

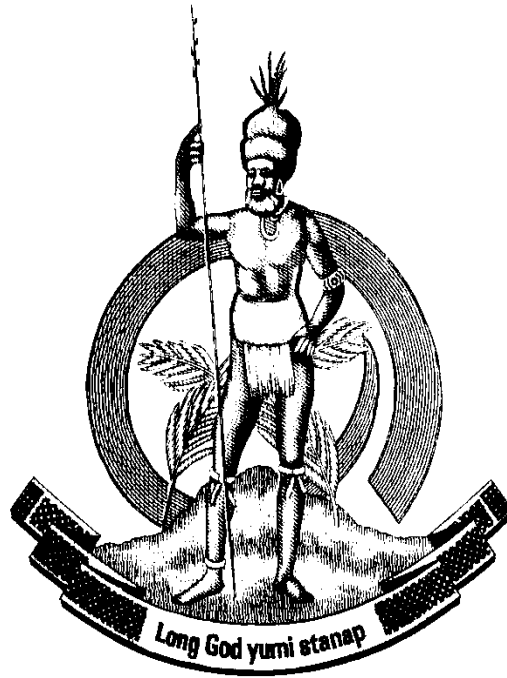
# The Government of the Republic of Vanuatu



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## Public Service Staff Regulation Manual

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# Public Service Staff Regulation Manual

This revised Public Service Staff Regulation Manual is generously sponsored by the USAID through its partnership with the Vanuatu Government.



## **Foreword by the Chairman of the Public Service Commission**

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It is with great pleasure and a sense of commitment to excellence that I present to you and introduce the final Public Service Staff Regulation Manual (PSSRM). In these difficult circumstances where we continue to face disasters, we strive to determine our collective resilience and determination to attain the development aspirations we have set for in Vanuatu 2030 - The People's Plan, our National Sustainable Development Plan (NSDP). The NSDP sets down clear expectations for public service delivery to be supported through responsive and capable state institutions, delivering quality public services to benefit all Vanuatu citizens.

Following the National Planning Summit that the Government has hosted in June 2023, there has been a lot that has been said in strengthening the Public Service in the National, Sub-national to Area Councils. I am also pleased to emphasize that the Public Service Commission (PSC) has worked closely with the Department of Local Authorities to produce a Decentralization Plan. The Decentralization Plan aims to achieve and accelerate the implementation of the NSDP from the National Level to the community level in respective provincial Area Councils.

The PSC remains committed to serving the Government, the people and its employees. The revised PSSRM aims to empower the workforce and public service machinery to implement government plans and NSDP to all Vanuatu citizens. We will work to be a trusted, respected and reliable partner to the Government, the Public Service workforce and the citizens of Vanuatu, to achieve this aspiration. This is what the PSC aspires to achieve.

As a decent employer, the PSC is responsible for carrying out a range of important functions and duties, including this review. It is therefore my sincere gratitude and acknowledgement to the staff of the Office of Public Service Commission and all stakeholders and partners of the PSC whose commitment and support enabled a successful review and the production of this PSSRM.

A handwritten signature in blue ink, appearing to read 'Martin Raoul Mahe', written over a white background.



**Martin Raoul Mahe**  
**Chairman, Public Service Commission**

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## DEFINITIONS

*In this Staff Manual, unless the context requires otherwise;*

- “Appropriate Minister” in relation to a Ministry means: (1) the Minister responsible for the Ministry; or (2) where two or more Ministers are responsible for different functions of a Ministry, the Minister responsible for the relevant functions of the Ministry.
- “Chairman” means the Chairman of the Public Service Commission appointed in accordance with Article 59(2) of the Constitution;
- “Commission” and “PSC” means the Public Service Commission established by Article 59 of the *Constitution*;
- “Contract Employee” is a person employed under the provisions of section 30 (3) of the *Public Service Act* to provide specialist services or where it is inappropriate to employ a permanent officer to perform the duties required.
- “Daily Rated Worker” means a person engaged under the provisions of section 31 (1) of the *Public Service Act* to perform work which, by reason of its temporary, fluctuating, or special nature does not warrant the employment of a permanent officer.
- “Department” means an entity designated as such or a division within a Ministry;
- “Director of Department”, “Director,” or “Head of Department” means a person appointed as a Director of a Department within a Ministry or a position evaluated as equivalent by the Public Service Commission;
- “Director-General” means the head of a Ministry or a position evaluated as equivalent by the Public Service Commission;
- “Minister” means the Minister responsible for the public service;
- “Ministry” means a Ministry of the Government and includes a Department within the Ministry. Where applicable, it also includes a State appointed office, agency or instrument designated by the Prime Minister under Section 9 of the *Government Act* [Cap 243] or section 50 of the *Public Service Act*;
- “Office of the Public Service Commission” (OPSC) means the secretariat and administrative support services of the Public Service Commission established in accordance with section 13 the *Public Service Act*;
- “Officer” and “Permanent Officer” means a full-time public servant who has been appointed with tenure under the provisions of section 23(1) of the *Public Service Act*.
- “Prescribed” means prescribed by regulations under the *Public Service Act* or by any Instruction or any Staff Manual issued by the Public Service Commission, in accordance with the *Public Service Act*;
- “Promotion” means the process of appointing an officer to another position at a higher evaluated level, in accordance with section 23(1) of the *Public Service Act*.
- “Secretary” means the administrative head of the Office of the Public Service Commission appointed by the Public Service Commission in accordance with section 13 the *Public Service Act*.
- “Staff” and “Staff Member” in relation to the Public Service means a person employed therein whether as a permanent officer, temporary salaried employee or a daily rated worker;
- “Temporary Salaried Employee” means a person appointed under the provisions of section 30(1) of the *Public Service Act* to a post within the public service on a temporary basis for a period which is not to exceed six months.
- “Transfer” means the process of being moved from one position to another at the same level in accordance with section 21(3) or 26(1) of the *Public Service Act*.

# Chapter 1: Guiding Principles and Roles of The Public Service Commission and the Public Service

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## Guiding Principles

Pursuant to section 4 of the *Public Service Act*, the guiding principles are as set out below.

(1) The guiding principles of the Commission are to:

- (a) strengthen government institutions;
- (b) strengthen leadership skills and capacity;
- (c) ensure effective and efficient service delivery;
- (d) adopt a people-centred approach in decision-making;
- (e) be independent and perform its functions in an impartial, inclusive, and professional manner;
- (f) make employment decisions based on merit;
- (g) have the highest ethical standards;
- (h) be accountable for its decisions;
- (i) be responsive to the Government by providing timely advice and implementing the Government's policies and programs;
- (j) provide leadership of the highest quality;
- (k) foster cooperative workplace relations through consultation and communication;
- (l) focus on achieving results and managing performance;
- (m) observe and comply with the rule of law;
- (n) ensure that the enforcement of provisions under the Public Service Act is in alignment with other relevant legislations;
- (o) ensure transparency and inclusivity in the performance of its functions;
- (p) promote an inclusive workplace culture valuing diversity and ensuring equal opportunities for all staff members, regardless of their race, colour, gender, age, religion, disability and nationality;
- (q) foster an environment where a staff member is treated with fairness, dignity, and respect;
- (r) provide capacity development and guidance for staff members;
- (s) ensure the health, safety and welfare of employees;
- (t) establish the employee's Risk Management policy.

(2) The guiding principles of the Public Service are to:

- (a) establish and effectively implement government policies and programs;
- (b) provide leadership of the highest quality;
- (c) ensure effective and efficient service delivery;
- (d) implement the people-centred approach in decisions;
- (e) perform its functions in an impartial, inclusive, and professional manner;
- (f) uphold the highest ethical standards (as set out in the Public Service Act);
- (g) be accountable for its actions;
- (h) be responsive to the Government in providing timely advice;
- (i) deliver services fairly, effectively, impartially and courteously to the public and to visitors to Vanuatu;
- (j) establish cooperative workplace relations based on consultation and communication;
- (k) focus on achieving results and managing performance;
- (l) observe and comply with the rule of law;
- (m) ensure transparency and inclusivity in the performance of duties and responsibilities;
- (n) promote an inclusive workplace culture that values diversity and ensures equal opportunities for all employees, regardless of their race, colour, gender, age, religion, disability and nationality;
- (o) foster an environment where a staff member is treated with fairness, dignity, and respect;
- (p) implement the Public Service Risk Management Policy.

### ***1.1 Implementation of Principles***

To implement the principles in this Chapter, the Commission adopts a series of objectives and performs a range of functions through a co-ordinated set of reform-orientated programs. These objectives, functions and programs are described below.

# 1. Objectives and Function of the Commission

## 2.1 Objectives of the Commission

Under sections 4, 7 and 15 of the *Public Service Act*, the core objective of the Public Service Commission is to act as a fair and equal employment-opportunity-employer to hire professional individuals with good conduct to the Government and the people of Vanuatu by building a high-quality Public Service that is competent, accountable, ethical, impartial, inclusive and responsive.

## 2.2 Functions of the Commission

In addition to the functions set out in subsection 8(1) of the *Public Service Act*, the Commission is responsible to:

- (a) provide policy advice to the Government on matters relating to the efficiency and effectiveness of the Public Service and in human resource development;
- (b) appoint and promote-employees on merit;
- (c) select or approve employees to undergo training courses, workshops, seminars, attachments, and meetings/conferences locally and overseas including scholarships, and for such purposes organise merit-based selection processes;
- (d) resolve employment disputes and discipline of employees in accordance with the Act;
- (e) promote code of conduct in Part 5 of the *Public Service Act*;
- (f) review the efficiency and effectiveness of the Public Service in employment matters;
- (g) review the establishment and approve the grading of posts;
- (h) coordinate and provide training programs and assist with the training of employees;
- (i) provide guidelines to Directors-General, Directors and the Public Service in managing or developing employee in good employer principles and obligations;
- (j) ensure the observance of the rule of law in public affairs;
- (k) ensure that the Public Service Act provisions are in line with other Acts;
- (l) ensure compliance and responsible for the administration of the Public Service Act;
- (m) set targets for the delivery of services by the Commission;
- (n) provide regular reports to the Minister on the performance of the Commission;

- (o) review, endorse and approve the Fleet Management policy and procedure;
- (p) review, endorse and approve the Housing Management policy and procedure;
- (q) oversee and manage the performance of the Public Service;
- (r) review, endorse and approve public service welfare.

### ***2.3 Programs of the Commission***

The functions referred to under clause 2.2 are performed through a range of programs as outlined below:

#### ***2.3.1 Corporate Services (Executive Services):***

- (a) provide secretariat and administrative support services to the Commission;
- (b) provide advice to Ministries and Departments on decisions made by the Commission.

#### ***2.3.2 Human Resource Management:***

- (a) assists Ministries by developing effective and efficient human resources policies, practices, plans, employee performance and reporting arrangements to facilitate improved individual performance;
- (b) provides advice and directions to line Ministries and Departments on how to address the performance of their employees through the process of planning, developing, coaching, providing feedback and identify training needs based on employee's performance assessment;
- (c) assist and encourage all employees to achieve and maintain a high standard of job performance.

#### ***2.3.3 Human Resource Development:***

Improve and develop the skills, knowledge and attributes of employees in accordance with the National Human Resource Development (NHRD) Plan so that they can increase their level of performance and service delivery in accordance with any National Government plans.

#### ***2.3.4 Management of the Organizational Development:***

Analyse, assess, review, and endorse Ministries and Department structures, restructuring request, grading, and regrading of posts including job descriptions.

#### ***2.3.5 Compliance Management:***

- (a) assist Ministries and Departments to prevent disciplinary issues.;
- (b) assist Ministries and Departments to settle grievances;
- (c) provide adequate advice and direction on the management of staff discipline;
- (d) address discipline through the Public Service Disciplinary Board;

- (e) provide advice to the Commission on compliance matters;

### **2.3.6 *Management of Public Servants Housing***

Provide clear policy directions and procedures on the management and administration of public servant's houses.

### **2.3.7 *Management of Government Vehicles***

Provide clear policy directions and procedures on the management and administration of government vehicles.

### **2.3.8 *Performance Management***

- (a) provide assessment on ways to improve efficiently and effectively the public service.
- (b) assist organization to sustain the continuous improvement in quality, cost, safety, and in meeting Public Service Commission Obligations.
- (c) assist in highlighting the visible performance gaps and areas of improvement in the individual employee and organizational performance.
- (d) provide timely feedback on the effect of the individual and Organizational performance assessment.

## **2. The Public Service**

### **3.1 *Composition of the Public Service***

Under section 2 of the *Public Service Act*, the “Public Service” comprises those persons or staff member employed in:

- (a) a Ministry;
- (b) a department;
- (c) a state-appointed office;
- (d) government agencies and instruments designate by the Prime Minister in accordance with the law.

### **3.2 *Duty to Provide Updated Copy of Public Service Act and PSSRM***

A Ministry or Department within the public service must provide a staff member with an updated copy of the *Public Service Act* and the PSSRM each time the Act or the PSSRM is reviewed or amended.





## **CHAPTER 2 –Organizational Establishment and Management**

---

### **1.Introduction**

1.1 The *Public Service Act* outlines various responsibilities for a Directors-General, including:

- (a) carrying out the functions and duties of a Ministry, including the implementation of Government policies and programs (Section 20(1)(a));
- (b) managing the activities of their Ministries in an efficient, and cost-effective, manner (Section 20(1)(e)).

1.2 In order to fulfill the requirements mentioned in paragraph (1) above, a Directors-General and Provincial Secretary -Generals, must ensure that the proposed Organizational structures of a Ministry are appropriate and in line with the government's strategic objectives and subject to planning guidelines.

1.3 Guidelines related to the preparation of Corporate Plans, Business Plans, Annual Reports and Restructure can be accessed at the Office of the Public Service Commission (OPSC).

### **2. The Process**

#### ***2.1 Developing or Revising a Structure or Restructure***

(1) A Ministry intending to initiate a new structure or restructure, including a provincial structure, must meet the following conditions:

- (a) the structure or restructure must align with Government policies and, or emerging priorities;
- (b) the Ministry must have a Strategic and Corporate Plan signed by the relevant Minister;
- (c) all vacancies in the existing structure must be filled;
- (d) conduct a functional analysis and provide a report to OPSC on the analysis;
- (e) a new structure or restructure is mandated by any of the following:
  - i. COM Decision; or
  - ii. Bilateral \Multilateral Agreement; or
  - iii. International Conventions; or
  - iv. Legislations.

(2) If a new structure or restructure is necessary, the Director-General and Provincial secretary General must, in consultation with Directors of respective Departments, develop a draft Organizational structure and variation for discussion with the Secretary of the Public Service Commission.

- (3) Head of Ministries, Departments and provincial governments must develop a structure or restructure implementation plan. The plan must provide the process, including consultation report, details of activities, costs, and timeframe.
- (4) New structure or restructure proposals must undergo comprehensive internal consultation with Directors-General and or Provincial Secretary General, Director, or equivalent positions, and all employees within the Ministry or Department concerned.
- (5) The Organizational structure or restructure should be based on a careful and detailed analysis of functions performed by the Departments within the Ministry.
- (6) The Organizational restructure should, therefore, identify variations needed.
- (7) The cost of the proposed Ministry or Departments restructure/establishment variation must be within the agreed budget of the Ministry. Any restructure cost that exceeds the current approved budget is subject to Ministry of Finance evaluation and advice.
- (8) Directors-General, Provincial Secretary-General, Director or equivalent positions, and Human Resource officers must engage in preliminary discussions of the proposed restructure with the OPSC before OPSC assessment and evaluation.

#### ***2.1.1 Preparing Individual Job Descriptions***

- (1) A Directors-General, Provincial Secretary General and Directors must, with the assistance of the HRO, prepare the prescribed Job Description form (**PSC FORM 2-1**), an individual Competency-Based Job Description for every position within his or her Ministry if:
  - (a) a new position is created; or
  - (b) a substantial change is made to the duties assigned to a position; or
  - (c) no Job Description currently exists in the current structure.
- (2) Directors-General and Directors must consult the relevant Provincial Secretary-General if the post is located in a province.
- (3) A Job Description must be written by a person or group of persons within the Ministry with an adequate knowledge of the job in question and be validated through consultation with persons familiar with the duties, responsibilities, and the requirements of the position. In the case of an existing position, it must be written in consultation with the present incumbent of the position.
- (4) Prior to writing the Job Description, the nature of the job must be carefully analysed to determine the major components, including Key Result Area (KRA), Key Tasks (KT) and Key Performance Indicators (KPI) of the position.
- (5) The major duties and responsibilities should not include any duties of a short-term nature.
- (6) When completing a job description, special attention must be given to Section 14 of the Job Description Form which comprises selection criteria for the post.

- (7) Directors-General, Provincial Secretary-General and Directors or equivalent position must ensure that the content of all new and upgraded Job Description is logical, easy to read and understandable.
- (8) Where jobs are very similar in nature, generic Job Descriptions may be used, but each separate job must have its own post number.
- (9) The Directors-General, Provincial Secretary General and Director or equivalent position are responsible for ensuring that the Job Description contains sufficient information to allow the position to be evaluated and graded by the OPSC.
- (10) The Job Description must be signed by the person preparing the Form and by the Directors-General and or Provincial Secretary General and Directors or equivalent position at sections 16.1 and 16.2 of the Job Description Form before it is referred to the OPSC for evaluation.
- (11) The immediate supervisor and HROs must ensure every position incumbent have a copy and fully understands their Job Description.
- (12) Directors or equivalent positions must submit final Restructures/variations and related documents to the Directors-General and or Provincial Secretary-General for assessment and endorsement before submission to OPSC. Any final Restructure proposal that has not been endorsed by the Directors-General and/or Provincial Secretary-General will not be accepted by OPSC. The Submission Check List must be included with the Submission to ensure all required components have been included.
- (13) Prior to final submission to the Commission, the Restructure Submission must be provided by OPSC to GRT for advice on the proposed remuneration, to the Department of Strategic, Policy, Planning and Aid Coordination (DSPPAC) for advice on planning alignment and Ministry of Finance and Economic Management (MFEM) for financial implications.
- (14) Upon receipt of submission from a Ministry, the OPSC has twenty-one (21) calendar days to make a response on the submission to the approved Restructure Guidelines and submit the completed proposed restructure or variation to the Commission for consideration.

### ***2.1.2 Assessing Restructure/Establishment Variation Proposals and Grading Positions***

- (1) A Director-General and Provincial Secretary General must submit all restructure or establishment variation proposals, along with new or significantly amended Job Descriptions, for assessment and evaluation to OPSC for consideration by the Commission.
- (2) Directors-General, Provincial Secretary-General, Director or equivalent position, Human Resource officer must engage in preliminary discussions of the proposed restructure with OPSC before submitting them to the OPSC for assessment and evaluation.
- (3) Both the Ministry and OPSC must maintain permanent documentation on all separate instances of job evaluation and grading.

### ***2.1.3 Restructure/Establishment Variation Proposals***

- (1) All Restructure or establishment variation proposals are to be submitted to the OPSC in both standard format and electronic format (USB). The standard format is defined in the OPSC Restructure Guideline.
- (2) A Human resource officer must ensure that submissions, of revised Organization structures and job descriptions are prepared in accordance with the restructure guideline.
- (3) In assessing a restructure proposal submitted by a Director-General and/or Provincial Secretary-General, the Office of Public Service Commission must, as far as practicable and as appropriate, use the following criteria:
  - (a) government policy priorities in terms of service delivery;
  - (b) the total cost of the restructure may not exceed the general norm of 70:30 budget structure (Payroll: Operations);
  - (c) the potential to generate more revenue;
  - (d) efficiency and cost-effectiveness and within the Ministry's nominated budget;
  - (e) avoidance of duplication of functions by Ministries;
  - (f) impact on staff employed by the Ministry; and
  - (g) any other criteria as the Secretary, in consultation with a Directors-General and or Provincial Secretary General may from time to time determine.
- (4) If the Secretary deems changes necessary to the restructure proposals, consultation with the Director-General and/or Provincial Secretary-General or Director or an equivalent position must occur before submission for approval by the Commission.
- (5) The Secretary should not make any significant variation or decision regarding a Directors-General and/or Provincial Secretary-General restructure proposal without prior consultation with them.

### ***2.2 Evaluating Job Descriptions and Grading Positions***

- (1) A Director-General or Provincial Secretary General must submit all new and substantially changed Job Descriptions to the OPSC for evaluation and remuneration grading, as an attachment to restructure or establishment variation proposal.
- (2) In evaluating and grading new Job Descriptions, the OPSC must, as far as practicable and appropriate, consider the following criteria:
  - (a) objective, purpose and responsibilities of the position;
  - (b) competencies required to carry out the role;

- (c) Government Remuneration Tribunal (GRT) classification standard;
  - (d) the nature and complexity of the duties and responsibilities;
  - (e) reporting relationships and supervisory responsibilities;
  - (f) impact of the position on financial and other resources;
  - (g) impact of decisions;
  - (h) nature of the qualifications required for the position;
  - (i) level of experience required for the position;
  - (j) skills needed for the job;
  - (k) nature and dimension of the position in relation to comparative positions within or outside of Vanuatu;
  - (l) recommended salary level and grading proposed by the Ministry;
  - (m) relativity with other positions across the Public Service;
  - (n) location of the position;
  - (o) Working conditions;
- (3) If the OPSC considers that changes are warranted to the Evaluating Job Descriptions and Grading Positions, it must consult with the Director-General or Provincial Secretary-General or relevant Government Agencies.

### ***2.3 Obtaining the Approval of the Commission***

- (1) The Commission may approve the implementation of any significant restructure proposals, including the establishment and grading of revised positions and Job Descriptions Forms.
- (2) Any administrative changes that will not affect the evaluated level of the position must be approved by the Secretary.
- (3) If the Restructure or establishment variation proposal or Job Description is not approved by the Commission, the OPSC must consult with the relevant, Director-General and/or Provincial Secretary-General and Director or equivalent position to provide assistance in making appropriate changes to the restructured proposal or Job Descriptions for reconsideration by the Commission. Administrative changes that will not affect the evaluated level of the position must be approved by the Secretary.
- (4) In the event of a deferral by the Commission on the proposed restructure or variation, the OPSC must, within 21 working days, collaborate with the relevant Ministry to revise and make necessary adjustments to the restructure or variation proposal. The revised proposal will then be resubmitted to the Commission for reconsideration and approval.
- (5) A Ministry, through OPSC, may request an extension of the period under subsection (5) to the Commission if the timeframe of 21 working days has lapsed, providing reasons to justify the request for extension.

- (6) The Commission is to consider the request for extension and may determine whether or not to grant the extension upon conditions that it deems fit.
- (7) If the Commission does not approve a submission referred under paragraphs (2) and (5), the Ministry may recommence the process and resubmit the proposed restructure or established variation proposal.
- (8) Any submission that does not meet the OPSC requirements must be returned to the relevant Ministry. The Ministry, after meeting the requirements, is to re-submit a restructure as a new submission.
- (9) All submission must be signed off by the relevant Directors-General, Provincial Secretary-General, or a person acting on his or her behalf.

### ***2.3.1 Implementing an Approved Restructure and Establishing New Positions***

- (1) A Directors-General, Provincial Secretary -General and Directors or equivalent positions must implement the most recently approved structure or establishment variation of their Ministry or Department according to the implementation plan approved by the Commission.
- (2) Any restructure or establishment variation that has not been approved by the Commission must not be implemented.
- (3) To avoid doubt, all advertisements of positions must be advertised with an approved salary scale by the Commission.
- (4) A position funded by a project within the approved structure is limited to a maximum occupancy of 5 consecutive years.
- (5) The period mentioned under subsection (4) is subject to the terms of the agreement between the funding agency and the Commission through the relevant Directors-General and Provincial Secretary-General.
- (6) Should a newly approved position with a structure remain unfilled for six (6) consecutive years, the OPSC may recommend to the Commission the removal of the position the structure, following consultations with the relevant Directors-General and Provincial Secretary-General.

### ***2.4 Project Funded Position Not Integrated into The Approved Structure***

- (1) In cases where a position is formed and financed by a project within a department or Ministry, and the project has concluded, but the position is still necessary for implementing government policy, the Commission may, at its discretion, endorse the inclusion of the position with the existing structure.
- (2) The Commission may grant approval for the establishment of the position, as per subsection (1), contingent upon justification provided by the he Directors-General and/ or Provincial Secretary-General.

## ***2.5 Implementing an Approved Restructure Where the Upgraded or Re-graded Positions Are Occupied***

### ***2.5.1 Occupied Position is Upgraded***

- (1) If the Commission approves the upgrading of a position currently occupied by an employee, the Director-General, Provincial Secretary General, and Director (or equivalent position) may approve the incumbent to act in the upgraded position for a period not exceeding six (6) months.
- (2) Within the specified period (under subsection), the Director of the Department or the Director-General and Provincial Secretary General of the Ministry or provincial structure must substantively fill in the position. In this context, the following options are available:
  - i. If, upon assessment by the Supervisor, the employee meets the criteria of the newly upgraded position, they may be recommended for appointment by the Commission;
  - ii. if the employee does not meet the criteria of the upgraded position, the position must be advertised in accordance with the policy and procedures in Chapter 3 of this Manual.
- (3) In cases where the establishment variation involves only a change in the title of the post and the salary level/grade and duties remain unchanged; the occupant of the position automatically assumes the new post title.
- (4) If the incumbent of the re-graded position is unsuccessful in securing the upgraded post following advertisement, the employee must be transferred to a vacant funded post (at the same level) within the Ministry or to another Ministry, subject to the agreement of the Directors-General or Provincial Secretary General and the approval of the Commission.
- (5) If the employee cannot be placed in a suitable position as per subsection (4), the Ministry may request Commission approval to declare the officer redundant only after exhausting all reasonable possibilities for reassignment. In such situations, the entitlements of the officer upon termination of employment with the public service will follow the guidelines outlined in Chapter 7 of this Manual.

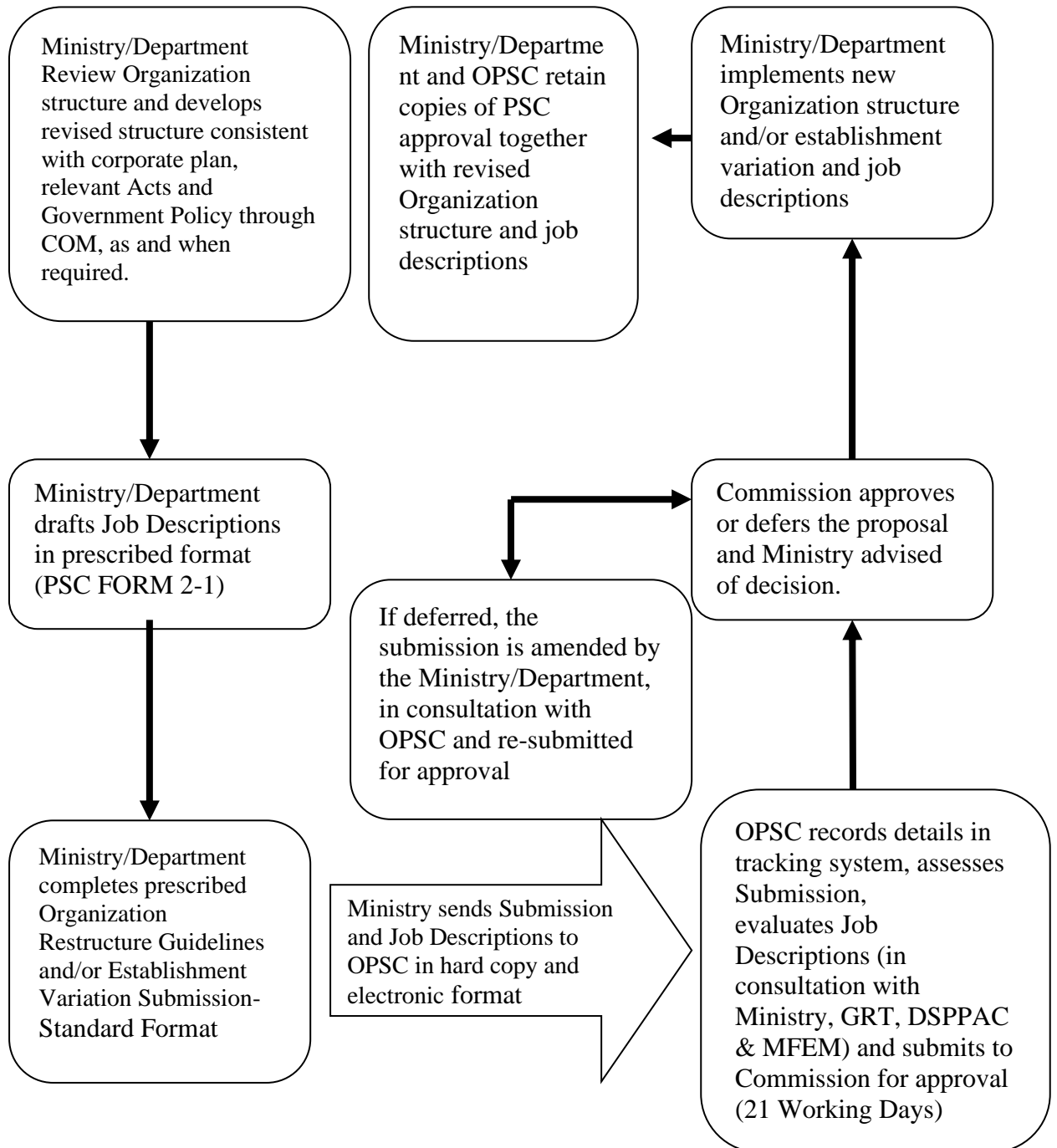
### ***2.5.2 Occupied Position is Downgraded***

- (1) An employee who occupying a position that is downgraded must be transferred to a vacant funded post (at the same level) within the Ministry or to another Ministry, with the agreement of the relevant Directors-General and Provincial Secretary-General, and on the approval of the Commission.
- (2) If, after 6 months period under paragraph 2.9.1(1), an assessment after the first 3 months reveals that the employee is not successful in obtaining a promotion to a higher graded position and cannot be transferred to another funded position at the same level, the Commission may declare the officer redundant from the Public Service.
- (3) If the redundancy option is taken, the entitlements of the employee on cessation of employment with the public service specified under Chapter 7 of this Manual applies.

(4) For the avoidance of doubt the redundancy period shall be within a period of 18 to 24 months.



3. Organization Review and/or Establishment Variation Process



**FORMS AND TABLES FOR CHAPTER 2: ORGANIZATION REVIEW,  
ESTABLISHMENT VARIATIONS AND JOB EVALUATION**

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## ORGANIZATION RESTRUCTURE AND/OR ESTABLISHMENT VARIATION SUBMISSION – STANDARD FORMAT

(To be typed on Ministry or Departmental letterhead)

The Office of Public Service Commission  
Public Service Commission  
PM Bag 9017  
Port Vila

Dear [Recipient's Name],

**Subject:** [Insert title of proposal]

Example: *Proposal to Revise the Organization Structure for the Ministry/Department of etc.*

### 1. Background:

(Insert details of the reasons for seeking the restructure/establishment Variation)

#### Examples:

- *One of the objectives and priorities under the Pillars of the National Sustainable Development Plan (NSDP), currently being implemented by the Government, is to devolve non-core human resource functions from the PSC to Ministries and departments.*
- *To facilitate this process, the (insert the name of Ministry/Department/Agency) proposes to establish a Corporate Services Unit within the Office of the Director-General to take control of all HR functions for the whole of Ministry and to strengthen/improve the overall management of the Ministry's budget. In addition, the Corporate Service Unit will include a (insert the name of the position) to provide high-level support and policy advice to the Director-General.*
- *It is further considered that the implementation of this structure will lead to an improvement in the Ministry's overall service delivery to its clients in line with the objectives provided under the NSDP.*

### 2. Proposal:

(Insert details of any positions to be deleted or re-graded, the new positions being sought and their respective roles and responsibilities and also proposed grading of each position).

### 3. Costing:

(Insert details of the savings from funded positions to be deleted (if applicable) plus costing of new positions plus salary difference (+ or -)) in a Table, as shown hereunder. A formatted Excel Spreadsheet that includes calculations of VNPF and Allowances is available from OPSC to provide full Establishment Cost of the restructure. This Excel Spreadsheet should provide

The Comparison of fully implanted current structure & proposed Restructure. Implementation Stages must be provided.

<b><i>PROPOSED POSITIONS TO BE CREATED AND OR UPGRADED/DOWN GRADED</i></b>											
<b>Post No.</b>	<b>Title/ Occupant</b>	<b>Level/ Grade</b>	<b>Salary</b>	<b>Salary Total</b>	<b>Post No.</b>	<b>Title /Occupant</b>	<b>Level/Grade</b>	<b>Annual Salary</b>	<b>Salary Total</b>	<b>Salary Difference (%)</b>	
<b>Total</b>					<b>Total</b>						

- In the event that a position is vacant, the Directors-General and Provincial Secretary General of the Ministry concerned must indicate whether sufficient funds have been allocated from the current financial year to enable the position to be filled, if required.
- Directors-General and Provincial Secretary General of the Ministry must Insert salary figure for proposed grade.
- Also include, below the table, a statement indicating the amount required to fill the proposed positions in the current financial year.  
*Example: If new position is to be filled in July, only 6/12<sup>th</sup> of the full year funding figure will be required in the current financial year.*

**4. Implementation Plan:**

(Insert details of how the proposal, if approved by the PSC, will be implemented)

- Indicate whether funds available from the current financial year's budget to proceed with the immediate filling of the new positions if approved by PSC?
- Provide details of how it is proposed to fill the positions;  
*Example: indicate whether the position/s will be filled by transferring staff member at same grade, acting arrangements (pending advertisement), temporary or contract appointments*

**5. Recommendation:**

- It is therefore recommended that the PSC approve:

(Insert details of what the Ministry/Department want the PSC to approve)

**Director's Name, Signature and Date**

**Attachments:**

- *Organization Structure – Current Structure approved by OPSC (must have OPSC stamp) & proposed structure*
- *Job descriptions- New positions only*
- *Any other supporting documents*

I support/endorse the above proposal from the Director, (**insert title of Director**)

**Directors-General and Provincial Secretary General**

**Name:**

**Signature:**

**Date:**

## PUBLIC SERVICE COMMISSION JOB DESCRIPTION FORM

**PUBLIC SERVICE COMMISSION  
JOB DESCRIPTION FORM [PSC Form 2.2]**

Ministry to prepare and request approval by Public Service Commission. Please contact Organizational Development Unit (ODU) officers of the Office of the Public Service Commission (PSC) if you need assistance to complete this form Note: Not all sections need completion i.e. for junior officers

<b>1</b>	<b>Position Title</b>	
<b>2</b>	<b>Remuneration Level</b> (Proposed by Ministry but approved by PSC)	
<b>3</b>	<b>Post Number</b> Ministry to allocate number but PSC to approve.	
<b>4</b>	<b>Ministry</b>	
<b>5</b>	<b>Department or Agency</b>	
<b>6</b>	<b>Location</b>	
<b>7</b>	<b>Purpose</b> Rationale for post establishment	
<b>8</b>	<b>Reports directly to:</b> Title of post to determine reporting line clearly	<b>9</b> <b>Supervises</b> Provide titles & levels to indicate supervisory responsibilities
<b>10</b>	<b>Frequent Internal Contacts</b> Means clients within the Ministry	<b>11</b> <b>Frequent External Contacts</b> Means clients from other sector stakeholders & agencies
<b>12</b>	<b>Contribution to Gov Planning Priorities</b> Impact of this position on progression of NSDP targets and/or Ministry plans & policies	
<b>13</b>	<b>Special Conditions (if any)</b> Unusual or dangerous work, unusual work hours or equipment use	
<b>14</b>	<b>SELECTION CRITERIA</b> Technical Competencies, Generic Competencies and Leadership Competencies are to be considered	
<b>14.1</b>	<b>Qualification</b> Provide highest qualification i.e. Masters, Bachelors, Diploma, Certificate	
<b>14.2</b>	<b>Expertise Area</b> Provide type of Degree or Diploma i.e. Law, Public Administration, Education	
<b>14.3</b>	<b>Experience</b> Indicate years of practical experience in specific sector/s	
<b>14.4</b>	<b>Technical Competencies</b> Refer to Guidelines provided by ODU	
<b>14.5</b>	<b>Generic Competencies</b> Refer to Guidelines provided by ODU	
<b>14.6</b>	<b>Leadership Competencies</b> Refer to Guidelines provided by ODU	
<b>14.7</b>	<b>Behavioural Competencies</b> Refer to Guidelines provided by ODU	

### 15. CRITICAL SUCCESS FACTORS

This is an important section requiring very careful development. The KRAs, KTAs and KPIs should be designed to deliver Ministry objectives in Corporate and Business Plans and progress NSDP targets. They must be SMART (Specific Manageable Achievable Realistic & Time Bound). For lower-level JDs, only 5 KRAs may be needed but as responsibilities increase, so too will KRA numbers. This section provides for monitoring of delivery and is the basis for Performance Review Appraisals and Work Schedule Plans.

	<b>Key Result Areas (KRAs)</b> Indicate key work areas to deliver required results		<b>Key Task Areas (KTAs)</b> Indicate for each KRA general guidelines for the tasks/activities to be undertaken to deliver the KPIs for each KRA		<b>Key Performance Indicators (KPIs)</b> Indicate the item, action, report that proves the activity is delivered on time as specified
15.1		15.1.1		15.1.2	
15.2		15.2.1		15.2.2	
15.3		15.3.1		15.3.2	
15.4		15.4.1		15.4.2	
15.5		15.5.1		15.5.2	

**Any other duties reasonably requested by Supervisor:**





## CHAPTER 3 – Recruitment

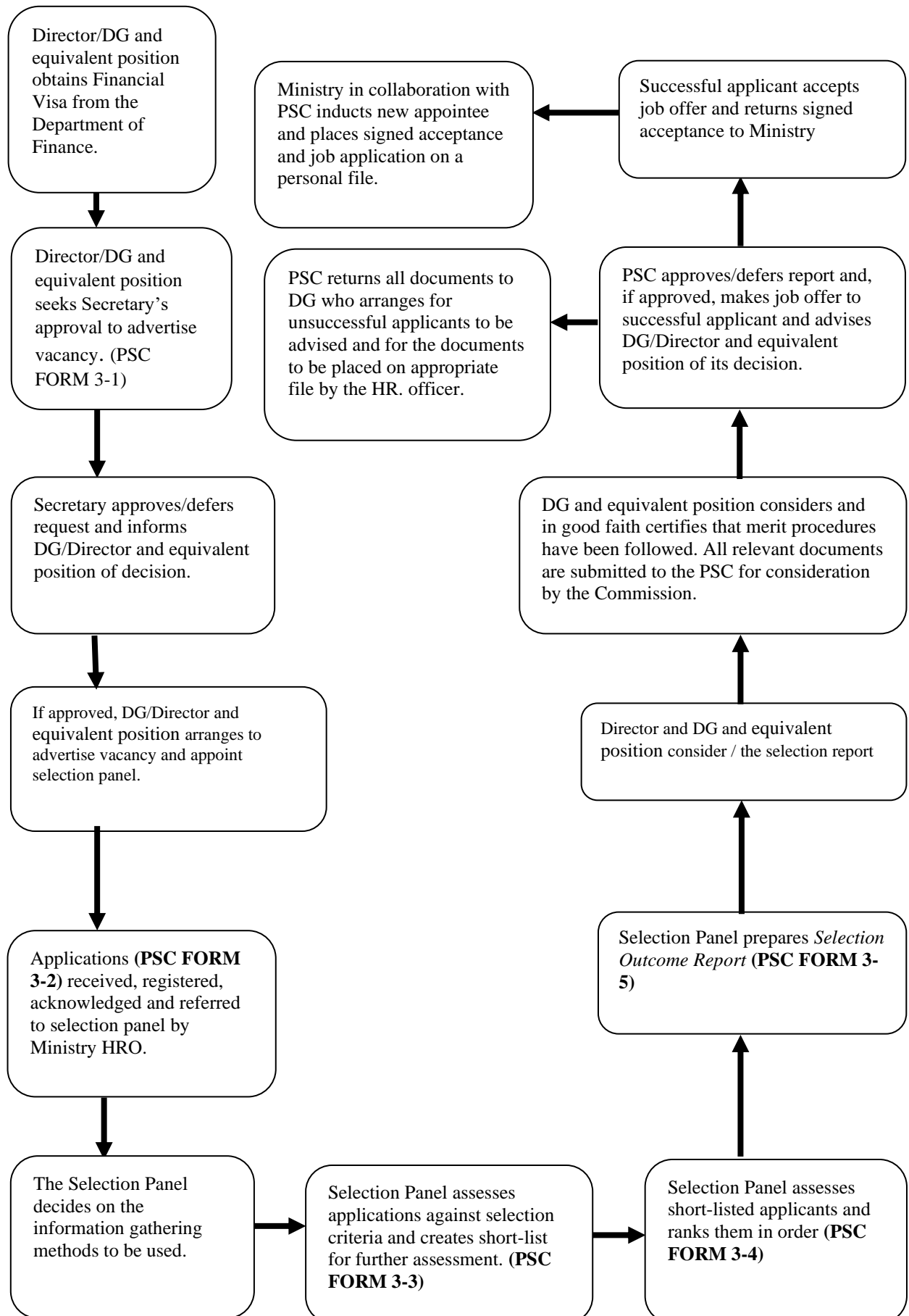
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### 1. Introduction

- (1) The Commission must ensure that the selection of persons for appointments and promotions is based on merit, as required under subsections 15(2), (3) and (4) of the *Public Service Act*. The Commission may also approve minimum qualifications for specific positions or class of positions.
- (2) To determine the best applicant for a vacant position, transparent, accountable, impartial and fair selection procedures must be in place. These procedures should ensure:
  - (a) all potential applicants have reasonable access and opportunity to apply for vacancies;
  - (b) applicants are given consistent information about the selection process in all three official languages (English, French, Bislama);
  - (c) all applications are assessed against the same selection criteria and panel guidelines;
  - (d) recruitment panels must ensure fair and unbiased selection decisions using information gathering methods appropriate to the nature of the advertised job;
  - (e) the selection process must be unbiased, free from political interference, religious affiliation, or familial or friendship relationships and any form of discrimination.
- (3) Recruitment and selection decisions should align with the short and long-term objectives of the Ministry and Department, along with the goals set forth in the various pillars of NSDP and current government policies. The primary goal of recruitment is to build a high-quality workforce capable of efficiently delivering government programs and services, thereby enhancing overall service delivery. To achieve this, recruitment practices should be efficient, cost-effective, and free from unnecessary delays while ensuring the selection of the most qualified and meritorious candidates.
- (4) To uphold the principles of merit-based selection while ensuring cost-effectiveness in the recruitment process, the procedures outlined in this chapter must be followed for standard appointments and promotions. These procedures are also applicable for recruiting the positions of the Secretary of the Public Service Commission, a Director-General, Director and the Secretary-General of a Provincial Government Council, Town Clerk of a Municipality, and other equivalent positions. Additionally, the prescribed procedures in Section 18 A, Section 18 B and Section 18 D of the *Public Service Act* also apply.
- (5) in specific situations, appointments may be exempt from the prescribed competitive process, as outlined in Section 4 of this chapter. However, a selection decision must, at a minimum, rely on a transparent and equitable assessment to identify a suitable person for the job. This decision must also be publicly defensible. Specific categories of people eligible for appointment are identified in Section 5 of this chapter.

*A flow chart with an overview of the standard recruitment process required by this policy is provided on the next page. Additionally, a Recruitment Check List is provided in Section 3 of this chapter.*

## *Overview of the Public Service Recruitment Process*



## **2. Recruitment Process**

- (1) A Ministry and the OPSC must maintain accurate records of recruitment actions conducted within the Ministry. In cases involving recruitment for positions such as Director-General, Director, or their equivalents, as well as the Secretary and Provincial Secretary General, the OPSC is responsible for maintaining appropriate records.
- (2) Job vacancies must be widely advertised by the Ministry, ensuring that job-related information is reasonably accessible to the public, both within or outside Vanuatu.
- (3) A Director-General, Director or equivalent position along with the Provincial Secretary General, must establish a selection panel for positions below the Senior Executives. The panel should have appropriate and balanced representation, as outlined in the Panel guideline, to ensure fair consideration of all applicants.
- (4) The selection panel must decide on the appropriate information gathering methods for assessing applicants for the vacancy.
- (5) The decisions of a selection panel must be based on job-related selection criteria, ensuring fairness, transparency and the absence of discrimination. All decisions must be clearly documented and publicly defensible;
- (6) After completing the selection process, selection panel must submit its recruitment outcome report to the relevant Director-General, Director and equivalent position of the Ministry or Department.
- (7) It is emphasized that a Director-General or Director or equivalent position should not alter the decision of the Selection Panel, except in situations where the Director-General alleges grounds of discrepancies in the process. In such cases, the Director-General must submit the report to the Commission for consideration.
- (8) Without limiting subsection 25(4) of the *Public Service Act*, the Commission may, based on the recommendation of a Director and Director-General, or equivalent position, appoint an officer to a higher post without advertising the position. This is contingent on the officer having acted in that post for at least six (6) months and subject to the officers' performance appraisal and good conduct.
- (9) A *Selection Outcome Report* must be submitted by a Director-General and, or equivalent position to the Commission for approval after the completion of any recruitment action within their Ministry.

*These procedures are further detailed in the corresponding numbered sections below.*

### **2.1 Criteria to fill the vacancy**

- (a) For each vacant position that is to be advertised, a Director and Director-General or equivalent position must outline the selection criteria for the job vacancy on the *Request to Advertise a Vacancy Form* (PSC FORM 3-1), and attach copies of:
  - i) Current approved Job Description; and

- ii) Current approved Ministry and Department's Organizational structure that clearly shows where the position fits; and
  - iii) Job advertisement; and
  - iv) Cooperate Plan or new government policy; and
  - v) Approved Financial Visa from the Department of Finance.
- (b) In the case where a previously occupied position becomes vacant, the Director-General must advertise the position within 15 days of it becoming vacant, without following the process outlined in paragraph (a). The advertisement should be for the first (1) level of the salary band.
  - (c) An approved and budgeted new position within a department or Ministry must be advertised and filled within the initial six (6) months (January to June) of the corresponding financial year.

## ***2.2 Keeping Accurate Records of The Recruitment Process***

- (a) A Director-General must arrange for a separate *Recruitment File* to be created in electronic and manual format by the Ministry HRO for each job vacancy. The File is to be kept in the Ministry for a period of 6 months, after which it can be put in the archive system.
- (b) In the case of the recruitment of a Director-General, Director and equivalent position, Provincial Secretary General, Secretary, and Town Clerks, the file must be created by the Office of the Public Service Commission and be kept permanently.
- (c) Each recruitment file must contain the following documentation:
  - i. a copy of the job vacancy advertisement; and
  - ii. a copy of the job description; and
  - iii. a copy of the Ministry or Department's Organizational structure that clearly shows where the position fits; and
  - iv. a register from the Ministry or Department noting down the name of each applicant and the date their application was received and acknowledged; and
  - v. all job applications received for the particular vacancy, with the prescribed *Individual Assessment Forms* (PSC FORM 3-3) attached to the applications (Note that the job application and *Individual Assessment Form* for the successful applicant should be placed on a personal file, once the Commission has approved the *Selection Outcome Report*, together with a copy of the appointment letter and the successful applicant's acceptance of the offer); and
  - vi. copies of all documentation sent to the Commission regarding the job vacancy, including the *Approval to Advertise* (PSC FORM 3-1) and fill the *Comparative*

*Assessment of Applicants Form* (PSC FORM 3-4) and the *Selection Outcome Report* (PSC FORM 3-5); and

- vii. all documents relating to the job vacancy received from the Commission or others; and
- viii. any other relevant documentation (e.g. copies of the acknowledgment and unsuccessful letters).

## **2.3 Advertising the Job Vacancy, Providing Job Information and Acknowledging Receipt of Applications**

### **2.3.1 Advertising the Job Vacancy**

- (a) A vacancy must be advertised in a manner that ensures a reasonable number of potentially suitable applicants have the opportunity to view the advertisement and access job-related information.
- (b) Job vacancies must be advertised using methods that increase public awareness of the vacancies, such as advertising in local and regional newspapers, Government Intranet, other social media platforms (Facebook or Wok I Kik), the Ministry and Department's Website including PSC website. Additionally, consideration must be given to the following means of advertising:
  - i) placing advertisements in specialist journals or magazines relevant to the advertised position;
  - ii) circulars distributed throughout the Ministry and Departments via the Government Intranet;
  - iii) placing vacancy announcements through online advertisements;
  - iv) displaying notice of advertisements on public, community or any academic institutions notice board.
- (c) Vacancies for Directors-General, Directors or equivalent positions, Provincial Secretary General, Secretary and Town Clerk must be advertised in accordance with section 18(2) (a) & (b) of the *Public Service Act*.
- (d) For positions other than the positions listed above, applicants are to be provided with 14 calendar days to apply from the date the vacancy is first advertised.
- (e) In urgent cases, the Secretary of the Commission may, upon request from the relevant Ministry or Department approve a shorter period of not less than five days.
- (f) A job vacancy advertisement must contain the information outlined in Chapter 3, paragraph 9 and must inform potential applicants that applications must be made using the prescribed *Public Service Job Application Form*. (PSC FORM 3-2).

### **2.3.2 Providing Job Information**

An information package must be provided to all potential applicants who inquire about the job. The package, at a minimum should include, *Public Service Job Application Form* (PSC FORM 3-2), a copy of the approved *Job Description* (PSC FORM 2-1), a copy of the current approved Organizational structure indicating the position's placement, and any other relevant information relating to the Ministry or Department and/or the position.

### **2.3.3 Acknowledging Receipt of Applications**

An application received by a Ministry or Department must be recorded in a register, and an acknowledgment should be to the applicant, confirming the receipt of their application. The acknowledgment should also indicate that his or her application will be referred to the selection panel for consideration.

## ***2.4 Establishing a Selection Panel***

- (a) The establishment of a selection panel is guided by the Panel Guideline.
- (b) If a panel member has a direct conflict of interest with an applicant, the panel member must declare the conflict in writing to the convenor of the panel, who will determine whether the panel member should be replaced.
- (c) The convenor may weigh the reasons for the declared conflict. If satisfied that it won't affect the recruitment process, the convenor must inform the panel member in writing of their continuous participation.
- (d) If a panel member does not confirm or respond to his or her nomination within 3 days, they should be replaced by another person appointed in writing by the Director or Director-General.
- (e) A panel member must be notified of his or her replacement made under paragraph (d).

## ***2.5 Using Appropriate Information Gathering Methods***

- (a) Prior to evaluating the applications, the Selection Panel must identify suitable information gathering methods for both shortlisting and final selection of applicants. The method chosen should be clearly noted on the *Individual Applicant Assessment Form* (PSC FORM 3-3).
- (b) On the application closing date, the selection panel, within 14 days, must assess all applicants for the vacancy and submit a Selection Report to the Director, Director-General, or equivalent position for endorsement.
- (c) Depending on the nature of the job being advertised, various information gathering methods may be used, including but not limited to:
  - i) assessing the written application against the selection criteria;
  - ii) assessing the applicants resume;
  - iii) examining work samples provided by applicants;
  - iv) conducting interviews of the applicants (this method must be one of the methods used in the case of appointment of Director-General and Director and equivalent position, Secretary, Provincial Secretary General and Town Clerk);
  - v) administering practical job-related tests or exercises if applicable;
  - vi) obtaining written and verbal referee reports from 2 referees, with one report from the recent employer or academic institution for new graduates and the other from

a chief, church leader, or equivalent person of standing and copies of formal qualification.

- (d) while creating a short-list of applicants, methods from paragraph (i),(ii),(iii) or (vi) is generally suffices. However, for the final selection from the shortlisted candidates, additional methods may be employed based on the nature of the advertised position, as determined by the selection panel. It's important to note that not all of these methods need to be used, providing flexibility in the selection process.
- (e) The selection panel must apply the methods under paragraph (c) in a just, fair and transparent manner.
- (f) In establishing the shortlist of applicants, the same methods must be applied to all applicants. Similarly, the range of methods used for final selection must be consistently applied to all shortlisted applicants.
- (g) The successful candidate is to be informed of the decision of the Commission by way of a formal letter.
- (h) A Ministry or Department must acknowledge in writing any candidate that has been interviewed.
- (i) The selection outcome report must be kept confidential.

## **2.6 Using Appropriate Selection Criteria**

The selection criteria are established by the Panel Guideline.

- (a) To identify eligible candidates for the vacant position, selection panel members must assess applicants against the specified criteria.
- (b) Applicants should not be evaluated against criteria not identified in the advertisement or the Job Description at the time that the vacancy was advertised.
- (c) For a position within the Corporate Service Unit of a Ministry, the selection panel must not consider or be influenced by directives or statements from the Minister responsible, Prime Minister, a member of parliament, a Minister's representative or Political Advisor, regarding the panel's recommendations.
- (d) In shortlisting and recommending applicants for an interview, the selection panel must be provided with relevant application materials for its assessment.
- (e) The outcome of the selection process must be clearly documented, both, in relation to individual applicants and a comparative assessment of the applicants, in the following manner:
  - i) For each separately assessed application, the selection panel must fill out the *Individual Applicant Assessment Form* (PSC FORM 3-3), identifying to what degree the applicant has met the selection criteria. After completing the form, it must be attached to the relevant job application and become part of the recruitment documentation.

- ii) After interviewing an applicant individually and rating them in order of merit, the selection panel must fill out the *Comparative Assessment of Applicants Form* (PSC FORM 3-4), commenting on their decision, indicating the recommended and eligible candidate for appointment by the Commission.
- (f) An eligibility list, created after ranking applicants in order of merit, may remain in force for three (3) months from the date of approval of the Selection Outcome Report (PSC FORM 3-5) by the Commission.
- (g) If the recommended applicant declines the offer, the Commission shall appoint the next most eligible candidate from the eligibility list referred to under paragraph (f).
- (h) If a position becomes vacant within the three (3) months following the date of appointment, a director or equivalent position, Secretary or Director-General must inform the Commission of the vacancy in writing within seven (7) calendar days, allowing the Commission to appoint the next most suitable candidate from the eligibility list.
- (i) If the position becomes vacant after a three (3) months' period following the date of appointment, a Director or equivalent position, Secretary or Director-General must inform the Commission of the vacancy and the Commission may then approve the readvertisement of the position.
- (j) To be included on the eligibility list, an applicant's scoring must be closer (not below a 5-point difference) to the recommended applicant. Scoring below a 5-point difference from the recommended applicant should be excluded from the eligibility list.
- (k) If the Commission does not appoint the recommended applicant based on the panels to the recommendation and decides to appoint from the eligibility list, it may do so if the applicant on the eligibility list has a scoring closer to the recommended applicant as provided in paragraph (j). If the eligible applicant does not have such a scoring, the Commission may approve the re-advertisement of the position and notify the relevant Director-General or Director or equivalent position of its decision.

## ***2.7 Submission of Selection Outcome Report***

- (a) A Selection Panel established within a Ministry must submit a selection outcome report and its recommendations to the Director or equivalent position and/or Director-General for review and endorsement. The selection outcome report must include all relevant documentation, including all job applications and the *Individual Applicant Assessment Form* (PSC FORM 3-3) each applicant.
- (b) The Director or equivalent position and the Director-General must endorse the *Individual Applicant Assessment Forms* (PSC FORM 3-3), including the *Comparative Assessment of Applicants Form* (PSC FORM 3-4), and provide their comments. Once endorsed, these two forms (PSC FORMS 3-3 & 3-4) together constitute the complete Selection Report.
- (c) Except in the case of an employee working in a Minister's Office, a Director or Director-General must not consider or be influenced by any direction or statement made by a Minister, their representative or Political Adviser, in relation to any selection recommendation they endorse or make.



## ***2.8 Certifying That Prescribed Merit Selection Methods Have Been Followed***

- (a) A Director-General is responsible for ensuring that the prescribed and appropriate merit selection procedures are in place within all Departments and agencies within their Ministry. Ministry HROs are to assist the Director-General in the overall process of recruitment.
- (b) In all cases of recruitment done within a Ministry for positions below Director's level, the relevant Director-General must certify on the *Selection Outcome Report* (PSC FORM 3-5) that prescribed merit selection methods have been used to undertake the selection process.
- (c) For the purpose of this certification, "prescribed and appropriate merit selection procedures" means the selection procedures outlined in this Staff Manual, including the Panel Guideline, unless a particular recruitment action has been exempted from these procedures by the Public Service Commission or the *Public Service Act*.
- (d) In the case of recruitment for Directors or equivalent positions and Directors-General, such certification must be provided by the Convener of the selection panel established by the PSC.
- (e) A Selection Outcome Report must not be approved by the Commission without this certification under this section.

## ***2.9 Permanent Appointment of an Employee to a Higher Post Without Advertising the Vacancy and During the Restructure Process***

### ***2.9.1 Permanent Appointment of An Employee to a Higher Post Without Advertising the Vacancy***

- (a) If an employee has been acting in a higher post for a continuous period of at least six (6) months, the Commission may appoint that employee to the post on a permanent basis, provided that the employee's performance has been very satisfactory to excellent during their tenure of acting appointment against the position, as indicated in their performance appraisal.
- (b) The Commission may make this appointment under paragraph (a) if it is satisfied that the merit and equity criteria under subsections 25 (3) and (4) of the Public Service Act have been met.
- (c) A Director-General, the Secretary, a Director, or an equivalent position may recommend to the Commission to directly appoint the employee referred to above in line with the succession plan of the Department or Ministry. In doing so, the Commission must scrutinize the recommendation and approve this appointment.

### ***2.9.2 Permanent Appointment of An Employee to A Higher Post Without Advertising the Vacancy During the Restructure Process***

- (a) If the Commission approves the up-grading of a position currently held by an employee, the Director or Director-General, or an equivalent position may approve the incumbent of the upgraded position to be appointed to the new position in an acting capacity for a period not exceeding six (6) months.

- (b) Within six (6) month period specified in paragraph (a), the Director, Director-General or equivalent position must take action to substantively fill the position. Options available in this regard include:
  - i) If, upon assessment by the Supervisor, the employee meets the criteria of the newly upgraded position, they may be recommended for appointment by the Commission; or
  - ii) If, upon assessment by the Supervisor, the employee does not meet the criteria of the newly upgraded position, the position must be advertised in accordance with the policy and procedures contained in this Chapter.
- (c) If the incumbent of the regraded position is unsuccessful in being selected for the upgraded post following advertisement, the employee must be transferred to a vacant funded post (at the same level) within the Ministry or to another Ministry, subject to the agreement of the Directors-General or equivalent positions and the approval of the Commission. If no position can be found for the employee, approval of the Commission may be sought to declare the employee redundant. In such cases, the entitlements of the employee on cessation of employment with the public service are as specified in Chapter 7 of this Manual.

### ***2.9.3 Occupied Position is Downgraded***

- (a) If an employee's position is downgraded, they must be transferred to a vacant funded post (at the same level) within the Ministry or to another Ministry, with the agreement of the relevant Directors-General or equivalent position and the approval of the Commission.
- (b) If there is no vacant and funded position at the same level available at the time of the downgrading, the Commission may approve the current occupant of the position to be made redundant.
- (c) A financial visa must be obtained before indicating that the appointment made is within the financial capacity of the Department.
- (d) Daily-rated, contract, and temporary employees against a vacant position must not be transferred or appointed to a higher post during the restructure process of the department or Ministry. If a person is interested in a vacancy, they are encouraged to apply for the position if advertised.
- (e) An appointment under this paragraph requires the recommendation of the employee's Director and Director-General or equivalent position as set out in the *Permanent Appointment Report* (PSC FORM 3-6).
- (f) Directors and Directors-General, Provincial Secretary General and Secretary, Town Clerk or any other equivalent positions must be advertised and are not subject to this paragraph.

### ***2.10 Obtaining approval of the Selection Outcome Report***

- (a) A Director-General must submit all *Selection Outcome Reports* (PSC FORM 3-5) completed in the prescribed format to the Commission for consideration. Each *Selection Outcome Report* (PSC FORM 3-5) must have attached to it the completed *Comparative Assessment of Applicants Form* (PSC FORM 3-4) prepared by the selection panel,

including job applications and *Individual Assessment Forms* (PSC FORM 3-3) for applicants interviewed for the vacancy.

- (b) If the Commission approves the recommendations made in the *Selection Outcome Report*, the Secretary must:
  - i) inform the Director-General and Director-equivalent positions in writing;
  - ii) send a written job offer to the successful applicant, along with an acceptance letter;
  - iii) notify in writing the applicants who have been placed on the eligibility list;
  - iv) return all documents as referred to in point (a) above to the Director-General.
- (c) If the offer is declined, an offer should be made to the next eligible candidate as per paragraphs 2.6(j) and (k) if they are recommended in the *Comparative Assessment of Applicants Form*.
- (d) Under section 23 of the *Public Service Act*, the Commission holds sole authority for making appointments to the Public Service. No job offer or appointment is to be made by *any* other person (in this case all heads of Ministry, Directors or equivalent positions, Secretary and political appointees) or Organization, either within or outside the Public Service. In exercising this function, the Commission may
  - i) consult and take into consideration the views and requirements of the Director-General and/ or Director or equivalent position affected by the appointment; or
  - ii) act independently but have regard to its obligation to act as a good employer.
- (e) The successful applicant must be provided with the terms and conditions of employment and a copy of the Code of Conduct as per paragraph 9 along with the job offer letter. They are required to formally accept the offer and the specified terms and conditions by signing the acceptance letter of offer and returning it to the Ministry HRO prior to commencing duties.
- (f) The Director-General, Director or equivalent position must arrange for:
  - (i) unsuccessful shortlisted applicants to be advised in writing of the outcome of the selection process;
  - (ii) the induction of the new staff member (once the appointment has been confirmed);
  - (iii) the creation of a personal file for the new staff member, which, at this stage, should contain the person's job application form, the *Individual Applicant Assessment Form* (PSC FORM 3-3), the job offer letter signed by the Secretary, and the signed acceptance of the job offer;
  - (iv) the placement of all other documents relating to the recruitment process on the Recruitment file created at the commencement of the process.
- (g) The Recruitment file can be archived after 12 months of the financial year. However, the Personal file of the staff member must be retained permanently.

- (h) If a staff member is transferred from one Ministry or Department to another Ministry or Department, HRO of the Ministry or Department must ensure that the personal file of the staff member is transferred accordingly to the relevant Ministry or Department at a later date, and a copy of the same must be kept.
  - (i) If the Commission does not approve the *Selection Outcome Report's* recommendations, the Secretary must:
    - i) inform in writing all interviewed applicants of the Commission's decision; and
    - ii) inform in writing the relevant Director or Director-General or equivalent position of the Commission's decision; and
    - iii) transfer the recruitment file to the relevant Ministry or Department.

### 2.10.1 Recruitment Process Checklist

(To be completed by Ministry HRO and retained on the top of each Recruitment File)

	YES	NO
1. When requesting approval to advertise and fill a vacancy, has the relevant Director-General provided appropriate documentation in the prescribed format?	<input type="checkbox"/>	<input type="checkbox"/>
2. Has the Secretary of the Commission, approved the filling of the vacancy (PSC FORM 3-1) and the relevant Director-General been informed?	<input type="checkbox"/>	<input type="checkbox"/>
3. Has the vacancy been advertised at a level appropriate to the nature of the job and has the Director-General established an appropriate Selection Panel?	<input type="checkbox"/>	<input type="checkbox"/>
4. Have all applications received been on PSC FORM 3-2, signed by the applicant, registered, acknowledged and the applications forwarded to the Selection Panel?	<input type="checkbox"/>	<input type="checkbox"/>
5. Has the Selection Panel agreed on which information-gathering methods to use appropriate to the nature of the job vacancy in relation to shortlisting and final selection?	<input type="checkbox"/>	<input type="checkbox"/>
6. Have all the applications been assessed and short-listed against the selection criteria using appropriate information gathering methods?	<input type="checkbox"/>	<input type="checkbox"/>
7. Has an <i>Individual Applicant Assessment Form</i> (PSC FORM 3-3) been completed for each applicant and attached to job application?	<input type="checkbox"/>	<input type="checkbox"/>
8. Have the short-listed applicants been assessed against the selection criteria using appropriate information gathering methods?	<input type="checkbox"/>	<input type="checkbox"/>
9. Has a <i>Comparative Assessment of Applicants Form</i> (PSC FORM 3-4) been completed in the prescribed PSC format recommending the successful applicant?	<input type="checkbox"/>	<input type="checkbox"/>
10. Has the <i>Selection Outcome Report</i> (PSC FORM 3-5) been endorsed by the relevant Director of Department and Director-General?	<input type="checkbox"/>	<input type="checkbox"/>
11. Has the <i>Selection Outcome Report</i> been <i>deferred</i> or <i>approved</i> by the PSC and the Secretary of OPSC advised the Director-General of the decision and/or offered the position to the successful applicant?	<input type="checkbox"/>	<input type="checkbox"/>
12. If <i>deferred</i> by the PSC, has the Secretary of the Commission consulted with the relevant Director-General on any appropriate action required?	<input type="checkbox"/>	<input type="checkbox"/>
13. If <i>approved</i> by the PSC, has the successful applicant accepted the job offers by signing a copy of the job offer letter and all relevant documents placed on a Personal file?	<input type="checkbox"/>	<input type="checkbox"/>
14. Have all eligible and unsuccessful shortlisted applicants been advised	<input type="checkbox"/>	<input type="checkbox"/>

and all relevant documents placed on the Recruitment file?

15. All formal qualification from the applicants needs to be certified by Commissioner of Oath.

## ***2.11 Special Cases of Recruitment***

(a) Unless otherwise determined by the Commission from time to time, the recruitment policy specified in this Manual does not need to be applied in full to the following categories of staff members, subject to any merit requirements of the Public Service Act being met:

- i. any person engaged temporarily to work in a position in a Ministry's office;
- ii. temporary salaried employees engaged under Section 30 of the *Public Service Act* for a period no longer than six (6) months;
- iii. contract employees must not be engaged more than four (4) years, as per section 15 of the Employment Act [CAP 160];
- iv. daily-rated workers must not be engaged more than four (4) years, as per section 15 of the Employment Act [CAP 160];
- v. acting in the position at the same salary level is to be filled by an employee (outside appointments remain subject to this policy);
- vi. an acting appointment at a higher salary level where the duration of appointment, or series of appointments, will not exceed six (6) months;
- vii. the permanent appointment of an employee to a higher post in circumstances specified in section 2.9 of this chapter;
- viii. a transfer authorized under section 21(3) and 26(1) of the *Public Service Act* where the position is at the same salary level;
- ix. an employee appointed or transferred to another position as a result of actions taken under section 27 of the *Public Service Act*. Such appointments should be at the same salary level;
- x. an expatriate engaged on a contract basis to meet a local staff shortage, subject to the original request and appointment being approved by the Commission;
- xi. an expatriate engaged through *Government Contracts and Tenders Act [Cap. 245]*.

(b) All appointments under paragraph (a)(i)(ii)(iii) and (iv) above must be engaged under contract of employment if service is to be provided for more than 14 calendar days.

### ***2.11.1 General Conditions of Eligibility for Appointment***

- (a) No person may be appointed to a position in the Public Service unless they meet the following criteria:
- i) They are a citizen of Vanuatu.
  - ii) They fulfill the physical requirements for the appointment, if applicable.
  - iii) They are at least 18 years of age.

- iv) They are under 60 years of age, except for appointment on contract.
  - v) They have a working knowledge of English, French, and Bislama.
  - vi) They are of good and acceptable character.
- (b) Notwithstanding paragraph (a), a person:
- (i) with a criminal conviction may be considered for appointment if they have not been convicted of an offence for a period of at least four (4) years, and there is no known reason to believe that they are not a reformed character and fit for appointment to the Public Service, or as the Commission may determine; o
  - (ii) who is dismissed on a compulsory basis or resigned from the Public Service as a result of a disciplinary matter may be considered for reappointment if the date of dismissal or resignation is two (2) years from the new proposed appointment date, or as the Commission may determine.
  - (iii) who voluntarily resigns from the Public Service in good faith may be reappointed after one (1) year from the date of their resignation.
- (c) The PSC may establish a pool of retired employees to retain and utilise their skills and knowledge for future employment.
- (d) The Commission may determine any other general conditions of eligibility under this section.

### ***2.11.2 Temporary Salaried Employees***

1. The eligibility of a temporary salaried employee to become a permanent employee must be based on a very satisfactory performance assessment for six (6) months;
2. If a position is vacant and budgeted for, and a Director-General, Director, or equivalent position intends to employ a person on permanent basis against the vacant position, they may engage the individual directly as a temporary salaried employee.
3. For the avoidance of doubt, a contract employee must not be directly appointed to a permanent position.
4. Under no circumstances are contract employees to commence duty prior to the approval of the Commission. The Commission may terminate any contract made without its prior approval.
5. Temporary salaried employees may be engaged for a period not exceeding six (6) months if there is an approved established position. The engagement is typically to cover the absence of an employee during periods of leave or to fill a temporary vacancy pending recruitment process.
6. Paragraph (a) does not apply to the following categories:
  - i) Secondment;
  - ii) Study leave;

- iii) Sabbatical leave;
  - iv) Leave without pay.
7. All requests to engage temporary salaried employees must be submitted to the Commission for approval on the *Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee Form* (PSC FORM 3-7) and be supported by a *Financial Visa*, a *Job Application* (PSC FORM 3-2) completed by the proposed employee, and the approved Job Description (PSC FORM 2-1) for the position to be occupied. Under no circumstances should temporary salaried employees commence duty prior to the approval of the Commission.
  8. If approved by the Commission, the Secretary is to make an offer of employment to the recommended applicant, including his or her contract of employment.
  9. The code of conduct is to be provided with the job offer letter. The applicant must sign and return the acceptance of offer letter, including the contract of employment, to the Ministry or Department HRO, acknowledging acceptance of the offer under the terms and conditions advised prior to taking up duty.
  10. The Secretary is to inform the Ministry or Department HRO of the decision by providing the original approved *Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee* – (PSC FORM 3-7). Copies of these documents are to be retained by the OPSC and placed on a personal file.
  11. A person must not be employed as temporary salaried employee unless he or she is:
    - i) able to perform the requirements of the job; and
    - ii) under 18 years of age; and
    - iii) over 60 years of age; and
    - iv) of good character; and
    - v) employed for a period of more than six (6) months.

### **2.11.3 Recruitment of Daily Rated Workers**

- (a) Daily rated workers are employed in situations where the work required, due to its temporary, fluctuating, or special nature does not justify the permanent employment of an individual.
- (b) Daily rated workers are not required to undergo the formal recruitment processes outlined in this Manual.
- (c) Whenever the need arises to employ daily rated workers for more than 14 calendar days, it is mandatory to invite applications from multiple individuals. A comparative assessment of the applicants against the Job Description criteria should be conducted by a representative of the Department or Ministry with technical knowledge, in collaboration with the Ministry or Department HRO.
- (d) Daily rated workers may be employed for a maximum period of 30 calendar days, provided there is adequate budgetary provision by the Department or Ministry.



- (e) Requests to employ daily rated workers must be submitted to the Commission for approval using the *Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee Form* (PSC FORM 3-7). This submission must be supported by a *Job Application* (PSC FORM 3-2) completed by the staff member, a *Job Description* (PSC FORM 2-1), and an approved financial visa in cases where the proposed duration of the employment exceeds six (6) months. Under no circumstances should daily rated workers commence duty before Commission approval.
- (f) If approved by the Commission, the Secretary shall make an offer of employment to the recommended applicant, including the contract of employment.
- (g) The code of conduct should be provided with the job offer letter. The applicant must sign and return the acceptance of the offer letter, including the contract of employment, to the Ministry or Department HRO, acknowledging acceptance of the offer under the terms and conditions advised prior to taking up duty.
- (h) The Secretary shall inform the Ministry or Department HRO of the decision by providing the original approved *Request to Employ a Temporary Salaried Employee, a Daily Rated Worker or a Contract Employee* – (PSC FORM 3-7). Copies of these documents will be retained by the OPSC and placed on a personal file.
- (i) To be employed as a daily-rated worker, a person must:
  - i) be able to perform the requirements of the job;
  - ii) be at least 18 years of age or older;
  - iii) be under 60 years of age;
  - iv) exhibit good and acceptable behaviour; and
  - v) be employed for a period not exceeding four (4) years.

#### **2.11.4 Engagement of Contract Employees**

- (a) Contract Employees may be engaged for up to a maximum of four (4) years for normal contract positions. This is applicable when the nature of the work to be performed involves short-term specialist services with specific Terms of Reference.
- (b) A person employed under contract is not an employee.
- (c) Any change of status of employment from contract to temporary and to permanent status is to be referred to the Commission for consideration and approval.
- (d) The Commission may consider and approve changes of status of employment from contract to temporary and to permanent status based on a formal request from a Director, Director-General, or equivalent position. The requesting party must provide the following reasons:
  - i) the person has a proven employment record and necessary qualification and experience for the position; and
  - ii) Provide Performance appraisal with the rating of 3.5 and above; and
  - iii) Terms and conditions of his or her employment contract must be aligned with the Job description of existing position.

- (e) All requests to engage contract employees are to be submitted to the Commission for approval on the *Contract Employee Form* (PSC FORM 3-7). The Submission should be supported by a *Job Application* (PSC FORM 3-2) completed by the person and Terms of Reference.
- (f) If approved, the Secretary, along with the relevant Director-General, Director, or equivalent position, and person concerned must sign the Agreement of Service. Copies of these documents will be retained by the OPSC and placed on a personal file.

### **2.11.5 Minimum Content of Job Vacancy Advertisements**

- (a) Include the specific Ministry, Department, and Section/Unit related to the job vacancy.
- (b) Specify the job title, recently approved salary level, appropriate checked position number, and the location of the advertised job.
- (c) The duties of the position appearing in the advertisement should be based on the approved Job Description. The advertisement should cover the duties of the position in the form of a general, abbreviated statement. [NOTE: *This is not required if an information package is available providing this information*].
- (d) The selection criteria should summarise the essential skills, competencies, knowledge, qualifications and experience required for the position. A distinction needs to be made between those requirements considered essential to perform the duties of the position and those which are desirable. [NOTE: *This is not required if an information package, including the job description form and a PSC job application form is available providing this information*].
- (e) Essential qualifications are educational and professional qualifications that must be possessed by the occupant to legally discharge the duties and responsibilities of the position (e.g. solicitor or lawyer, medical practitioner etc.). These qualifications should be included advertisement if the qualifications are legally required for the position.
- (f) The HRO's within the Ministry or Department shall be the contact employee to provide additional information about the position and an information package, *including the job description form and a PSC job application form* to prospective applicants.
- (g) The advertisement must inform potential applicants that they have to submit a completed *Public Service Job Application Form* when applying for a vacancy in the Public Service.
- (h) In most cases, the closing date should be fourteen (14) calendar days after the day of first publication of the job vacancy advertisement and twenty-one (21) calendar days for senior executive positions. When setting a closing date, consideration needs to be given to the access of all prospective applicants to the advertisement (e.g. those in remote areas). In such cases, an extended closing date should be considered.
- (i) The postal and email address of Ministry or department must be included in all advertisements to enable applicants to address their applications.
- (j) Applications may be submitted in English, French or Bislama.

### **2.11.6 Code Of Conduct**

The “Code of Conduct” governing the actions and behaviour of a staff member of the public service is contained in Part V, Sections 32, 33, and 34 of the *Public Service Act*. It is compulsory that all staff members appointed to any position within the public service must sign the code of conduct as detailed below:

### ***2.12 Private Employment and Elections***

- (1) Subject to section 32(1) of the *Public Service Act*, a staff member must not engage in private employment during official hours.
- (2) Subject to section 32 (2) of the *Public Service Act*, a person who intends to become a candidate for election to Parliament, provincial government, municipal council must resign from the Public Service as per Chapter Seven (7) of this Manual.

### ***2.13 Secondment***

- (1) Subject to section 32A of the Public Service (Amendment) Act No. 1 of 2011 a person may be seconded to a Ministry, Department or state agency subject to approval of the Commission.

### ***2.14 Fees for Official Services***

- (1) Subject to section 33(1) (2) (3) of the *Public Service Act*, a staff member must not be remunerated beyond the approved salary and allowances by the Commission unless otherwise provided for by any other relevant legislations.
- (2) Paragraph (1) above shall apply to all staff members, including Directors, or equivalent positions, Director-General, Provincial Secretary-General, Secretaries, and Town Clerks positions.

### ***2.15 Staff Members Obligations***

- (1) Subject to section 4 and section 34(1) of the *Public Service Act*, all staff members, including Directors, or equivalent positions, Director Generals, Provincial Secretary Generals, Secretaries, and Town Clerks positions, must not conduct themselves in a manner that contradicts good and acceptable behavioural and ethical standards.
- (2) Failure to comply with any provision in this chapter is subject to disciplinary action.

## **FORMS FOR CHAPTER 3: RECRUITING AND SELECTING STAFF**

## APPROVAL TO ADVERTISE A VACANCY FORM

**JOB TITLE:** \_\_\_\_\_ **POST NO.** \_\_\_\_\_

**SALARY VT.** \_\_\_\_\_ **GRADE:** \_\_\_\_\_ **LOCATION:** \_\_\_\_\_

**MINISTRY:** \_\_\_\_\_ **DEPARTMENT:** \_\_\_\_\_

### ADDITIONAL INFORMATION AND DOCUMENTS REQUIRED:

- 1 Has a Job Description been developed for the position? (The Job Description must be an accurate description of the duties of the post. Please attach a copy to this form).
- 2 Has an Organization chart been developed that clearly shows where the position fits into the Department's structure? (*Please attach a copy of the PSC approved Organization chart and circle the vacant position for which approval is being requested to this form.*)
- 3 What are the selection criteria for the position? (Please list the selection criteria from section 17 of the job description form.).

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

- 4 Has a Job Advertisement been developed for the vacancy? (Please prepare a Job Advertisement for advertising the vacancy and attach a copy. Please note that the selection criteria placed in the advertisement must be the same as the selection criteria identified in section 3 above).
- 5 Has a Financial Visa from the Department of Finance been obtained for this vacancy, stating that there is sufficient funding available for the position? (*Please attach a copy.*)

I certify that the attached *Job Description* is accurate and up-to-date and that there is sufficient funding available in the Department/Ministry's budget for this position.

\_\_\_\_\_  
**Name of Director of Department**

\_\_\_\_\_  
**Signature of the Director of Department**

**Date:** \_\_\_\_\_

\_\_\_\_\_  
**Name of the Director –General of Department**

\_\_\_\_\_  
**Signature of the Director-General of Ministry**

**Date:** \_\_\_\_\_

\_\_\_\_\_  
 [for OPSC use only]

**Date request received:** \_\_\_\_\_

**Approved/Not approved - Secretary, OPSC, Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Ministry informed on:** \_\_\_\_\_ **Position Advertised on:** \_\_\_\_\_

# PUBLIC SERVICE JOB APPLICATION FORM

*A separate application must be submitted for each job you apply for.*

**1. DETAILS OF JOB VACANCY:**

**JOB TITLE:** \_\_\_\_\_ **POST NO:** \_\_\_\_\_

**LOCATION:** \_\_\_\_\_ **MINISTRY:** \_\_\_\_\_

**DEPARTMENT:** \_\_\_\_\_

**2. PERSONAL DETAILS:**

**NAME:** \_\_\_\_\_

**ANY OTHER NAME YOU ARE KNOWN AS:** \_\_\_\_\_

**MAILING or EMAIL ADDRESS:** \_\_\_\_\_

**DATE OF BIRTH:** \_\_\_\_\_ (Attach certified copy of birth certificate)

**MALE:** \_\_\_\_\_ **FEMALE:** \_\_\_\_\_ **NATIONALITY:** \_\_\_\_\_

**3. ACADEMIC QUALIFICATION:**

*(List Three Highest RELEVANT Academic Qualification you have attended in chronological order starting with the latest. Attach certified copies of Academic qualifications.)*

NAME OF ACADEMIC INSTITUTION	FROM	TO	QUALIFICATION OBTAINED

**4. TRAININGS:**

*(List RELEVANT trainings you have attended and include any short courses in chronological order starting with the latest. Attach certified copies of training certificates that you have.*

<b>NAME OF INSTITUTION / ORGANIZATION</b>	<b>FROM</b>	<b>TO</b>	<b>RECOGNITION / CERTIFICATION OBTAINED</b>

**5. LANGUAGE ABILITY:** *(Please tick the appropriate box. DO NOT attach any certificates).*

<b>LANGUAGES</b>	<b>WRITTEN</b>			<b>SPOKEN</b>		
	<b>Good</b>	<b>Basic</b>	<b>None</b>	<b>Good</b>	<b>Basic</b>	<b>None</b>
<b>English</b>						
<b>French</b>						
<b>Bislama</b>						



**6. PREVIOUS EMPLOYMENT:**

*(Please list recent, relevant previous employment in chronological order starting with your latest job. Attach a separate piece of paper if more space is required. Please also attach your resume or CV and any work or personal references you want us to see).*

<b>Organization</b>	<b>Position</b>	<b>From</b>	<b>To</b>	<b>Reason for leaving</b>

**6. SUPPORTING STATEMENT:** Please attach a written statement of up to 3 pages stating how you satisfy the selection criteria specified in the job description/advertisement.

*Wherever possible you should relate this statement to the duties, responsibilities and qualifications required for the position, so please be as specific as possible in describing how your experience and qualifications make you suitable for the job. You must show the Selection Committee how you are specifically suited to the job and the best applicant. If you do not provide this statement, your application may not be considered by the Selection Committee.*

**7. REFEREES:** Please provide the names and phone numbers of three relevant work referees:

1. Name: \_\_\_\_\_ Daytime Phone: \_\_\_\_\_

2. Name: \_\_\_\_\_ Daytime Phone: \_\_\_\_\_

3. Name: \_\_\_\_\_ Daytime Phone: \_\_\_\_\_

**8. CRIMINAL RECORDS CHECK:** Do you have a criminal record; any criminal convictions; or any current legal proceedings against you?: NO YES *(please CIRCLE answer).*  
*If yes, please provide details on a separate piece of paper in a sealed envelope and attach it to this form. This information will be kept confidential and only be seen by the Selection Committee.*

**9. CERTIFICATION AND AUTHORISATION:** I hereby certify that the information given in my job application is true and correct. I also acknowledge that if I am appointed on the basis of any false information that I provide, my appointment will be revoked by the Public Service Commission. I also authorise the Selection Committee for the job or the relevant Ministry to undertake any necessary checks to confirm the information provided by me.

**10. SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

# INDIVIDUAL APPLICANT FIRST ASSESSMENT FORM

*This form is to be filled out by the Selection Committee for the purpose of short-listing and any further assessment. A completed form is to be attached to each separate job application.*

**JOB TITLE:** \_\_\_\_\_ **GRADE:** \_\_\_\_\_ **POST No:** \_\_\_\_\_

**MINISTRY:** \_\_\_\_\_ **DEPT:** \_\_\_\_\_ **LOCATION:** \_\_\_\_\_

**APPLICANT'S NAME:** \_\_\_\_\_

**SECTION 1: ASSESSMENT OF APPLICANT AGAINST SELECTION CRITERIA**

*(In each row, write down one of the selection criteria. Generally, there should be no more than six)*

<b>1.</b>											<b>Score</b>
<i>Poor</i>		<i>fair</i>			<i>good</i>		<i>excellent</i>		<i>outstanding</i>		
0	1	2	3	4	5	6	7	8	9	10	
<b>2.</b>											<b>Score</b>
<i>Poor</i>		<i>fair</i>			<i>good</i>		<i>excellent</i>		<i>outstanding</i>		
0	1	2	3	4	5	6	7	8	9	10	
<b>3.</b>											<b>Score</b>
<i>Poor</i>		<i>fair</i>			<i>good</i>		<i>excellent</i>		<i>outstanding</i>		
0	1	2	3	4	5	6	7	8	9	10	
<b>4.</b>											<b>Score</b>
<i>Poor</i>		<i>fair</i>			<i>good</i>		<i>excellent</i>		<i>outstanding</i>		
0	1	2	3	4	5	6	7	8	9	10	
<b>5.</b>											<b>Score</b>
<i>Poor</i>		<i>fair</i>			<i>good</i>		<i>excellent</i>		<i>outstanding</i>		
0	1	2	3	4	5	6	7	8	9	10	
<b>6.</b>											<b>Score</b>
<i>Poor</i>		<i>fair</i>			<i>good</i>		<i>excellent</i>		<i>outstanding</i>		
0	1	2	3	4	5	6	7	8	9	10	

**TOTAL SCORE:**

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**SECTION 2: GENERAL COMMENTS ON THE APPLICANT**

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**SECTION 3: SELECTION METHOD USED TO ASSESS APPLICANT**

*Tick the box of the methods used to assess the applicant. You do not have to use all the methods, but only those the Selection Committee considers suitable for the nature of the job vacancy.*

**Written application**                       **Resume**                       **Work samples**

**Interviews**                                       **Practical test**                       **Referee checks**

**Other (Please describe)** \_\_\_\_\_

**SECTION 4: To be short-listed for further consideration?: YES**            **NO**     

**SECTION 5: Further consideration through referee reports?: YES**            **NO**        
*(Generally Referee Reports would only be obtained on those applicants considered for appointment to the position)*

**SECTION 6: Selection Committee authorisation:**

**Representative:**      **Name**                                      **Signature:**                                      **Date:** \_\_\_\_\_

**Department:** \_\_\_\_\_  
(Chair Person)

**OPSC OR**  
**Nominee:** \_\_\_\_\_  
(Convenor)

**Independent (Other Department or Organization):** \_\_\_\_\_

## INDIVIDUAL APPLICANT INTERVIEW ASSESSMENT FORM

*This form is to be filled out by the Selection Committee for the purpose of Interview Assessment and any further assessment.*

**JOB TITLE:** \_\_\_\_\_ **GRADE:** \_\_\_\_\_ **POST No:** \_\_\_\_\_

**MINISTRY:** \_\_\_\_\_ **DEPT:** \_\_\_\_\_ **LOCATION:** \_\_\_\_\_

**APPLICANT'S NAME:** \_\_\_\_\_

**SECTION 1: INTERVIEW QUESTIONS**

*( Ministry, Department to insert Questions for Interview)*

1.											Score
<i>Poor</i>		<i>fair</i>			<i>good</i>			<i>excellent</i>		<i>outstanding</i>	
0	1	2	3	4	5	6	7	8	9	10	
2.											Score
<i>Poor</i>		<i>fair</i>			<i>good</i>			<i>excellent</i>		<i>outstanding</i>	
0	1	2	3	4	5	6	7	8	9	10	
3.											Score
<i>Poor</i>		<i>fair</i>			<i>good</i>			<i>excellent</i>		<i>outstanding</i>	
0	1	2	3	4	5	6	7	8	9	10	
4.											Score
<i>Poor</i>		<i>fair</i>			<i>good</i>			<i>excellent</i>		<i>outstanding</i>	
0	1	2	3	4	5	6	7	8	9	10	
5.											Score
<i>Poor</i>		<i>fair</i>			<i>good</i>			<i>excellent</i>		<i>outstanding</i>	
0	1	2	3	4	5	6	7	8	9	10	
6.											Score
<i>Poor</i>		<i>fair</i>			<i>good</i>			<i>excellent</i>		<i>outstanding</i>	
0	1	2	3	4	5	6	7	8	9	10	

**SECTION 2: GENERAL COMMENTS ON THE APPLICANT**

TOTAL  
SCORE:

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**SECTION 3: SELECTION METHOD USED TO ASSESS APPLICANT**

*Tick the box of the methods used to assess the applicant. You do not have to use all the methods, but only those the Selection Committee considers suitable for the nature of the job vacancy.*

**Written application**                     
  **Resume**                     
  **Work samples**  
 **Interviews**                     
  **Practical test**                     
  **Referee checks**  
 **Other (*Please describe*)** \_\_\_\_\_

**SECTION 4: Further consideration through referee reports?:** YES  NO

*(Generally, Referee Reports would only be obtained for those short listed for Interview)*

**SECTION 5: Selection Committee authorisation:**

**Representative:      Name                                      Signature:                                      Date:** \_\_\_\_\_

**Department:** \_\_\_\_\_  
(Chair Person)

**OPSC OR**  
**Nominee:** \_\_\_\_\_  
(Convenor)

**Independent**  
**(Other Department or Organization):** \_\_\_\_\_

# COMPARATIVE ASSESSMENT OF APPLICANTS FORM

*To be filled out and signed by the Selection Committee members and attached to the Selection Outcome Report form (PSC FORM 3-5).*

**JOB TITLE:** \_\_\_\_\_ **GRADE:** \_\_\_\_\_ **POST No:** \_\_\_\_\_

**MINISTRY:** \_\_\_\_\_ **DEPT:** \_\_\_\_\_ **LOCATION:** \_\_\_\_\_

**SELECTION PANEL:** *(Ministry/Department Responsible for Recruitment should directly be the Panel Convener)*

<b>Representative:</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
------------------------	-------------	------------------	-------------

**Department:** \_\_\_\_\_

**OPSC or Nominee:** \_\_\_\_\_

**Independent:** \_\_\_\_\_  
*Other Department or Organization)*

**COMPARATIVE RANKING OF APPLICANTS:** *(Place recommended applicant first)*

Name of Applicant	Comments
<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	
<b>5.</b>	
<b>6.</b>	

**RECOMMENDED APPLICANT:** \_\_\_\_\_

**ELIGIBLE CANDIDATE:**1. \_\_\_\_\_

2. *(if any):* \_\_\_\_\_

# SELECTION OUTCOME REPORT

(NOTE: This form **MUST** be attached to the Comparative Assessment of Applicants Form (PSC FORM 3-4) completed by the Panel).

JOB TITLE: \_\_\_\_\_ GRADE: \_\_\_\_\_ POST NO: \_\_\_\_\_

MINISTRY: \_\_\_\_\_ DEPT: \_\_\_\_\_ LOCATION: \_\_\_\_\_

RECOMMENDED APPLICANT: \_\_\_\_\_

ELIGIBLE APPLICANT1. \_\_\_\_\_

2. (if any): \_\_\_\_\_

(Ranked in order of merit commencing with the next most suitable applicant)

**1. DIRECTOR OF DEPARTMENT or PSC CONVENOR (if Director General, Director or Equivalent Position)**

Comments:

\_\_\_\_\_

Recommendation Supported (Please circle) Yes/No

I certify that the merit selection procedures set out in the Staff Manual have been followed.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**2. DIRECTOR-GENERAL OF MINISTRY or PSC CONVENOR (if Director General, Director or Equivalent Position)**

Comments:

\_\_\_\_\_

Recommendation endorsed (Please circle) Yes / No

I certify that the merit selection procedures set out in the Staff Manual have been followed and that sufficient funding is available in the Department's budget to fill this position.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**3. Decision of PUBLIC SERVICE COMMISSION**

*(This section is for OPSC records (CSU))*

Date of PSC Meeting: \_\_\_\_\_ Decision: \_\_\_\_\_ Approved/Not Approved  
(Please circle)

Comments: \_\_\_\_\_

# PERMANENT APPOINTMENT REPORT

**NOTE:** This form is to be used in accordance with sections 23 and 25 of the *Public Service Act and* section 2.6.1 of Chapter 2 and section 2.9 of Chapter 3 of this Manual for the permanent appointment of a staff member who has been acting in a higher post for at least 6 months. A copy of the job description for the acting post, a financial visa, and performance appraisal is to be attached to this form.

The information in this form shall be used by the Commission to assist in satisfying itself that merit and equity criteria have been satisfied.

Staff Members Name: \_\_\_\_\_

Staff Members Substantive Position: \_\_\_\_\_ Post No: \_\_\_\_\_ Grade: \_\_\_\_\_

Staff Members Acting Position: \_\_\_\_\_ Post No: \_\_\_\_\_ Grade: \_\_\_\_\_

Employment Status: Officer/Daily Rated Worker/Temporary Salaried Employee  
(Please circle relevant status)

Period the staff member has been Acting in the Position - FROM: \_\_\_\_\_ TO: \_\_\_\_\_

Does the staff member have the Required Qualifications and experience as per the job description Yes  No  (Attach required documents)

What languages, other than English, French, and Bislama, does the staff member speak:

\_\_\_\_\_

What is the staff members Island or Country of Origin: \_\_\_\_\_

\_\_\_\_\_

Gender Male  Female:

Why was the staff member selected to Act in the Post: Please attach report setting out reasons including experience to why the staff will occupy the Position on Permanent Basis by Director General or Director.

Are there any other staff within the Ministry below the level of the grade of the acting post who would be capable of performing the duties of the position: \_\_\_\_\_

I recommend the staff member be appointed to the Position on a permanent basis

\_\_\_\_\_  
Signature of Director Date: \_\_\_\_\_

\_\_\_\_\_  
Signature of Director-General Date: \_\_\_\_\_



**Public Service Commission Decision:**  
*(This section is for OPSC records (CSU))*

Approved/Not Approved at PSC Meeting No: \_\_\_\_\_ Held on: \_\_\_\_\_

Date Director-General Advised of Decision: \_\_\_\_\_

Date Letter of Appointment issued to staff member (if approved by Commission):  
\_\_\_\_\_

# REQUEST TO EMPLOY A TEMPORARY SALARIED EMPLOYEE, A DAILY RATED WORKER OR A CONTRACT EMPLOYEE

NAME OF PROPOSED EMPLOYEE: \_\_\_\_\_  
(Person MUST complete and attach a Job Application (PSC Form 3-2))

IS THE PERSON EMPLOYED IN AN ESTABLISHED POST: YES  NO

IF YES, PLEASE PROVIDE THE FOLLOWING DETAILS:

POST TITLE: \_\_\_\_\_

POST NO: \_\_\_\_\_ POST LEVEL: \_\_\_\_\_

(Please attach a copy of the approved job description form)

IF NOT AN ESTABLISHED POST, PLEASE PREPARE TERMS OF REFERENCE AND ATTACH TO THIS REQUEST FORM

REASONS WHY IT IS NECESSARY TO EMPLOY THIS ADDITIONAL STAFF MEMBER:

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HOW WAS THE PROPOSED EMPLOYEE SELECTED?

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IS THE PERSON TO BE EMPLOYED AS A (Place a cross in the appropriate box)

TEMPORARY SALARIED EMPLOYEE  (generally applicable where there is an established position and a person is required to cover the absence of an officer on leave or to fill a temporary vacancy pending recruitment action– maximum period of employment is 6 months-an approved financial visa is to be attached to this Request Form)

DAILY RATED WORKER  (Applicable where there is no established position and the work to be performed by reason of its temporary, fluctuating or special nature does not warrant the employment of a permanent officer – maximum period of employment is 3 years – an approved financial visa is to be attached to this Request Form for proposed periods of employment in excess of 6 months)

CONTRACT EMPLOYEE  (Applicable where it is necessary to employ short term specialist services; generally where there is no established position and where it is inappropriate for a person to be employed on a permanent basis – maximum period of employment is 6 months-an approved financial visa is to be attached to this Request Form.)

Note: If it is proposed to employ the person as a contract employee, please complete an unsigned Agreement of Service and attach to this Request Form.

PROPOSED PERIOD OF EMPLOYMENT: FROM \_\_\_\_\_ TO \_\_\_\_\_

NOTE: EMPLOYEE MUST NOT COMMENCE DUTY PRIOR TO OBTAINING THE APPROVAL OF THE PUBLIC SERVICE COMMISSION

PROPOSED SALARY LEVEL: VT \_\_\_\_\_ )

**CERTIFICATION**

I hereby certify that:

- (1) The employment of this person is essential for the Department to maintain an adequate level of service delivery to our clients;
- (2) Funds are available to cover the cost of salary for the full period of the proposed period of employment; and

**DIRECTOR**

Name of Director: \_\_\_\_\_

Signature: \_\_\_\_\_

Name of Department: \_\_\_\_\_

Date: \_\_\_\_\_

**DIRECTOR-GENERAL**

I support the Director's request.

Name of Director-General: \_\_\_\_\_

Signature: \_\_\_\_\_

Name of Ministry: \_\_\_\_\_

Date: \_\_\_\_\_

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**TO BE COMPLETED BY THE SECRETARY, OPSC**

Approved: Yes  No  (Place a cross in the appropriate box)

**SECRETARY**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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**OPSC OFFICE USE ONLY (CSU)**

Ministry advised of decision on: \_\_\_\_\_

Temporary Salaried Employee or Daily Rated Worker Job Offer Letter issued and a copy forwarded to the Ministry on: \_\_\_\_\_

OR

Signed Agreement of Service (for contract employee) forwarded to Ministry on: \_\_\_\_\_

## CHAPTER 4 – Terms and Conditions of Employment

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### 1. Introduction

Section 15 of the *Public Service Act* places a duty on the Public Service Commission to act as a good employer. The objective of the terms and conditions outlined in this chapter is to offer appropriate remuneration, cover work-related expenses incurred by a staff member, and address their social needs effectively. An essential component of being a good employer is to provide a range of terms and conditions that are fair, equitable, and meet the needs of staff members while being simple and cost-effective to administer. The following terms and conditions apply to all categories of employment in the Public Service (i.e., permanent employees, contract officers, temporary employees and daily-rated workers) except where exceptions are noted or have been authorized by the Commission.

### 2. Salary and Incremental Payments

#### 2.1 Salary payments

- (a) A staff member is entitled to a salary set out in the Public Service Salary Structure as determined by the Government Remuneration Tribunal corresponding to the grade of position specified by the Commission.
- (b) The Public Service Salary structure is as set in (**Table 4-1**).

##### 2.1.1 Incremental Progression

- (a) A Directors-General, Director, Secretary or equivalent positions may approve standard increments in accordance with this section.
- (b) If a staff member is refused an increment on the grounds of unsatisfactory performance, they have the right to appeal to the Commission.
- (c) Except in circumstances specified in paragraph (d) and subject to any stated restrictions on increments in the Letter of Appointment, an employee is entitled to be assessed for the next increment point increase *within* the salary band in which they are permanently appointed. This assessment should be based on certification of very satisfactory work performance in writing by their Director, or the Director-General, the Secretary or equivalent position.
- (d) Incremental progression must occur every two (2) years of continuous employment if the employee maintains a performance level of Very Satisfactory or above.
- (e) In exceptional cases of outstanding performance, a Director-General may recommend to the Commission that an employee be granted an increment increase before the end of the two (2) year' period of continuous employment. In this circumstance, it is recommended that only an employee who earns a rating of **Excellent** and **Very Satisfactory** would be eligible for a salary or accelerated increment.
- (f) A staff member who is demoted as a result of a Disciplinary Board Hearing, must not receive any increment.

- (g) A salary increment must be within the same band, and any increase of the salary band must be approved by a Director or equivalent position and a Director General.
- (h) A staff member who attends short-term training for a period of six (6) months within a two (2) years' period on a full salary is eligible for an incremental progression review.
- (i) If a staff member has undertaken full-time study, whether in-country or overseas, over a period of 12 months, they must not be considered for incremental progression if they are not physically present at the place of work to carry out their duties and responsibilities. However, a staff member is eligible for an incremental progression review after 12 months from the return-to-work date.

### **3. Hours of Work**

#### ***3.1 Starting and Finishing Times***

- (a) The standard hours of work per week in the public service are forty (40) hours.
- (b) A staff member must normally work between the following starting and finishing times: 8:00AM to 12:00 PM and 1:00 PM to 5:00 PM.
- (c) Despite paragraph (b), a staff member may obtain the prior consent of their Director-General, Director, Secretary, or equivalent position (where applicable) to vary the starting and finishing times to best enable the Ministry or Department to deliver its services outside the normal standard hours of work per week.
- (d) The Secretary must be notified of any variation under paragraph (c) made by the Director General, Director, or equivalent position.

### **4. Work Related Allowances**

#### ***4.1 Overtime Payments or Time Off In Lieu Of Overtime Payments***

- (a) Overtime refers to hours worked beyond the actual number of standard working hours in the calendar month, calculated as the number of working days multiply by 8 hours per day.
- (b) An employee in level or grade PS1.1 to PS 6.4 or equivalent to this salary scale of the Public Service is eligible for overtime payment or time off in lieu provisions on the basis of 1 ¼ hours off for each additional hour worked. If an employee selects to take time off in lieu of overtime payment, such time must be taken within 3 months of the date approved.
- (c) An employee in level or grade of PS 7.1 and above or equivalent to this salary is eligible for time off in lieu provisions on the basis of 1 ¼ hours off for each additional hour.
- (d) For purposes of calculating the extent of overtime or time off in lieu of overtime payments due to a staff member at the end of each calendar month, the total hours of work actually performed or hours during which a staff member is required to be in attendance at the place of work are to be determined by a timesheet.

- (e) Any hours in excess of the standard working hours for the calendar month that have been worked at the direction of a supervisor constitute the staff member's overtime entitlement. However, a staff member must work a minimum of one hour in excess of the standard hours during a working day in order to qualify for overtime payment or time off in lieu provisions.
- (f) All claims for overtime payment must be made using prescribed *Overtime Claim Form (PSC FORM 4-2)* and be endorsed by the employee's immediate supervisor and Director, Director-General, Secretary or equivalent position. A staff member must only claim for overtime if directed by a supervisor to work overtime. No claim is payable where a staff member works overtime without his or her supervisor's written approval.
- (g) All claims for overtime must be assessed under the following conditions:
  - (i) verification with timesheet provided by a staff member;
  - (ii) overtime is settled during the same financial year;
  - (iii) immediate additional tasks performed after standard working hours; and
  - (iv) a written approval of the superior and director before performing the task (**FORM 4-2**) must be filled for this purpose).
- (h) The *Overtime Claim Form* must be forwarded to the responsible manager to consider the claim before submitting it to the Director-General, Director, Secretary or equivalent position for approval.
- (i) If a staff member elects to take time off in lieu of overtime payment, every effort is to be made for the time to be taken within the financial year.
- (j) A Ministry or Department must ensure that all overtime claims submitted before the end of a financial year are settled within that period.
- (k) A Director, Director-General, Secretary, or equivalent position must ensure that no work is performed as overtime unless it is essential to be performed outside of the standard working hours.
- (l) The rate of the allowance is as specified in the attached *Allowances and Additional Payments Table (Table 4-17)*.
- (m) A person who fails to comply with a provision of this section commits a disciplinary offence and is subject to PSC disciplinary process under Chapter 6 of this manual.

#### **4.1 Unsocial Hours Payments**

- (a) Unsocial hours bandwidth means 8:00 am to 5:00 pm Saturdays, Sundays and Official Public Holidays.
- (b) Except for staff members employed on regular alternating or regular rotating night shifts, all categories of staff members are entitled to additional unsocial hours' payment for work performed during unsocial hours, regardless of whether it falls within their normal working hours or is overtime. (In other words, regular working hours within the unsocial hours bandwidth are compensated at the ordinary hourly

rate plus the unsocial hours' payment, while overtime during unsocial hours is paid at the overtime rate plus the unsocial hours' payment.)

- (c) Eligibility for unsocial hours' payments aligns with that of overtime payments, as specified in this chapter. Work conducted during unsocial hours must be at the direction of a supervisor and is payable to a staff member on Salary Scale Grade/Level PS1.1 to PS 6.4 or equivalent to this salary scales and all daily-rated workers.
- (d) The rate of the allowance is as specified in the attached *Allowances and Additional Payments Table* [**Table 4-2**].

## **4.2 Allowance Payments**

### **4.2.1 Acting Allowance for Director-General, Directors, Secretary, Provincial Secretary, Town Clerk and, Equivalent Position**

- (a) Using the prescribed *Acting Allowance Form (PSC FORM 4-3)* a Director, (or in the case of a Director level position, a Director-General) may, subject to paragraph (d), approve an employee being appointed to act in another position and be paid an acting allowance, if the other position is remunerated at a higher level than the employee's substantive salary/position.
- (b) Acting appointments must be for a relatively short period, minimum of six (6) months only, and, except for circumstances specified in paragraph (c), no staff member may be appointed to act in a position for a period exceeding six continuous months.
- (c) A staff member who undertakes a sabbatical leave, leave without pay, secondment or is on full-time education and training programs or if a position becomes vacant for a period exceeding 6 months, the relevant Director General, Director or equivalent position or the Secretary may appoint an employee acting for the full period of the absence of the incumbent subject to the merit and equity requirements being satisfied.
- (d) All acting appointment for a Director-General position must be assessed by OPSC prior submission to the Commission for consideration.
- (e) Any continuous period of acting appointments to the position of Secretary or Director or Director-General or equivalent position for at least 5 calendar days may be approved by the Director of the Department or Director-General of the Ministry in which the employee is located. The acting allowance is to be calculated at the rate specified in (**Table 4-3**).
- (f) An employee acting in a Director-General position must be an employee performing in the Director-level position or equivalent position. In the case of a Director-level position or equivalent position, an employee acting must be an officer performing in a managerial level. A nomination of acting position must be approved by the Secretary prior to the employee undertaking the responsibilities.
- (g) If an employee from the Office of the Public Service Commission (OPSC) is acting in a Secretary-General position at the provincial level, they must be based in the province. In the absence of such an employee, the Provincial Secretary-General has

the authority to appoint a member from the Provincial Technical Advisory Committee (PTAC) as an acting substitute.

- (h) If an employee is acting in a Town Clerk position at the municipality, they must be a public servant nominated by the Director-General of the relevant Ministry and endorsed by the Commission.
- (i) In the case of Director-General, Director, Provincial Secretary General, Town Clerk or equivalent position, any continuous period of acting exceeding five (5) calendar days must be submitted to the Commission for approval. This submission should use the prescribed *Acting Allowance Form*, accompanied by a report explaining how the merit and equity requirements have been satisfied.
- (j) During any periods of leave (maternity leave, annual leave, compassionate leave, sick leave) more than five (5) continuous days, an acting allowance must not be paid.

#### 4.2.2 *Acting Allowance For Employee Below Secretary, Director or Equivalent Position, Director-General, Provincial Secretary General and Town Clerk*

- (a) The Secretary, Directors-General, Director or equivalent position may, subject to the conditions specified in paragraph (b), approve acting appointments for periods in excess of six (6) months to fill temporary vacancies caused by officers below Director level proceeding on sabbatical leave, leave without pay, secondment, full-time training.
- (b) Acting appointments must be for a relatively short period, minimum of (6) months only and, except for circumstances specified in paragraph (a), no staff member may be appointed to act in a position for a period exceeding six continuous months.
- (c) If an employee acts continuously for more than six (6) months, confirmation by the Commission in the position is required.
- (d) an employee performing a managerial role must provide a report explaining how the merit and equity requirements have been satisfied including the prescribed *Acting Allowance Form*, prior submission for approval.
- (e) If a position becomes substantively vacant and it is necessary to appoint an employee to the position in an acting capacity, options for the permanent filling of the position must be considered at the time of making the initial acting appointment. Possible options include obtaining the Secretary's to advertise the vacant position and fill it through the normal recruitment process or to transferring an employee from within the Ministry, who is at the same salary level as the vacant position, to fill the position on an acting capacity whilst the recruitment process is undertaken to have the position formalised.
- (f) The level of the acting allowance is to be determined by taking into account the difference between the employee's substantive incremental salary point and the first increment point of the salary level of the position being acted in and the extent to which the employee is performing the full range of duties of the position.



- (g) The level of the allowance must not exceed the difference between the employee's incremental salary point and the first incremental salary point of the acting position.
- (h) During any periods of leave exceeding five (5) continuous days, an acting allowance must not be paid.
- (i) An employee must not receive an acting and extra responsibility allowance concurrently. In cases where the employee is in receipt of an extra responsibility allowance and is also to be paid an acting allowance for performing duties in a higher graded post, payment of the extra responsibility allowance must cease during the period of the acting appointment. In this case, the Director or Director-General must reassign the extra responsibility duty to another staff member.

#### 4.2.3 *Extra Responsibility Allowance*

- (a) Using the prescribed *Responsibility Allowance Form (PSC FORM 4-4)*, a Director or equivalent position, through their Director-General or Provincial Secretary General, may recommend that the Secretary approve payment of an *Extra Responsibility Allowance*.
- (b) Extra responsibility must be approved by the Directors or equivalent position and Director-Generals or Provincial Secretary-General or the Secretary before undertaking the extra responsibility.
- (c) The payment of the Extra responsibility allowance must not exceed twelve (12) months.
- (d) An Extra Responsibility Allowance that is paid for a period exceeding twelve (12) months must be approved by the Secretary. However, the position must be re-evaluated and a new Job Description incorporating the additional responsibilities must be submitted to OPSC for assessment and, if appropriate, approval from the Commission.
- (e) An employee performing the duties of a vacant position with the same salary level but a different job description under another section within a Department or Ministry is entitled to claim Extra Responsibility Allowance. The rate of the allowance is as specified in the *Allowances and Additional Payments Table (Table 4-17)*.
- (f) Extra Responsibility Allowances must not be paid to an employee:
  - (g) during any period of leave (maternity leave, annual leave, compassionate leave, sick leave) taken in excess of five (5) continuous days of work done; or
  - (h) during any period where he or she is appointed to another position in an acting capacity and is paid an acting allowance.

#### 4.2.4 *Permanent Posting Allowance and Associated Costs.*

- (a) If an employee is *permanently* posted to a position at another work locality that requires the employee to change their place of residence, a one-off *Permanent Posting Allowance* and an *Establishment Allowance*, both of which are payable to assist with the incidental costs of removal and setting up home in the new locality.

- (b) The rate of the allowances is as specified in the attached *Allowances and Additional Payments Table (Table 4-17)*.
- (c) In addition, an employee's reasonable transportation and removal fees, including those for immediate family, must be paid by the Department in which the employee is or will be employed, upon production of genuine quotes for such costs. This payment covers costs for transporting the employee's personal motor vehicle or small boat.
- (d) If a husband and wife, are both permanent officers and are posted to a new locality, both officers are eligible to claim and be paid the permanent posting allowance and associated costs.
- (e) To avoid doubt, *Permanent Posting Allowances* and associated costs are only payable to permanent employees.

#### 4.2.5 *Domestic Duty Travel Allowance and Associated Costs*

- (a) An employee who is directed to travel for work purposes within Vanuatu or is away from their normal work location and required to stay overnight away from their normal place of residence is entitled to be paid a Domestic Travel Allowance upon application using the prescribed *Domestic Travel Allowance Claim Form (PSC FORM 4-5)*.
- (b) Subject to (a) above, the Domestic travel allowance is applicable on the commencing date of travelling.
- (c) The domestic travel allowance must not cover the cost of accommodation, transportation and communication. No additional amounts are payable, unless the employee establishes through written receipts that reasonable subsistence costs are higher than the prescribed amount.
- (d) An accountable imprest is to be committed against the budget of the Ministry or Department to meet the cost of accommodation, transportation, communication, and any other miscellaneous cost of the employee during the period of his or her official duty and away from his or her usual work location and residence.
- (e) The use of an accountable imprest to meet the cost under paragraph (c) above must be receipted in accordance with a standardised receipt book.
- (f) Subject to the approval of the Director or equivalent position, Director-General, or the Secretary, these costs may be paid in advance upon production of reasonable quotes or in urgent and unforeseen circumstances after the employee has returned from the official travel.
- (g) The rate of the travel allowance is as specified in the attached *Allowances and Additional Payments Table (Table 4-17)*.
- (h) It is the responsibility of the employee on official duty to retire the accountable imprest as per the Public Finance and Economic Management Act (CAP 244) after returning from his or her travel mission.

- (i) An employee is subject to the provision of the PFEM Act (CAP 244) if they fail to retire the impress.
- (j) An employee who fails to comply with this section commits a disciplinary offence and is subject to the disciplinary process under Chapter 6 of this manual.
- (k) In the case where the cost of accommodation is above VT12,000, the travelling officer is to be responsible for the addition cost.

#### 4.2.6 *Daily Subsistence Allowance*

- (a) An employee is entitled to a Daily Subsistence Allowance for meals and other living expenses during domestic duty travel away from their normal work location and residence.
- (b) The rate of Daily Subsistence Allowance for domestic duty travel is VT 7,000 per night, payable for a period not exceeding three (3) weeks.
- (c) If the period of domestic duty travel is extended beyond three (3) weeks but does not exceed five (5) weeks, a total allowance of VT150,000 allowance is payable to the employee.

#### 4.2.7 *Overseas Mission Travel Allowance and Associated Costs*

- (a) A Director, equivalent position, or Director-General must submit any proposed overseas travel on official duty by an individual officer or a group of officers participating in a Mission Group, regardless of the funding source for the proposed travel, to the Secretary for approval using the prescribed *Individual Overseas Travel Approval Form (PSC FORM 4-6)* or the *Mission Group Overseas Travel Approval Form (PSC FORM 4-7)*, as appropriate.
- (b) If the Mission Group consist of officers from more than one (1) Ministry, the Director-General of the Ministry where the Mission Group Leader is located is responsible for submitting the form on behalf of the other Directors-General.
- (c) No significant expenditure must be incurred or firm travel arrangements made before the Secretary's approval.
- (d) The cost of accommodation, transportation, communication, and other miscellaneous costs are to be covered by an accountable imprest.
- (e) It is the responsibility of the employee on overseas duty mission to retire the accountable imprest as per the Public Finance and Economic Management Act (CAP 244) after returning from his or her overseas mission.
- (f) An employee is subject to the provision of the PFEM Act (CAP 244) if he or she fails to retire the imprest.
- (g) The rate of the allowance is as specified in the attached *Allowances and Additional Payments Table (Table 4.17)*

- (h) If the cost of accommodation, transportation, or subsistence allowance is met by another party or sponsor, the Government must cover the difference between the actual cost and the applicable DSA rate, if applicable.
- (i) In the event that the sponsor or third party is only providing the cost of accommodation or airfare, the Government must fund the other relevant expenses. The employee, the Director, or the Director-General must confirm the portion of funding that will be provided by the sponsor or third party to the OPSC and the Department of Finance.
- (j) An employee must not claim an *Overseas Mission Travel Allowance* if the overseas travel is fully funded.
- (k) An employee who fails to comply with this section commits a disciplinary offence and is subject to the disciplinary process under Chapter 6 of this manual.

#### 4.2.8 *Official Overseas Mission Daily Subsistence Allowance*

- (a) An employee on approved official overseas travel is entitled to an *Overseas Mission daily subsistence allowance* to cover the costs of subsistence, food and other incidentals.
- (b) The official overseas Mission Daily Subsistence Allowance is to be provided by the relevant Ministry or Department to the employee.
- (c) The rate of Overseas Mission Daily Subsistence Allowance payable to an employee for official overseas mission travel is as specified in (**Table 4-17**).
- (d) In the event that the sponsor or the third party is only providing the cost of accommodation or airfare, the Government must fund the other relevant expenses. The employee, the Director or the Director-General must confirm to the OPSC and the Department of Finance on the portion of funding that is to be provided by the sponsor or the third party.
- (e) An employee must not claim an *Official Overseas Mission Daily Subsistence Allowance* if the overseas trip is fully funded.
- (f) An employee who fails to comply with this section commits a disciplinary offence and is subject to the disciplinary process under Chapter 6 of this manual.
- (g) The rate of the allowance shall be as specified in the attached *Allowances and Additional Payments Table* (**Table 4-17**).

#### 4.2.9 *Allowance For Sitting on Boards/Committees*

An employee who is a member of a Board or a Committee and is performing duties on behalf of the government is not entitled to receive an allowance as required by section 33 of the *Public Service Act* unless it is provided for under any other Act or regulation order.

#### 4.2.10 *Special Skills Allowance*

- (a) An employee who performs a duty that requires special and critical skills is entitled to a Special Skills Allowance upon approval of the Commission. The annual rate of the

allowance ranges from VT 120,000 to a maximum of VT 2,000,000. The allowance is to be calculated using *Point Matrix System* (**Table 4-18**) to determine the appropriate level of allowance payable,

- (b) The matrix rates of the allowance are as specified in the attached *Allowances and Additional Payments Table* (**Table 4-17**).

#### 4.2.11 Risk Allowance

- (a) A risk allowance is considered as a type of allowance payable to a staff member on merit, as an entitlement to recognise their hardship and commitment in performing duties or responsibilities under all or any of the following conditions:
  - i) during a state of emergency;
  - ii) when engaged in hazardous situation;
  - iii) when highly exposed to danger or risk due to climate change or natural disaster (cyclone, earthquake, landslide, volcanic eruption, flooding) or unforeseen circumstances;
  - iv) when highly exposed to danger zones.
- (b) A claim for risk allowance by a staff member must be submitted to the relevant Director, equivalent position, Director-General or Secretary, for consideration and approval prior to payment. Additionally, all periods of risk allowance claims must be based on working days.
- (c) Despite paragraph (a) above, a staff member whose normal duties and responsibilities require exposure to risks may claim a risk allowance as recognition of the hardship or critical situation he or she is exposed to.
- (d) A risk allowance claim referred to under paragraphs (a) and (b) above must be submitted to OPSC by using the prescribed *Risk Allowance* form (**PSC FORM 4-15**) including relevant documentation for assessment against the PSC risk allowance checklist.
- (e) The amount of risk allowance that is to be paid to a staff member is as prescribed under this Chapter.
- (f) A risk allowance must not be paid to an employee during any period of leave (maternity leave, annual leave, compassionate leave, sick leave) taken in excess of five (5) continuous days of work done.

#### 4.2.12 Temporary Transfer Allowance

- (a) If an employee is temporarily transferred to a position at another work locality within Vanuatu, away from their normal work location and residence for a period of more than 7 days but less than 30 days, they are entitled to be paid a *Temporary Transfer Allowance* of VT 2,000 per day prior to the transfer.

- (b) The rate of the allowance is as specified in the *Allowances and Additional Payments Table (Table 4-17)*.
- (c) An employee who is to spend more than thirty (30) to sixty (60) calendar days away from their work station and residence, is to be paid a lump sum amount of VT 100,000 before the transfer occurs.
- (d) A temporary transfer must not exceed sixty (60) calendar days. In the event that the period mentioned in paragraph (c) above is exceeded, the Director, or equivalent position and Director-General, Secretary must decide whether to recall the employee to his or her substantive work location or to pay an addition monthly lump sum mentioned on the same paragraph.
- (e) The timeframe of the temporary transfer must not exceed three (3) months.
- (f) An accountable imprest must be paid by the relevant Department or Ministry.

#### 4.2.13 *Panel Member Allowances*

- (a) If an employee is appointed to a Selection Panel, to assess and/or interview applicants for a vacancy within the Public Service, they are to be paid a *Panel Member Allowance* using the prescribed form **(PSC FORM 4-13)**.
- (b) If an employee is appointed to Preliminary Assessment or an Investigation Panel, the employee is to be paid a *Panel Member Allowance* using the prescribed form **(PSC FORM 4-13)**.
- (c) The rate of the allowances is as specified in the *Allowance and Additional Payments Table (Table 4-17)*.

### 4.3 *Social Benefit Allowances*

#### 4.3.1 *Child Allowance*

- (a) Upon application using the prescribed *Child Allowance Form (PSC FORM 4-9)* and approval by a Director-General, Director or equivalent position or Secretary, an employee is entitled to the payment of a child allowance for natural or adopted children for which the employee has legal custody and has financial responsibility.
- (b) The application must be submitted to the Human Resource Officer within three (3) months from the date of birth or adoption. The payment of the allowance must be backdated to the date of birth or adoption.
- (c) If the application is submitted later than 3 months after the date of birth or the date of adoption, the allowance must be paid from the date the application is submitted by the Human Resource Officer.
- (d) Adoption in accordance with native custom is to be treated for the purpose of these rules as legal adoption (any certificate signed by a local Custom Chief must be countersigned by a Magistrate) to confirm the adoption.
- (e) The rate of the allowance is as specified in the *Allowances and Additional Payments Table (Table 4-17)* of this Chapter.

- (f) A child allowance must be paid until the child reaches eighteen (18) years of age.
- (g) A child allowance is to be paid fortnightly in addition to the employee's normal salary. c
- (h) If a husband and wife or de facto partners including divorced parents are both employed as permanent officers in the Vanuatu Government, both spouses or de facto partners are eligible to be paid the child allowance.
- (i) An employee must inform the OPSC of any reason which affects their eligibility for the child allowance. This includes but is not limited to the following reasons:
  - (i) Death of a child; or
  - (ii) The child reaches 18 years of age.
- (j) An employee who makes a false declaration in order to obtain or to attempt to obtain child allowances to which they are not entitled commits a disciplinary offence and is subject to disciplinary process under Chapter 6 of this manual.
- (k) To avoid doubt, child allowances is only payable to a permanent employee. A Temporary salaried employee and daily-rated worker is not entitled to receive this benefit unless specified under the terms and conditions of their employment of contract.

## 5. Leave Conditions

### 5.1 *Annual Vacation Leave*

- (a) An employee is entitled to annual vacation leave based on the number of years they have been employed in the public service.
- (b) An employee or temporary salaried employee who has not completed a full year of service is entitled to leave proportional to the service completed at the rate of 1.75 working days for each completed month of service.
- (c) In accordance with the *Employment Act* [CAP 160], the rate of the annual leave entitlement is increased to two (2) working days for each completed month of employment after twenty (20) years, four (4) working days after twenty-five (25) years and to six (6) working days after thirty (30) years of service.
- (d) A contract officer and temporary salaried employee is entitled to leave proportional to 1.25 working days for each completed month in service.
- (e) Using (**PSC FORM 4-10**), an employee may apply to take leave, up to the limit of their accrued entitlement, in the course of the year in whole or in several parts, according to the needs of the employee's need.
- (f) An employee who does not return to duty at the end of a period of approved leave (or fail to report for duty on any given workday) is regarded as being absent without approval. Accordingly, immediate action may be taken to stop payment of their

salary by the Secretary upon written request from the relevant Director-General of the Ministry concerned until such time the employee resumes duty.

- (g) The Secretary, Directors-General, Director, or equivalent position must provide two (2) attempts in writing to inform the employee to immediately resume duties after his or her salary has been ceased.
- (h) The Secretary must reinstate the salary of an employee upon written request from the Director-General of the Ministry upon the employee's return to official duties.
- (i) An employee who contravenes paragraph (g) commits a disciplinary offence and is subject to a disciplinary process under Chapter 6 of this manual.
- (j) An employee is not permitted to accrue annual leave beyond the maximum limit specified in the table below.

<b>Category of staff member</b>	<b>Prescribed rate of annual leave</b>
<ul style="list-style-type: none"> <li>• Contract employees and temporary salaried employees;</li> </ul>	1.25 working days for each completed month in service.
<ul style="list-style-type: none"> <li>• All employees with 1 to 19 years' consecutive service</li> </ul>	1.75 working days for each completed month in service.
<ul style="list-style-type: none"> <li>• All employees with 20 years' consecutive service (commencing 1 August 1980) but less than 25 years' service</li> </ul>	3 working days for each completed month in service.
<ul style="list-style-type: none"> <li>• All employees with 25 years' consecutive service (commencing 1 August 1980) but less than 30 years' service</li> </ul>	4 working days for each completed month in service.
<ul style="list-style-type: none"> <li>• All Employees with of 30 years' consecutive service (commencing 1 August 1980)</li> </ul>	6 working days for each completed month in service.

- (k) An employee with leave balances exceeding the maximum limit prescribed as of 31<sup>st</sup> December of each year must submit a request to the Director or equivalent position, Director-General, or Secretary, indicating how they propose to reduce the leave balance to below the prescribed limit and over what period of time the balance will be reduced. The Commission, after consultation with Director-General, Director, or equivalent position, or Secretary, may either:
  - i. approve that the employee proceeds on immediate leave for a designated period to reduce the accrued balance; or
  - ii. approve a one-off retention of the excess leave.
- (l) Any accrued annual vacation leave within the prescribed limit must be paid out when the staff member ceases employment with the Public Service.



- (m) A staff member may, upon written request, be paid their annual leave salary in advance for the total period of leave they are taking, providing the leave application is submitted in sufficient time for the advance payment to be processed.

## **5.2 Annual Leave Claim**

- (a) An employee taking annual leave is to be reimbursed 75% of the cost of transportation for their immediate family within Vanuatu.
- (b) For the purposes of this entitlement, the employee must undertake the travel in order to submit his or her claim by using (**PSC FORM 4-9**) and must produce original receipts, and tickets for the transportation.
- (c) To avoid doubt, cost must not be paid in advance but only upon the employee's return to work.
- (d) A staff member is eligible to claim **ONLY** once a year.
- (e) If both the de facto partner or spouse are employed in the Public Service, only one claim per family is to be paid.
- (f) Temporary salaried employees and daily-rated workers are not entitled to this benefit.
- (g) A contract officer is not entitled to an annual leave claim unless specified under the terms and conditions of their contract of employment.

## **5.3 Sabbatical Leave**

- (a) Using the prescribed form (**PSC FORM 4-10**), a Director General, Secretary, a Director or equivalent position or Town Clerk may recommend an employee to the Commission for approval to take up to one (1) year *sabbatical leave* to perform duties or functions outside the Public Service which are in the public and national interest and linked to the priorities provided by the NSDP.
- (b) Paragraph (a) above does not apply in circumstances where an employee takes the initiative to apply for an employment advertised in an open market and is accepted.
- (c) An employee who, in their own initiative, applies for an employment advertised in an open market and is accepted is deemed to have voluntarily resigned from their position and on own accord.
- (d) During sabbatical leave, an employee is to receive the salary for the post to which they are temporarily appointed in the receiving Organization. The receiving Organization is to pay the salary of the employee as well as the contribution to the National Provident Fund (VNPF). If the salary is less than the salary scale of his or her substantive position, the Commission may grant an allowance of the difference between their substantive position emoluments and the total emoluments to be paid by the receiving Organization.

- (e) The Commission has the obligation to consider each individual case based on merit in carrying out its duties under paragraph (d).
- (f) Sabbatical leave must be counted as effective service for continuity of employment, but no form of leave may be earned by the officer while on sabbatical leave.
- (g) During the period of sabbatical leave, the employee continues to occupy his or her substantive post in the Public Service and must not be replaced by another employee or permanent appointment, although such acting appointment, or a series of acting appointments of different employees, can be made to the position.
- (h) Any acting appointment made to relieve the employee on sabbatical leave automatically ceases at the end of the period of the sabbatical leave granted to the employee.
- (i) An employee is eligible for Sabbatical Leave for a period not exceeding one (1) year.
- (j) If the employee fails to return to his or her substantive position at the end of the sabbatical leave period, they commit a disciplinary offence and are subject to disciplinary process under Chapter 6.

#### **5.4 Secondment**

- (a) Secondment applies in circumstances where it is in the interests of the national government for the secondment to occur.
- (b) The Commission may approve an employee for secondment for a period not exceeding three (3) years upon receiving a written recommendation from the relevant Director-General and the or Secretary and may be renewed only once.
- (c) All recommendations must be undertaken by the Director General and the Secretary based on merit.
- (d) An employee must not take up a secondment posting prior to the Commission's approval upon recommendation of his or her Director-General and the Secretary.
- (e) The Commission may initiate the release of an employee to other Public Service Departments, Ministries, State Agencies, Overseas Missions, Regional or International Organizations, or any other Public Sector Organization or Institution pursuant to section 32A of the *Public Service Act* as amended.
- (f) Where an employee takes his or her own initiative to apply for employment advertised in an open market and is accepted, they are deemed to have voluntarily resigned from their position on their own accord.
- (g) The status of an employee during the Secondment period continues as a public servant.
- (h) If the employee fails to return to his or her substantive position at the end of the secondment period, they commit a disciplinary offence and are subject to disciplinary process under Chapter 6.

- (i) During the secondment period, the Commission may consider the recommendations from the Provincial Secretary-General, Director-General, Director or equivalent position and Secretary to ensure the vacant position is filled. This can be done wither through the transfer of an employee or advertising the position through the normal recruitment process to recruit a temporary officer against the position. The staff member on temporary basis will fill the position until such time the permanent officer resumes his or her position after the secondment period lapses and the period of the temporary appointment ceases.
- (j) Unless determined otherwise by the Commission, the receiving Organization is responsible for the payment of the employee's salary, pension contribution, severance, leave payout, and any other payments or benefit received by the employee during the period of secondment.
- (k) A secondment period is counted as an effective service for purposes of continuity of employment and leaves entitlement is to be accrued at the normal rate for secondments to the Public Service Organizations.
- (l) In the event that an employee is seconded to other public sector or other Organizations, his or her annual leave ceases, and they may take leave in accordance with the provisions applying in that Organization.

## **5.5 Leave Without Pay**

- (a) Upon application using the prescribed form (**PSC FORM 4-10**), the Secretary may grant leave without pay for a period of not more than three (3) months. This can be done on grounds of urgent private affairs, compassionate grounds, or any other urgent unforeseen circumstances to an employee.
- (b) Applications for a leave without pay more than 3 months must be referred to the Commission for approval.
- (c) Leave without pay does not constitute a break in service for the purpose of continuity of service but must not be counted as leave earning service.
- (d) During the period of leave without pay, an employee continues to occupy their Public Service post and must not be replaced by another permanent appointment. However, acting appointments or a series of acting appointments of different staff may be made to the position.
- (e) To avoid doubt, leave without pay is only applicable to an employee.
- (f) In the event that an employee has not returned to their substantive position after twelve (12) months of leave without pay, they commit a disciplinary offence and is subject to disciplinary process under Chapter 6.

## **5.6 Sick Leave**

### *5.6.1 General Sick Leave Provisions*

- (a) A staff member is entitled to sick leave on full salary for a maximum period of the twenty-one (21) *working* days for each consecutive period of twelve (12) months.
- (b) A staff member who is absent from work due to illness must provide a medical certificate from a registered medical practitioner within 24 hours of their absence. This certificate requires approval by the Secretary, Director-General, Director or equivalent position.
- (c) An application for sick leave must be submitted on **PSC FORM 4-10**.
- (d) If a staff member is sick during their annual vacation leave, they are eligible for sick leave, provided that they provide a medical certificate (irrespective of the duration of the sickness); and the period of sick leave granted is to be re-credited to the staff member's annual leave entitlement.
- (e) In the case where the twenty-one (21) working days entitlement has been exhausted, the period of sick leave may be extended to thirty (30) working days on full salary on medical advice. Under these circumstances, the Secretary may require the employee to be examined by a registered medical practitioner and provide a written medical certificate to be considered by the Commission.
- (f) Unless the employee medically retires under the provisions of the "Cessation of Employment" policy in this Manual, in cases of serious illness requiring extended sick leave beyond thirty (30) working days, the following provisions apply:
- (g) Aggregated periods of absence due to sickness exceeding thirty (30) working days in a period of twelve (12) consecutive months shall be treated as annual vacation leave and deducted from the staff member's annual vacation leave entitlement, except where the provisions of the paragraphs below apply.
- (h) An officer, absent from duty due to sickness for a period exceeding thirty (30) working days shall be examined by two (2) registered medical practitioners, one (1) registered medical practitioners on their own cost and one (1) registered health practitioner nominated and paid by the Commission.

Pursuant to paragraph (ii) the Commission may grant further sick leave of an additional thirty (30) working days on half-pay.

On the expiry of the sick leave granted under the previous paragraph, the employee shall be re-examined by one (1) registered medical practitioner who shall report to the Commission on the employee's fitness to resume duty

- (i) Pursuant to paragraph (iv), the Commission shall decide whether the employee shall resume duty or be granted further sick leave without pay, up to a maximum of six (6) months (from the end of the period of sick leave on half pay), after which the employee shall be directed to resume duty or retired in accordance with the cessation of employment policy in Chapter 7 of this Manual.
- (j) Any sick leave without pay granted under these provisions shall count as effective service but shall not be leave earning.

- (k) This provision shall not prohibit or limit the case where an employee with serious illness, certified in writing by a registered medical practitioner, proceeds with medical retirement without following the process listed under 6.5.1 of this Chapter.

#### *5.6.2 Sick Leave to Care For A Sick Child Or Spouse*

- (a) A staff member may utilise a proportion of their annual sick leave entitlement to care for their sick children who are under 18 years of age and spouse who is incapable of looking after themselves when they are sick.
- (b) To apply for sick leave, a staff member must provide a medical certificate for absences of one (1) day or more, certifying that the child or spouse was ill.
- (c) A failure to provide medical certificate as per paragraph (b) may result in the deduction of annual leave.

#### *5.6.3 Maternity Leave*

- (a) Upon application using the prescribed form (**PSC FORM 4-10**), a female employee is entitled to 12 weeks maternity leave on full pay. The doctor's certificate must be attached to the prescribed application form.
- (b) A temporary female salaried employee is entitled to 12 weeks of maternity leave on full pay. The doctor's certificate must be attached to the prescribed application form.
- (c) In circumstances where there is stillbirth (death before or during delivery) or neonatal death (less than 28 days after delivery) in accordance with either paragraph (a) or (b) above, after her confinement, a female staff member is entitled to twelve (12) weeks maternity leave and an additional ten (10) working days compassionate leave.
- (d) In the event of complication arising during the delivery of the child (caesarean /operation), a female staff member is entitled to ten (10) additional working days of maternity leave upon production of a Medical Registered Practitioner's certificate.
- (e) A female staff member who is nursing a child is entitled to a break of one (1) hour twice a day or 30 minutes four times a day during normal working hours for this purpose. Such breaks must be counted as working hours and forms part of the staff member's 38 standard weekly work hours.
- (f) Subject to the Employment (CAP 160), the entitlements mentioned in paragraph (e) above are applicable until a child reaches twenty-four (24) months from the date of their birth.

#### *5.6.4 Paternity Leave*

- (a) Upon application using the prescribed form (**PSC FORM 4-10**), a male staff member is entitled to two (2 days) working days of paternity leave on full salary on the occasion of the birth of his child, upon production of the Medical Registered Practitioner's certificate.
- (b) In the event of complication arising during the delivery of the child (caesarean /operation), a male staff member (father of the child) is entitled to five (5 days) working days of paternity leave upon production of a Medical Registered Practitioner's certificate.

#### 5.6.5 *Compassionate Leave*

- (a) Upon application using the prescribed form (**PSC FORM 4-10**), an employee is entitled to five (5) working days Compassionate Leave on full salary in the event of the death of a parent, child, brother, sister, husband or wife.

#### 5.6.6 *Special Leave*

- (a) Special Leave applies for the following events:
  - (i) a National, Provincial and International sporting events, cultural or religious events;
  - (ii) a National, Provincial or International meeting.
- (b) Upon application using the prescribed form (**PSC FORM 4-10**), if an employee is selected as a member of an international or provincial sporting team (which term for the purpose of these rules may include not more than one official and one trainer), or a representative of a cultural or religious body to represent Vanuatu, with the approval in writing of the appropriate governing authority for the sports, cultural or religious activity in Vanuatu, the Commission may grant special leave on full salary to an employee in accordance with the following provisions:
  - (i) For major international, national meetings, conferences, or conventions involving more than one (1) other country- special leave for the duration of the event but not more than two (2) months.
  - (ii) For participation as a competitor or official in the Vanuatu Provincial Games- special leave up to fourteen (14) calendar days, but no more than the actual duration of the sports event.
- (c) To avoid doubt, special leave may be requested by an employee on his or her own initiative and submitted for approval of the relevant Director, equivalent position, Director-General or the Secretary prior to submitting to Commission for consideration and final approval.

## **6. Medical expenses**

### **6.1 Within Vanuatu**

- (a) Subject to the approval of the Secretary, a refund of medical and dental costs up to VT 100,000 or less incurred by all staff members and their immediate family (Mother, Father, Spouse and children) at a public health facility is to be refunded

upon the production of receipts for the medical treatment in question, upon application using the prescribed form (PSC FORM 4-12).

- (b) Subject to the approval of the Secretary, a refund of medical costs up to VT 100,000 or less incurred by all staff members and their immediate family shall be refunded upon the production of receipts for medical treatment by a registered medical practitioner in private practice, subject to a registered medical practitioner certifying that the treatment is necessary and unavailable in a public health facility and referring the person to the private health care provider, upon application using the prescribed form (PSC FORM 4-12)

To avoid doubt, a contract employee is not entitled to claim medical refunds under paragraph (a) and (b) unless specified in the terms and conditions of their employment contract

- (c) A Daily rated employee is not entitled to claim medical refunds.
- (d) Any referral of a staff member to a private health care provider that costs more than VT 100,000 must obtain prior approval of the Commission.
- (e) Subject to the approval of the Secretary, the cost of medically necessary items such as glasses and other medical and dental prosthesis certified as necessary by a registered medical practitioner or registered optometrist is to be reimbursed to an employee only. A Temporary salaried employee is not entitled to reimbursement of these costs
- (f) All claim for medical refund must be settled to a staff member within the same financial year.

## **6.2 *Medical Check-Up***

- (a) The Secretary, a Director-General, Director or equivalent positions must ensure that all staff members undertake a basic medical check-up, at least once a year.
- (b) For serious health issues that needs immediate medical attention, it is the responsibility of the staff member concerned to report the matter to the Secretary, his or her Director-General, Director or equivalent position who is responsible for making a final report on the matter to the Commission for its determination.
- (c) The Heads of Ministries must ensure that all medical check-ups mentioned under paragraph (a) are organised with medical Registered Practitioner
- (d) The cost of a medical check-up under paragraph (c) is to be met by the relevant Ministry or Department.
- (e) A medical check-up referred to under paragraph (a) may be conducted by a private medical practitioner in Vanuatu or overseas for further treatment.

## **6.3 *Overseas Medical Treatment***

- (a) Subject to the approval of the Commission, an employee, including his or her immediate family, is eligible for full payment of any overseas medical treatment, including medical check-up if applicable, subject to a registered medical practitioner's report certifying that the treatment is necessary and unavailable in Vanuatu at a reasonable cost.
- (b) The Commission must nominate a second registered medical practitioner to confirm the first medical report provided by an employee under paragraph (a).
- (c) Depending on the serious medical condition of the employee, it is not required for the Commission to apply paragraph (b) above.
- (d) An employee who is entitled to claim under this paragraph, is also entitled to receive the costs of the return air fares, medical treatment and accommodation for a period not exceeding one (1) month. For any period of medical treatment exceeding (1) one month, the claim for medical refund is subject to the discretion of the Commission.
- (e) An immediate family of the employee is entitled to a claim for return air fares to the place of medical treatment, accommodation and transportation not exceeding one month, upon the advice of the medical practitioner.
- (f) The Claim for medical treatment overseas must be submitted within one (1) month from the date of return.



**FORMS AND TABLES FOR CHAPTER 4: TERMS AND CONDITIONS OF EMPLOYMENT**

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## REVISED PUBLIC SERVICE SALARY STRUCTURE

2017 DETERMINATION ON THE SALARY OF THE DIRECTOR GENERALS (DGs)

**Table 2 – Classification Structure and Annual Salary**

Level	Pay Grade	Annual Salary
Level 1	4	7,580,600
	3	7,151,500
	2	6,738,300
	1	6,356,900
Level 2	4	7,151,500
	3	6,738,300
	2	6,356,900
	1	5,989,600

### CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR THE DIRECTORS APPOINTED BY PUBLIC SERVICE COMMISSION

Determination 7 of 2017: Table A2 – Salary Structure for Directors appointed to positions by the Public Service Commission.

#### 1. Table A2 – Salary Structure for Directors

<b>VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL</b>		
<b>PUBLIC SERVICE COMMISSION – HIGH PERFORMANCE BASED</b>		
<b>CLASSIFICATION SCALE</b>		
<b>DIRECTOR</b>		
Level	Grade	Salary
<b>DIR 3</b>	<b>DIR 3.3</b>	<b>5,560,500</b>
	<b>DIR 3.2</b>	<b>5,324,100</b>
	<b>DIR 3.1</b>	<b>5,000,400</b>
<b>DIR 2</b>	<b>DIR 2.3</b>	<b>5,324,100</b>
	<b>DIR 2.2</b>	<b>5,000,400</b>
	<b>DIR 2.1</b>	<b>4,682,900</b>
<b>DIR 1</b>	<b>DIR 1.4</b>	<b>4,682,900</b>
	<b>DIR 1.3</b>	<b>4,444,800</b>
	<b>DIR 1.2</b>	<b>4,206,700</b>
	<b>DIR 1.1</b>	<b>3,968,600</b>

2. A public servant when acting Director should be paid the salary of the Director.

## CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR THE PUBLIC SERVANTS APPOINTED BY PUBLIC SERVICE COMMISSION

Determination 8 of 2017: Table A2 – Salary Structure for persons employed by or appointed to positions by the Public Service Commission or the Police Service Commission.

### 3. Table A2 – Salary for Public Servants

<b>VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL</b>		
<b>PUBLIC SERVICE COMMISSION – HIGH PERFORMANCE BASED</b>		
<b>CLASSIFICATION SCALE</b>		
<b>PUBLIC SERVANT</b>		
Level	Grade	Salary
<b>PS 9</b>	<b>PS 9.4</b>	<b>3,739,300</b>
	<b>PS 9.3</b>	<b>3,623,500</b>
	<b>PS 9.2</b>	<b>3,527,600</b>
	<b>PS 9.1</b>	<b>3,408,300</b>
<b>PS 8</b>	<b>PS 8.6</b>	<b>3,220,900</b>
	<b>PS 8.5</b>	<b>3,135,600</b>
	<b>PS 8.4</b>	<b>3,029,600</b>
	<b>PS 8.3</b>	<b>2,863,000</b>
	<b>PS 8.2</b>	<b>2,787,200</b>
	<b>PS 8.1</b>	<b>2,693,000</b>
<b>PS 7</b>	<b>PS 7.4</b>	<b>2,489,500</b>
	<b>PS 7.3</b>	<b>2,393,800</b>
	<b>PS 7.2</b>	<b>2,298,000</b>
	<b>PS 7.1</b>	<b>2,202,300</b>
<b>PS 6</b>	<b>PS 6.4</b>	<b>2,106,500</b>
	<b>PS 6.3</b>	<b>2,042,700</b>
	<b>PS 6.2</b>	<b>1,974,600</b>
	<b>PS 6.1</b>	<b>1,906,500</b>
<b>PS 5</b>	<b>PS 5.6</b>	<b>1,815,700</b>
	<b>PS 5.5</b>	<b>1,755,200</b>
	<b>PS 5.4</b>	<b>1,694,700</b>
	<b>PS 5.3</b>	<b>1,634,100</b>
	<b>PS 5.2</b>	<b>1,573,600</b>
	<b>PS 5.1</b>	<b>1,513,100</b>
<b>PS 4</b>	<b>PS 4.6</b>	<b>1,434,600</b>
	<b>PS 4.5</b>	<b>1,386,800</b>
	<b>PS 4.4</b>	<b>1,345,000</b>
	<b>PS 4.3</b>	<b>1,291,200</b>
	<b>PS 4.2</b>	<b>1,243,400</b>
	<b>PS 4.1</b>	<b>1,195,500</b>

Table 4-1

<b>PS 3</b>	<b>PS 3.4</b>	<b>1,094,600</b>
	<b>PS 3.3</b>	<b>1,058,000</b>
	<b>PS 3.2</b>	<b>1,029,600</b>
	<b>PS 3.1</b>	<b>1,001,300</b>
<b>PS 2</b>	<b>PS 2.6</b>	<b>944,600</b>
	<b>PS 2.5</b>	<b>890,000</b>
	<b>PS 2.4</b>	<b>839,700</b>
	<b>PS 2.3</b>	<b>813,500</b>
	<b>PS 2.2</b>	<b>791,100</b>
	<b>PS 2.1</b>	<b>768,800</b>
<b>PS 1</b>	<b>PS 1.6</b>	<b>723,100</b>
	<b>PS 1.5</b>	<b>703,200</b>
	<b>PS 1.4</b>	<b>683,300</b>
	<b>PS 1.3</b>	<b>663,400</b>
	<b>PS 1.2</b>	<b>642,800</b>
	<b>PS 1.1</b>	<b>625,100</b>

## CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR MEDICAL OFFICERS APPOINTED BY PUBLIC SERVICE COMMISSION

### DETERMINATION 9 of 2017 – TABLE 1 – ANNUAL SALARY FOR MEDICAL OFFICERS.

Pursuant to section 13 (1) of the Government Remuneration Tribunal Act, the annual salary payable to a Medical Officer is set out hereunder.

1. Table 1 – Annual Salary payable to a Medical Officer and a Medical Practitioner.

<b>VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL PUBLIC SERVICE COMMISSION – PERFORMANCE BASED CLASSIFICATION SCALE</b>					
<b>MEDICAL OFFICER</b>					
<b>CAREER PATHWAY FOR A MEDICAL OFFICER AND A MEDICAL PRACTITIONER</b>			<b>GRADE</b>		
			<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<b>POSITION</b>	<b>VQF LEVEL</b>	<b>BAND</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>Superintendent</b>	<b>9</b>	<b>MO 8</b>	<b>5,989,600</b>	<b>6,356,900</b>	<b>6,738,300</b>
<b>Chief Medical Officer or Chief Registrar</b>	<b>9</b>	<b>MO 7</b>	<b>5,000,400</b>	<b>5,324,100</b>	<b>5,650,500</b>
<b>Senior Consultant</b>	<b>9</b>	<b>MO 6</b>	<b>3,968,600</b>	<b>4,206,700</b>	<b>4,444,800</b>

Table 4-1

<b>Consultant</b>	<b>9</b>	<b>MO 5</b>	<b>3,408,300</b>	<b>3,527,600</b>	<b>3,623,500</b>
<b>Senior Registrar</b>	<b>8</b>	<b>MO 4</b>	<b>3,029,600</b>	<b>3,135,600</b>	<b>3,220,900</b>
<b>Registrar</b>	<b>7</b>	<b>MO 3</b>	<b>2,693,000</b>	<b>2,787,200</b>	<b>2,863,000</b>
<b>Medical Officer</b>	<b>7</b>	<b>MO 2</b>	<b>2,489,500</b>	<b>2,489,500</b>	<b>2,489,500</b>
<b>Intern</b>	<b>7</b>	<b>MO 1</b>	<b>2,298,000</b>	<b>2,298,000</b>	<b>2,298,000</b>

Abbreviation: VQF – Vanuatu Qualifications Framework

2. An officer, other than an Intern, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

## **CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR DENTAL OFFICERS APPOINTED BY PUBLIC SERVICE COMMISSION**

### **DETERMINATION 10 OF 2017 – TABLE 1 – ANNUAL SALARY FOR DENTAL OFFICERS**

Pursuant to section 13 (1) of the Government Remuneration Tribunal Act, the annual salary payable to a Dental Officer is set out hereunder.

1. Table 1 – Annual Salary payable to a Dental Officer and a Registered Dental Officer.

<b>VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL PUBLIC SERVICE COMMISSION – PERFORMANCE BASED CLASSIFICATION SCALE</b>					
<b>DENTAL OFFICER</b>					
<b>CAREER PATHWAY FOR A DENTAL OFFICER AND A REGISTERED DENTAL OFFICER</b>			<b>GRADE</b>		
			<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<b>POSITION</b>	<b>VQF LEVEL</b>	<b>BAND</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>Chief Dental Officer</b>	<b>9</b>	<b>DO 8</b>	<b>5,000,400</b>	<b>5,324,100</b>	<b>5,650,500</b>
<b>Senior Consultant</b>	<b>9</b>	<b>DO 7</b>	<b>3,408,300</b>	<b>3,527,600</b>	<b>3,623,500</b>
<b>Consultant</b>	<b>8</b>	<b>DO 6</b>	<b>3,029,600</b>	<b>3,135,600</b>	<b>3,220,900</b>
<b>Senior Registrar</b>	<b>8</b>	<b>DO 5</b>	<b>2,693,000</b>	<b>2,787,200</b>	<b>2,863,000</b>
<b>Registrar</b>	<b>7</b>	<b>DO 4</b>	<b>2,202,300</b>	<b>2,298,000</b>	<b>2,393,800</b>
<b>Dental Officer</b>	<b>7</b>	<b>DO 3</b>	<b>2,042,700</b>	<b>2,042,700</b>	<b>2,042,700</b>
<b>Intern</b>	<b>7</b>	<b>DO 2</b>	<b>1,906,500</b>	<b>1,906,500</b>	<b>1,906,500</b>

Abbreviation: VQF – Vanuatu Qualifications Framework

2. An officer, other than an Intern, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

## CLASSIFICATION STANDARD AND SALARY STRUCTURE FOR ALLIED HEALTH OFFICERS APPOINTED BY PUBLIC SERVICE COMMISSION

### DETERMINATION 11 of 2017 – TABLE 1 – ANNUAL SALARY FOR ALLIED HEALTH OFFICERS.

Pursuant to section 13 (1) of the Government Remuneration Tribunal Act, the annual salary payable to Allied Health Officer is set out hereunder.

1. Table 1 – Annual Salary payable to an Allied Health Officer.

<b>VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL PUBLIC SERVICE COMMISSION – PERFORMANCE BASED CLASSIFICATION SCALE</b>					
<b>ALLIED HEALTH OFFICER</b>					
<b>CAREER PATHWAY FOR AN ALLIED HEALTH OFFICER</b>			<b>GRADE</b>		
<b>POSITION</b>	<b>VQF LEVEL</b>	<b>BAND</b>	<b>Minimum 1</b>	<b>Midpoint 2</b>	<b>Maximum 3</b>
<b>Principal Officer</b>	<b>9</b>	<b>HO 7</b>	<b>3,408,300</b>	<b>3,527,600</b>	<b>3,623,500</b>
<b>Officer-In-Charge</b>	<b>8</b>	<b>HO 6</b>	<b>3,029,600</b>	<b>3,135,600</b>	<b>3,220,900</b>
<b>Section Head</b>	<b>7</b>	<b>HO 5</b>	<b>2,585,300</b>	<b>2,693,000</b>	<b>2,787,200</b>
<b>Senior Registered Health Practitioner</b>	<b>7</b>	<b>HO 4</b>	<b>2,202,300</b>	<b>2,298,000</b>	<b>2,393,800</b>
<b>Registered Health Practitioner</b>	<b>7</b>	<b>HO 3</b>	<b>1,838,400</b>	<b>1,906,500</b>	<b>1,974,600</b>
<b>General Health Officer</b>	<b>7</b>	<b>HO 2</b>	<b>1,694,700</b>	<b>1,694,700</b>	<b>1,694,700</b>
<b>Intern</b>	<b>7</b>	<b>HO 1</b>	<b>1,573,600</b>	<b>1,573,600</b>	<b>1,573,600</b>

Abbreviation: VQF – Vanuatu Qualifications Framework

2. An officer, other than an Intern, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

**CLASSIFICATION STANDARD AND SALARY STRUCTURE  
FOR NURSES APPOINTED BY PUBLIC SERVICE  
COMMISSION**

**DETERMINATION 12 of 2017 – TABLE 1 – ANNUAL SALARY FOR NURSES.**

Pursuant to section 13 (1) of the Government Remuneration Tribunal Act, the annual salary payable to a Nurse is set out hereunder.

1. Table 1 – Annual Salary payable to a Nurse.

<b>VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL PUBLIC SERVICE COMMISSION – PERFORMANCE BASED CLASSIFICATION SCALE</b>					
<b>NURSE</b>					
<b>NURSE CAREER PATHWAY</b>			<b>GRADE</b>		
<b>POSITION</b>	<b>VQF LEVEL</b>	<b>BAND</b>	<b>Minimum 1</b>	<b>Midpoint 2</b>	<b>Maximum 3</b>
<b>Principal Nursing Officer</b>	<b>9</b>	<b>NS 10</b>	<b>3,408,300</b>	<b>3,527,600</b>	<b>3,623,500</b>
<b>Nursing Services Manager (NSM)</b>	<b>9</b>	<b>NS 9</b>	<b>3,029,600</b>	<b>3,135,600</b>	<b>3,220,900</b>
<b>Assistant NSM OR Clinical Nursing Supervisor</b>	<b>7</b>	<b>NS 8</b>	<b>2,585,300</b>	<b>2,693,000</b>	<b>2,787,200</b>
<b>Nurse In Charge</b>	<b>7</b>	<b>NS 7</b>	<b>2,202,300</b>	<b>2,298,000</b>	<b>2,393,800</b>
<b>Senior Specialist Nurse OR Senior Nurse Practitioner</b>	<b>5</b>	<b>NS 6</b>	<b>1,906,500</b>	<b>1,974,600</b>	<b>2,042,700</b>
<b>Specialist Nurse OR Nurse Practitioner</b>	<b>5</b>	<b>NS 5</b>	<b>1,694,700</b>	<b>1,755,200</b>	<b>1,815,700</b>
<b>Senior Registered Nurse</b>	<b>5</b>	<b>NS 4</b>	<b>1,513,100</b>	<b>1,573,600</b>	<b>1,634,100</b>
<b>Registered Nurse</b>	<b>5</b>	<b>NS 3</b>	<b>1,345,000</b>	<b>1,386,800</b>	<b>1,434,600</b>
<b>General Nurse</b>	<b>5</b>	<b>NS 2</b>	<b>1,243,400</b>	<b>1,243,400</b>	<b>1,243,400</b>
<b>Intern Nurse</b>	<b>5</b>	<b>NS 1</b>	<b>1,158,300</b>	<b>1,158,300</b>	<b>1,158,300</b>

2. An officer, other than an Intern, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

**CLASSIFICATION STANDARD AND SALARY STRUCTURE  
FOR ANCILLARY CARE STAFF APPOINTED BY PUBLIC  
SERVICE COMMISSION**

**DETERMINATION 13 of 2017 – TABLE A2 – Salary Structure for persons employed by or appointed to positions by the Public Service Commission.**

1. Table A2 – Salary Structure for Ancillary Care and Support Staff of Government Clinical Sector.

<b>VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL</b>		
<b>PUBLIC SERVICE COMMISSION – HIGH PERFORMANCE BASED CLASSIFICATION SCALE</b>		
<b>ANCILLARY CARE AND SUPPORT STAFF OF GOVERNMENT CLINICAL SECTOR</b>		
<b>Level</b>	<b>Grade</b>	<b>Salary</b>
<b>ACS 7</b>	<b>ACS 7.4</b>	<b>2,042,700</b>
	<b>ACS 7.3</b>	<b>1,974,600</b>
	<b>ACS 7.2</b>	<b>1,906,500</b>
	<b>ACS 7.1</b>	<b>1,838,400</b>
<b>ACS 6</b>	<b>ACS 6.4</b>	<b>1,755,200</b>
	<b>ACS 6.3</b>	<b>1,694,700</b>
	<b>ACS 6.2</b>	<b>1,634,100</b>
	<b>ACS 6.1</b>	<b>1,573,600</b>
<b>ACS 5</b>	<b>ACS 5.4</b>	<b>1,482,500</b>
	<b>ACS 5.3</b>	<b>1,434,600</b>
	<b>ACS 5.2</b>	<b>1,386,800</b>
	<b>ACS 5.1</b>	<b>1,345,000</b>
<b>ACS 4</b>	<b>ACS 4.4</b>	<b>1,243,400</b>
	<b>ACS 4.3</b>	<b>1,195,500</b>
	<b>ACS 4.2</b>	<b>1,158,300</b>
	<b>ACS 4.1</b>	<b>1,126,500</b>
<b>ACS 3</b>	<b>ACS 3.4</b>	<b>1,094,600</b>
	<b>ACS 3.3</b>	<b>1,058,000</b>
	<b>ACS 3.2</b>	<b>1,029,600</b>
	<b>ACS 3.1</b>	<b>1,001,300</b>
<b>ACS 2</b>	<b>ACS 2.4</b>	<b>944,600</b>
	<b>ACS 2.3</b>	<b>890,000</b>
	<b>ACS 2.2</b>	<b>890,000</b>
	<b>ACS 2.1</b>	<b>864,900</b>
<b>ACS 1</b>	<b>ACS 1.4</b>	<b>813,500</b>



**Table 4-1**

	<b>ACS 1.3</b>	<b>791,100</b>
	<b>ACS 1.2</b>	<b>768,800</b>
	<b>ACS 1.1</b>	<b>746,400</b>

2. An Officer, other than an Officer serving her or his probationary period, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

**CLASSIFICATION STANDARD AND SALARY STRUCTURE  
FOR SECRETARY GENERALS AND TOWN CLERKS  
APPOINTED BY PUBLIC SERVICE COMMISSION [PSC Table 4.9]**

**Determination 21 of 2017: Table A2 – Salary structure for Secretary General and Town Clerks**

1. Table A2 – Salary Structure for Secretary Generals and Town Clerks.

<b>VANUATU GOVERNMENT – GOVERNMENT REMUNERATION TRIBUNAL</b>		
<b>PUBLIC SERVICE COMMISSION – HIGH PERFORMANCE BASE CLASSIFICATION SCALE.</b>		
<b>Secretary General, Town Clerk, Deputy Secretary General, Deputy Town Clerk and Assistant Secretary General.</b>		
<b>Level</b>	<b>Grade</b>	<b>Salary</b>
<b>SG 3</b>	<b>SG 3.3</b>	<b>5,324,100</b>
	<b>SG 3.2</b>	<b>5,000,400</b>
	<b>SG 3.1</b>	<b>4,682,900</b>
<b>SG 2</b>	<b>SG 2.3</b>	<b>4,444,800</b>
	<b>SG 2.2</b>	<b>4,206,700</b>
	<b>SG 2.1</b>	<b>3,968,600</b>
<b>SG 1</b>	<b>SG 1.4</b>	<b>3,739,300</b>
	<b>SG 1.3</b>	<b>3,623,500</b>
	<b>SG 1.2</b>	<b>3,527,600</b>
	<b>SG 1.1</b>	<b>3,408,300</b>

2. An Officer, other than Officer serving her or his probationary period, when acting on a position higher than her or his substantive position should be paid the salary for that position until such time she or he is no longer acting.

## OVERTIME AND UNSOCIAL HOURS CLAIM FORM

<b>Overtime/Unsocial Hours Claim for the Month of:</b>					
<b>Name:</b>			<b>Department of Finance Use</b>		
<b>Department:</b>			<b>Date Received:</b>		
<b>Payroll No:</b>			<b>Date Paid:</b>		
<b>Rate 1 – Unsocial Hours x 0.25 (b):</b>			<b>Checked By</b>		<b>Approved By</b>
<b>Rate 2 – Overtime hours x 1.25 (d):</b>					
<p>(In hours and part hours to the nearest quarter of an hour)                  Part hours are expressed in decimals eg. 1h ¼ = 1.25 2h ½ = 2.50 and 2h ¾ = 2.75</p> <p>NOTE: - Unsocial hours (Column (b)) means: 1800 hrs to 06.00 hrs Monday to Friday and any hours worked on Saturday, Sunday and Public Holidays.</p>					
Date	Day of Week	Start and Finish Time	Hours Worked		
			(a) In Normal Hours	(b) In Unsocial Hours	(c) Total hours Worked (a) +(b)
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					
31					

	<b>Total Hours Worked in Month</b>	(a)	(b)	(c)
--	------------------------------------	-----	-----	-----

**NOTE**

Staff who are employed on regular alternating or regular rotating night shifts and are in receipt of a Shift work Allowance are not entitled to unsocial hours payments for any **standard** hours worked i.e. within the first 8 hours each day of the shift.

<b>If employed on a regular rotating or regular rotating night shift, please specify the start and finish times of the shift/s worked this month and the applicable dates:</b>			
<b>Start:</b>	<b>Finish:</b>	<b>Dates: From:</b>	<b>To:</b>
<b>Start:</b>	<b>Finish:</b>	<b>Dates: From:</b>	<b>To:</b>
<b>Start:</b>	<b>Finish:</b>	<b>Dates: From:</b>	<b>To:</b>

**CALCULATION OF OVERTIME HOURS DUE TO BE PAID**

<b>Total Hours Worked (c)</b>	
<b>Less Standard Hours for month (no of working days x 8)</b>	
<b>Overtime Hours Due (d)</b>	

SIGNATURES	NAMES
<b>STAFF MEMBER:</b>	<b>NAME:</b>
<b>DATE:</b>	
<b>SUPERVISOR:</b>	<b>NAME:</b>
<b>DATE:</b>	
<b>MANAGER:</b>	<b>NAME:</b>
<b>DATE:</b>	
<b>DIRECTOR:</b>	<b>NAME:</b>
<b>DATE:</b>	

# ACTING ALLOWANCE APPLICATION FORM

I certify that the following officer will be absent from duty, from the dates indicated below and that it will be necessary for the post to continue to be filled during his/her absence.

Name of absent officer: \_\_\_\_\_ Payroll No: \_\_\_\_\_

Post Title: \_\_\_\_\_

Post No: \_\_\_\_\_ Grade: \_\_\_\_\_

Reason for Absence: \_\_\_\_\_

Date of absence: From \_\_\_\_\_ to \_\_\_\_\_

I recommend that the following officer, who is the most suitable officer, should be appointed to the above post on an acting basis for the period from: \_\_\_\_\_ to \_\_\_\_\_  
(This period must not exceed 6 months, except in the case of acting arrangements to cover the absence of an officer on sabbatical leave, secondment, leave without pay or full-time training program)

Name of Acting Officer: \_\_\_\_\_

Substantive Post Title: \_\_\_\_\_ Post Number: \_\_\_\_\_

Grade: \_\_\_\_\_ Salary Level of Acting Officer: \_\_\_\_\_

The Acting appointment is essential because \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

*(Note: Acting appointments will only be approved where a clear priority need has been established and funding is available).*

The Acting Officer will assume the duties and responsibilities of the post to the following extent (*tick one box only*):

S  
In full (100%)  About 75%

About 50%  About 25%

Is funding available to pay acting allowance: Yes  No  (*Please tick appropriate box*)

Manager: Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of Section: \_\_\_\_\_ Date: \_\_\_\_\_

Approval is granted /withheld (Please circle decision) for the abovementioned officer to be appointed on an acting basis to the post detailed above and to receive, in addition to his/her substantive salary, an acting allowance on a per annum basis of VT. \_\_\_\_\_

**Director - Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Name of Department:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**OR**

**Director-General - Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Name of Ministry:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**NOTE:** Acting arrangements for all posts up to the maximum period of 6 months, other than Director-General and Directors positions, may be approved by either a Director General or Director. Acting arrangements to cover an officer (*below Director level*) on sabbatical leave, secondment, leave without pay or on a fulltime training course for a period in excess of six months may be approved by a Director-General, subject to the provisions specified in section 4.5 of Chapter 4 of this manual. Acting arrangements to cover a Director who has been approved to proceed on sabbatical leave, secondment, leave without pay or on a fulltime training course for a period in excess of six months must be submitted to the PSC for approval as specified in section 4.5 of Chapter 4 of this manual.

**OR**

Approval is granted /withheld (Please circle decision) for the above-mentioned officer to be appointed on an acting basis to the post detailed above and to receive, in addition to his/her substantive salary, an acting allowance on a per annum basis of VT. \_\_\_\_\_

**Decision taken at PSC meeting held on:** \_\_\_\_\_

**Secretary - Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Office of the Public Service Commission** **Date:** \_\_\_\_\_

NOTE: PSC approval is only required for Directors-General and Director posts, where the acting arrangements proposed exceeds 20 days.

## EXTRA RESPONSIBILITY ALLOWANCE FORM

Name of Officer: \_\_\_\_\_ Payroll No: \_\_\_\_\_

Post Title: \_\_\_\_\_ Grade: \_\_\_\_\_

Post No: \_\_\_\_\_

**Additional responsibility/ies to be given to the Officer in addition to his/her normal duties and responsibilities** *(Please attach a copy of the officer's job description):*

\_\_\_\_\_

**Are these additional responsibilities currently being undertaken within the Department: Yes or No** (Please circle) **If Yes, who is currently undertaking the duties:**

Name of Officer: \_\_\_\_\_ Post Title: \_\_\_\_\_

Post No: \_\_\_\_\_ Grade: \_\_\_\_\_

*(Please attach a copy of this officer's job description)*

**Why are these responsibilities being transferred to the officer nominated to receive the allowance:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I recommend that the Officer should receive a responsibility allowance of VT. \_\_\_\_\_ per annum, in addition to his/her substantive salary for the period from \_\_\_\_\_ to \_\_\_\_\_.  
(This period is not to exceed six months)

Is funding available to pay extra responsibility allowance? Yes  No  *(Please tick appropriate box)*

**Director - Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Name of Department:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**I support the Directors recommendation**

**Director-General - Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_

**Name of Ministry:** \_\_\_\_\_ **Date:** \_\_\_\_\_

\_\_\_\_\_

### TO BE COMPLETED BY THE SECRETARY, OPSC

**APPROVED: YES or NO** (Please circle decision) **Date of Approval:** \_\_\_\_\_

**Secretary - Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

## DOMESTIC TRAVEL ALLOWANCE FORM

Name of Claimant: \_\_\_\_\_ Payroll Number: \_\_\_\_\_

Post Title: \_\_\_\_\_ Post No: \_\_\_\_\_

Employment Status: \_\_\_\_\_

Normal Work Location: \_\_\_\_\_

<b>1. PURPOSE OF TRAVEL</b> (Please indicate by ticking the appropriate box)	
Duty Travel	
Workshop/Training	
Temporary Transfer	
Others (Please specify)	

<b>2. ITINERARY &amp; ACCOMODATION EXPENSES</b>						
Place to Visit	Arrived		Departed		Type of Accommodation	Cost
	Date	Time	Date	Time		
<b>TOTAL AMOUNT (VT.)</b>						

**I certify that to the best of my knowledge the information provided above is correct and true. And in the event that it is found to be intentionally incorrect or misleading I can be discipline for breaching Employees obligation as provided for in Section 34 (1) (k) of the Public Service Act 1998. I also undertake to reimburse any amount paid to myself as a result of the incorrect or misleading information.**

Travelling Staff members Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**I certify that the above staff member will attend the Duty Travel/ In-service workshop /training at the location indicated, on dates and times specified in the above information. The above staff member will be on official duty away from his/her normal work location.**

**Head of Department:** \_\_\_\_\_

\_\_\_\_\_  
*(print name)*

**Date:** \_\_\_\_\_



# INDIVIDUAL OVERSEAS TRAVEL APPROVAL FORM

**1. INFORMATION ON APPLICANT:**

Name: \_\_\_\_\_ Payroll No: \_\_\_\_\_

Post title: \_\_\_\_\_ Post No: \_\_\_\_\_

Department: \_\_\_\_\_ Ministry: \_\_\_\_\_

Has applicant been overseas on official duty on previous occasions: Yes/No  
(If yes, please attach details)

**2. JUSTIFICATION AND DURATION OF ABSENCE:**

Purpose of the travel: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Duration of proposed Travel: From: \_\_\_\_\_ To: \_\_\_\_\_

What benefit will Vanuatu get from your travel? \_\_\_\_\_  
\_\_\_\_\_

**3. PLACES TO BE VISITED-DETAILS AND DATE *(Please attach a complete itinerary)***

Places/institutions	Dates - from/to	Brief details of purpose at each place

**4. ACTING ARRANGEMENTS DURING THE OFFICER'S ABSENCE (IF ANY)**

Name: \_\_\_\_\_ Post title: \_\_\_\_\_

Post No: \_\_\_\_\_ Salary: \_\_\_\_\_

**5. COST OF PROPOSED TRAVEL**

(a) How will the proposed travel be funded eg. Ministry or Departmental Budget or Donor etc \_\_\_\_\_

(b) Total estimated travel cost: \_\_\_\_\_

(c) Total Acting Allowance to be paid: \_\_\_\_\_

(d) Will you be travelling with Imprest?

Yes  No

(e) Total amount of Government Imprest: \_\_\_\_\_

**2 I agree to submit:**

- (a) Report on the outcome of my training/workshop/seminar etc.
- (b) Retire my government imprest within 5 Calendar days of my return

**3 I agree that I may be disciplined for failing to provide either of 6. (a) or(b).**

**I hereby apply for approval for overseas travel and agree to submit a detailed report on the benefits to Vanuatu to my Director and Director-General within one week of my return.**

**Applicant's Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**TO BE COMPLETED BY DEPARTMENT/MINISTRY**

I certify that:

- the proposed travel is business related and will be of benefit to the Government of Vanuatu;
- funds are available to cover the cost of travel and the payment of an acting allowance, if applicable; and
- I will ensure that the officer submits a detailed report of the benefits of the travel to the Government of Vanuatu.

Accordingly, I recommend approval be given for the officer to travel overseas for the purpose indicated.

**Director** - Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of Department: \_\_\_\_\_ Date: \_\_\_\_\_

**I SUPPORT THE DIRECTOR'S RECOMMENDATIONS.**

**Director-General** - Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of Ministry: \_\_\_\_\_ Date: \_\_\_\_\_

**FOR PURPOSE OF A DIRECTOR GENERAL, THE MINISTER'S APPROVAL IS REQUIRED.**

**Minister** - Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of Ministry: \_\_\_\_\_ Date: \_\_\_\_\_

**TO BE COMPLETED BY THE PUBLIC SERVICE COMMISSION**

The travel above is: Approved  Not approved

Name of Secretary of PSC: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## MISSION GROUP OVERSEAS TRAVEL APPROVAL FORM

*This form is to be completed by the Ministry proposing the mission, and no expenditure must be committed in respect of the proposed mission until approval has been given for the mission.*

### 1. DESCRIPTION OF MISSION

Purpose of Mission	Please indicate what benefits to Vanuatu will be derived from the mission <i>(If insufficient space, provide supporting paper)</i>

### 2. MEMBERS OF PROPOSED MISSION *(If insufficient space, please attach full details)*

Proposed members of Mission group		Justification for including this person on the Mission Group	Acting arrangements to be made to cover the duties of absent officers	
Name	Post Title		Name	Post Title

**Have any of the applicants been overseas on official duty on previous occasions: Yes/No (If yes, please attach details)**

### 3. PLACES AND ORGANIZATIONS TO BE VISITED - DETAILS AND DATES

*(If insufficient space, please attach full details)*

Place/Organization	From/to	Brief details of purpose at each place and Organization

### 4. COST OF PROPOSED MISSION GROUP TRAVEL

**How will the proposed travel be funded eg. Ministry or Departmental Budget or Donor etc**

---

Total estimated travel costs:(Vt) \_\_\_\_\_ Total Acting Allowances to be paid:(Vt) \_\_\_\_\_

I hereby apply for approval for mission group overseas travel and agree to coordinate the preparation of a detailed report on the benefits to Vanuatu to my Director and Director-General within one week of the groups return.

Note: Failure to provide report on time will result to restrictions for future overseas travel.

Mission Leaders Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**TO BE COMPLETED BY DEPARTMENT/MINISTRY**

I certify that:

- the proposed travel is business related and will be of benefit to the Government of Vanuatu;
- funds are available to cover the cost of travel and the payment of an acting allowance, if applicable; and
- I will ensure that the officer submits a detailed report of the benefits of the travel to the Government of Vanuatu.

and accordingly, I recommend approval be given for the officer to travel overseas for the purpose indicated.

**Director** - Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of Department: \_\_\_\_\_ Date \_\_\_\_\_

I support the Directors recommendation.

**Director-General** - Name: \_\_\_\_\_ Signature \_\_\_\_\_

Name Ministry: \_\_\_\_\_ Date \_\_\_\_\_

I support the Director General recommendation.

**Prime Minister / Minister Responsible**

Name: \_\_\_\_\_ Signature \_\_\_\_\_

Name Ministry: \_\_\_\_\_ Date \_\_\_\_\_

**TO BE COMPLETED BY PUBLIC SERVICE COMMISSION**

**The travel above is approved/not approved**

Name of Secretary of PSC: \_\_\_\_\_

Signature: \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_

## CHILD ALLOWANCE CLAIM FORM

Application on new appointment

Application for additional child allowance

Name of officer: \_\_\_\_\_ Payroll No: \_\_\_\_\_  
 \_\_\_\_\_

Post Title: \_\_\_\_\_ Post No: \_\_\_\_\_

Ministry: \_\_\_\_\_ Department: \_\_\_\_\_  
 \_\_\_\_\_

Location: \_\_\_\_\_ Employment Status: \_\_\_\_\_

*(N.B. Must be a permanent officer or **no** entitlement exists)*

**Is your spouse or de-facto partner a Public Servant employed under the Public Service Commission?**

Yes  No

If your answer is yes, please state name of spouse: \_\_\_\_\_  
 \_\_\_\_\_

What Department does he or she work in: \_\_\_\_\_

**Does Your Spouse or de facto partner receive a Child Allowance from the Government?** Yes  No

*(Only one spouse can claim the child allowance)*

Has Ministry HRO confirmed this with other Ministry: Yes  No   
*(Ministry HRO use only)*

**NAMES AND DATE OF BIRTH OF YOUR CHIRLDREN:**

Name of children	Date of birth	Natural or adopted child

**DOCUMENTS REQUIRED:**

(Please attach copies of these documents relating to the child)

- Birth Certificate
- Adoption certificate (if certified by chief, needs to be countersigned by magistrate).

**CERTIFICATION:**

I hereby certify that the information provided above is true and correct.

I also certify that I have legal custody of the above children and I am financially responsible for them.

I also understand that any false declaration made by me to obtain a child allowance to which I am not entitled may be subject to disciplinary action by the Public Service Commission.

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
\_\_\_\_\_

**APPLICATION SHOULD BE MADE WITHIN THREE MONTHS OF COMMENCING EMPLOYMENT OR FOLLOWING THE BIRTH OF A NEW CHILD FOR THE ALLOWANCE TO BE BACK DATED.**

**APPROVED/NOT APPROVED BY DIRECTOR/DIRECTOR GENERAL:**

Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
\_\_\_\_\_

Name of Department: \_\_\_\_\_ Date \_\_\_\_\_  
\_\_\_\_\_

Name of Ministry: \_\_\_\_\_  
\_\_\_\_\_

**OR IN THE CASE OF DIRECTORS-GENERAL AND STAFF OF THE OPSC**

**APPROVED/NOT APPROVED BY SECRETARY, OPSC:**

Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
\_\_\_\_\_

Date \_\_\_\_\_ Name of Ministry (if applicable): \_\_\_\_\_  
\_\_\_\_\_

<p>For Office Use Only</p> <p><b>OFFICER INFORMED ON:</b> _____</p> <p><b>DEPARTMENT OF FINANCE INFORMED ON:</b> _____</p>
--

## APPLICATION FOR LEAVE FORM

Name: \_\_\_\_\_ VNPF No: \_\_\_\_\_

Post title: \_\_\_\_\_

Post No: \_\_\_\_\_ Grade: \_\_\_\_\_

Department: \_\_\_\_\_ Ministry: \_\_\_\_\_

ENTRY DATE OF SERVICE: \_\_\_\_\_

TYPE OF LEAVE TO BE TAKEN: \_\_\_\_\_

DESTINATION OF LEAVE TO BE TAKEN: \_\_\_\_\_

FIRST DATE OF LEAVE: \_\_\_\_\_ LAST DATE OF LEAVE: \_\_\_\_\_

TOTAL NUMBER OF WORKING DAYS LEAVE: \_\_\_\_\_

ADVANCE LEAVE SALARY REQUIRED: YES NO Date required: \_\_\_\_\_  
*(Please circle the appropriate answer and submit at least three weeks in advance)*

Signature of Staff Member: \_\_\_\_\_ Date: \_\_\_\_\_

LEAVE APPLIED FOR IS SUPPORTED: YES/NO *(please circle the appropriate answer)*

Signature of Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

COMMENTS: \_\_\_\_\_

### DIRECTOR GENERAL/DIRECTOR OR SECRETARY, OPSC APPROVAL:

LEAVE APPROVED: YES/NO *(please circle the appropriate answer)* Date: \_\_\_\_\_

COMMENTS: \_\_\_\_\_

Name: \_\_\_\_\_ Signature: \_\_\_\_\_

*(For annual vacation, standard sick leave, maternity, family, compassionate, international/provincial sporting, cultural and religious events only. A medical certificate is to be attached where the period of sick leave is more than 2 days and the staff member lives within the boundaries of Port Vila or Luganville or more than 4 days for all other areas)*

**PUBLIC SERVICE COMMISSION APPROVAL:** (For sabbatical, secondment, leave without pay and non-standard sick leave only)

APPROVED/NOT APPROVED *(please circle decision)* PSC Meeting held on: \_\_\_\_\_

SECRETARY, OPSC - Name: \_\_\_\_\_ Signature: \_\_\_\_\_

### **HRO USE ONLY**

Date entered into HRMIS: \_\_\_\_\_



### ANNUAL LEAVE TRAVEL CLAIM

Name: \_\_\_\_\_ Payroll No: \_\_\_\_\_

Post title: \_\_\_\_\_

Post No: \_\_\_\_\_ Grade: \_\_\_\_\_

Department: \_\_\_\_\_ Ministry: \_\_\_\_\_

Is your spouse or de-facto partner a government employee? Yes  No

If your answer is yes, please state name of spouse/de facto: \_\_\_\_\_

What Department does is he or she work in? \_\_\_\_\_

Has your spouse/de facto partner submitted a claim for Annual Leave Travel? Yes  No

Have you or your spouse/de facto partner submitted a claim for Annual Leave Travel in the current leave year? Yes  No

Has Ministry HRO confirmed this with other Ministry: Yes  No   
*(Ministry HRO use only)*

#### NAME AND AGE OF CHILDREN

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

#### TRAVEL ARRANGEMENTS:

Describe the most direct route between work station location and home island location:

\_\_\_\_\_  
\_\_\_\_\_

State the actual route to be undertaken with dates and method of transport:

\_\_\_\_\_  
\_\_\_\_\_

If the shortest route is not being undertaken, please state why:

#### TRAVELLING OFFICERS CERFICATION:

I certify that the above information is correct and true and undertake to obtain receipts/produce ticket stubs for every journey made.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**DIRECTOR/DIRECTOR-GENERAL OR SECRETARY, OPSC CERTIFICATION**

I certify that the above details are correct and authorise the officer to undertake the route shown.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**UPON RETURN FROM ANNUAL LEAVE**

**DETAILS OF ACTUAL JOURNEYS UNDERTAKEN TO AND FROM DURING THE ANNUAL LEAVE**

DATE OF JOURNEY	FROM (PLACE)	TO (PLACE)	METHOD OF TRANSPORT	COST VT.	RECEIPT NO. (attached)
<b>SUMMARY</b>	TOTAL COST _____ VT		100% <input type="checkbox"/>	<input type="checkbox"/>	
			CLAIM. _____	_____ VT	

**TRAVELLING OFFICER'S CERTIFICATION**

I certify that I have incurred the expenses detailed above, that all attached receipts are genuine and that I (or my spouse/de facto partner) have not previously submitted a claim for re-imburement.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**DIRECTOR/DIRECTOR-GENERAL OR SECRETARY, OPSC CERTIFICATION**

I certify that the above actual journeys and expenses are reasonable, that the details have been recorded in the Ministry/OPSC and that the officer and/or spouse has not made a previous claim for these expenses.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Officer and Department of Finance advised on: \_\_\_\_\_

## MEDICAL EXPENSES CLAIM FORM

**NAME OF STAFF MEMBER:** \_\_\_\_\_

**PAYROLL NO:** \_\_\_\_\_ **Grade:** \_\_\_\_\_

**EMPLOYMENT STATUS:** \_\_\_\_\_ *(N.B. Must be permanent officer or (Daily rated worker or no entitlement exists)*

**POST TITLE:** \_\_\_\_\_ **POST No:** \_\_\_\_\_

**MINISTRY:** \_\_\_\_\_ **DEPARTMENT:** \_\_\_\_\_

*(To be used by permanent officers only – Members of daily rated workers families are not entitled to re-imbursement)*

**NAME OF THE PERSON RECEIVING TREATMENT, IF NOT THE OFFICER:** \_\_\_\_\_

**RELATIONSHIP TO THE OFFICER** \_\_\_\_\_

<i>FULL DETAILS OF MEDICAL EXPENSES BEING CLAIMED – INCLUDE NAME AND LOCATION OF HOSPITAL(S) AND OTHER PLACES OF TREATMENT, A LIST OF MEDICINE (ATTACH MEDICAL CERTIFICATE IF PRIVATE)</i>	<b>TOTAL AMOUNT PAID IN VT</b>
(SEE ATTACHED ORIGINAL RECEIPTS) <b>TOTAL AMOUNT PAID OUT</b> <span style="float: right;"><b>VT</b></span>	

*Please attached referral note from a certified medical officer from a public health facility if services received from a private health practitioner.*

**CLAIMING STAFF MEMBER’S CERTIFICATION**

I certify that I have necessarily incurred and paid for the above medical treatment, that I have attached original receipts and that I now wish to claim reimbursement from the Government.

**NAME:** \_\_\_\_\_ **SIGNATURE:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**DIRECTOR/DIRECTOR-GENERAL CERTIFICATION**

I certify that the above information is correct and that he/she is a permanent officer or daily rated worker (*circle whichever is correct*) employed in my Department/Ministry on the above salary level.

**NAME:** \_\_\_\_\_ **SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**DEBIT TO CHAPTER HEAD:** \_\_\_\_\_

**SECRETARY OF OPSCS CERTIFICATION**

I certify the personal details of the officer/daily rated worker are correct and that the person receiving treatment is entitled to reimbursement in accordance with the *Staff Manual*.

**NAME:** \_\_\_\_\_ **SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**Staff member and Department of Finance advised on:** \_\_\_\_\_

## PANEL MEMBER ALLOWANCE APPLICATION FORM

Name of Officer: \_\_\_\_\_ Payroll No: \_\_\_\_\_

Post Title: \_\_\_\_\_ Post Level: \_\_\_\_\_

Post Number: \_\_\_\_\_

Department/Ministry \_\_\_\_\_

Indicate in the box below by ticking the appropriate type of panel you have been appointed to:

Type of Panel	
Investigation/Inquiry	
Recruitment Selection	
Other (Please specify)	

Describe the task(s) you have been appointed to carry out [Please attach a copy of your appointment letter and copy of Terms of Reference (if any)]:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I certify that I had done my part as a panel member to complete the task allocated to me and had submitted a report and/or relevant papers to the Department/Ministry/Authority concerned.

Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_

I recommend that the Officer should receive a Panel Member Allowance of (Vt) \_\_\_\_\_ in addition to his/her substantive salary for the work done.  
(The appropriate amount is found in the Allowance and Additional Payments Table PSC Table 4-2)

Director - Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of Department: \_\_\_\_\_ Date: \_\_\_\_\_

I endorse the Directors recommendation.

**Director-General - Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Name of Ministry:** \_\_\_\_\_ **Date:** \_\_\_\_\_

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**TO BE COMPLETED BY THE SECRETARY, OPSC**

**APPROVED: YES or NO** (Please circle decision of PSC)

**Date of PSC Meeting:** \_\_\_\_\_

**Secretary - Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## PSC Form. Checklist Investigation

<b>Criteria</b>		
Period: from ____ to _____		
<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Level of quality of report produced</b>	<b>Description</b>	<b>Percentage of payment rate</b>
<b>High quality</b>	Completion and production of a high quality investigation report resulting from assessment of relevant information collected from relevant sources	100%
	Excellent organization of investigation report content in a way that is comprehensive and easy to understand	
	Effective time management that leads to completion and submission of report in due time	
	Good collection of information relating to allegations raised	
	Good analysis of information collected	
	Good recommendations proposed as a result of the findings	
<b>Level of quality of report produced</b>	<b>Description</b>	<b>Percentage of payment rate</b>
<b>Medium quality</b>	Completion and production of quality investigation report resulting from assessment of relevant information collected from relevant sources	50%
	Proper organization of investigation report content in a way that is	

	comprehensive and easy to understand	
	Effective time management that leads to completion and submission of report in due time	
	Good collection of information relating to allegations raised	
	Good analysis of information collected	
	Good recommendations proposed as a result of the findings	

Level of quality of report produced	Description	Percentage of payment rate
<b>Satisfactory level</b>	Completion and production of investigation report resulting from assessment of relevant information collected from relevant sources	30%
	Organization of investigation report content is acceptable	
	Investigation carried out and report produced	
	Collection of information relating to allegations raised is acceptable	
	Analysis of information collected is acceptable	
	Recommendations proposed as a result of the findings are acceptable	



Yes

No

Letter Attached:



Yes

No

High quality	<input type="checkbox"/>	100,000
Medium quality	<input type="checkbox"/>	50,000
Satisfactory level	<input type="checkbox"/>	30,000

Checked and verified



Yes

No

Signature Manager-Compliance Unit:



Approved

Not Approved

Signature:

## PSC Form. Risk Allowance

Components	Criteria
1. Name of Ministries/Department	
2. Frequency of Payment	<input type="checkbox"/> Daily <input type="checkbox"/> Fortnightly
3. Duration	Date/period _____
4. Degree of exposure	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
5. Attendance of Staffs	Date: Time: Hours/Days/Weeks: Number of officers:
6. Workplan	<input type="checkbox"/> Details of work plan /task carried out
7. Whether or not Officer has been on leave	If yes provide copy of leave document take: <input type="checkbox"/> 1-3 days <input type="checkbox"/> 3-5 days <input type="checkbox"/> More than 5 days

<p>8. Province</p>	<p><input type="checkbox"/> Penama  <input type="checkbox"/> Torba  <input type="checkbox"/> Malampa  <input type="checkbox"/> Tafea  <input type="checkbox"/> Sanma  <input type="checkbox"/> Shefa</p>
<p>9. Source of Funding</p>	<p><input type="checkbox"/> <input type="checkbox"/>  Yes No</p> <p>Details of Cost Center pay out from:</p>
<p>10. Certification and Approval from Supervisor,  Director General, Directors</p>	<p><input type="checkbox"/> <input type="checkbox"/>  Yes No</p> <p>Letter Attached: <input type="checkbox"/> <input type="checkbox"/>  Yes No</p>
<p>11. Allowance rate</p>	<p>VT 18,000/fortnight <input type="checkbox"/>  VT 1,800/daily/per day <input type="checkbox"/></p> <p>Total amount to be paid:</p>
<p>12. Outcome</p>	<p>Checked and verified  <input type="checkbox"/> <input type="checkbox"/>  Yes No</p> <p>Signature Manager-Compliance Unit:</p>
<p>13. Approval of Secretary OPSC</p>	<p><input type="checkbox"/> <input type="checkbox"/>  Approved Not Approved</p> <p>Signature:</p>

## PSC Form. Checklist Preliminary Allowance

Components	Criteria																					
14. Name Officers, Ministries/Department																						
15. Duration	Period: from _____ to _____																					
16. Report Attached	<input type="checkbox"/> Yes <input type="checkbox"/> No																					
17. Criteria	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ffff00;"> <th style="width: 30%;">Level of quality of report produced</th> <th style="width: 40%;">Description</th> <th style="width: 30%;">Amount to be paid - 10,000vt</th> </tr> </thead> <tbody> <tr> <td></td> <td>Completion and production of a high quality assessment report resulting from assessment of relevant information collected from relevant sources</td> <td></td> </tr> <tr> <td></td> <td>Excellent organization of preliminary assessment report content in a way that is comprehensive and easy to understand</td> <td></td> </tr> <tr> <td></td> <td>Effective time management that leads to completion and submission of report in due time</td> <td></td> </tr> <tr> <td></td> <td>Good collection of information relating to allegations raised</td> <td></td> </tr> <tr> <td></td> <td>Good analysis of information collected</td> <td></td> </tr> <tr> <td></td> <td>Good recommendations proposed as a result of the findings</td> <td></td> </tr> </tbody> </table>	Level of quality of report produced	Description	Amount to be paid - 10,000vt		Completion and production of a high quality assessment report resulting from assessment of relevant information collected from relevant sources			Excellent organization of preliminary assessment report content in a way that is comprehensive and easy to understand			Effective time management that leads to completion and submission of report in due time			Good collection of information relating to allegations raised			Good analysis of information collected			Good recommendations proposed as a result of the findings	
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	Good collection of information relating to allegations raised																					
	Good analysis of information collected																					
	Good recommendations proposed as a result of the findings																					

5. Appointment Letters to be part of the Preliminary/ Investigation Team	<input type="checkbox"/> <input type="checkbox"/> Yes                          No  Letter Attached: <input type="checkbox"/> <input type="checkbox"/> Yes                          No
6. Outcome	Checked and verified  <input type="checkbox"/> <input type="checkbox"/> Yes                  No  Signature Manager-Compliance Unit:
7. Approval of Secretary OPSC	<input type="checkbox"/> <input type="checkbox"/> Approved      Not Approved  Signature:

## ALLOWANCES AND ADDITIONAL PAYMENTS

This Table has the allowances and additional payments identified in Chapter 4 *Terms and Conditions of Employment*.

**NOTE:** In all calculations, fractions or decimals in final figures should be rounded upwards to the nearest whole VT. Total time worked should be rounded off to the nearest quarter hour.

Allowance & extra payments	Current rate
<b>Overtime rates</b>	Time and a quarter with a minimum payment of one hour of overtime work.
<b>Unsocial hours rates</b>	A quarter of the time.
<b>Shift allowances:</b> - Regular alternating - Regular Night Shift	<ul style="list-style-type: none"> <li>• 1,500 VT per month</li> <li>• 3,500 VT per month</li> </ul>
<b>On call allowance</b>	Time and a quarter for actual hours worked (25 % on top of normal working hrs) plus 7.5% for on call / waiting time
<b>Acting allowance</b>	Percentage of difference between salaries determined by PSC with a set scale
<b>Extra Responsibility allowance</b>	Percentage of set band: <ul style="list-style-type: none"> <li>• PS 1.1 to PS 6.4: 60.000 to 120.000 VT per annum</li> <li>• Above PS 6.4: 120.000 to 180.000 VT per annum</li> </ul>
<b>Permanent posting requiring moving to a different locality</b>	<ul style="list-style-type: none"> <li>• Vt. 50,000 one-off payment</li> <li>• Vt. 30.000 establishment allowance</li> </ul>
<b>Domestic duty travel allowance</b>	<ul style="list-style-type: none"> <li>• 7,000 VT per day. If domestic duty travel will last more than 30 days, the rate of Temporary transfer allowance will be applicable.</li> <li>• Cost of accommodation and transport to be provided through accountable imprest.</li> </ul>
<b>Domestic In- Service Training Allowance (excluding accommodation)</b>	<ul style="list-style-type: none"> <li>• 2,000 VT per day commencing from date workshop or training begins and ends when workshop ends</li> </ul> <p>Where accommodation is not provided an appropriate additional amount will be paid to enable the staff member?</p>

<b>Temporary Transfer Allowance</b>	<ul style="list-style-type: none"> <li>• 2,000 VT per day commencing from date of temporary transfer for 7 days</li> <li>• 100,000 VT Lump sum for more than 30 days but less than 60 days</li> </ul> <p>Accommodation shall be the responsibility of the Department</p>
<b>Selection Panel Member's Allowance</b>	<ul style="list-style-type: none"> <li>• VT5, 000 for a member of the Recruitment Selection Panel to assess and/or interview applicants for a vacancy in the Public Service.</li> <li>• VT40,000 for a member of the Recruitment Selection Panel to assess and/or interview applicants for a vacancy of DG, Directors and equivalent positions in the Public Service.</li> <li>• In the event that a panel member does the first assessment and he/she is not available for the interview and replace by another panel member, the allowance should be shared at 50 percent.</li> </ul>
<b>Overseas Mission Travel Allowance:</b>  <ul style="list-style-type: none"> <li>- Southern Pacific</li> <li>- Australia- Asia, North Pacific</li> <li>- Europe Countries, US, Africa, South America, Middle East</li> </ul>	<ul style="list-style-type: none"> <li>• VT17,000</li> <li>• Vt25,000</li> <li>• VT40,000</li> <li>• <b>Note: These rates applicable only when no other Donors funds the cost</b></li> </ul>
<b>Child allowance</b>	<ul style="list-style-type: none"> <li>• Vt.3,000 VT per Child</li> </ul>
<b>Housing allowances and rent deductions</b>	<ul style="list-style-type: none"> <li>• Standard allowance of Vt.360,000 pa for officers not entitled to Government house subject to government Housing Policy.</li> </ul>

	<ul style="list-style-type: none"> <li>• 30% of current market value rate for officers not entitled to, but occupying a government house.</li> </ul>
<b>Medical expenses</b>	<ul style="list-style-type: none"> <li>• 100% payment but conditions apply. See policy details at section 8 of chapter 4 of this manual.</li> </ul>
<b>Special Skills Allowance</b>	<ul style="list-style-type: none"> <li>• Technical. Vt120,000 to 2.0 million per annum</li> </ul> <p>Allowances will be calculated using Point Matrix System according to the following range:</p> <p>120,000 - 333,000  334,000 - 667,000  668,000 - 1,000,000  1,000,001 - 1,333,000  1,334,000 – 1,666,000  1,667,000 - 2,000,000</p>
<b>Dead while performing services</b>	<ul style="list-style-type: none"> <li>• For those officers or employees employed for 1 to 5 years continuous service – 6 month’s salary and Funeral expense</li> <li>• For those employed for 6 years and more 1 year’s salary plus Funeral expense.</li> </ul>
<b>Risk Allowance</b>	<ul style="list-style-type: none"> <li>• VT18,000/ fortnight</li> <li>• VT1,800/ per working day</li> </ul>



## POINT MATRIX SYSTEM

A point system Matrix, a guide to determining salary grade, with the 14-scale level

	Comparable Critical Factors	Minimum	Low	Moderate	High
1	<b>Responsibility</b>				
	a) Policy & Corporate Planning	0 – 25	50	75	100
	b) Financial Management & Accountability	0 – 25	50	75	100
	c) Supervision/responsibility for others	0 – 30 (0 – 10 staff)	60 (11 – 20 staff)	90 (20 – 50 staff)	200 (50 plus)
	d) Equipment's and Materials/assets	0 - 20	45	60	80
	e) Training/assisting others	0 – 5	20	35	50
	f) Risk and extend of risk/impact	0 –15	25	45	60
2	<b>Skill</b>				
	a) Experience	0 – 20	45	60	80
	b) Education/Training Qualification	25	50	75	100
3	<b>Effort</b>				
	a) Physical	5	20	35	70
	c) Mental	0 – 15	30	45	60
4	<b>Working condition</b>				
	a) Unpleasant/hazard Condition	5	20	35	50
	b) Work Load	5	20	45	50
	<b>Total points</b>				

**DEPARTMENT SPECIFIC CONDITIONS**

1. Department of Ports and Marine

**1.1 Sea-Going Allowance**

- Captains VT. 975)
- Engineers VT. 975) per period of 24 hours
- Bosun & Below VT. 450)

**1.2 Victualling Allowances**

	<u>Breakfast</u>	<u>Lunch</u>	<u>Dinner</u>
• Captains:	VT: 225	VT: 375	VT: 375
• Engineers:	VT: 225	VT: 375	VT: 375
• Bosun & Below:	VT: 90	VT: 180	VT: 180

Note: *For absences of less than 24 hours an allowance is paid for meals provided.*

## Chapter 5: Management of Education and Training

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### 1. Introduction

The Public Service Commission recognises the pivotal role of well-trained employees in enhancing service delivery which contributes to the overall development of Vanuatu. The Commission has the responsibility under paragraph 8(1)(c) and (i) of the *Public Service Act*, the Commission is entrusted with the responsibility of acting as a good employer while promoting and enhancing work-related development and education training opportunities for employees. The selection and approval process for employees undergoing education and training must adhere be made fairly, efficiently, and transparently by the VIPAM Board and Commission. By doing so, all requirements have to be met and all selection and approval must be dealt with in accordance with this chapter.

To ensure quality service delivery, the Commission plays a crucial role in ensuring that all directives set under Society Pillar 6 of the Vanuatu 2023 Peoples Plan including the National Human Resource Development Plan are implemented.

Education and training of all employees are an integral part of the Commission's planning. In this regard, the Commission is committed to:

- (a) encouraging a culture of life-long learning, knowledge sharing, innovation, and creativity to build a robust human resource for public service;
- (b) fostering knowledge sharing among employees from different Ministries and Departments by encouraging employees to participate in cross-departmental placement programs within Statutory bodies, Non-Government Organization training programs, and workshops that allow them to work together and learn from one another;
- (c) ensuring all employees have equal opportunities for accessing relevant training without discrimination;
- (d) maintaining updated baseline information of priority occupation and skills demand within the Public Service;
- (e) implementing prioritized and demand-driven programs that are cost-effective;
- (f) continuously upgrading core competencies, knowledge, skills, and attributes of employees including their ability to assimilate technology for career growth, social advancement, economic growth, and development;
- (g) Promoting collaboration and linkages between stakeholders, training institutions, development partners, industries, and scholarship agencies for exchange programs both nationally and regionally, and
- (h) Ensuring effective career pathways for all employees

The Commission, in alignment with the National Human Resource Development Plan (NHRDP) and the Ministry Human Resource Development Plan (MHRDP), may effectively manage and enhance employee capacity through education and training to address skill gaps prescribed under the Ministry Human Resource Development Plan (MHRDP).

## **2. Values:**

In carrying out its functions and responsibilities in a fair and transparent manner, VIPAM embraces the following core values:

- (a) Passion;
- (b) Respect;
- (c) Integrity;
- (d) Determination; and
- (e) Excellence.

## **3. Managing and Coordination of Education and Training**

### **3.1 Responsibilities**

#### *3.1.1 Composition of the Human Resource Development Committee within a Ministry*

- i. All ministries must establish a Human Resource Development Committee (HRDC).
- ii. The HRDC consists of the Human Resource Manager, a Human Resource Development Officer, and a Manager of each Unit under each Ministry and Department.

#### *3.1.2 Responsibilities of the Director-General:*

The Director-General is responsible for ensuring that:

- i. The Ministry Human Resource Development Plan (MHRDP) is developed and that it aligned with the NHRDP.
- ii. A budget is allocated for the implementation of the MHRDP.
- iii. Proper arrangements are in place to cover the employee's responsibility for the duration of the employee's study period.

#### *3.1.3 Responsibilities of the Director*

The Director is responsible for the following:

- i. Ensuring the proper implementation of the Ministry's Professional Development Plan(MPDP) in their department to be effectively and efficiently carried out.
- ii. Reporting all issues relating to the implementation of the MPDP to their Director-General.

### *3.1.4 Responsibilities of a Supervisor within a Ministry or Department*

A Supervisor within a Ministry or department is responsible for:

- i. Ensuring that each employee is properly assessed before recommending them for the necessary education and training using **PSC Form 5.5 Training Need Assessment For**.
- ii. Ensuring that upon returning from education and training, the supervisor must, in collaboration with the employee, develop a work plan to enable the transfer of skills and knowledge from the education and training to add value to the Organization.

### *3.1.5 Responsibilities of a Human Resource Management Officer*

A Human Resource Management officer must ensure that:

- i. Proper coordination and facilitation of human resource development are carried out.
- ii. Performance appraisals for an employee is closely monitored.

### *3.1.6 Responsibilities of a Human Resource Development Officer*

A Human Resource Development officer must ensure that:

- i. The coordination of all training activities, including work-based attachments and talent management programs, is carried out effectively and efficiently.
- ii. The records of their implementation of HRDP are properly kept.
- iii. The coordination and development of annual training plans for their Department and Ministry includes the following:

Conducting Training Needs Assessments in the relevant Ministry and Department to:

- Provide professional guidance on the HRD matters,
- Prepare the training budget in liaison with Human Resource Management Unit.
- Develop, update, and maintain the Ministry's and Department's records for education and training.
- Develop HRD update Baseline Data and report to VIPAM.
- Ensure that staff members within the Ministry and department have a clear understanding of the HRDP and the NHRDP.
- Work in collaboration with VIPAM on education and training matters.
- Provide a quarterly report to VIPAM on Education and training activities and training job performance for staff members who have completed an education or training program.

### *3.1.7 Responsibilities of the Human Resource Development Committee*

The Human Resource Development Committee must ensure that:

- i. The development and coordination of MPDP is carried out effectively and efficiently.
- ii. The recommendation of employee to undertake education and training is submitted to Ministry's senior management is carried out as per section 8(1)(c) of the *Public Service Act*.
- iii. The recommendation of post-education and training job performance and facilitate approval at the Ministry's senior management level has been carried out.
- iv. A quarterly report of education and training is submitted to the Ministry's Senior Management.

#### *3.1.8 Responsibilities of a Staff Member*

A Staff member must ensure that:

- i. They conduct a self-assessed against their job description, identify their technical skills, and determine their education and training needs.
- ii. They have a clear understanding of their responsibilities in achieving the goals and objectives of their Ministry, Department's or Unit.

## **4. Training Needs Analysis**

### **4.1 Training Needs Assessment (TNA)**

A Training Needs Assessment (TNA) is an audit process or method of determining if a training need exists, and if it does what training is required to fill the gap. In order to identify skills gaps throughout the public service, a TNA will be conducted in consideration of the following conditions:

- i. Government priorities from the NHRDP through the Vanuatu Qualification Authority (VQA);
- ii. Performance appraisal as per Chapter 10 of this Manual;
- iii. Technical requirements of the job description as per standardised regulatory requirements (if applicable); and
- iv. Job description requirements.

#### *4.1.1 Conducting the TNA*

The training TNA should be carried out annually as per the conditions above.

#### *4.1.2 Completing the Training Needs Assessment Form*

The Training Need Assessment Form (**PSC Form 5.5**) must be completed.

## 4.2 Training Prospective

### 4.2.1 VIPAM Prospectus

VIPAM prospectus will be developed and circulated throughout the Public Service to attract employees to apply for admissions. The prospectus will contain information about the institution and the available courses, including advice on how to apply and the benefits.

### 4.2.2 Training Calendar

A training calendar will be developed by VIPAM and circulated to line agencies annually for Inductions and In-service Trainings.

### 4.2.3 Monitoring and Evaluation of Trainings

There must be monitoring and evaluation of trainings carried out before (pre) and after (post) every training.

## 5. Type of Education and Training

### 5.1 Classification

- (1) **Long-Term Training (LTT)** is defined as “a self-sponsored or sponsored face-to -face, online, or blended training course that exceeds twelve months duration”
- (2) **Short-term training (STT)** is defined as “a self-sponsored or sponsored face-to-face, online, or blended course of twelve months duration or less”.
- (3) **Development Actions** are a set of appropriate learning and development tools, in addition to STTs and LTTs, that can be used to further enhance employee performance.

The required type of education and training within the Public Service are as follows:

### 5.2 Long-term Training

#### (a) **Quality Assured Training:**

- **National Recognised Trainings:** Employees will attend an accredited course that will be nationally recognised and meet quality assurance requirements and standards set by VQA
- **International Recognised Training:** Employees will attend an accredited course that is internationally recognised by a quality assurance agency.

### 5.3 Short-Term Training

#### (a) **Onboarding and Orientation:**

On-boarding and orientation are conducted by line agencies through the HRMU with the

objective of integrating new employees and making them understand the systems and procedures of the Ministry/Department.

**(b) Induction:**

Induction is mandatory training for all new employees to familiarise themselves with the policies and procedures of the Public Service Staff Regulation Manual. The induction is facilitated and conducted by VIPAM and OPSC.

**(c) Professional Development within the Department/Ministry:**

Line Ministries are encouraged to design and implement work-related in-house and group training programs to address identified training needs, taking into account the following factors:

- i. Ministerial/Departmental needs and priorities
- ii. Availability of professionally qualified and experienced trainers/facilitators
- iii. Funding
- iv. Cost-effectiveness vis-à-vis expected benefits

**(d) Job Rotation:**

Job rotation is the systematic movement of employees from one job to another within the Organization to achieve various human resources objectives such as orienting new employees, training employees, and enhancing career development.

**(e) Workshops:**

- i. **Non-Formal Workshop:** learning that takes place outside formal learning environments but within some kind of Organizational framework.
- ii. **Formal Workshop:** follows a syllabus, and that learning is the goal of all the activities learners engage in. Learning outcomes may or can be measured by **tests** and other **forms of assessment**.

**(f) Recognition of Prior Learning (RPL):**

- (RPLQ) Qualification,
- (RPLCT) Credit Transfer
- (RPLA) Admission

**(g) Quality Assured Training:**

- **National Recognised Trainings:** Employees will attend an accredited training that is nationally recognised and meets quality assurance requirements and standards set by VQA.
- **International Recognised Training:** Employees will attend an accredited course that is internationally recognised by a quality assurance agency.



## 5.4 Development Action

Development Action	Explanation
1. <b>Mentorship</b>	Have the employee periodically “interview” a specialist to discuss and enhance the ability to make good judgment.
2. <b>Leadership opportunity</b>	Have the employee lead meetings, presentations, task force, etc. to enhance their knowledge, and experience, and assume leadership responsibility in professional conferences, community service, business tours, etc.
3. <b>Training assignment or presentation</b>	Arrange for the employee to cross-train others or present ideas, plans, and findings to build knowledge, credibility, and confidence.
4. <b>Study materials</b>	Provide manuals, books, reports, audio-video, and/or other self-learning reference materials. Follow up to share interests and reinforce learning.
5. <b>Professional development programmes</b>	Have the employee attend in-house and/or external workshops, conferences, and academic programs to develop specific skills and knowledge.
6. <b>Cohorts</b>	A group of individuals or entities assembled based on their specific, current, and anticipated needs or demands. The selection of participants in a demand-driven cohort is guided by the principle of aligning their capabilities, expertise, or resources with the requirements and requests of the target audience or market, ensuring that the cohort can effectively meet the identified demands.

## 5.6 Nomination of Officers for Education and Training

This section outlines the basis for nominating employees to go for training, the eligibility criteria, the training approval process, and the required supporting documents. Nominations for training opportunities should be guided by the following principles:

1. Gender equality, transparency, meritocracy, and relevance of the employee's job description and tasks
2. The training is relevant in addressing the performance gap
3. Cost-effective and availability of funds

4. Consistency with results of the TNA, Performance Appraisals, and Ministerial Human Resource Development Plan
5. Recommendations and approvals from Director-Generals and Directors.

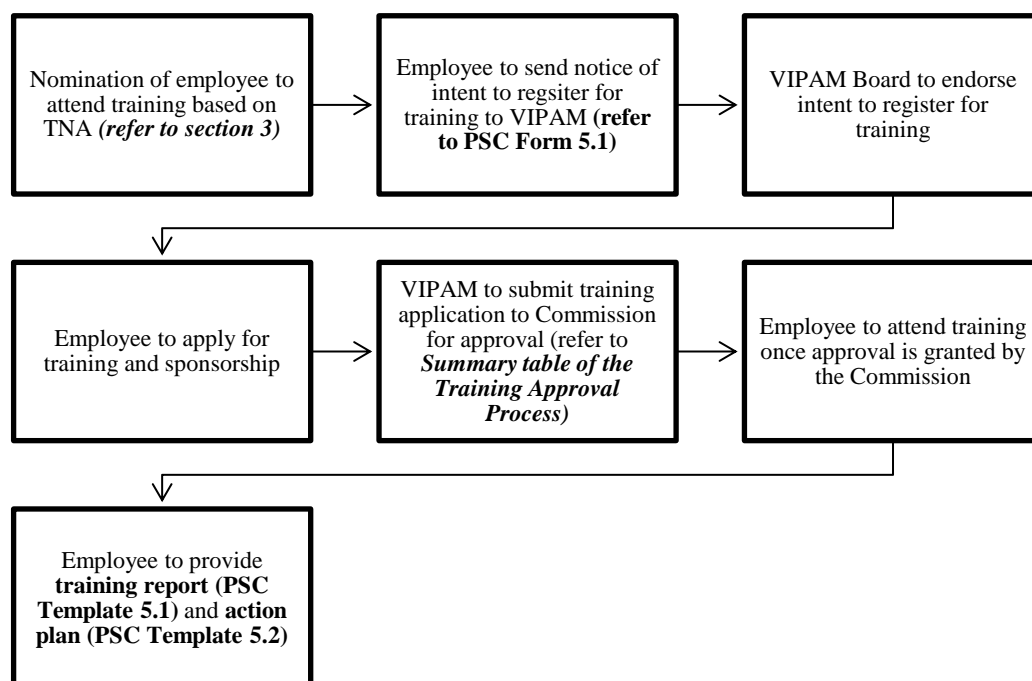
## 5.7 Education and Training Application and Approval Procedures

### 5.7.1 Applications for long-term training

The processing time for all long-term training applications is six (6) weeks from the date of submission to VIPAM.

#### (a) Approval Process:

The approval process for long-term training applications is set out below:



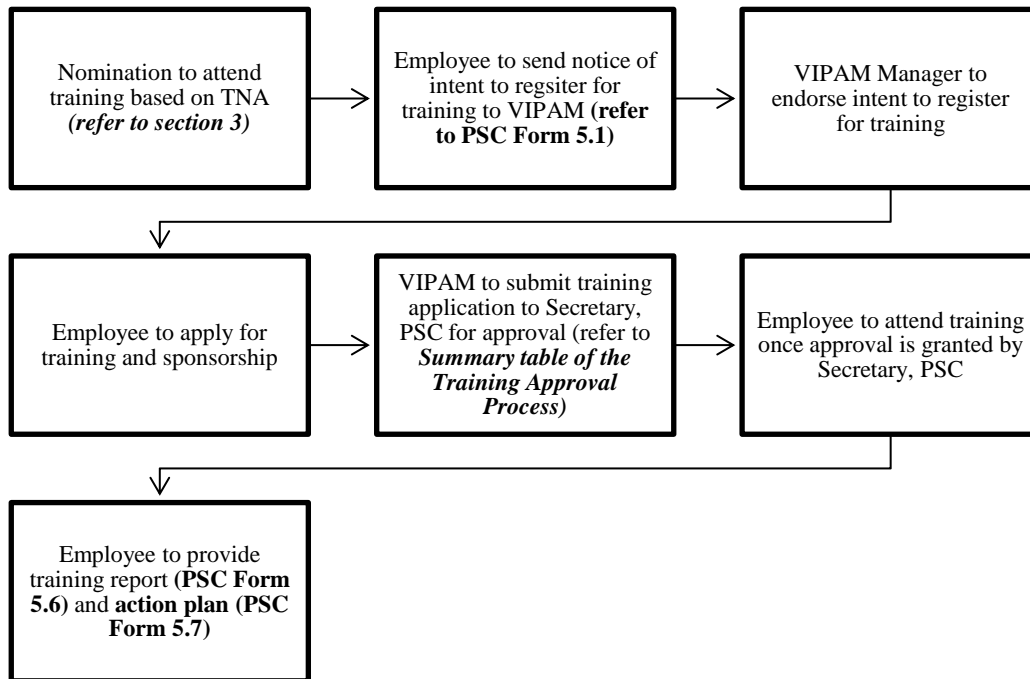
### 5.7.2 Short-Term Training

#### (a) Application for short term training

The processing time for all short-term training applications is ten (10) working days from the date of submission to VIPAM.

#### (b) Approval Process:

The approval process for short-term training applications is set out below:



5.7.3 A Summary Table of the Training Approval Process:

<b>Competent authority</b>	<b>Type of Training</b>	<b>Duration</b>	<b>Responsibility</b>	<b>Required Form</b>
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<b>Commission</b>	Long- Term Training	12 months above	Approve training	PSC Form 5-2 (Training Approval Form)
	Short-Term Training	12 months below	Approve attendance to Quality Assured Training	PSC Form 5.4 (Bonding Agreement Form)
<b>Secretary</b>	Short-Term Training	15 days or more and less than 6 months	Approve trainings for all employees	PSC Form 5-2 (Training Approval Form)
		15 days or more and less than 6 months	Approve study leave for all employees (Semester/ Trimester)	PSC Form 5-3 (Study Leave Form)
<b>VIPAM Board</b>	Long-Term Training	1 year or more	Endorse and nominate officers to attend a formal workshop or Quality Assured Training to the Commission	PSC Form 5-2 (Training Approval Form) PSC Form 5.4 (Bonding Agreement)
	Short-Term Training	15 days or more and 1 year or less	Endorse and nominate officers to attend a formal workshop or Quality Assured Training to the Commission	PSC Form 5-2 (Training Approval Form) PSC Form 5.4 (Bonding Agreement)
<b>Director General</b>	Short-Term Training	Less than 15 days	Approve in-country training for Directors and CSU officers	PSC Form 5-2 (Training Approval Form)
<b>Director</b>	Short-Term Training	Less than 15 days	Approve in-country training for Department officers	PSC Form 5-2 (Training Approval Form)

## 5.8 Terms and Conditions of Education and Training

### 5.8.1 Eligibility criteria to undergo Education and Training

<b>Training classification</b>	<b>Training type</b>	<b>Eligible Officers</b>	<b>Maximum Years/months in service</b>	<b>Minimum duration of training</b>
<b>Long-Term Training</b>	Quality Assured Training	Permanent - New Officers	4 years	Above 12 months
		Permanent -	3 years	

		Serving Bonding Agreement		
<b>Short-Term Training</b>	On-boarding (Department)	Probation Contract including Interns Apprentice Cadet	1 week	1 week
	Induction (VIPAM)	Permanent officers and after confirmation	4 months	1 week
	Formal Workshop	Permanent	1 year	6 months
	Non-Formal Workshop	Contract including interns	4 months	6 months
	Quality Assured Training	Permanent	6 months	Below 1 year
<b>Professional Development</b>	Recognition of Prior Learning (RPL (Q) Qualification, RPL (CT) Credit Transfer and RPL (A) Admission)	Permanent	5 years	2 years
	Development Activities	Permanent	6 months	Above 1 year
		Probation	6 months	6 months
		Contract	6 months	

### 5.8.2 Conditions for VIPAM Board Endorsement

A staff member may engage in short- or long-term education and training on the following conditions below:

(a) *Sponsorship or Private sponsorship with full entitlements*

Criteria:

- i. Education and Training is in line with the line ministry HRDP and NHRDP;
- ii. Employee is fully committed;
- iii. The Director-General or Director or equivalent position has provided support for the proposed education and training;
- iv. Employee has valid health and safety Insurance Cover;
- v. Employee is free from any form of Government debt or liability;
- vi. Education and Training must be provided by a recognised institution;

vii. Employee is free from any pending disciplinary matter.

(b) Sponsorship or private sponsorship pursued by employee for personal interest

The following criteria outline the conditions for sponsorship or private sponsorship with full entitlements, ensuring alignment with educational and training objectives:

- Individual initiative;
- Focus on personal interests;
- The officer must resign unless the education and training are in line with the nature of their employment.

*5.8.3 A Table of the Summary Entitlements While on Training*

<b>Entitlements</b>	<b>Short Term Training (On-the-job)</b>	<b>Long Term Training (On-the-job)</b>	<b>Short Term Training (Off-the-job)</b>	<b>Long Term Training (Off-the-job)</b>
<b>Salary</b>	100%	100%	100%	Refer to training allowance Scheme Rates
<b>Leave</b>	Accrued	Accrued	Accrued	No accrual
<b>Housing Allowance</b>	Paid	Paid	Paid	Paid
<b>Child Allowance</b>	Paid	Paid	Paid	Paid
<b>Available days to attend class</b>	Based on timetable	Based on timetable	N/A	N/A
<b>Allocated hours for study</b>	Maximum of 3 hours	Maximum of 3 hours	N/A	N/A
<b>Reimbursement of cost-related fees (self-sponsored)</b>	100%	100%	100%	100%
<b>Reimbursement of cost-related fees (sponsored)</b>	N/A	N/A	N/A	N/A

*5.8.4 Allowances for Education and Training and Capacity Development Conducted Overseas and of Six (6) Months Duration or Less*

(a) If the accommodation (housing rent, hotel costs) and subsistence allowance (includes meal and living allowances and local travel costs) is completely funded by a donor agency or other party, no top-up or additional allowances are payable by the government to the selected and shortlisted employee to attend the education and training.

- (b) If accommodation or subsistence costs are partially funded by a donor agency or other party, the VIPAM may liaise with the donor agency to establish a reasonable daily allowance rate that will cover the accommodation and/or subsistence costs.
- (c) In cases where accommodation or subsistence costs are not funded by a donor agency or other party, the employee will be entitled to claim this daily allowance rate outlined in this chapter. No additional allowance is payable unless approved by DoFT through imprest.
- (d) In cases where accommodation or subsistence costs are partially funded by a donor agency or other party, the employee will be entitled to claim the difference between this daily allowance rate outlined in this chapter and the partially funded donor allowance.

#### *5.8.5 Determination of Salary and Benefits During Training*

- (a) An employee attending training will receive their full salary during the full period of his or her award.
- (b) The Housing Allowance and Child Allowance will be at the discretion of the PSC.
- (c) Human Resource Officers will advise the Department of Finance of the appropriate training allowance to be paid to the officer in accordance with the *Training Allowance Scheme Rate (Table 5-1)*.
- (d) The training allowance referred to under paragraph (c) will not be limited to one year and will be considered a charge against the Ministry or Departmental budget.
- (e) To qualify for a training allowance, the applicant must fully disclose the employee's personal financial commitments, and the value of any scholarships and other allowances granted by any other agency in connection with the training.

#### *5.8.6 Bonding Agreement*

- (a) All employees attending a Long-Term Training of more than one-year duration will be required to sign a Bonding Agreement Form (**PSC Form 5-4**) requiring them to return to the Public Service, occupy their substantive position with the same salary level, and serve in their respective department for a period of three years as bonding term.
- (b) The Bonding Agreement Form (PSC Form 5-4) must be signed in the presence of the Director-General and the Secretary of the Public Service Commission.
- (c) This bonding agreement is a legally binding contract between the employee and the Public Service Commission.
- (d) All employees approved to participate in this scheme will be required to refund a proportion of the Government's training cost from his or her entitlements, including leave, if they are breach this bonding agreement.
- (e) The Severance payment will be deducted as part of the Bonding Agreement.



- (f) The *Bonding Agreement Form (PSC Form 5-4)* should be submitted as part of the application for training.
- (g) Notwithstanding paragraph 6.7 (a)-(f), an employee on a short-term training of less than twelve (12) months is required to sign a Bonding Agreement if their education or training is for an advanced or specialised qualification.

#### *5.8.7 Determination of Training Allowance*

- (a) For the first year of training, an officer will be paid their full salary. For any period in excess of twelve months, a percentage of the officer's salary will be paid. The employee will continue to be paid the training allowance until they complete their training. The Housing Allowance and Child Allowance will be at the discretion of the PSC.
- (b) For any period in excess of twelve months, if a spouse, child, housing or other equivalent allowances are covered by the donor agency, the matter is to be referred to the Commission and the salary may be abated according to the amount of the allowances.
- (c) Human Resource Officers within each Ministry or Department will advise the Department of Finance of the appropriate training allowance to be paid to the officer in accordance with the *Training Allowance Scheme Rates [Table 5-1]*.
- (d) The allowance will not be limited to one year only, and it will form a charge against the Ministry/Departmental budget.
- (e) In order to qualify for a training allowance, the applicant must fully disclose the officer's personal financial commitments, and the value of any scholarships and other allowances granted by any other body in connection with the training.

#### *5.8.8 Extension or Deferment*

Scholarship recipients applying for an extension or deferment of their training course should notify the HRD Unit.

- (i) The HRD Unit will refer the matter to the Commission.
- (ii) Approvals for extensions or deferments will be subject to approval by the Commission. Automatic approvals will not be granted, and the Commission may impose certain conditions, including a return to work during academic vacations.

#### *5.8.9 Termination or Withdrawals of Education and Training*

- (a) In the event of the termination or withdrawal of a scholarship, the recipient must immediately notify the HRD Unit and their Department Head. Failure to comply with this requirement will subject staff members to disciplinary proceedings.

- (b) The recipient is required to resume duty within one working day of the termination or withdrawal date as specified in the termination or withdrawal letter.
- (c) No additional allowances, as outlined in table 5.1, will be payable after the termination or withdrawal date.
- (d) Scholarship recipients terminated or withdrawn will not be considered for new scholarship applications until a period of three years has elapsed. During this time, the officer must demonstrate their capacity and commitment through the successful completion of local or other short-term courses.

*5.8.10 Reimbursement of Short-Term and Long-Term Course-Related Expenses:*

Upon successful completion of the study program, a self-sponsored employee may claim full reimbursement of tuition fees and the cost of required textbooks (if applicable) from the Commission. The claim must be accompanied by receipts and a transcript of results for the subjects undertaken and approval by the Director-General or Director or equivalent position.

*5.8.11 Return to Work After Long-Term Education and Training Activities:*

- (a) Employees undertaking long-term education and training are not required to return to work during vacation periods unless this requirement is specified by the Commission.
- (b) Upon completing the education and training period, the employee must promptly notify VIPAM.
- (c) After finishing the approved course of study, employees must return to duty within five (5) working days unless leave arrangements have been approved, as specified in this chapter, with the assistance of the HRO of line agencies.
- (d) After completion of education and training, an employee is required to provide an action plan for development of an innovative product/idea to advance processes and skills in the workplace.
- (e) Failure to implement the plan after undergoing education and training, may subject the employee to the provision outlined in this Chapter.
- (f) Despite paragraph (e) above, nothing in this paragraph prohibits an employee from seeking further long-term education and training upon an improved performance appraisal.

## **5.9 Disciplinary Process for Staff Attending Training**

A staff member or employee who fails to comply with any paragraph under this Chapter commits a disciplinary offence and is subject to disciplinary proceedings under Chapter 6 of this Manual.

## 5.10. Monitoring and Evaluation Reporting

All Public Service Ministries through HRM/HRD shall continuously carry out M&E and report quarterly. The reports will include, among other things:

1. Distribution of training opportunities in terms of gender, age, ethnicity, persons with disabilities, and sponsor.
2. Number and types of trainings and education programmes/course organised.
3. Cost of the training & education programme(s) if Ministry is to refund.
4. Relevance of the training and education programme(s).
5. Names of officers bonded, the cost and the defaulters.
6. VIPAM to produce quarterly report to VIPAM Board and the Commission.

## 5.11 Development Programs

### 5.11.1 Work-Based Attachment and Talent Management

#### (a) Work-Based Attachment

- i. Work-Based attachment targets secondary students and tertiary non-graduates seeking work experience and skills development.
- ii. Talent Management focuses on attracting potential candidates to recruit, retain, and develop the capacity of young and potential employees.

Classification	Program	Target Participants	Placement Duration	Extension Period
<b>Work Based Attachment</b>	Cadetship	Senior Secondary School Student	2 months	Below 6 months and applicable only on special circumstances approved by Secretary of the PSC
	Career exploration	Senior Secondary School Students	2 months	N/A
<b>Talent Management</b>	Apprenticeship	PSET Institution Students	Depend on program requirement	Depend on Training Provider's requirements and must be approved by the Secretary of the PSC
	Internship	Graduates	1 year. Health sector placement, duration will depend on career pathway.	Must be justified by the Intern Performance Assessment and approved by the Commission

### **(b) Cadetship Program**

- i. The placement of cadets is to be coordinated by VIPAM. Students are to be allocated to relevant Ministries and Departments through a cadetship contract. The placement must be in line with the student's career pathway.
- ii. Cadet's placement will be organised only during school breaks. Extensions of cadetship work attachments are not permitted;
- iii. On successful placement, all placed students must attend an induction facilitated by VIPAM;
- iv. A training allowance of VT1,000 per day is the recommended rate for all students undertaking the cadetship program for those Organizations who have budgeted for it;
- v. A student undertaking the cadetship program must attend for purposes of gaining work experience and skills development;
- vi. The duration of the cadetship placement can range from two (2) weeks to two (2) months.

### **(c) School Work Based Placement**

This program aims at accommodating short-term work experience relevant to students pursuing their career path or field of study.

- i. Placement of these students is to be coordinated by VIPAM. Students are allocated to the relevant Ministry and Department through a School work-based contract. The placement must be in line with the student's career pathway.
- ii. Students under the School Work Base Placement are to be placed for a period of up to six (6) months. Extension of this period is not permitted.
- iii. On successful placement, all placed students must attend an induction facilitated by VIPAM.
- iv. A training allowance of VT 1,000 per day is the recommended rate for all students undertaking the school work-based placement program for those Organizations who have budgeted for it.
- v. A student undertaking the cadetship program must attend for purposes of gaining work experience and skills development;

### **(d) Industrial Attachment Program**

- i. The apprenticeship program is based on an arrangement between an institution or training provider and the head of Ministries. This arrangement should be treated as a training agreement.
- ii. All students must provide a student practical logbook to keep record of all activities undertaken during the attachment period.
- iii. Workplace supervisors are responsible to ensure students are allocated relevant task and properly supervised, including the sign-off of logbooks.
- iv. Placements are to be organised by VIPAM in consultation with the line agency to meet specific Human Resource needs.
- v. Students are placed based on a recommendation from an institution or training provider in line with the student's school program requirement.
- vi. On successful placement, all placed students must attend an induction facilitated by VIPAM.
- vii. A training allowance of VT 1,760 per day is the recommended rate for all students undertaking the apprenticeship program for those organizations who have budgeted for it.
- viii. A student undertaking the apprenticeship program must attend for purposes of completing the institutional program requirement.
- ix. Apprenticeship activities must be assessed using prescribed the performance appraisal template under this Chapter.
- x. If a training provider provides a training allowance, section (vii) is not applicable.
- xi. The duration of the apprenticeship placement depends on the institution or training provider's requirement as per section (i).

**(e) Internship Program**

- i. The Internship program targets graduates from recognised tertiary institutions and PSET providers.
- ii. Despite the requirement under paragraph (i), nothing in this paragraph is to prevent the program from recognising those with specialised skills and knowledge.
- iii. Placements are to be organized by VIPAM in consultation with Ministries and Departments to meet specific Human Resource needs.

- iv. Internship attachment must be assessed by VIPAM using the prescribed PSC Form (PSC Form 5-6) under this Chapter.
- v. On successful placement all interns must attend an induction organised by VIPAM.
- vi. Prior to nominating an intern, line-agencies must submit a contract of agreement outlining the terms and conditions of the internship.
- vii. Intern, Director-General or Director must sign the contract before the commencement of the internship.

The following internship remuneration will be applied:

<b>VQF Level</b>	<b>Salary Grade</b>
<b>Level 10 - Doctorate</b>	PS 4.6
<b>Level 9 - Master</b>	PS 3.4
<b>Level 8 – Post Graduate Diploma, Certificate &amp; Bachelor with Honour</b>	PS 3.1
<b>Level 7 – Bachelor Degree, Graduate Diploma, Graduate Certificate</b>	PS 2.6
<b>Level 6 &amp; 5 - Diploma &amp; Advance Diploma</b>	PS 1.6
<b>Level 4 - Certificate IV</b>	PS 1.1

**(f) Monitoring and Evaluation**

Line Agency will be responsible to provide report to VIPAM following the timeframe shown in the table below:

<b>Development Programs</b>	<b>Reporting Period</b>
<b>Cadetship Program</b>	End of cadetship placement
<b>Apprenticeship Program</b>	End of apprenticeship placement
<b>Internship Program</b>	End of internship placement

**FORMS AND TABLES FOR CHAPTER 5: EDUCATION AND TRAINING**

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# Notice of Intent to Register for Training

Name: \_\_\_\_\_

Employee National ID No.: \_\_\_\_\_ VNPF: \_\_\_\_\_

Employee Email Address: \_\_\_\_\_

VOIP No.: \_\_\_\_\_ Ministry Landline: \_\_\_\_\_

Post Title: \_\_\_\_\_ Post No.: \_\_\_\_\_

Location: \_\_\_\_\_

Permanent Status:  Yes  No

Department: \_\_\_\_\_ Ministry: \_\_\_\_\_

Commencement date in the Public Service: \_\_\_\_/\_\_\_\_/\_\_\_\_

**Program Information:**

Course Title:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Course Description:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Training Institution: \_\_\_\_\_ Course Location: \_\_\_\_\_

Start Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ End Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Length of Course: \_\_\_\_\_ Hrs per Day: \_\_\_\_\_

Describe how this is directly related to your job description or part of our career pathway:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Required action plan for development of an innovative product/idea to advance processes and skills in the workplace:



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**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_

**Training Required Documents:**

These are required documents to be provided by the applicant before endorsement from the Directors and OPSC:

- i. Line Agency HRD Plan
- ii. Job Description
- iii. Training Needs Assessment
- iv. Copy of Passport (If needed)

<b>Training Endorsement:</b>	
<b>Director General/Director</b>	
Name: _____ Date: ____/____/____	
Signature: _____	
<b>Reviewed by:</b>	
<b>Manager VIPAM</b>	
Name: _____ Date: ____/____/____	
Signature: _____	
<b>PSC Approval:</b>	
APPROVED <input type="checkbox"/>	NOT APPROVED <input type="checkbox"/>
<b>Chairman/Secretary, PSC</b>	
Name: _____ Date: ____/____/____	
Signature: _____	

## Training Approval Form

### Employee Information

Name: \_\_\_\_\_

Employee National ID No.: \_\_\_\_\_ VNPF: \_\_\_\_\_

Employee Email Address: \_\_\_\_\_

VOIP No.: \_\_\_\_\_ Ministry Landline: \_\_\_\_\_

Post Title: \_\_\_\_\_ Post No.: \_\_\_\_\_

Location: \_\_\_\_\_

Permanent Status:  Yes  No

Department: \_\_\_\_\_ Ministry: \_\_\_\_\_

Commencement date in the Public Service: \_\_\_\_/\_\_\_\_/\_\_\_\_

### Program Information

Course Title: \_\_\_\_\_

Course Description: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Type of Sponsorship					
Fully Funded <input type="checkbox"/>	Partially Funded <input type="checkbox"/>	Private Sponsor <input type="checkbox"/>			
Training Classification (tick the appropriate box)					
Long-term Training <input type="checkbox"/>	Short-term Training <input type="checkbox"/>	Professional Development <input type="checkbox"/>			
Training Type					
Quality Assured Training <input type="checkbox"/>	Induction <input type="checkbox"/>	Formal Workshop <input type="checkbox"/>	Non-Formal Workshop <input type="checkbox"/>	RPL <input type="checkbox"/>	Development Activity <input type="checkbox"/>

Training Institution: \_\_\_\_\_ Course Location: \_\_\_\_\_

Start Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ End Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Length of Course: \_\_\_\_\_

### Funding Information *(To be completed by Department/Ministry)*

Estimated costs for study duration: \_\_\_\_\_ VUV

Salary costs of applicant: \_\_\_\_\_ VUV

Tuition Fees: \_\_\_\_\_ VUV

Accommodation, travel & subsistence cost of the applicant (If not covered by sponsor):  
 \_\_\_\_\_ VUV

Who will pay these costs? \_\_\_\_\_

**Training Required Documents**

These are required documents to be provided by the applicant before endorsement from the Directors and OPSC:

- i. Supporting letter from Director General or Director
- ii. Offer letter from the Institution
- iii. Sponsorship letter if sponsored
- iv. Confirmation letter if private sponsored
- v. Copy of Performance Appraisal
- vi. Training Needs Assessment Form (PSC FORM 5.5)
- vii. Line Agency HRD Plan
- viii. Copy of Passport
- ix. Police Clearance (long-term training)
- x. Medical Report

**Employee Agreement**

I have read, understand, and accept the terms and conditions of my proposed application:

Employee Name: \_\_\_\_\_ Signature: \_\_\_\_\_

\_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

**Training Endorsement:**

**Director General/Director**

Name: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signature: \_\_\_\_\_

**Reviewed by:**

**Manager VIPAM**

Name: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signature: \_\_\_\_\_

**PSC Approval:**

APPROVED <input type="checkbox"/>	NOT APPROVED <input type="checkbox"/>
-----------------------------------	---------------------------------------

**Chairman/Secretary, PSC**

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_

**Signature:** \_\_\_\_\_

## Study Leave Form

**Employee Information**

**Name:** \_\_\_\_\_  
**Employee National ID No.:** \_\_\_\_\_ **VNPF:** \_\_\_\_\_  
**Employee Email Address:** \_\_\_\_\_  
**VOIP No.:** \_\_\_\_\_ **Ministry Landline:** \_\_\_\_\_  
**Post Title:** \_\_\_\_\_ **Post No.:** \_\_\_\_\_  
**Location:** \_\_\_\_\_  
**Permanent Status:**  Yes  No  
**Department:** \_\_\_\_\_ **Ministry:** \_\_\_\_\_  
**Commencement date in the Public Service:** \_\_\_\_/\_\_\_\_/\_\_\_\_  
**Course Title:**  
 \_\_\_\_\_

**Study Leave Plan** *(Complete below study plan in accordance with your study requirement)*

Year	Months	Weeks	Day	Time

**Employee Agreement**

I have read, understand, and accept the terms and conditions of my proposed application:

**Employee Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_  
**Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_

**Training Endorsement:**

**Director General/Director**

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_  
**Signature:** \_\_\_\_\_

## Bonding Agreement

### Section A - Employee Information

Name: \_\_\_\_\_

Employee National ID No.: \_\_\_\_\_ VNPF: \_\_\_\_\_

Employee Passport Registration No.: \_\_\_\_\_

Employee Email Address: \_\_\_\_\_

VOIP No.: \_\_\_\_\_ Ministry Landline: \_\_\_\_\_

Post Title: \_\_\_\_\_ Post No.: \_\_\_\_\_

Location: \_\_\_\_\_

Permanent Status:  Yes  No P.S Scale: \_\_\_\_\_

Department: \_\_\_\_\_ Ministry: \_\_\_\_\_

Commencement date in the Public Service: \_\_\_\_/\_\_\_\_/\_\_\_\_

Training Course:

\_\_\_\_\_

Training Institution:

\_\_\_\_\_

Study Program:

\_\_\_\_\_

Date of Completion: \_\_\_\_/\_\_\_\_/\_\_\_\_

Date of departure from Vanuatu Public Service: \_\_\_\_/\_\_\_\_/\_\_\_\_

Date of expected return to the Vanuatu Public Service: \_\_\_\_/\_\_\_\_/\_\_\_\_

### Section B - Contribution from the Government of Vanuatu

<i>Please specify contributing sponsoring agency/agencies (if any)</i>			
Expenditure	Amount in Vatu	Sponsor or Private	Vanuatu Government
Tuition fees (VUV)			
Accommodation (VUV)			
Travel (VUV)			
Subsistence (Meals etc – VUV)			
Salary (VUV)			
Other (Please specify – VUV)			
<b>Total (VUV)</b>			<i>(CVG)</i>

### Section C - Special Bonding

Bonding Period is for long term studies for both undergraduate and postgraduate studies. In the case, where you do not serve your three years bonding term, you will be required to

reimburse the Vanuatu Government an equivalent to your training allowance paid during the duration of your studies.

### Section D – Employee Obligation

(1) I accept the contribution from the Government of Vanuatu under the Training Scheme and hereby agree to abide to the following conditions:

- (a) I will attend the training course for its duration, in good faith and will not be absent without reasonable excuse.
- (b) I will complete all academic requirements of the training course in good faith and will immediately submit any formal results obtained to my ministry and PSC.
- (c) I will immediately inform my ministry and PSC if I become aware of any circumstances which may lead to me not completing the training course by the date of completion specified in Section A, (for example, I fail an academic requirement of the training course or there is a change to the training schedule).
- (d) Any extension of time will need to be sought by a separate request for approval in accordance with PSC Form 5-2 or 5-3 as the case may be.
- (e) Upon completion of the training course, I will immediately return to Vanuatu to resume my position within the Vanuatu Public Service to serve the Bonding Period specified in Section C.
- (f) While serving your bonding term, you decide to apply for another position then you must draw and implement a succession plan during that time.
- (g) I will immediately inform my ministry and PSC if I receive financial assistance (including from any employment) from any sources other than those specified in Section B.
- (h) I will maintain regular contact (at least every 6-month) with my ministry and PSC in regards to my progress and study program.

*Note: The Approving Authority is the person responsible for approving the attendance at the training course as specified in the Public Service Staff Regulation Manual, Chapter 5.*

(2) If I fail to comply with any of the above conditions:

- (a) I will be required to reimburse, as a debt, the training and other costs incurred by the Government of Vanuatu from my severance entitlement and Annual Leaves.
- (b) The Government of Vanuatu will terminate Training allowance assistance (study leave or any other form of financial assistance provided) to me.

### Employee Agreement

I have read, understand, and accept the terms and conditions of my proposed application:

Employee Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

**Training Endorsement:**

**Director General/Director**

Name: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signature: \_\_\_\_\_

**Reviewed by:**

**Manager VIPAM**

Name: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signature: \_\_\_\_\_

**PSC Approval:**

APPROVED

NOT APPROVED

**Chairman/Secretary, PSC**

Name: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signature: \_\_\_\_\_



## Training Needs Analysis

### Employee Information

Name: \_\_\_\_\_  
 Employee National ID No.: \_\_\_\_\_ VNPF: \_\_\_\_\_  
 Employee Email Address: \_\_\_\_\_  
 VOIP No.: \_\_\_\_\_ Ministry Landline: \_\_\_\_\_  
 Post Title: \_\_\_\_\_ Post No.: \_\_\_\_\_  
 Location: \_\_\_\_\_  
 Permanent Status:  Yes  No  
 Department: \_\_\_\_\_ Ministry: \_\_\_\_\_  
 Commencement date in the Public Service: \_\_\_\_/\_\_\_\_/\_\_\_\_

### Section 1: Employee Personal Information

Family Name		Given Names	
Date of Birth		Island of Origin	
Language		Marital Status	
Ministry		Department	
Position Title		Post Number	
Employee NID		Employee VNPF	
Date commenced in Public Service		Previous Work	
Certificates & Copies of Qualifications on File?			Yes      No

### Section 2: Educational Background

Primary School		Level	
Secondary School		Level	
Tertiary		Level	
Other Training		Level	

### Section 3: Skills Gap

Look at your Job Description. What is the required qualification? Is there a difference? What training do you need to bridge this gap or to do your job better? Remember to think about possible promotion to a higher position if you had better qualifications?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

<b>Supervisor's comments:</b>	
<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
<b>Signature:</b>	<b>Date:</b>
<b>Director General / Director's Comments:</b>	
<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
<b>Signature:</b>	<b>Date:</b>

# Training/Workshop Report

## Cover Page

**Title of the Training**

**Employee:**

**Ministry/Department:**

**Position:**

**Date of submission of Report**

**Add the logo of training providers and sponsors**

## Content Table

1. Introduction
2. Location of Training
3. Venue and dates of training/workshop
4. Attendance
5. Opening of trainings/workshops
6. Training/Workshop Outcomes/Objectives
7. Training/Workshop Sessions & Discussions
8. Way-forward/Application of Workshop content/Challenges/ to Department/Ministry/Vanuatu
9. Closing
10. Annex
  - Programme
  - Profile of Participants
  - Profile of Facilitators
  - Photos

**Supervisors Signature**

**Date:**

**Director General/Directors Signature**

**Date:**

## Action Plan Template

### Cover Page

**Title of the Training**

**Employee:**

**Ministry/Department:**

**Position:**

**Date of submission of Report**

**Add the logo of training providers and sponsors**

### **Content**

1. Outcomes of Training/Course (LTT/STT)
2. Action Plan Summary

<b>Activity</b>	<b>Action Steps</b>	<b>Requirements/ Materials</b>	<b>Responsible</b>		<b>Budget</b>

**Supervisors Signature**

**Date:**

**Director General/Directors Signature**

**Date:**

## DEVELOPMENT PROGRAMS APPLICATION

REG N <sup>o</sup> :
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### SECTION 1: CATEGORY

CADETSHIP <input type="checkbox"/> <i>Senior Secondary Level</i>	APPRENTICESHIP <input type="checkbox"/> <i>Program Requirement</i>	INTERNSHIP <input type="checkbox"/> <i>Graduate</i>
---	---	--

### SECTION 2: PERSONAL INFORMATION

Name		Family Name		Date of Birth	
Residence		Contact		Email	

### SECTION 3: EDUCATIONAL BACKGROUND

Highest Qualification	Secondary <input type="checkbox"/>	Certificate <input type="checkbox"/>	Diploma <input type="checkbox"/>	Bachelor <input type="checkbox"/>	Master <input type="checkbox"/>	Doctorate <input type="checkbox"/>
School						
Field of Study						
Status of Qualification	Incomplete <input type="checkbox"/>	In Progress <input type="checkbox"/>	Complete <input type="checkbox"/>			

### SECTION 4: PROFESSIONAL BACKGROUND

Date	Organization	Nature of Employment

### SECTION 5: CAREER PATH

Option 1		
Option 2		
Option 3		

#### Certification

I certify that the above information are true. I understand too that any false information provided in this application can disqualify me from the Vanuatu Public Service Commission Development Programs.

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Please attach the following when submitting your application:

1. A one-page statement of the reasons why you should be selected.
2. Curriculum Vitae (CV)
3. Birth Certificate
4. Certified copies of your highest certificate and or current transcripts

#### VIPAM USE ONLY

Received Date:

Officer:

Signature:

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

Should you have any query, please feel free to contact via email and telephone below:

[vipam@vanuatu.gov.vu](mailto:vipam@vanuatu.gov.vu) / [opsc@vanuatu.gov.vu](mailto:opsc@vanuatu.gov.vu) / 33195 / 33360

## Training Allowance Scheme Rates Table

*This schedule contains the "Training Allowance Rates" referred to in section 3.6 of Chapter 5 of Education and Training.*

Salary Grade	New Current GRT Grades	Annual Salary (VT)	Percentage of salary to be paid
A	DG1.4	7,580,600	<b>CONTRACTED POSITIONS</b>
	DG1.3	7,151,500	
	DG1.2	6,738,300	
	DG1.1	6,356,900	
	DG2.4	7,151,500	
	DG 2.3	6,738,300	
	DG2.2	6,356,900	
DG2.1	5,989,600		
B	DIR 3.3	5,560,500	
	DIR 3.2	5,324,100	
	DIR 3.1	5,000,400	
	DIR2.3	5,324,100	
	DIR 2.2	5,000,400	
	DIR2.1	4,682,900	
C	DIR 1.4	4,682,900	Deputy Directors
	DIR1.3	4,444,800	
	DIR1.2	4,206,700	48%
	DIR1.1	3,968,600	
D	PS9.4	3,739,300	
	PS9.3	3,623,500	
	PS9.2	3,527,600	50%
	PS9.1	3,408,300	
E	PS8.6	3,220,900	
	PS8.5	3,135,600	
	PS8.4	3,029,600	55%
	PS8.3	2,863,000	
	PS8.2	2,787,200	
	PS8.1	2,693,000	

F	PS7.4	2,489,500	
	PS7.3	2,393,800	
	PS7.2	2,298,000	60%
	PS7.1	2,202,300	
G	PS 6.4	2,106,500	
	PS6.3	2,042,700	
	PS6.2	1,974,600	65%
	PS6.1	1,906,500	
H	PS5.6	1,815,700	
	PS5.5	1,755,200	
	PS5.4	1,694,700	70%
	PS5.3	1,634,100	
	PS5.2	1,573,600	
	PS5.1	1,513,100	
I	PS4.6	1,434,600	
	PS4.5	1,386,800	
	PS4.4	1,345,000	75%
	PS4.3	1,291,200	
	PS4.2	1,243,400	
	PS4.1	1,195,500	
J	PS3.4	1,094,600	
	PS3.3	1,058,000	
	PS3.2	1,029,600	80%
	PS3.1	1,001,300	
K	PS2.6	944,600	
	Ps2.5	890,000	
	Ps2.4	839,700	85%
	PS2.3	813,500	
	PS2.2	791,100	
	PS2.1	768,800	
L	PS1.6	723,100	
	PS1.5	703,200	
	PS1.4	683,300	90%
	PS1.3	663,400	
	PS1.2	642,800	
	PS1.1	625,100	

## CHAPTER 6 - MANAGING STAFF DISCIPLINE

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### 1. Introduction

Staff members of the Public Service are expected to uphold the highest ethical standards, be accountable for their actions, and observe all applicable laws. Maintaining the highest standards of appropriate and ethical behaviour is crucial, and when a staff member commits a disciplinary offence, it should be promptly and effectively addressed in accordance with the disciplinary procedures under this Chapter, relevant regulations, policy decisions of the Commission, the employment contract, and the *Public Service Act*.

Disciplinary actions must be taken by the relevant authorities in a manner that recognises the rights of the staff members without any form of discrimination. The Commission, as a responsible employer under the *Public Service Act*, ensures that staff members are treated fairly in all employment-related matters, including discipline. To meet these requirements, all discipline matters must be handled according to the procedures specified in this chapter. The Commission also acknowledges customary practices as a mitigating factor in its disciplinary process.

The procedures in this Chapter are based on the requirements of the *Public Service Act* and additional procedures authorized by the Commission. Unless otherwise stated, these procedures are applicable to regular employees. Temporary salaried, contract employees, daily rated workers and interns are employed through Employment contract, and their discipline procedures must be in line with the terms and conditions stipulated in their respective contracts of employment.

This chapter also outlines the process for addressing complaints or grievances raised by a staff member against their superior concerning any unfair or ill- treatment against the staff member.

Despite the requirements set out in this chapter for dealing with disciplinary offences, these procedures are not to be used as a substitute for proper and effective management action. In this regard, an effective manager should identify and deal with issues such as poor performance or unacceptable conduct before they become disciplinary matters.

It is encouraged that discipline management practices are observed and applied at Ministry and Department level first by a Director-General, Director or equivalent position before referral to the Commission which should be the last resort to be involved in any discipline case of a staff member.

### 2. Resolving Grievances

#### 2.1 Procedure For Resolving Grievances

##### 2.1.1 Reasons for Initiating Grievances Process

- (1) A staff member may initiate a grievances process in this Chapter for any of the following reasons:
  - (a) an unresolved issue exists between a Director-General, Director or equivalent position and the staff member;
  - (b) there has been a direct conflict in the decision making by a Director-General, Director or equivalent position which adversely affects the staff member;



- (c) the staff member has filed a claim in Court and intends to resolve the matter before it being tried; or
  - (d) any other reason or issue as may be determined by the Secretary.
- (2) The affected parties must have mutual agreement in writing to resolve the issue under this process.

### *2.1.2 Appointment of the Mediator*

- (1) Subject to subsection (3), once an official complaint is received by OPSC, the Secretary may, within 10 working days from the date of receiving the complaint, appoint a Mediator.
- (2) A person appointed as the mediator must have the necessary qualification and experience including, good mediation and negotiation skills, good written and communication skills and a good knowledge of applicable laws.
- (3) The Secretary must obtain the consent in writing of both parties to the mediation process before making the appointment of the mediator.
- (4) In appointing the Mediator, the Secretary must inform both of the affected parties of such appointment.
- (5) Upon receiving their appointment, the Mediator is to settle the dispute or conflict between the affected parties within the period of not more than fourteen (14) days from the date their appointment.

### *2.1.3 Procedure for Mediation*

- (1) The mediator is to issue a notice of grievances and its particulars to affected parties, including the date, time and venue of the mediation.
- (2) The mediator is to be scheduled for not more than five (5) mediation sessions for purposes of gathering information, seeking clarifications, identifying issues, and resolving the dispute or conflict between affected parties.
- (3) The affected parties are obligated to attend the mediation sessions scheduled by the mediator and must not be represented by a legal counsel or any other person in this process.
- (4) In considering the information, clarifications and evidence of the dispute or conflict, the mediator may negotiate an amicable and mutual resolution to settle the matter. The mediator must produce a Memorandum of Understanding (MoU), outlining the discussions and whether or not the parties have reached a settlement. The MoU must be signed by both parties, including the Mediator, and submitted to the Secretary, with a copy placed on the Ministry/Department files.
- (5) If the conflict cannot be resolved through the mediation process within the 14-day period under subsection 2.2(5), the matter must be addressed pursuant to the relevant PSC disciplinary process, if necessary.

- (6) If a similar dispute or conflict reoccurs between the affected parties after the matter has been dealt with in the mediation process, the matter must be referred to the PSC disciplinary process if necessary.
- (7) The mediator is entitled to an allowance of VUV 30,000 upon productions of the MOU. The relevant Ministry or Department is responsible to meeting the allowance.
- (8) The OPSC is to determine the procedure of the mediation not provided under this Chapter.

#### *2.1.4 Functions of the Mediator*

- (1) The mediator must be neutral and impartial in order to promote social dialogue, and assist in negotiating a dispute settlement between parties with the aim of achieving amicable and mutual resolution.
- (2) In reaching an amicable and mutual resolution, the mediator must develop a Memorandum of Understanding (MoU), outlining the discussions and specifying whether or not the parties have reached a settlement.
- (3) If the conflict relates to a matter filed in court, the MoU referred to in subsection (2) must reflect the outcome of the mediation, which must be signed by both parties including the mediator, and filed in Court with copies served to the legal representatives of both parties.
- (4) A copy of the proof of service of the MoU submitted to the Secretary's legal representative under subsection (3) must be provided to the Secretary for purposes of approving part payment of the allowance of the Mediator.

#### *2.1.5 General Procedures To Be Followed In Discipline Matters*

Unless the Commission determines otherwise, the following general procedures must be followed by a staff member who has supervisory responsibilities and are therefore involved in dealing with disciplinary matters relating to all categories of staff members.

- (a) A Ministry must establish a management system for preventing a disciplinary matter from arising and is to ensure that concerted effort is made to resolve any performance or conduct related issues at the first instance.
- (b) Any internal disciplinary management system developed by a Ministry in collaboration with its respective departments must be submitted to the Commission for validation.
- (c) A disciplinary matter must only be referred to the Commission for consideration after an attempt has been made to resolve it within the Ministry in accordance with its internal disciplinary management system, and the procedures set out under this Chapter have failed.
- (d) A staff member may be suspended by the Director-General, Director or equivalent position on half salary from service if they commit an act of serious misconduct listed under Appendix C .

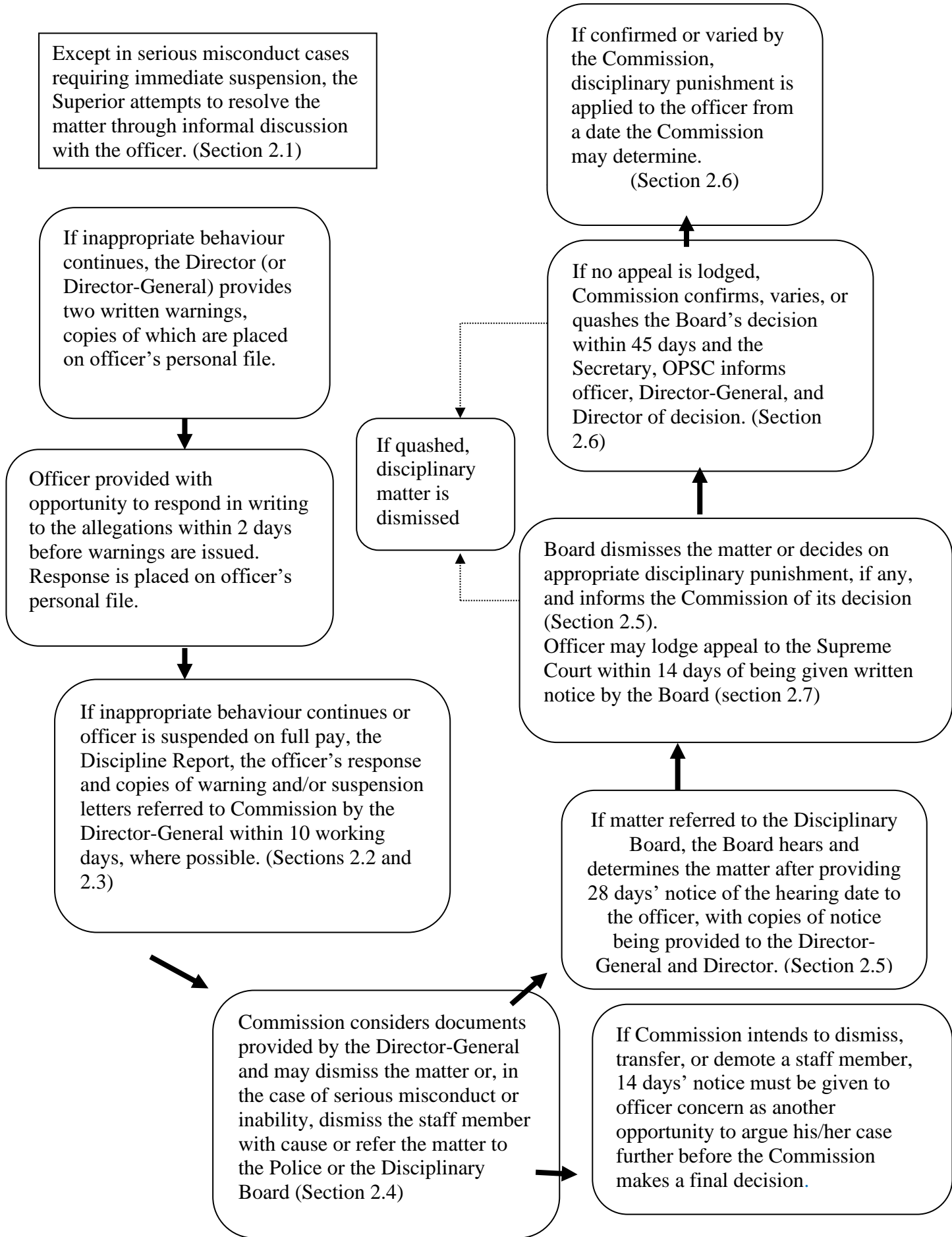
- (e) Prior to issuing a notice of suspension, the Director-General, Director or equivalent position must ensure a preliminary assessment is carried out to establish grounds for serious misconduct. The preliminary assessment must complete its assessment into the alleged serious misconduct within two (2) weeks.
- (f) If the nature of the offence is serious and warrants a preliminary assessment of the allegations, the DirectorGeneral may temporarily transfer the employee at level to another department within the Ministry for a period of not more than two (2) weeks to allow a proper assessment to take place.
- (g) If a matter is referred to the Disciplinary Board by the Commission, the OPSC must provide at least 28 days' notice of the hearing to the staff member.
- (h) The Commission must confirm, vary, or quash the Disciplinary Board's decisions within 45 days after the decision is notified to a staff member under subsections 37(11) and (12) of the Act.  
The Public Service Disciplinary Board may in the exercise of its functions make a decision that is to be recommended to the Commission for its for consideration.
- (i) The Commission must vary or quash the PSDB's decision recommended paragraph (h) only if it obtains new evidence that has not been considered at the hearing before the PSDB on staff member's discipline case.
- (j) Despite paragraph (i), the Commission reserves the right to assess evidences considered by PSDB and has the discretionary power to override its decision.
- (k) The aggrieved staff member may appeal to the Supreme Court within 14 days after being given notice of the Commission's final decision in relation to their disciplinary matter.
- (l) If the Commission intends to terminate the employment of a staff member, a fourteen (14) days' notice must be issued to them as an opportunity to provide written response as to why the Commission should not terminate their employment.
- (m) The removal from office of a Director-General and Director must be made in accordance with sections 19A and 19B of the *Public Service Act* (as Amended) and the terms and conditions of the Contract of Employment on Disciplinary Procedures.
- (n) No person may attempt to influence the Commission or the Disciplinary Board in relation to a discipline case except as provided for in the Public Service Act and these procedures.
- (o) Customary practice is to be recognised as a mitigating factor for a disciplinary matter. However, the customary practices do not limit the operation of the disciplinary process in this Chapter.
- (p) The Secretary may suspend a staff member temporarily if he or she considers it appropriate and where there has not been any action taken by the Director or Director-General to discipline the staff member.
- (q) To avoid doubt, a temporary suspension under paragraph (p) only applies to a staff member below a Director's position.

## 2.2 *Unlawful Disciplinary Action*

- (1) A disciplinary action taken by a Director, Director-General. or the Secretary against a staff member must be done in good faith, with a fair and transparent process, and in compliance with the principles of natural justice.

- (2) A disciplinary action that is taken by a Director, Director-General or the Secretary against a staff member with malicious intent or bad faith is subject to disciplinary process.
- (3) Before taking a disciplinary action against the Secretary, Director-General, Director or equivalent position, must provide an adequate opportunity for the employee to respond to the allegations made against them and to gather all documentary evidence in support of their response.

### 2.3 Overview Of the Discipline Process for A Staff Member of The Public Service



## **2.4 Internal Disciplinary Management System**

### **2.4.1 Attempting To First Resolve Misconduct or Poor Performance Within the Ministry and Department**

- (a) The Secretary, Directors-General or Director, or equivalent positions are responsible for ensuring that appropriate internal disciplinary management systems are in place within their respective Ministries or Departments.
- (b) In complying with subsection (a), the Secretary, a Director-General, Director, or equivalent position must ensure that a staff member within their respective Ministries or Departments understand the different types of behaviour that amounts to a disciplinary offence under the *Public Service Act*. The disciplinary offences are as listed in Appendices A, B and C of this chapter.
- (c) If a staff member commits an offence that does not meet the four (4) standards of serious misconduct, their supervisor must attempt to resolve the matter first with the staff member directly through the Ministry or Department's internal disciplinary management system or informal discussion and counselling in accordance with this Chapter. The aim is to resolve the matter within the Department's or Ministry's level and avoid it becoming a disciplinary case that may be referred to the Commission.

### **2.4.2 Notice Of Allegations, First and Second Warnings**

- (1) A Director-General, Director or equivalent position must be informed by the immediate supervisor if a staff member continues to commit a disciplinary offence.
- (2) A staff member who continues to commit a disciplinary offence of the same nature may be issued two (2) warnings in writing by their his or her Director General or Director. A Notice of Allegation be issued to a staff member followed by a first and second warning if the staff member continues to re-offend, (*"Notice of Allegation" 'First Warning' and "Second Warning" model letter template for department use at the end of this Chapter*).
- (3) A warning issued by the Secretary, a Director General, a Director or equivalent position remains until the disciplinary process ends, for a specific type of offence.
- (4) The Commission may revoke a warning that was issued in bad faith or not in accordance with this chapter upon production of sufficient evidence by a staff member, to justify the non-compliance.
- (5) If a staff member is served with a warning, they must undergo a counselling and restorative behaviour process with their immediate superior. The details of which must be recorded in writing using the *Progressive Disciplinary Action Form*. A copy of the document must be kept in the staff member's personal file.
- (6) Customary practises may be considered in addressing a disciplinary matter and is to be regarded as a mitigating factor but does not prevent or limit the PSC disciplinary process to operate under this Manual or the Act.
- (7) To determine whether to issue a 'First Warning' to a first-time offender or a 'Second Warning' to second time-offender, the Secretary, a Director-General, Director or equivalent

position must properly notify the staff member of the allegations and provide him or her 5 (five) working days to respond to the allegations.

- (8) If a staff member fails to respond to the allegations within 5 (five) working days, the Secretary, a Director-General, Director, or equivalent position is to proceed to issue a warning, if their in his or her opinion the staff member did commit the disciplinary offence. The Secretary, Director General, Director, or equivalent position may only issue a First or Second Warning after having received a response from the staff member within the specified timeframe.
- (9) A copy of the written warnings issued by the Secretary, Director-General, Director or equivalent position and written response of a staff member must be placed in the staff member's personal file within the Ministry or Department and another copy must be forwarded to OPSC for record-keeping purposes.
- (10) Despite the provisions of this section, a first warning issued is in effect for a period of three (3) years from the date on which it is issued and ceases to have effect after the expiry of three (3) years.

#### *2.4.3 Efforts Must Be Made to Resolve All Matters*

- (1) Every effort must be made to resolve disciplinary matters and instances of poor performance for all staff members within the Ministry or Department through informal discussions and counselling.
- (2) If the disciplinary offence and poor performance continues, the Secretary, Director-General Director or equivalent position must submit a comprehensive report on the alleged misconduct or underperformance to the Commission for a decision regarding the staff member's employment.
- (3) The report provided under subsection (2) must include detailed information about the disciplinary offence and poor performance in line with chapter 10 of this Manual. The report should also include the efforts made to resolve the issue within the Ministry or Department.
- (4) Should the above process has been exhausted and the disciplinary offence and or poor performance continues, a Director-General, Director or equivalent position may consider suspending the staff member in accordance with the process in this chapter.

#### *2.4.4 Suspension Of A Staff Member Temporarily For A Disciplinary Offence*

- (1) The Secretary may temporarily suspend a staff member who has committed a disciplinary offence that amounts to at least one (1) of the standards of serious misconduct or as specified in **Appendix C** of this Chapter.
- (2) A temporary suspension under subsection (1) may be issued by the Secretary only if the Director-General, Director or equivalent position fails to manage the staff member's alleged misconduct.
- (3) A temporary suspension made under subsection (1) is for a period of not more than 2 months, during which the staff member is on half salary.

- (4) A staff member who is temporarily suspended must be issued a Disciplinary Report within 3 calendar days, providing a written response to the specified allegations.
- (5) A staff member issued with a Disciplinary Report under subsection (6) must provide their response including justifications and documentary evidence to OPSC within three (3) calendar days from the date of receiving the Staff Member's Disciplinary Report.
- (6) A staff member's response is subject to OPSC assessment to identify whether or not his or her salary arrears that is ceased during the period of the staff members temporary suspension is reimbursed upon his or her reinstatement.
- (7) In the event where a staff member has provided his or her response without any justifications and documentary evidences in support, the staff members salary that is ceased during the period of the temporary suspension must not be reimbursed and other measures of rehabilitation applies.
- (8) All documents relating to a staff members temporary suspension must be kept in the personal file of the staff member for record purposes within OPSC and the relevant Ministry or Department.
- (9) The Commission must be notified of any temporary suspension made under this section.
- (10) If a staff member commits the same nature of offence for which they were temporarily suspended for, the staff member commits a serious misconduct and may be permanently suspended.
- (11) To avoid doubt, all temporary suspension issued must not warrant a termination from service.

#### *2.4.5 Immediate Suspension for Serious Misconduct Cases*

- (1) No prior written warnings or verbal counselling may be given if a staff member commits a serious misconduct requiring immediate suspension.
- (2) Serious misconduct is defined to include an unethical and unreasonable behaviour or action that consists of three (3) standards outlined below:
  - (a) breach of trust between employer and a staff member; and
  - (b) a continuous behaviour of a staff member that cannot be rehabilitated; and
  - (c) circumstance is as egregious.
- (3) In deciding to issue a suspension letter or conclude an act of serious misconduct, the person having authority must act in good faith, resolving the matter fairly, without malice, and without prejudice, based on grounds of serious misconduct.
- (4) If a staff member commits a serious misconduct as listed under Appendix C, the Director-General or the Director or equivalent position must consult each other before referring the Staff Members discipline report to OPSC.
- (5) A staff member may be suspended for an act of serious misconduct listed under **Appendix C** after the findings of the preliminary assessment conducted by the relevant Ministry or Department.



- (6) In the case of a Director or equivalent position committing serious misconduct, their Director-General must immediately inform the Secretary, and the matter is to be dealt with in accordance with sections 19A and 19B of the Public Service Act and the discipline process provided in clause 2.9 of this manual.
- (7) To avoid doubt, a Director General does not have any authority to suspend a Director on the grounds of serious misconduct.
- (8) In the case of a Director-General who has committed a serious misconduct, the Secretary must immediately inform the Commission in accordance with section 19A and 19B of the *Public Service Act* and the discipline process provided in the terms and conditions of their contract of employment
- (9) Upon the final determination of the Commission, if a staff member is found not to have committed the offence, the balance of their arrears for the period of their suspension must be reimbursed upon their reinstatement to duty.
- (10) If a staff member is found to have committed the offence upon the final determination of the disciplinary offences by the Commission, the balance of their salary arrears for the period of their suspension must not be reimbursed upon his or her reinstatement to duty.

#### 2.4.6 Referring The Matter to The Public Service Commission

##### ***(1) Documentation required for discipline cases***

- (a) In all discipline offences, the Secretary, Director-General, Director or equivalent position must issue a staff member Discipline Report (**SMDR**) (**PSC FORM 6 -1**) to the staff member setting out the detailed allegations including documentary evidence for the staff member's response.
- (b) Prior to issuing the SMDR to a staff member under paragraph (a), the Director-General or Director or Secretary must collect and gather all sufficient documentary evidence of the allegations within five (5) working days of identifying the disciplinary offences against the staff member.
- (c) If the Director-General, Director or Secretary is satisfied with the evidence gathered on the allegations levelled against the staff member, he or she may proceed to issue an SMDR to the staff member.
- (d) The staff member is required provide their written response to the allegations specified in the SMDR within ten (10) working days from the date of being served with the SMDR.

The Director General must formally refer the matter to the OPSC in writing, providing a fully completed Staff Members Discipline Report within five (5) working days from receiving the employee's response. This report should include copies of the "First" and "Second" warning letters attached to the SMDR, the staff member's written responses to the allegations, and all documentary evidence supporting the allegations, including a copy of any temporary suspension (if applicable) or the staff member's response to the Commission

- (e) In case a staff member fails to submit a written response within the timeframe mentioned under paragraph 2.3.1.d, the Ministry or Department shall make an attempt to request the

staff member to submit his or her written response within additional seven (7) calendar days.

- (f) If a staff member still fails to comply to paragraph 2.3.1 (f) the Staff Members Discipline *Report* are to be provided to the OPSC immediately by Director. This submission should include details of any attempts made to obtain a written response from the staff member. The OPSC is to determine whether the staff member should be given a final opportunity to respond before submitting the matter to the Commission.
- (g) Upon receiving the SMDR and all documentary evidence in support of the allegations including the staff member's responses, the OPSC must assess the SMDR and relevant evidence. The aim is to ascertain whether there is sufficient proof of the allegations against the staff member in question.
- (h) After assessing the SMDR and all relevant documentary evidences, if the OPSC finds that the evidence supplied with the SMDR does not substantiate the allegations against the staff member, the OPSC will advise the relevant Ministry or Department of these findings. The Ministry or Department must then provide OPSC with any additional documentation requested by the OPSC within (5) five working days.
- (i) In the event the Department or Ministry fails to comply with the timeframe provided under paragraph 2.3.1 (i) the matter is to be referred to Commission for consideration.
- (j) To avoid doubt, once the SMDR of a staff member is submitted to OPSC, it will not be referred back to the relevant Ministry or Department for further investigation or to withdraw the allegations.

#### *2.4.7 Time Limits for Referring Discipline Cases To The Commission*

- (a) In case of serious misconduct where the staff member is suspended on half salary the Director General must refer the matter to the OPSC as soon as practicable and within ten (10) working days upon receiving their response to allegations raised.
- (b) A Ministry or Department must manage the process as a matter of importance and urgency, bearing in mind the time limits specified under paragraph (a).
- (c) If a Director General or Director fails to refer the matter within ten (10) working days, the Commission must summon the Director or Director General to explain and provide reasons accordingly.
- (d) If the Director-General or Director fails to submit the SMDR to the Commission within the period under paragraph (a), the Commission may issue a warning to a Director or a Director-General.

#### *2.4.8 Consideration of Discipline Cases by the Commission*

- (1) After assessing the SMDR and all relevant documentary evidence provided, if the OPSC is satisfied that there is sufficient information to substantiate the allegations against a staff member, the OPSC must refer the matter to the Commission for its consideration with copies of all documentary evidence.
- (2) The Commission, upon receiving the SMDR and all documentary evidence, including the staff member's response may decide to:

- (a) dismiss the staff member;
- (b) dismiss the matter and reinstate a staff member or transfer the staff member;
- (c) demote the staff member due to a failure to comply with the transfer; [comment: elements of transfer to be covered in the relevant chapter].
- (d) immediately dismiss the staff member pursuant to the *Public Service Act*, section 29; or
- (e) refer the matter to the Ombudsman;
- (f) refer the matter to the Police;
- (g) refer the matter to the Public Service Disciplinary Board.

(3) The Commission must complete the public service disciplinary process before referring the matter to the Police under paragraph 2(f).

- I. The Commission must not make a final decision on a disciplinary case that is pending a court decision.
- II. In considering the employment of a staff member who has been convicted of a criminal offence pursuant to section 29A of the Public Service Act, the Commission may:
  - (a) terminate the contract of employment of a staff member who is serving a term of imprisonment;
  - (b) terminate or maintain the services of a staff member who is serving a suspended sentence;
  - (c) where the Commission decides to maintain the services of a staff member who is serving a suspended sentence, it must consider the seriousness and nature of offending and where applicable provide close supervision and monitoring of that staff member under suitable conditions.
- III. If a staff member is convicted of a criminal offence at the lower end of the scale that attracts a penalty of a lesser fine or community service, the Commission may, at its discretion, decide not to invoke section 29A of the Public Service Act.
- IV. Paragraph (e) and (f) do not apply to a staff member who is employed on contract basis and is convicted of a criminal offence unless otherwise stated in the staff members employment contract.
- V. If the Commission dismisses the matter, the staff member, if suspended, must resume duty to their substantive position unless decided otherwise
 

If the Commission decides to dismiss the staff member pursuant to subsection 29(1) of the Public Service Act for serious misconduct, a notice of 14 days as must be provided as an adequate opportunity for the staff member to provide reasons as to why the Commission should not terminate their employment.
- VI. If the Commission considers that the matter be referred to the Public Service Disciplinary Board, it must do so as soon as practicable and wherever possible within 10 working days from the date of the Commission decision.
- VII. The OPSC must inform in writing the respective Director-General or Director, of the staff member of the decision of the Commission.

VIII. All copies of Commission decisions, the Staff Member Discipline *Report* and all other documentation must be placed on the Staff member's personal file within the Ministry and within OPSC.

### 3. Hearing Of Discipline Offences by The Disciplinary Board

- (a) The Disciplinary Board must hear and determine all disciplinary matters referred to it by the Commission.
- (b) The composition of the Board and the filling of vacancies on the Board must be determined in accordance with section 37 of the *Public Service Act*.
- (c) Commencement of a proceeding before the Board requires the issuance of a written notice of the offence to the officer, as outlined in section 37(5) of the *Public Service Act*. This notice must include:
  - (i) the full particulars of the offence;
  - (ii) the date on which the hearing will be held;
  - (iii) the place where the hearing will be held;
  - (iv) any other matter the Board may consider relevant.
- (d) The date of the hearing must not be less than 28 days from the date of service of notice of the offence [*Public Service Act*, section 37(5)].
- (e) The procedure at the hearing will be determined by the Board, as specified in section 37(6) of the *Public Service Act*, and any applicable regulations.
- (f) A copy of the notice of offence must be forwarded to the Director-General of the Ministry, and the Director of the Department where the employee works or the Secretary for his or her information.
- (g) A staff member retains the right to call any witnesses to provide oral or written statements in support of their discipline case
- (h) The staff member may call any witnesses to provide his or her oral or written statement in support to his or her discipline case.
- (i) A staff member residing outside Port Vila is required to attend a hearing of the Public Service Disciplinary Board, their Ministry or Department is responsible for paying the staff members expenses, including airfares, accommodation and subsistence.
- (j) At the request of the staff member's these expenses may be paid in advance. However, receipts must be provided to the Ministry or Department after the hearing for reimbursement.
- (k) To avoid doubt a hearing can also be conducted virtually.

- (1) The Director-General or Director of the staff member is authorized and must be present at the hearing, as per section 37(8), *Public Service Act*. In the absence of the Director or Director-General, an authorized representative must attend.

### ***3.1 Functions of a Disciplinary Board***

- (1) For the purpose of carrying out its functions in relation to disciplinary offences, the Board is vested with the powers and authority to summon witnesses, admit new evidence, as outlined in Public Service Act, section 39.
- (2) Under subsection 37(9) of *Public Service Act* the Board may:
  - (a) dismiss the notice;
  - (b) issue a warning or reprimand to the staff member;
  - (c) demote the staff member;
  - (d) order compulsory retirement;
  - (e) dismiss the staff member from the Public Service.
- (3) In addition to the above, the Board may also make the following recommendations:
  - (a) Transfer and demote;
  - (b) Reinstate the staff member;
  - (c) Issued Warning;
  - (d) Redirection of earnings;
  - (e) Restrict a staff member from duties and responsibilities;
  - (f) Recommend close monitoring plan;
  - (g) Recommend staff members compensation if applicable;
  - (h) Impose any other measure as it deems fit.
- (4) Demotion, as referred to under paragraph 3(a), pertains to the staff member being demoted from their salary scale, position, or job description
- (5) If an employment contract has expired before the disciplinary hearing, the Disciplinary Board must hold a meeting and make a decision to close the discipline case.
- (6) In cases where the Office of the Public Service Commission (OPSC) identifies an unfinished disciplinary case undermining its statutory obligation, the Commission may authorize the completion of the case in accordance with due process, ensuring proper closure of the disciplinary procedure.

### ***3.2 Confirmation by the Commission of the Disciplinary Board's Decisions***

- (1) The Commission may confirm a decision of the Board. In doing so, OPSC must inform the staff member in writing of the decision of the Commission. The decision is effective from the date of the determination by the Commission.
- (2) The Commission may only vary or quash the Public Service Disciplinary Board's decision based on new evidence not previously considered or if it determines existing evidence was not fully taken into account.

- (3) The Commission may only vary or quash the Public Service Disciplinary Board's decision based on new evidence not previously considered or if it determines existing evidence was not fully taken into account.
- (4) The Commission must confirm, vary, or quash a decision of the Board within 45 calendar days. Failure to comply within the timeframe results in considering the Board's decision as quashed.
- (5) The member of the Commission who sits on the Public Service Disciplinary Board as the Chairperson of the hearing must not participate nor confer with other members of the Commission when the Commission is deliberating on the decision of the Board.

### ***3.3 Statutory Right of Appeal Against A Decision Of The Commission***

A staff member who is not satisfied with the final decision of the Commission on their disciplinary case may lodge an appeal to the Supreme Court within fourteen (14) days of receiving the written decision.

### ***3.4 Serious Misconduct Disciplinary Procedure for the Secretary Of the Public Service Commission***

- (1) Where the Chairman or in his or her absence an Acting Chairman suspects the Secretary of committing a serious misconduct, the Chairman or Acting Chairman must immediately after they have become aware of the alleged serious misconduct, report the matter by way of a complaint letter with relevant supporting documentary evidence to the Commission for its consideration.
- (2) Based on the report from the Chairman or Acting Chairman, the Commission must immediately suspend the Secretary and shall appoint an independent investigative panel which shall comprise of officials from the Public Service and other government institutions to investigate the allegation(s) raised.
- (3) The investigation panel must complete its investigation into the alleged serious misconduct within 30 working days.
- (4) The investigative panel must compile a report of its findings and submit it to OPSC within 7 working days after the expiry of the 30 working days period as referred to under clause 3.
- (5) The Deputy Secretary of the OPSC must submit the report to the Commission for its consideration and provide a copy of the report to the Secretary for his or her responses to the findings.
- (6) The Secretary must immediately upon receiving the report and all evidence and documents, submit their written response within seven (7) working days to the Commission.

- (7) The Secretary must provide their written responses including documentary evidence against the findings of the Investigation panel.
- (8) Upon receiving the written response from the Secretary, the Commission must summon the Secretary to appear before an independent panel consisting of three persons (other than the members of the Public Service Disciplinary Board) as appointed by the Commission for hearing.
- (9) The hearing shall commence with Notice of charges, detailing the particulars of the charges raised, time, venue and date of hearing, including a copy of his/her disciplinary file.
- (10) In the event that the Secretary does not respond within the stipulated seven (7) working days under clause 6, the Commission must summon the Secretary to appear before the independent disciplinary panel to address the allegations or findings of the Investigation Report and provide reasons for the lack of response.
- (11) The Secretary may call potential witness(s), if any, to appear before the panel to give evidence in support of his or her case.
- (12) The decision of the Disciplinary Panel must be documented in minutes, signed by the panel members, and copies served on both the Secretary and the Commission.
- (13) To avoid doubt, if the Chairman or the Acting Chairman of the Commission is implicated on that matter, he or she must not participate or confer with other members of the Commission when the Commission is considering and making a final determination on the matter.
- (14) The Commission under its discretionary powers is to consider the minute reflecting the decision, including the investigation report with all the relevant documentary evidences on the matter as well as the written response from the Secretary may:
  - i. Reinstate the Secretary;
  - ii. Issue a warning letter to the Secretary;
  - iii. Terminate the employment of the Secretary based on the evidence(s) as appeared in the investigation report and his or her Responses;
  - iv. Transfer the Secretary subject to the requirements of transfer under the Act
  - v. Take any other actions as deemed fit but in accordance with the law.

### ***3.5 Attempt To Influence the Commission or The Disciplinary Board***

- (1) A staff member must not attempt to influence the Commission or any member of the Board in respect of any disciplinary case or matter.
- (2) A staff member who contravenes this section commits a disciplinary offence.
- (3) Nothing in this section prohibits any staff member from giving or making representations in respect of any case or appeal at the request or invitation of the Commission or the Board or as a witness or as a defendant or appellant or the representative of a Director-General, Director or officer appearing at a hearing before the Commission or Board [*Public Service Act*, section 46 (1-3)]

### ***3.6 Disciplinary procedures checklist***

**YES**      **NO**

- |  |                          |                          |
|--|--------------------------|--------------------------|
| 1. Informal and Formal Counselling   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Notice of Allegations   | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Notice of first warning   | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Notice of second warning  | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Suspension letter   | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. EDR is signed by the Director or equivalent position and endorsed by the Director General   | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Has the staff member been given the opportunity to respond in writing to the Notice of allegations made against them?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. In the case of a serious disciplinary offence, has the Secretary, the Director General and the Director of the Department where the staff member works consult each other before issuing "suspension" letter?                       | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Grievances Process has been observed  | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Has the EDR and required documents supporting the allegations including the Officer's response been referred to the OPSC within 5 working days?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Has the Commission considered the Director's General, Director or Equivalent position Report and the officer's response to the allegations in a timely manner?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Has the Commission dismissed the matter, dismissed the employee with cause or referred the matter to the Disciplinary Board for hearing?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. If referred to the Board, has the employee been provided with at least 28 days of notice of the day the matter will be heard?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Upon receipt of the decision of the Disciplinary Board, whether or not the staff member has lodged an appeal to the Supreme Court within 14 days?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. After hearing the matter, has the Board's decision been referred to Commission to confirm, vary or quash the Disciplinary Board's decision within 45 days of the date of the notification of the decision to the employee concern? | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Has a final decision from the Commission made on this matter?  | <input type="checkbox"/> | <input type="checkbox"/> |



## 4. Appendix A - Disciplinary offences

### 4.1 *Disciplinary offences under Section 36 (1) of the Public Service Act*

*An officer commits a disciplinary offence who –*

- (a) by any wilful act or omission fails to comply with the requirements of the *Public Service Act* or of any order hereunder or of any official instrument made under the authority of the Commission or of the Director-General of the Ministry in which the officer is employed;
- (b) in the course of his or her duties disobeys, disregards or makes wilful default in carrying out any lawful order or instruction given by any person having authority to give the order or instruction or by word or conduct displays insubordination;
- (c) is negligent, careless, indolent, inefficient, or incompetent in the discharge of his or her duties;
- (d) behaves in a manner calculated to cause unreasonable distress to other staff or to affect adversely the performance of their duties;
- (e) uses intoxicating liquors or drugs (including for the avoidance of doubt, kava) to excess or in such manner as to affect adversely the performance of his or her duties;
- (f) improperly uses or removes property, stores, monies, stamps, securities or negotiable instruments for the time being in his or her official custody or under his or her control, or fails to take reasonable care of any such property, stores, monies, stamps, securities or negotiable instruments;
- (g) whilst in the proper discharge of his or her duties directly or indirectly discloses or for private purposes uses any information acquired by him or her either in the course of his or her duties or in his capacity as an officer;
- (h) absents himself or herself from his or her office or from the official duties during hours of duty without leave or valid excuse, or is habitually irregular in the time of his or her arrival or departure from his or her place of employment;
- (i) is guilty of any improper conduct in his or her official capacity, either inside or outside of working hours, or of any other improper conduct which is likely to affect adversely the performance of his or her duties or is likely to bring the Public Service into disrepute;
- (j) is guilty of any other offence prescribed from time to time by regulations made under this Act [*Public Service Act*, section 36(1) (a-j)].

## **5. Appendix B - Criminal charges**

*Section 5.1 and 5.2 shall not apply to any decision of a custom court, but only to a decision of a full judicial court.*

### ***5.1 Procedure in the case of employee or any other person employed under the Public Service is convicted of a criminal offence***

- (a) Employees are required to inform the Secretary, Director General, Director or equivalent position the Commission, within 24 hours or the next working day (whichever is the latest) if they are charged with a criminal offence. After the trial, the employee is to inform the Secretary, Director-General, Director or equivalent position of the Commission of the decision of the Court, again within 24 hours or the next working day, of the judgment. The advice provided by the employee will be confirmed by reference to the judgment in the case Court Register.
- (b) Under section 29A of the Public Service Act 1998, the Commission may dismiss an employee who is convicted by Court of a criminal offence as if it were a disciplinary offence.
- (c) A temporary salaried employee, contract officer or a daily rated worker, interns may also be dismissed by the Commission if convicted of a criminal offence.

### ***5.2 Procedure in the case of an employee or any other person employed under the Public Service sentenced to a term of imprisonment***

- (a) If an employee or any other person employed within the Public Service is sentenced to a term of imprisonment or subjects himself or herself to a term of imprisonment by failure to pay a fine, he or she may be dismissed and must not receive any remunerations or payments from the date of the decision of the Commission or the date he or she is sent to prison in default of paying a fine.
- (b) The Director-General, Director or equivalent position must report each case to the Secretary, OPSC who must report it to the Commission.

## **6. Appendix C- Offences**

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- (a) The following offences are regarded as acts of serious misconduct that warrant immediate suspension of a public servant from office, if occurred:
  - Theft on government assets, and theft on personal properties within government premises
  - Use of government vehicle without proper authorization
  - Use of government vehicle without valid driving licence
  - Removal of GPS installations
  - Use of G vehicle by unauthorized persons
  - Removal of government assets
  - Negligence
  - Misappropriation of Government Fund
  - Misuse of Government properties (Government vehicle, government email, government Office etc...)
  - Involvement in private business during official working hours
  - Accident to government vehicle while under the influence of alcohol
  - Dishonesty,

- Inability to carry out work due to consumption of non-prescription drugs, kava or alcohol, and other toxic substances
- Breach of confidentiality,
- Insubordination,
- Insolence,
- Physical assault within workplace
- Use of abusive language within workplace
- Sexual harassment within workplace
- Breach of implied duties such as fidelity and trust
- Extra marital affairs during official working hours or use of government assets (phones, vehicle, email) to entertain such affair
- Forging of official documents
- Commits a criminal offense in the country of training
- Failure of courses, remain under the Director's management
- Use of social media to directly tarnish reputations of government officials and policies
- Poor Performance
- Attending long term training without approval of the PSC
- Attempt to influence recruitment panel decisions during selection process
- Failure to comply with PSC tenancy agreement
- absence from official duties without valid reasons
- Providing false information to influence decision
- Any other offences as may be determined from time to time by the Commission.

## **FORMS FOR CHAPTER 6: MANAGING STAFF DISCIPLINE**

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# STAFF MEMBER DISCIPLINE REPORT [PSC Form 6.1]

## Section 1 - Details of Staff Member:

Name: \_\_\_\_\_ Payroll No: \_\_\_\_\_

Position Title: \_\_\_\_\_ Post No: \_\_\_\_\_

Ministry: \_\_\_\_\_ Department: \_\_\_\_\_

Contact Details (Phone Number\Email, Address of domicile): \_\_\_\_\_

\_\_\_\_\_

## Section 2 – Type of offence:

*(The alleged offence(s) should be an offence identified from Section 36 26 29A 29B and 46 of the Public Service Act or an identified offence listed in Appendix A of Chapter 6 of the Public Service Staff Regulation Manual).*

- Theft on government assets, and theft on personal properties within government premises
- Use of government vehicle without proper authorization
- Use of government vehicle without valid driving licence
- Removal of GPS installations
- Use of G vehicle by unauthorized persons
- Removal of government assets
- Negligence
- Misappropriation of Government Fund
- Misuse of Government properties (Government vehicle, government email, government Office etc...)
- Accident to government vehicle while under the influence of alcohol
- Dishonesty,
- Inability to carry out work due to consumption of non-prescription drugs, kava or alcohol, and other toxic substances
- Breach of confidentiality,
- Insubordination,
- Insolence,
- Physical assault within workplace
- Use of abusive language within workplace
- Sexual harassment within workplace
- Breach of implied duties such as fidelity and trust
- Extra marital affairs during official working hours or use of government assets (phones, vehicle, email) to entertain such affair
- Forging of official documents
- Misuse of Government assets
- Suspension of scholarship
- Is terminated by a training institution
- Is terminated by sponsor if training is funded

- Commits a criminal offense in the country of training
- Use of social media to directly tarnish reputations of government officials and policies
- Poor Performance
- Attending training without approval of the PSC
- Attempt to influence recruitment panel decisions during selection process
- Failure to comply with PSC tenancy agreement
- absence from official duties without valid reasons
- Providing false information
- Others

**Date of suspension (if applicable):** (Day) \_\_\_\_\_ (Months) \_\_\_\_\_ (Year) \_\_\_\_\_

**Date(s) the alleged offence occurred:** \_\_\_\_\_

**Facts of the alleged offence:** *(In this section, please describe carefully exactly what has happened. Attach a separate report if there is insufficient space here and clearly label it ATTACHMENT A.)*

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**Complete Evidence for the alleged offence in the table below:**

- Evidences**
- Copy of complain
  - Statement from Witness
  - Copy of receipt
  - Pictures
  - Email
  - Text Messages
  - Others
  - Police report

- Medical Report
- Cost of repair(vehicle)
- Copy of minute (counselling, meeting...)
- Copy of court Judgment

**Past Attempts to resolve the matter**

**Verbal/Written reminder Disciplinary Action**

Date written report prepared Yes  No

Detail

**1st Warning Disciplinary Action**

Date written report prepared Yes  No

Detail

**2nd Warning Disciplinary Action**

Date written report prepared Yes  No

Detail

**Process of grievance**

**SECTION 3 - PROVIDING THIS DISCIPLINE REPORT TO THE EMPLOYEE**

*After the above sections have been completed by the Director General, the Director or equivalent position this Discipline Report is to be provided to the employee for his or her certification and response. The employee is to be given two (2) calendar days inclusive for this purpose. If posting form, provide additional days for mail delivery on top of the seven days the employee has the form.*

**Date this Discipline Report provided to employee: \_\_\_\_\_**

**Date this Discipline Report is to be returned to the Director or Director General : \_\_\_\_\_**  
\_\_\_\_\_

**SECTION 4 - EMPLOYEE AND RESPONSE:**

*This section is to be filled in by the employee and then this Discipline Report is to be returned to the Director General, the Director or equivalent position within two (2) calendar days by the Employee Failure to return the report may constitute a new disciplinary offence.*

I, \_\_\_\_\_ (name) certify by signing below that:

- I have been shown and provided with this *Discipline Report*;
- I have been provided with seven days to respond to it;
- If I choose to make a response it is noted below or attached to this form;
- I understand that if I do not provide a response to this report, it may be assumed by the Public Service Commission that I agree with the allegations made in this report; and
- I will return this *Discipline Report* to the Director or the Director General or the two days after receiving it.

By ticking the appropriate box, I also certify that: *(Please tick only box only, either 1, 2, or 3)*

**1. I accept** that all allegation(s) made against me in this report are true; **OR**

**2. I partially accept** that all allegations made against me in this report are true *(If there is more than one allegation and you accept one or more but not all of them, please indicate which allegations you accept and which ones you reject in the space provided below);* **OR**

**3. I do not accept** any of all the allegation(s) made against me in this report are true.

**Details of my response:**

*(Please provide a written response to the allegations contained in this report. If there is insufficient space here, attach a separate report and label it ATTACHMENT B. Attach evidence, if any in support of your response to the allegations raised against you.*

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**Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_



**Date this report returned to the Director General, the Director or equivalent position: \_\_\_\_\_**  
*(This date must be no later than seven calendar days after receiving the report. If posting it back, do so seven days after receiving it).*

**SECTION 5 - DIRECTOR'S CERTIFICATION:**

- I certify that to the best of my knowledge the above allegations made by me are true.
- I certify that I have provided the staff member concerned with this *Discipline Report* and provided him or her with two (2) calendar days to return it to me with their response.

**Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_**

**SECTION 6 - DIRECTOR-GENERAL'S OR PROVINCIAL SECRETARY GENERAL'S CERTIFICATION:**

- I certify that to the best of my knowledge the above allegations made in this report are true.
- I certify that this *Discipline Report* has been provided to the staff member and that they have been provided with two (2) calendar days to respond to it.

**Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_**

**SECTION 7 – SECRETARY OF THE PUBLIC SERVICE COMMISSION:**

- I certify that to the best of my knowledge the above allegations made in this report are true.
- I certify that this *Discipline Report* has been provided to the employee and that they have been provided with two (2) calendar days to respond to it.

**Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_**

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*Public Service Commission only*

**SECTION 8- PUBLIC SERVICE COMMISSION CONSIDERATION:**

Date *Discipline Report* received from Ministry: \_\_\_\_\_

Date *Discipline Report* considered by the Commission: \_\_\_\_\_

- Outcome of PSC consideration:
- 1. Suspension removed:
  - 2. Suspension confirmed:
  - 3. Matter dismissed
  - 4. Staff member dismissed
  - 5. Matter referred to Police
  - 6. Matter referred to Disciplinary Board

**Chairman of the Public Service Commission:**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Staff member and Ministry informed of PSC decision on: \_\_\_\_\_

If confirmed, matter referred to Police or Disciplinary Board on: \_\_\_\_\_

**WITNESS FORM**

[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

**Station:**

Date: \_\_\_\_\_ Venue: \_\_\_\_\_ Time: \_\_\_\_\_

Surname: \_\_\_\_\_ Name: \_\_\_\_\_

Marital Status:      Single       Married       Separate/ Divorced

                         De facto       Widow

Nationality: \_\_\_\_\_ Ethnic origin: \_\_\_\_\_

Residential Status:    Ni-Vanuatu     Expatriate     Other

(\*Note: If tick 'other', please specify or provide details below)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Age: \_\_\_\_\_      Sex: Male       Female:       Statement in: \_\_\_\_\_

Occupation/ Profession: \_\_\_\_\_

Home Island \_\_\_\_\_ Village: \_\_\_\_\_

Business Address: \_\_\_\_\_

Residential address: \_\_\_\_\_

Interpreter: \_\_\_\_\_

I hereby declare that my statement is the expression of the truth to the best of my knowledge and belief and is made by me, knowing that I am liable to be prosecuted if I wilfully give information, which I know to be false or I do not believe to be the truth.

Signature: \_\_\_\_\_

(\*Note: details of statement to be provided below)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Statement received by: \_\_\_\_\_

At (Place) \_\_\_\_\_ on \_\_\_\_\_ at/a \_\_\_\_\_ Hrs

The witness not knowing to sign his statement was read out to him or her in the presence of \_\_\_\_\_

\_\_\_\_\_ now has signed his statement with us.

\_\_\_\_\_  
Investigation Officer/ Preliminary Assessment Officer

\_\_\_\_\_  
The Witness

\_\_\_\_\_  
Signature

[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

[Date]

[Name]

[Address]

Dear [Name]

**NOTICE OF ALLEGATIONS OF DISCIPLINARY OFFENCES AGAINST YOU**

[PSC Template 6.1]

Please be advised that it has been alleged that you committed the following disciplinary offences:

1. [nature of offence and degree of involvement with dates and places]
2. [nature of offences and degree of involvement with dates and places]

You are required to respond to these allegations within five (5) days from today's date. Failure to do so may result in the Director General, Director or equivalent position determining the matter without a response from you and you may receive a warning letter that will be place in your Personal File.

If you wish to discuss this matter, you may make an appointment to see me.

Yours faithfully

[Name]

Secretary Director General, Director or Equivalent Position

[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

[name]  
[address]

**PROGRESSIVE DISCIPLINARY ACTION FORM**

(Section 35 of the Public Service Act)

Name of Employee: \_\_\_\_\_ Employee ID: \_\_\_\_\_

**I. Disciplinary Action**

- Tardiness  Absenteeism  Insubordination  Work Performance  Negligence
- Dress Code  Safety  Abuse of power  Misappropriation  other

IF applicable, please list the Public Service Staff Regulation Manual (PSSRM)/ and Public Service Act PS Act) provisions breached:

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**II. Details of Occurrence (Attached additional sheet if necessary) Date of Occurrence**

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**III. Has this or a similar infraction occurred before?**

- No  Yes

if yes, please provide the details below and attach prior disciplinary actions.

First Occurrence Date: \_\_\_\_\_

Action Taken: \_\_\_\_\_  
\_\_\_\_\_

Second Occurrence Date: \_\_\_\_\_

Action Taken: \_\_\_\_\_  
\_\_\_\_\_

Third Occurrence Date: \_\_\_\_\_

Action Taken: \_\_\_\_\_  
\_\_\_\_\_

**IV. Corrective action to be taken**

- Verbal Counselling    Written Warning    Disciplinary Suspension    Final Warning  
 Counselling with Supervisor/representative

**V. Expected Improvement**

Consequence for unsatisfactory improvement and/or further disciplinary actions:

- Verbal Counselling    Written Warning    Disciplinary Suspension    Final Warning  
 Termination

**Supervisor Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**VI. Employee Statement**

I acknowledge by my signature below that I have been given the opportunity to present my views and explanations and I am signing this review prior to it being placed in my personnel file. I also understand the corrective actions to be taken by my supervisor and consequences if my improvement is unsatisfactory or I receive further disciplinary actions.

**Employee Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Witness Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

*(If employee understands Warning but refuses to sign)*

[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

[Date]

[Name]

[Address]

Dear [Name]

FIRST WARNING LETTER

This letter serves to formally warn you for the first time regarding the allegations outlined below.

1. [nature of offence and degree of involvement with dates and places]
2. [nature of offences and degree of involvement with dates and places]

The allegations were put to you by way of a letter on \_\_\_\_\_ You responded to them on \_\_\_\_\_  
. Upon investigation by the department and considering the response from you it is determined that the allegation/s is/were true.

Should this behaviour continue or be repeated it may lead to a second and final warning; having a formal disciplinary charge against you and the matter to be referred to the Public Service Commission. A copy of this "First Warning" letter and your responses will be placed in your Personal File

Yours faithfully

[Name]

Director General, Director or Equivalent Position



[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

[Date]

[Name]

[Address]

Dear [Name]

SECOND AND FINAL WARNING

This letter serves to formally warn you for the second time regarding the allegations outlined below;

1. [nature of offence and degree of involvement with dates and places]
2. [nature of offences and degree of involvement with dates and places]

The allegations were put to you by way of a letter on ..... You responded to them on ..... Upon investigation by the department and considering the response from you it is determined that the allegation/s is/were true.

Should this behaviour continue or be repeated it will be considered as serious misconduct and will to your suspension from duty; having a formal disciplinary offence against you and the matter to be referred to the Public Service Commission. A copy of this “Second and Final Warning” letter and your responses will be placed in your Personal File.

Yours faithfully

[Name]

Secretary, Director General, Director or Equivalent Position

[TO BE REPRODUCED ON DEPARTMENT OR MINISTRY LETTERHEAD]

[name]  
[address]

SUSPENSION LETTER

Dear [name]

This letter is to inform you that you are suspended on half pay [*immediately or from date*].

I am taking this action because it is alleged that you have committed the following disciplinary offence(s):

1. [*nature of offence and degree of involvement with dates and places*]
2. [*nature of offence and degree of involvement with dates and places*]

A full Employee *Disciplinary Report* will be prepared on this matter and provided to you for your consideration and response within 7 days.

Until the above matter is resolved, you are suspended from duty and you must not enter any premises belonging to this Department\Ministry except with my permission.

You are required to return all Public Service property (including any Government vehicle) in your possession to me immediately. You are also required to return all office or vehicle keys to me.

The Director-General and the Office of the Public Service Commission have been informed of this action. If you wish to discuss this matter, you may make an appointment to see me.

Yours faithfully

[Name]  
Director General, Director, or Equivalent Position

**MEMORANDUM OF MEDIATION**

**BETWEEN**

**EMPLOYER AND EMPLOYEE / EMPLOYEE AND EMPLOYEE**

This Memorandum of Mediation is entered into on the.....day of..... between Employer/Mr/Mrs.....as Officer Occupying the position of.....and Mr/Mrs.....as Officer Occupying the position of.....;

The above parties agree to appoint Mr/Mrs.....hereinafter referred to as the Mediator.....;

**AND WHEREAS** the aforementioned parties wish to enter the herein described agreement, in which they shall cooperate to resolve issues listed below:

- 1.....
- 2.....
- 3.....

**AND WHEREAS** the parties further wish to set out arrangements that they both agree shall constitute the terms and conditions of this mediation.

**1. Background Details on Issues**

.....  
.....  
.....

**2. Purpose and Scope**

The Parties intend for this memorandum to be entirely bound by its terms and Conditions.

**A. Terms of Mediation**

- (1) .....
- (2) .....
- (3) .....

**B. Attachments**

- 1.....
- 2.....
- 3.....

**C. Execution**

By the signature below Parties, agree that this Memorandum Of Mediation shall be enforceable on the day in which it is made.

**Dated at Port Vila this \_\_\_\_\_ day of \_\_\_\_\_**

\_\_\_\_\_  
**Mr/Mrs (Employees)**

\_\_\_\_\_  
**Mr/Mrs (Mediator)**

\_\_\_\_\_  
**Mr/Mrs (Employees)**

\_\_\_\_\_  
**Mr/Mrs (Employer)**

\_\_\_\_\_  
**Mr/Mrs (Employee Witness)**

\_\_\_\_\_  
**Mr/Mrs (Employee Witness)**



## CHAPTER 7 – MANAGING CESSATION OF EMPLOYMENT

### 1. Introduction

Under paragraph 15(2)(a) of the *Public Service Act*, the Commission is obliged to ensure the fair and proper treatment of all staff member in all aspects of their employment. This obligation extends to how a staff member's employment ceases. Cessation of employment should be conducted in a manner that is appropriate, transparent, and fair. To fulfill this obligation, the following directives are to be applied when a staff member's employment with the Public Service concludes.

### 2. General principles of cessation of employment

- (1) The Commission may terminate a staff member's employment in accordance with the *Public Service Act*, adhering to its duty to act as a good employer.
- (2) In executing the function of terminating the employment of a staff member, the Commission must act independently, free from the direction or control of any other person or Organization.
- (3) The Commission is required to consult the Director-General of the Ministry where the staff member is employed before terminating the employment of a staff member. Subsequently, the relevant Director-General must consult on the termination with the Director of the Department where the staff member is employed.
- (4) Unless circumstances specified in this Manual where dismissal without notice, a staff member must be given a notice period of 14 days, as specified in Chapter 6 of this Manual.
- (5) Subject to the *Public Service Act*, where termination is warranted or allowed, a staff member must be provided with the appropriate period of notice as specified in this Manual.

#### 2.1 General Period of Notice for Cessation of Employment

##### 2.1.1 Employee

- (1) Subject to the express provisions of any written contract or unless specified otherwise in this Manual, the general period of notice specified in section 28 of the *Public Service Act* is to apply when an officer's employment ceases or *payment in lieu* is paid. The period of notices are as follows:
  - (a) an employee who has been continuously employed for a period of less than 12 months must be given (2) two weeks' notice *or payment in lieu*;
  - (b) an employee who has been continuously employed for 12 months or more but less than two years must be given (1) one month's notice *or payment in lieu*;

- (c) an employee who has been continuously employed for two years but less than three years must be given (2) two months' notice *or payment in lieu*;
  - (d) an employee who has been continuously employed for three years or more must be given (3) three months' notice *or payment in lieu*;
  - (e) an employee who resigns must give notice in accordance with the period of notice specified in section 49 of the *Employment Act* [CAP 160].
- (2) At any time during a probationary period, an employee's employment may be terminated by either party without notice on the basis of serious misconduct and subject to subsections 50(3) and 50(4) of the *Employment Act* CAP 160.)

#### 2.1.2 Temporary Salaried Employee

- (1) Subject to the express provisions of any written contract or unless specified otherwise in this Manual, the general period of notice specified in section 30 (1) of the *Public Service Act* must apply when the temporary salaried employee's employment ceases, or *payment in lieu* is made. This requires that a temporary salaried employee be provided with not less than one week's notice, or, in the case of misconduct or inability to perform their duties and responsibilities, without notice.
- (2) A temporary salaried employee who resigns before the end of the specified period of employment in his or her job offer letter is required to give a minimum of one week's notice.
- (3) A temporary salaried employee who is to be employed against a vacant position or occupies a position where the incumbent is on leave must always be a staff member or must be employed on an acting basis.

#### 2.1.3 Daily Rated Workers

- (1) Subject to the express provisions of any written contract or unless specified otherwise in this Manual, the general period of notice for a daily rated worker is as specified in section 49 of the *Employment Act* [CAP 160].
- (2) A daily rated worker who resigns before the end of the period of employment specified in their offer letter must give notice in accordance with the period of notice specified in this chapter.
- (3) A daily rated workers employment may be terminated at any time by either party without notice for *serious* misconduct and subject to subsections 50(3) and 50(4) of the *Employment Act* [CAP 160].

#### 2.1.4 Persons Engaged on A Contract Including Intern Officer

Any period of notice required of persons engaged on a contract arrangement for specified periods, including interns, shall be in accordance with the *Employment Act* [CAP 160].

### **3. General Entitlements**

Subject to any written contract providing additional or other entitlements, there are standard payments that a staff member is entitled to when their employment with the Public Service ceases. In a particular type of cessation, additional payments may also be payable to a staff member.

#### ***3.1 Standard payments***

The standard payments include:

- (a) salary accrued to the date a staff member's employment ceases;
- (b) accrued allowances rounded up to the end of the month in which the staff members employment ceases; and
- (c) accrued annual recreation leave.

### **4. Additional Payments Due in Particular Case of Cessation**

#### ***4.1 Severance Payment***

- (a) If applicable, severance payments calculated at the rate of two (2) months' salary per year of service employed for twelve (12) continuous months or more.
- (b) Despite subsection (a), the severance payment for an employee who is dismissed for serious misconduct is subject to the discretion of the Commission.

#### ***4.2 Payment in Lieu of Notice of Termination***

- (1) If applicable, *payment in lieu* of any required notice of termination is to be paid to a staff member.
- (2) A staff member is not entitled to any payment in lieu of notice if the terms and conditions of their contract of employment do not provide for a notice of cessation of employment.
- (3) If the terms and conditions of a daily rated worker's contract of employment do not provide for notice of termination, the daily rated worker is not entitled to payment in lieu of notice of termination pursuant to the Employment Act [CAP 160].
- (4) A temporary salaried employee is entitled to one (1) week's payment in lieu of notice of termination of their employment. However, in cases of serious misconduct or inability to perform duties and responsibilities, a temporary salaried employee is not entitled to any payment in lieu of notice.
- (5) If the terms and conditions of a contract of employment of an intern officer do not provide for notice of cessation of employment, they are not entitled to any payment in lieu of notice.

#### ***4.3 Payment In Lieu Of Notice of Resignation***

- (1) A staff member, including an intern officer must serve the period of notice of his or her resignation pursuant to the *Public Service Act* and the Employment Act if applicable.



- (2) If a staff member or an intern officer fails to serve notice to the employer and has vacated the position, a deduction amount equivalent to the period of notice of resignation must be deducted from his or her standards payment.
- (3) Upon the request of a Director-General or a Director or equivalent position, the Secretary may authorise the cessation of payment of salary for a staff member if they vacate their office without giving notice of resignation of employment to the Commission and subsequently engaged in an alternative employment.
- (4) The cessation of salary under subsection (3) is subject to the Commission's final decision on the status of employment of a staff member.

#### ***4.4 Repatriation Payment***

- (1) A repatriation payment consisting of reasonable transportation, subsistence, and removal costs, must be paid to a staff member or an intern officer who leaves his or her ordinary place of residence to another place of employment pursuant to section 58 of the Employment Act.
- (2) The payment referred to under paragraph (a) must cover for a staff member or an intern officer's immediate family as required under section 59 of the Employment Act.
- (3) If both spouses are employed by the Commission and ceases to be employed at the same time, only one of the spouses is entitled to claim for the repatriation payment. The relevant Ministry or Department is responsible to meet the repatriation costs upon the request of the entitled employee.
- (4) To avoid doubt, a repatriation payment must be made only if an employment of a staff member or an intern officer is terminated, dismissed or ceased by the Commission or pursuant to the *Public Service Act*.
- (5) A staff member is deemed to have forfeited his or her entitlement to the repatriation payment if he or she does not request such payment after 6 months from the date of his or her cessation of employment.

#### ***4.5 Required Periods of Notices and Staff Entitlements***

<b>Category of cessation</b>	<b>Period of notice</b>	<b>Entitlements</b>
<b>1. Age retirement</b>	Two weeks to three months depending on length of service	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- Severance payment</li> <li>- If applicable, repatriation payments</li> </ul>
<b>2. Medical retirement</b>	Depends on medical advice	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- Severance payment</li> <li>- If applicable, repatriation payments</li> </ul>
<b>3. End of temporary salaried employment</b>	One week or as specified in employee's written contract	<ul style="list-style-type: none"> <li>- Standard payments or as specified in written contract</li> <li>- If applicable, payment in lieu of notice of termination</li> <li>- If applicable, repatriation payments</li> </ul>
<b>4. End of daily-rated employment</b>	Two weeks to three months depending on length of service or as specified in the written contract	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- Severance payment if applicable</li> <li>- If applicable, repatriation payments</li> <li>- payment in lieu of notice of termination if applicable.</li> </ul>
<b>5. End of contract employment period</b>	As specified in the written contract	<ul style="list-style-type: none"> <li>- Standard payments or as specified in the written contract</li> <li>- Severance Payment</li> <li>- If applicable, repatriation payments</li> </ul>
<b>6. Voluntary resignation</b>	Two weeks to three months depending on length of service	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- Severance payment, if one year or more service</li> <li>- If applicable, repatriation payments</li> </ul>
<b>7. Compulsory retirement</b>	At the discretion of the Commission	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- Severance Payment</li> <li>- If applicable, repatriation payments</li> </ul>
<b>8. Dismissal as the result of a disciplinary offence</b>	At the discretion of the Commission	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- If applicable, repatriation payments</li> <li>- Severance Payment at the Discretion of the Commission</li> </ul>
<b>9. Immediate dismissal with cause</b>	No notice	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- If applicable, repatriation payments</li> <li>- Severance Payment at the Discretion of the Commission.</li> </ul>
<b>10. Standing for General election to Parliament, Municipal and Provincial election.</b>	9 months before election year	<ul style="list-style-type: none"> <li>- Standard payments.</li> <li>- Severance payment, if one year or more in service</li> </ul>

<b>11. Standing for Snap Election to Parliament, Municipal and Provincial Government Council</b>	Two weeks before polling day	<ul style="list-style-type: none"> <li>- Standard payments.</li> <li>- Severance payment, if one year or more in service</li> </ul>
<b>12. By -election to Parliament, Municipal or Provincial Government Council</b>	30 days before polling day	<ul style="list-style-type: none"> <li>- Standard payments.</li> <li>- Severance payment, if one year or more in service</li> </ul>
<b>13. Refusal to accept a transfer</b>	No notice, but subject to good employer obligations	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- Severance payment</li> <li>- If applicable, repatriation payments</li> </ul>
<b>14. Redundancy</b>	Two weeks to three months depending on length of service	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- Severance payment</li> <li>- If applicable, repatriation payments</li> <li>- payment in lieu of notice of termination</li> </ul>
<b>15. Removal of a Director-General or Director</b>	At the discretion of the Commission	<ul style="list-style-type: none"> <li>- Standard payments as per contract of employment</li> <li>- Severance Payment at the Discretion of the Commission depending on the grounds of removal</li> <li>- If applicable, repatriation payments</li> </ul>
<b>16. Death in service</b>	Not applicable	<ul style="list-style-type: none"> <li>- 6 months one off salary Payment as per Chapter 4</li> <li>- Standard payments</li> <li>- Severance payments</li> <li>- If applicable, repatriation payments</li> </ul>
<b>17. The operation of law</b>	As per transition period or as required by law	<ul style="list-style-type: none"> <li>- Standard payments</li> <li>- Severance payment</li> </ul>
<b>18. Termination during probation period</b>	Not applicable	<ul style="list-style-type: none"> <li>- If applicable, standard payments.</li> </ul>

## **5. Categories of Cessation of Employment**

### ***5.1 Specific Categories of Cessation***

Subject to Article 57 of the Constitution, the *Public Service Act [CAP 246]*, *Employment Act [CAP 160]* and this manual, a staff member's employment in the Public Service is to be ceased in any of the following circumstances:

- (a) age retirement;
- (b) early age retirement;
- (c) medical retirement;
- (d) end of temporary salaried employment;
- (e) end of daily-rated employment;
- (f) end of contract employment period;
- (g) voluntary resignation;
- (h) compulsory retirement;
- (i) dismissal as the result of a disciplinary offence;
- (j) immediate dismissal with cause;
- (k) standing for election to Parliament, Municipal Council or Provincial Council;
- (l) redundancy;
- (m) removal of a Director-General or Director;
- (n) death in service;
- (o) the operation of law;
- (p) accident in service;
- (q) dismissal for criminal conviction;
- (r) Termination during probation period.

### ***5.2 Age of Retirement***

- (1) Subject to the *Employment Act [CAP 160]*, the normal retiring age is 60 years. However, in the case where a staff member reaches an age between 45 to 59 years, they are eligible to request an early age retirement.
- (2) A staff member retiring on the basis of age under subsection (1) is eligible for the standard entitlements specified in section 4.1 of this chapter including:
  - (a) a severance payment of two (2) month's salary per year of service (and a pro-rata amount for any period less than 12 months);
  - (b) if applicable, repatriation payments as specified in Section 4.4 (c) of this chapter.

## ***5.3 Medical Retirement***

### *5.3.1 Medical Retirement Initiated by A Staff Member*

- (1) A retirement initiated by a staff member on medical grounds is subject to the standard period of notice under section 4.1 of this chapter, determined by the Commission based on medical advice.
- (2) Despite available sick leave, a staff member may apply for medical retirement at any time if two (2) registered medical practitioners, one nominated by the Commission, certify in writing that the staff member is unfit to carry out normal duties.
- (3) In case of conflicting medical reports, the Commission may require the staff member to undergo a further medical examination at the Commission's expense.
- (4) If a staff member is certified under this section as unable to perform his or her normal duties, the last day of service of the staff member is the date specified by the registered medical practitioner providing the medical advice in relation to the staff member.

### *5.3.2 Medical Retirement Initiated by The Commission*

- (1) Medical retirement initiated by the Commission is not subject to the standard period of notice under section 2.1 of this chapter, but is determined by the Commission on the basis of medical advice provided in accordance with this section.
- (2) The Commission may, on the advice of the Director-General of the Ministry in which a staff member is employed, require a staff member to attend two medical examinations conducted by two (2) different medical practitioners to determine if they are fit to continue in their normal duties. One (1) registered medical practitioner must be nominated by the Commission and another nominated by a staff member concerned.
- (3) If both registered medical practitioners certify that a staff member is unfit to continue in their normal duties, the Commission must retire them on medical grounds and the last day of service is to be determined by the Commission taking into account the advice of the registered medical practitioners.
- (4) If a staff member indicates a willingness to continue their employment, and an alternative suitable position is available in the Public Service at a salary level not higher than their current salary, the Commission may, at its own discretion and based on medical advice provided by the staff member's registered medical practitioner, transfer them to that position.

### *5.3.3 Entitlements and Confidentiality*

- (1) A staff member retiring due to a medical condition is eligible for standard entitlements specified in Section 4.1 of this chapter, including:
  - (a) a severance payment of two months' salary per year of service (and a pro-rata amount for any period less than 12 months); and

- (b) if applicable, repatriation payments as specified in Section 4.4 of this chapter.
- (2) All medical reports, assessments and related documentation concerning a staff member who has applied for medical retirement must be treated with utmost confidentiality and accessed only by authorised employee of the Commission and the relevant Ministry.

#### ***5.4 Temporary Salaried Employees***

- (1) A Temporary salaried employee is to be employed for a period of not more than six (6) months and must be provided with one (1) week notice of termination.
- (2) In the case of serious misconduct or inability to perform their duties, the employment of a temporary salaried employee may be terminated without notice but subject to the Commission's obligation to act as a good employer under section 50 (3) and 50 (4) of the Employment Act.
- (3) A temporary salaried employee is entitled to the standard range of entitlements specified in Section 4.1 of this chapter or as specified in their written contract of employment.

#### ***5.5 Daily-rated Workers***

- (1) A Daily-rated worker is entitled to the standard range of entitlements specified in section 4.1 of this Chapter and subject to the terms of their employment contract:
  - (a) standards payments;
  - (b) if applicable, a severance payment;
  - (c) if applicable, a repatriation payment.
- (2) Subject to the express provisions of any written contract or unless specified otherwise in this Manual, the employment of a daily rated worker can be terminated without notice.
- (3) In cases of serious misconduct or inability to perform his or her duties, the employment of a daily rated worker can be terminated without notice.

#### ***5.6 Persons Engaged on a Contract Basis***

- (1) The engagement of a person under a written contract of employment must be terminated only in accordance with the termination condition and notice provisions under their contract of employment.
- (2) If a contract of employment does not specify any termination and notice provisions, such engagement must be terminated by mutual agreement in writing.
- (3) A person engaged on a contract basis is, upon cessation of their engagement, entitled to such benefits as specified in their contract of employment. If no benefits are

specified in their contract of employment, the person is entitled to the standard payments specified in Section 4.1 of this chapter.

- (4) All employees who have reached 60 years of age can be contracted under contract, if possible, for 3 years but subject to the amendment of the Public Service Act.

### ***5.7 Voluntary Resignation***

- (1) A staff member may voluntarily resign from the Public Service at any time, in accordance with the notice provisions prescribed in section 2.1 of this chapter. The resignation takes effect from the date of the resignation letter and does not need to be accepted.
- (2) A staff member with one or more years of service is entitled to the standard payment of entitlements in section 4.1 including severance, notice and repatriation if applicable as specified in of this chapter.
- (3) In the event where an employee is appointed to another position within the same Ministry or Department or to another ministry or department, the employee must resign from their incumbent position.
- (4) Subject to section 11 of the Employment Act, in the event where an institution changes its statutory nature, the Commission must ensure to have a written consent of the staff member affected on that change.
- (5) To avoid doubt, subsection (3) and (4) above are entitled to the standard payment of entitlements in section 4.1 including severance, notice and repatriation if applicable as specified in of this chapter.

### ***5.8 Compulsory Retirement***

- (1) A staff member who has compulsorily retired from the Public Service by the Commission, on the advice of the Disciplinary Board as the result of a disciplinary hearing as per section 37 of the *Public Service Act*, may receive a period of notice, if any, as determined by the Commission.
- (2) The staff member who is compulsory retired under subsection (1) is entitled to a standard payment of entitlements specified in section 4.1 and may include:
  - (a) a severance payment of two months per year of service (and a pro-rata amount for any period less than 12 months); and
  - (b) if applicable, repatriation payments as specified in section 4.2.4 of this chapter.

### ***5.9 Dismissal as The Result of a Disciplinary Offence***

- (1) The Commission in considering a disciplinary offence and intends to terminate a staff member from the Public Service as a result of a disciplinary offence under sections 36 of the *Public Service Act* and a disciplinary hearing under 37 of the *Public Service Act*, must give 14 days' notice to the staff member to give reasons why he or she must not be terminated from his or her employment.
- (2) A staff member who is terminated as per subsection 5.9 (1) is entitled to the standard payment of entitlements specified in section 4.1 and if applicable, repatriation payment and severance payments subject to the discretion of the Commission.

### ***5.10 Immediate Dismissal with Cause***

- (1) Under section 29 and subsections 30 (1) and 31 (2) of the *Public Service Act*, in exceptional circumstances, the Commission may dismiss a staff member at any time for serious misconduct or inability to perform their duties but subject to its obligations to act as a good employer under section 15 of the *Public Service Act* must give 14 days' notice to the staff member and require them to give reasons why they must not be terminated from employment.
- (2) A staff member who is dismissed with cause under subsection (1) is entitled to standard payments and may, at the discretion of the Commission, receive severance payment.

### ***5.11 Standing for Election to Parliament***

- (1) An employee who intends to stand as candidate for election to the national Parliament, Municipal Council or Provincial Government Council must resign from their employment within nine (9) months before the election year.
- (2) In the case of a Snap election to national Parliament, Municipal Council or Provincial Government Council, the employee must provide 2 weeks' notice before the opening date of the submission of application of candidature.
- (3) In the case of a by-election to national Parliament, Municipal Council or Provincial Government Council, the employee must give 30 days' notice to resign from his or her employment before the polling day.
- (4) An employee referred to in this section with one or more years in service is entitled to the standard payment of entitlements in section 4.1 including severance payment and notice specified in this chapter.

### ***5.12 Redundancy***

- (1) If at any time the Commission finds a greater number of staff member employed in a Ministry than is considered necessary for the efficient working of that Ministry, the Commission may, subject to the *Public Service Act*, declare a staff member, as the case may be, redundant and terminate his or her employment accordingly.
- (2) A staff member who is declared redundant and unsuccessful in being placed in another position must be given a *letter of Termination*.



- (3) A staff member who is made redundant under this section is entitled to the standard payment of entitlements, severance, notice and repatriation if applicable

### ***5.13 Removal of A Director-General or Director from Office***

- (1) Under sections 18C, 18F, 19A and 19B of the *Public Service Act*, a Director-General, Director or equivalent, Provincial Secretary General and Town Clerks may only be removed from office by the Commission after investigation of a complaint in writing from the Prime Minister, a Minister Responsible, the Ombudsman, the Auditor General or the Secretary upon receiving complaints from any other person.
- (2) A 14 days' notice must be issued to a person under subsection (1) in the case of his or her termination of employment contract.
- (3) Unless stated otherwise in his or her written contract of employment, a Director General, Director or equivalent, Provincial Secretary General and Town Clerks who is dismissed as per subsection (1) above is entitled to the standard payment of entitlements, severance, notice, repatriation if applicable.

### ***5.14 Death in Service***

- (1) In the event of the death of a staff member or an intern during the course of his or her service, the government must pay to the legal administrator of probate of the deceased estate where applicable, the following entitlements:
  - (a) standard payment of entitlements that a staff member has accrued up to the date of his or her death; and
  - (b) a sum equivalent to six (6) months total yearly remuneration (including any allowances the staff member receives) including in the case of citizens of Vanuatu, repatriation costs of the deceased back to their home island and place of origin.
  - (c) For those employed for 6 years and more 1 year's salary plus funeral expense.
- (2) In the event of the death of a temporary salaried employee during the course of the period of employment, the determination of entitlements, if any, is at the discretion of the Commission.
- (3) In the event of the death of an expatriate employed on contract basis during the course of their service, the government is to pay to the expatriate contract employee's legal administrator of probate a sum equivalent to the unpaid gratuity which would have been due to them as they completed the whole of the contract period.
- (4) All death benefits payments are to be paid from the budget of the respective department or agency wherein the deceased staff member was employed.

**6. Cessation of employment check list [PSC Form 7.1]**

	<b>YES</b>	<b>NO</b>
1. Has the form or type of cessation been determined by the Commission?	<input type="checkbox"/>	<input type="checkbox"/>
2. If necessary, has the Department or the staff member provided the appropriate documentation for this form of cessation?	<input type="checkbox"/>	<input type="checkbox"/>
3. Has the prescribed period of notice for this form of cessation been provided to the staff member by the Commission or in the case of resignation, by the staff member to the Commission?	<input type="checkbox"/>	<input type="checkbox"/>
4. Has the full range of entitlements for this form of cessation been calculated and paid to the staff member?	<input type="checkbox"/>	<input type="checkbox"/>
5. Has the Department of Finance been informed of the last day of service for the staff member so that they can be removed from payroll?	<input type="checkbox"/>	<input type="checkbox"/>
6. Has the staff member returned all Public Service property in his or her possession and checked for damage? (For example, official car; office keys; computers; files and official papers; etc.)	<input type="checkbox"/>	<input type="checkbox"/>
7. Has the Housing Officer of the Commission been informed of the last day of service of the staff member so that appropriate action may be taken in relation to any provided housing or housing allowances?	<input type="checkbox"/>	<input type="checkbox"/>
8. Has the Secretary or Chairman of the Commission written to the staff member thanking him or her for their service?	<input type="checkbox"/>	<input type="checkbox"/>
9. In the case of the death of staff member in service, has a letter from the Secretary of the Commission been sent to the family expressing the condolences of the Commission and offering appropriate assistance in accordance with this policy?	<input type="checkbox"/>	<input type="checkbox"/>
10. Has the OGCIO been informed to cease all Government ICT access	<input type="checkbox"/>	<input type="checkbox"/>
11. Has the Ministry/Department provided evidence of financial capacity to meet this cessation of employment or an agreed payment plan.	<input type="checkbox"/>	<input type="checkbox"/>

## **CHAPTER 8- MANAGING GOVERNMENT RESIDENTIAL HOUSING**

### **1. Duty to manage government residential housing**

- (1) The Commission has a duty and is responsible to manage government residential houses properly to enhance good service delivery throughout the Republic of Vanuatu.
- (2) In carrying out its duties under subsection (1), the Office of the Public Service Commission (OPSC) must provide clear directions and procedures on housing issues, to manage and allocate fairly government residential houses and improve the government expenditure. This entails close working collaboration amongst public service line agencies.
- (3) The housing directions and procedures must reinforce the following objectives:
  - (a) Develop housing policy on construction of residential premises for Public Servants.
  - (b) Provide a secure and fully furnished house for public servants with basic requirements.
  - (c) Allocate government residential houses to foster good work performance, commitment and incentives for staff members.
  - (d) Foster good asset management principles.
  - (e) Increase the return on investment from the Government residential housing Portfolio through–rent deduction of 12% of a staff members fortnightly salary or unless provided otherwise as per terms and condition of any contract of employment.
  - (f) Improve maintenance of government residential housing by working in collaboration with MFEM to establish a specific maintenance budget.
  - (g) Establish a prioritized maintenance program to improve the housing asset base.
  - (h) Ensure staff members are housed by providing the option for an equitable housing allowance which would be budget neutral for Government.

- (i) Establish appropriate guidelines for the rental of surplus Government houses.
  - (j) Carry out annual inspections and enforce the provisions of Housing Policy.
  - (k) Establish Housing Insurance Policy in line with the *Public Service Act* or any other relevant Act.
  - (l) Ensure all current and new government residential housing are given a unique numbering or code.
- (4) In this Chapter ‘government residential housing’ refers to all government houses administered and governed by the Public Service Commission.

## **2. Establishment of Housing Management Committee (HMC)**

### ***2.1 Establishment of HMC***

The HMC is established by the Commission.

### ***2.2 Composition of the Committee***

- (1) The HMC consists of the following members:
  - (a) the Secretary of Public Service Commission who is to be the Chairperson of the HMC and during his or her absence, the Deputy Secretary is to preside at a meeting.;
  - (b) a representative of the Ministry of Finance and Economic Management (MFEM) who is to be a member;
  - (c) a representative of the Public Works Department who is to be a member;
  - (d) a representative of the Department of Lands who is to be a member;
  - (e) a representative of the Office of the Prime Minister who is to be a member;
  - (f) a representative of the Ministry of Internal Affairs.
- (2) The HMC meeting procedures is to be determined by the Commission.
- (3) To avoid doubt, all members of the HMC must be appointed by the Commission other than the chairperson,

### ***2.3 Functions of the Housing Management Committee***

- (1) In addition to other duties delegated by the Commission, the functions of the HMC are to:
  - (a) conduct meetings on a regular basis to discuss housing matters;
  - (b) coordinate housing matters between Public Service line Agencies;
  - (c) coordinate the development of housing policy;
  - (d) implement the Housing Policy and monitor its implementation;
  - (e) allocate government residential houses, and carry out a periodic review of housing allowances and rent deductions;
  - (f) inspect and take furniture inventory stock of Government residential Houses on a quarterly basis;
  - (g) renovate or repair existing government residential houses;
  - (h) ensure houses are distributed fairly upon demand of public service line agencies;
  - (i) ensure government residential housing are properly recorded, mapped and documented;
  - (j) Ensure effective implementation of the Housing Insurance Policy;
  - (k) To carry out research and make recommendations to address the government residential housing issues.

### ***2.4 Secretarial duties to the HMC***

- (1) The Manager of the Housing Unit within the OPSC is to provide the secretarial duties to the HMC.
- (2) The OPSC is responsible to ensure that the HMC is fully resourced with the capacity to perform its functions effectively and efficiently.

### ***2.5 Formulation of Housing Policy***

- (1) The OPSC through the Housing Unit must take full responsibility for the formulation and administration of the housing policy.

- (2) The Housing Unit is to review the housing policy whenever it deems fit and are submitted to the Commission for approval.

## ***2.6 Allocation of government residential houses***

- (1) The HMC is to make recommendation to the Commission for allocation of Government residential houses pursuant to the Government Housing Policy.
- (2) Complaints relating to the housing allocation or housing rent payment must be directed to the HMC in writing.

## ***2.7 Review of rent deductions***

The HMC is to make recommendation to the Commission for review, on an annual basis rent (housing deductions) payable by a staff member who is occupying a Government residential house taking into account the market rent fluctuations and advise of the Government Remuneration Tribunal.

# **3. Entitlement and Eligibility for Government Residential Housing**

## ***3.1 Criteria for entitlement and eligibility***

- (1) The criteria for entitlement and eligibility for a government residential housing is to be determined by the Housing Policy.
- (2) The Commission through the HMC must work in collaboration with Public Service line agencies for allocation of government residential house to staff members or entitled Public Servant under the *Official Salary Act*.

## ***3.2 Staff Members entitled to government residential housing***

- (1) The following staff members are entitled to government residential housing:
  - (a) a Directors General;
  - (b) a Director or equivalent position;
  - (c) a Registered Medical practitioner, upon approval of the Director General of MOH;
  - (d) a Provincial Secretary General;
  - (e) a Town Clerk;
  - (f) the Secretary of the Public Service Commission;

- (g) Provincial Managers;
  - (h) any other staff member as may be determined by the Commission.
- (2) In addition to subsection (1), staff member who is required to reside outside of his or her normal place of residence and work outside of his or her normal place of work and who has been certified by his or her relevant Director General as required to live at or near his or her workplace is deemed to be entitled to a government residential house.
  - (3) Overseas-recruited staff member is entitled to a government housing allowance, to cover the cost of his or her accommodation pursuant to the terms and conditions of his or her Contract of Employment (entered into after the approval of this policy). The Ministry or Department engaging the service of the overseas-recruited staff member is responsible to meet his or her housing allowance.
  - (4) A staff member who is employed on a contract basis and is entitled to a government residential house and if no such house is available, a housing allowance must be paid to him or her pursuant to the terms and conditions of his or her employment contract.
  - (5) A staff member, who is entitled to a government residential housing and who is residing in a private rented house where the market value exceeds the standard rate of the housing allowance prescribed under his or her contract of employment, must pay the difference of the rent payments.
  - (6) Any such agreement entered into under subsection (5) is to be considered as a private tenancy agreement between the staff member and the Land Lord. As such, the staff member will be responsible for the payment of any associated bond and the reclaiming of such a bond at the termination of the lease.
  - (7) If a staff member who is employed under a contract of employment, his or her relatives must vacate the government house upon the staff members death in service after 3 months' notice to vacate the house is served to them.
  - (8) The relatives of the staff member who fails to vacate the government house after the expiry of the notice period referred to under subsection (7) may upon endorsement of the Commission be evicted through order of the Court.
  - (9) The Commission must work in collaboration with the Attorney General's Office to initiate court eviction order process for any other related housing issues.
  - (10) Entitled Staff member must be given priority in terms of the allocation of government houses.

### ***3.3 Eligible employees***

- (1) An employee who is not listed in subsection 3.2(1) and (2) are only eligible for a government residential house if there is a surplus for that purpose.
- (2) In the event where an eligible employee's employment is ceased, he or she must vacate the government residential house upon receipt of 3 months' notice.
- (3) To avoid doubt, the relatives of the eligible employee who is occupying the government house must vacate the house upon receipt of 3 months' notice upon the death of the employee.
- (4) Failure to comply with the 3 months' notice to vacate under subsection (3) may result in a court eviction order upon endorsement of the Commission.
- (5) The Commission must work in collaboration with the Attorney General's Office to initiate eviction order process referred to under subsection (4) or for any other related housing issues.
- (6) An eligible employee who is currently occupying a government house must be served with 3 months' notice to vacate a government house upon the commencement of this Manual.

### ***3.4 Staff Members not entitled or eligible for government residential housing***

- (1) A staff member must not occupy a government residential house if he or she is not entitled or eligible for government residential housing
- (2) To avoid doubt, a staff member who is not entitled or eligible for a government house include;
  - (a) temporary salaried employees;
  - (b) daily rated workers;
  - (c) interns and cadets;
  - (d) a person engaged on a contract basis (unless otherwise specified in his or her terms of contract of employment);
  - (e) a member of Parliament who does not hold a ministerial portfolio;
  - (f) provincial and Municipal Councillors;
  - (g) a political appointee.



## **4. Housing Allowance**

### ***4.1 Definition of housing allowance***

A housing allowance is a form of payment or an allowance that a staff member receives whether occupying, his or her own house or renting a private house.

### ***4.2 Staff members entitled to receive housing allowance***

- (1) A staff member including a person who is on a probationary period and who is renting a private house must complete and submit an application form for housing allowance (**PSC FORM 8-1**) to his or her Director General, Director or equivalent position.
- (2) A staff member including a person who is on a probationary period and who is residing in his or her own house must complete and submit an application form for housing allowance (**PSC FORM 8-2**) to his or her Director General or Director or equivalent position.
- (3) If both spouses are staff members of the public service and are both eligible to receive a housing allowance, both of them are to be paid the allowance.
- (4) If both spouses are staff members of the public service and are both eligible and are residing in a government house, only one of them is to receive housing allowance.
- (5) The staff member who is entitled or allocated a government house is liable to 12% deduction of his or her fourthly salary and he or she must not receive a housing allowance.

### ***4.3 Staff Members not entitled to receive housing allowances***

To avoid doubt, a staff member who is not entitled to receive housing allowance includes:

- (a) a daily rated worker; and
- (b) an intern or cadet; and
- (c) a person engaged on a contract basis (unless otherwise specified in the terms of his or her contract of employment);
- (d) a temporary salaried employee.

### ***4.4 Rate of Housing Allowances***

- (1) The rate of housing allowance payable to an eligible staff member under clause (4.2) is VT30,000 per month subject to periodic review.
- (2) The HMC is responsible to review and make recommendations on the rate of allowances under paragraph (a) to the Commission for its approval.

- (3) In reviewing and making recommendations on the rate of housing allowances under subsection (2), the HMC must take into consideration, the cost of living, the current market value of rental houses and the salary level of staff members.
- (4) The Commission is to determine the rate of a housing allowance of a staff member who is entitled or eligible to a housing allowance and the staff member is undertaking studies overseas for a period of more than twelve (12) months.

## **5. Tenancy Agreement**

### ***5.1 Parties to a Tenancy Agreement***

A Tenancy Agreement is to be made between a staff member who is entitled or eligible to use and occupy a government house and the Public Service Commission who is the employer of the staff member.

### ***5.2 Contents of the Tenancy Agreement***

A tenancy Agreement must contain the following substantial provisions:

- (a) parties to the Agreement;
- (b) maintenance and Repair;
- (c) inspection
- (d) market value
- (e) variation of Agreement
- (f) eviction
- (g) Period of Agreement;
- (h) Termination of Agreement;
- (i) Damage and Loss
- (j) Rental Deduction
- (k) Extension work
- (l) Type and number of domestic animals allowed.

### ***5.3 Signing of Tenancy Agreement***

- (1) A Staff member who is entitled or eligible to use or occupy a government residential house must sign a Tenancy Agreement in the prescribed form with the Secretary of the Public Service Commission (**PSC FORM 8-3**).

- (2) If a staff member refuses or fails to sign a Tenancy Agreement, he or she must vacate the government residential house in the event that the staff member is currently residing in the government residential house.
- (3) The Tenancy Agreement is for a term of 4 years and may be renewed upon the outcome of an inspection of the government residential house by the HMC.

## **6. Termination of Housing Allowance**

- (1) The housing allowances of a staff member must be ceased in the following circumstances:
  - (a) cessation of employment; or
  - (b) death in service; or
  - (c) convicted by a court to a term of imprisonment.

## **7. Disciplinary Action**

A staff member who makes a false claim to obtain or who attempts to obtain a housing allowance to which he or she is not entitled or who contravenes any provision of this Chapter commits a disciplinary offence and is subject to a disciplinary procedure under Chapter 6 of this manual.

## **FORMS FOR CHAPTER 8: HOUSING**

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# RENTED HOUSING ALLOWANCE APPLICATION FORM

## SECTION 1: TO BE COMPLETED BY APPLICANT

DATE: \_\_\_\_\_

NAME OF OFFICER: \_\_\_\_\_

EMPLOYING MINISTRY/DEPT: \_\_\_\_\_

PAYROLL NO: \_\_\_\_\_ TELEPHON (W): \_\_\_\_\_

EMPLOYMENT STATUS: Probation / Permanent: \_\_\_\_\_

MARITAL STATUS: MARRIED YES/NO: \_\_\_\_\_

(IF YES) IS SPOUSE A GOVERNMENT EMPLOYEE: \_\_\_\_\_

NAME OF SPOUSE: \_\_\_\_\_

MINISTRY/DEPT/AGENCY SPOUSE IS ATTACHED TO: \_\_\_\_\_

DOES SPOUSE RECEIVE HOUSING ALLOWANCE: YES/NO: \_\_\_\_\_

DATE YOU ACTUALLY OCCUPIED THE PROPERTY: \_\_\_\_\_

PLEASE ATTACH RENTAL RECEIPTS

## SECTION 2: SECTION TO BE COMPLETED BY LANDLORD

A) NAME: \_\_\_\_\_

B) LOCATION OF PROPERTY: \_\_\_\_\_

C) ARE YOU THE TRUE OWNER/AGENT OF THE PROPERTY DESCRIBED ABOVE? PLEASE INDICATE BELOW AND PROVIDE EVIDENCE

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## SECTION 3: CERTIFICATE OF OWNERSHIP (COMPLETE BY LANDLORD)

I, \_\_\_\_\_, CERTIFY THAT I AM THE TRUE  
LANDLORD/LANDLADY/AGENT OF THE PROPERTY DESCRIBED AND  
THAT

I AM RENTING IT TO:

MR/MRS/MS: \_\_\_\_\_

FOR VT \_\_\_\_\_ PER MONTH, FROM:    /    /

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

POSTAL ADDRESS: \_\_\_\_\_

SIGNATURE OF WITNESS: \_\_\_\_\_ DATE: \_\_\_\_\_

**SECTION 4: TO BE COMPLETED BY THE APPLICANT**

I, CERTIFY THAT THE ABOVE DETAILS ARE TRUE AND CORRECT AND SHOULD ANY OF THESE DETAILS CHANGE, I WILL NOTIFY THE SENIOR HOUSING OFFICER, PSC IN WRITING IMMEDIATELY.

SIGNATURE OF OFFICER: \_\_\_\_\_

**SECTION 5: DIRECTOR OF MINISTRY/DEPARTMENT'S SIGNATURE AND RECOMMENDATION**

\_\_\_\_\_  
\_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

**SECTION 6: FOR DIRECTOR GENERAL ONLY**

APPROVED/NOT APPROVED

SIGNATURE: \_\_\_\_\_

NAME: \_\_\_\_\_ DATE:    /    /



# OWNED HOUSING ALLOWANCE APPLICATION FORM

## SECTION 1: (TO BE COMPLETED BY APPLICANT)

- A) DATE: \_\_\_\_\_
- B) NAME OF OFFICER: \_\_\_\_\_
- C) EMPLOYING MINISTRY/DEPT: \_\_\_\_\_
- D) PAYROLL NO: \_\_\_\_\_ TELEPHONE (W): \_\_\_\_\_
- E) EMPLOYMENT STATUS: (PROVIDE EVIDENCE): \_\_\_\_\_
- F) MARITAL STATUS: MARRIED YES/NO: \_\_\_\_\_
- G) (IF YES) IS SPOUSE A GOVERNMENT EMPLOYEE: \_\_\_\_\_
- H) NAME OF SPOUSE: \_\_\_\_\_
- I) MINISTRY/DEPT SPOUSE ATTACHED TO: \_\_\_\_\_
- J) DOES SPOUSE RECEIVE HOUSING ALLOWANCE: YES/NO: \_\_\_\_\_
- K) DATE YOU ACTUALLY OCCUPIED YOUR OWN HOUSE: \_\_\_\_\_

## SECTION 2: WITNESSES REQUIRED TO CERTIFY OWNERSHIP OF THE PROPERTY, WITNESSES MUST PROVIDE EVIDENCE

- A) NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_ PHONE: \_\_\_\_\_  
OCCUPATION: \_\_\_\_\_
- B) NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
PHONE: \_\_\_\_\_  
OCCUPATION: \_\_\_\_\_

## SECTION 3: PLEASE COMPLETE THE FOLLOWING

- LOCATION OF THE PROPERTY: \_\_\_\_\_
- ARE YOU THE TRUE OWNER OF THIS PROPERTY: YES/NO: \_\_\_\_\_
- (IF YES) PROVIDE EVIDENCE: \_\_\_\_\_



**SECTION 4: CERTIFICATE OF OWNERSHIP**

I, \_\_\_\_\_ HEREBY CERTIFY THAT THE HOUSE I AM CURRENTLY RESIDING IN BELONGS TO ME. I ALSO CERTIFY THAT THE ABOVE DETAILS ARE TRUE AND CORRECT AND SHOULD ANY OF THESE DETAILS CHANGE, I WILL NOTIFY THE SENIOR HOUSING OFFICER, PSC IN WRITING IMMEDIATELY.

SIGNATURE OF OFFICER: \_\_\_\_\_

**SECTION 5: FOR DIRECTOR OF MINISTRY/DEPARTMENT'S SIGNATURE AND RECOMMENDATION**

\_\_\_\_\_  
\_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

**SECTION 6: FOR DIRECTOR GENERAL ONLY**

APPROVED/NOT APPROVED

SIGNATURE: \_\_\_\_\_

NAME: \_\_\_\_\_ DATE: / /

# GENERAL TENANCY AGREEMENT

Lessor

Name of Tenant

Address of Government House

Department/Ministry

Tenants Contact: Phone

Email:

Term of Agreement  
Starting on

End of Contract:

Rent per month

Signed on behalf of the Lessor by

Signed by the Tenant

.....

.....

Name (PRINT)

Name (PRINT)

.....

.....

Date

Date

## Terms and Conditions for Tenancy of a Government Residential House

This tenancy is subject to the terms and conditions of eligibility for Government residential housing incorporated in the Housing Policy.

- a) The tenant must use the premises for residential purposes and to accommodate members of his or her nuclear family only.
- b) The tenant must be given five (5) working days' notice for quarterly periodic inspections.
- c) If any variation or depreciation in value is identified on the government residential house during the periodic inspection, this would be appreciated as a variation to the current market value and would be accounted for but it does not change any other terms and conditions within the Tenancy Agreement.
- d) If the tenant ceases to be entitled or eligible for a Government residential house, the tenant must vacate the house within the 3 months period specified in the Housing Policy.
- e) During the tenancy, the tenant must:
  - i. Abide by Municipal laws and by-laws;
  - ii. Not interfere with the reasonable peace, comfort or privacy of a neighbour of the tenant;
  - iii. Not do anything that might block any plumbing or drains on the premises;
  - iv. Regularly mow the lawns and keep grounds clean;
  - v. Keep the premises free from pests and vermin;
  - vi. Not intentionally or negligently damage the premises and inclusions;
  - vii. Be allowed to keep only two (2) cats and one (1) dog per house so that due care is taken of the animals and they are not a nuisance to neighbours or the public;
  - viii. Not erect any buildings or extensions on the premises without the written consent of the respective Ministry or Department and authorization from the Commission.
  - ix. Understand that any request for repairs or maintenance shall be in writing and submitted to the Director General or Director or equivalent position concern to be forwarded to the Commission for approval.
  - x. Carry out any repair and/or maintenance works only if approved by the Commission. Any staff member who wishes to meet the cost of such works should obtain prior written approval from the Director General or Director or equivalent position or Secretary for possible future refund upon presentation of receipts of payments to the Commission.
  - xi. Understand that upon approval by the Commission, any maintenance and/or repairs done on the said government property shall become the state property once the Tenancy Agreement ends.
  - xii. Ensure that upon termination, expiry of Contract of employment or retirement, he or she is expected to receive a three (3) months' notice from Commission to vacate the said government property.
  - xiii. Understand that Commission as a good employer allow EXIT staff member from service either by way of termination or any form of retirement a maximum period of three (3) months to vacate the said property.
  - xiv. During the given period of 3 months, any claim against the government will be considered as a separate issue and does not extend the right of the tenant to remain in the said government property.

- xv. Vacate the property within the given time frame. Failure to vacate within the three (3) months' timeframes will result in Commission imposing the full market value against the tenant who is obliged to pay the full rental value of the said property.
- xvi. Ensure that noncompliance with clause E (o) above will result to an eviction order to be issue from relevant authorities.
- xvii. Note that the Commission is yet to have an insurance policy on government residential housing. However, all government tenants should be responsible in taking good care of the house and other government properties within the premises. The same should apply during times of unforeseen accidents/disasters and natural disasters. Any damages caused by natural disaster to the building will be assessed and shall be the responsibility of the government.
- xviii. This Agreement overrides any other previous arrangement or Tenancy Agreement entered into by the parties either verbally or in writing.

# FURNITURE INVENTORY FORM

Address: \_\_\_\_\_

House No.: \_\_\_\_\_ Move In/Out Inspection \_\_\_\_\_ Date: \_\_\_\_\_

Location Items for checking	Lounge/Dining Room	Kitchen	Main Bedroom	Bedroom 2	Bedroom 3	Bedroom 4	Bathroom	Comments on Condition
Settee								
Armchair								
Coffee Table								
Carpet Squares								
Bookcase								
Ceiling Fan								
Dining Table								
Dining Chairs								
Buffet								
Stove								
Refrigerator								
Water Heater								
Double Mattress								
Single Mattress								
Chest of Drawers								
Dressing Table								
Mirror								
Bedside Table								
Chair								
Wardrobe								
Medicine Cabinet								
Linen Cupboard								

I hereby certify that this inventory of furniture items and condition of same is a true record and I acknowledge that I am liable for any damages to such furniture and will replace any or all items which are not accounted for at any future inspection.

Name of Tenant: \_\_\_\_\_

Signature of Tenant: \_\_\_\_\_

Inspector (Print): \_\_\_\_\_

Inspector's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# CHAPTER 9– MANAGING THE PROCUREMENT, USAGE AND DISPOSAL OF PUBLIC SERVICE ADMINISTRATIVE FLEET

## 1. Introduction

- (a) The procurement, use, maintenance and disposal of the Public Service Administrative Fleet (PSAF) is to be made in accordance with the “Government Fleet Policy and PFEM Act” and this Manual.
- (b) A Public Service Administrative Fleet is to be used for government programs and services only. A PSAF must be operated in a safe manner and in compliance with the laws of the Republic of Vanuatu, including the Government Fleet Policy.
- (c) This manual establishes the requirement of the use of Government Administrative Fleet for official purposes. A staff member is not permitted to use PSAF for personal purposes, comfort or benefit unless specify in the terms and conditions of his or her contract of employment.
- (d) To avoid doubt, a government vehicle allocated under the Official Salaries Act [CAP 168] or by any statutory body is not part of the Public Service Administrative Fleet and is not subject to the requirements of this Manual.

### *1.1 Composition of the National Government Fleet*

- (a) The National Government Fleet includes but not limited to the following Government vehicles;
  - i. Government Vehicle (G);
  - ii. Republic of Vanuatu (RV) vehicles;
  - iii. Office of the Attorney General (OAG) vehicles;
  - iv. Office of the Public Prosecutor (OPP) vehicles;
  - v. Project Vehicles (4VE, 3VE,2VE) as specified in the terms and conditions of the Project Agreement;
  - vi. Public Solicitors Office (PSO) vehicles;
  - vii. Government Authority Bodies (i.e. Civil Aviation Authority (CAA)) vehicles.

### *1.2 Public Service Administrative Fleet*

In this Manual and the Government Fleet Policy, a Public Service Administrative Fleet (**PSAF**) includes a common vehicle, outboard motor boat, heavy duty vehicle, motor bike and quad bikes used for public service administrative purposes only.

### ***1.3 PSAF Usage Guideline***

The-PSAF usage guideline is to provide for the following:

- (a) the responsibilities of a director or equivalent position General, Director or equivalent position and staff member;
- (b) ensure proper registration, management, repair and maintenance of the PSAF;
- (c) set out terms and conditions of the PSAF usage to be transparent, fair and just;
- (d) ensures the Public Service line agencies take ownership of PSAF and maintain it for official duties;
- (e) resolve disputes, take proper internal disciplinary measures in an effective and efficient manner;
- (f) increase awareness on PSAF usage and disposals with the Public Service line agencies;
- (g) ensure proper planning and budgeting for purchase and maintenance of PSAF.

### ***1.4 Fleet Management Unit (FMU)***

The FMU within the OPSC is responsible for the following:

- (a) ensure that a staff member is safe and working in a conducive environment while using a PSAF;
- (b) ensure that a PSAF is safe to drive before assigning it to the designated staff member;
- (c) ensure that a PSAF is periodically maintained and remain in good condition;
- (d) ensure that all PSAF must have GPS tracking system and comply with annual Fleet inspection that is to be conducted by the OPSC Fleet Management Unit in collaboration with the Asset Management and Valuation Unit and the Department of Public Works;
- (e) liaise with all Public Service line agencies to ensure that a non-operational PSAF is properly reported to the FMU;
- (f) conduct assessment on a PSAF for disposal;
- (g) keep proper records of both GPS that are operational and non-operational;
- (h) ensure all Public Service Line Agencies have maintenance funds for the vehicles under their respective institutions and regular service to maintain its market value and usability;
- (i) keep proper updated records of all PSAF.

## **2. Fleet Management Committee (FMC)**

### ***2.1 Establishment and Roles of the FMC***

- (a) The Public Service Commission is to appoint the Fleet Management Committee (FMC) which consists of the following members:
  - i. the Secretary of the Public Service Commission or the Deputy Secretary;
  - ii. a representative of the Asset Management and Valuation Unit;
  - iii. a representative of the Public Works Department;
  - iv. representative of the Department of Customs and Inland Revenue.
- (b) The Secretary is to be the Chairperson of the FMC and during his or her absence, the Deputy Secretary is to preside at a meeting.
- (c) The FMC may make a decision by way of a Flying Minute for purchase of a new PSAF in urgent situation upon requests of the Chairperson of the Fleet Committee or Chairman of the Commission.
- (d) The Manager of the Fleet Management Unit must provide secretarial duties to the FMC.
- (e) The FMC is responsible to approve all submissions for the procurement of all new PSAF on behalf of the Public Service Commission.
- (f) The FMC must conduct at least (2) two meetings each month.
- (g) The Chairperson of the FMC reserves the right to switch off a GPS in a PSAF at 5.00pm except PSAF that have been granted approval to be used after official working hours and those that provide essential services.
- (h) Ensure that Director or equivalent positions or Director or equivalent positions General are consulted prior to use of a department or Ministry's PSAF during a particular event.

### ***2.2 PSAF Focal Officer***

- (1) The PSAF focal officer of a Public Service Line Agency designated by the Public Service Commission in consultation with the relevant Director General, Director or equivalent position is responsible to assist in monitoring a PSAF and any other related matter under his or her respective Ministry or Department.
- (2) The focal officer must assist the Director General, Director or equivalent position in implementing and enforcing the Public Service Administrative Fleet policy at the Ministry and Department level.



### ***2.3 Registration and Trade in***

- (1) The Department of Customs and inland Revenue must register all PSAF.
- (2) A Fleet officer within the FMU and a representative of the Department of Public Works must be involved in the Trade in process of a PSAF.
- (3) The persons referred to under subsection (2) must ensure that a PSAF complies with the Trade in process.
- (4) The FMC may approve a request to purchase a new PSAF and to determine the right sizing and types of a PSAF.

## **3. Procedures to be followed in the procurement of the PSAF**

### ***3.1 PSAF Procurement***

- (a) A PSAF procurement application must be made using the [**PSC form 9-1**] as authorized by the Director General, Director or equivalent position of the Department and submitted to the FMC for deliberation and approval.
- (b) A staff member who is involved in a procurement without the approval of the FMC commits a disciplinary offence.
- (c) The PSAF procurement form consist of the following:
  - i. PSAF details for purchase; and
  - ii. fuel types; and
  - iii. manufacture and supplier options, at least three (3) quotations; and
  - iv. approval note from the relevant Director General, Director, or equivalent position; and
  - v. recommendation from the Department or Ministry; and
  - vi. funding confirmation in writing; and
  - vii. PSAF replacement (all PSAF over five (5) years old must be replaced); and
  - viii. accessibility for people with special needs (if applicable); and
  - ix. PSAF right sizing.
- (d) The FMC must obtain approval from the Department of Finance on the confirmation of the availability of funds prior to endorsement of the purchase of the PSAF.
- (e) A project donor and the relevant public service line agency must obtain the approval of the FMC for the purchase of a project PSAF prior to the purchase of such PSAF.

### ***3.2 Government Pool of PSAF***

- (1) A common solution for public service line agencies that are interested in increasing fleet utilization and reducing vehicle count is to pool vehicles together, allowing government users to share assets instead of assigning them to specific users or public service line agencies.
- (2) The FMU must establish and manage a government “PSAF Pool” to ensure the effective and efficient usage of the PSAF by the public service line agencies.
- (3) The purpose of the PSAF pool is to provide access for public servants to use PSAF upon approval and on occasional and exceptional basis by the government. The PSAF pool consist of approximately 20-30 PSA.
- (4) The Pool of PSAF is to be located at the Public Works Department (PWD) or any other convenient location as approved by the FMC. This includes the provincial government which is to be administered by the provincial local authority or the Secretary General.
- (5) A PSAF pool vehicle may be allocated for a designated time (including a date and time of return) on submission of an authorized and reasonable request to the FMC.
- (6) The FMC is to manage a fleet of VIP PSAF in collaboration with the Department of Foreign Affairs for purposes of protocol.
- (7) The PSAF pool must be standardized with a colour and aimed at a range of PSAF types and specifications to gather for the different needs within the departments and managed by the FMU.
- (8) For purposes of usage for political reasons, approval for use of PSAF must be obtained from the Prime Minister and details of the approval must be submitted to the FMC for record and monitoring purposes.
- (9) A public servant who has obtained approved to use a PSAF from the PSAF pool is liable to meet the cost of damages he or she has caused to the PSAF.

### ***3.3 PSAF disposals***

- (1) The relevant public service line agency must not dispose a PSAF unless it has obtained the prior approval of the FMC to do so.
- (2) The valuation of PSAF for purposes of disposal must be carried out in collaboration with the Manager of the FMU, the Valuation Unit within the Public Works Department and the Asset Management Unit within the Department of Finance and Treasury.
- (3) The procedure for PSAF disposal is as required by the *Public Finance and Economic Management Act [CAP 244]* and the *Government Contracts and Tenders Act [CAP 245]*.
- (4) A public service line agency must not keep in its possession a PSAF that is more than 5 years since it was first purchased.

### ***3.4 Disposal Criteria of a PSAF***

The criteria for disposal of a PSAF are as follows:

- (a) a PSAF is used for more than 5 years; or
- (b) a PSAF odometer reaches 80,000 km; or
- (c) the cost of maintenance of a government administrative vehicle is more than VT300,000; or
- (d) a PSAF is not operationalized; or
- (e) a PSAF is seriously damaged with a very high cost of repair; or
- (f) a PSAF is written off.

### ***3.5 PSAF Maintenance***

- (1) A PSAF must be closely monitored by a Director General, Director or equivalent position within the Public Service line agencies.
- (2) A person referred to under subsection (1) must ensure that each PSAF is kept in good road-worthy condition.
- (3) In addition to subsection (2), the Director General, Director or equivalent position must:
  - (a) identify the service date(s) in line with the PSAF maintenance manual and ensure the service of a PSAF is carried out within the specified date; and
  - (b) monitor the PSAF mileage.
- (4) A PSAF must be cleaned internally and externally at all times and monitored by the FMU on regular basis.

### ***3.6 PSAF Alteration***

- (1) A staff member must not carry out any alteration or have a stereo equipment fitted into, or install fog lamps, bull bars or tinted windows or any other accessories into a PSAF without prior approval of the FMC.
- (2) In addition to subsection (1), a staff member must not make any of the following:
  - (a) remove any PSAF part without the written approval of the FMC; or
  - (b) remove a GPS from a PSAF;
  - (c) fly any country flag on any PSAF during any sport events domestically or internationally;
  - (d) place any stickers, pictures, or extra fancy accessories without prior written approval of the FMC;

- (e) A staff member who contravenes paragraph (a) to (d) commits a disciplinary offence.

### ***3.7 Fuel Purchasing Arrangements***

- (1) A single fuel provider is to be sourced every two (2) years through a tender process to facilitate bulk procurement and implementation of a fuel management system. In order to ensure an effective fuel management system, the following measures must be observed:
  - i. Fuel and oil purchased by a staff member for PSAF may only be claimed for reimbursement by using the “Vehicle Expense Reclaim Form” supported by genuine receipts.
  - ii. A staff members must not refill his or her private vehicle using Government fuel cards or using public funds unless authorized in writing by the Director or equivalent position Generals or Director or equivalent position for a specific official task.
- (2) Subsection (1) does not apply to fuel purchasing arrangements in a province where a single fuel provider is not available.
- (3) A person who fails to comply with paragraph 1(a), (b) and (c) commits a disciplinary offence.

### ***3.8 One Card One PSAF***

- (1) A staff member must use one (1) card for each PSAF for purchasing of fuel.
- (2) For purposes of controlling fuel consumption, public service line agencies may rely on a GPS notification system to:
  - (a) identify and to provide the mileage of the PSAF; and
  - (b) geographically locate the PSAF; and
  - (c) provide for the fuel consumption.
- (3) A staff member must not use a PSAF fuel card allocated for that particular PSAF to purchase fuel for another PSAF without prior approval in writing from his or her Director or equivalent position General or Director or equivalent position.
- (4) A staff member who contravenes subsection (3) commits a disciplinary offence,

### ***3.9 Standardization of PSAF***

- (1) All PSAF are standardized cars with specifications as approved by the FMC.
- (2) Despite subsection (1), any public service line agency that intends to purchase a PSAF other than a standardized car must submit its request including its justification to the FMC for approval.
- (3) A staff member who contravenes subsection (2) commits a disciplinary offence.

### ***3.10 Prerequisites to drive a PSAF***

- (1) A staff member is permitted to drive a PSAF or a project fleet if he or she:
  - (a) has a valid driver's license; and
  - (b) provides a medical certificate every 2 years certifying that he or she is medically fit to drive; and
  - (c) has a good driving record for at least two (2) years. (*He or she must not be at fault for a PSAF or private vehicle accident, or arrested on charges of violating traffic laws (e.g., driving under the influence of alcohol or other prohibited substance);* and
  - (d) completes a form (**PSC Form 9-1**) and obtains the approval of his or her Director General, Director or equivalent position to drive.
- (2) To avoid doubt, all request to drive a PSAF after working hours must be in the prescribed form referred to under paragraph 1(d). A request made orally via phone calls, text messages or other social media platform must not be considered for approval.
- (3) The dependents of staff members including a person employed under a contract basis must not drive or operate any PSAF unless stated otherwise in his or her contract of employment.
- (4) A staff member who allows his or her dependant to drive a PSAF or who fails to comply with subsection (3) commits a disciplinary offence.
- (5) A Staff member may be required to submit his or her schedules to justify the use of PSAF.
- (6) Despite the requirements of this section, a staff member may be authorized to drive a PSAF by the relevant Director General, Director, or equivalent position in an emergency or unforeseen circumstances.

### ***3.11 Staff members with special needs***

- (1) A staff member who has special needs may drive a PSAF upon approval by his or her Director General, Director, or equivalent position.
- (2) A staff member who is on medication which severely affects his or her sense of orientation, vision or reflexes must not be permitted to drive a PSAF.

### ***3.12 Staff member's Obligations when Driving PSAF***

- (1) A staff member who drives a PSAF must:
  - (a) drive safely and be sober (under influence of alcohol or kava);
  - (b) comply with all traffic laws and respect fellow drivers;
  - (c) park a PSAF in a secure and allocated parking zone or area;

- (d) report any damages caused to a PSAF by completing an incident report as soon as practicable;
  - (e) not engage in other traffic violations that may result in traffic fines.
- (2) If a staff member's driving license is suspended, revoked, banned or expired, he or she must immediately inform the relevant Human Resource Manager and must refrain from driving a PSAF.
  - (3) A staff member referred to under subsection (2) may be re-considered for driving a PSAF upon uplifting of the suspension, revocation and ban of his or her driving licence by the relevant authority.
  - (4) A staff member who fails to comply with subsection (3) commits a disciplinary offence.

### ***3.13 Staff Members additional obligations***

- (1) In addition to the obligations under section 3.12, a staff member must not:
  - (a) smoke inside a PSAF;
  - (b) wear a cap while driving a PSAF;
  - (c) lease, sell or lend a PSAF;
  - (d) use a PSAF for activities outside of official duties and programs;
  - (e) violate a traffic law;
  - (f) use a PSAF as a learning vehicle;
  - (g) leave a PSAF unsafe and unsecure;
  - (h) make calls, answer calls or text while driving. (If a phone call is necessary, the driver must pull safely to the side of the road or a parking area and then initiate the call);
  - (i) eat or drink including alcohol or kava while driving;
  - (j) allow a pet in a PSAF whether he or she is driving.
- (2) A staff member who contravenes subsection (1) commits a disciplinary offence.

### ***3.14 Accidents***

- (1) A staff member who drives a PSAF and causes an accident when carrying out his or her official duties during or after working hours, he or she must immediately inform the relevant Director General, Director or equivalent position, the Human Resource Manager or the Asset Officer.
- (2) A staff member referred to under subsection (1) must complete and submit an incident report to his or her Human Resource Manager within 5 working days from the date of the accident.

- (3) In the event that a staff employee referred to under subsection (1) is seriously injured during the accident, he or she must complete and submit an incident report within 2 months of the accident to his or her Director General, Director or equivalent position, the Human Resource Manager or Asset Officer.
- (4) If the incident report and the police report show that the staff member is fully liable for the accident referred to under subsection (1), the staff must be partly held responsible for the cost of the damages caused to the PSAF.
- (5) A staff member who drives a PSAF during or after working hours and is sober and involved in an accident caused by a driver of the other vehicle, he or she must immediately inform the Director General, Director or equivalent position, the Human Resource Manager or the Asset Officer.
- (6) If the incident report and the police report show that the staff member is not liable for the accident referred to under subsection (5), the staff must not be held responsible for the cost of the damages caused to the PSAF.
- (7) A staff member who drives a PSAF during or after working hours but is not performing an official duty and is involved in an accident fully caused by him or her, commits a disciplinary offence and is subject to a disciplinary process under chapter 6 of this Manual.
- (8) A staff member must not accept responsibility or guarantee payment from another party in an accident caused by that party. A staff member who contravenes this paragraph commits a disciplinary offence and is subject to a disciplinary process under chapter 6 of this Manual.
- (9) A damaged PSAF must be kept in the nearest Government premise that is safe and secure awaiting the Fleet Management assessment and valuation of cost of damage to be carried out within a period of 2 weeks.
- (10) All reports referred to under this section concerning PSAF damages must be reported to OPSC. A Director General, Director or equivalent position, the Human Resource Manager or the Asset Officer who fails to comply with this paragraph commits a disciplinary offence and is subject to a disciplinary process under chapter 6 of this Manual.
- (11) A staff member who drives a PSAF during or after working hours under the influence of alcohol or any other prohibited substance causing an accident which results in the PSAF being written off and causing death, he or she is liable to meet the cost of the replacement of the PSAF and funeral expenses of the deceased.

#### **4. Authorized PSAF Form**

- (1) The prescribed form [**PSC FORM 9-1**] must specify:
  - (a) the person to use the vehicle;
  - (b) the particular vehicle;
  - (c) the period of use;
  - (d) the official duties for which the vehicle is to be used;

- (e) the address where the vehicle is to be kept;
  - (f) the date the vehicle will be returned; and
  - (g) the focal officer has certified that the information provided is accurate.
- (2) A staff member who drives a PSAF and not on official duty and is spotted near the close vicinity of kava bars, night clubs, bars or for occasions such as picnics, death, custom, or marriage ceremonies, church activities or other related events outside the official working hours must be reported for disciplinary action.
- (3) Paragraph (2) does not apply to a staff member who has obtained prior approval for the use of the PSAF and those who are entitled under the terms and conditions of their contract of employment.

#### ***4.1 Use of PSAF by another Public service line Agency***

A Public Service line agency that intends to use a PSAF of another Public Service line agency must comply with the following process:

- (a) the applicant and the FMU Manager must complete and sign the PSAF liability form.
- (b) prior to the release of a PSAF to the applicant, an inspection and assessment of the PSAF condition must be made by the applicant and the FMU Manager supported with photo images of the current condition of the PSAF.
- (c) Upon return of the PSAF, an inspection and assessment of the PSAF condition must be made instantly after its return by the applicant and the FMU Manager supported with photo images of current condition of the PSAF.
- (d) If the inspection identifies that a damage has occurred during its usage, the requesting public service line agency must meet all the repair cost.
- (e) A requesting public service line agency that incurs damage to a PSAF of another public service line agency causing it to be written off must meet the cost of a new PSAF for replacement.

#### ***4.2 Use of Rented Vehicle***

- (1) A Director General, Director or equivalent position may, in exceptional circumstances approve the use of a rented vehicle for official work purposes if a PSAF or public transport is not available.
- (2) In this section, exceptional circumstances include, official events or state of emergencies and the available PSAF pool is not sufficient for the requesting Ministry.
- (3) Subsection (1) and (2) does not apply to a privately owned vehicle.
- (4) Despite subsection (3), the Secretary of the Public Service Commission may approve the rental of a public transport or a private vehicle in exceptional circumstances.



### ***4.3 Temporary possession of PSAF for travel purposes***

- (1) A Director General, Director, or equivalent position may authorize an employee to park a government vehicle at a private residence or an allocated parking space overnight for travel purposes or other special purposes.
- (2) Subsection (1) only applies if an employee arrives at an unusually early hour or depart at an unusually late hour. A temporary overnight parking is to prevent the employee from any inconvenience or hardship when he or she is about to travel.
- (3) Prior to authorizing a temporary overnight parking, the Director General, Director or equivalent position must consider other payment options when using an employee's personal vehicle or public transport.

### **5. Misuse of a PSAF**

- (a) Unless specified in the terms and conditions of his or her employment contract, a misuse of PSAF by a Director General, Town Clerk and Provincial Secretary General is considered as a disciplinary offense and is subject to the disciplinary process stated in the terms and condition of his or her employment contract.
- (b) A misuse of a PSAF by a staff member including a director or equivalent position is a disciplinary offense and is subject to disciplinary process under Chapter 6 of this Manual.

**FORMS FOR CHAPTER 9: – MANAGING THE PROCUREMENT, USAGE  
AND DISPOSAL OF PUBLIC SERVICE ADMINISTRATIVE VEHICLES**

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## USE OF GOVERNMENT VEHICLE DURING NON-OFFICIAL HOURS

NOTE: *This form only has to be used by staff who would not usually work during non-official hours or use a vehicle during this time*

### Personal Details:

Name: \_\_\_\_\_ Position: \_\_\_\_\_ Department or Ministry: \_\_\_\_\_

I, \_\_\_\_\_, request permission to use Government Vehicle No. G \_\_\_\_\_ for the period from: \_\_\_\_\_ to: \_\_\_\_\_ on official duties outside official hours, especially for the following official duties:

Address where vehicle is to kept:

Date the vehicle will be returned: \_\_\_\_\_ Time: \_\_\_\_\_

I certify that the above information is true and correct and that I will be held responsible for any damages caused and shall pay by direct deduction from salaries the costs of such damages, unless justified otherwise.

**Applicant** - Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

I support the application and recommend approval be given.

**Director or equivalent position** - Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of Department: \_\_\_\_\_ Date: \_\_\_\_\_

**Director or equivalent position-General** - Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of Ministry: \_\_\_\_\_ Date: \_\_\_\_\_

**APPROVAL BY THE OFFICE OF THE PUBLIC SERVICE COMMISSION**

Approval is granted to use the above vehicle within the above circumstances. This approval is void should the vehicle be used for private purposes.

**Manager/ Principal** Fleet Management Unit (FMU) Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Office of the Public Service Commission

Date: \_\_\_\_\_

**Secretary General (PSC)** - Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Office of the Public Service Commission

Date: \_\_\_\_\_

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(\* Note: All request to use a government vehicle after official working hours must be submitted to the PSC with relevant documents attached to the form to justify the purpose for using that particular vehicle two days prior using the Government vehicle(s). Failure of which will result to the non- approval of the request.)

**UNAUTHORISED USE OF GOVERNMENT VEHICLES****PART A: To be completed by the person witnessing the possible misuse of the vehicle.**

Name of driver of vehicle: \_\_\_\_\_

Department of driver of vehicle: \_\_\_\_\_

Registration No. of vehicle: \_\_\_\_\_

Location of alleged misuse: \_\_\_\_\_

Date and time vehicle seen being driven: \_\_\_\_\_

\_\_\_\_\_

If name of driver is not known should PSC investigate further: **Yes/No** (Please circle answer)

Department of person sighting vehicle (name not required): \_\_\_\_\_

Position in Public Service: \_\_\_\_\_

Contact Phone number: \_\_\_\_\_

**You should send this form, along with an independent record of your name, to the Secretary of the PSC (PMB 9017 or Fix line 33360) once you have completed PART A.****PART B: To be completed by the Director or equivalent position-General who has responsibility for the vehicle (or PSC Chairman in case of alleged misuse by DG).** If this form is not returned to the Public Service Commission within the next 15 working days where the Public Service Commission has no record of the officer having completed form 4-9, it will take the appropriate action as specified in Chapter 6 of the Public Service Staff Regulation Manual.

Director or equivalent position General who is responsible for vehicle: \_\_\_\_\_

\_\_\_\_\_

Is there a completed Form 4-9 permitting use of the vehicle at the date and time the vehicle was cited as above: **(Yes/No)** (Please circle answer)

Name of Director or equivalent position General:

\_\_\_\_\_

Signature of Director or equivalent position General: \_\_\_\_\_

**Date:** \_\_\_\_\_

# VEHICLE PURCHASE APPLICATION FORM

*NOTE: This form is to be used by Ministries and Departments to request to purchase a new vehicle or replacement and Trade In of government vehicle.*

**Requesting Ministry/Department:** \_\_\_\_\_

**Department Requirements:**

**(A) Replacement:**

- Do you want to replace your vehicle? \_\_\_\_\_ (Yes/No)
- If yes, give registration No. of previous G Plate: \_\_\_\_\_
- Attach photo/Picture of an old vehicle: \_\_\_\_\_
- Acquisition date of old vehicle: \_\_\_\_\_
- Odometer reading of the vehicle (in KM): \_\_\_\_\_
- Give reasons why the Ministry or Department want to replace their old vehicle:

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**(B) Request for additional Vehicle:** *(If necessary, a budget analysis report from the DoFT is required. This is ensuring some controls in place on the purchasing of new vehicles for some government ministries and department)*

**Give reasons why you want to purchase new vehicle:**

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**Specification of Purchase:**

**Make:** ..... **Type:** .....  
**Model:** ..... **Engine Capacity:** .....  
**Year Manufactured:** .....

**Saloon Car ( ) Pickup single cabin ( ) Double Cabin ( ) Other ( )**  
**Type of Final Wheel drive: 4X4 ( ) or 4X2 ( )** *(Please tick your preference)*

**Cost of Vehicle: VT** \_\_\_\_\_ *Please attach quotations from Supplier*

**Budget allocation for this purchase: ( ) Yes ( ) No**  
*Please attached current budget printout*

**Method of payment:** \_\_\_\_\_

**Expected Date of vehicle delivery:** \_\_\_\_\_

I support the request and recommend approval be given.

**Director or equivalent position** - Name: \_\_\_\_\_ Signature: \_\_\_\_\_  
 \_\_\_\_\_

Name of Dept: \_\_\_\_\_ Date: \_\_\_\_\_

**Director General** Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of Ministry: \_\_\_\_\_ Date: \_\_\_\_\_

---

**Fleet Management Committee Decision:**

**Approved/Not Approved at FMC Meeting No:** \_\_\_\_\_ **Held on:** \_\_\_\_\_  
*Please circle*

**Date Director or equivalent position or Director or General Advised of Decision**

VEHICLE USAGE AGREEMENT FORM

**VEHICLE USAGE AGREEMENT FORM**

**REQUEST DETAILS**

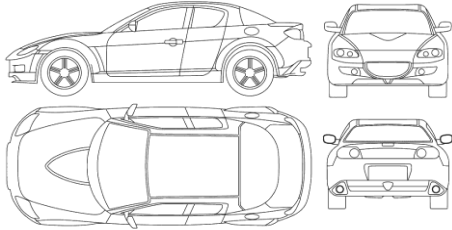
Name:		Phone:		Email:	
Ministry/Department:			Address:		
Occupation:			Valid Driver's License:		Yes No

**VEHICLE DETAILS**

Vehicle Registration:		Make:		Model:	
Ministry:			Department:		

	Time	Day	Month	Year	Mileage	Fuel Tank		
Date /Time Out						Full	Medium	Low
Date / Time In						Full	Medium	Low

**CHECKOUT INSPECTION**

Key	Check Out	Comments	
1 = Dent:			
2 = Scratch:			
3 = Scuff:			
4 = Broken:			
5 = Cracked:			
6 = Chipped:			

**GENERAL CONDITIONS OF AGREEMENT**

- ❖ A physical Inspection MUST be carried out by Fleet Officers and the Requested officer before /after the vehicle return.
- ❖ Any damage spotted or identify from the inspection after return of vehicle will paid by the Department/Officer concern.
- ❖ Failure to return the vehicle as per agreement, the vehicle will be forced to retain by Police.
- ❖ This Vehicle is strictly use for official purpose only.
- ❖ Provide a valid Driving License attached.



- ❖ Vehicle **MUST** be wash and clean upon return.
- ❖ Vehicle **MUST** retained with half tank, or as it was release.

We acknowledge receiving the vehicle and accept the condition of this agreement

Fleet Management Unit

Requested Department/Officer

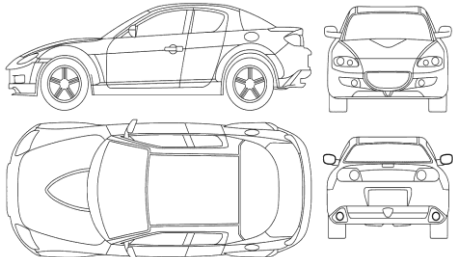
\_\_\_\_\_

Authorized Signature

\_\_\_\_\_

Authorized Signature

**CHECK IN INSPECTION**

Key	Check In	Comments	
1 = Dent:			
2 = Scratch:			
3 = Scuff:			
4 = Broken:			
5 = Cracked:			
6 = Chipped:			

Fleet Management Unit

Requested Department/Officer

\_\_\_\_\_

Authorized Signature

\_\_\_\_\_

Authorized Signature

## CHAPTER 10 – PERFORMANCE MANAGEMENT

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### 1. Introduction

- (a) The Public Service Commission under Article 60 of the Constitution is committed to enhancing the performance management system within the Public Service, as outlined in the guiding principles of the Public Service (2(1.2) (a-p)) and the Commission (1(1.1) (a-t), focusing on achieving results and managing performance [Public Service Act Section 4 (j)].
- (b) Individual Performance management is a structured approach to develop, monitor and evaluate the staff member and organizational performance, highlighting issues and responding in a timely manner.
- (c) Individual Performance Management is a structured approach to developing, monitoring, and evaluating staff members and Organizational performance, addressing issues and responding promptly.
- (d) Organizational performance management is the process by which the Organization aligns its resources, systems and staff members to strategic objectives and priorities. Effective Organizational performance ensures that:
  - i) resources are being appropriately used in pursuit of their goals and are being translated into positive results;
  - ii) goals are consistently being met in an effective and efficient manner;
  - iii) performance at various levels, including employees, teams, systems, programs, and processes, is focused on achieving Organizational objectives.
- (e) Effective management of performance is important in the public service. Without performance measurements, there would be no clear indication of goals being achieved and no evaluation of how the public service is performing in implementing government priorities.

### 2. Purpose

- (1) The purpose of this chapter is to:
  - (a) improve efficiency and effectiveness in the public service; and
  - (b) assist the organization to sustain the continuous improvement in quality, cost, safety, and in meeting the Commission's obligations; and
  - (c) highlight the visible performance gaps and areas of improvement in the staff member and organizational performance.
  - (d) provide timely feedback on the effect of the individual and Organizational performance assessment.
- (2) In this Chapter, Organization means the Public Service, as specified in paragraph 3.1 of Chapter 1.

### 3. Scope

The Performance Management system, as outlined in paragraph 8(j) of the Public Service Act, is to be consistently and fairly applied throughout the Public Service, including its staff member.

### 4. General Principles

- (1) In alignment with the guiding principles of the Public Service and the Public Service Commission, the Performance Management systems must address the following:
  - (a) strengthening the performance of Organizations to ensure they are productive, cost-effective and well-resourced to deliver quality public services to the clients; and
  - (b) strengthening, monitoring and evaluating the individual and Organizational performance;
  - (c) ensuring that Organizations align their plans and reporting to national plans and priorities;
  - (d) rewarding and recognising Organizations for exceeding expectations in the implementation of government priorities, policy objectives and service delivery;
  - (e) developing innovative performance management practices that will enhance a sustained high-performance culture across the public service which entails the ability to:
    - (i) envision the future, think strategically, develop aligned plans, and communicate clear directives that shall accommodate and adopt changes;
    - (ii) lead the organization and staff members;
    - (ii) convey thoughts, vision clearly and communicate factual and accurate information to all relevant clients in a timely manner;
    - (iii) develop the process of identifying issues, collect information, assess and decide on best solution for implementation;
    - (iv) act with clear sense of ownership and take responsibility for decisions, actions and failures;
    - (v) determine goals and priorities and to assess the actions, time and resources needed to achieve those goals;
    - (vi) monitor a set of activities, staff members, budget, assets and outputs to meet Organizational goals and provide reports in a timely manner;
    - (vii) understand the roles, functions and responsibilities of a specific job;

- (viii) think in-depth and critically with a logical approach to achieve current and future Organizational goals;
- (ix) manage resources issues to make decisions aimed at building and planning efficient project workflows and overall organizational performance;
- (x) identify accurate issues in a most efficient manner and find most effective solution to implement;
- (xi) manage risk to protect staff member and clients, mentally and physically in an inclusive health-conscious work environment;
- (xii) develop staff member's contribution and potential. This means a genuine intent to foster the long-term learning and development of staff members, including direct reports, team members.

## **5. SECTION A: ORGANIZATIONAL PERFORMANCE MANAGEMENT**

### ***5.1 Overview of Organizational Performance Management Framework***

- (1) The Public Service Act guides the Organizational performance management framework for effective performance management in the public service.
- (2) The Organizational Performance Management framework provides that the Organization must:
  - (a) have the highest ethical standards;
  - (b) be accountable for their actions;
  - (c) provide a workplace that is free from discrimination and recognises the diverse backgrounds of employees;
  - (d) be responsive to the Government in providing timely advice and implementing Government's policies and programs;
  - (e) deliver services fairly, effectively, impartially and courteously to the public and to visitors to Vanuatu;
  - (f) provide leadership of the highest quality;
  - (g) focus on achieving results and managing performance; and
  - (h) ensure transparency in the performance of their functions.

#### ***5.1.1 Roles and Responsibilities***

- (a) The roles of the Commission in managing Organizational performances are:
  - i. to provide guidance, monitoring and assessment of a Ministry's corporate plan and implementation of the Organization Performance Management system;

- ii. to facilitate and provide support to organizations to ensure compliance with procedures and requirements for improving organizational performance;
- iii. to develop standards and guidelines to ensure performance management policy is implemented and aligned with other human resource management policies;
- iv. to ensure that organizational assessment committee is established; and
- v. to endorse all recommended awards and recognition programs to ensure the sustainability of this policy implementation;
- vi. to assess organizational performance every year based on Annual Report of Ministries and reward the best performing Ministry;
- vii. to ensure that organizational performance must be audited by an independent panel.

(b) The roles of a Ministry and Department in managing Organizational performance are:

- i. to foster and promote an inclusive organizational culture that encourages best practices and behaviours;
- ii. to promote a culture in which performance is of importance, through effective job design and recruitment where a staff member is confident to engage in interactions that contribute to building high self-esteem;
- iii. to create an environment in which a staff member is secured and motivated to provide their opinion on ambitions and aspirations to set targets and goals without any fear and to better engage in the performance improvement processes; and
- iv. to build a culture in which a staff members feel secure and motivated to express their opinions on ambitions and aspirations, set targets and goals without fear, and actively participate in the performance improvement processes.
- v. to identify and manage talents not only for the benefit of their own agency, but for the whole of the public service; and
- vi. to make resources available to support incentives for reward and recognition programs to encourage best behaviours and excellent performers

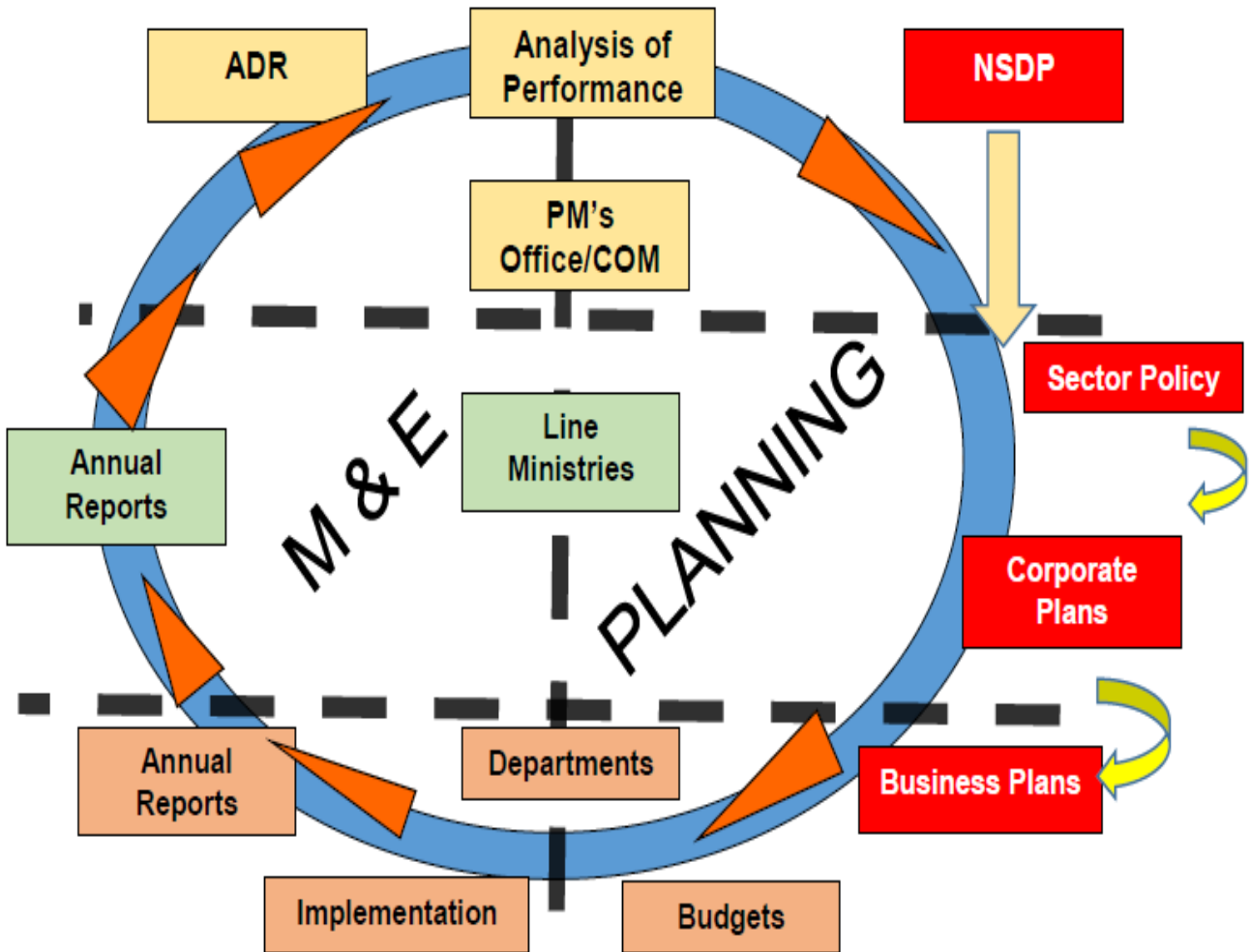
- vii. to assist the Commission in guiding, coordinating and implementing the Performance Management system.
- viii. to produce five (5) years Corporate Plan, Yearly Business Plan and Annual Report

## ***5.2 Organizational Performance Process and Procedure***

### ***5.2.1 Procedures for Organizational Performance Management***

- (1) The processes and procedures to guiding Organizational performance management are outlined as follows:
  - (a) each Ministry must put in place a five (5) year Corporate Plan, aligned with national policies and priorities, which will form the basis of its organization performance assessment.
  - (b) each Ministry must develop a Corporate Plan that reflects the Country Development Plan such as NSDP or Peoples Plan 2030.
- (2) Planning, Monitoring and Evaluation are expressed through the following essentials documents, designed to organise Government's policy and implementation cycle:
  - (a) the Corporate Plan (CP) which must reflect the NSDP;
  - (b) the priorities detailed in the Corporate Plans (including indicators) for each ministry are updated annually;
  - (c) the Business Plan (BP) to be aligned with the Corporate Plan. It is the annual work plan for each Department and Agency submit to OPSC as Ministry consolidated document no later than 28 February each year.
  - (d) the Annual Report, to be sent to the Public Service Commission at the end of each financial year (Ministry consolidated document no later than 31<sup>st</sup> March each year), and which should be presented in Parliament by each relevant Minister.

# National Planning Framework: Planning Cycle



Source: National Planning framework, DSPPAC

- (3) OPSC is tasked with conducting appropriate training on the use of the Organization performance forms and tools for reporting employees with the roles of planning, monitoring and evaluating organizational performance.
- (4) Information and expected outcomes about the Organizations must be established and shared for continuous improvement to meet changing internal and external demands.
- (5) A Director-General, Director or equivalent position of OPSC, DSPPAC and DOFT must consistently and continuously provide honest, evidenced-based feedback to enable monitoring and adjustment of Organizational performance.
- (6) Organizational performance must be managed and strengthened through processes that are procedurally fair and transparent.
- (7) In the interest of ensuring that Organizational performance gaps are addressed, a Director General, Director or equivalent position must inform through OPSC to take corrective measures to improve these performance gaps.
- (8) Organizational performance assessment must be conducted yearly in accordance with submitted Annual Reports, Business Plan, Corporate Plan, and the relevant guidelines.

### ***5.2.2 Organizational Performance Assessment***

An assessment is to be carried out to identify whether Organizational service targets are achieved. The outcome of the assessment will assist the Commission to determine whether an organization is performing exceptionally, satisfactorily or have exceeded expectation.

- (a) Organizational performance assessment is evaluated according to the following criteria:
  - i) Compliance - Emphasizes whether the agency adheres to the official Annual Report Guidelines. This involves assessing the quality and quantity of information, ensuring HR and Finance information is appropriately covered in the AR. Following guidelines promotes uniformity and standards across government.
  - ii) Relevance - Addresses the importance of applying common underlying principles when developing plans and reports. This involves ensuring objectives are related to the agency's functions and activities. The AR should show evidence of integrating different systems, departments, units, and languages.
  - iii) Coherence - Focus on alignment of plans and their components, including objectives, activities, targets, etc.
  - iv) Performance - Focus on the level of achievement of targets. The evaluation considers how many activities and targets have been completed, partially completed, or not carried out, showcasing different levels of agency performance.
  - v) Integrity - Focus on how the values and principles are believed to be applied. Examining relevant information allows inference on whether the agency has applied good ethical practices.



- (b) A Director General, Director or equivalent position or Secretary must ensure the following formal communication processes:
  - i) that employees of the public service are knowledgeable and have good understanding of the government priorities;
  - ii) the Corporate Plan, Business Plans and Annual Reports are accessible to all employees and to the Commission;
  - iii) the employees are actively involved in the development of the Corporate and Business plan.
- (c) Conducting the annual performance assessment of an organization based on the Corporate and Business Plans and Annual Reports.
- (d) Organization's must be assessed through their respective organizational goals as reflected in the Business Plans, Corporate Plans, Budget Narratives, Annual Reports and Annual Development Reports.
- (e) In order to carry out a proper assessment of an Organizational performance, a Director General, Director or equivalent position or the Secretary must ensure that:
  - i) there are appropriate performance management tools and mechanisms in place. This includes institutional capacity assessment forms and annual Organizational performance template;
  - ii) the Organizational Corporate Plan, Business Plan, Annual Reports and Budget Narratives/Service Targets must be submitted to the OPSC for purposes of Organizational Performance Assessment;
  - iii) Organizational Annual Reports must be submitted to OPSC each year for assessment purposes.

### ***5.3 Confidentiality***

Confidentiality of Organizational performance, discussions and outcomes must be maintained by all relevant parties.

## **6. SECTION B: INDIVIDUAL PERFORMANCE**

### ***6.1 Guiding Principles of Individual Performances Management System***

In alignment with the guiding principles of the Public Service and the Public Service Commission, the PSC Performance Management Policy must address the following principles:

- (a) A reporting officer must consistently and continuously provide an honest and evidenced-based feedback to enable monitoring and adjustment of performance.
- (b) The Public Service must Endeavor to attract and retain individuals who align with its vision, strategic goals, and objectives, committing themselves to contribute to their achievement.
- (c) Staff members responsible for conducting performance management must undergo appropriate training to effectively fulfill their roles.
- (d) Information and expected outcomes related to individual responsibilities and goals must be shared to foster continuous improvement, adapting to evolving internal and external demands.
- (e) Staff member performance must be managed through processes that are procedurally fair, accountable and transparent.
- (f) Before a formal action is taken under this procedure, appropriate managers must attempt to resolve difficulties on an informal basis by discussing the situation with the staff member. Reporting officers should handle any issues internally within respective units or sections as the first instance of resolution.

### ***6.2 General Process of Performance Management***

#### ***6.2.1 General process of Performance Agreement of Director General, Director and Others.***

The general process of Performance Agreement of a Director-General, a Director or equivalent position, a Provincial Secretary General and a Town Clerk, are as follows:

- (a) The performance agreement process must be conducted in accordance with the Performance Agreement Guideline and the following:
  - (i) section 17A(1A) for a Director General;
  - (ii) section 18(1A) and (1B) for a Director;
  - (iii) section 18A (2) for a Secretary General of a Provincial Government Council;
  - (iv) section 18D (2)- for a Clerk of a Municipal.
- (b) Any changes to this process must be endorsed by the Commission.

## **6.2.2 General process of Performance Appraisal for Staff Members**

- (1) The general process of Performance Appraisal of a staff member are as follows:
  - (a) An annual work plan must be established based on the Business plan and Job Description by the appraiser and appraisee.
  - (b) Upon the consent of the appraiser and appraisee, both parties including the reviewer, the work plan is signed off before submission to the OPSC by February 28 each year.
  - (c) A mid-year review is conducted by the appraiser and appraisee, along with the reviewer, before submission to the OPSC by June 30 each year.
  - (d) An end of year review must be conducted by the appraiser and appraisee prior to endorsement of the reviewer.
  - (e) After the endorsement of the reviewer, the performance appraisal must be submitted to the OPSC on or before 31<sup>st</sup> December of each year.
- (2) An employee or staff member who contravenes this section commits a disciplinary offence.

## **6.3 Probationary Period**

### **6.3.1 Newly appointed Staff Member**

- (1) A staff member who is first appointed to the public service through a normal recruitment process may, on the discretion of the Commission, be on probation for not more than three (3) months.
- (2) A work plan, based on the key result areas of the job description, must be developed and discussed by the appraiser and appraisee (staff member) to focus on performance output expected at the end of the probation period.
- (3) The newly recruited staff member must be coached and mentored by the immediate supervisor or the appraiser during the probationary period.
- (4) An assessment of the performance of the newly recruited staff member for the probation period must be done at the end of the second month of the employment of the staff member. The appraiser and the HRO of the Ministry must ensure that the appraisal is submitted to the Commission for its consideration within two weeks from the end of the second month of probation.
- (5) If the employee's performance assessment meets the satisfactory level of 3.5 or above, the Commission must approve the confirmation of the staff member to the position.
- (6) If the staff member does not meet the satisfactory requirement at the end of the probationary period, the Commission may terminate his or her employment as required under subsection 14 (2) of the Employment Act.

### ***6.3.2 Employee Appointed to Another Position Within the Public Service.***

- (1) Upon appointment to a new position in the Public Service, the employee must undergo a performance appraisal within three (3) months. The assessment will be conducted, and the report submitted to the Commission for endorsement before the probationary period concludes.
- (2) If the employee is not successful in the new position, they may be transferred back to the previous substantive position.
- (3) Throughout the performance appraisal period, the employee's original position should not be permanently filled or advertised until the completion of the three (3) months.
- (4) A person may occupy the position on acting basis subject to the requirements of this Act.

## ***6.4 Roles and Responsibilities***

### ***6.4.1 Role of the Appraisee***

The appraisee is responsible to:

- (a) participating in the development of the department Business Plan;
- (b) developing an individual work plan in consultation with his or her appraiser;
- (c) completing the mid-year review of the individual work plan in consultation with his or her appraiser;
- (d) self-assessing and honestly rating themselves, consulting with their appraiser to address differences in ratings.

### ***6.4.2 Role of Appraiser in The Performance Appraisal Process***

The appraiser must ensure that the following is carried out during the performance appraisal process:

- (a) establishing the work plan in consultation with the appraisee;
- (b) conducting a mid-year review in consultation with the appraisee;
- (c) rating the performance appraisal in consultation with the appraisee.

### ***6.4.3 Role of Appraiser in The Performance Agreement Process***

- (1) The Commission must appoint an independent panel consisting of four members to appraise a Director-General, Secretary-General and Town Clerk according to their signed Performance Agreement.
- (2) The Panel must appraise a person referred to under subsection (1) pursuant to his or her signed Performance Agreement.

- (3) The Director or equivalent position is responsible to appraise the Deputy Directors or Manager in cases where there is no deputy Director in the department-
- (4) If a Deputy Director is employed within a department, they are responsible for appraising a manager or equivalent position.
- (5) A Manager is to appraise a principal. In cases where there is no Manager in the department, a Deputy Director, Director or equivalent position is responsible to appraise the principal. However, in cases where there is no Deputy Director or Manager in the structure, the Director or equivalent position is to conduct the appraisal of the principal.
- (6) A Principal Officer is responsible for appraising a Senior Officer and other officers below the principal position. In cases where there is no Principal Officer within a department, the Manager is responsible to appraise the Senior Officer and officers below. If there is no Manager to appraise a senior officer and officer below, the Deputy Director is responsible to appraise these officers. In cases where there is no Deputy Director, the Director is responsible to appraise the Senior officers and officers below.
- (7) All appraisers are obliged to appraise their appraisee when required under this paragraph unless provide reasonable justification. The Appraiser has the responsibility to provide feedback to the appraisee.
- (8) Except for subsections (1) and (2) above, a person who fails to appraise an appraisee commits a disciplinary offence.

*a. Role of Reviewer in The Performance Appraisal Process*

- (1) The Reviewer must ensure that the performance appraisal is conducted in consultation between the appraiser and the appraisee before signing off the appraisal.
- (2) The Secretary must review and sign off the Performance Agreement of the Director General, Director or equivalent position, a Provincial Secretary General and Town Clerk.
- (3) The Director must review and sign off the appraisal of the Deputy Director, Manager, Principal, Senior Officer and officers below these positions.

*b. Auditing Performance*

- (1) An Audit of performance may be carried out by a Director General, Director or equivalent position for the purpose of verifying the results if:
  - (a) there is suspicion of lack of correlation between the Department and Ministries public performance compared to the individual performance;
  - (b) a staff member is rated highly compared to the overall Public Performance or achievement of the Ministry or Department or vice versa; or
  - (c) there are discrepancies or disagreements in rating between the appraiser and the appraisee; or

- (d) a staff member is being recommended to be redundant or demoted due to performance issues.
- (2) The audit performance under subsection (1) requires a verification of information compiled through a 360-degree process from Ministry/Department staff. This is to ensure there is consistency and accuracy of performance standard across the line Ministry.
- (3) The details of the 360-degree process are as follows;
  - (a) to cross- check evidence of work that the officer has engaged in through his supervisor, work colleagues and office records;
  - (b) to gather information from subordinates, co-workers, and managers all anonymously rate the employee;
  - (c) to submit an Audit Report with all relevant documents to the Commission.
- (4) The 360-degree audit of performance must be carried out in the prescribed form (**PSC Form 10.6 & 10.7**).

## ***6.5 Work Plans, Mid Term Review Assessment and Feedback Procedure***

### ***6.5.1 Individual Work Plan***

- (1) A staff member of the Public Service must establish a work plan at the beginning of January of each calendar year. The work plans must be aligned with the Business Plan of the relevant department and the Job description of the relevant position.
- (2) The Performance agreement of a Director General, Director or equivalent position, a Provincial Secretary General or Town Clerk must be established in consultation with:
  - (i) Secretary of the Public Service Commission;
  - (ii) Independent committee comprise of four (4) members appointed by the commission;
  - (iii) relevant minister (if applicable).
- (3) Any other process for performance agreement works plans for senior executive may be referred to the terms and conditions in their contract of employment and the guideline of SEO's performance agreement.

### ***6.5.2 Mid Term Review***

Any changes in the priorities of any employee during the mid-term review period must be reflected in the appraisal form and any changes after the mid-term review period must be approved by the PSC.

**i. Assessment And Feedback Procedure**

- (1) A performance assessment must be evidence-based.
- (2) Annual Assessment of all employee must be done by completing the applicable PSC Form 10.2, except for probationary and acting employee to use PSC Form 10.1. Employees who are on acting basis for more than 6 months are to use Form 10.2.
- (3) Temporary salaried and contract employees must have their performance assessed at the end of their employment contract. Section C only of PSC Form 10.2 can be used for their performance assessment employment six (6) months or below.
- (4) A decision for renewal of contract must be based on performance assessment reports.
- (5) An employee's performance appraisal takes place at the end of each calendar year, including allocation of performance rating. Rating of performance must reflect the quality of work achieved.
- (6) A uniform rating system must be used to evaluate performance in the annual performance assessment (Form 10.2). The rating scale is categorised into four (4) levels of performance of employees as follows:
  - (a) Excellent (A)
  - (b) Very Satisfactory (B)
  - (c) Satisfactory (C)
  - (d) Unsatisfactory (D)
- (7) The rating system for probation must be differentiated into three (3) levels of performance:
  - (a) S - Satisfactory
  - (b) NI - Need Improvement
  - (c) US - Unsatisfactory
- (8) A rating of performance must be objective, fair, equitable and without any form of discriminations or favour.

**ii. Appraisal and Assessment of a Director General**

- (1) The OPSC through the Panel of Peers is responsible to appraise a *Director-General* in consultation with the following persons:
  - (a) the relevant Minister;
  - (b) Directors of relevant departments;
  - (c) Managers (or Principal employees if there are no Managers) of the departments;

- (d) Ministries' corporate Executive officer of the Ministry;
  - (e) Provincial Secretary Generals and managers (if applicable);
  - (f) any other relevant stakeholders.
- (2) Any other detail of the appraisal process of a Director-General is to be specified in the terms and conditions of the contract of Employment and the guideline of SE's performance agreement.

### ***iii. Appraisal and Assessment of Provincial Secretary Generals and Town Clerks***

- (1) The OPSC through the panel of Peers is responsible to appraise a Provincial Secretary Generals and a Town Clerk in consultation with the following persons:
- (a) the Director of the department of Local Authorities; and
  - (b) the President of the relevant Local Government Council; and
  - (c) the Provincial Planner, in the case of a Provincial Secretary General; and
  - (d) Provincial Managers, in the case of a Provincial Secretary General; and
  - (e) the Area Administrators, in the case of a Provincial Secretary General;
  - (f) the Municipal Lord Mayor, in the case of a Town Clerk; and
  - (g) the Municipal accountant, in the case of a Town Clerk; and
  - (h) the Town planner, in the case of a Town Clerk.
- (2) Any other detail of the appraisal process of a Provincial Secretary Generals and a Town Clerk is to be specified in the terms and conditions of their contract of employment and the guideline of SE' s performance agreement

## ***6.6 Feedback of Performance***

### ***i. Feedback of Senior Officers***

The feedback process of Senior officers listed under section 5.4 and 5.5 are to be specified in the guideline of Senior officers Performance Agreement Processes:

- a) A Renewal of the contract of employment of a Senior officers is based on the performance feedback report for a respective term of the contract.
- b) Senior officers must consistently perform at a high performer level (as stated in the Performance Agreement ratings) during the periods of contracts for purposes of the renewal of contracts of employment.



- c) For purposes of Senior officer's incremental award, performance must at least achieve high performer level to be awarded one salary incremental point in the following year.
- d) If re-appointed for another contract term, the starting salary of a Senior officer in any re-appointment must be the same as the starting salary in the first term of contract.
- e) If the Senior officer's performance rating falls in the poor performer category for any assessment year, the contract must be terminated.

**ii. *Appraisal, Assessment and Feedback of Other Employees of the PSC***

An immediate Reporting Officer must ensure that the appraisals and feedback of other PSC employees are carried out in timely manner.

**iii. *Feedback Process of Appraisals***

- a) A Reporting Officers must provide up to five (5) working days for an employee to provide comments on their appraisals and must agree with the employee on an interview date for the assessment reports to be discussed.
- b) The Human Resource employee of an organization must compile summary of performance assessment reports and submit to the Assessment committee appointed by the Commission to verify the reports before submitting it to the Commission. Final assessment ratings of an individual will be determined through the Assessment committee's verification process.
- c) For purposes of assisting the Organizations Assessment committee, sub-provincial assessment committee is to be established to verify performance assessment reports of a provincial employee.
- d) The PSC may award Managers and their subordinates for excellent performance or instigate performance improvement plan process against those with poor performance.
- e) The Secretary must inform a SE and subordinates in writing on the Commission decision in relation to the summary and recommendations of the assessment reports of their organization's performance.

**6.7 *Resolving Performance Issues***

**i. *Resolving Issues Involving a Staff Member***

- (1) If an employee believes their performance appraisal is carried out in an unfair manner, and they fails to come to an agreement with their appraiser, the reviewer can intervene to resolve the matter.

- (2) If the disagreement under subsection (1) is not resolved, the Director-General, Director or equivalent position or the HR at the Ministry or department must intervene to resolve the matter as per section 35 of Public Service Act.
- (3) If the disagreement is not resolved, it must be referred to the OPSC within two (2) weeks from the date it was failed to be resolved under subsection (2).

**ii. *Resolving Issues Involving Directors, Director Generals, Town Clerks, Provincial Secretary and Equivalent Positions***

- (1) In the instance where a Director General or equivalent position has failed to come to a mutual agreement concerning his or her performance, the independent panel appointed by the Commission must intervene to resolve the matter.
- (2) If a Director or equivalent position have failed to come to a mutual agreement concerning his or her performance, the Secretary must intervene to resolve the matter.
- (3) If a Town Clerk or Provincial Secretary General has failed to come to a mutual agreement concerning his or her performance, the Director General must intervene to resolve the matter.
- (4) This process does not apply to senior executive employees under a contract of employment, which are covered by the terms and conditions of their contract of employment and SE's guidelines of performance.

**iii. *Addressing Poor Performance***

- (1) An appraiser must act promptly and professionally to address a staff member who does not meet the expectations and continuously fails to meet the requirements of the key result areas of their position,
- (2) To avoid doubt, poor performance amounts to the following:
  - (a) not meeting the expectations of the Key Result Areas (KRAs) and Key Performance Indicators (KPIs) of the position;
  - (b) fails to achieve the performance targets set in the performance plan;
  - (c) fails to meet a satisfactory standard in the work completed;
  - (d) fails to carry out duties in the expected work competency levels.
- (3) In preventing an employee from reaching poor performance, the appraiser must discuss with the employee the areas for improvement. Ongoing monitoring, coaching, mentoring and feedback must be provided at all times to address any performance-related issues that may arise during the review period.

**iv. *Performance Improvement Plan***

Performance Improvement Plan (PIP) shows a compiled plan that needs to be followed to assist a staff member with performance-related issues. It is a given opportunity to a staff member to be assisted first by their appraiser and the Organization before any other action is taken. This is to ensure that performance management process must be used as a tool to support staff member's performance first, instead of being immediately disciplined. PSC Form 10.5A to be used for this purpose.

On the other hand, the staff member with performance-related issues must demonstrate commitment through the work they have agreed to undertake in the performance improvement plan.

#### *v. Process of Performance Improvement Plan*

If a staff member is identified as having poor performance, the following process is to be followed:

##### *(a) Phase 1. Informal discussions*

- i. This is the first stage of informally discussing identified performance issue with the staff member. The appraiser should informally meet with the staff member whenever necessary to discuss the area identified as poor performance.
- ii. It is the appraiser's responsibility to ensure that the staff member understands the expected behaviour and work standard. Together the staff member and the appraiser must discuss the establishment of the PIP with an agreed period for assessment.
- iii. The appraiser should not wait for the annual appraisal process time to complete before initiating this process. Informal discussions and the development of a performance improvement plan should occur whenever a staff member consistently exhibits signs of poor performance.
- iv. Although this is called an informal agreement for improvement plan, the appraiser should keep a record of the conversation done as evidence that this first part of the process has been completed.
- v. This informal agreement for improvement must be carried out for a period not more than one (1) month.

##### *(b) Phase 2: First Formal Meeting*

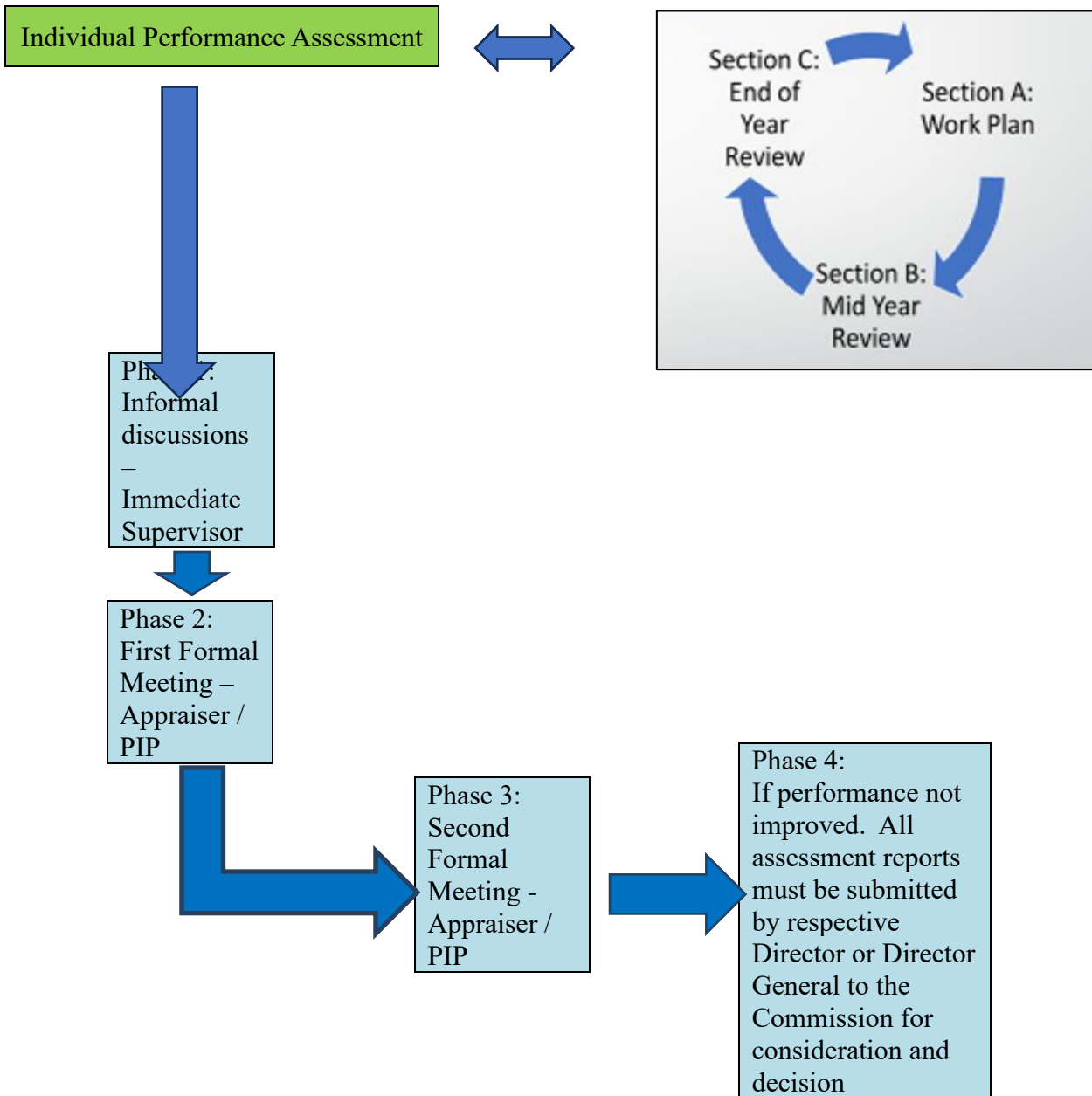
- i. According to the timeframe to improve performance as discussed in the Phase 1 of PIP, the appraiser must then monitor and see whether or not the performance has improved.
- ii. If the performance has not improved or slightly improved, the appraiser must proceed with Phase 2 where a formal meeting is arranged and a PIP form is filled during the process.
  - The *Performance Improvement Plan (PSC Form 10.5A)* must be used for this purpose

- All sections of the improvement plan must be filled (*PSC representative will sign only in the second session of meeting if there is any*).
  - Both the appraiser and the staff member must discuss the PIP before signing the PSC Form 10.5A.
  - The staff member must be given a copy of the signed PIP after the meeting is conducted.
- iii. When the staff member has **exceeded or Meet expectation** in their performance, a report of this exercise should be submitted to the Commission with the completed PSC Form 10.5B to be noted and kept in the personal file of the staff member. The Commission after being satisfied with the PIP report would then make decision regarding the staff member's performance. This performance monitoring case should then be closed upon PSC's decision.
- iv. Performance gap of a staff member identified through the normal annual appraisal process can also triggered the starting of this Phase 2 of performance improvement plan.
- v. This formal agreement for improvement plan must be carried out for a period not more than three (3) months.

***(c) Phase 3: Second Formal Meeting***

- i. If the staff member's performance is still **below expectation** but has the potential to improve after the due date agreed to in the first formal meeting, an extension of PIP period must be requested by the appraiser to OPSC for approval.
- ii. In this extension period, a second formal meeting must be conducted, a representative from the OPSC should be present when the PIP is discussed and signed to ensure that proper process of assessment is undertaken.
- iii. If the staff member still after the second formal meeting and monitoring failed to achieve or slightly achieved the goals agreed to in the PIP, the staff member's report of performance should then be prepared and submitted to the Commission for further consideration.
- iv. The staff member should try their best to achieve the set goals in the time allocated that was agreed upon in the PIP discussion.
- v. A staff member that fails to comply or meet the performance expectation in the PIP without a reasonable explanation is subject to Commission decision.
- vi. This formal agreement for improvement plan must be carried out for a period not more than three (3) months.

### 6.4.2 Performance Improvement Cycle



## 7 SECTION C: REWARDS AND RECOGNITION

### 7.1 Awards

- (a) Organizations that perform exceptionally well in achieving their goals or perform exceptional acts that have positive impacts on the country may be awarded.
- (b) Organizational award must be conducted by the Commission.

#### 7.1.1 Organizational Performance Awards

The Commission must appoint an Assessment Committee to undertake an Organizational performance assessment. The Organizational Performance Assessment Committee comprises of representatives of OPSC, DSPPAC, MFEM, Chamber of Commerce, and Civil Society Organizations.

The role of the Assessment Committee is to screen, analyse and assess all Organizations annual performances and make proposals to Commission for best Organizational performance awards.

Sectorial and public feedback must be obtained to guide assessment of Organizational performances.

#### 7.1.2 Types of Organizational Awards

- (1) There are two types of Organizational awards for recognizing a highly performing Organizations:
  - (a) **PSC Organizational Award:** Given to Organizations demonstrating outstanding performance throughout the year. The Independent Organizational Performance Assessment Committee recommends awards in this category based on overall annual performance assessment scores/ratings.
  - (b) **Organizational Innovation Award** Awarded to Organizations that meet the following criteria:
    - i) Implementation of new initiative out of the common practices. The new initiative can be replicated across other line agencies; and
    - ii) Cost efficiency in quality service delivery benefiting mass population; and
    - iii) Sustainable projects that are relevant to government priorities; and
    - iv) Tangible results.

#### 7.1.3 Staff Member Performance Awards

- (a) It is the duty and responsibility of appraiser to ensure that:

- i) Performance pay decisions are linked to performance achievements and are sufficiently budgeted;
  - ii) recognition program is based on merit; and
  - iii) communication processes are in place to ensure that staff members are familiar with the recognition program;
  - iv) Ministry and Department, Commission and appraiser provide an award to staff member on a regular basis.
- (b) Staff members earning performance ratings of Excellent would be provided with a performance award during the Public Service Day award or through other avenue. Detail of the award to be approved by the Commission.
- (c) Staff member earning performance ratings of Very Satisfactory, Satisfactory and Unsatisfactory are not eligible for performance awards.
- (d) Director-General, Director or equivalent position are to ensure performances are rewarded accordingly using any other means of award including but not limited to incremental award.

## ***7.2 Role of the Assessment Committee for Individual Awards***

### ***7.2.1 Committee for Assessing Individual Awards***

- (a) Each Ministry must establish an Assessment Committee. The assessment committee must comprise of:
- i) Director-General; and
  - ii) Directors of all departments under the ministry; and
  - iii) A representative of OPSC; and
  - iv) HRO of the Ministry; and
  - v) Independent representative (approved by the Commission).
- (b) The role of the Assessment Committee is:
- i) To assess individual employee performance summary report of the Ministry and make proposal to the Commission for best performance awards using the PSC Form 10.2 and 10.4;
  - ii) Any other form of award established by the Ministry must follow the same process as mentioned in (i) above.  
The assessment committee is to care

### ***7.2.2 Process of Assessment Committee For Individual Awards***

- i) fully select individuals from the summarized performance report of the Ministry who have been rated 'Excellent.'
- ii) The selected excellent performers in (i) above must also be subjected to rigorous assessments using the PSC Form 10.2 and 10.4
- iii) The top four identified through rigorous assessments in (ii) above are to be submitted to the Commission for endorsement to receive best performers awards of the Ministry;
- iv) All other excellent rated individuals selected in (i) above are eligible to receive a certificate of recognition for that current year of assessment.
- v) Staff members consistently demonstrating high performance for three consecutive years will be eligible for other forms of rewards and recognition determined by the Commission.
- vi) Best performers awards to be presented during the Public Service Day or otherwise as determined by the Commission.

### ***7.2.3 Types of Individual Awards***

- (a) There are two types of individual awards, which are categorized as follows:
  - i) Ministerial Individual Award (maximum of five best awards)
  - ii) inspirational Leadership Award (for emergent leaders)
- (b) The recognition program may include:
  - i) Organizational award (Department or Ministry awards);
  - ii) Individual awards (bonus, salary increment, education and training, promotion and any others as determine by the Commission);
  - iii) The Commission may determine the provision of special awards at any time or periodically to specific individuals or organizations resulting from innovative achievements.
- (c) A recipient of an award for a particular year may receive an award in the following year if they meet the eligibility criteria.
- (d) Any form of recognition must be based on the principle of performance management and comply with the process and procedure of screening of awards, individual awards or Organizational awards process (whichever is applicable).
- (e) Any recommendation for an award must be approved by the Commission before it is awarded to the recipient.



- (f) In the case of a Ministerial award, all member of the Assessment committee must sign the nomination form before endorsement by the relevant Director General and approval by the Commission.
- (g) A Manager or any other permanent staff of the Public Service who has performed exceptionally well during the year and who consistently display emergent leadership skills to their Organization in every aspect of their duty may be given an award.
- (h) This section does not restrict staff members from receiving awards and recognition from any other authorities or institutions, whether within or outside the public sector.

### ***7.3 Timelines***

#### ***7.3.1 Work Plans:***

##### **i) Individual:**

- (a) An Individual work plan is due to a Ministry at the end of January of each calendar year.
- (b) A Mid-term review is due at the end of July of each calendar year.
- (c) An end of year assessments of a staff member is due at the end of December of each calendar year.

##### **ii) Organization:**

- (a) A business plan for the next calendar year must be drafted by April, with the final version submitted to the Commission on or before 31st December of that year.
- (b) A new corporate plan must be developed every five (5) years and must be updated annually.
- (c) An Organizational performance assessment will be conducted yearly.

### ***7.4 Confidentiality***

Confidentiality of performances, discussions and outcomes must be maintained by all relevant parties.

### ***7.5 Monitoring and Review Existing Policy***

- a) The Public Service Staff Regulation Manual is to be undergo periodic reviews, determined by the Commission, to ensure;
  - i) effectiveness;
  - ii) appropriateness;
  - iii) efficiency.
- b) The review is to be coordinated by the OPSC and submitted to the Commission for its consideration and decision.

(c) A staff member who fails to comply with any provision in the Manual commits a disciplinary offence and is subject to the PSC disciplinary process under this Manual.

**FORMS FOR CHAPTER 10: PERFORMANCE MANAGEMENT**

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**3-MONTH'S PROBATIONARY EMPLOYEE PERFORMANCE APPRAISAL FORM**

Appraisee name: \_\_\_\_\_ Position: \_\_\_\_\_ Title: \_\_\_\_\_  
Min/Dept. \_\_\_\_\_

Payroll No. \_\_\_\_\_

For Probation period from: \_\_\_\_/\_\_\_\_/\_\_\_\_ to: \_\_\_\_/\_\_\_\_/\_\_\_\_ Appraiser's name: \_\_\_\_\_

Appraiser's Position title: \_\_\_\_\_

**MAJOR OBJECTIVE OF EMPLOYEE PERFORMANCE APPRAISAL:**

- Provide a frank and honest assessment of the employee's contribution and achievements over the past three months.
- The evaluation should focus on the employee's ability to perform the job duties listed in the job description.
- Given the three months period of probation, it is the immediate supervisor to identify priority that can be achieved.

**THIS FORM IS DIVIDED INTO THREE SECTIONS:**

**SECTION 1: Assessment of job Duties listed in the Job Description**

**SECTION 2: Assessment of Employee Attributes**

**SECTION 3: Overall Rating**

Indicate the Evaluation of the Employee's Job Performance by using the following scale:

**A = Satisfactory**

**B = Needs Improvement**

**C = Unacceptable**

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**SECTION 1: ASSESSMENT OF JOB DUTIES**

*(This process should be one to one assessment)*

<b>Job Duty Objectives (refer to KRA of Job Description)</b>	<b>Comments on progress report (progress on the job duties)</b>	<b>Self-Assessment</b>	<b>Final Rating A. Satisfactory, B. Needs Improvement C Unacceptable</b>
<b>1</b>			
<b>2</b>			
<b>3</b>			
<b>4</b>			
<b>5</b>			

<p><i>Appraisee Comments</i></p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
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<p><i>Appraiser Comments</i></p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
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## SECTION 2. Appraisal of Employee Attributes

<b>Conduct &amp; Behaviour</b>	<b>Performance Indicators</b>	<b>Self-Assessment</b>	<b>Final Rating</b> <b>A. Satisfactory</b> <b>B. Needs Improvement</b> <b>C. Unacceptable</b>
<b>Knowledge of the Job</b>	The extent to which the employee knows and demonstrates how and why to do all phases of assigned work, given the employee's length of time in his/her current position		
<b>Quantity of Work</b>	The extent to which the employee accomplishes assigned work of a specified quality within a specified time period		
<b>Quality of Work</b>	The extent to which the employee's work is well executed, thorough, effective and accurate		
<b>Relationship with Supervisor</b>	The manner in which the employee responds to supervisory directions and comments. The extent to which the employee seeks counsel from supervisor on ways to improve performance and follows same		
<b>Cooperation with Others</b>	The extent to which the employee gets along with other individuals. Consider the employee's tact, courtesy, and effectiveness in dealing with co-workers, subordinates' supervisors, and customers		
<b>Attendance and Reliability</b>	The extent to which employee arrives on time and demonstrates consistent attendance; the extent to which the employee contacts supervisor on a timely basis when employee will be late or absent		
<b>Initiative and Creativity</b>	The extent to which the employee is self-directed, resourceful and creative in meeting job objectives; consider how well the employee follows through on assignments and modifies or develops new ideas, methods, or procedures to effectively meet changing circumstances		
<b>Capacity to</b>	The extent to which the employee		

<b>Develop</b>	demonstrates the ability to learn and willingness to accept new/more complex duties/responsibilities		
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Rating section C-i				Rating section C-ii			
1. Work performance				2. Attributes			
Total (A)	_	Multiply by 4	= _____	Total (A)	_	Multiply by 4	= _____
Total (B)	_	Multiply by 2	= _____	Total (B)	_	Multiply by 2	= _____
Total (C)	_	Multiply by 0	= _____	Total (C)	_	Multiply by 0	= _____
Grand Total (X)	_	Grand Total (Y)	_____	Grand Total (X)	_	Grand Total(Y)	_____

**SECTION 3. Overall Rating of Performance during the Probationary Period**

	Section C-i	Section C-ii	Grand Total	Overall Rating (Grand total Y / by grand total X)
Total X				<div style="border: 1px solid black; width: 100px; height: 40px; margin: 0 auto;"></div>
Total Y				

Grades	Description	Actions
3.5 – 4.0	Satisfactory	Recommend for Permanent Position
2.0-3.4	Need Improvement	Not fully meet Job Requirements
0	Unacceptable	Terminate Employment Contract

**Summarise Employee's Performance and Progress over the period**

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**Is the employee's Permanent Appointment to be confirmed? YES / NO**

**Employee' signature:**

**Date: ...../...../.....**

**Line Manager' signature:**

**Date: ...../...../.....**

**Director General's Comments and Signature:**

**Date: ...../...../.....**



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## STAFF PERFORMANCE APPRAISAL FORM

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Appraisee name: \_\_\_\_\_ Position title: \_\_\_\_\_  
 Position No. \_\_\_\_\_ Min/Dept. \_\_\_\_\_

VNPF. \_\_\_\_\_ For the 12 month period from: \_\_\_/\_\_\_/\_\_\_ to: \_\_\_/\_\_\_/\_\_\_  
 Appraiser's name: \_\_\_\_\_

Appraiser's Position title: \_\_\_\_\_

### OVERVIEW OF THE ROLE OF PERFORMANCE MANAGEMENT

Performance management process is designed to monitor our performance against key objectives to see whether we are delivering better outcomes for our people and to help identify what might be done to improve performance. The Staff Performance Appraisal documents the expectations of individual employee and ministry performance, by providing a meaningful process by which employee can be assessed for noteworthy contributions to the public service, and provide a mechanism to improve individual/ministry performance as necessary, and assist in identifying training and development needs of individual employee.

### MAJOR OBJECTIVE OF STAFF PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN:

- Provide a frank and honest assessment of the employee's contribution and achievements over the past twelve months against agreed project tasks and major duties of the post.
- Recognise employee's strengths and identify any areas where further training & development may contribute to enhanced performance.
- Where appropriate, establish work development plan for the employee to complete during the 12 months.

### THIS FORM IS DIVIDED INTO THREE SECTIONS:

#### SECTION A: This section deals with the supervisor and the staff developing the work plan for the 12 month period

**Part I:** provides for development/establishment of the employee's agreed project tasks for the 12months period.

**Part II:** provides for training & development plan needed by the employee to achieve his/her performance targets agreed to or to perform his/her work effectively.

#### SECTION B: This Section deals with the Mid-year Review

**-Part I:** Review of work activities achieved to date.

**-Part II:** Review of work activities not achieved to date.

**-Part III:** Overall Mid-year work performance

#### SECTION C: This section deals with the End of the Year Review of Staff Performance

**-Part I:** Appraisal of work objectives.

**-Part II:** Appraisal of other tasks/projects undertaken during the year.

**-Part III:** Appraisal of employee's work ethics.

**-Part IV:** Overall Staff Performance Rating

**THIS REPORT IS MADE OUT FOR [\_\_] YEARLY APPRAISAL[\_\_] ACTING**

<b>PERFORMANCE RATINGS CODES - DEFINITIONS &amp; POINTS</b>	
<b>EXCELLENT (A):</b>	The objective has been achieved with outputs and to standards well beyond those anticipated at the beginning of the year – despite any contingencies that may have made it more difficult to achieve than anticipated. The output has made a major contribution to the work plan of the Department, well beyond what was originally expected.
<b>VERY SATISFACTORY (B):</b>	The work objective has been achieved and has exceeded the standards expected and recorded at the beginning of the year, in terms of quality and impact of output. This may be despite some contingencies or unexpected circumstances, making achievement of the required outputs more difficult than expected. Contribution to the Departmental work plan has been higher than anticipated.
<b>SATISFACTORY (C):</b>	The work objective has been achieved according to the standards expected and recorded at the beginning of the year. If the objective has not been fully met, there must be contingencies or mitigating circumstances to justify this. A valuable contribution has been made to the Departmental work plan.
<b>UNSATISFACTORY (D):</b>	The work objective has not been achieved, or achieved to very poor standards in relation to those expected and recorded at the beginning of the year. There are no contingencies or mitigating circumstances to justify this, and there has been no contribution to the Department’s work plan.

**SECTION A: WORK DEVELOPMENT PLAN (To be completed at the start of the year together during an interview by the supervisor and the staff member, with reference to the Departmental work plan and the staff member's Job description.)**

**Work Objectives**

<b>Work objective (refer to Departmental work plan and Job description)</b>	<b>Performance Indicators (Describe what measures and milestones will be used to assess work performance)</b>	<b>Training and development plan:</b> indicate below the training needed by the staff member to help him/her achieve the performance targets agreed, or to perform his/her work more effectively	<b>Target Date</b> (If applicable put in finishing date)
1			
2			
3			
4			
5			

**Appraiser's Signature.....Appraisee's signature.....Date: .....**

**Reviewers Signature.....**

**Date.....**

<p>For OPSC Official use: Brief Comment:</p> <p>Checked by.....</p> <p>Sign: .....</p> <p>Date.....</p>
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**SECTION B: MID YEAR REVIEW**

To be completed by the supervisor during a discussion with the staff member at the mid-point of the year, with reference to Section A above.

**Review of Work Objectives**

<b>Work objective (refer to Departmental work plan and Job description)</b>	<b>Comments on progress report</b> (progress on the work objectives) <i>1. Up-to date, 2. In-progress 3. Not yet started</i>	<b>Training and development plan:</b> Is training needed, or has been undertaken to complete work. <i>1. Training undertaken, 2. Training in-progress 3. Training yet to be taken</i>
<b>1</b>		
<b>2</b>		
<b>3</b>		
<b>4</b>		
<b>5</b>		

*Appraisee Comments*

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*Appraisers Comments*

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**Appraiser’s Signature**.....

**Appraisee’s signature**..... **Date:** .....

**Date:** .....

**Reviewers Signature**.....

**Date.....**

For OPSC Official use:

Brief Comment:

Checked by: .....

Sign: .....

Date: .....

**SECTION C: APPRAISAL OF PERFORMANCE: END OF YEAR REVIEW**

**(i) Appraisal of Work Objectives**

<b>Work objective (refer to Departmental work plan and Job description)</b>	<b>Comments on progress report</b> (progress on the work objectives) <i>1. Up-to date, 2. In-progress 3. Not yet started</i>	<b>Training and development plan:</b> Is training needed, or has been undertaken to complete work. <i>1. Training undertaken 2. Training in- progress 3. Training yet to be taken</i>	<b>Self- Assessment</b>	<b>Rating</b> A. Excellent, B. Very satisfactory, C. Satisfactory D. Unsatisfactory
1				
2				
3				
4				
5				

<p><i>Appraisee Comments</i></p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
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**(ii) Appraisal of work ethics**

<b>Conduct &amp; Behaviour</b>	<b>Performance Indicators</b>	<b>Rating</b> A. Excellent, B. Very satisfactory, B. C. Satisfactory D. Unsatisfactory
Attendance	Punctuality	
	Reliability	
Personal Presentation	Appearance	
	Facilitates Co-operation & partnership	
	Customer & Client Services	
	Promoting Governance Services	
Capacity	Ability to Learn	
	Initiative	
Receiving & Following Instructions	Public Service Rules & Manual	
	Following Instructions from Supervisor	
	Judgement	
	Reporting Annual, Quarterly & Monthly	
Attitudes towards the Job	Interest	
	Corporation	
	Responsibility	
	Attendance to Official Commitment ( e.g. DCO and regular meetings)	
Job Performance	Quality	
	Quantity	

Rating section C-i			Rating section C-ii		
1. Work performance			2. Work Ethics		
Total (A)	_ Multiply by 4	= _____	Total (A)	_ Multiply by 4	= _____
Total (B)	_ Multiply by 3	= _____	Total (B)	_ Multiply by 3	= _____
Total (C)	_ Multiply by 2	= _____	Total (C)	_ Multiply by 2	= _____
Total (D)	_ Multiply by 1	= _____	Total (D)	_ Multiply by 1	= _____
Grand Total (X)	_ Grand Total (Y)	_____	Grand Total (X)	_ Grand Total(Y)	_____

**(iii) Appraisal of other tasks/projects undertaken during the year**

Description of other tasks/projects (rank in descending order of importance)	Comments on progress report (progress on the work objectives) <i>1. Up-to date, 2. In-progress 3. Not yet started</i>	Training and development plan: Is training needed, or has been undertaken to complete work. <i>1. Training undertaken, 2. Training in-progress 3. Training yet to be taken</i>	Self-Assessment	Rating A. Excellent, B. Very satisfactory, C. Satisfactory D. Unsatisfactory
1				
2				
3				
4				
5				

Rating Section C-iii				
3. Work performance for Other tasks/projects				
Total (A)	_____	Multiply by 4	=	_____
Total (B)	_____	Multiply by 3	=	_____
Total (C)	_____	Multiply by 2	=	_____
Total (D)	_____	Multiply by 1	=	_____
Grand total (X)		Grand Total (Y)		_____

**(iv) Overall rating of performance during the year**

	Section C-i	Section C-ii	Section C-iii Only if applicable	Grand Total	Overall Rating (Grand total Y / by grand total X)
Total X					
Total Y					

**Relative to other staff in identical positions or if in sole position the overall performance rating is:**

Present Index Level

Recommended level

Appraiser's Signature.....Date: ...../...../.....

Appraisee's signature..... Date: ...../...../.....



<b>Grades</b>	<b>Description</b>	<b>Actions</b>
4.00	Excellent	Reward be considered
3.75		
3.50	Very Satisfactory	
3.25		
3.00		
2.75	Satisfactory	
2.50		
2.25		
2.00		
1.75	Some shortfall	Identified areas of training & Performance Gaps
1.50		
1.25	Major shortfall	Counselling & Performance Improvement Plan (PIP)
1.00		

*Comments from apprised officer:*

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*Reporting officer: additional comments on the performance appraisal*

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○ **Reviewer's signature**..... **Date:** ...../...../.....

For OPSC Official use:  
  
Brief Comment:  
  
Checked by: .....  
Sign: .....  
Date: .....

**VANUATU PUBLIC SERVICE AWARD OF EXCELLENCE  
NOMINATION FORM**

**MINISTRY:** \_\_\_\_\_

**YEAR:** \_\_\_\_\_

1. Please tick the appropriate Award category for which you are making your nomination.

**AWARD CATEGORIES:**

- ❖ **EXCEPTIONAL PERFORMANCE AWARD**
- ❖ **INSPIRATIONAL LEADERSHIP AWARD**
- ❖ **INDIVIDUAL AWARD - PSC**
- ❖ **ORGANIZATIONAL AWARD - PSC**

2. Please complete details of the following:

- ❖ **Exceptional Performance Award Nominees** (*insert a separate list of eligible nominees with overall rating of Excellent or Very Satisfactory and recommend best 8 below*):

Ranking	Name	Position	Overall, PA Rating	Competency Assessment Rating	Department	Ministry
1 <sup>st</sup>						
2 <sup>nd</sup>						
3 <sup>rd</sup>						
4 <sup>th</sup>						
5 <sup>th</sup>						
6 <sup>th</sup>						

**EXCEPTIONAL AWARD NOMINATION / PSC INDIVIDUAL AWARD**

NAME OF NOMINEE FOR 1<sup>ST</sup> AWARD:

\_\_\_\_\_

Explanation: -----  
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**EXCEPTIONAL AWARD NOMINATION / PSC INDIVIDUAL AWARD**

NAME OF NOMINEE FOR 2ND AWARD:

\_\_\_\_\_

Explanation: -----  
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**EXCEPTIONAL AWARD NOMINATION / PSC INDIVIDUAL AWARD**

NAME OF NOMINEE FOR 3RD AWARD:

\_\_\_\_\_

Explanation: -----  
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**❖ EXCEPTIONAL AWARD NOMINATION / PSC INDIVIDUAL AWARD**

NAME OF NOMINEE FOR 4TH AWARD:

\_\_\_\_\_

Explanation: -----  
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**3. INSPIRATIONAL LEADERSHIP AWARD NOMINATION:**

NAME: \_\_\_\_\_

POSITION TITLE: \_\_\_\_\_

WORK UNIT/DIVISION: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

MINISTRY: \_\_\_\_\_

ANNUAL PERFORMANCE OVERALL RATING: \_\_\_\_\_

COMPETENCY ASSESSMENT RATING: \_\_\_\_\_

Explanation:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. Contact Details of the Key Person submitting the Nomination:**

**NAME:** \_\_\_\_\_

**POSITION:** \_\_\_\_\_

**DEPARTMENT:** \_\_\_\_\_

**UNIT:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**5. Person Seconding Nomination (*only applicable to Inspirational Leadership Award*):**

- Please Provide details of 2 or more seconding your nomination and have them sign the nomination form
- Person supporting the nomination must not be a near relative of person being nominated
- And must not be the actual person being nominated.

- Person seconding your nomination must provide supporting explanation indicating reasons why they support your nomination in the spaces provided below. You can attach separate sheet of paper if the space is not enough.

<b>SUPPORT PERSON 1</b>		
<b>POSITION</b>		
<b>DEPARTMENT</b>		
<b>UNIT</b>		
<b>REASON FOR SUPPORTING NOMINATION</b>		
<b>SIGNATURE / DATE</b>		
<b>SUPPORT PERSON 2</b>		
<b>POSITION</b>		
<b>DEPARTMENT</b>		
<b>UNIT</b>		
<b>REASON FOR SUPPORTING NOMINATION</b>		
<b>SIGNATURE /DATE</b>		
<b>SUPPORT PERSON 3</b>		
<b>POSITION</b>		
<b>DEPARTMENT</b>		
<b>UNIT</b>		
<b>REASON FOR SUPPORTING NOMINATION</b>		
<b>SIGNATURE/DATE</b>		

**6. ORGANIZATIONAL AWARD NOMINATION:**

MINISTRY: \_\_\_\_\_

DEPARTMENT/UNIT NOMINATED FOR AWARD:  
\_\_\_\_\_

Provide explanations to justify the reasons this organization has been nominated for the award.

In providing your explanation, please note the following:

- ❖ There is a minimum of 500 words limit (support letter to be attached to nomination form)
- ❖ You will need to describe the Achievements for the Organization being nominated and why it is relevant to the award category for which you have nominated them;
- ❖ You will need to describe and provide sufficient information relating to the exact role that the Organization you are nominating in the development, implementation or delivery of the selected initiative;
- ❖ You will need to address all the selection Criteria for the Award;

**Endorsed by Director General:**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**PERFORMANCE IMPROVEMENT PLAN (PIP)**

*(This is a confidential document and should only be seen by relevant individuals)*

**TO:** *(insert employee's name)*                      **POSITION:**  
 \_\_\_\_\_ **DEPARTMENT:** \_\_\_\_\_ **MINISTRY:** \_\_\_\_\_

**FROM:** *(insert manager's/supervisor's name)* **POSITION:**  
 \_\_\_\_\_ **DEPARTMENT:** \_\_\_\_\_ **MINISTRY:** \_\_\_\_\_

**DATE:**                      *(insert date)*

The purpose of this Performance Improvement Plan (PIP) is to address serious areas of concern, gaps in work performance, reiterate **in the Vanuatu Public Service Performance Management Policy** and work expectations to give the opportunity to demonstrate improvement and commitment.

**Areas of Concern:**

*List the issues and how employee's lack of performance and/or behaviour has affected his/her co-workers, the department/ ministry and business plan.*

**Observations, Previous Discussions or Counselling:**

*Record dates/times you have addressed the issues. Provide evidence of previous documents where applicable.*

**Step 1: Improvement Goals and Expected Outcomes:** These are the goals related to areas of concern to be improved. Expected outcome is the performance standards that must be accomplished to demonstrate progress towards achievement of each Improvement goal:  
 (Indicators of the performance standards should be listed)

	<b>Improvement Goals</b>	<b>Expected Outcome</b>
1.		
2.		
3.		

**Step 2: Activity Goals:** List below activities that will help you reach each goal:

<b>Goal #</b>	<b>Activity</b>	<b>How to Accomplish</b>	<b>Start Date</b>	<b>Projected Completion Date</b>




**Step 3: Resources:** List below available resources that will assist the officer to complete his/her Improvement activities.

*(May include other people's time or expertise, funds for training materials and activities.)*

1.	
2.	
3.	

**Step 4: Management Support:** *[OPTIONAL: This can be incorporated as part of Step 3: Resources, above]* Listed below are ways in which your manager will support your Improvement activities.

1.	
2.	
3.	

**Step 5: Progress Checkpoints:** The following schedule will be used to evaluate your progress in meeting your Improvement activities. (This will be included in the Feedback Form; PSC Form 10.5B)

Goal #	Activity	Checkpoint Date	Type of Follow-up (memo/call/meeting)	Progress Expected	Supervisor's Comments to help the officer	Officer's Comment

**Follow-up Updates:** You will receive feedback on your progress according to the following schedule: *(The supervisor should decide with the officer the expected time for receiving the feedbacks before filling in the schedules below)*

Date Scheduled	Activity	Conducted By	Date Sent To officer	Date Received by the Officer
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	<i>15-day Update Memo/email</i>	<i>[Supervisor/Manager]</i>		
	<i>First month Update Memo/Email</i>	<i>[Supervisor/Manager]</i>		
	<i>Second month update Memo/Email</i>	<i>[Supervisor/Manager]</i>		
	<i>Third month status mem/email</i>			

**Timeline for Improvement, Consequences & Expectations:**

Effective immediately, you are placed on a (*no..... of months*)-months PIP. During this time, you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, or any display of gross misconduct will result in further strict action such as a transfer and or demotion or even up to and including termination.

The PIP does not alter the employment-at-will relationship. Additionally, the contents of this PIP are to remain confidential. Should you have questions or concerns regarding the content, you will be expected to follow up directly with your supervisor or Secretary of the PSC.

We will meet again on the time noted above to discuss your Performance Improvement Plan. Please schedule accordingly.

**Signatures:**

Print Employee’s Name: \_\_\_\_\_

Employee’s Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print Supervisor/Manager Name: \_\_\_\_\_

Supervisor/Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

*(Include official stamp after the supervisor’s signature)*

Print PSC Officer’s Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PERFORMANCE IMPROVEMENT PLAN (PIP) FEEDBACK FORM**

*(This is a confidential document and should only be seen by relevant individuals)*

NAME OF OFFICER: \_\_\_\_\_ POSITION TITLE: \_\_\_\_\_

NAME OF SUPERVISOR: \_\_\_\_\_ POSITION TITLE: \_\_\_\_\_

DEPARTMENT/WORKPLACE: \_\_\_\_\_

MINISTRY: \_\_\_\_\_

**FEEDBACK ON PERFORMANCE IMPROVEMENT PLAN**

Goal #	Activity	Checkpoint Date	Type of Follow-up (memo/call/meeting)	Comments (Exceeded Expectation-A, Below Expectation- D)	Supervisor's Comments to help the officer	Officer's Comment

**Further Comments**

Officers Comment:

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Supervisor's Comments & Recommendation:

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*(Circle the appropriate response below)*  
Performance Improvement Plan is Satisfactory and is now closed? YES/NO      Recommend  
to continue on next phase of PIP? YES/NO

Signature of Officer: \_\_\_\_\_  
\_\_\_\_\_

Date:

Signature of Supervisor: \_\_\_\_\_  
\_\_\_\_\_

Date:

OPSC Staff: \_\_\_\_\_  
\_\_\_\_\_

Date:

*(Only applicable on PIP 2)*

**360-DEGREE PERFORMANCE EVALUATION SAMPLE FORM**

[Appraisal period from: \_\_\_\_\_ to \_\_\_\_\_]

**BACKGROUND:** This officer’s performance has been subjected for auditing purposes to verify the report submitted by his immediate supervisor and will not subject to legal proceedings against the accessor.

This process will be highly confidential

**SPECIFIC AREA NEEDING VERIFICATION**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**PURPOSE:** This form will assist PSC/Supervisor in preparing the performance evaluation report for the individual listed below and be used to base important decision regarding the officer’s employment.

As someone who works with this person on a regular basis, your feedback regarding his or her performance will be useful to the overall review process. *(You are not required to put your name on this form.)*

**Employee Name:** \_\_\_\_\_

**Relation to Employee:**      colleague worker/ manager/ work below the officer. **Please circle the appropriate one.**

**Name of interviewee (Optional):** \_\_\_\_\_

	Every Day	A few times a week	A few times a month	Every few months	NA (Never)
<b>Time Spent</b>					
Your interaction with employee					

*(The area of performance below can be altered to suit the required attributes that needing verification)*

<b>Quality of Work</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Sets high standards for quality of work					
Work is delivered efficiently and effectively					
Helps others improve the quality of their work					

<b>Communication</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Communicates well orally and in written-form					
Displays good listening skills					
Shares information freely with others					

<b>Teamwork</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Follow instructions					
Contributes positively					
Encourage Team Work					
Reliable					

<b>Personal Qualifications and Leadership</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Display professionalism					
Is friendly and easy to work with					
Adapts well to changes					
Display ethical standards					

Please provide additional comments in the space below

[Type/Write comments here]

**AUDIT OF PERFORMANCE SUMMARY FORM**

*(Attach all PSC Form 10.6 filled for this audit purposes)*

[Appraisal period from: \_\_\_\_\_ to \_\_\_\_\_]

**BACKGROUND:** This officer's performance has been subjected for auditing purposes to verify the report submitted by his immediate supervisor. Below is the summary of report collated after the audit process.

**Employee Name:** \_\_\_\_\_

**Position Title:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Ministry :** \_\_\_\_\_

**1. Immediate Supervisors Report**

Name of Supervisor: \_\_\_\_\_ Position: \_\_\_\_\_

Date of Report: \_\_\_\_\_

Please briefly write to summarize the report of the officers Supervisor: *(Attach additional Page or other additional information if need to)*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2. Colleagues Report**

No. of Colleagues Interviewed: \_\_\_\_\_ Date: \_\_\_\_\_

Please briefly write to summarize the report of the colleague workers: *(Attach additional Page or other additional information if need to)*

\_\_\_\_\_

**3. Other Managers/Supervisors**

No. of other Managers/Supervisors Interviewed: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_

Please briefly write to summarize the report of the colleague workers: *(Attach additional Page or other additional information if need to)*

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**4. PSC Staff Conducting the Audit**

Name of PSC Staff Undertaking the Audit \_\_\_\_\_

Position: \_\_\_\_\_ Date: \_\_\_\_\_

Please briefly write to summarize the overall feedback from the Auditing report. Comment on the overall similarity or differences arising from the report collected. *(Attach additional Page or other additional information if need to)*

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Final Recommendation about the Officer:

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_



