

PERSONNEL PROCEDURES MANUAL

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FOREWORD

I welcome the publication of this Personnel Procedures Manual which has been produced by the Personnel Management Office (PMO) to serve as a guide to all those staff who are involved in the day-to-day administration of human resources in the Civil Service. This includes personnel officers in the PMO and Administrative Officers in all Ministries.

This Manual essentially outlines policies and procedures in order to ensure, insofar as possible, uniform treatment and administration of personnel matters within the civil service. Therefore, this manual not only outlines the policies towards the various phases of employment, but it also indicates how policy is to be administered. These policies also aid in achieving fair and equitable interpretations of policy which require personnel action on a regular recurring basis.

It is important that all public officers understand their rights and obligations under the Public Service Act, the Public Service Regulations and General Orders. Therefore, the purpose of this Manual is to set out their main provisions in a simplified form and provides means of standardizing and modernizing existing personnel management procedures. It will also serve as a valuable training aid for all future administrative staff/managers.

This Manual is not intended to provide the answer to every question relating to the employment of public officers, nor is it a substitute for the Act, the Regulations or General Orders. If a public officer is confronted with a problem which the Handbook does not answer adequately, he/she should refer to General Orders and, if necessary, to the Public Service Act and Regulations, copies of which are available in every Ministry and Department and on the websites of PMO & PSC which can be accessed on: www.pmo.gov.gm or www.psc.gov.gm. If an officer is still in doubt about the proper course of action to take, he/she is free to seek advice, through the proper channels, from his/her Head of Department, the Permanent Secretary, PMO, or the Public Service Commission.

Dawda D. Fadera
Permanent Secretary, Personnel Management Office

ACKNOWLEDGEMENT

The publication of this Manual will clearly ensure the standardization of human resource policies and procedures in order to:

- provide a uniform system of human resource administration throughout the civil service,
- assist managers in the development of sound management practices and procedures, and to make effective and consistent use of human resources policies throughout the civil service.
- promote effective communication among managers, supervisors and employees.
- ensure, protect, and clarify the rights and responsibilities of both the employer and employees.

These policies and procedures are intended to serve as guidelines to assist in the uniform and consistent administration of personnel policies. This policy manual is designed to provide essential information on how to help accomplish a Ministry's /department's mission within the administrative framework of the civil service.

In this regard, this Manual is a compilation of key HR reforms that have been developed in recent years and as well, marks the completion of all safeguards necessary to give greater freedom of action to employing Ministries.

I am satisfied that the team that compiled this Manual has gone through a rigorous process in looking at all the regulatory and legal frameworks in the civil service to enable them develop such a comprehensive Manual. I am particularly proud and touched by the passion, effort, and interest they have shown during the development of this Manual. This does not only demonstrate their devotion to duty but also express their exceptional commitment to national development. To this end, I wish to extend my sincere appreciation and gratitude to the following staff of PMO who has been involved in the development of this manual since its conception right through to its completion:

- Mr. Pateh Jah Deputy Permanent Secretary, Policies and Programmes
- Mr. Abdoulie jafuneh Deputy Permanent Secretary, Finance and Administration
- Mrs. Amie Njie Director, Civil Service Reform and Planning Unit
- Mr. Musa Camara Director, management Services Division
- Mr. Lamin Saidy Principal Personnel Officer, Civil Service Reform and Planning Unit
- Mr. Sheriff Jallow Principal Personnel Officer, Human Resource Information System

I also wish to register my sincere gratitude to Mr. Sheikh Jah, Senior Personnel Officer, Civil Service Reform and Planning Unit, PMO, for proof reading the final document.

I hope the publication of this Manual will go a long way in enhancing good governance and assisting HR Administrators in carrying out their important functions in a professional manner which is critical in ensuring a civil service responsive to national development goals and objectives.

Dawda D. Fadera
Permanent Secretary, Personnel Management Office

PREFACE

For purposes of salary, seniority, discipline and the application of General Orders, public officers are divided into the following Categories and Grades:

Category V	Officers in Grades 11 and above
Category IV	Officers in Grades 7 to 10
Category III	Officers in Grades 4 to 6
Category II	Officers in Grades 2 and 3
Category I	Officers in Grade 1

Under Section 173(1) of the 1997 Constitution, the power to appoint, exercise disciplinary control and remove officers in the public service from office, is vested in the Public Service Commission.

In the context of the Administrative Reform Programme, Government issued a policy statement on personnel management in the public service which stated, inter alia:

“Government, whilst reaffirming its commitment to the Public Service Commission (PSC) as an independent safeguard against improper interference in the management of the human resources of the operational arm of government, has decided that the PSC should increase the amount of delegated authority to the PMO and Ministries.”

As a result, the PSC has now delegated some of its powers to appoint, promote and discipline public officers under Section 02102 of the General Orders. The appointment authorities responsible for appointments etc to the public service are now:

1. Teachers on Grades 6 to 8- Permanent Secretary, MoBSE through the Committee for Promotion, Appointment and Discipline of Teachers (CPADT).
2. Grade 1 and 2 - Permanent Secretary / Head of Department.

The only exceptions to these arrangements are certain senior posts, where His Excellency the President of the Republic, is the appointing authority, and judicial appointments. The PSC is able to veto, vary or set aside any decision made by the Permanent Secretary, PMO, a Permanent Secretary or a Head of Department in the exercise of such powers, if the Commission is of the view that justice so demands.

This procedures manual has been produced to help personnel officers in Ministries and Departments carry out their increased responsibilities with efficiency and fairness; and to help Heads of Department and Permanent Secretaries come to terms with the fact that they are now the “appointing authority” for certain categories of staff.

Personnel Management Office
The Quadrangle
Banjul, The Gambia

ACRONYMS

ARP	-	Administrative Reform Programme
CBG	-	Central Bank of The Gambia
CSRPU	-	Civil Service Reform and Planning
F & A	-	Finance and Administration
HoD	-	Head of Department
HR	-	Human Resources
HRDD	-	Human Resources Development Division
HRIS	-	Human Resources Information System Division
IFMIS	-	Integrated Financial Management Information System
MSD	-	Management Services Division
NRS	-	National Records Service
PA	-	Performance Appraisal
PMD	-	Personnel Management Division
PMIS	-	Personnel Management Information System
PMO	-	Personnel Management Office
PS	-	Permanent Secretary
PSC	-	Public Service Commission
UNDP	-	United Nation Development Programme

CHAPTER 1

INTRODUCTION

ORGANISATION AND FUNCTIONS OF THE PERSONNEL MANAGEMENT OFFICE

- 1.1 The Personnel Management Office (PMO) was set up by Government in February 1988 as part of the Administrative Reform Programme (ARP) to improve the management of the Human Resources (HR) of The Gambia's public service.
- 1.2 The ultimate objective of the PMO is to achieve an effective and efficient Civil Service by making it more professional and streamlined with improvements in performance, discipline, workforce control, working methods, procedures and staff development.

The Constitutional /Legal Mandate of the PMO

- 1.3 The mandate/responsibilities of the Personnel Management Office as clearly stated in the **Public Service Act 1991** stipulate that:
 - 1.3.1 The Permanent Secretary, Personnel Management Office (PMO), shall be the principal adviser to the Secretary General and the Minister for Civil Service on this act and shall be responsible for the personnel functions of the Public Service.
 - 1.3.2 Without prejudice to the generality of the foregoing, the Permanent Secretary, PMO, shall be responsible for the following:
 - a) The administration of the General Orders;
 - b) The recruitment of volunteers and technical assistance personnel;
 - c) Public service training and staff development policies and implementation;
 - d) Staff inspection, organization and methods;
 - e) Formulation and review of schemes of service;
 - f) Policy formulation and administration of pensions and gratuities
 - g) Personnel statistics;
 - h) Workforce budgeting and control; and
 - i) Such other matters as may be prescribed by regulations under this act.
 - 1.3.3 In exercising the responsibilities set out in the preceding subsection, the Permanent Secretary, PMO, shall consult the Secretary General, the Chairman of the Public Service Commission, and such other public officers as may be appropriate.

- 1.3.4 The Permanent Secretary, PMO, shall promote the efficiency and effectiveness of the Public Service and the personal development of public officers by-
- a. Improving operational methods, as well as monitoring and controlling their implementation,
 - b. Carrying out staff inspections and reviews and making recommendations for improvements, and
 - c. Drawing up, reviewing and implementing policy statements on HR management and training.

Vision and Mission

- 1.4 Vision: "to be the centre for human resources management and development in order to maintain a highly motivated, professional, effective and efficient civil service responsive to national development goals and objectives".
- 1.5 Mission: "To attract, develop and retain a highly skilled workforce through a merit based system for quality service delivery"

Organisation and functions of the Personnel Management Office

- 1.6 PMO is organized into six main divisions and a semi-autonomous body – the National Records Service (NRS). These main divisions are:
- Personnel Management Division (PMD);
 - Management Services Division (MSD);
 - Human Resource Information System Division (HRIS);
 - Human Resource Development Division (HRDD);
 - Finance & Administration (F&A) and
 - Civil Service Reform and Planning Unit (CSRPU)
- 1.6.1 The Personnel Management Division (PMD) is responsible for the following HR functions:
- Appointments
 - Promotions
 - Acting appointments
 - Retirements (Voluntary, Marriage, Statutory, etc)
 - Leave (Sick leave, Maternity Leave, Special leave etc)
 - Redesignation
 - Change of Name
 - Termination/Dismissal
 - Petitions
 - Postings
 - Interdiction/Suspension
 - Performance Management System

1.6.2 The Management Services Division (MSD) is responsible for the following HR functions:

- Schemes of Service
- Staff Inspection
- Confirmation in Appointment
- Wages
- Manpower Control & Budgeting
- Transfer of Service
- Job Evaluation/Grading

1.6.3 The Human Resource Information System Division (HRIS) is responsible for the following HR functions:

- Database Administration
- Maintenance of Computers
- Network Troubleshooting
- Staff Audit
- Management Information
- WOPS
- Longevity

1.6.4 The Human Resource Development Division (HRDD) is responsible for the following HR functions:

- Study Leave
- Execution of Surety Bond
- Training (Local & Overseas)
- Secondment
- Focal Point for all capacity building institutions

1.6.5 The Finance & Administration (F&A) is responsible for the following HR functions of PMO and its day-to-day administration:

- Office Supplies
- Procurement
- Travel Arrangements
- Accounting functions
- Transport Control
- Office Maintenance
- Day-to-day office administration

1.6.6 The Civil Service Reform & Planning Unit (CSR&PU) is responsible of the following functions:

- Coordination of civil service reform activities
- Resource mobilization

- Civil Service Revolving Loan Scheme

Core Values of the Civil Service

1.7 The civil service is committed to the highest standards of achievement obtainable through dedication, commitment and hard work. For its effectiveness, efficiency and integrity, the civil service needs to operate within acceptable norms and culture. As such, the core values by which the civil service shall accomplish its strategic vision include:

Service: we pledge through our oath to support and provide quality service to the wider public.

Respect: we extend consideration and appreciation to employees, customers and stakeholders fostering a fair, open and honest workplace environment.

Integrity: we uphold a standard of transparency, accountability and reliability. We conscientiously perform our operations to promote a government workforce that is worthy of the public trust.

Diversity: we honour our employees and customers through inclusiveness and respect for the various perspectives and backgrounds that each brings to the workplace.

Enthusiasm: we embrace our work and the challenges of the future with excitement, energy and optimism.

Excellence: we fulfill our mission by providing relevant and timely services and superior customer service that reflects our commitment to collaboration and the highest standards of quality

Innovation: we constantly seek new ways to accomplish our work and generate extraordinary results. We are dedicated to delivering creative and forward looking solutions and advance the modernization of human resources management.

Legal and Regulatory Framework

- 1.8 These are the rule books that provides guidelines on HR and its related matters and they are as follows:
- 1.8.1 **The Public Service Act** - is the guiding principle for the appointment, discipline and termination of employment of all public officers, with the exception of certain posts which are filled by authority of the President, or by the Judicial Service Commission. The Act cannot be changed without the approval of Parliament.
 - 1.8.2 **The Public Service Commission Regulations** are made by the Minister responsible for the civil service under powers given to him/her by the Public Service Act. The Minister can, on his/her own authority, amend or revoke the Regulations or add new provisions to them; when he/she does so the changes take the form of a Legal Notice published in the Gazette. The regulations are, therefore, much more easily changed than the Act and this provides for flexibility in their administration.
 - 1.8.3 **General Orders** provide the administrative framework for the public service and it is the duty of all public officers to comply with them. The orders are issued on the authority of the Secretary General and apply to all officers employed on pensionable terms, contract terms or temporary terms who occupy posts for which financial provision is made in the Annual Estimates of Revenue and Expenditure. The only exceptions to this general rule are certain provisions relating to officers who are specifically appointed by the President under the Constitution or who are appointed by the Judicial Service Commission.
 - 1.8.4 **The Code of conduct** is meant to guide public officers in order to avoid conduct which could undermine the integrity and effective rendering of the services for which they are employed. For the proper functioning of government, public trust and confidence in the integrity of the public service are crucial. The maintenance of this public trust and confidence requires the achievement of high standards of ethical conduct among public officials. This publication has also been designed as a disciplinary code, since it sets out precise punishments for specific offences. Even so, it should not be regarded as a restrictive and punitive device but as a set of guidelines for good performance.

- 1.9** There should be no conflict between the provisions of the Act, the Regulations and General Orders; however, should this occur, the statutory law is the final authority and takes precedence over the General Orders.

Structure of command within the Civil Service

- 1.10 The Minister for the Civil Service:** The Vice President serves as the Minister for the Civil Service. Subject to any directives issued by His Excellency the President, the minister is responsible for the general supervision of the public service, including the management and training policies of the service.
- 1.11 Head of the Civil Service:** The Secretary General is the Head of the Civil Service and the principal adviser to the Executive or Government on matters affecting the public service. In this capacity, the Secretary General has executive responsibility for the efficient functioning of the public service.
- 1.12 The Public Service Commission:** It is established by the Constitution and it consists of a Chairman, Vice Chairman and three members, all of whom are appointed by the President. The Commission authorizes the appointment of all public officers from Grades 3 to 12 except for a number of very senior appointments made by the President after consultation with the Commission, and appointment within the jurisdiction of the Judicial Service Commission. The Commission also hears appeals from public officers on disciplinary action taken against them, approves the applications for study leave with or without salary, transfers of service and the secondment of public officers to organizations.

CHAPTER 2

RECRUITMENT AND SELECTION

Principles of recruitment

- 2.1 Entry into the Civil Service is based on merit and on the principle of fair and open competition. These principles must be borne in mind at all stages of the recruitment process.

Recruitment and selection process

Notification of vacancies

- 2.2 Where a vacancy exists and it is not to be filled by promotion, the appointing authority will be informed about the existence of a vacancy by the Head of Department where the vacancy exists.
- 2.3 Upon receipt of this vacancy notification, the appointing authority will scrutinize it to certify that the requirements of the relevant scheme of service have been met. Before proceeding with recruitment it will also be necessary to check with PMO that no excess staff is available elsewhere in the Service to fill the vacancy. Finally, the appointing authority will need to be satisfied that the post which is desired to be filled has been authorized and funded in the Estimates.

Advertisement of vacancies

- 2.4 Where the request is to fill a newly created post, it will first be necessary to draw up a job specification for the post before attempting to draft the advertisement. A job specification describes the key qualification and competencies someone needs, in order to perform the job satisfactorily. Specific factors identified can be grouped into three: knowledge, skills and abilities. Desirable characteristics within these categories might include: education and qualification; experience, training and skill; personality requirements; and physical and mental attributes.
- 2.5 In writing any job specification, it is important to list only those knowledge, skills and abilities that are essential for satisfactory job performance. Where there is a relevant Scheme of Service; the job specification must incorporate the qualification for appointment to the post.
- 2.6 In producing the draft advertisement, the following additional features should be borne in mind: duty station, salary scale and closing date. The following set of guidelines should also be observed:

- 2.6.1 study the job specification to extract relevant information;
- 2.6.2 determine the best selling points of the job, and select which ones to feature in the advertisement. These might include salary, nature of the job or location;
- 2.6.3 tailor the job description in the advertisement to achieve the desired response.
- 2.7 Except in special cases, the final result should include in a suitably concise form: job title; description of the Ministry or Department; job description and person specification; salary scale; and the instruction on the requirements.
- 2.8 When the advertisement has been approved by the appointing authority (redrafted as necessary), a copy should be sent to electronic and print media in the country. Job vacancies may also be uploaded on the websites of the PMO and PSC and other relevant sites in order to attract both domestic and international applicants. The advertisement must spell out the closing date by which completed application forms must be received.

Recruitment timetable

- 2.9 There is a danger that the recruitment process can take a long time. The fact that a vacancy exists suggests that there is an urgent need to fill the post and that work is not being done. In addition, there is an obligation on the appointing authority to keep applicants informed of their progress in the selection procedure. Therefore, as soon as a decision is made to fill a vacancy by public advertisement, a recruitment timetable should be drawn up by the personnel section, and approved by the appointing authority. The personnel section will then be responsible for seeing that the key dates are adhered to. The responsible events and recommended timescales are as follows:

Notification of vacancy	-	date x
Preparation of advertisement	-	x plus 1 week
Approval of advertisement	-	x plus 2 weeks
Placement of advertisement	-	x plus 3 weeks
Closing date	-	x plus 5 weeks
Drawing up the short list	-	x plus 6 weeks
Start interviews	-	x plus 7 weeks

Approval of interview results	-	x plus 7 weeks
Issue of appointment letter	-	x plus 8 weeks

- 2.10 Thus, in the normal course of events it should be possible to complete the recruitment exercise, from start to finish, in two months. The basic timetable may have to be extended if there is a large number of vacancies or if the particular vacancy is likely to attract a significantly large number of applications. One of the advantages of planning ahead in this way is that it will be possible to inform members of the selection committee well in advance when they will be required to attend the interviews.

Application forms

- 2.11 A candidate for appointment is required to submit an application in his/her own handwriting or in typed version, supported by evidence that he/she fulfills the minimum requirements for the post for which he/she is applying, a birth certificate or an affidavit providing evidence of his/her date of birth and at least one testimonial.
- 2.12 The primary purpose of the application form is to aid good selection. The secondary purpose is to provide personal information when the applicant will be able to take up appointment, but in a way that does not inhibit the recruitment process. Two application forms are in general use for recruitment to the civil service: Form 16A is for vacancies in the junior Grades [2 to 6]; and Form 16 B (refer to www.pmo.gov.gm/www.psc.gov.gm) is for direct entry to the senior Grades [7 and above]. If possible, an acknowledgement should be sent promptly to each applicant.

Drawing up the short list

- 2.13 The objective of recruitment should be to produce a short list of candidates who are worth interviewing. Immediately after the closing date, all the application forms must be forwarded to the Ministry or Department where the vacancy exists, to draw up a short list of candidates. In the event that very few candidates apply, even those application forms should be examined to see if they meet the requirements of the specification. It is a waste of everybody's time to interview people who are clearly not suited to the vacancy.
- 2.14 Where a degree of choice does exist, information on the application forms should be matched against the job specification and applications sorted into three categories of "probable", "possible" and "unsuitable". The short list can then be made up from the first two categories. It is very important that those involved in this sifting process be extremely objective in reviewing the application forms.
- 2.15 Bearing in mind the recruitment timetable in paragraph 2.10, the Head of Department should be requested to return the application forms to PMO by a specific date. On return, the Head of Department's recommendations will be examined by the Personnel Management Division of PMO and amended as necessary, if the guidelines in the previous paragraph have not been followed. The final short list should provide a ratio of roughly 3:1 between the number of candidates and the number of vacancies. Candidates who have not been included in the short list should be notified as soon as possible on the following lines:

"Thank you for your application for the post of

I regret to inform you that after careful consideration we have decided not to pursue your application on this occasion. I would like to thank you for your interest and wish you every success in the future."

Selection

- 2.16 Selection represents the final stage of decision-making in the recruitment process. Shortlisted candidates may be required to attend an interview or take a written test as part of the selection procedure. If it is decided to hold an interview, the shortlisted candidates should be informed either by telephone, email, text or through public announcement requiring them to attend an interview on a given date, time and place.
- 2.17 Those involved in the interviewing should include the Head of Department which has declared the vacancy, a representation from the appointing authority and PMO.

- 2.18 The following points should be borne in mind by the selection interviewers:
- 2.18.1 prior to the interview, compare the job specification with the information on the application form and plan the interview in order to gather further information about critical aspects of the applicant's career history;
 - 2.18.2 structure the interview to cover key areas such as knowledge, qualifications, experience, training, skills, motivation and any special circumstances;
 - 2.18.3 pay attention to the impact the candidate is likely to make on others, including appearance, manner and bearing.

The selection interview

- 2.19 The following is a summary of recommended procedures for the selection interview:
- 2.19.1 Interview Panel: A panel of interviewers should be used to rate and record candidates' performance with each panelist independently rating and recording candidates' responses during the interview.
 - 2.19.2 Interview questions: standardizing the interview questions guarantees that each candidate is asked the same questions in the exact same order and helps to ensure that the same information is gathered from all candidates thus, ensuring fairness in the process.
 - 2.19.3 Rating scale: develop a rating scale for scoring answers with examples and illustrations to provide interviewers with a consistent and systematic scoring procedure in order to maximize the reliability and validity of their judgments of candidates. Whatever procedure is used to develop the rating scale, it is absolutely essential to ensure consistency and objectivity of scoring to check on reliability.
 - 2.19.4 Interview summary: The panel should set the stage for the Interview by letting the applicant know what is going to happen and what is expected of him/her. For example, the Chairperson might say: "We already have a lot of information about you from your application form and testimonial. Basically, what we want to do is to confirm some details, clarify one or two other points and explore your ideas on a few areas related to the job you have applied for."
 - 2.19.5 Closing the interview: One question has proved very useful for closing an interview: "Is there anything else that you wish to say before we finish?" Many times candidates will use this opportunity to bring out something that may have been bothering them through the course of the interview. It also

indicates that this is the last question before the interview closes. In the event that the applicant asks a question, it must be answered and the job situation explained. Whether successful, or not at the interview, the applicant should feel that he has been treated fairly.

- 2.19.6 Written record of the interview: During or immediately after the interview, the actual decision is made whether or not to select the candidate for appointment. It is important that the interviewers take notes to support the final decision.

After the interview

- 2.20 When the results of the interview are known, the personnel division should quickly inform both successful and unsuccessful candidates of the outcome. Successful candidates will be sent an offer of appointment letter, details of which will be found in Chapter 3. Unsuccessful candidates should be sent a courteous message on the following lines:

“You recently attended and interview for the post of I am sorry to tell you that your application has not been successful on this occasion. However, I would like to thank you for your interest in this post and to wish you well in your future endeavours.”

- 2.21 In some cases, it may be necessary to re-advertise the post because none of the applicants met the requirements of the job specification. Before doing so, PMO and the Head of Department concerned should consider whether, in the light of experience, the job specification of the advertisement needs redrafting.

Recruitment to Grades 1 and 2 posts

- 2.22 The appointing authority for Grades 1 and 2 posts (i.e. the Permanent Secretary or a Head of Department) may receive a vacancy notification from a senior officer in the area where a vacancy exists. In preparing for appointments in these Grades, the Personnel sections should take the following steps:

- 2.22.1 check that the requirements of the relevant scheme of service have been met – see paragraph 2.3.
- 2.22.2 prepare a submission for the Permanent Secretary or Head of Department with comments and advice regarding the date for the person to be interviewed;

2.22.3 arrange the interview involving the Head of Department and personnel section, and inform the individual concerned of the appointed date, time and place – see paragraphs 2.20.1 to 2.20.6.

2.22.4 after the interview, inform the candidates of the result – see paragraph 2.21.

2.22.4 after the appointment, the Head of Department must complete PMO-HRIS data sheet and return it to PMO for inputting by the HRIS Division staff.

CHAPTER 3

APPOINTMENT PROCEDURES

Appointment letters

- 3.1 Every letter of appointment should specify:
- 3.1.1 the precise designation of the post to which appointment is being made;
 - 3.1.2 the terms of the appointment, whether it is contractual (temporary/fixed) or permanent & pensionable or not, and the period of notice required to terminate it;
 - 3.1.3 the Grade applicable to the post;
 - 3.1.4 the salary payable;
 - 3.1.5 the effective date of the appointment;
 - 3.1.6 the length of probation period to be served before confirmation;
 - 3.1.7 a statement that the appointment will not take effect unless it is accepted in writing.
- 3.2 An example of a model letter of appointment will be found at Appendix 1.

Terms and conditions of employment

- 3.3 Where applicable Personnel sections must ensure that all officers appointed sign a Declaration of Secrecy.

Payroll arrangement

- 3.4 Upon appointment, the Accountant General's Department will input salaries by completing the relevant standard forms. In the case of officers appointed on a grade point higher than the appropriate entry point, the Accountant General's Department will be informed accordingly.

Incremental dates

- 3.5 If the effective date of an officer's appointment falls between the 1st and 15th day of the month inclusive, his/her incremental date will be the first of the month. However,

if the effective date of appointment falls on or after the 16th of the month, his/her incremental date will be the first of the following month.

Personnel records

- 3.6 Upon appointment, the staff of PMO-HRIS Division will be required to input the relevant bio information of the newly recruited employee into the Personnel Management Information System (PMIS) /the Integrated Financial Management Information System (IFMIS). For delegated appointments, the Head of Department must complete the PMO-HRIS data sheet and return it to PMO for inputting by the HRIS Division staff. Concurrently, the records section will have to open personal files for all newly appointed officers.

Placement and Orientation

- 3.7 All new employees upon assumption of duty should be exposed to the following protocols and procedures; reporting arrangement; orientation (initial briefing, including the issuance of the Personnel Procedures Manual for the Civil Servants; job description, General Orders and Code of Conduct).

Induction Programme

- 3.8 At least four (4) months after appointment, the officer will be sent for induction training where he/she will be exposed to policies, procedures and practices within Government. This is intended to create a psychological contract between the employee and the service.

Probation/confirmation in appointment

- 3.9 Upon initial appointment, employees are subject to a probationary period of one year. Confirmation of appointment will be subject to satisfactory reports on the officer's performance, conduct, physical and mental wellbeing. These reports will be submitted at the end of the probation period. If the reports are unsatisfactory, the officer must be informed of his/her shortcomings and the period of probation could be extended or, at worst, the appointment could be terminated.

Procedures for processing confirmations in appointment

- 3.10 After one year of employment, the personnel section should collect the 'recommendation for confirmation in appointment forms' from the PMO or its website and fill section A on behalf of the employee. Further, the employee will undergo a medical examination, after which the Director of Health Services will endorse Section B of the confirmation form. Consequently, the Head of Department will make his/her

report at Section C of the same form. Thereafter, the personnel section of the officer's Ministry/Department will send the forms to PMO with a covering letter. Upon reaching PMO, The PS, PMO will assess the form and make his/her recommendation on Section D, for onward transmission to PSC for consideration.

- 3.11 It is important to note that no officer may be confirmed in his/her appointment while he/she is on sick leave.

CHAPTER 4

TRAINING AND DEVELOPMENT

Training Needs Analysis

- 4.1 A training policy was developed by the Personnel Management Office in 2010, to map out a training and implementation strategy for the Gambia civil service. This document could be accessed through PMO's website – www.pmo.gov.gm.

Training plans

- 4.2 A training plan represents a comprehensive summary of the training requirements for each Ministry. In general, training for the civil service will be arranged and funded centrally at the Personnel Management Office.
- 4.3 Ministries' training plans serve a number of purposes. Primarily, they present a bid for funds from the central training budget. Government provides funds each year to cover Civil Service training both locally and overseas. PMO has the task of scrutinizing all training proposals and assessing their relevance and total cost prior to budget bilaterals, to enable it project the training needs of the civil service. Training plans therefore, should form the basis for Government's training budget.
- 4.4 All training proposals should be costed as accurately as possible with available information to include course fees, accommodation, travel fares, and examination fees. The Human Resource Development Division at PMO could be consulted for guidance.
- 4.5 Training proposals that have already received offers of funding from other sources, in particular aid agencies should be included in the training plan, with an indication of the source of funding. By providing this information, along with the bids for funding, the PMO will have a complete overview of the training needs of the Civil Service. This will help in the long term planning of training, especially in seeking donor assistance for training initiatives.

Study leave

- 4.6 Study leave, with or without salary, is granted by the Public Service Commission to enable an officer to undertake an approved course of training.
- 4.7 The Public Service Commission will not grant study leave with salary to:
- 4.7.1 an unconfirmed officer;
 - 4.7.2 an officer who has not been nominated for an award by his Head of Department, but who has gained admission to a training institution through private arrangements.
- 4.8 Public officers must not write directly to the Public Service Commission for the grant of study leave. Such applications must be channeled through the Permanent Secretary or Head of Department, who will write recommending approval to the Permanent Secretary, PMO, at least one month before the officer is due to depart. The letter of recommendation must include:
- 4.8.1 a statement that the proposed course will be of relevance to the officer's work;
 - 4.8.2 a letter of acceptance from the training institution showing the course the officer is to undergo and the duration of the programme;
 - 4.8.3 evidence of an award of sponsorship from the Government and donor partners/recognized institutions.
- 4.9 Officers applying for study leave without salary do not need to sign a surety bond. However, they must apply for study leave without salary through their Head of Department, accompanied by evidence of admission from the training provider. The maximum period for study leave without salary is six (6) years.

Bonding

- 4.10 All public officers whose trainings are sponsored by Government or its partners are required to sign a surety bond. The commitment is that upon completion of the training, the concerned officer will continue to work in the public service. Essentially, each year on a course shall attract two (2) years of service, or a refund of 150% of the total amount spent on the individual, including the tuition fees, cost of books, stipend, air fare, salary and allowances, etc while on the course. Thus, if an officer was away on training for 3 years, his/her commitment is that he/she will continue to work in the public service for a minimum period of 6 years on his/her return. Any officer who breaks this legal agreement will be liable to pay to Government 150% of the full cost of the training programme and salary received during the period of training.
- 4.11 Officers and their two sureties sign 6 copies of the Bond forms in the presence of the Permanent Secretary, PMO or his/her representative. Individual copies of the Bond forms are then retained by the officer and each of the sureties; one copy is held by the PMO; one copy goes to the Ministry concerned; and one copy is retained by the Registrar General at the Ministry of Justice. For overseas students, they are required to deposit an original title deed at the PMO as collateral.
- 4.12 In the event that an officer is not prepared to sign the surety bond, the award should be rescinded and the request for study leave with salary will not be processed.
- 4.13 Pre-service students (nurse trainees, teacher trainees, etc) whose trainings are funded by government should also be bonded under the same terms and conditions as existing government employees on training. Thus, the scholarship award should clearly spell out the need for them to execute the bond prior to the commencement of the training.

Training allowance and other entitlements

- 4.14 Officers required to attend training courses overseas, where the cost is being met by the Government's overseas training vote, will be entitled to travel grant or stipend as approved by PMO.
- 4.15 An officer who is required by government to undertake a course of training outside The Gambia for two years or more and is married, shall be entitled on application, to a free return passage to that country for his/her spouse [at least one year after commencing his/her studies,] General Order GO 06203.

CHAPTER 5

LEAVES & ABSENCE

Sick leave

- 5.1 When an officer is sick and unable to attend work, it is his/her responsibility to inform his/her supervisor of the reason for his/her absence and the period that he/she is likely to be away from work. This should be done on the first day of absence – using the appropriate channel of communication. The supervisor should immediately inform the personnel section accordingly and the absent officer will be recorded as being on “excused duty” (ED).
- 5.2 If the sickness should continue for a week, the officer must arrange to be seen by a doctor and obtain a medical certificate stating why he/she is unfit to return to work. He/she should further arrange to send this certificate to his/her supervisor, who will pass it on to the personnel section. The absent officer will then be regarded as being on “sick leave on full pay”.
- 5.3 Sick leave on full pay may be granted for an initial period of one month by the PSC. This is reckoned from the date of the officer’s first medical certificate.
- 5.4 In cases of extended sick leave, the steps to be taken are as follows:
 - 5.4.1 at the end of the first month, a further period of one month may be authorized, subject to the production of medical certificate;
 - 5.4.2 at the end of the second month, a further period of one month may be authorized, subjected to the production of a medical certificate but in addition the matter must be referred to the Director of Health Services for advice, in particular he/she will consider whether a Medical Board should be convened to consider the officer’s case;
 - 5.4.3 subject to the findings of the medical board, sick leave on full pay may continue to be authorized, provided a doctor’s medical certificate is produced monthly, to a maximum of 6 months’ aggregated sick leave on full pay in any period of 12 months;
 - 5.4.4 after that, any further sick leave will be on half pay, and the Accountant General will have to be informed through the Ministry’s Accounts Section;
 - 5.4.5 no officer can be granted a total of more than 12 months’ paid sick leave in any 4 years consecutively;

- 5.4.6 sick leave in excess of 12 months in any period of 4 years will be unpaid and the Accountant General will have to be instructed through the Ministry's Accounts Section.
- 5.5 More generous consideration applies in the case of officers certified as suffering from tuberculosis. Details of these and the other sick leave provisions will be found in General Orders 04114 to 04118.
- 5.6 A record of sick leave (including "excused duty" days) must be maintained by the personnel section and kept in the officer's personal file.

Annual leave

- 5.7 Annual leave entitlements are:

<u>Grade</u>	<u>Working days per year</u>
10 and above	25
7 to 9	22
3 to 6	20
1 and 2	15

- 5.8 The general principles are as follows:
- 5.8.1 the annual leave (or entitlement) is allocated on 1st January each year, for the coming year;
- 5.8.2 the intention is that this should be completely used up by the end of the year;
- 5.8.3 an officer must obtain the permission of his Head of Department in advance before taking annual leave;
- 5.8.4 annual leave can be used in a number of ways: either for a complete break of, say, 20 days; or for a couple of shorter breaks for personal reasons;
- 5.8.5 an officer may carry forward 5 days leave from one leave year to the next, but any outstanding leave in excess of 5 days will be forfeited. However, where any deferment is considered to be in the interest of the public service and is permitted by the Head of Department, such leave may be deferred and banked as unused leave to be consumed before retirement;
- 5.8.6 with the permission of his/her Head of Department, an officer may be allowed to take up to 5 days' annual leave in advance, from the leave year.

5.9 The personnel section is responsible for allocating individual annual leave entitlement on 1st January each year. This will be done on the "Annual Leave Roster". These forms will be held by the officer's supervisor, and be made available to the individual when an application for leave needs to be made. Permission to take annual leave will be given by the Head of Department during the course of the year and noted on the Annual Leave Roster.

5.10 The role of the personnel section is to contribute to the smooth running of the scheme and to monitor that the annual leave arrangements are working satisfactorily. The main opportunity for monitoring the arrangement will be towards the end of each year when the Annual Leave Roster is being prepared by the personnel section. This will be used as the basis for calculating the following year's entitlements. In doing so, the personnel section will take into account the officer's grade and any carry-over of leave (or deficit) from the previous year. Typical questions that are likely to arise are:

Q1 What happens when an officer is promoted?

A1 If someone is promoted within the same leave band (e.g. grade 7 to 9), then there is no change in entitlement. But if an officer moves from one leave band to another – e.g. from Grade 9 to Grade 10 – then he/she will receive the higher rate of leave allowance for the rest of that leave year, and then be entitled to the new allowance in full from the following January. The personnel section will have to refer to the promoted officer's Annual Leave Record in order to make the necessary changes. In this example, an officer promoted to Grade 10 on 1st March would be entitled to 20 days' leave for the following 10-month period, plus 3 days from the grade 7 to 9 band for the months of January and February, i.e. a total of 23 days for the completed leave year, rising to 25 days in the following January. See the Ready Reckoner at Appendix 2 for details.

Q2 Since the annual leave year begins on 1st January each year, what arrangements will apply to new staff who can be appointed at any time of the year?

A2 New entrants will be given a pro-rata leave allowance, based on the annual entitlement for their grade – see the ready reckoner at appendix.... For example, a new Grade 5 officer appointed on 21st May will be entitled to 11 days' annual leave before the start of the next full leave year, i.e. 7 full months' entitlement for the Grade 3 to 6 band. From the following January, the officer would receive the full annual allowance of 20 days.

- Q3 What happens to an officer who cannot consume all of his/her annual leave during the year because of the demands of his/her work – does he/she automatically forfeit his/her leave, though no fault of his/her own?
- A3 This situation should not arise, since supervisors are expected to plan in advance the allocation of leave within their work units. More so, the scheme provides for the automatic carry-over of 5 days' leave from one leave year to the next year, and this should cater for most situations. In exceptional circumstances; the personnel section will be consulted to see if any alternative arrangements can be made. This should be judged on its merits, but where someone chooses not to take his/her full entitlement, any outstanding leave in excess of 5 days would be forfeited. However, where deferment is considered to be in the interest of the service and is permitted by the Head of Department, such leave can be deferred; banked and consumed at a later date prior to retirement.
- Q4 Does an officer have to give the reason for his/her leave application or for anticipating 5 days' leave from the next leave year?
- A4 In the normal course of events, no. But it may occasionally be necessary, e.g. if the work unit expects to be particularly busy at the time, or if others have applied for the same period. This will enable the Head of Department to make a fair judgment, taking into account all the relevant facts.
- Q5 Is it possible for a new entrant to take annual leave during his first year of service?
- A5 Yes – see Q2 above. But this will not give the officer carte blanche to take the leave whenever he/she likes. As with other staff, approval will be based on the needs of the work unit and will be decided by the Head of Department. In a situation where a new entrant and an experienced member of staff are applying for the same period of leave, it can be assumed that preference will be given to the experienced worker. As a general guide, the new entrant will not normally be expected to take annual leave during the first six months after appointment.

Maternity leave

- 5.11 A permanent and pensionable officer who becomes pregnant is entitled to six (6) months' paid maternity leave, subject to the production of a satisfactory medical certificate. Maternity leave will normally start about one month before the expected date of confinement.
- 5.12 Since maternity leave is intended to help the mother-to-be in her final stages of pregnancy and whilst nursing the new-born child, absence on maternity leave will not count against an officer's annual leave allowance. This means that when an

officer is expecting a baby, she will not have to exhaust her entitlement to annual leave as part of her 6 months' absence.

- 5.15 On the other hand, when an officer is absent on maternity leave, this cannot be regarded as duty for the purposes of leave earning. Therefore, an officer entitled to 6 months maternity leave will be eligible for only 6 months annual leave allowance in the same year.

Paternity Leave

- 5.16 Any male employee whose spouse has delivered shall be entitled to a paternity leave with full salary for a period of ten working days, and such leave shall not count against an employee's annual leave entitlement.

Special Leave

- 5.17 A Head of Department has the power to grant up to a maximum of 14 days special leave with pay to any officer in one calendar year. Such leave is not transferable from one year to another. The purpose of special leave with pay is to enable the officer to attend to urgent private affairs such as bereavement, marriage or a naming ceremony. Heads of Department may grant up to 7 days' special leave at any one time, if they are satisfied that the officers' absence will not seriously impair the work of the Department and that the request for absence is justified.
- 5.18 Longer periods of special leave will be leave without pay and as such, will have to be referred to the Public Service Commission for approval.

Leave of Absence

- 5.19 Leave of absence may be granted for a period of up to 1 (one) year renewable for a maximum period not exceeding 4 (four) years, after the expiry of which the Officer is required to resume duties.
- 5.20 All approved absences on special leave (whether paid or unpaid) must be recorded on the officer's Record of Annual Leave. The personnel section will have to refer to the officer's file in order to note such absences. In case of special leave without pay, the Accountant General will also have to be informed through the Ministry's Accounts Section.

CHAPTER 6

WAGE AND SALARY ADMINISTRATION

Salaries and salary scales

- 6.1 A copy of the Integrated Pay Scale which applies to the civil service is at Appendix 3. A few very senior public officers, e.g. the Secretary General, Permanent Secretaries, Auditor General, Solicitor General, Accountant General, etc are on fixed salaries.
- 6.2 The 12-grade structure provides discrete responsibility levels from the most senior jobs, e.g. Deputy Permanent Secretary to the least weighted, e.g. Messenger. The 12-grade structure was based on a job evaluation study; as a result, it is not possible to upgrade posts without altering duties or responsibilities.

Increments

- 6.3 The Integrated Pay Scale provides for increase in salary by annual increments of prescribed amounts until the maximum of the scale is reached. When an officer reaches the top of his/her scale, he/she remains there either until he/she is promoted or eligible for a longevity increment (See paragraph 6.9).
- 6.4 If the date of an officer's appointment (or promotion) falls between the 1st day of the month and 15th day inclusive, the date on which he/she will be entitled to an increment is the anniversary of the first day of the month in which he/she was appointed. If the date of his/her appointment falls on or after the 16th day of the month, his/her incremental date will be first day of the following month.
- 6.5 Increments are paid automatically by the Accountant General, unless he/she has been notified that the increment has been stopped or deferred – see paragraph 6.8.

Incremental credit

- 6.6 An officer on first appointment normally enters the appropriate salary scale at the minimum. In some cases, the point of entry may be higher to reflect the officer's particular qualifications and experience. The appropriate entry point in such cases will be determined by the appointing authority. The personnel section must inform the Accountant General, through the Ministry's Accounts Section, if the officer is awarded a higher starting pay.

- 6.7 Subject to the approval of the appointing authority, an outstanding officer may receive more than one increment within his/her grade in one year. For details see paragraph 7.10.6 in Chapter 7. Personnel section will issue the instruction to pay through the Ministry's Accounts Section. If the officer is on the maximum of his/her scale, he/she will exceptionally, be paid a performance increment equivalent to the normal increment for the grade. He/she must not be upgraded.

Deferment and stoppage of increment

- 6.8 This can occur as the result of disciplinary action (see Chapter 8) or of unsatisfactory performance (see paragraph 7.10.5 in Chapter 7). In both cases, it will be for the personnel section to advise the Accountant General accordingly, through the Ministry's Accounts Section.

Longevity increments

- 6.9 If an officer reaches the maximum of his/her scale and stagnates there for two (2) years without being promoted, he/she is eligible to apply for a longevity increment equal to 10% of his/her basic salary. Thereafter, he/she would be entitled to a similar increment after every 5 years if he/she is not promoted. When approved, the personnel section will authorize payment, via the Ministry's Accounts Section. Longevity increments are pensionable emoluments. Although the officer is being paid effectively above the maximum scale point, he/she must not be upgraded.

CHAPTER 7

PERFORMANCE MANAGEMENT

Developing Employee Performance Plans

- 7.1 The purpose of this chapter is to develop employee performance plans that support Ministries' & Departments' goals. Effective performance management should provide for:
- Performance management planning and review
 - Performance management logging
 - Performance management progress review
 - Performance management self appraisal

Performance Management Planning and Review Form (Main features)

- 7.2 This form is in two parts: The first part deals with the performance planning and development planning portions, while the second part deals with the review portion.

7.2.1 Performance planning: This is prepared at the beginning of the calendar year and is created based on:

- Job descriptions
- General performance dimensions
- Job specific competencies

Employees will be rated on how well they accomplish the outcomes listed in their performance plans at the end of the performance management cycle.

7.2.2 Development planning: The employee development plan is designed to identify areas of growth for employees, either in their current position or in preparation for future roles. Areas of focus typically relate to knowledge or skills. This is prepared at the beginning of the calendar year and is created from the following areas:

- Job descriptions
- General performance dimensions
- Job specific competencies, and any additional development
- specific areas requiring improvement

Each developmental area should be created with a target implementation date.

7.2.3 Supervisors should use the following procedure for issuing a performance development plan:

- Prepare the plan and review it with their HR Officer/HoD prior to discussion with the employee.
- Meet with the employee to review the plan, convey the seriousness of the issue, and answer any questions. Secure the employee's signature at the end of the meeting.
- If the employee refuses to sign the plan, indicate this in the signature area of the document.
- Provide a signed hard copy of the plan to the employee. Retain a signed hard copy. Forward the signed original plan to Human Resources/Records for filing.

7.2.4. The supervisor and employee should sign-off when the performance planning and development plans have been created.

7.2.5 Throughout the year, each employee should strive to accomplish the outcomes listed in their performance plans.

7.2.6 The review portion: This should be completed at the end of the performance management cycle, usually at the end of the calendar year. Each job duty, general performance dimension, and job-specific competency should be rated by the supervisor. The form should be completed by the immediate supervisor, reviewed by the employee and his/her supervisor, and approved by the head of department or unit.

Staff Reporting and Appraisal

7.3 The staff reporting and appraisal scheme aims to give feedback to staff on their performance in the job, including strengths and weaknesses. It also helps to identify training needs and includes the provision for making recommendations on incremental progression and promotion. The Annual Staff Performance Appraisal (APA) is a key instrument in the personnel management process (e.g. for training, promotion, staff development). Therefore, all staff should have reports completed on them at least once each year.

7.4 The person completing the APA (the Reporting Officer) will normally be the person to whom the Job Holder reports on a day-to-day basis. The report will be countersigned by the Reporting Officers' senior officer and the Appraisee.

Annual cycle

7.5 The annual cycle for the completion of Performance Appraisal (PA) form is as follows:

Round	Grade	End of reporting year	Reports due
1	7 to Fixed	December	mid February
2	1 and 2	September	mid November
3	3 to 6	December	mid February

- Notes:
- a. action on Reports for officers on Grades 11, 12 & Fixed is coordinated by the Secretary General's Office;
 - b. action on Reports for Grade 10 officers is coordinated by the Personnel Management Office;
 - c. in round 1, Heads of Department are responsible for taking action on Grades 7, 8 and 9 Reports;
 - d. in Round 2 and 3, the action rests with personnel sections.

7.6 The reporting cycle for the more senior staff (Grade 7 to 12) is linked to the financial year (1 January to 31 December). This has the advantage that job-related objectives can be linked to annual work programmes and budgets.

Action to be taken

7.7 Issuing the forms:

- 7.7.1 One month before the end of the reporting year, draw up a list of the officers in the grades affected and their respective Reporting Officers;
- 7.7.2 Check stock levels of PA forms etc, and order additional supplies from the PMO as necessary;

- 7.7.3 Enter the name of the Job Holder and as much detail as possible under "Personal information" on each PA form;
- 7.7.4 Issue PA form (with Notes for Guidance if appropriate) to Reporting officers.

Chasing the forms

- 7.8 Please take note of the following:
 - 7.8.1 by using the Control Sheet, ensure that all the PA forms that have been issued are returned, fully completed;
 - 7.8.2 if the PA form is incomplete in some way, e.g. not signed by the Job Holder, return it to the Reporting Officer for the appropriate action to be taken.

Using the forms:

- 7.9.1 if the Report is unsatisfactory, take the first step in the disciplinary procedure, which is the issue of a Warning Letter – see para 9.2 in Chapter 9;
- 7.9.2 if the Report is less than satisfactory, ensure that the Reporting Officer takes appropriate remedial action;
- 7.9.3 refer recommendations for the non-payment of an annual increment to the appointing authority; if it is agreed that the increment will not be paid, inform both the Accountant General's Department and the officer concerned;
- 7.9.4 in case of exceptional performance, draw this to the attention of the Head of Department or Permanent Secretary to consider whether a personal letter of commendation should be sent;
- 7.9.5 refer recommendations for an additional increment to the appointing authority. If payment of an additional increment is approved, inform the Accountant General's Department and the officer concerned;
- 7.9.6 look out for exceptions to the rules set out in the Notes for Guidance on incremental recommendations and refer these to the appointing authority for decision;
- 7.9.7 ensure that the person responsible for training and development matters is informed of the training recommendations;
- 7.9.8 When all the follow-up actions have been completed, the PA form should be retained on the officer's personal file.

- 7.10 Completion of the Appraisal form is only one stage in the appraisal of performance. There should be regular discussion throughout the year between the immediate supervisor and the person being reported on, covering achievements, difficulties and performance.

CHAPTER 8

STAFF DEVELOPMENT

Postings & Transfers

- 8.1 Posting of officers within the ministries or departments is the responsibility of the Head of the Cadre and Permanent Secretary, Personnel Management Office or the Secretary General, in the case of administrative officers.
- 8.2 The general rule is that an officer can be posted whenever his/her services are needed elsewhere. Where the Permanent Secretary or Head of Department is the Head of the cadre, (e.g. Chief Nursing Officer) deployment of officers within the ministry is the responsibility of the Head of the cadre.
- 8.3 An officer can however apply for transfer to another ministry or department. Such requests must be forwarded to the Permanent Secretary, PMO in writing, through the officer's Heads of Department for consideration. There is no form to be completed when submitting a request for posting. The Head of Department must add his/her own comments when submitting application for postings.

Transfers

- 8.4 Transfers is the authorized movement of a public officer from one branch of the services to another, which may result in alteration of the officer's grade, salary and status. Transfer of officers from one ministry to another or from one department to another is the responsibility of the Public Service Commission (PSC).
- 8.5 When officers are first appointed into the service, they are normally classified under one branch or class/cadre of the service, e.g. an agricultural assistant is a member of the agricultural cadre and would normally remain there during the course of his/her civil service career. Should an officer wish to change direction, he/she would have to apply for a transfer to the Permanent Secretary (PS), PMO through his/her Head of Department. The PS, PMO will forward the matter to the Public Service Commission for consideration.
- 8.6 There is no form to be completed when applying for a transfer. Such request must be submitted to the Head of cadre concerned for initial consideration, before the request reaches the Public Service Commission.

Promotion

- 8.7 All promotions are normally approved by the PSC. The Commission may however delegate to Permanent Secretaries and Heads of Department, the power to approve promotions up to certain grades.

- 8.8 Promotions are subjected to a trial period of one year. This means that an officer cannot be promoted twice within a twelve-month period. The only exception is where a post is advertised by the Commission and an officer applies for it and is successful. In such a case, the twelve-month period is waived. Further, promotions from one grade to another grade are stipulated in the Scheme of Service of each cadre within the civil service.
- 8.9 All recommendations for promotion should be on the prescribed form PSC.2 (copy at Appendix 4) and must be based on merit. The form should be submitted to the PMO for consideration by the PSC.
- 8.10 Normally a promoted officer is paid at the minimum of the new salary scale. However, if the salary the officer was receiving before promotion is the same as the minimum of the new grade, or if his/her salary was greater than the minimum of the new grade, he/she will be placed on the next incremental point in the new grade above his/her old salary. In short, on promotion, an officer must benefit financially, however small the amount.
- 8.11 A formal assessment of the promoted officer's performance will be made, using the performance appraisal form at the end of the trial period. If then, or at any time during the trial period, the Permanent Secretary of the employing ministry is of the opinion that the promoted officer is not carrying out his/her duties satisfactorily, he/she must be informed (in writing) that downgrading to his/her former rank is under consideration. The officer then has 14 days to provide justification as to why the downgrading in rank should not take place. If he/she does so, the PS, PMO, who after adding his/her own comments will forward the matter to the Commission, which is required to make a decision within 3 months.

Seniority

- 8.12 Although seniority is not the most important factor when officers are being considered for promotion, it plays a major role, especially where there are officers of equal ability, qualifications and training competing for one post.
- 8.13 Seniority is not determined by length of services but by date of promotion to the higher grades. Where two officers are on the same grade, their seniority is determined by the date on which they entered the grade. If both continue to have the same date of promotion and appointment, their seniority will be determined by their age, i.e., the older officer will be considered the more senior.

Acting appointments

- 8.14 Acting appointments may only be made in grade 7 and above, following a recommendation by the Head of Department. Where a Permanent Secretary or Head of Department considers that an acting appointment is necessary, he/she should complete the prescribed Acting Appointment Form and submit it to the PMO, at least one week before the start of the acting appointment. In forwarding the form with his/her comments, the Head of Department should state whether the officer recommended to act is qualified to perform the full duties of the post. On receipt of

the form at PMO and having scrutinized it, the PS, PMO, will forward it to the PSC for consideration.

- 8.15 If an officer acts in a post continuously for 6 months, the Head of Department must inform the PS, PMO, why the post has not been filled substantively. Where an acting appointment is created by offer of study leave with salary, acting appointment should cover the entire duration of the training. Acting appointments from grade 10 and above must be published in the Gazette.
- 8.16 An acting allowance equal to the salary differential between the basic salary of an Officer acting in the higher post and the minimum basic salary of the higher office will be paid during the period of the acting appointment together with any allowance attached to the post. However, the allowance will only be payable if the Officer acted for a period of one month or more.

Charge allowance

- 8.17 An officer can only be paid charge allowance for performing part of the duties attached to a grade 7 post or above. To qualify for this allowance, the minimum period involved must be one month. Where there is a vacant post and the Head of Department feels that no qualified officer is available to perform the full duties, he/she should submit a recommendation to the PS, PMO, for payment of a charge allowance to the recommended officer using the standard recommendation for payment of charge allowance form. It is important that the proportion of the duties to be carried out is given in percentage terms since payment of the exact amount to be paid will be approved by the Chairman, PSC.

Secondment & Transfers of Service

- 8.18 From time to time, officers are seconded from the Civil service to an organization outside the civil service. Secondment means an arrangement agreed between the government and an organization approved by the PSC, whereby an officer is regarded as being on loan to an organization with the intention of returning to the civil service.
- 8.19 An officer will not be seconded to an organization, unless:
- 8.19.1 He/she occupies a post in grade 6 or above;
 - 8.19.2 He/she has been confirmed in his/her appointment;
 - 8.19.3 He/she has completed at least 3 years service with the government.
- 8.20 All secondments or transfers shall be the subject of a request made by an individual through PS-PMO and shall be subject to PSC's approval. Upon retirement, the transferred Officer shall have his/her retirement benefits computed using the grade and point on which he/she left the civil service.
- 8.21 Secondment is for a specific period, and may not exceed a total of 6 years during an officer's civil service career. An officer being seconded must take all the leave due to him/her before beginning his/her secondment otherwise, he/she forfeits the leave.

- 8.22 Three months before an officer's secondment is due to end, the individual must inform the government whether he/she intends to seek an extension of the secondment. Unless he/she is promoted, a seconded officer will return to the civil service in the grade he/she occupied before his/her secondment.

CHAPTER 9

DISCIPLINARY PROCEDURES

Responsibilities

- 9.1 The Commission shall be the sole responsible authority in all matters concerning the disciplinary matters of civil servants, other than those officers in paragraph 9.2, the Inspector General of Police and Officers below the rank of Chief Inspector in The Gambia Police Force.
- 9.2 Disciplinary matters of the officers listed below is hereby delegated to the responsible authority -
- (a) Junior prison officers;
 - (b) Members of the Fire and Rescue Services;
 - (c) Officers in Category I to V of the Public Service, as defined from time to time in General Orders;
 - (d) Persons appointed temporarily on a month-to-month or day-to-day basis to posts in Categories I and V of the Public Service;
 - (e) Teachers in grades 6 to 8 by the Permanent Secretary, Ministry of Basic and Secondary Education.

Warnings

- 9.3 The procedures to be followed in cases where no specific law or regulation has been contravened, but where an officer's work or conduct are considered to be unsatisfactory is as follows:
- 9.3.1 Verbal warning;
 - 9.3.2 If one month after the verbal warning shows no sign of improvement, a first warning letter should be sent to the officer by the Head of Department, setting out his/her deficiencies and requiring him/her to improve in that regard;
 - 9.3.3 Where the necessary improvement has not taken place within 3 months, a second warning letter should be sent to the officer repeating the shortcomings;
 - 9.3.4 If the first warning or the second warning bring about the required improvement, the officer should be informed in writing and told that he/she is required to maintain the improved standard;

- 9.3.5 If 3 months after the issue of the second warning letter, the deficiencies and shortcomings have not been remedied, a letter should be sent to the officer informing him/her of the punishment which has been imposed upon him/her.
- 9.4 Where a Permanent Secretary or Head of Department is the appointing authority, the letter setting out the punishment awarded should be signed by him/her and a copy sent to the PS, PMO.
- 9.5 Where the PSC or the PS, PMO, is the appointing authority, the Head of Department should in the case of a reprimand, submit his/her recommendations to the PS, PMO, who will, forward such comments as he/she thinks necessary, to the PSC, for the necessary disciplinary action to be taken.

Conduct of disciplinary proceeding

- 9.6 Whenever it appears necessary to institute disciplinary proceedings for misconduct, the following procedures should be followed:
- 9.6.1 the appointing authority after being notified of the misconduct of an officer should consider the matter, in consultation with the relevant authorities, to determine the appropriate disciplinary action;
- 9.6.2 where the form of disciplinary action involves charges being preferred against the officer, the appointing authority should provide the officer, with particulars of the charges, together with a summary of evidence in respect of the charges;
- 9.6.3 The officer should be asked to submit to the appointing authority, his/her defense in writing within 14 days of the receipt of the charges;
- 9.6.4 The appointing authority should appoint an investigating committee to submit his/her defense;
- 9.6.5 The committee should inform the officer within 14 days, that the charges made against him/her are to be investigated and that he/she will be required to appear before the committee on a specified date.
- 9.6.6 At the completion of the investigation, the committee should prepare a report setting out the record of the charges framed, a summary of the evidence, the defense and other relevant proceedings and forward this to the appointing authority;
- 9.6.7 The appointing authority should immediately inform the officer of the committee's findings;
- 9.6.8 If the committee finds the officer guilty of the charges made against him/her, and the appointing authority is of the opinion that the appropriate

punishment is a reprimand, or a deferment of increment, then the authority should impose that punishment.

- 9.7 In the process of investigating, the accused officer must be given the opportunity to be present and put questions to the witnesses. No documentary evidence can be used against him/her unless he/she has previously been given a copy or had access to the original.
- 9.8 Copies of office orders, minutes and reports, or recorded reasons for decisions cannot be issued to an accused officer.
- 9.9 The authority responsible for the appointment of an investigating committee is as follows:
- 9.9.1 In a case where a Permanent Secretary or Head of Department is the accused officer - the Secretary General;
- 9.9.2 In the case of all other officers - the PSC or appointing authority for the post occupied by the accused officer.
- 9.10 The composition of an investigating committee will be as follows:
- 9.10.1 Where the accused officer holds a category V post, or is a Head of Department, the committee should consist of at least 3 people. The chairman of the committee should be of equal or higher rank to the accused officer, and one member should, if possible, be a judicial officer or a public officer with legal qualifications;
- 9.10.2 Where the accused officer holds a category IV post and below, the committee should consist of at least 3 officers, one of whom should be senior to the accused officer.
- 9.11 On completion of the investigation, the committee should send its report to the authority that authorized the investigation, together with details of the charges, the evidence given in support of the charges, the defense, and any other matter relevant to the investigation. The report should state the opinion of the committee on the innocence or degree of guilt of the accused officer and, if guilty, recommend the punishment it considers appropriate.
- 9.12 If after consideration of the committee's report, the authority which appointed the committee is of the opinion that the report should be amplified or that further investigation is desirable, it may refer the matter to the committee for further investigation.
- 9.13 When the authority is satisfied that all the aspects of the case have been investigated and that the report of the committee contains the relevant facts, it should be decided which, if any, of the punishments set out in the Public Service Regulations should be imposed on the officer.

- 9.14 The decision (but not the reason for it) on each charges preferred against an accused officer should be sent to him/her in writing by the appointing authority and copies of the letter should be sent to the PS, PMO and the committee.

Punishments

9.15 The following punishments may be ordered as a result of the recommendations of the investigation:

- 9.15.1. Reprimand
- 9.15.2. interdiction
- 9.15.3. suspension without pay for a period not exceeding one month
- 9.15.4. deferment of increment
- 9.15.5. reduction in salary
- 9.15.6. reduction in rank
- 9.15.7. termination
- 9.15.8. dismissal

Appeals / petitions

- 9.16 An appeal against disciplinary action may be made in respect of a decision made by a Head of Department to the PS, PMO, who will forward the appeal, together with such comments as may deem necessary, to the PSC.
- 9.17 In the case of a person who is not, but has previously been a civil servant, the PS, PMO, will forward the appeal to the PSC with his/her comments.
- 9.18 The PSC will consider any appeal sent to it and determine what action should be taken. Appeals against decisions made by the PSC will only be considered by the Commission if factual information, not previously presented to the Commission, is included in the appeal.
- 9.19 Appeals will not be considered unless they are received by the appropriate authority within 3 weeks from the date of the letter giving the decision to the officer in the first place. However, if the appointing authority considers that special circumstances apply, it may extend this period.
- 9.20 A decision by the PSC on an appeal is final. Subject to the provision of paragraph 9.18 not more than one appeal on any particular case will be considered.
- 9.21 If a Permanent Secretary becomes aware that criminal proceedings have been or are about to be instituted against an officer, he/she should report the matter to the PS, PMO, recommending the interdiction of the officer.
- 9.22 On receipt of a report under paragraph 9.21, the PSC will decide whether the public officer should be interdicted and if so, the amount of salary (being not less than one half) that should be paid to him/her during the period of his/her interdiction.
- 9.23 An officer who has been convicted of a criminal offence and is sentenced to imprisonment will receive no emoluments from the date of his/her imprisonment.

CHAPTER 10

RETRENCHMENT

Background

- 10.1 Retrenchment has its roots in Government's Economic Recovery Programme. Its purpose was to reduce the size of the Civil Service which had more than doubled during the decade 1975 to 1985, and which the economy could not sustain.
- 10.2 The 1985/86 retrenchments represented the first tranche to staff reduction in the civil service. Under the Administrative Reform Programme, Government committed itself to "the achievement of a smaller, better organized, adequately remunerated and more productive Civil Service".

Current circumstances

- 10.3 The purpose of retrenchment remains the same, i.e. to reduce the number of posts. However, there are a number of conflicting pressures on the civil service. While it is overstaffed in some areas and grades, it is short of staff in others. Also while Government is keen to increase productivity and reduce the overall financial burden of the Civil Service, some of its policies require expansion to cope with demographic pressures e.g. in health and education. In this regard, there is the need to ensure that, we strive at all times to work within the parameters of our policies. This is one sure way of avoiding overstaffing and employing wrong people for the wrong reasons.
- 10.4 Thus, surplus or under-utilized staff should be transferred to areas where they are needed or retrained if necessary, with no overall growth in the size of the Civil Service. Those whose services can no longer be utilized, should be retired in the public interest and compensated for loss of earning/employment.
- 10.4.1 How do we compensate this category of people?
Normally, they should be paid six months' salary in lieu of notice and also paid a compensation package using the formula for calculating gratuity. On the other hand, those who attain the age of forty-five (45) and above should be retired.

Criteria for selection

- 10.5 Retrenchment – with compensation – should only be awarded where:
- 10.5.1 an officer's post has been or will be abolished; and

- 10.5.2 the post will not reappear in future Estimates of Revenue and Expenditure or in some other guise; and
 - 10.5.3 the officer cannot be transferred to a similar post or grade in another area because of the lack of foreseeable vacancies or inadequate performance; and
 - 10.5.4 the officer cannot be transferred to markedly different duties because of unsuitability, or lack of qualification or un-trainability.
- 10.6 The re-employment of staff previously retrenched will be on contract terms only.

Procedure for handling

- 10.7 All requests for retrenchment must be sent to the PS, PMO, by the appropriate Permanent Secretary or Head of Department. Requests from individual officers will not be entertained. Each request must contain a statement to justify that all 4 criteria set out in paragraph 10.5 have been satisfied.
- 10.8 In considering requests for retrenchment, the PMO will:
- 10.8.1 verify that the post is being retrenched and must ensure that the post does not reappear in future Estimates of Revenue and Expenditure;
 - 10.8.2 search its list of vacancies for similar posts in which the officer could be placed;
 - 10.8.3 check the officer's Performance Appraisal Reports for signs of trainability or the capacity to transfer to new duties;
 - 10.8.4 consider possible retraining opportunities.
- 10.9 In addition, HR sections must contact the PMO before undertaking any recruitment under delegated authority to ensure that surplus staff are not already available in the Service, e.g. drivers, typists, messengers, cleaners. See Chapter 2, "Recruitment and selection".

Payments

- 10.10 The case must be decided by PMO; this should be done in consultation with the PSC, or the appointing authority and the decision will then be forwarded to the Head of Department, who will ensure payment.

CHAPTER 11

WORKFORCE PLANNING AND BUDGETING

Workforce planning

- 11.1 Workforce_planning covers the areas of recruitment, training and development of staff, but most importantly, it is concerned with planning rather than merely doing the job. Workforce planning is a strategic activity as it is concerned with providing the requisite human resources which will enable the organization to achieve its stated goals.
- 11.2 It involves determining the number of posts required, the grading of each post, the cost and the skills, qualifications and training required to establish and maintain the appropriate workforce. This is an area where the personnel section cannot operate in isolation. Therefore, it must be constantly in touch with the other functions, top management in the Ministry and the Personnel Management Office. The Management Services Division, PMO is responsible for workforce planning needs across the service.

Workforce Budget Bilateral

- 11.3 This process begins with the issuance of a Call Circular from the Ministry of Finance & Economic Affairs between May and July each year and it relates to the next financial year. The Call Circular provides the following information:
- projected revenue for the coming year
 - sets ceilings to Ministries' expenditures
 - expected economic growth
- 11.4 The call circular invites Ministries and Departments to send copies of their Details of Establishment and Nominal Rolls to the PMO to undertake an assessment and evaluation of the staffing requirements for the coming fiscal year. It is the responsibility of the PMO to ensure that the requests that are made by Ministries and Departments for any new personnel are justified.
- 11.5 In preparing this documentation, HR sections will need to:
- 11.5.1 Consider their proposals within the context of the overall plan for the short to medium-term development of their respective organizations;

- 11.5.2 Provide justification for any new posts that may need to be created in exceptional circumstances;
- 11.5.3 Provide a detailed job description for each proposed new post;
- 11.5.4 Give an indication of the revised structure and line management arrangements for the organization;
- 11.5.5 State if there will be any staff offsetting.

Grading

- 11.6 Management Services Division (MSD) of the PMO is responsible for all grading issues in the Civil Service. Grading is not a scientific technique; it requires judgment based on a systematic approach to assessing the level of posts. Without such an approach, there will inevitably be inconsistency and grade drift, which will lead to:
 - 11.6.1 Increased staff costs;
 - 11.6.2 Distortions and inefficiencies in organizational structures;
 - 11.6.3 A tendency to increase staff numbers to fill vacated levels;
 - 11.6.4 Discontent amongst staff who are not upgraded and who see no logic or fairness in the grading system.
- 11.7 MSD has at its disposal, three tools to assist in grading matters: a job evaluation scheme specifically designed for the Civil Service; grading guidance in the integrated pay structure; and the Schemes of Services.

CHAPTER 12

OTHER ASPECTS OF PERSONNEL MANAGEMENT

Recruitment and management of Technical Assistant personnel

- 12.1 Technical Assistant (TA) personnel are individuals whose services are provided to Government by multilateral agencies (e.g. UNDP) or through bilateral ties with countries (e.g. Nigeria), to accomplish a specific task within a fixed period of time. TA personnel have special skills or expertise that is either not available in-country or which Government cannot afford. They can be engaged on either long-term or short-term assignments and the nature of the work can vary widely from one expert to another. Thus, technical advisers have an important contribution to make towards the achievement of national development goals and objectives.
- 12.2 The recruitment of TA personnel enables Government to address the problem of its workforce shortages both in the short-term and long-term by:
- 12.2.1 carrying out certain operational tasks; and
 - 12.2.2 transferring their skills to nationals in public sector institutions, so that they can carry out their responsibilities effectively.
- 12.3 All these efforts are complementary and they should be planned and coordinated accordingly. Similarly, there is a need for coordination between the PMO (which is responsible for the recruitment of TA personnel) and the HR sections in ministries and departments, which will be more closely involved in the training of staff, particularly counterpart staff. In this case, on-the-job training and transfer of skills can be usefully supplemented by formal training in order to prepare the counterpart to take over.

Temporary appointments

- 12.4 All temporary appointments, especially where the salary of the officer is to be met from the personal emoluments vote, must first be cleared with the PS, PMO. Where there is an urgent need to engage someone as a stop-gap measure, the Permanent Secretary or Head of Department should write as early as possible to the Permanent Secretary, PMO, giving details of the period of engagement and the particulars of the officer to be engaged.
- 15.5 Temporary appointments are subject to the conditions set out in GO 02123; for example, they are terminable by one month's notice or the payment of one month's salary in lieu of notice. Temporary appointees are not eligible for any of the benefits

attached to permanent appointments although, if the temporary appointment continues for 12 months, the appointee would be entitled to annual leave.

Resignations

- 12.6 A public officer may resign his/her appointment at any time by giving one month's notice, or paying a month's salary in lieu of notice.
- 12.7 Where the officer concerned was appointed by the PSC, the Commission must accept the resignation of the officer before it takes effect. Where the Permanent Secretary or Head of Department was the appointing authority, the resignation need not be sent to the PMO, but the Permanent Secretary or Head of Department can accept it if he/she has no objection.
- 12.8 However, if an officer is suspended or interdicted, he/she cannot resign.

Retirements

- 12.9 A public officer is required to retire statutorily at the age of 60 (GO 02403). It is the duty of every officer to notify his/her Head of Department of his/her impending retirement well in advance of his/her 60th birthday. HR sections should maintain a record of all officers in the Department who are nearing retirement, and this should be reviewed in January each year. Where an officer fails to notify his/her Head of Department of his/her impending retirement during the course of the year, he/she should be retired by the PMO accordingly.
- 12.10 If Government considers that it is in the public interest to retain an officer beyond the age of 60, he/she may, subject to his/her consent, be allowed to continue in office. However, such an engagement should be on contract basis.
- 12.11 A public officer may opt to retire voluntarily after reaching the age of 45, but he/she must give 6 months' notice in writing or payment of six months' salary in lieu of notice. For an officer aged 50 and above, only one month's notice or payment of one month's salary is required.
- 12.12 Married female officers can retire at any time, by giving one month's notice of their intention to do so. Gratuity will be paid if they served for five years and pensions will be paid if they have served for ten years or more.
- 12.13 If Government considers it to be in the public interest, an officer may be required to retire at the age of 45, in which case he/she would be given 6 months' notice or be paid 6 months' salary in lieu of notice. In such cases, the approval of the Pension Authority must be sought and obtained.

- 12.14 Any leave due to an officer must be taken before retirement, otherwise it will be forfeited.
- 12.15 When it appears that a public officer is incapable, for reasons of ill health, of carrying on his/her normal work, Government may (and shall if the officer requests), request for the officer to be medically examined to ascertain whether he/she should be retired on medical grounds. The final decision on such matters rests with the PSC.

Contract officers

- 12.16 It is usual for Government to re-engage some officers on contract basis after retirement. This is particularly so in areas where skilled and experienced personnel are in great demand. An officer applying for a contract appointment in any Ministry or Department must apply in writing to the Permanent Secretary, PMO, for consideration by the Public Service Commission.
- 12.17 The initial period of any contract is usually one or two years with a maximum period of six years. Contracts should be extended or renewed based on satisfactory performance.
- 12.18 The service of an officer employed on contract terms may be terminated in accordance with the terms and conditions of his/her contract.
- 12.19 The officer will be entitled to annual leave at the rate appropriate to the grade in which he/she is serving. He/she will also be eligible for the payment of a gratuity at the rate of 25% of aggregate emoluments received at the satisfactory completion of the fixed contract.

Medical treatment

- 12.20 Public officers are eligible to received medical treatment at Government Health Centers subject to the payment of certain fees laid down in the tariff.
- 12.21 If an officer becomes ill, he/she should report to a Government Medical Officer for Treatment. If the officer's condition is such that he/she cannot report for duty, the Medical Officer will authorize that the officer stays away from work for a day or for a certain number of days.

Schemes of Service

12.22 Schemes of Service set out the qualification and levels of experience required for entry into, and promotion within a Cadre to which a Scheme has been applied. A Scheme of Service will typically include:

12.22.1 conditions and qualifications for appointment;

12.22.2 duties and standards applicable to individual grades and posts;

12.22.3 in-service training arrangements;

12.22.4 promotion criteria.

12.23 The main purpose of a Scheme of Service is to lay down specifications that will help to ensure that the public service is effectively and efficiently staffed; and to ensure that uniform standards are applied to the Service. Approved Schemes are available in the PMO and those Ministries where they apply, and are available to be seen by civil servants.

12.24 HR sections must always consult Schemes of Service when considering recruitment, training, and promotions.

12.25 Most Schemes of Service were introduced in 1988 and were linked to the introduction of the present 12-grade salary structure. It was recognized that some of the entry and training requirements were based on somewhat subjective views. The Public Service Commission agreed to approve the schemes, subject to a review of these aspects as time permitted. As a result, Heads of Cadres may occasionally find themselves involved in such reviews of Schemes of Service – either by taking the lead, or in support of PMO.

The key steps are as follows:

12.25.1 decide whether a formal review is justified;

12.25.2 set up the review team;

12.25.3 plan the collection of data;

12.25.4 collect the background data;

12.25.5 check a sample of job descriptions;

12.28.6 review the entry requirements;

12.28.7 review the promotion requirements;

12.28.8 review the training requirements;

12.28.9 summarize findings and finalize recommendations;

12.28.10 revised copy sent to the Commission for approval.

Travel Allowance (in-country)

12.29 "Travelling Allowance" means an allowance granted to an Officer travelling on duty within The Gambia for one or more nights. Travelling allowance is granted to enable an Officer to travel in reasonable comfort.

An officer is not entitled to travelling allowance:-

- (a) when he/she is provided with boarding and lodging at Government expense;
- (b) in respect of any period in excess of ten consecutive days during which he/she remains at one place.

The rate of travelling allowance shall be D650.00 per night.

Provincial Allowance

12.30 Officers posted from one region to another are entitled to the appropriate monthly provincial allowances as follows:

12.30.1 Zone 1 (including North Bank Region, Lower River Region and West Coast Region, but excluding Greater Banjul Area, Kombo North, Kombo South And Kombo Central) 12% of basic salary

12.30.2 Zone 2 (including Upper River Region and Central River Region) 15% of basic salary

Travel Grant

12.31 Travel grant means an allowance granted to an Officer travelling overseas to attend short-term training. The rate of travel grant differs in terms of geographical location and funding arrangements as follows:

Funding Arrangements	Geographical location	Amount (£)
Programme fully funded by host/organizer	N/A	300 - 1-2 weeks
		500 - 21 days and above
Programme not funded by host/organizer	Africa	180 per day
	Asia	190
	Europe	210
	America	200
Programme partially funded (accommodation paid for)	N/A	70 per day for a maximum of 14 days
Programme partially funded (only lunch is catered for)	Africa	155
	Asia	165
	Europe	185

	America	175
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Per diem

12.32 Per diem means an allowance granted to an Officer travelling on duty outside of The Gambia for one or more nights to attend conferences and meetings. The rate of per diem differs in terms of designation and grade as follows:

Category of Staff	Rates (£)per day
H.E the Vice President	350
Hon. Speaker, National Assembly	320
Secretary General, Ministers, Chairman, PSC	300
Deputy Minister, Deputy Secretary General Secretary to Cabinet, Chairman, IEC, Ombudsman	300
Permanent Secretaries, Deputy Secretary to Cabinet, Governor, CBG, Director Generals, Chief Executives, Managing Directors, Ambassadors, Accountant General, Auditor General, National Assembly Members, Deputy Ombudsman, Chief of Defence Staff, Inspector General of Police, Director General, NIA, Executive Director, NDEA, Commissioner General, Statistician General and Chief of Protocol	230
Officials on Grade 12 and below	200
Drivers/Orderlies	130

APPENDIX 1: SAMPLE APPOINTMENT LETTER



REPUBLIC OF THE GAMBIA
PERSONNEL MANAGEMENT OFFICE
NEW ADMINISTRATIVE BUILDING
The Quadrangle
Banjul

PMO/P/33173/ (1)
August 22, 2016
Wellingara
Kombo North
Tel: xxxxxxxxxxxx

xxxxxxxxxx

APPOINTMENT

I am pleased to inform you that the Public Service Commission has approved your appointment as Cadet Administrative Officer with effect from the date you assume duty.

You are posted to the Ministry of Justice and you will attract salary at the rate of D34, 128 .00 (Thirty-four thousand one hundred and twenty-eight Dalasis) per annum on Grade 7.

You will be eligible for confirmation in appointment after one (1) year of service if recommended by your Head of Department and found medically fit.

You would be required to conform to the General Orders, Code of Conduct and Financial Instructions of the Government together with the Public Service Commission Regulations in force from time to time and are therefore expected to acquaint yourself with them. You can visit www.psc.gov.gm for details of the above documents.

The appointment is terminable either by Government or by you upon giving a month's notice in writing or on the payment of a month's salary in lieu of notice.

I shall be most grateful if they could indicate in writing through your Head of Department as to whether you accept this offer or not within 14 days on the above terms. The offer of appointment will be rescinded after the expiry of the 14 days if no response is received.

A Jafuneh
FOR: PERMANENT SECRETARY

Cc: Accountant General
Auditor General
Secretary, PSC
PMO-HRIS

APPENDIX 2

ANNUAL LAVE ENTITLEMENTS – READY RECKONER

	Grades Grades 10 and above 2	Grades 7 to 9	Grades 3 to 6	1 &
Months				
12	25	22	20	15
11	22	20	18	13
10	20	18	16	12
9	18	15	14	11
8	16	14	13	10
7	14	12	11	8
6	12	10	9	7
5	10	9	8	6
4	8	7	6	5
3	6	5	4	3
2	4	3	3	2
1	2	1	1	1

APPENDIX 3: INTEGRATED PAY SCALE

**INTEGRATED PAY SCALE - JANUARY 2010
CIVIL SERVICE**

GRADE		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8
1	288	9,922	10,210	10,498	10,786	11,074	11,362	11,650	11,938
Increment	24	827	851	875	899	923	947	971	995
2	288	12,211	12,499	12,787	13,075	13,363	13,651	13,939	14,227
Increment	24	1,018	1,042	1,066	1,090	1,114	1,138	1,162	1,186
3	360	14,472	14,832	15,192	15,552	15,912	16,272	16,632	16,992
Increment	30	1,206	1,236	1,266	1,296	1,326	1,356	1,386	1,416
4	619	17,150	17,770	18,389	19,008	19,627	20,246	20,866	21,485
Increment	52	1,429	1,480	1,532	1,584	1,636	1,688	1,739	1,790
5	792	21,672	22,464	23,256	24,054	24,840	25,632	26,424	27,216
Increment	66	1,806	1,872	1,938	2,004	2,070	2,136	2,202	2,268
6	922	27,475	28,397	29,318	30,240	31,162	32,083	33,005	33,926
Increment	76	2,290	2,366	2,443	2,520	2,597	2,674	2,750	2,827
7	922	34,128	35,050	35,971	36,893	37,814	38,736	39,658	40,579
Increment	76	2,844	2,920	2,998	3,074	3,151	3,228	3,305	3,382
8	936	41,256	42,192	43,128	44,064	45,000	45,936	46,872	47,808
Increment	78	3,438	3,516	3,594	3,672	3,750	3,828	3,906	3,984
9	936	48,830	49,766	50,702	51,638	52,574	53,510	54,446	55,382
Increment	78	4,069	4,147	4,225	4,303	4,381	4,459	4,537	4,615
10	1,109	56,434	57,542	58,651	59,760	60,869	61,978	63,086	64,195
Increment	92	4,703	4,795	4,887	4,980	5,072	5,165	5,257	5,350
11	1,109	66,139	67,248	68,357	69,466	70,574	71,683	72,792	73,901
Increment	92	5,512	5,604	5,697	5,789	5,881	5,973	6,066	6,158
12	1,728	74,549	76,277	78,005	79,733	81,461	83,189	84,917	86,645
Increment	144	6,212	6,356	6,500	6,644	6,788	6,932	7,076	7,220

APPENDIX 4: PROMOTION FORM

Confidential

P.S.C. Form 2



REPUBLIC OF THE GAMBIA
THE GAMBIA CIVIL SERVICE
RECOMMENDATION FOR PROMOTION
FOR POSTS IN CATEGORY I TO V
PART 1

To be completed by the Head of Department of the Officer(s) being recommended and returned to the Permanent Secretary, Personnel Management Office, The Quadrangle, Banjul. Failure to complete this section in full may seriously delay the consideration of this recommendation.

PLEASE TYPE CLEARLY, USE BLACK OR BLUE INK

1. Details of vacant position

Vacant Post:

.....

No of Vacancies:

.....

Head: **Subhead:** **Item:**..... **Grade:**

.....

Previous Holder(s): **Payroll**

No.....

2. Reasons for vacancy

3. Particulars of Officer(s) being recommended for promotion, to fill vacant post*

Name	Payroll No	Date of First Appt.	Date of Present Appt.	Current Grade

4. Proposed date of promotion:

.....

5. Reasons for Recommendation(s)

A. State whether the Officer(s) recommended is/are the most senior of the grade below the post in question or not.

B. In the case of supersession, please give genuine reasons for the supersession of each officer.

6. Particulars of three Officers immediately junior to the Officer(s) recommended.

Name	Payroll No	Date of First	Date of Current	Age

*If more than one name please attach list of names and their payroll numbers.

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2015

7. PERFORMANCE RATING

7a. Please list any special job accomplishments, awards, or recognitions in favour of the recommended Officer within the last one year:

.....

.....

.....

.....
7b. Please indicate number of job related assignments successfully undertaken by *the recommended Officer* as a team member or an individual within the past twelve months (Please provide evidence)
.....
.....
.....
.....

7c. Clearly outline the positive outcome of the assignment(s) under schedule 7b
.....
.....
.....
.....

7d. Please indicate the timeliness or otherwise of the assignment referred to under schedule 7b
.....
.....
.....

7e. What is the overall assessment of the recommended officer's performance for the past six months

(Please tick)

1. Performance exceeds expectations

- 2. Performance fully meets the expectations
- 3. Performance not fully up to requirement, some improvement necessary
- 4. Performance below expectations

7f. Any other additional information in support of your recommendation.

.....
.....

Signature (Head of Department):..... **Designation:**.....

Name (in capital):..... **Ministry/Department:**

Department File No:..... **Date:**

DECLARATION BY HEAD OF DEPARTMENT

I declare that:

- (a) **The particulars I have given above are correct to the best of my knowledge.**
- (b) **The recommendation is in line with details of establishment and expenditure as outlined in the Estimates for the Budget year.....**

Date: **Signed:**

PART II

For use of the Personnel Management Office Only

8. CONFIRMATION BY THE PERSONNEL MANAGEMENT

OFFICE I confirm that:-

- (c) **The particulars in Part I of the form are correct.**

- (d) **There are no objections on financial or establishment grounds to the vacancy being filled with effect from:**
.....

Date:Signed for Permanent Secretary:.....

PART III

FOR PUBLIC SERVICE COMMISSION USE ONLY

9. Please tick appropriate box

Approved

Not Approved

Deferred

Comments (If any)

Date:

Signed:.....

Chairman Public Service Commission

