

**REPUBLIC OF LIBERIA
CIVIL SERVICE AGENCY (CSA)**



**POST OFFICE BOX 9019
63 CAREY STREET, MONROVIA, LIBERIA**

SERVICE DELIVERY CHARTER



November, 2015

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ABBREVIATIONS AND ACRONYMS

CDP	Capacity Development Plan
CNA	Capacity Needs Assessment
CSA	Civil Service Agency
CSM	Civil Service Management
CMTD	Career Management and Training Directorate
CSR	Civil Service Reform Directorate
DG	Director General
DDGA	Deputy Director General Administration
DDGP	Deputy Director General HR Policy
ESD	Employment Services Directorate
GAFD	General Administration and Finance Directorate
GEMS	Governance and Economic Management Support Program
HR	Human Resource
HRP	Human Resource Policy
HRMIS	Human Resource Management Information System
IRC	Internal Reform Committee
MACs	Ministries, Agencies and Commissions
MSD	Management Services Directorate
PAN	Personnel Action Notice
PAO	Principal Administrative Officer
PPB	Pay, Pension and Benefits
PR	Public Relations
PPRM&E	Policy, Planning, Research, Monitoring and Evaluation
RODD	Rural Outreach Decentralization Directorate
SDC	Service Delivery Charter
SC	Service Charter
USAID	United States Agency for International Development

FOREWARD

Dear Customers,

We are pleased to present to you the Civil Service Agency (CSA) Charter for the forthcoming three years 2015-2018. The Service Charter (SC) will serve as a guide to the public and civil servants. This calls for consistent provision of quality service to our customers. The CSA has developed the charter based on the results of the institutional Performance Assessment report and its three year strategic plan 2015-2018.

The SC outlines the service standards set to serve our stakeholders better. The Charter spells out customer's rights and CSA obligations and states the mutual expectations to be upheld in that relationship. The CSA is fully committed to meeting these standards and would be accountable for each commitment contained in the Charter. As we move along, we expect our standards to improve and increase institutional performance.

The CSA is in the process of putting in place a system that will facilitate on-line registration for most services with high demand, including testing, examination and biometric services to ensure customer satisfaction. To facilitate this, the CSA will be web enable. Furthermore, the CSA is in advanced stage of establishing a call center (free line call). The center will be managed by a skilled staff during working hours.

The CSA is committed to enhancement of services rendered to the public and civil servants through continuous improvement of its operations. This way, the Agency will raise its service standards and address the needs of the public and civil servants respectively. Nevertheless, CSA will be pleased to receive sincere feedback from its customers to enable us improve our services.

The CSA also recognizes that the delivery of quality service can only be achieved through a motivated professional work force. The Agency shall therefore continue to invest in its staff and re-train them on a continuous basis. By outlining its commitments to you, the Agency is seeking to match its quality of service to customers' needs. The CSA therefore looks forward to continuous support from the public as it embarks on implementing this Service Charter.

Dr. Puchuleona Bernard
Director General
Civil Service Agency

ACKNOWLEDGEMENT

My sincere appreciation goes to USAID-GEMS that supported the development of this Charter. The success of this Charter would not have been possible without the technical know-how of the International Institutional and Strategic Consultant Mr. Jules Sebahizi.

The Civil Service Agency (CSA) was privileged to initiate, coordinate and provide the preliminary detailed information to feed into the Service Charter. I appreciate the great cooperation provided by all directorates to avail themselves and identify list of services delivered to CSA stakeholders, with the objective to provide quality standards; on a timely basis at minimum cost to public and civil servants respectively.

Thanks go to all CSA senior managers and directors. Special thanks go to Mr. Alfred C. Sayon, Director of Career Management and Training and his team for their valuable contributions and inputs to the development of this Charter.

I appreciate the crucial role played by IRC members under the leadership of Hon. Weh and Hon. Reeves. Your consistent focus and actions have brought remarkable changes in CSA daily's performance. I acknowledge the advice and other forms of support provided by Mrs. Victoria Cooper-Enchia, Chief of Party of USAID-GEMS.

Dr. Puchuleona Bernard
Director General
Civil Service Agency

I. INTRODUCTION

The Civil Service Agency (CSA) is an organ of the Government of Liberia (GoL). It is independent of all other Ministries and Agencies of the Government and serves as the central government agency responsible for managing the Civil Service. It is responsible for improving human resources capacity, service delivery and thereby enhancing the effectiveness and efficiency of the Civil Service. CSA also ensures high quality service delivery in a cost efficient manner.

The Service Delivery Charter (SDC) for the CSA therefore, constitutes a social contract, commitment and agreement between GoL, public servants and citizens of Liberia. It sets out the CSA and customers' responsibilities to improve performance and quality of services to citizens; enhances and fast tracks the delivery of services to improve the lives of our people; and enables service beneficiaries to understand what they can expect from their civil service, and forms the basis of engagement between CSA and citizens across sectors.

1.1. Rationale

The rationale for the development of the CSA Service Charter is to guide the delivery of quality services to the people including civil servants and public in general and ensure optimal utilization of limited resources in the shortest time possible. The Charter explains CSA's mandated services and eligibility conditions for accessing services. The charter serves as a benchmark by which CSA performance is defined in its 3-year strategic plan. The SDC shall allow CSA to:

- Define the services offered by CSA to the citizens of Liberia;
- Outline the service standards that underpin the service offered by CSA;
- Inventory the commitments of CSA as employer towards civil servants; and
- Specify commitments/obligations of civil servants to citizens.

1.2. Objectives

The objectives of the CSA charter are to:

- 1.2.1.** Improve service delivery culture
- 1.2.2.** Clarify the rights and obligations of each of the parties
- 1.2.3.** Reinforce the commitment between partners, to service delivery improvement, for the benefit of all citizens
- 1.2.4.** Acknowledge and reward good performance
- 1.2.5.** Professionalize and encourage excellence in the civil service
- 1.2.6.** Enhance performance of civil servants
- 1.2.7.** Facilitate a process of defining service standards in various directorates of civil service
- 1.2.8.** Strengthen processes and initiatives that prevent and combat corruption
- 1.2.9.** Strengthen culture of transparency and openness
- 1.2.10.** Ensure an effective, efficient and responsive civil service.

1.3. Scope

The charter shall apply to the central, regional and decentralized employees in the following two categories:

1.3.1. Permanent staff with status of civil servants

1.3.2. Contractual/part-time employees recruited for specific task, program or part time jobs

II. WHO ARE WE

According to Civil Service Act 1973, the Civil Service Agency has responsibility to oversee and provide strategic leadership and guide human resource development policy across the GoL. The CSA employs public servants and are required to provide the necessary resources and conducive working environment for the delivery of services. Civil servants are employed by the state, and serve the purpose of GoL.

2.1. Vision

The vision of CSA is to become *“The premier institution dedicated to the development of a highly skilled, efficient and effective civil service for the people of Liberia.”*

2.2. Mission

The Mission of the CSA is to build a Civil Service that has the capacity, competence and motivation to deliver sustainable good governance to the nation.

III. THE CSA SERVICES AS DEFINED BY THE CSA ACT OF 1973

According to Section 66.3 of the Civil Service Act, the CSA is to provide the following services:

- ⊕ To recruit, examine, classify, certify and place all civil servants, provided, however, civil servant under category A Section 66.14 be only subject to classification but not to recruitment, examination and certificate for employment;
- ⊕ To keep an accurate and up-to-date record of every individual employed in the civil service system;
- ⊕ To establish, with the approval of the President, a classification plan in accordance with the provisions of this Act based on the duties, responsibilities and nature of work in the Government and service, and to ensure the continued maintenance and administration of this classification plan;
- ⊕ To issue, with the approval of the President, rules and regulations setting forth the conditions of employment for all civil servants;
- ⊕ To protect the interest and rights of civil servants through the objective administration and enforcement of the provisions of the Act, and any rules and regulations promulgated there under;
- ⊕ To formulate and establish effective liaison between the Civil Service and the National Social Security;
- ⊕ To maintain a record of all Personnel Action Notices of all civil servants to ensure that the person so employed is a classified Civil Servant;

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- ⊕ To establish and maintain eligibility lists of all Civil Servants; and
- ⊕ To conduct research and studies designed to improve the service.

IV. OUR CUSTOMER

Our customers are essential to our success. They include:

- ⊕ National, regional and local, governments ministries, commissions and agencies;
- ⊕ All civil servants at national, regional, counties and district levels; and
- ⊕ Citizens of Liberia and people living in Liberia.

V. OUR COMMITMENT TO YOU

We are committed to respecting the rights of our customer, including:

- ⊕ The right to review and appeal;
- ⊕ The right to lodge a complaint;
- ⊕ The right to privacy and confidentiality;
- ⊕ The right to get full information (freedom of information); and
- ⊕ The right to access services, facilities and information in a manner that meets customer needs.

5.1. Service Guarantee

To fulfill our service guarantee to you, we are committed to having well trained and supportive staff and to developing and maintaining an open and accountable culture that is fair and reasonable in dealing with our customer. In this regard we will provide you with high quality service: We will:

- ⊕ Identify ourselves when we speak to you;
- ⊕ Seek to understand your requirements;
- ⊕ Listen actively and act responsively to your demands;
- ⊕ Personalize our services to fit client’s specific needs;
- ⊕ Treat you with respect and courtesy and maintain confidentiality where required;
- ⊕ Provide timely, accurate, clear and relevant information or guide you to find it;
- ⊕ Stand-in with care and diligence as we prepare responses according to the code of conduct;
- ⊕ Refer inquiries we cannot answer to appropriate institutions;
- ⊕ Present our response to your inquiry within 72 hours;
- ⊕ Ensure that our telephone directory is known to customers;
- ⊕ Ensure that our website is easy to use and captures all institutional features; and
- ⊕ Ensure that all our services meet a well-defined civil servant need.

In providing our services, we undertake to honor the CSA promise:

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- ⊕ To smile at our customers;
- ⊕ To greet everyone we meet at the CSA offices;
- ⊕ To know our jobs and CSA services;
- ⊕ To treat Your Concerns as Our Concerns; and
- ⊕ To follow Up On Everything.



5.2. Service Standards

We undertake to provide service of a high quality. In this regard we aim to:

- ⊕ Attend to all inquiries promptly;
- ⊕ Answer the telephone at the appointed time;
- ⊕ Acknowledge written complaints within 5 days; and
- ⊕ Treat you fairly and professionally;
- ⊕ Resolve written request within 14 days (two weeks).

After we have performed our service, we will:

- ⊕ Use our customer survey to seek feedback on our performance;
- ⊕ Review the feedback you provide to measure our performance and guide further improvement; and
- ⊕ Maintain our customer confidentiality beyond the term of our commitment.

VI. DEALING WITH COMPLAINTS

We respect the rights of citizens to complain if our services are unsatisfactory. In this regard;

- ⊕ Your letter must be addressed to the Director General of CSA;
- ⊕ We undertake to investigate and respond to your complaint within 21 days of receipt;
- ⊕ We will endeavor to apologize and take corrective measures if it is our fault;
- ⊕ We will maintain a complaint register and follow-up mechanism;
- ⊕ We undertake to treat any information on fraud and corruption seriously; and
- ⊕ You may use our official telephone number, on our web site and in this document, to report fraud, corruption and any unusual treatment by administration.

VII. DISAGGREGATED SERVICES PROVIDED BY DIRECTORATES

The CSA is a service delivery entity; and has defined “Service” as one of its core values. The effectiveness of Government is often measured by the quality of its services to the people. What are the services the CSA provides and how widely are these services utilized in the public domain. The CSA through its various directorates provides a variety of services to the public.

7.1. Director General’s Office

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The Office of the Director General is responsible for ensuring oversight coordination and liaising with all internal and external partners on matters relating to the CSA as defined by the act of 1973. In particular, the following are exclusive services offered by the Director General to civil servants and others. The code refers to the service delivery activities.

- DG001**-Issue policy statement to public;
- DG002**-Sign and deliver civil servants appointment letters.
- DG003**-Grant political leave to civil servants aspiring for elected offices;
- DG003**-Delete dismissed civil servants on payroll list; and
- DG003**- Reward and sanction civil servants.

7.2. Public Relation Officer

- DGPR011**-Provide media related support to the DG’s office; and
- DGPR012**-Provide press release to the public through various media.

7.3. Deputy Director General Administration

- DDGA021**-Provide oversight and strategic guidance on administration and finance
- DDGA022**- Assist the DG to answer public questions related to Civil Service Policies during Open Accountability Day.

7.4. Deputy Director of Human Resource Policy

- DDGP031**-Provide oversight and strategic guidance for HRP
- DDGP032**- Sign and communicate the grievances committee decisions to civil servants
- DDGP033**-Provide HR Guidelines for planning and budgeting to MACs;
- DDGP034**- Communicate HR policies and procedures to MACs; and
- DDGP003**-Assist the DG to answer public questions related to Civil Servants Policies during Open Accountability day.

7.5. Principal Administration Officer

- POA041**: Provide technical support and supervision to all directorates
- PAO042**: Sign administrative instructions and provide guidance for quality implementation and reporting

7.6. Employment Service Directorate (ESD)

The ESD provides three key services: Recruitment and Selection; Examination and Certification and updates Ministries/Agencies’ personnel list through the Personnel Action Notice process. The ESD offers on a daily basis the following services to the people of Liberia:

- ESD101**-Registration for CSA Exams to the candidates;
- ESD102**-Administering of CSA Exams (Monrovia);

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ESD103-Administering of CSA Exams (Rural Areas/Counties) in conjunction with Rural Outreach and Decentralization;

ESD104-Review, process and align civil servants on Personnel Action Notices (PANs);

ESD105-Publish test results, after verification;

ESD106-Provide Personnel Listing Cost with Verification&Salary justification; eligibility, duties and responsibilities;

ESD107-Record and expedite PAN for signatures and on to Record Room or Department of Budget at MFDP;

ESD108-Offer Annual Leave and Monthly attendance Reports;

ESD109-Provide job description templates, verify MAC job descriptions, quality control and provide periodic updates of Job Descriptions for all civil servants;

ESD110-Administer annual manpower hearings, approve establishment listings, and provide annual personnel listings,

ESD111-Guide Interview Panelists from CSA;

ESD112-Offer a simplified PAN checklist brochure to guide all MACs; and

ESD113-Ensure that all MACs have updated employee's files

ESD114-Code and Issue Blank PAN Forms to HR Personnel of MACs

ESD115-Provide assistance to victims of sexual harassment and other form of GBV at work place

ESD116-Provide Civil Servants disaggregated data on gender.

7.7. Management Services Directorate

The primary objective of the Management Service Directorate (MSD) is to assist Ministries, Agencies and Commissions (MACs) to continuously strengthen their institutional capacities to enable them to deliver efficient and effective services. The Performance Management System (PMS) is the central part of MSD functions. The following are key services offered to the public:

MSD201-Guide development of standard PMS for Civil Servants;

MSD202-Offer training in PMS for all users with tools and documentation;

MSD203-Provide a Customer Service Desk at CSA and to the Civil Servants in general;

MSD204-Provide to CSA customer's feedback and release reports to public;

MSD205-Organise open accountability day to increase awareness of CSA activities and ensure transparency;

MSD206: Publish client satisfaction survey report and communicate the results to public;

MSD206: Provide technical support to develop and implement civil service procedures, approaches and systems across MACs;

MSD206: Provide technical support for capacity needs at MAC institutional level.

7.8. Human Resource Management Information System (HRMIS)

The HRMIS/Biometrics Directorate provides three key services. These include (i) biometric enrollment of all civil servants and the issuance of biometric Identification cards; (ii) payroll data storage and management; and, (iii) IT services and biometric awareness and sensitization. The HRMIS Directorate provides the key following services to the public.

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- HRMIS300**-Issue biometric Identification & Enrolment;
- HRMIS301**-Printing of Biometric ID Cards at first instance;
- HRMIS302**-Re-printing of lost or damaged Biometric ID Cards;
- HRMIS303**-Answer questions of civil servants (all Payroll issues relating to HRMIS & BIOMETRICS);
- HRMIS304**-Providing monthly payroll summaries to MACs;
- HRMIS305**-HR Records Management and Storage (Both manual and Electronic);
- HRMIS306**-Provide answers to all payroll enquiries on CSM.

7.9. Pay, Benefits and Pensions Directorate (PBP)

This Directorate is responsible for ensuring that civil servants are properly rewarded and remunerated and that their positions are appropriately and professionally graded. The following are key services provided to the public:

- PBP 400**-Receive, review and analyze individual pay and benefits cases;
- PBP 401**-Receive, review and analyze individual pension cases;
- PBP 402**-Issue NASSCORP Benefit Claim Form;
- PBP 403**-Provide pre-retirement counseling;
- PBP 404**-Dispatch correspondence related to pay and pension;
- PBP 405**-Respond to allotment request for pension benefits;
- PBP 406**-Respond to written correspondence related to pay;
- PBP 407**-Respond to written correspondence related to pension;
- PBP 408**-Processing of Employees on regular payroll;
- PBP 409**-Processing of former employees on Pension Payroll; and
- PBP 410**-Provide Insurance Benefits to civil servants
- PBP 411**-Grade and classify all civil service positions

7.10. Planning, Policy, Research and Monitoring and Evaluation (PPRM&E)

This Directorate provides services in HR and workforce policy and planning, strategic planning and budgeting, and monitoring & evaluation. The following are services provided:

- PPRM&E500**-Provide strategic human resources advice and plans for the Civil Service;
- PPRM&E501**-Provide guidance on HR policy, strategies and procedures development;
- PPRM&E502**-Guide HR Policy dialogue for adequate participation across Civil Service;
- PPRM&E503**-Communicate and administrate HR policies and procedures;
- PPRM&E504**-Provide HR guidelines for planning and budgeting;
- PPRM&E505**-Provide technical expertise to write funding proposals to partners;
- PPRM&E506**-Provide M&E frame-work and indicators to program managers;
- PPRM&E507**-Provide civil service statistical data to policy makers and other users; and
- PPRM&E508**-Provide civil service research guidelines and topics to researchers

7.11. Civil Service Reform Directorate (CSR D)

This Directorate’s central functions to coordinate, facilitate and provide leadership for public sector reform across the GOL. The key services are:

CSR D600-Provide Program support to implementing Agencies (CSA, GC, LIPA)

CSR D601-Assist Project Component Managers in finalizing concept notes and budget for all programs

CSR D602-Support and process all program request under approved project work plan

CSR D603-Coordinate the hiring of consultants and procurement of goods under project

CSR D604-Plan and execute all events associated with reform

CSR D605-Provide payment request for vendors and consultancies in line with project

CSR D606-Make travel arrangements for project related travels

CSR D607-Provide secretariat support/coordination for reform projects related meetings

CSR D608-Provide technical and resource support to IRC-MACs in line with approved work plan

CSR D609-Arrange accommodation, visa, work permit for consultant

CSR D610-Book appointment and supervise consultant’s engagements with MACs

CSR D611-Support and fine tune consultant deliverables and knowledge transfer activities

CSR D612-Support mobilizing resources for awareness and communication of reform activities

CSR D613-Provide technical know-how to ensure communication and change management activities under reform project

CSR D614-Inform stakeholders of the reform processes

CSR D615-Ensure inter-ministerial, donors, and civil society relations with reform activities

7.12. Rural Outreach & Decentralization Directorate (RODD)

This Directorate is responsible for the coordination of CSA activities in the counties through the four (4) regional offices. The following are key services provided to the people:

RODD 700-Offer CSA Test clearance at regional and county level

RODD 701-Deliver counseling to prospective retirees at regional and county level

RODD 702-Redress to grievance at regional and county level

RODD 703-Provide education & information on civil service related activity or policies

RODD 704-Issue Biometrics ID cards at regional, county and districts

RODD 705-Facilitate and coordinate the implementation of PMS at regional and county level

7.13. General Administration and Finance

This Directorate is responsible for the internal administration of the CSA. It ensures the efficient and effective administration of the day-to-day operations of the CSA. The directorate provides to CSA staff all required support on a daily basis which includes the following services:

7.13.1.IT/ICT Unit

GAFD811- Servicing of CSA IT Equipment

GAFD812- Providing internet Services

GAFD813- Creation of GOL email addresses to CSA employees

GAFD814-Upload CSA available resources on website for thepublic and employees

GAFD815-Provision of IT support

7.13.2.Finance Unit

GAFD821-Provide a payment list of pension, retirement and Pension to MFDP on monthly basis

GAFD823-Provide list of payment of all Former Senior Public Servants and Legislators

GAFD824-Receive, record, manage and report on receipt and disbursement of CSA finances

7.13.3.Procurement

GAFD831-Procure goods and services for the Civil Service Agency in compliance with PPCA

GAFD832-Maintain records of all procurement activity

7.13.4.Transport

GAFD841-Provide Transport Services to and from work to CSA staff

GAFD842-Provide weekly transport plan to all CSA staff

GAFD843-Maintain vehicles in accordance with General Services Agency guidelines

7.13.5.Personnel

GAFD851- Communicate any changes related to working hours, salary and others issues

GAFD852-Provide to management monthly CSA personnel monitoring records

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GAFD853-Provide CSA’s internal welfare procedures and ensure compliance

GAFD854-Provide to CSA leadership the Performance Management System (PMS) of all staff

GAFD855-Ensure merit-based employment in CSA

GAFD856-Issue annual leave and temporary absence authorization forms to CSA staff

GAFD856-Provide annual medical insurance scheme to CSA staff

GAFD856-Maintain CSA staff personnel records

7.13.6. Security

GAFD861-Provide protection services of properties

GAFD862-Provide protection services to CSA staff

GAFD863-Provide Protection of customers/staff who seek the services of CSA.

7.13.7. Maintenance

GAFD870-Clean and maintain CSA offices and building

GAFD871- Maintain and repair equipment, electrical, plumbing, air conditioners, furniture&other office materials

7.13.8. Administration

GAFD880- Provide all necessary office material and equipment to personnel

GAFD881-Provide internal meeting regulations for CSA staff and management

GAFD882-Provide fleet time sheet form to drivers

GAFD883- Provide fuel to eligible employees on daily and monthly basis

GAFD884-Manage CSA staff salary and handle other related issues

GAFD885- Organize and implement Public Service Day for Civil Servants

7.14. Career Management and Training

This Directorate provides the following three key services. (i) Conduct capacity needs assessment at CSA and guide CNA at MACs levels; (ii) Develop internal CSA capacity development plan and guide MACs to develop their own CDP; and (iii) develop and coordinate career management programs across civil service. The following are daily provided services to civil servants and public:

CMTD900-Provide capacity needs at individual level

CMTD901-Provide information on civil servant training

CMTD902-Support building capacity of training coordinators across MACs

CMTD903-Offer training opportunities to CSA staff

CMTD904-Provide career progression to civil servants

CMTD905-Offer short/medium and long term training to civil servants

CMTD906-Offer succession plan to civil servants across all MACs

CMTD906-Offer training and Career Q&A Desk

VIII. WHERE WE ARE FOUND

As a government Agency, we operate at national and regional levels; we plan to decentralize our services at districts levels. The full contact details and information on Civil Service Agency is online: <http://www.csa.gov.lr>.

IX. REVIEW OF SERVICE CHARTER

The SC should be reviewed once a year to update the list of services, staff and supervisors information to maintain accuracy.

X. FULL SERVICES, ELIGIBILITY, ACCESSCONDITIONS, COST, TIMING AND RESPONSIBLE DIRECTORATE

1. Employment Services Directorate

Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
ESD101	Registration of CSA Exams to the candidates	All qualified Liberian Citizens 18 years and above	Free	45 minutes for registration	ESD rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD102	Administering of CSA Exams (Monrovia)	All qualified candidates -ID, Certificate or degree	Free	3 weeks per weekly test	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD103	Administering of CSA Exams	-All qualified candidates, ID, Certificate or degree	Free	5 weeks	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD104	Align civil servants on Personnel Action Notices (PANs) proper job title, grade and pay	checklist (items) as described by Standing Orders	Free	15 minutes per PAN	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD105	Receive list from Registration Unit for test result verification per candidate	Provide result of test information back to Registration Unit	Free	15 minutes per PAN	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD106	Provide Personnel Listing Cost with (Verification, Salary justification, eligibility, duties and responsibilities, Personnel Listing Cost)	-Signed PAN by MACs	Free	10 minutes per PAN	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD107	Record and expedite PAN for signatures and on to Record Room or Department of Budget at MFDP	All Civil servants : -Signed by MACs -verified by analyst	Free	2 minutes to expedite	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD108	Offer Annual Leave and Monthly attendance Reports	All Civil servants:	Free	1 day	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD109	Provide Job Descriptions and periodic update to all civil servants	Ministry and Agencies: -all jobs must be validated -aligned to institutional mandate	Free		ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box

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Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
ESD110	Provide annual personnel listings	Ministry and Agencies	free	1-3 weeks	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD111	Guide Interview Panelists from CSA	members of panels must be nominated by their institutions	Free	45 m/per candidate	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD112	Provide PAN checklist items to guide all MACs	-Completed PAN and signed by MACs	Free	Open time for MACs	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD113	Provide list of required items for employee files	Ministry and Agencies	Free	Consult CSA web/ 10m	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD114	Provide number of establishment posts	Ministry and Agency	Free	MACs completion	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD115	Provide information on Pay, Grading an Classification Structures	All MACs and General Public	Free	Timing is flexible	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD116	Provide information about Test Library	All MACs and General Public	Free	10 minuts	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD117	Code and Issue Blank PAN Forms to HR Personnel of MACs	All MACs	Free	1 day	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD115	Provide assistance to victims of sexual harassment and other form of GBV at work place	All MACs	Free	1 day	ESD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box
ESD116	Provide Civil Servants disaggregated data on gender.	All MACs	Free	1 day	SD- rvincent@csa.gov.lr 0886400215	Free call and suggestion box

2. Management Services

Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
MSD201	Guide the development of standard PMS for Civil Servants	-technical team set by MACs -time frame -budget available	Free	1 month	MSD- dkiepeeh@csa.gov.lr 0886870998	Free call, suggestion box and Email
MSD202	Offer coaching and mentorship on PMS to all users and provides tools and documentations	-MACs to provide list of staff engaged in PMS -MACs set timeline -MACs provide leadership support	Free	1 to 2 days	MSD- dkiepeeh@csa.gov.lr 0886870998	Suggestion box, Post training evaluation and Email
MSD203	Provide a Client Service Desk at CSA and CS in general	-MACs appoint a staff in charge -MACs provide resources and tools (desk, phone, office, printer and scanner)	Free	1 to 2 days	MSD- dkiepeeh@csa.gov.lr 0886870998	Free call,suggestion box and email
MSD204	Provide to CSA customer’s feedback and release reports to public	-functional call center -daily management of suggestion box -appoint permanent staff in charge	Free	7 days	MSD- dkiepeeh@csa.gov.lr 0886870998	Free call and suggestion box and Media
MSD205	Organize open accountability day to increase awareness of CSA activities and ensure transparency.	-institutionalization of accountability day -engage media for public awareness and train CSA staff -establishment of calendar for the event	Free	Quarterly	MSD- dkiepeeh@csa.gov.lr 0886870998	Free call, suggestion box and Media
MSD206	Publish client satisfaction survey report and communicate the results to public	-prepare concept note -develop ToRs to conduct survey -full participation of civil servants and public -large publication and dissemination of findings	Free	7 days	MSD- dkiepeeh@csa.gov.lr 0886870998	Free call,suggestion box, CSA Website and Media
MSD207	Provide technical support to develop and implement civil service procedures, approaches and systems across MACs;	-MACs	Free	annually	MSD- dkiepeeh@csa.gov.lr 0886870998	Free call, suggestion box, CSA Website and Media
MSD208	Provide capacity needs at institutional level.	-MACs	Free	annually	MSD- dkiepeeh@csa.gov.lr 0886870998	Free call, suggestion box, CSA Website and Media

3. HRMIS

Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
HRMIS-300	Issue biometric Identification & Enrolment	All civil servants and public servants must: A. Must be listed on the GoL Payroll B. Must be referred to the Biometric ID Center for Identification & Enrolment by the HR. C. Must fill in a Personnel Employment Record Form with all relevant documents attached. D. Documents vetted by CSA Biometrics Personnel. E. Biometric Enrolment done.	Free	2 days	HRMIS- abassey@csa.gov.lr 0886518147	Free call and suggestion box
HRMIS-301	Printing of Biometric ID Cards at first instance	All civil servants and public servants must: A. Must be listed on the GoL Payroll. B. Must be enrolled in the CSA HR & Biometrics Databases. C. Must be listed on the official ID Printing Listing from the HR.	Free	1 week	HRMIS- abassey@csa.gov.lr 0886518147	Free call and suggestion box
HRMIS-302	Re-printing of lost or damaged Biometric ID Cards	All civil servants and public servants must: A. Must fill up a Biometric ID Request Form authorized by the HR. B. Must pay into the GoL coffers US\$5.00 & return flag receipt to the CSA Biometric ID Center.	US\$5.00	2 days	HRMIS- abassey@csa.gov.lr 0886518147	Free call and suggestion box
HRMIS-303	Answer questions of civil servants (all Payroll issues relating to HRMIS & BIOMETRICS)	All civil servants and public servants must: A. Must provide relevant information relating to queries or concerns wishing to be addressed. <ul style="list-style-type: none"> • Misplaced ID cards • Biometrics compliance clearance • Reinstatement on payroll 	Free	1 Day	HRMIS- abassey@csa.gov.lr 0886518147	Free call and suggestion box
HRMIS-304	Providing monthly payroll summaries to MACs	All MACs must: Provide an extended hard drive, memory stick, CD/DVD or email address	Free	5 min	HRMIS- abassey@csa.gov.lr 0886518147	Free call and suggestion box
HRMIS-305	HR Records Management and Storage (Both manual and Electronic)	All Civil Servants <ul style="list-style-type: none"> • Pension validation • Copies of PANs and CSA Test results 	Free	1 Week	HRMIS- abassey@csa.gov.lr 0886518147	Free call and suggestion box
HRMIS-306	Provide answers to all payroll enquiries on CSM	Civil Servants, MACs and Insurance Companies etc... -Provide relevant information relating to queries and/or concerns to be addressed.	Free	1 Day – 1 Week	HRMIS- abassey@csa.gov.lr 0886518147	Free call and suggestion box

4. Pay, Benefits and Pensions

Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
PBP-400	Receive, review and treat pay and benefits individual cases	-Civil Servants -Official and signed request by civil servant -received officially at CSA secretariat/receptionist office	Free	One Day	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box
PBP-401	Receive, review and treat pension individual cases	-Pensioners -Official and signed request by civil servant -received officially at CSA secretariat/receptionist office	Free	One Day	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box
PBP -402	Issue NASSCORP Benefit Claim Form	Pensioners By age(60)	Free	One day	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box
PBP-403	Provide pre-retirement counseling	Prospective Retirees By Age(65), Tenure(25), and ill-health	Free	One Day	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box
PBP-404	Dispatch correspondence related to pay and pension	Civil Servants & Pensioners	Free	One Day	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box
PBP-405	Respond to allotment request for pension benefits	Law Makers and Sr. Public Servants on request Allotment from MFDP	Free	Five Days	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box
PBP-406	Respond to written correspondence related to pay	MACs	Free	Seven Days	PBP- mbelleka@csa.gov.rl 0886841201	Free call
PBP-407	Respond to written correspondence related to pension	MACs/Pensioners	Free	Seven Days	PBP- mbelleka@csa.gov.rl 0886841201	suggestion box
PBP-408	Processing of Employees on regular payroll	Civil Servants	Free	One Month	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box
PBP-409	Processing of former employees on Pension Payroll	Civil Servants	Free	One Month	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box
PBP-410	Provide Insurance Benefits to civil servants	Civil Servants	Free	One Month	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box
PBP 411-	Grade and classify all civil service positions	Civil Servants	Free	Annually	PBP- mbelleka@csa.gov.rl 0886841201	Free call and suggestion box

5. Planning, Policy, Research and Monitoring and Evaluation

Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
PPM&E-500	Provide strategic human resources advice and plans for the Civil Service	MACs	Free	Seven working days upon request	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box
PPM&E-501	Provide guidance on HR policy, strategies and procedures development	MACs	Free	Seven working days upon request	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box
PPM&E-502	Guide HR Policy dialogue for adequate participation across Civil Service	MACs	Free	Seven working days upon request	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box
PPM&E-503	Communicate and administer HR policies and procedures	MACs	Free	7 days upon request	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box
PPM&E-504	Provide HR guidelines for planning and budgeting	MACs	Free	7 days upon request	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box
PPM&E-505	provide technical advice to write funding proposals to partners	MACs	Free	7 days upon request	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box
PPM&E-506	Provide guidelines on setting up M&E systems and help define indicators for program managers	MACs	Free	7 days upon request	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box
PPM&E-507	Provide civil service statistical data to policy makers and public	MACs	Free	7 days upon request	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box
PPM&E-508	Provide civil research guidelines and topics to researchers.	MACs	Free	7 days upon request	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box
PPM&E-509	Provide empirical findings on policy implementation in the Civil Service	MACs	Free	7 days upon request 510: provide feedback to customers through client value-survey on services provided by CSA.	PPM&E- gwah@csa.gov.lr 0888833034	Free call and suggestion box

6. Civil Service Reform Directorate

Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
CSRD-600	Provide Program support to implementing Agencies (CSA, GC, LIPA)	All Program-component Managers at CSA, GC and LIPA	Free	2 weeks	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-601	Assist project Component Managers in finalizing concept notes and budget for all programs	All Program-component Managers at CSA	Free	2 weeks	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-602	Support and process all program request under approved project work plan	All Program-component Managers at CSA	Free	2 weeks	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-603	Coordinates the hiring of consultants and procurement of goods under project	All Program-component Managers at CSA, GC and LIPA	Free	2 weeks	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-604	Plan and execute all events associated with reform projects(Multi-stakeholder’s engagement forum, donor Update forum and program/policy launch	All Program-component Managers at CSA, GC and LIPA	Free	2 weeks	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-605	Provide payment request for vendors and consultancies in line with project	Service provider	Free	2 weeks	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-606	Make travel arrangements for project related travels	Project staff and consultants	Free	2 weeks	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-607	Provide secretariat support/coordination for reform projects related meetings	TWG, POC, and Partners meetings	Free	Working days	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box

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Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
CSRD-608	Provide technical and resource support to Internal Reform Committees across MACs in line with approved work plan	All MACs	Free	Working Days	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-609	Arrange accommodation, visa, work permit for consultants	PROGRAM Consultants	Free	1-5 days	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-610	Book appointment and supervise consultant's engagements with MACs	PROGRAM Consultants	Free	3 days	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-611	Support fine tune consultant Deliverables and knowledge transfer activities	REFORM PROGRAM Supported studies and reports	Free	1-5 days	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-612	Support mobilizing resources for awareness and communication of reform activities	REFORM programs	Free	Every budget year	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-613	Provide technical know-how to ensure communication and change management activities under reform project	REFORM programs	Free	Quarterly	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-614	Inform stakeholders on the reform processes	Reforms programs	Free	Monthly	CSRD- publicsectormodernizationcsa@gmail.com pcoleman@csa.gov.lr 0886569922	Free call and suggestion box
CSRD-614	Ensure inter-ministerial, donors, and Civil Society relations on reform activities	MINISTERS, DONORS, CSOs	Free	Regularly		Free call and suggestion box

7. Rural Outreach and Decentralization

Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
RODD-700	Offer CSA Test clearance at regional and county level	Civil servants and prospective civil servants: Register with CSA regional office or on the day of scheduled test. Need one passport size photo, academic credentials	Free	Within 15 working days	Outreach- dpoawalio@csa.gov.lr 0886846924	Free call and suggestion box
RODD-702	Deliver counseling to prospective retirees at regional and county level	Prospective retired civil servants: Recommended by their employer (MAC)	Free	1 or 2 days	Outreach- dpoawalio@csa.gov.lr 0886846924	Free call and suggestion box
RODD-703	Redress to grievance at regional and county level	Civil servants: -Letter of complaint with all supporting documents	Free	5 days	Outreach- dpoawalio@csa.gov.lr 0886846924	Free call and suggestion box
RODD-704	Provide education & Information on civil service related activity or policies	Civil servants and general public: workshops/radio/brochure/meeting	Free	1-5 days	Outreach- dpoawalio@csa.gov.lr 0886846924	Free call and suggestion box
RODD-705	Issue Biometrics ID cards at regional, county and districts	Classified civil servants who passed CSA test and on payroll : -two passport size photos, -copies of academic and training credentials, -bio data and employment history, -three letters of recommendations and employment letter	Free initially but US\$5.00 for re-issue	2 to 3 weeks	Outreach- dpoawalio@csa.gov.lr 0886846924	Free call and suggestion box
RODD-706	Facilitate and coordinate the implementation of PMS at regional and county level	All civil servants with clear job descriptions	Free	Quarterly/Annually	Outreach- dpoawalio@csa.gov.lr 0886846924	Free call and suggestion box

8. General Administration and Finance

Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
IT/ICT						
GAFD-811	Servicing of IT CSA Equipment	CSA Employees	Free	Depends on the availability Of resources	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-812	Providing internet Services	CSA Employees, Authorized guests	Free	Available at all times	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-813	Creation of GOL email addresses to CSA employees	CSA employees	Free	5 minutes or less	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-814	upload CSA available resources on website for both public and employees consumption	CSA employees and the general public	Free	At all times	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-815	Provision of IT support	CSA employees	Free	at all times	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
Finance						
GAFD-821	Provide a payment list of pension, retirement and Pension to MFDP on monthly basis	Employees of CSA	Free	Between 5 - 8 Days (All Things Equal)	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-822	Provide list of payment of all Former Senior Public Servants and Legislators	Retired Senior Public Servants & Legislators	Free	Between 5 - 8 Days (All Things Equal)	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-823	Receive, record, manage and report on receipt and disbursement of CSA finances		Free	daily	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
Procurement						

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Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
GAFD-831	Procured goods and services for the Civil Service Agency	CSA staff	Free	A day	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
Transport						
GAFD-841	Provide Transport Services to and from work to CSA staff	Civil Service Agency employees	Free	Arrival and Quitting Time	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
GAFD-842	Provide weekly transport plan to all CSA staff	Civil Service Agency employees	Free	Weekly	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
Personnel						
GAFD-851	Communicate any changes related to working hours, salary and others issues	CSA's staff	Free	N/A	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
GAFD-852	Provide to management monthly CSA personnel monitoring records	CSA's staff	Free	2months	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
GAFD-853	Provide CSA's internal welfare procedures and ensure compliance	CSA's staff	Free	2weeks	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
GAFD-854	Provide to CSA leadership the PSM of all staff	CSA's staff	Free	1 month	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
GAFD-855	Secure merit-based employment in CSA	CSA's staff	Free	1 month	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
GAFD-856	Issue CSA staff annual leave and temporally absence authorization forms	CSA's staff	Free	on request (1day)	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
GAFD-857	Provide annual medical insurance scheme to CSA staff	CSA's staff	Free	annually	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box
Security						
GAFD-861	Provide protection services of properties	Civil Service Agency employees and visitors	Free	24 hours service	GAFD- gwilson@csa.gov.lr 0886547180	Free call and suggestion box

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Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
GAFD-862	Provide protection services to CSA staff	Civil Service Agency employees and visitors	Free	During working hours	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-863	Provide Protection of customers/staff who come to seek services to CSA.	customers, staff, service seekers	Free	During working hours	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
Maintenance						
GAFD-870	Cleaning-up the offices and CSA building maintenance	Agency employees	Free	Twice a day	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-871	Repair equipment, electrical, plumber, Air conditioners & other office materials	Agency employees	Free	During working hours	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
Administration						
GAFD-880	Provide all necessary including office, material and equipment's to personnel	Agency employees	Free	Upon request	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-881	Provide internal meeting regulations for CSA staff and management	Agency employees	Free	N/A	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-882	Provide fleet time sheet form to drivers and reports for reporting purpose.	Drivers	Free	Upon request	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-883	Provide fuel to staff bus, all directors' vehicles and CSA leadership on daily and monthly basis respectively				GAFD- gwilson@csa.gov.lj 0886547180	
GAFD-884	Correction of salary and bank accounts cases	All CSA employees	Free	Depending on situation	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box
GAFD-885	Plan and implement Public Service Day	All Civil Servants	Free	Two months	GAFD- gwilson@csa.gov.lj 0886547180	Free call and suggestion box

9. Career Management and Training

Dir. CODE	Services provided to civil servants and all public	Eligibility and conditions	Cost of service	Time it takes to get service	Responsible Directorate	Feedback channels
CMTD-900	Provide capacity needs at institutional and individual level	Participants of TNA	Free	Quarterly and annually	CMTD- acsayon@csa.gov.lr 0886488285	Free call and suggestion box
CMTD-901	Provide information on training	Civil servants	Free	Quarterly and annually	CMTD- acsayon@csa.gov.lr 0886488285	Free call and suggestion box
CMTD-902	Support builds capacity of training coordinators in MACs	Tertiary institutions	Free	Quarterly and annually	CMTD- acsayon@csa.gov.lr 0886488285	Free call and suggestion box
CMTD-903	Offer training opportunities to CSA staff	Civil Servants	Free	Quarterly and annually	CMTD- acsayon@csa.gov.lr 0886488285	Free call and suggestion box
CMTD- 904	Provide career progression to civil servants	Civil Servants	Free	Quarterly and annually	CMTD- acsayon@csa.gov.lr 0886488285	Free call and suggestion box
CMTD- 905	Offer short/medium and long term training to civil servants	Civil Servants	Free	Quarterly and annually	CMTD- acsayon@csa.gov.lr 0886488285	Free call and suggestion box
CMTD-906	Offer succession plan to civil servants across all MACs	Civil Servants	free	annually	CMTD- acsayon@csa.gov.lr 0886488285	Free call and suggestion box
CMTD-908	Offer training and Career Q&A Desk	Civil Servants	free	Working Hours(daily)	CMTD- acsayon@csa.gov.lr 0886488285	Free call and suggestion box