recruitment Division) under DG (Public Admin. Development) is responsible for the merit based recruitment process for appointment, reappointment and promotion of civil servants in the specified number of Ministries, Agencies and/or Governorates, under his/ her jurisdiction;

¹⁸ Art 9 (2) of FCSC Law

¹⁹ Art 9 (3) of FCSC Law

²⁰ Art 9 (3) of FCSC Law

²¹ Art 9 (6) of FCSC Law

²² Art 9 (14) of FCSC Law

²³ Art 9 (15) of FCSC Law

²⁴ Art 9 (16) of FCSC Law

- (ii) The Deputy Director (Recruitment), with the assistance of Executive Assistants, submits the proposals for appointment, reappointment, and promotion against the approved positions in the organisation structure of each Ministry, Agency and Governorate to the DG (Public Admin. Development) through Director (Recruitment division);
- (iii) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.
- (iv) The Chairperson, after perusal of the proposal and the recommendations thereon issues direction for the constitution of a Recruitment Committee, under Rule (16) of FCSC Internal Rules (2112). S/he may also direct that the matter may be placed before the full Commission for a decision [Rule (15) of FCSC Internal Rules].
- (v) The Recruitment Committee consists of one or, more Commissioners and carries out merit based recruitment process for appointment, reappointment and promotion in civil service;
- (vi) The Recruitment Committee defines the criterion for assessment of suitability of candidates by opting for the written examination, interview, personality test group discussion and medical examination or, a combination of these assessment tools
- (vii) The Recruitment Division of the DG (Public Admin. Development) works as the secretariat for the Recruitment Committee, managing and recording all activities relating to merit based recruitment process;
- (viii) After carrying out the recruitment and selection, the Recruitment Committee submits its recommendation(s) on suitability of the candidates to the Chairperson of FCSC;
- (ix) The Chairperson considers the recommendations of Recruitment Committee, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the recommendation(s) of Recruitment Committee and the suitable candidate(s) is appointed after approval of Appointing Authority.
- (x) In case the Chairperson disagrees with the recommendations of Recruitment Committee, s/he points out reasons for disagreement and refers such a

recommendation back to Recruitment Committee for taking remedial action(s) and to resubmit its recommendation to him/ her;

- (xi) After taking the remedial action(s), Recruitment Committee resubmits its recommendation(s) on suitability of the candidates to the Chairperson of FCSC, which triggers the activities described under para (ix) above.

Process Flow Diagram of this process is placed at **Annex-15**.

2. Designing the civil service policies and defining the appropriate means to perform these policies

- (i) Each Deputy Director (HR Policy Division) under DG (Public Admin. Development) is responsible for designing the civil service policies and defining the appropriate means to perform these policies in respect of HR functions under his/ her jurisdiction across the Ministries, Agencies and Governorates,;
- (ii) The Deputy Director (HR Policy Division), with the assistance of concerned Executive Assistants, submits the proposal for the respective HR functions to the DG (Public Admin. Development) through Director (Recruitment division);
- (iii) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.
- (iv) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before the Commission for decision/ approval, under Rule (6) of FCSC Internal Rules (2112);
- (v) The Commission may, subject to such directions as they think fit, approve the proposed civil service policy and the means of its implementation across the concerned Ministries, Agencies and Governorates;
- (vi) The Director (HR Policy Division), under DG (Public Admin. Development) communicates the decision of the Commission to the Ministry/ Agency/ Provincial Relations Division under DG (Coordination & Follow up) to begin implementation of civil service policy across the concerned Ministries, Agencies and Governorates.

Process Flow Diagram of this process is placed at **Annex-16**.

3. Planning, supervision, monitoring and evaluation of level of achievements of civil service matters in ministries/ agencies

- (i) The Ministry/ Agency/ Provincial Relations Division under DG (Coordination & Follow up) is responsible for planning and supervision of implementation of civil service policy across the concerned Ministries, Agencies and Governorates, in consultation with the Director (M&E division), under DG (Admin. Studies & Research);
- (ii) Each Deputy Director (M&E division), under the DG (Admin. Studies & Research), monitors and evaluates the level of achievement in civil service matters in the specified number of Ministries, Agencies and Governorate Offices under his/ her jurisdiction and submits half yearly report to the Director General (Admin. Studies & Research Department) through Director (M&E) Division;
- (iii) The DG (Admin. Studies & Research Department) peruses the report and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson.
- (iv) The Chairperson, after perusal of the monitoring & evaluation report and the comments/recommendations thereon issues direction for the action to be taken in the subject-matter. S/he may also direct that the matter may be placed before the full Commission for a decision.
- (v) The direction of the Chairperson or, the Commission relates to (a) review of the concerned civil service policy; and/or, (b) reiteration/ further communication to the concerned Ministry, Agency or, Governorate;
- (vi) The direction of the Chairperson or, the Commission related to review of the concerned civil service policy is carried out by the HR Policy Division, as per the operating procedure no. (3), described herein above;
- (vii) The direction of Chairperson or, the Commission related to reiteration/ further communication to the concerned Ministry, Agency or, Governorate is carried out by the Ministry/ Agency/Provincial Relations division of DG (Coordination & follow up), in consultation with the Director (M&E division), under DG (Admin. Studies & Research).

Process Flow Diagram of this process is placed at **Annex-17**.

4. Preparation of job descriptions and terms of occupation in coordination with Ministry of Planning and concerned agencies

- (i) Each Deputy Director (Recruitment Division) under DG (Public Admin. Development) is responsible for preparation of job descriptions and terms of occupation in coordination with the specific Ministries, Agencies and/or Governorates, under his/ her jurisdiction;
- (ii) The Deputy Director (Recruitment), with the assistance of Executive Assistants, submits the job descriptions of the approved positions in the organisation structure of each Ministry, Agency and Governorate to the DG (Public Admin. Development) through Director (Recruitment division);
- (iii) The DG (Public Admin. Development) peruses the job descriptions and submits it to the Chairperson along with his/ her recommendations, through Deputy Chairperson;
- (iv) The Chairperson, after perusal of the proposed job descriptions issues directions to decide the subject-matter under Rule (16) of FCSC Internal Rules (2112);
- (v) The job descriptions, as approved by the Commission under Rule (16) of FCSC Internal Rules (2112) are to be used across the Iraqi ministries, agencies and governorates for the relevant jobs in all HR functions viz. recruitment, performance management, training & development etc.;
- (vi) The standard job descriptions shall be communicated for compliance to the concerned Ministry, Agency or, Governorate through the division of Ministry/ Agency/Provincial Relations, under the DG (Coordination & follow up);
- (vii) The concerned Ministry, Agency or, Governorate will utilize the contents of job description for HR management of its civil servants in terms of HR planning, merit based recruitment, preparation of individual work plans and performance appraisal, training & development etc.;
- (viii) The division of Ministry/ Agency/Provincial Relations will follow up with the concerned Ministry, Agency or, Governorate and report compliance of job descriptions to the M&E division of DG (Administrative Studies & Research);
- (ix) M&E division of DG (Administrative Studies & Research) will monitor and evaluate the efficacy of job descriptions in the Ministry, Agency or, Governorate and report the results to the Chairperson on half yearly basis, through the DG (Administrative Studies & Research) and the Deputy Chairperson.

Process Flow Diagram of this process is placed at **Annex-18**.

5. Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards

- (i) Deputy Director (Pay Compensation) under DG (Administrative Studies and Research) is responsible for conducting surveys, defining basic needs of living for civil servants and submission of suggestions about making balance between salary grading and living standards;
- (ii) Deputy Director (Pay Compensation), with the assistance of concerned Assistants, submits a proposal to conduct survey to define basic needs of living for civil servants (defining the terms of reference of the survey and the time line) to DG (Administrative Studies and Research) through Director (Organization Research). S/he may propose for engagement of experts against payment to carry out civil service related studies and research²⁵;
- (iii) The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/ her recommendation, through Deputy Chairperson;
- (iv) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before a Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);
- (v) After deliberating over the proposal the Committee of Commissioners submits its recommendation(s) to Chairperson of FCSC;
- (vi) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112), and directs further course of action i.e. if s/he agrees, s/he approves the proposal;
- (vii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the matter back to the Committee for taking remedial action(s) and to resubmit it;
- (viii) After taking remedial action(s), the Committee resubmits its recommendations to the Chairperson of FCSC, which triggers the activities described under para (vi) above;

²⁵ Art 13 of FCSC Law

- (ix) After approval of the Chairperson, the Deputy Director (Pay Compensation) under DG (Administrative Studies and Research) issues administrative order conveying the decision of Commission to conduct the survey to define basic needs of living for civil servants, along with its terms of reference and its time-period for completion;
- (x) If the proposal involves engagement of any expert on contractual basis, Director (Organization Development) also communicates the decision of Commission to the Director (HR), under the DG (Finance and Administration) for preparation of the contract and engagement of expert for conducting the study and research;
- (xi) In the course of survey, to define basic needs of living for civil servants various stakeholders are also consulted, including the ministries, agencies and governorates and their views and recommendations are incorporated in the final report on findings of the survey;
- (xii) On completion of survey within the prescribed time, as per its terms of reference, the Deputy Director (Pay Compensation) submits the findings of survey along with suggestions about making balance between salary grading and living standards to DG (Administrative Studies and Research) through Director (Organization Research);
- (xiii) The DG (Administrative Studies and Research) peruses the proposal and submits it to Chairperson along with his/ her recommendation, through Deputy Chairperson;
- (xiv) The Chairperson, after perusal of the proposal and recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);
- (xv) On satisfactory completion of work by the external expert, if any, as per his/ her terms of reference, the Deputy Director (Pay Compensation) sends a report to the Director (Finance & Budget), certifying satisfactory completion of the contract, through the Director (Organization Development). Based on this authority, Director (Finance & Budget) processes the remuneration payable to the expert;
- (xvi) After deliberating over the proposal, the Committee of Commissioners submits its recommendation(s) to Chairperson of FCSC;

- (xvii) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112), and directs further course of action i.e. if s/he agrees, s/he approves the proposal;
- (xviii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the matter back to the Committee for taking remedial action(s) and to resubmit it;
- (xix) After taking remedial action(s), the Committee resubmits its recommendations to Chairperson of FCSC, which triggers the activities described under para (vi) above;
- (xx) After approval of Chairperson, the Deputy Director (Pay Compensation), under DG (Administrative Studies and Research) prepares the draft letter conveying the approval of the Commission to the findings of the survey and the recommendations of the FCSC and solicits the approval of the Deputy Chairperson through the Director (Organisation Development) and the DG (Administrative Studies and Research);
- (xxi) After approval of the letter, the Deputy Director (Pay Compensation) sends the letter to the division of Ministry/ Agency/ Provincial Relations, under DG (Coordination & Follow up) for onward transmission to the COMSEC and its follow up.

Process Flow Diagram of this process is placed at **Annex-19**.

6. Examining individuals' qualifications and competencies for the purpose of hiring through written exam or interview or both in order to assess their suitability for job

- (i) Each Deputy Director (Recruitment Division) under DG (Public Admin. Development) is responsible for examining individuals' qualifications and competencies for the purpose of hiring through written exam or interview or both in order to assess their suitability for job;
- (ii) The Deputy Director (Recruitment), with the assistance of Executive Assistants, examines and submits the proposals for merit based recruitment through examining individuals' qualifications and competencies for the purpose of hiring through written exam or interview or both to the DG (Public Admin. Development) through Director (Recruitment division);

- (iii) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.
- (iv) The Chairperson, after perusal of the proposal and the recommendations thereon issues direction for the constitution of a Recruitment Committee, under Rule (16) of FCSC Internal Rules (2112);
- (v) Recruitment Committee consists of one or, more Commissioners and decides the criterion for assessment of suitability of candidates' qualifications and competencies for the purpose of hiring through written exam or interview or both in order to assess their suitability for job in civil service;
- (vi) The Recruitment Division of the DG (Public Admin. Development) works as the secretariat for the Recruitment Committee, managing and recording all activities relating to merit based recruitment process;
- (vii) After carrying out the recruitment and selection, the Recruitment Committee submits its recommendation(s) on suitability of the candidates to the Chairperson of FCSC;
- (viii) The Chairperson considers the recommendations of Recruitment Committee, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the recommendation(s) of Recruitment Committee and the suitable candidate(s) is (are) appointed after approval of Appointing Authority;
- (ix) In case the Chairperson disagrees with the recommendations of Recruitment Committee, s/he points out reasons for disagreement and refers such a recommendation back to Recruitment Committee for taking remedial action(s) and to resubmit its recommendation to him/ her;
- (x) After taking the remedial action(s), Recruitment Committee resubmits its recommendation(s) on suitability of the candidates to the Chairperson of FCSC, which triggers the activities described under para (viii) above.

Process Flow Diagram of this process is placed at **Annex-20**.

7. Observing the provisions of Article 105 of the constitution, applying job descriptions and terms to all while performing its tasks and responsibilities

- (i) Director (Administrative Appeals Division) under DG (Legal Department) ensures that the civil service management in Iraq- appointment, transfer, promotion, performance management, disciplinary measures for civil servants etc.- is carried out strictly as per the laid down HR policies and procedures, applying job descriptions and terms to all, irrespective of cast, creed, religion, gender, ethnicity or, geographical region of the candidates/ civil servants;
- (ii) The Director (Administrative Appeals Division) is responsible for examining any grievance of a candidate/ civil servant relating to discrimination in the matter of public employment on any ground other than merit, in the light of extant policies and procedures. For this purpose, it investigates any grievance/ appeals, in consultation with the relevant division/ unit of the FCSC office;
- (iii) The Director (Administrative Appeals Division) submits his/ her findings and recommendations on the appeal/ grievance of the candidate to DG (Legal Department);
- (iv) The DG (Legal Department) peruses the findings and recommendations and submits it to Chairperson along with his/her recommendation, through Deputy Chairperson;
- (v) The Chairperson, after perusal of the finding and recommendations thereon issues direction for the constitution of an Appeals Committee of Commissioner (s), under Rule (16) of FCSC Internal Rules (2112). S/he may also direct that the matter may be placed before the full Commission for a decision [Rule (15) of FCSC Internal Rules];
- (vi) The Appeals Committee consists of one or, more Commissioners and goes through the grievance/ appeal of the candidate/ civil servant in the light of extant policies and rules and suggests the remedial measures to avoid recurrence of such grievances in the future. It also ascertains the identity of the persons responsible for causing such grievances, if any;
- (vii) The Administrative Appeals Division, under DG (Legal) works as the secretariat for the Appeals Committee, managing and recording all activities relating to Appeals/ grievance redressal process;
- (viii) The Appeals Committee submits its findings and recommendations on grievance/ appeal of the candidate/ civil servant to the Chairperson of FCSC;

- (ix) The Chairperson considers the recommendations of Appeals Committee, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the recommendation(s) of Appeals Committee, necessary action is initiated by the Director (Administrative Appeals Division) for implementation of recommendations of Appeals Committee;
- (x) In case Chairperson disagrees with recommendations of Appeals Committee, s/he points out reasons for disagreement and refers such a recommendation back to Appeals Committee for taking remedial action(s) and to resubmit its recommendation to him/ her;
- (xi) After taking the remedial action(s), Appeals Committee resubmits its recommendation(s) on suitability of candidates to Chairperson of FCSC, which triggers the activities described under para (ix) above;
- (xii) In case any ministry/ agency is also involved in implementation of recommendations of Appeals Committee, the Director (Administrative Appeals Division) sends a copy of Appeals Committee’s recommendations to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward transmission to the concerned ministry/ agency and its follow up.

Process Flow Diagram of this process is placed at **Annex-21**.

Chapter-6

SoPs for Civil Service Training Function of FCSC

Introduction

The FCSC Law (#4 of 2009) provides for following three functions for FCSC, which relate to civil service training;

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

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. Drafting of a law for establishment of Civil Service Institute

- (i) Deputy Director (Training Institution) under DG (Public Admin. Development) is responsible for establishment and operationalization of training institutions, including the Civil Service Institute as well as Training Centres;
- (ii) Deputy Director (Training Institution), with the assistance of concerned Executive Assistants, defines the mandate, functions, products and services, structure, staffing needs, systems and procedures for the Civil Service Institute; and submits the proposal of a draft law for establishment and operationalization of the Civil Service Institute to the DG (Public Admin. Development) through Director (Training & Development division);
- (iii) DG (Public Admin. Development) peruses the proposal and sends it to the DG (Legal Department), along with his/ her comments;

²⁶ Art 4 (1) of FCSC Law

²⁷ Art 4 (2) of FCSC Law

²⁸ Art 9 (7) of FCSC Law

²⁹ Art 9 (8) of FCSC Law

- (iv) DG (Legal Department) directs the Director (Legal Drafting Division) to examine the proposal from legal angle and submit the draft law;
- (v) Director (Legal Drafting Division) examines and submits the draft law, along with recommendations, to the DG (Legal Department);
- (vi) DG (Legal Department) peruses the draft law and/or, recommendations and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson.
- (vii) The Chairperson, after perusal of the draft law and recommendations thereon issues direction for referring the matter to Committee of Commissioners, under Rule (16) of FCSC Internal Rules (2112). S/he may also direct that the matter may be placed before the full Commission for a decision [Rule (15) of FCSC Internal Rules].
- (viii) After deliberating over the draft law, the Committee of Commissioners submits its recommendation(s) to the Chairperson of FCSC;
- (ix) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the proposal for sending the draft law to COMSEC for its recommendations and submission to the Parliament for enacting the law;
- (x) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers such a recommendation back to the Committee for taking remedial action(s) and to resubmit the draft law along with recommendation to him/ her;
- (xi) After taking the remedial action(s), the Committee resubmits the draft law to the Chairperson of FCSC, which triggers the activities described under para (ix) above;
- (xii) After the Civil Service Institute Law is enacted by Parliament, the Training & Development division, under DG (Public Admin. Development) implements the law.

Process Flow Diagram of this process is placed at **Annex-22**.

2. Establishment of training centres for development of civil servants in ministries/ agencies

- (i) Deputy Director (Training Institution) under DG (Public Admin. Development) is responsible for establishment and operationalization of Training Centres for development of civil servants in ministries/ agencies;
- (ii) Deputy Director (Training Institution), with the assistance of concerned Executive Assistants, defines the mandate, functions, products and services, structure, staffing needs, systems and procedures for the Training Centres. S/he also prepares the financial and administrative implications of establishment of training centres for development of civil servants in ministries/ agencies;
- (iii) Deputy Director (Training Institution) submits the proposal for establishment and operationalization of the Training Centre to the DG (Public Admin. Development) through Director (Training & Development division);
- (iv) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson;
- (v) The Chairperson, after perusal of the proposal and the recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);
- (vi) After deliberating over the proposed draft policy the Committee of Commissioners submits its recommendation(s) to the Chairperson of FCSC;
- (vii) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules, and directs further course of action i.e. if s/he agrees, s/he approves the proposal for establishment of Training Centres in the ministries/ agencies;
- (viii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the proposal back to the Committee for taking remedial action(s) and to resubmit it;
- (ix) After taking remedial action(s), the Committee resubmits proposal to the Chairperson of FCSC, which triggers the activities described under para (vii) above;
- (x) The Director (Training & Development division), under DG (Public Admin. Development) communicates the decision of the Commission to the Ministries, Agencies and Governorates for establishment of Training Centres, under intimation to the division of Ministry/ Agency/ Provincial Relations, under DG (Coordination & Follow up);

- (xi) The Ministry/ Agency/ Provincial Relations Division follows up the establishment of Training Centres with the concerned Ministries, Agencies and Governorates and reports the compliance to the Chairperson, through DG(Coordination & Follow up) and the Deputy Chairperson.

Process Flow Diagram of this process is placed at **Annex-23**.

3. Designing of training & development policies for Civil Service Institute and through training centres in ministries, in coordination with Ministry of Planning and other agencies

- (i) Deputy Director (Training Policy) under DG (Public Admin. Development) is responsible for designing of training & development policies for training institutions, including the Civil Service Institute as well as Training Centres in ministries/ agencies/governorates;
- (ii) Deputy Director (Training Policy), with the assistance of concerned Executive Assistants, designs the training & development policies and submits the proposal to DG (Public Admin. Development) through Director (Training & Development division);
- (iii) The DG (Public Admin. Development) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.
- (iv) The Chairperson, after perusal of the proposed draft policy and the recommendations thereon directs to place the matter before the Committee of Commissioners for decision, under Rule (16) of FCSC Internal Rules (2112);
- (v) After deliberating over the proposed draft policy the Committee of Commissioners submits its recommendation(s) to the Chairperson of FCSC;
- (vi) The Chairperson considers the recommendations of Committee of Commissioners, under Rule (16) of FCSC Internal Rules, and directs further course of action i.e. if s/he agrees, s/he approves the draft training & development policies implementation by the Civil Service Institute;
- (vii) In case the Chairperson disagrees with the recommendations of the Committee of Commissioners, s/he points out reasons for disagreement and refers the draft policy back to the Committee for taking remedial action(s) and to resubmit it;

- (viii) After taking remedial action(s), the Committee resubmits draft policy to the Chairperson of FCSC, which triggers the activities described under para (vi) above;
- (ix) The Director (Training & Development division), under DG (Public Admin. Development) communicates the decision of the Commission to the Director of Civil Service Institute as well as to Ministries, Agencies and Governorates for Training Centres to begin implementation of training & development policy, under intimation to the division of Ministry/ Agency/ Provincial Relations, under DG (Coordination & Follow up);
- (x) The Ministry/ Agency/ Provincial Relations Division follows up the implementation of training & development policy with the Civil Service Institute and the concerned Ministries, Agencies and Governorates, in consultation with the Director (M&E division), under DG (Admin. Studies & Research);
- (xi) Each Deputy Director (M&E division), under the DG (Admin. Studies & Research) monitors and evaluates the level of achievement on account of implementation of training & development policy in the Ministries, Agencies and Governorate Offices under his/ her jurisdiction and submits half yearly report to the Director General (Admin. Studies & Research Department) through Director (M&E) Division;
- (xii) The DG (Admin. Studies & Research Department) peruses the report and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;
- (xiii) The Chairperson, after perusal of the monitoring & evaluation report and the comments/recommendations thereon issues direction for the action to be taken under Rule (16) of FCSC Internal Rules. S/he may also direct that the matter be placed before the full Commission for a decision.

Process Flow Diagram of this process is placed at **Annex-24.**

Chapter-7

SoPs for the Office Management Function of FCSC

Introduction

The FCSC Law (#4 of 2009) provides for following three functions for FCSC, which relate to office management of FCSC;

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

Standard Operating Procedures (SoPs)

The SoPs for carrying out each of the above functions have been outlined below;

1. Preparation of budget and management of FCSC's financial resources

- (i) Director (Planning, Finance and Budget), under DG (Finance and Administration) is responsible for preparation of FCSC's annual budget and management of its financial resources;
- (ii) Director (Planning, Finance and Budget), with the assistance of his/ her Deputy Directors coordinates with all other departments of FCSC to collect their plans for budgetary expenditure and prepares annual budget for FCSC;
- (iii) S/he submits the draft annual budget to DG (Finance and Administration), who peruses the proposal and submits it to the Chairperson along with his/her recommendation, through Deputy Chairperson.
- (iv) The Chairperson, after perusal of the draft annual budget of FCSC directs to place the matter before a Committee of Commissioner, under Rule (16) of FCSC Internal Rules (2112);

³⁰ Art 9 (13-a) of FCSC Law

³¹ Art 11 (3) of FCSC Law

³² Art 11 of FCSC Law

- (v) The Planning, Finance and Budget division works as a Secretariat of the Committee of Commissioner for finalising the annual budget of the Commission;
- (vi) After deliberations, the Committee of Commissioner submits the draft annual budget to the Chairperson of FCSC;
- (vii) The Chairperson peruses the draft annual budget and approves the same;
- (viii) After approval, of the Commission, the Director (Planning, Finance and Budget) also sends the copies of the approved budget proposal of the Commission to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to the Parliament, Ministry of Finance and the Council of Ministers' Secretariat (COMSEC) and follows it up.

Process Flow Diagram of this process is placed at **Annex-25**.

2. Drafting of a regulation defining tasks of the departments provided in Article 10 of FCSC law their formation, divisions, and tasks

- (i) Deputy Director (HR-I unit), under the DG (Finance & Administration) is responsible for defining tasks of the departments, their divisions, and units and, drafting of a regulation for operationalization of Article 10 of FCSC Law (#4 of 2009);
- (ii) Deputy Director (HR-I unit), with the assistance of his Executive Assistants, defines tasks of the FCSC departments, their divisions, and units and prepares a draft regulation, incorporating the terms of reference of FCSC departments, divisions and units;
- (iii) Deputy Director (HR-I unit) submits the proposal to DG (Finance & Administration), through Director (HR);
- (iv) The DG (Finance & Administration) peruses the draft regulation and sends it to the DG (Legal Department), along with his/ her comments;
- (v) The DG (Legal Department) directs the Director of Legal Drafting division to review the proposal from legal angle and prepare a draft for the proposed regulation;

- (vi) Director of Legal drafting division reviews the proposal, prepares a draft for the proposed regulation and submits it to the DG (Legal Department);
- (vii) The DG (Legal Department) peruses the draft and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;
- (viii) The Chairperson, after perusal of the draft and recommendations thereon directs that the matter be placed before the full Commission for a decision;
- (ix) The Commission deliberates over the proposed regulation and pass such order, as it deems necessary to approve the draft regulation;
- (x) After approval of the Commission, Deputy Director (HR-I unit) implements the various provisions of the regulation.

Process Flow Diagram of this process is placed at **Annex-26**.

3. Staffing in the FCSC- Recruitment of General Directors, Directors and Staff in FCSC

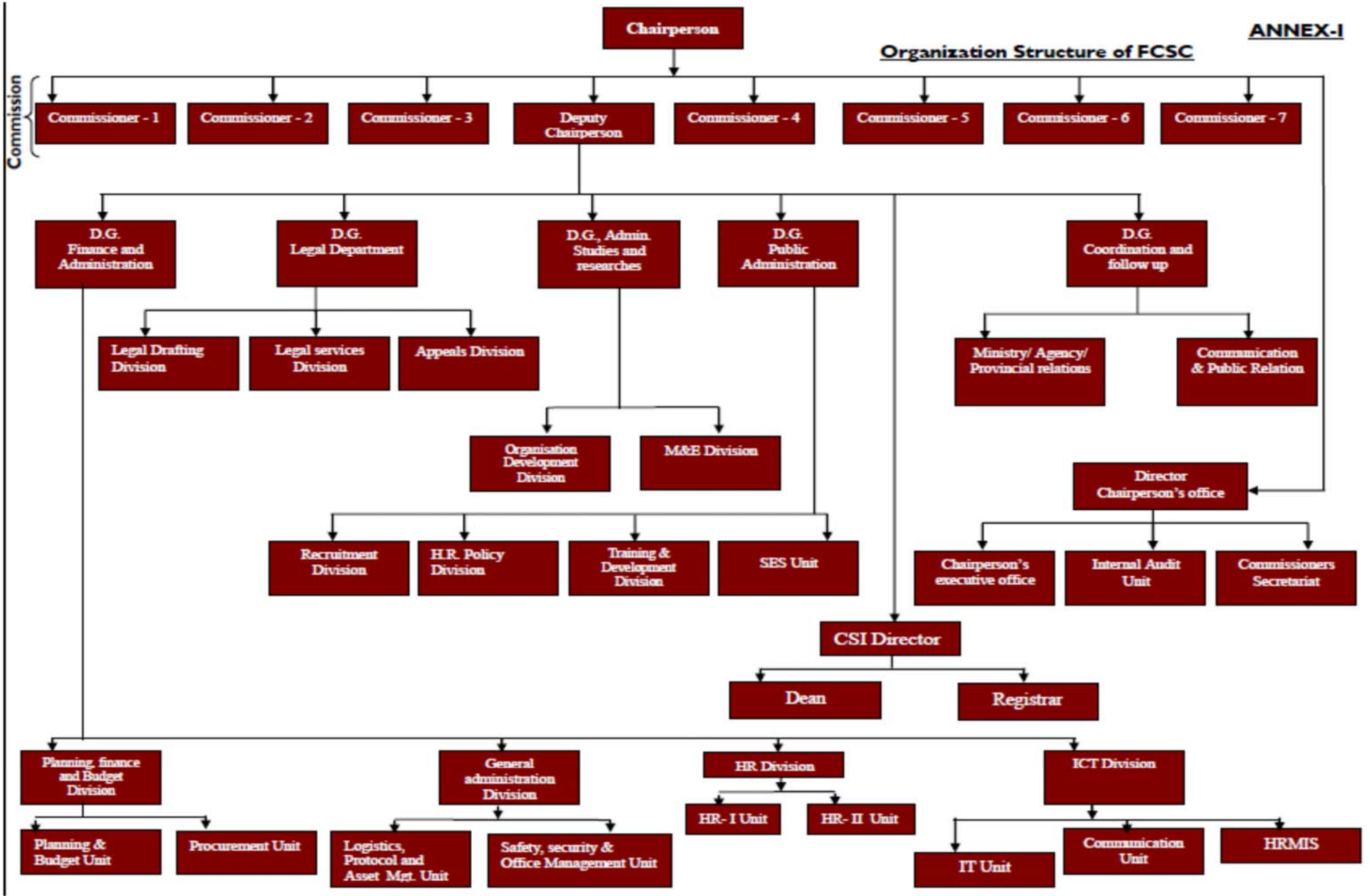
- (i) Based on the terms of reference of various departments, divisions and units of FCSC, the Deputy Director (HR-I unit) works out the staffing needs for carrying out those tasks by each department, division and unit. S/he also prepares job descriptions for each identified position and works out the financial implications of staffing in the FCSC;
- (ii) Deputy Director (HR-I unit) develops a proposal, incorporating the total no. of staff positions needed (including the General Directors, Directors and other Staff), job descriptions of the identified staff positions and, financial implications of staffing in the FCSC;
- (iii) Deputy Director (HR-I unit) submits the proposal to DG (Finance & Administration), through Director (HR);
- (iv) The DG (Finance & Administration) peruses the proposal and submits it to the Chairperson along with his/ her comments, through Deputy Chairperson;
- (v) The Chairperson, after perusal of the draft proposal and recommendations thereon approves the proposal of FCSC's staffing needs and their job descriptions, with or without amendments;

- (vi) Deputy Director (HR-I unit) drafts a letter addressed to the Ministry of Finance for approval of FCSC's staffing needs and submits it for approval of Deputy Chairperson, through the Director (HR) and DG (Finance and Administration);
- (vii) After approval of the draft letter, the Deputy Director (HR-I unit) sends the fair copies of approved letter to the Ministry of Finance as well as to the Division of Ministry/ Agency/ Provincial Relations, under DG (Coordination and follow up), for onward submission to Ministry of Finance for approval of FCSC's staff strength and its follow up.
- (viii) After approval of FCSC's proposed staff strength by the ministry of finance, Deputy Director (HR-I unit), under the DG (Finance & Administration) submits a proposal for merit based recruitment of FCSC staff against the approved positions in the organisation structure of FCSC to the DG (Finance & Administration) through Director (Human Resource division);
- (ix) The DG (Finance & Administration) peruses the proposal and submits it to the Chairperson along with his/ her recommendation, through Deputy Chairperson.
- (x) The Chairperson, after perusal of the proposal and the recommendations thereon issues direction for the constitution of a Recruitment Committee, under Rule (16) of FCSC Internal Rules (2112). S/he may also direct that the matter may be placed before the full Commission for a decision [Rule (15) of FCSC Internal Rules].
- (xi) The Recruitment Committee consists of one or, more Commissioners and carries out merit based recruitment process for appointment, reappointment and promotions in FCSC;
- (xii) The Recruitment Committee defines the criterion for assessment of suitability of candidates by opting for the written examination, interview, personality test group discussion and medical examination or, a combination of these assessment tools
- (xiii) The HR-I unit, under DG (Finance & Administration) works as secretariat for the Recruitment Committee, managing and recording all activities relating to merit based recruitment process;

- (xiv) After carrying out the recruitment and selection, the Recruitment Committee submits its recommendation(s) on suitability of candidates to Chairperson of FCSC;
- (xv) The Chairperson considers recommendations of Recruitment Committee, under Rule (16) and (17) of FCSC Internal Rules, and direct further course of action i.e. if s/he agrees, s/he approves the recommendation(s) of Recruitment Committee and suitable candidate(s) is appointed after approval of Appointing Authority.
- (xvi) In case the Chairperson disagrees with the recommendations of Recruitment Committee, s/he points out reasons for disagreement and refers such a recommendation back to Recruitment Committee for taking remedial action(s) and to resubmit its recommendation to him/ her;
- (xvii) After taking the remedial action(s), Recruitment Committee resubmits its recommendation(s) on suitability of candidates to Chairperson of FCSC, which triggers the activities described under para (xv) above.

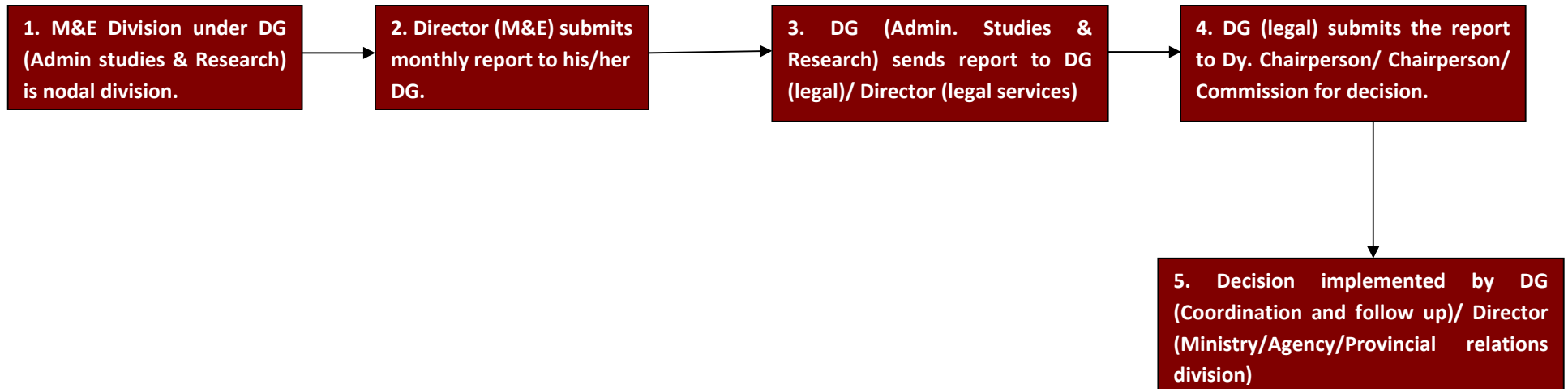
Process Flow Diagram of this process is placed at **Annex-27**.

Organization Structure of FCSC



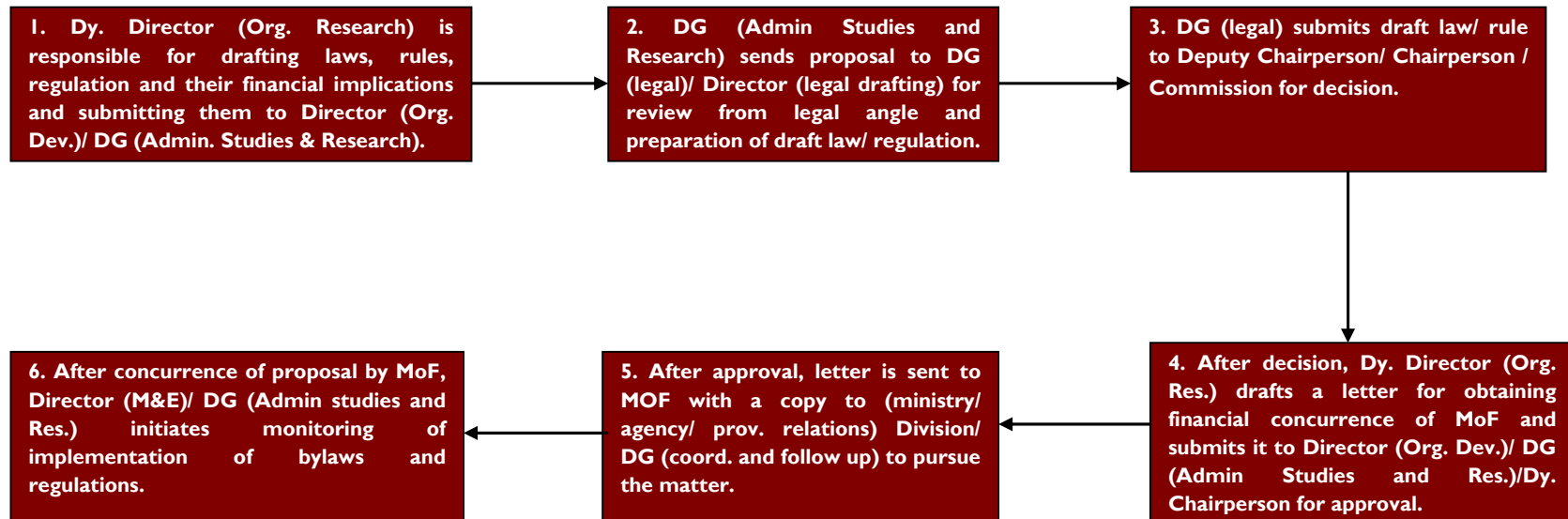
Process Flow Diagram#2.1

Implementation of Federal Civil Service Commission law, as well as other relevant laws



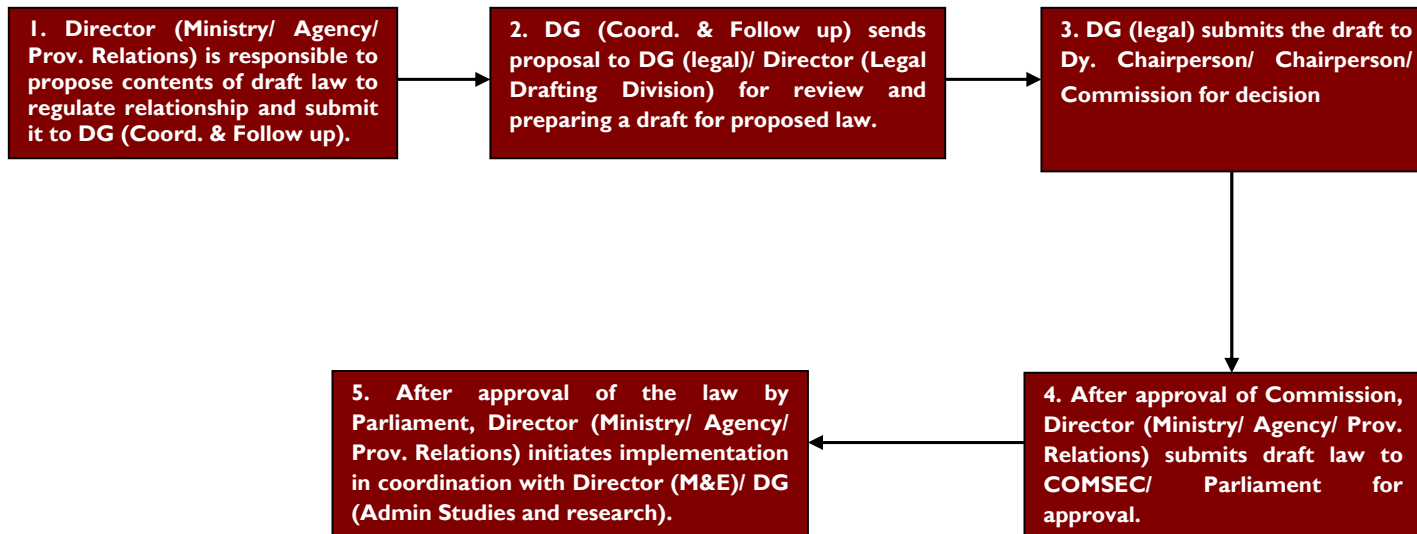
Process Flow Diagram#2.2

Proposing Draft Laws/Rules Related to Organization and Development of Civil Service



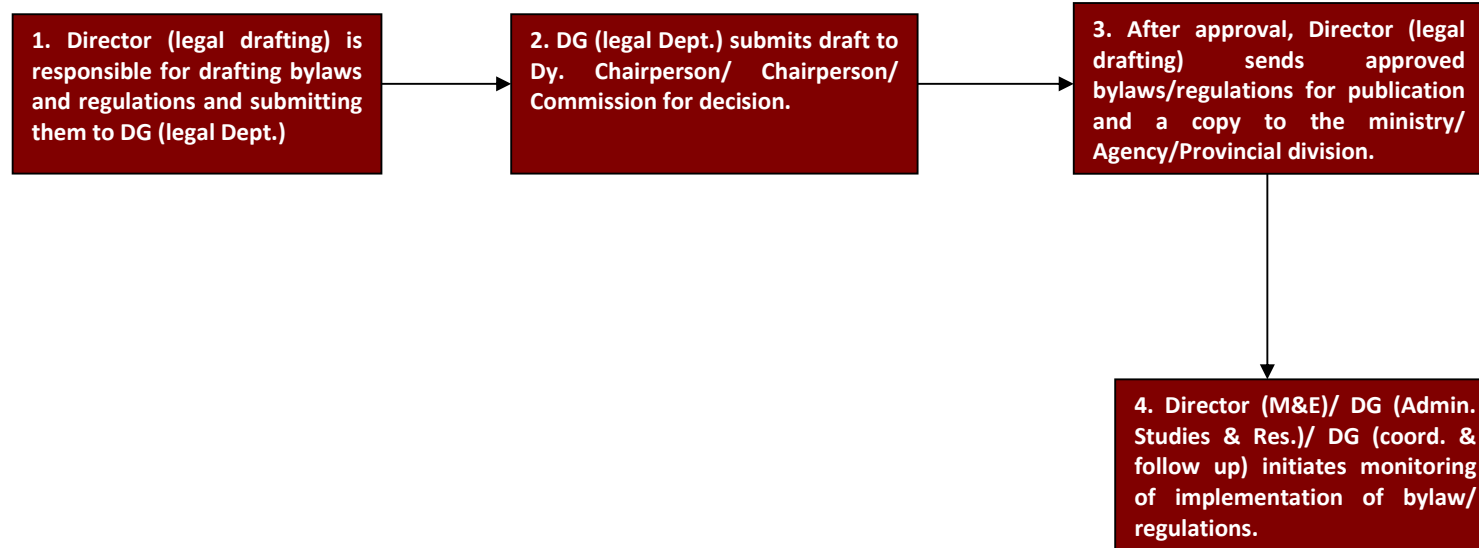
Process Flow Diagram#2.3

Drafting of Legislation, Regulating Relationship Between FCSC and Ministries/Agencies/Provinces



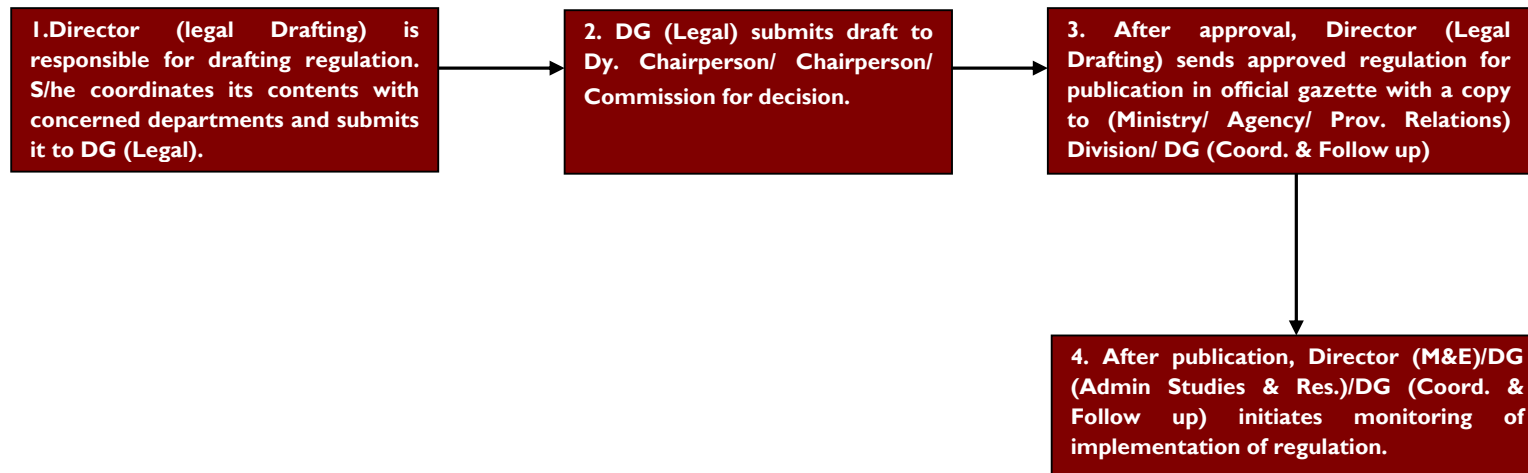
Process Flow Diagram#2.4

Drafting and Issuing Bylaws/Regulations to Facilitate Implementation of FCSC Law



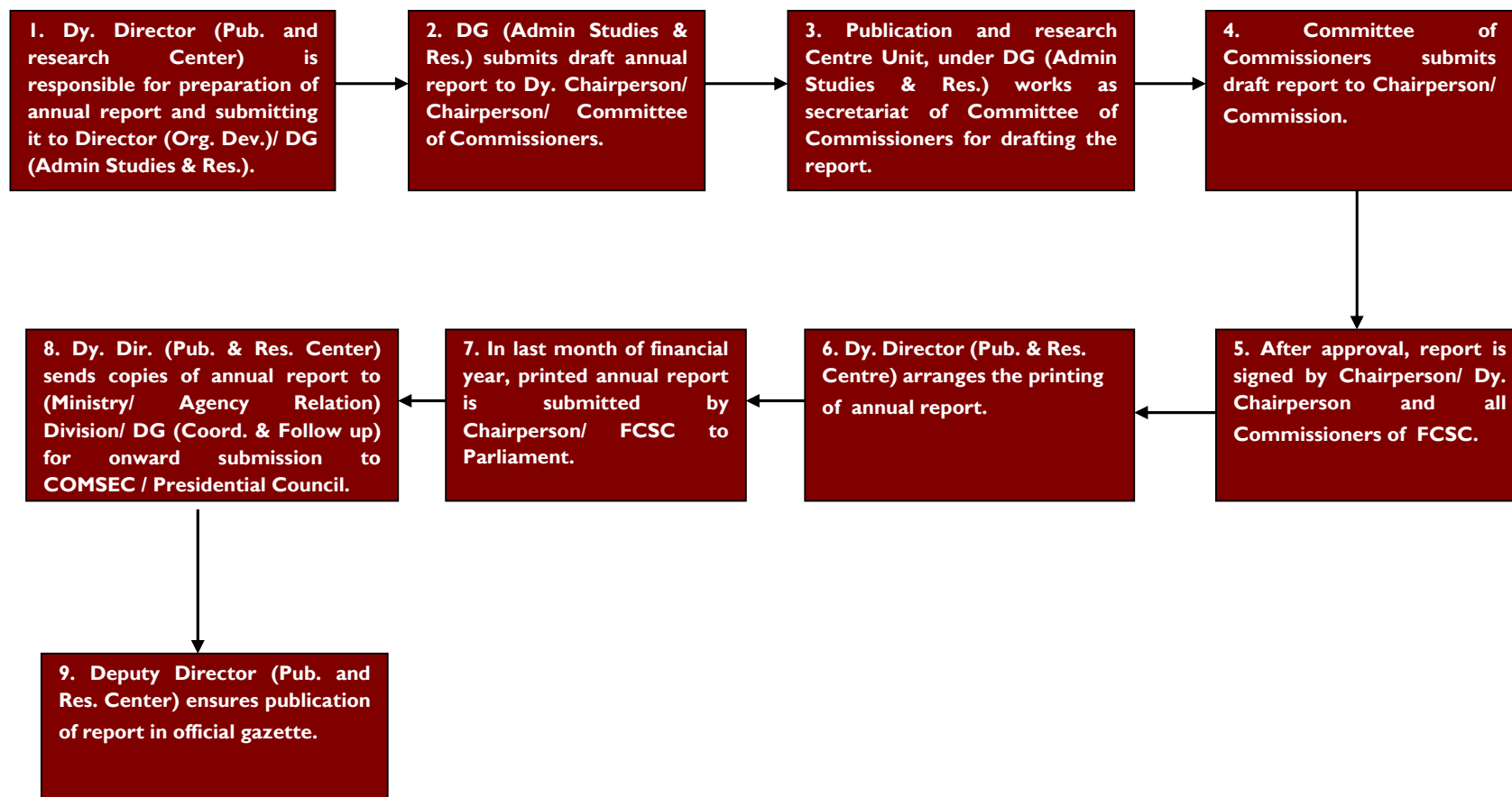
Process Flow Diagram#2.5

Drafting and Issuing of Regulations to Establish PCSCs to Manage Provincial Civil Service



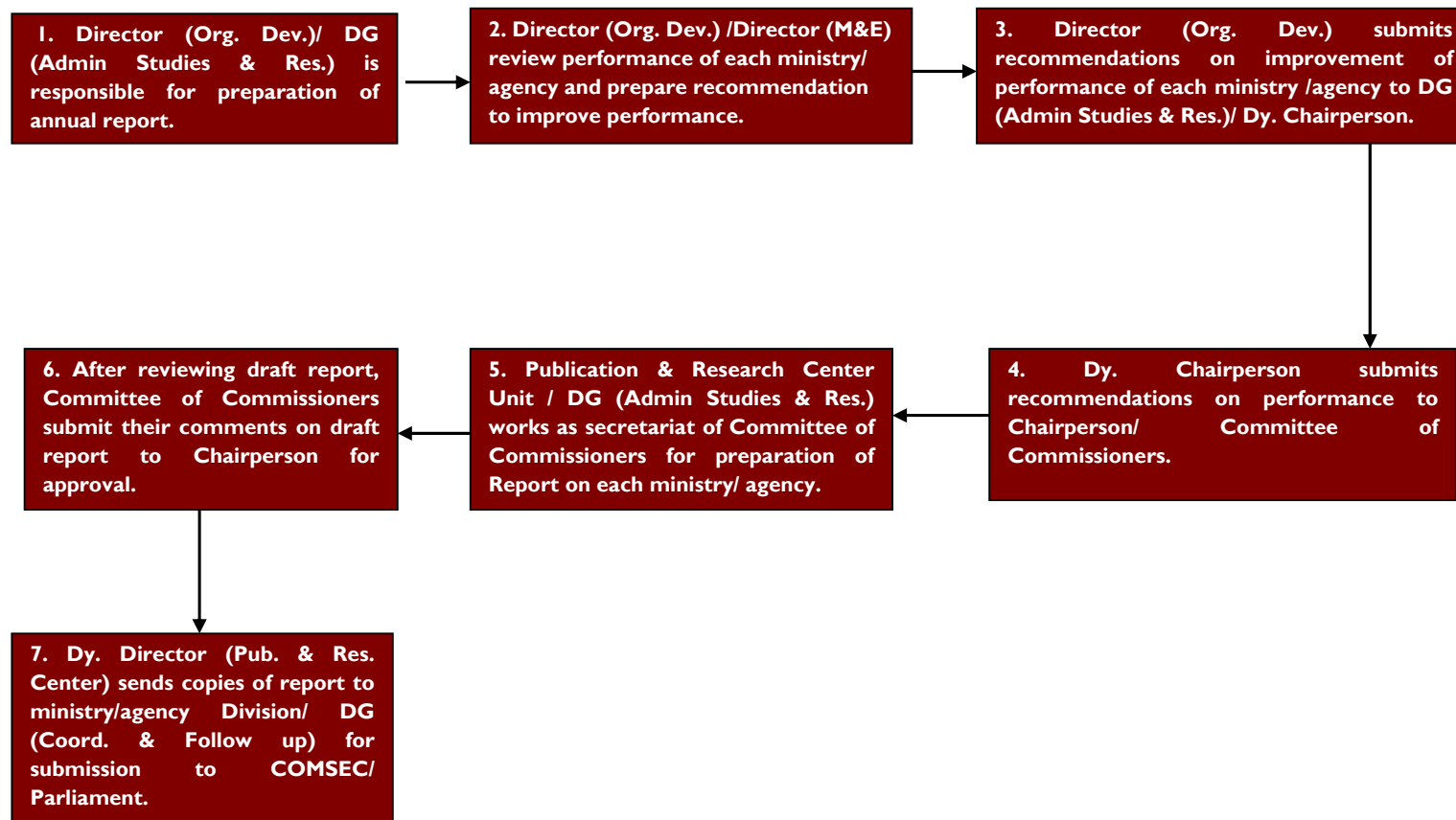
Process Flow Diagram#3.1

Preparation of Annual Report Covering FCSC's Results and Recommendations to Improve Civil Service



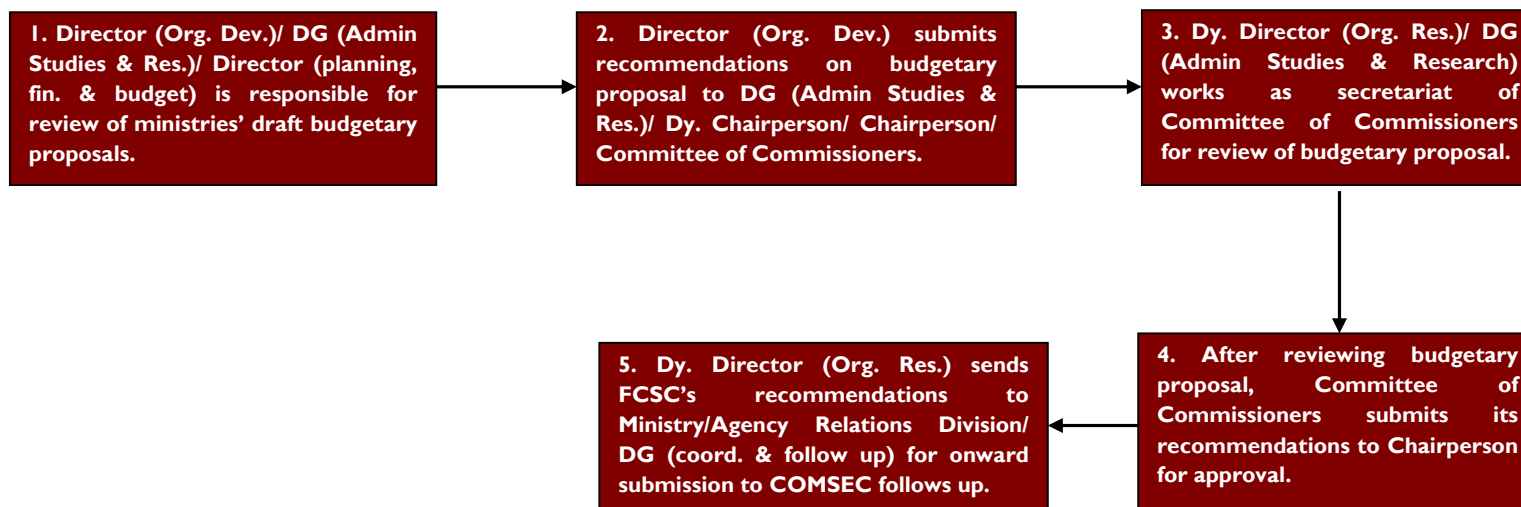
Process Flow Diagram#3.2

Preparation of annual report on each ministry/ agency, recommending improvement in performance



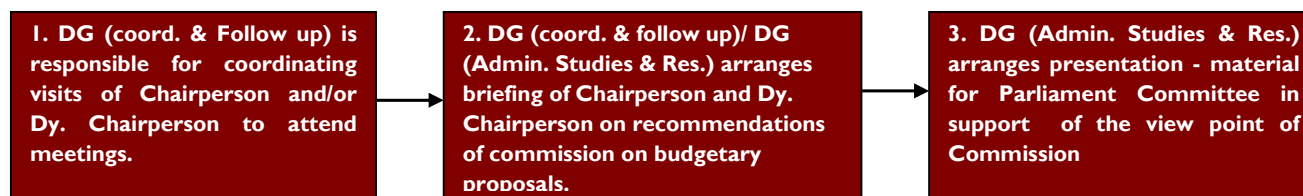
Process Flow Diagram#3.3

Review of ministries' draft budgetary proposals and recommendations to Council of Ministers



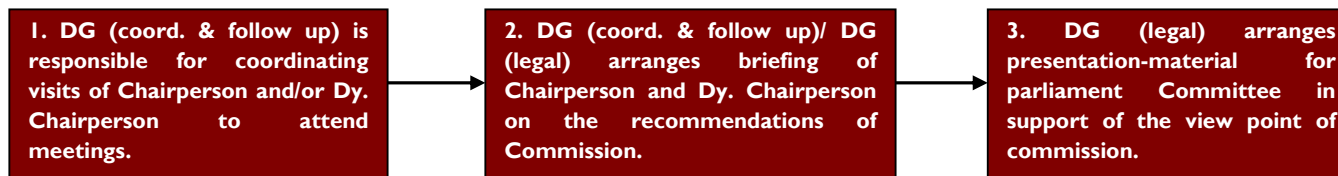
Process Flow Diagram#3.4

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



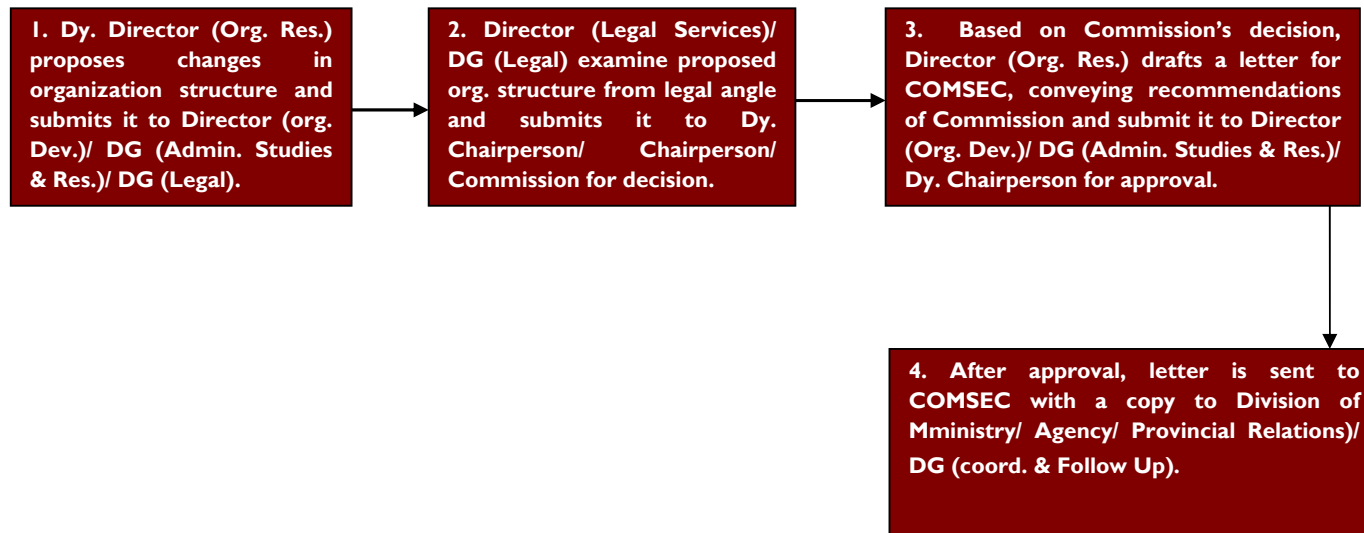
Process Flow Diagram#3.5

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



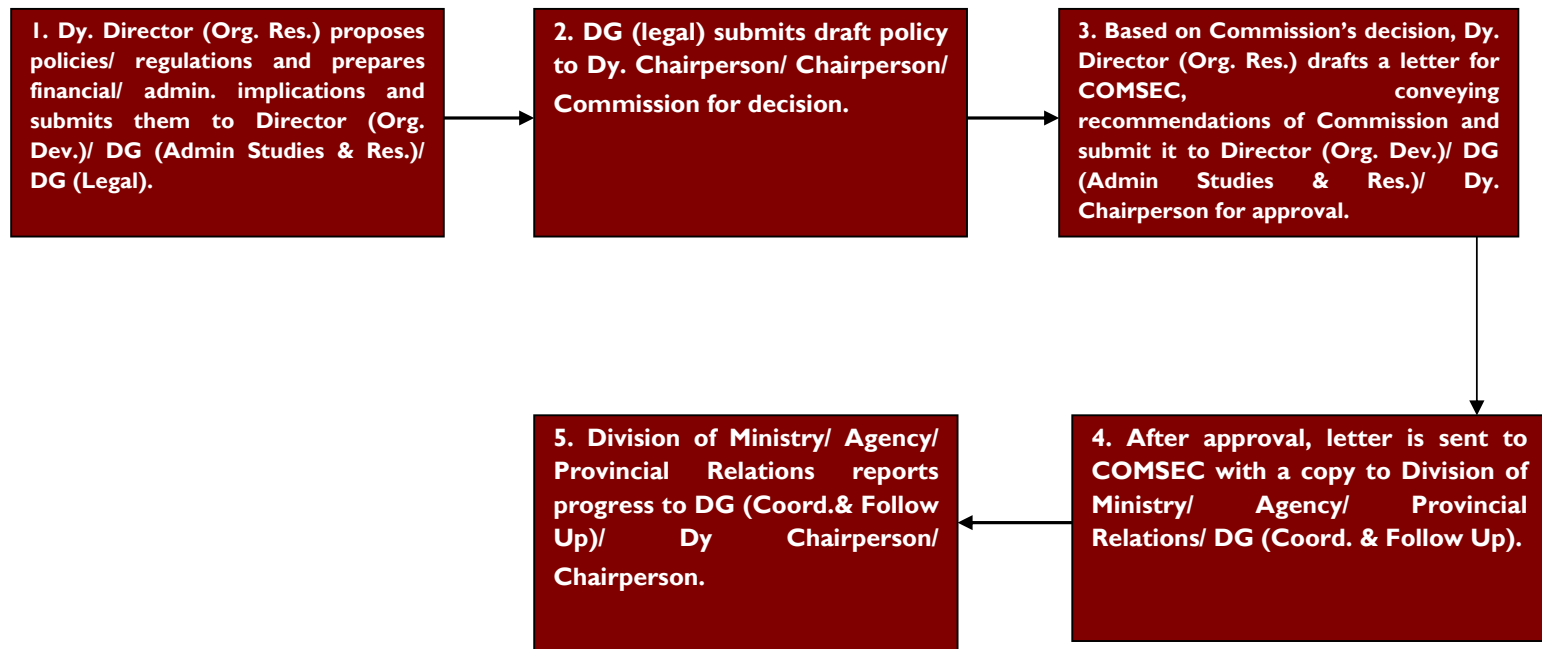
Process Flow Diagram#4.1

Preparation of organization structure of ministries/agencies/ institutions subject to civil service law



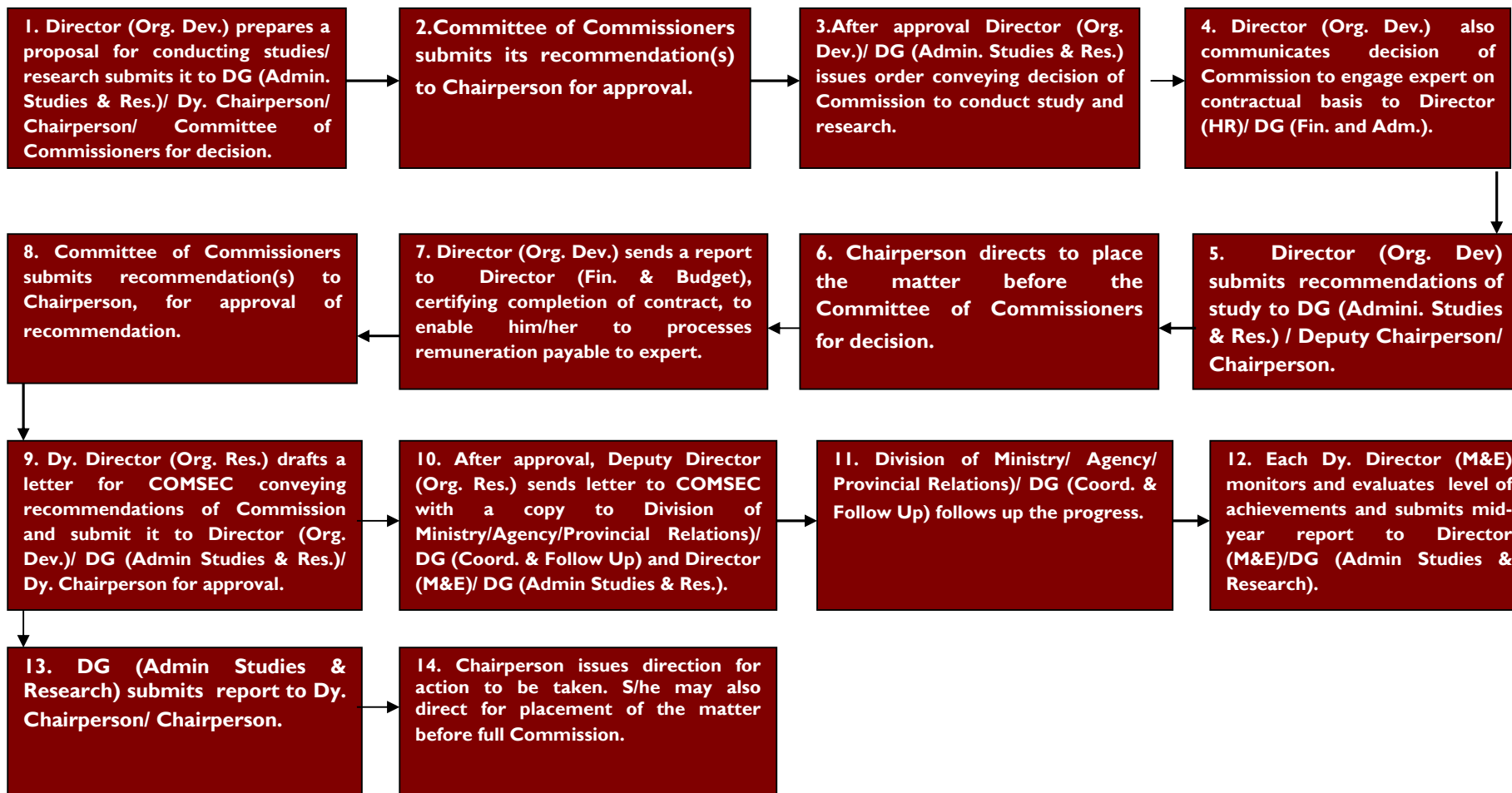
Process Flow Diagram#4.2

Development of policies/regulations to attain a balance between number of employees in ministries/agencies and the work performed



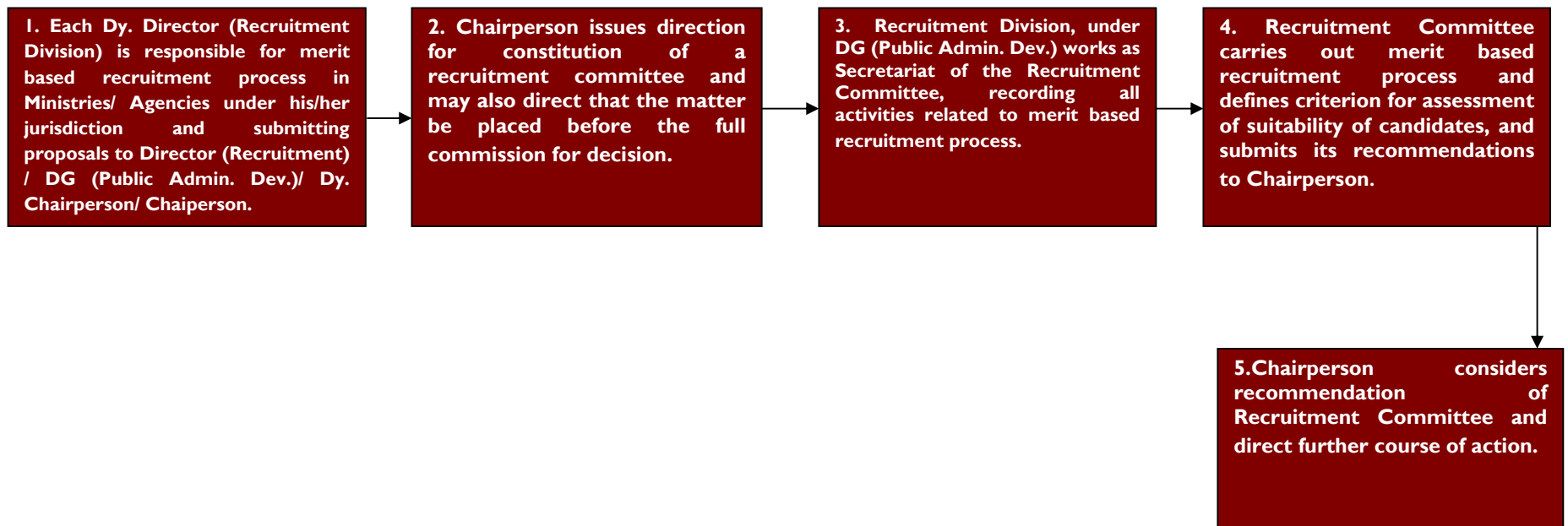
Process Flow Diagram#4.3

To engage & pay experts for conducting studies/research related to civil service development and recommend them to agencies



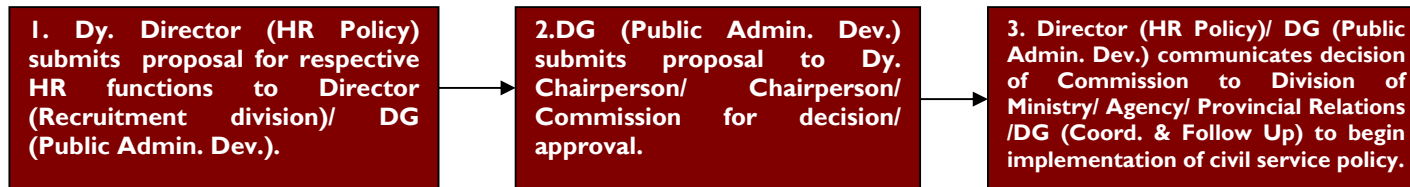
Process Flow Diagram#5.1

5.1 Appointment, Reappointment, and Promotion of Civil Servants in Accordance With Merit Principles



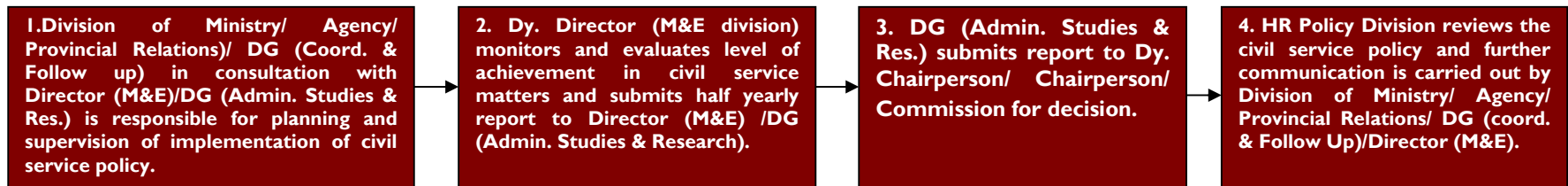
Process Flow Diagram#5.2

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

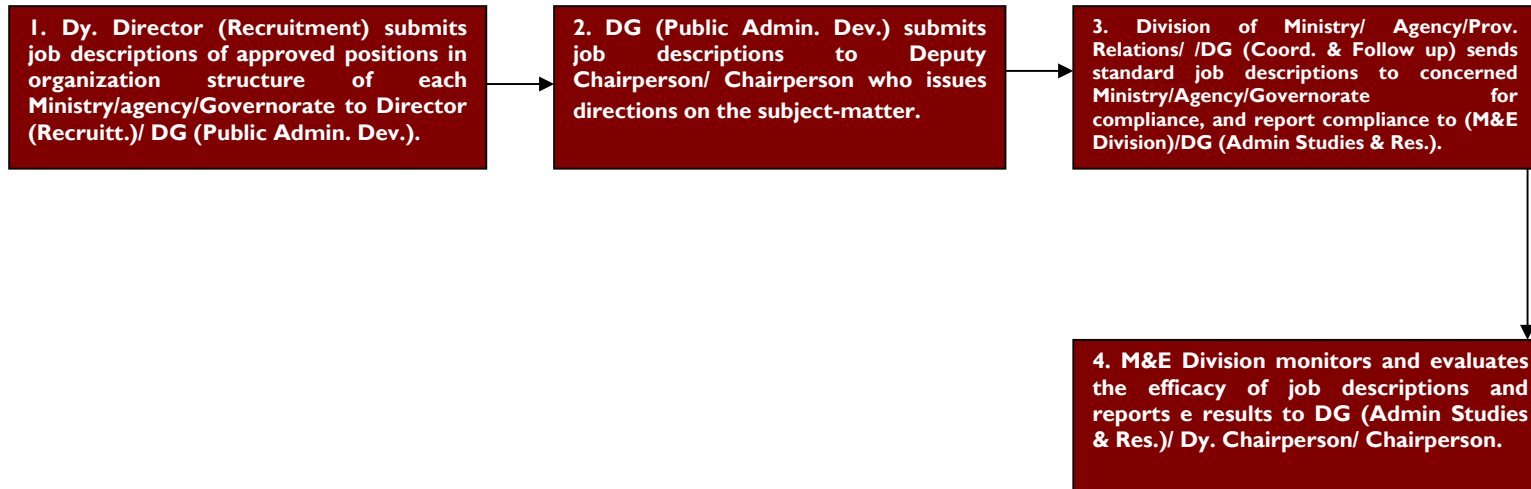


Process Flow Diagram#5.3

Planning, supervision, monitoring and evaluation of achievements of civil service matters in ministries/ agencies

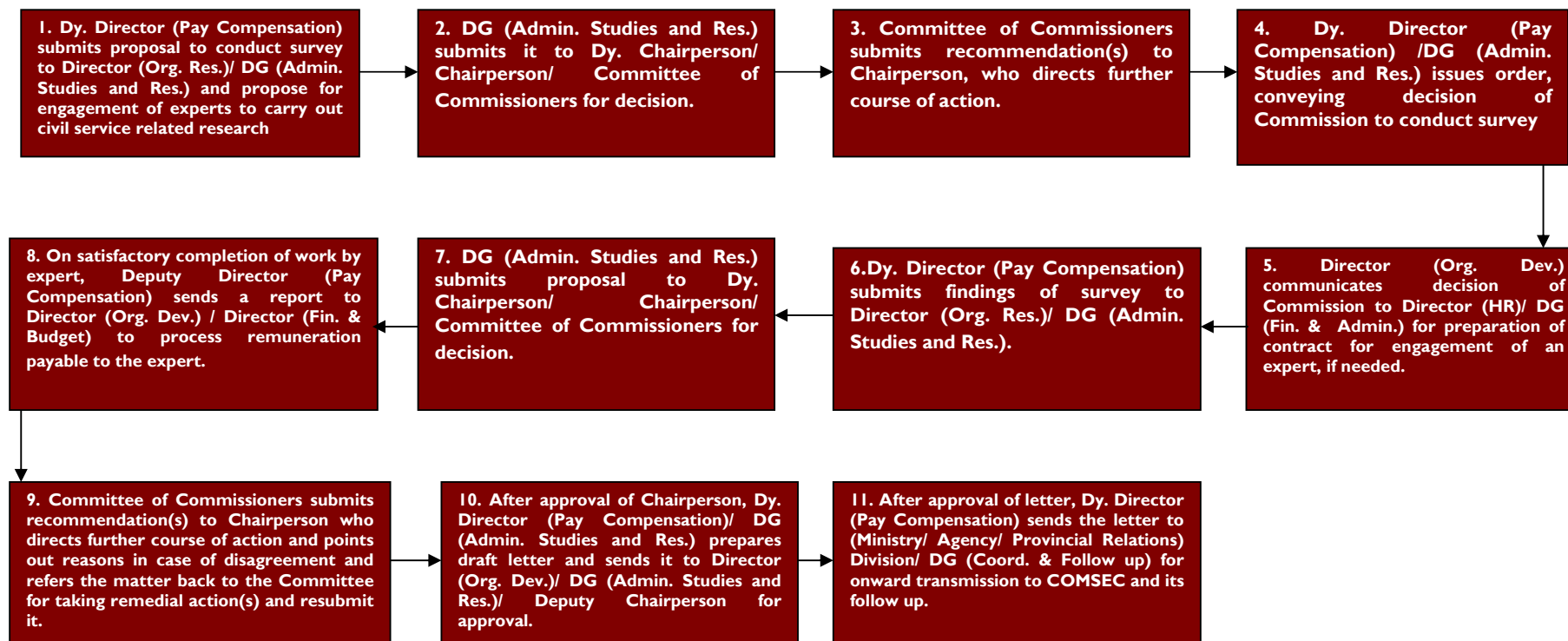


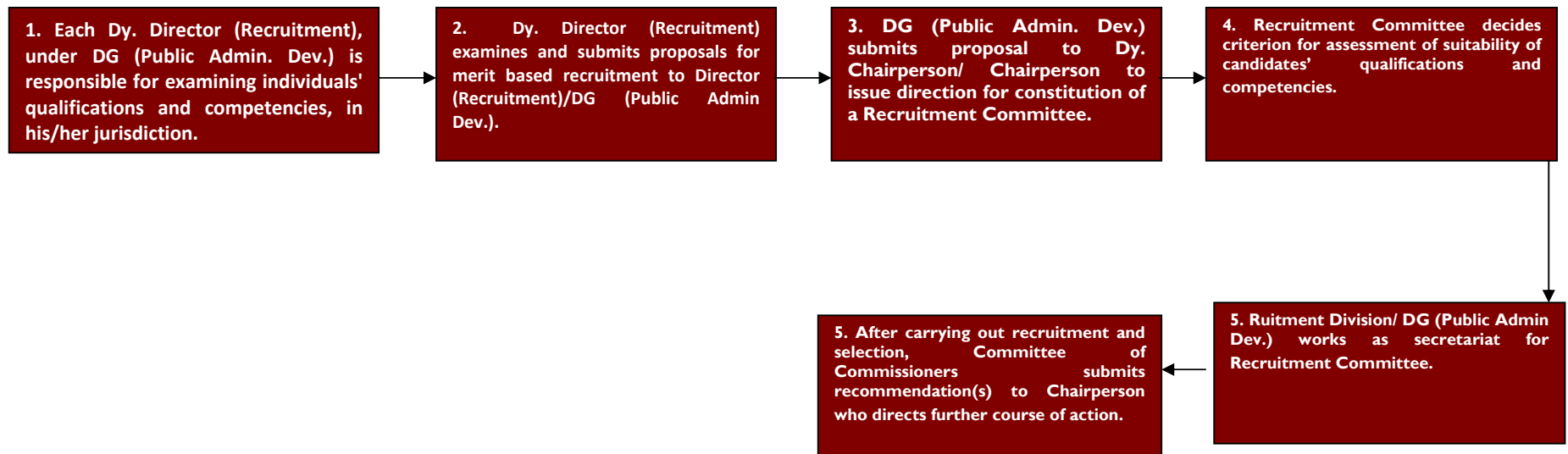
Process Flow Diagram#5.4
Preparation of job descriptions and terms of occupation



Process Flow Diagram#5.5

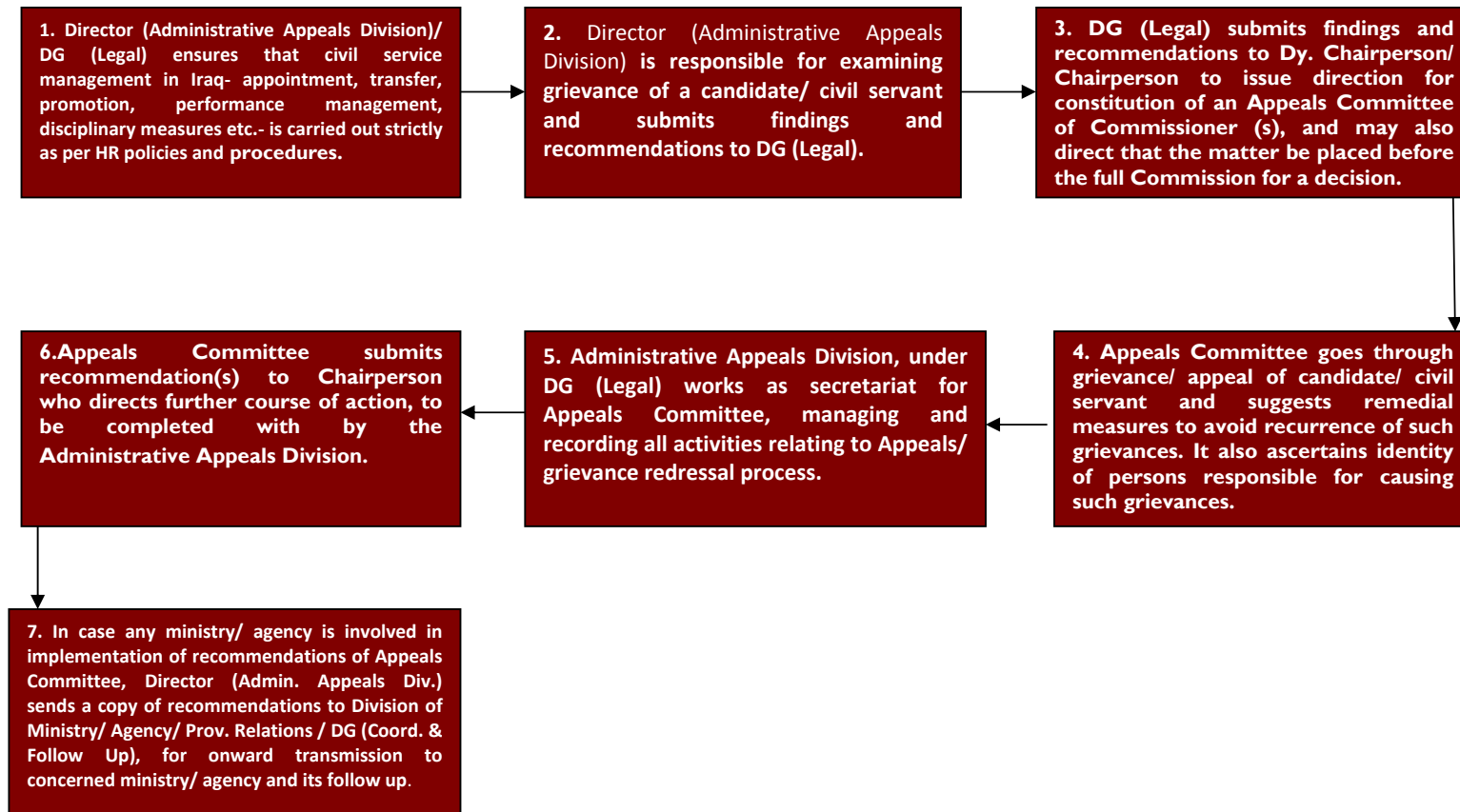
Conducting surveys, defining basic needs of living for civil servants and submission of suggestions about salary grading and living standards



Process Flow Diagram#5.6**Examining individuals' qualifications and competencies for hiring through written exam. or interview to assess their suitability for job**

Process Flow Diagram#5.7

Observing provisions of Article 105 of the constitution, applying job descriptions and terms to all

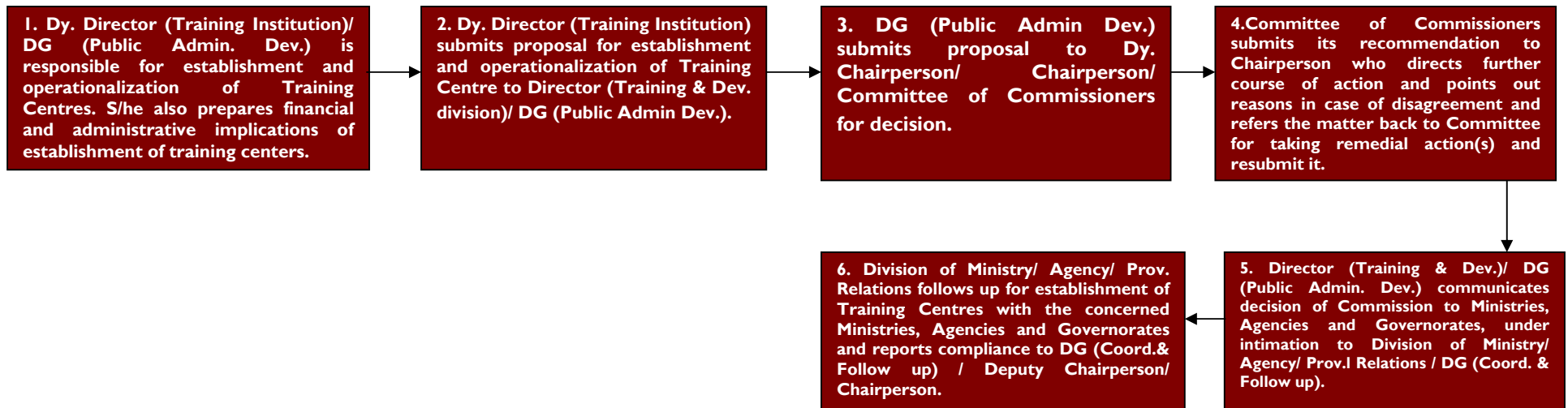


Process Flow Diagram#6.1
Drafting of a law for establishment of Civil Service Institute



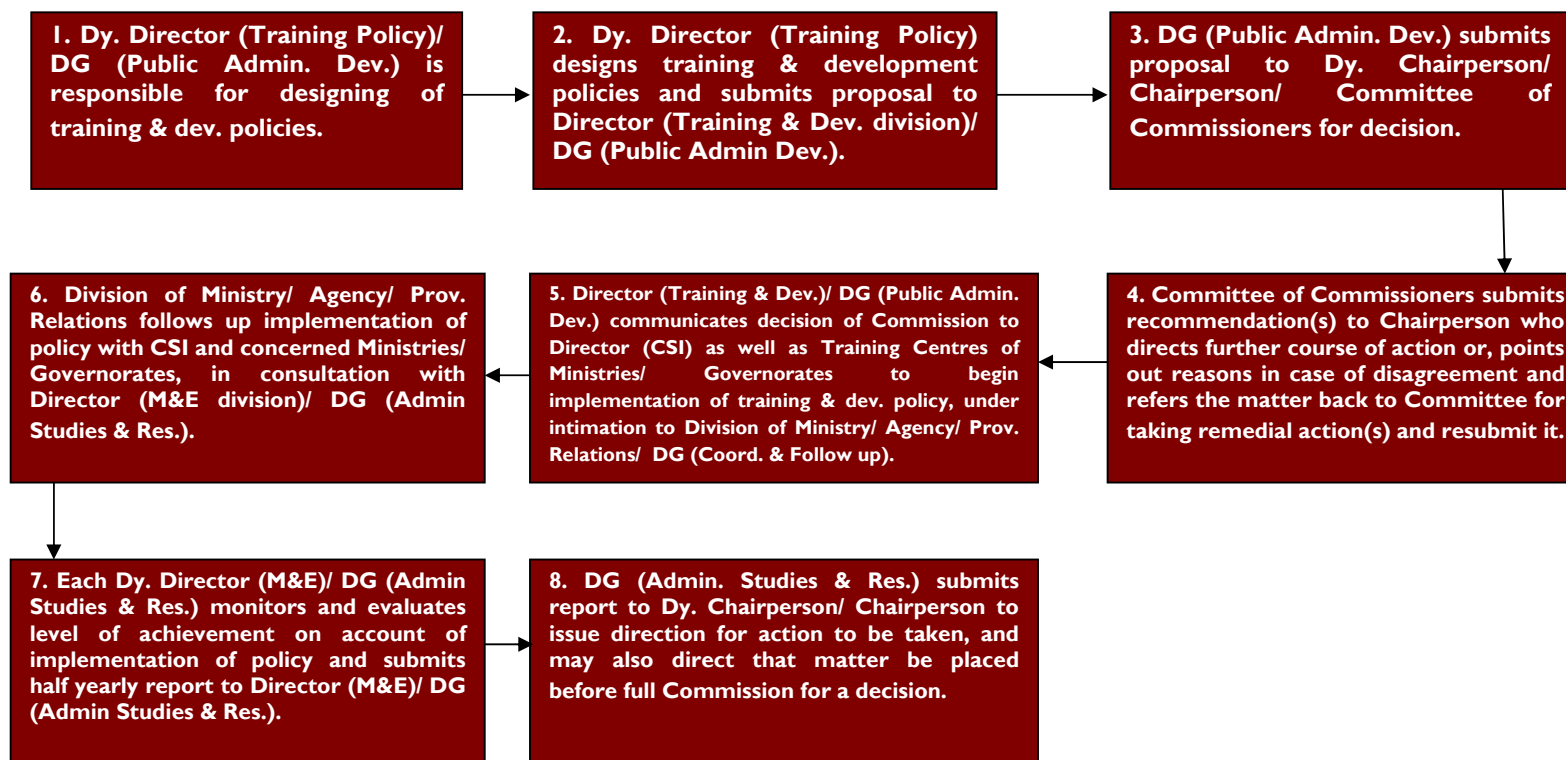
Process Flow Diagram#6.2

Establishment of training centres for development of civil servants in ministries/ agencies



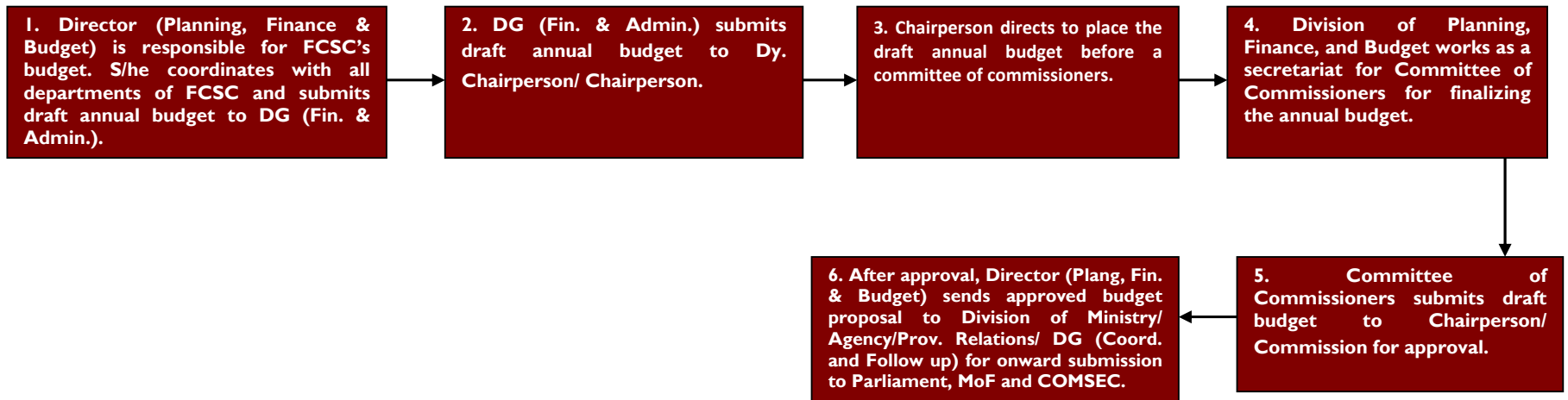
Process Flow Diagram#6.3

Designing of training & development policies for Civil Service Institute and through training centres



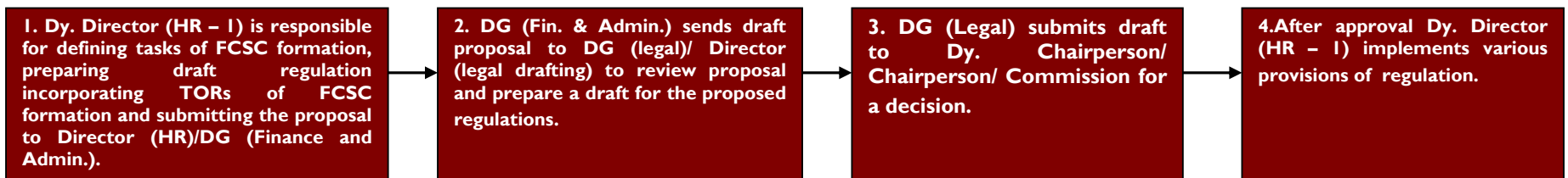
Process Flow Diagram#7.1

Preparation of Budget and Management of FCSC's Financial Resources



Process Flow Diagram#7.2

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



Process Flow Diagram#7.3

Staffing in FCSC – Recruitment of General Directors, Directors and Staff

