

Strengthening Human Resources Management Capacities in the Lebanese Public Sector (ENPI/2013/327-618)

**Deliverable 2.7:**

**Advancement and Promotion**

**Procedure Manual**

**October 2015**

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| This report has been prepared with financial assistance from the Commission of the European Communities. The views expressed herein are those of the consultant and therefore in no way reflect the official opinion of the European Commission. |

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| **ACRONYMS[[1]](#footnote-1)** | |
| Appointment | Placement into a position indefinitely or for a finite period of time |
| Assessment of merit | An assessment based on merit, that is free from bias, nepotism and patronage, and takes into account the full range of skills, knowledge and abilities relevant to the work related requirements and outcomes sought in a particular work environment |
| Cadre | Positions in the Organizational Structure that are established by regulations |
| CIB | Central Inspection Board |
| Competitive Assessment of Merit | A process in which more than one person has their respective merit assessed for a vacancy |
| CSB | Civil Service Board |
| ENA | Ecole National d’Administration / National Institute of Administration |
| HRD | Human Resources Development |
| HRM | Human Resources Management |
| HRM IT | Human Resources Management - Information Technology |
| Individual Assessment of Merit | An assessment of one person’s merit for a vacancy |
| Job Description Form (JDF) | Documentation that outlines the key responsibilities of a position, including a summary of the duties, selection criteria and other appointment requirements |
| KPIs | Key Performance Indicators |
| M&E | Monitoring & Evaluation |
| MoI | Ministry of Industry |
| MoPH | Ministry of Public Health |
| MoSA | Ministry of Social Affairs |
| MoT | Ministry of Tourism |
| OECD | Organisation for Economic Development and Co-operation |
| OMSAR | Office of the Minister of State for Administrative Reform |
| TAT | Technical Assistance Team |
| Transfer | The permanent movement at the same classification level. Transfers occur in accordance with the Employment Standard, industrial awards and agreements or legislation |
| Advancement | Is a periodic financial increase to the employee’s salary whenever he spends in effective service a specific period of time as per the salaries and wages scales of the position, category and service to which the employee belongs. |
| Promotion | Promotion is the employee’s transfer from one rank to a higher one within the same category or from one category to another. |
| Upgrade | Is a kind of financial incentive because it represents a financial increase to the salary equivalent to the value of the grade set in the wages and salaries scale. It could be listed within the advancement as a special clause against the sanction of the delay of advancement. |

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# PART ONE: Advancement and Promotion System Procedure Manual in Public Administration

## Introduction to the Manual

### Background

Shifting the Lebanese public administration into a performing and efficient organisation is the ultimate goal of the *Lebanese Public Administration reform project*. *Strengthening Human Resources Management Capacities in the Lebanese Public Sector* is one of these projects and considered as a corner stone in the reform strategy.

The quality of human resources has a strong influence on the ability of societies, enterprises and governments to properly identify and analyse problems, to realistically and imaginatively envisage the future and to craft plans for achieving goals and objectives.

The overall objective of the project is the improvement of the HRM capacities in the Civil Service Board (CSB) and in four ministries: the Ministry of Social Affairs, Ministry of Tourism, Ministry of Public Health and Ministry of Industry.

According to the Terms of Reference of the project, the purposes is that the project will contribute to the strengthening of the HR structures and functions in the CSB and the four Ministries, the implementation of HR operations in an objective and effective manner, and the creation of standardised HR professional practices.

One of the activities which will lead to the achievement of this purpose is the design of an Advancement and Promotion System, which will be tested in the four ministries in collaboration with the CSB.

### The Manual

The aim of this document, ***Deliverable 2.7 – Advancement and Promotion System Procedure Manual****,* is produced to provide **guidelines and set expectations of standards** expected by and from the Public Administration related to the results of the analysis undertaken by the Expert in Advancement and Promotion on the current advancement and Promotion system in the Lebanese public administration from legal, institutional and organisational perspectives.

The actual personnel department in the CSB should have a full complement of necessary staff that can carry the activities outlined by the below policies and procedures independently of any other departments in the Lebanese Public Administration.

When a situation arises that is not covered in the manual, best judgment should be used, guided by the Lebanese Public Administrtion’s values and in consultation with the CSB Authotrity and the concerned Ministry’s Personnel (HR) department.

### Manual Application Domain

This manual is applicable to public administration’s permanent employees, and all employees who were contracted with special contracts and formally employed. Employees who are under probation do not fall within the scope of this manual. Signing an appointment or employment contract automatically declares employee’s full awareness of all manual’s clauses, accepting all polices here within, and submitting to its rules and regulations issued for its application.

### Manual Application Responsibility

This manual is considered an integral part of the Public Administration’s systems and regulations. Abiding with polices and regulation stated in this manual, and acting accordingly is the duty for all civil servant employees. One of the Public administration’s management responsibilities is to ensure abidance of all employees to these polices and regulations.

Head of Personnel Department in public administrations shall use policies and regulations stated in this manual to direct, guide, and monitor their subordinates, for the purpose of maintaining their motivations, premium performance, and full discipline.

### Using this Manual

This manual is intended for internal use only and it is subject for modifications according to the Public Administration’s circumstance and best interest, provided that it is in line with regulatory lists and the system’s policy.

This manual is to be distributed to all concerned personnel, and all civil servant employees have full rights to access it.

The CSB and Personnel depatment Head have the authority to ordain what they find best fit of polices, regulations, lists, or actions needed; to apply policies and regulations stated in this manual.

The CSB and Personnel depatment Head also have the authority to organize and regulate all aspects not mentioned in this manual, for the purpose of achieving Public Administration’s goals and best interest, and taking the necessary measures to ensure the sound application of organized policies, decisions, and working orders. All mentioned actions are considered valid after being approved by the Council of Ministries and provided that they are in line with the Lebanese civil service regulations.

Employees with ended services and possessing a copy of this manual must return it to the Public Administration’s custody by officially handing it to their Department Director.

### Modifications and Updates to this Manual

The CSB Council has the authority to modify any part of this manual, including additions, cancellations, or amendments to any stated parts, according to the development and structure of the Public Administration’s polices and in line with applied governmental systems, regulations and laws.

Personnel Department Managers at Ministries may supply suggestions and recommendations regarding the manual’s material and subjects through submitting fully detailed new or amended pages of the manual attached with a separate explanatory memorandum. These recommendations are studied at the CSB and when approved, they are passed to the board of directors for approval provided that they serve the Public Administration’s best interest and in line with governmental law and regulations.

Endorsed modifications are officially issued from the CSB and distributed to all manual bearers in the form of new or replacement pages as controlled copies. Manual bearing personnel in the Personnel departments of all Ministries are responsible for inserting or replacing appropriate pages in their copies of the manual, and discarding old copies. However, the Personnel department Head will maintain the old copy as history.

## Objectives of the Advancement and Promotion System Manual

This manual targets detailed Human Resources Advancement and Performance Policies and Procedures which guides HR team members and staff in the CSB and in all Ministries.

The aim of the Manual is to:

* Document the Advancement and Promotion Policies and Procedures of Lebanese Public Administration.
* Describe the related Policies and Procedures and activities within the HR and Personnel Administration Division of CSB and all Ministries to govern its advancement and performance activities.
* Serve as means of defining and clarifying the responsibilities associated with all personnel responsible for originating and processing Human Resources documents and records; and
* Serve as a point of reference for all Human Resources staff in the Lebanese Public Administration to ensure that Human Resources Merit based advancement and promotion Policies and Procedures are properly and consistently applied.

## Structure of the Manual

This manual is divided into Stages and further subdivided into sections. Under each Phase, the relevant sections are systematically grouped to implement achieve and document all related issues.

**Document review and control of the Manual**

**Revision History**

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| **Version** | **Author** | **Date** | **Revision** |
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# The Advancement & Promotion Process

## Introduction

Good government requires a public service which is highly competent and responsive, politically impartial, and has high standards of integrity to meet the needs of the Lebanese community.

The advancement upgrading and promotion principles underpin good government, with the fundamental principle that advancement is made on merit and based upon fair evaluation and performance appraisal without bias or prejudice. The principles of merit, equity and procedural fairness are integral to advancement and upgrading processes in the civil service board and the public administration.

The only absolute requirement is that advancement and upgrading processes must be fair, transparent, and impartial, comply with the principles of laws and regulations, and thoroughly assess the merit of employees.

This Manual provides a set of good practice guidelines, designed to help the HR managers and HR officials in the public administration to keep it quick and simple and get it right. It allows for flexible, practical approaches to advancement and upgrading which achieve outcomes in keeping with the merit principle, while avoiding rigid adherence to unnecessarily burdensome advancement processes.

The legal basis for the civil service and public administration more generally, is usually found in some combination of the civil service regulations a specific Civil Service Laws, coupled with appropriate decrees, by-laws and regulations. The challenge in devising these legal instruments is to provide a robust foundation for ensuring that the merit principles of professionalism, independence, integrity, political impartiality, transparency, and service to the public are translated into practice.

Within the scope of this task, the Expert will propose the elements for the advancement upgrading and the promotion system.

## Purpose

Figure-2

The Merit-Based system proposed for the CSB and the four ministries will reflect the process and procedures for advancement upgrading and promotion that are subject to the Lebanese public administration.

The system is designed to ensure that all public sector positions are filled from the pool of the most qualified applicants using fair and valid advancement and upgrading criteria. The system provides a framework for training of individuals involved with the public administration advancement and upgrading process and facilitates the consistent application of related laws and policies.

The tips, tools and techniques in this following process have been developed to assist in promting and upgrading the best person for the position and for the role.

The following process proposed will contribute to unify the procedures for consistency and effectiveness of the advancement and upgrading process.

The process outlined aims to ensure that all necessary steps are given due consideration and occur in a timely and efficient manner to support an effective advancement and promotion process.

## Principles of the Step-Salary Increase, Advancement and the Promotion Process

### Career Advancement

Career advancement as a function of personnel administration is concerned with the activities that promote job growth or expansion of job roles/responsibilities. It is how an individual /employee manages his/her career within the organization (promotion, internal job postings, etc.) and between different organisations (shifting jobs, changing organisations for career growth and development / advancement) as well as providing refinement of skills opportunities and knowledge to the employees together with identifying options of growth for them. It is an ongoing and dynamic process.

The Personnel (Human Resources) department has the responsibility to encouraging and supporting in reviewing and re-assessing their goals and activities as well as to provide valuable feedback and learning activities or resources and can contribute significantly tothe staff member's career development by supporting career development activities within the department.

The support for career development via the Personnel (HR) department is important because:

* Current information about the organization and future trends helps employees create more realistic career development goals.
* Focus on skill development contributes to learning opportunities.
* Opportunities for promotion and/or lateral moves contribute to the employee's career satisfaction.
* A greater sense of responsibility for managing one's own career contributes to self-confidence.
* Career planning and development clarifies the match between organizational and individual employee goals.
* It's cost-effective to use the HRD (Personnel (HR) department) staff talent to provide career development opportunities within your department.
* Career development increases employee motivation and productivity
* Attention to career development helps the HRD attract top staff and retain valued employees
* Supporting career development and growth of employees is mandated by the Philosophy of Human Resources Management.

Career development can be supported by:

* Referring to the Employee Development & Training catalog for the career development course listings.
* Annually, conduct an individual development plan and career discussion with employees and require other supervisors in the concerned department to do the same.
* Hold supervisors in the respective department accountable for supporting employee development efforts.
* Create programs and activities to provide skill development, such as job rotation, cross-training, mentoring, internships, coaching, and career strategy groups.
* Recognize that HRD's role includes providing support and/or release time for staff members' development beyond their current jobs. Refer to the Education and Development Leave policy and the Flextime Scheduling: Guidelines and Procedures policy.
* Support requests for alternate work schedules from staff members.
* HRD should serve as a role model by participating in career and professional development opportunities.
* See staff members' applications for other positions as a healthy sign of a dynamic workplace.
* Support lateral moves within the organization.
* Refer employees to the Staff Internship Program to explore opportunities to apply for career development internships or self-initiate an internship in an area of special interest.
* Create job vacancy listings that allow for the most diverse applicant pool while honoring transferable skills.

Roles the department can play to attain the goal of career development / advancement of employees:

COACH: Helps employees identify strengths, weaknesses, interests, and values by maintaining open, effective communication and ongoing encouragement. Coaching can be improved by:

* Encouraging two-way dialogue
* Showing employees how to identify their skills, interests, and values
* Scheduling uninterrupted career development discussions

ADVISOR: Provides organizational information, realities, and resources to employees. Can improve advising by:

* Helping employees develop realistic career goals based on HRD department's needs and their individual development plans
* Helping employees understand the current opportunities and limitations on the campus
* Advising employees on the feasibility of various career options

APPRAISER: Evaluates employees' performance in an open, candid way and relates this to potential opportunities. Can improve the appraisal skills by:

* Providing frequent feedback in a way that fosters development
* Conducting performance appraisals that define strengths, weaknesses, and career development needs
* Relating current performance to future potential in realistic ways
* Using an individual development plan as a tool for continual feedback and development

### Promotion

Promotion is derived from the Latin word meaning 'to move forward'. It can be a horizontal (same level) promotion or vertical (higher position) promotion along with higher compensations and responsibilities.

It is necessary for rewarding an employee for accomplishments and boosting morale and motivation and retain his/her services.

It should be just, fair and equal for the true spirit and benefits of the same to be yielded for the organisation.

The standard specifications should be made clear to all employees of the organisation setting forth the duties, qualifications, merit factors and ways of determining the same should be clearly outlined and specified beforehand so that there is no ambiguity regarding the same in any body's mind.

Promotion as a process is required because from time to time there are vacancies that need to be filled up in an organisation and the best are to be selected for the same from within. There are few posts and many contenders therefore the personnel administration has to be very careful and alert while carrying out the same as a bad promotion policy has major negative ramifications for the whole organisation.

Principles of promotion are:

**a) Seniority principle -** The employee having the maximum length of service should be promoted once the senior officer retires/leaves. The merits are that it is easy to follow, promotes equity, filters out discrimination and favoritism, and reduces unhealthy rivalry. Its drawbacks are that it does not necessarily select the best and most deserving, it leads to demoralisation of employees in matters of work and initiatives because all they will be concerned about is maximising their tenure and nothing else, etc.

It has been agreed by many that for promotion to higher posts the principle of merit should be followed, in promotion to secondary posts there should be merit first and secondary should be seniority. And in promotion in lower level positions the principle of seniority works well because higher positions need qualities more than age to be carried out.

**b) Merit Principle:** It is the opposite or counter view to the seniority principle and advocates the technique of tests like aptitude and personality, etc. and specific criteria to determine the best candidate for promotion amongst the respective class / grade / service / rank, etc.

There are various methods used to determine merit which are:

1. Written exams,
2. Direction of the head of department,
3. Efficiency ratings like production/work records and personality potential, etc.
4. And the last is the interview method that brings out the personal as well as professional characteristics of the person spontaneously in front of distinguished panellists.

For a sound promotion system there should be a sound and just promotion policy outlined and clearly communicated to the employees and they should be provided with all the opportunities to bring them on equal footing with the other contenders as well as there should be a promotion grievance board setup with a representative if the head of organisation presiding over to hear appeals against the same.

## Stages of the Step-Salary Increase, Advancement and Promotion Process

The following sets out the key procedural and policy issues at each stage of the advancement and promotion process:

**Guiding Principles:** Outlines key guiding principles related to the implementation of the policies and procedures if any.

**Responsibilities:** Defines the overall responsibilities for implementing or completing each part of the procedure.

**Policies:** Outlines key business rules associated with carrying out related procedures.

**Procedure:** Details processes, activities and steps carried out to ensure the achievement of the purpose of each part of the manual.

**Forms:** Standard business forms frequently used in carrying out the procedure.

* + - 1. **Legal References**

The following states the laws, decrees, and regulations related to the management of public administration employment and particularly the advancement and promotion system considered in the project.

**Step-Salary Increase: التدرج**

Advancement is a legal automatic raise in salary duly owed to the employee without the need for any text or procedure: The only condition for its implementation is to have 24 months passed. However, although no additional conditions were stated in the regulations, the latter have stressed on the fact that advancement could be postponed by the relevant minister or upon the proposal of the director general or the head of the Central Inspection Administration for more than 6 months, if it proves the employee has failed one of his duties. Thus, it shall be considered as a sanction to be imposed solely by the relevant minister after reprimanding the employee twice within a year and upon taking the opinion of the CSB.

Article 32 of Legislative decree 112/59 stipulates the following:

1. *1. Every employee who has spent 24 months in the same step or in a step similar to it from the beginning of his work after being nominated or since the increase in salary he has received, shall gain one step by virtue of law.*
2. *2. The Minister, upon the proposal of the Director General or the head of the Central Inspection Board, shall delay the advancement date for six months if the employee has failed to assume his obligations. No such measure is to be taken prior to a reprimand for the employee for two consecutive times within one year and after consulting with the Civil Service Board.*

*Therefore, advancement is a periodic financial increase to the employee’s salary whenever he/she spends in effective service a specific period of time (currently set to 24 months) as per the salaries and wages scales of the position, category and service to which the employee belongs. As to why the increase in the salary is done by virtue of the law, this is intended to take it out of the discretionary authority of the administration, bearing in mind that the Minister could delay the increase if the employee fail to assume his obligations. This is considered as a way to link advancement to the employee’s appraisal as a disciplinary sanction while keeping CSB’s consultative role.*

**Advancement: الترقية**

Employees’ regulations have defined upgrading as the transfer of an employee from one rank to a higher one within the same category, and from one category to the other. Employee shall not be upgraded from one rank to the other unless he was in the first grade of his rank and his name was listed in the upgrading list. The legislator has set upgrading mechanisms as follows: every ministry or administration shall set upgrading lists to be sent to the CSB by October 1st of each year in which it includes names of employees to be upgraded from one rank to the other within the same category, from category 3 to category 2, and from category 2 to category 3. It shall attach as well the reasons thereof.

The new salary for the upgraded employee is due as of the date of issuance of the decree or decision stipulating upgrade by virtue of article 17, clause 4 from legislative decree 112/1959.

*Article 33 of Legislative decree 112/59 stipulates the following:*

*Upgrade makes advancement deadline faster by six months.*

*Upgrade in the Lebanese law is a kind of financial incentive because it represents a financial increase to the salary equivalent to the value of the step set in the wages and salaries scale. It could be listed within the advancement as a special clause against the sanction of the delay of advancement. Personnel administration in the Civil Service Board shall approve or refuse the proposed upgrade within a specific timeframe.*

*Provisions related to upgrade haven’t been enforced.*

**Promotion: الترفيع**

Promotion is only an early advancement. It brings closer the date of issuance of advancement by six months. Promotion takes place when the ministry or administration sends a list of employees’ names it proposes to promote provided their number doesn’t exceed 10 percent of the total ministry or administration employees who shall be advanced in the following fiscal year. The number shall be distributed as much as it could be on various categories as per the adopted percentage. The list shall be attached to a statement of scores and reasons for promotions as per samples set by the CSB personnel administration. The new salary is due as of the beginning of the month following promotion by virtue of article 17, clause 4 from legislative decree 112/1959.

*Article 34 of Legislative decree 112/59 stipulates the following:*

1. *Promotion is the employee’s transfer from one rank to a higher one within the same category or from one category to another.*
2. *An employee shall not be upgraded from one step to another unless he was in the step one list of his rank and his name was listed in the upgrade list, as per provisions of clause 4 of this article.*

*Promotion is the transfer of an employee from one rank to a directly higher one within the same category or from one category to another. By virtue of the personnel system, promotion represents a competence of the administration in order to respect equality. There are three types of promotion:*

1. *Transfer (promotion) from category 5 to category 4 and from category 4 to category 3, requiring success in the nomination contest that takes place as per conditions stipulated in the Legislative decree 112/59.*
2. *Transfer (promotion) from category 3 to category 2, taking place as per the following conditions: the employee should be of step 5 at least (in the wages and salaries scale- category 3) in addition to having his name listed in the promotion list and his success in the training session held at ENA.*
3. *Transfer (promotion) from category 2 to category 1, taking place as per the following conditions: the employee should be of step 4 at least (in the wages and salaries scale- category 2) in addition to having his name listed in the promotion list.*

*Promotion of engineers from one step to another in their category: The engineer who shall be promoted from one step to another in his category should be in step 5 at least (in the wages and salaries scale) in addition to having his name listed in the promotion list. The same applies when promoting an administrative employee from one step to another in the same category.*

### The annual review process for advancement and promotion

Categories considered in all public service advancements consist of the following: professional activities and competencies including public service.

Excellence in these categories is expected by the Public Administration and clear documentation is required, the process is designed to ensure a fair, full, and balanced consideration of each candidate.

Personnel advancement decisions are reached through administrative reviews. All have a strong contribution to make to personnel decisions, one that is in direct correlation to the objectivity and professionalism with which they render their views and reach their recommendations.

The schedule for review of various ranks is set forth in the Public Administration Annual Call issued by the Personnel administration for public servant personnel.

In addition, head of Personnel department at the CSB shall advise each public administration and concerned department’s member regarding the schedule and procedures for merit and promotion review.

The CSB can be an important source of counsel because of their familiarity with the public administration’s discipline as well as with the review process.

During every year of service, each public administration should aim to develop a clear sense of the personnel process and how to prepare a strong personnel file which accurately reflects their administrative achievements and goals.

### Steps in the process

This section aims at describing the policies and procedures relating to manpower planning and it includes the elements and procedures of human resources needs for planning.

The review process itself has several steps depending on whether the contemplated action is a merit increase or promotion.

The general purpose of such a stratified and diversified review process is to provide the maximum input, to contribute to an administrative perspective on personnel performance, and to protect the candidate from narrowly biased views and decision-making.

**Responsibilities**

HR (Personnel) unit in each Ministry

Civil Service Board Council

Concerned Administration: Ministries, Public Administrations or Major Municipalities

Employees

Lebanese Cabinet

### Guiding Principles

### Departmental review

All personnel reviews commence at the departmental level in accord with a schedule and timetable determined by the concerned administration and specified in the related department.

The departmental review of the merit or promotion file involves an appraisal either by a committee appointed by the Director General of the concerned administration to evaluate and report on the record and/or by head of department individual who is eligible to evaluate.

At a confidential personnel meeting the record is discussed in detail and a vote taken, either at the meeting or later as an election.

The Head of Department prepares a departmental letter, which reports the recommendation, as well as the arguments and evidence pro and con developed in the meeting in connection with the recommendation.

This letter is provided to the candidate with minimum reports, if applicable. The HoD will send in written a report to the candidate the substantive nature of the department's recommendation and assessment.

It is possible for a candidate to prepare a written response to such information if he/she feels that aspects of the record may have been misunderstood, overlooked, or misrepresented.

Such a response may be addressed to the HoD, the GD or the CSB. This response becomes a part of the file and is considered by the remaining levels of the review process.

### Top Management of the concerned administration review

The next level of review is that of the DG, who receives the file, the ad hoc committee report (where applicable), and the department's recommendation. S/he assesses these from the perspective and experience regarding acceptable records of achievement for the level and nature of advancement for which the candidate is eligible.

Typically, the Head of Personnel prepares a letter of evaluation and interpretation of the contents of the file. In normal, on-time merit cases with a clear department recommendation, the DG may simply concur with the department and opt to forego a HOD’s letter if s/he has nothing evaluative or informative to add.

### Concerned parties and departments’ review

The file and the departmental recommendation augmented by the DG's recommendation and the ad hoc report (if applicable) are forwarded to the CSB Personnel Office. In all cases, CSB reviews the file, assesses the achievements, and forwards its recommendation to the CSB Research and Guidance department. The CSB Research and Guidance will typically present the file together with his/her recommendation to the CSB Council for a final decision.

For appraisal and reviews the CSB council makes the final decision.

If all parties agree on a positive recommendation, the action in review is approved.

If the preliminary assessment on an appointment, appraisal, or promotion file is contrary to the departmental recommendation, a preliminary assessment letter is sent to the departmental head of Department through the DG indicating the grounds for the preliminary decision.

After consulting the candidate, the department may respond with such additional evidence and clarifications as it deems appropriate. This response is reviewed by the DG, Head of Personnel Department at the CSB, the Head of research and Orientation department at the CSB, and the CSB President before a final decision is announced.

Promotionrepresents a particularly important decision both to the candidate and to the Public administration department, whether it is for advancement to tenure, or to any other Category or grade in the grading scale of the public administration service. All categories are merit advancements that resemble promotion in terms of expectations and procedures. The procedural additions to these reviews are related to category one as follows: the possible use of an ad hoc committee to review and make a recommendation on the file and the solicitation of external referees' letters of assessment of the candidate's record of achievement.

### Recording achievements

It is wise and ultimately time-saving to ensure the accuracy and completeness of the information in the file by keeping ample records of accomplishments from which relevant documentation may be drawn for merit and promotion files and reviews.

It is a good idea to arrange to receive annually copies of records kept by the department which figure in personnel reviews. Records of formal training courses attended as well as achievements and other disciplinary notices are usually kept by the department. This is a good time also to determine whether the department has a full recording of the candidate’s professional career (i.e., the appointment file) dating from the start of a career, not just the public administration appointment.

### Administrative and professional assignments

Acceptance of administrative and professional duties, including professional activities, in public service, should be recorded regularly for incorporation into the file. Trusting to one's own memory when the review file is being assembled can lead to inadvertent omissions of important activities. Wherever possible, it is desirable to be able to document evidence of the effectiveness and impact of such service functions. Communications testifying to effective service should be preserved for inclusion in the file.

### Evaluating training activities and achievements

The most obvious form of achievement and creative activity is the evaluation of training attended and evaluation of past performance. Such information must be included in the file and will be most helpful to colleagues in assessing the file and to the departmental head in writing the departmental letter.

Other records and information useful to keep current include:

* requests to deliver specific tasks from subordinates;
* studies papers researches and presentations delivered at professional meetings;
* contributions to study tours and special seminars;
* requests to attend trainings and specific awareness sessions;
* reviews of attendance and achieved works;
* receipt of awards and attendance certifications including their durations, sources, and topics

**Procedure**

**Scenario: Personnel advancement and promotion to be identified by Units Heads and approved by CSB Council.**

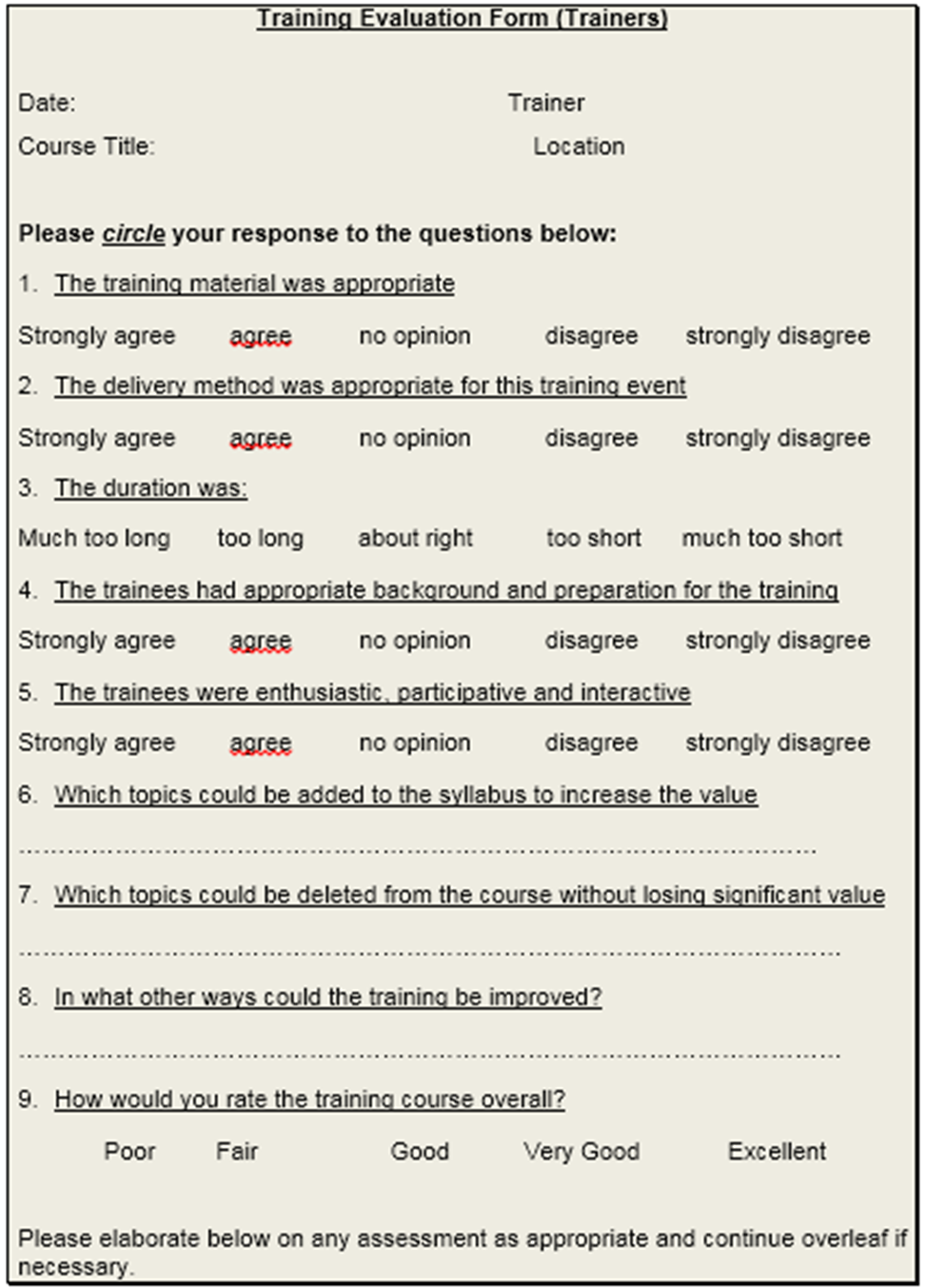
1. The General Director holds a meeting for the unit heads or just request stheir nominees for promotion through the Head of HR Unit of the concerned administration.
2. at the end of May of each year, The Head of HR Unit in all ministries, sends an e-mail or an official memoir letter, to all the Units Heads requesting them to nominate employees for promotion.
3. Unit head can nominate one or many employees within his/her unit and announce upcoming personnel that are eligeable to be promoted based on recent or latest performance appraisals and past competencies evaluation as well assessment of achieved objectives and trainings attended and passed with success from the training head at the ENA.
4. Nominations are prepared based on standard forms provided by Personnel Administration in Civil Services Board or a memoir which contains all required criteria within the mentioned form.
5. Justification for promotion needs to be clear, and concise. If there are multiple candidates for promotion, the reason for each candidate must be included.
6. All promotions must be submitted to General Director by the middle of June via an official Memoir.
7. The direct superior’s suggestions for promotion should include reasons for granting the promotion or reasons for not granting promotion to be delivered to General Director before June 21.
8. The Head of HR (Personnel) Unit receives the responses from the Units Heads and analyzes them for the department’s personnel to prepare list of promotions in concerned departments (Concerned Department can be part of a Ministries, Public Administrations or Major Municipalities).
9. The GD reviews all nominations proposed in his department and provides his recommendations while taking into account the percentages stated by the Law.
10. The GD organizes a list of approved nominees and assigns a number for each promotion case. The list of approved nominees is organized from the highest step to the lowest.
11. The General Director identifies the number of employees who can be promoted with the help of specialized employees, the Head of HR Unit analyses if the suggested personnel seniority comply with the current advancement and promotion regulations.
12. The GD organizes a second list with the names of rejected nominees.
13. The GD submits both lists along with recommendations to Civil Services Board- Personnel Administrationto follow through with the required procedures
14. The Personnel Administration in the Civil Services Board follow the steps and promote the suggested employees within the concerned Department.
15. The CSB Council approves the final decision.
16. End of procedure.

**Flowchart**

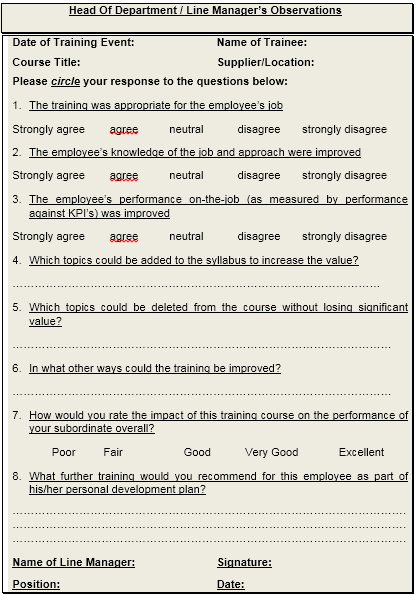


# Part III: Annexes

## Annex I: Post-Training Evaluation Template



## Annex II: Head of Department / Head of Unit’s Evaluation Template



## Annex III: Performance Appraisal Report Template

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Performance Appraisal Report**  **(template)** | | | | | | | |
| **First Name:**  **Last Name:** |  | | Evaluation Period: | from | | | to |
| **Job Title:** | |  | Date Last Evaluation: | | |  | |
| **Department:** | |  | Hire Date: | |  | | |
| **Direct Supervisor :** | |  | | | | | |
| **Employee:** | | (Summary statement of work and main duties and responsibilities - identification of main successes, or obstacles during the year) | | | | | |
|  | | *Indicate "see attached" if more space is needed* | | | | | |
| **Line manager:** | | (Evaluate each behavioral or/and quantifiable KPI) | | | | | |
| |  |  | | --- | --- | | **Behavioral KPI**  **(2 per competency selected)** | **From 0 to 20** | | **1.a.** |  | | **b.** |  | | **2.a.** |  | | **b.** |  | | **3.a.** |  | | **b.** |  | | **4.a.** |  | | **b.** |  | | **5.a.** |  | | **b.** |  | | | | | | | | |
| **Line manager:** | | Appraisal of direct superior (average per competency) | | | | | |
| |  |  |  | | --- | --- | --- | | **Competency** | **From 0 to 20** | **Appraisal score** | | **1.** |  |  | | **2.** |  | | **3.** |  | | **4.** |  | | **5.** |  |   **General Total of Grades:**  **General appraisal score**  **(Place an “X” in the box which describes the employee’s overall performance rating).**   |  |  | | --- | --- | | **0-25**  (Below expectations) |  | | **26-45**  (Development needed) |  | | **46-65**  (Successfully meets expectations) |  | | **66-80**  (Exceeds expectations) |  | | **81-100**  (Outstanding) |  | | | | | | | | |
| **Observations:**  **-Direct superior remarks and suggestions:** | | *Indicate "see attached" if more space is needed.* | | | | | |
| **-Appraised employee taking notice and adding remarks:**  **(Optional. If employee wishes to do so, any comments concerning the appraisal may be indicated in this section)** | | *Indicate "see attached" if more space is needed.* | | | | | |
| **Employee signed:** | | Date: | | | | | |
| **Name, Job Title & Signature, First Line Manager:** | | Date: | | | | | |
| Name, Job Title & Signature, **Second** Line Manager: | | Date: | | | | | |
| **In case of objection** | | | | | | | |
| **The higher authority, after deciding on the objection sets the final grade** | | General Total of Grades:  General appraisal score: | | | | | |
| **Signature:** | |  | | | | | |
| **Suggestions:** | |  | | | | | |

## Annex VI: Self-Assessment Template

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Self-assessment (template)** | | | | |
| **First Name:**  **Last Name:** |  | Evaluation Period: | from | to |
| **Job Title:** |  | Date Last Evaluation: |  | |
| **Department:** |  | | | |
| **Direct Supervisor :** |  | | | |
| **Employee:** | Summarize your major accomplishments for this review period (such as proposals, assignments completed, reports, presentations, significant results) | | | |
|  | | | | |
| **List any training programs, conferences, committee memberships or other educational activities in which you have participated during this period.** | | | | |
|  | | | | |
| **What problems and constraints influenced your work performance during the review period?** | | | | |
|  | | | | |
| **What other issues (which may include your working relationship with your supervisor) would you like to discuss in the appraisal review discussion?** | | | | |
|  | | | | |
| **(Identify the level of your performance concerning the 5 competencies that performance evaluation will take place over the next year)** | | | | |
| **1. Level:**  **2. Level:**  **3. Level:**  **4. Level:**  **5. Level:** | | | | |
| **Employee signed:** | Date: | | | |
| **Name, Job Title & Signature, First Line Manager:** | *I have read and discussed this self-appraisal with my employee and I understand its contents. My signature does not imply that I agree or disagree with the contents.*  Date: | | | |

## Annex V: Mid-Term Review Template

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Mid-term Review **(**template**)** | | | | | |
| **First Name:**  **Last Name:** | |  | Evaluation Period: | from | to |
| **Job Title:** | |  | | | |
| **Department:** | |  | | | |
| **Direct Supervisor :** | |  | | | |
| **Issues for discussion:** | | Employee: Summarize your major accomplishments for this review period (such as proposals, assignments completed, reports, presentations, significant results) | | | |
|  | | | | | |
| **Employee: What problems and constraints influenced your work performance during the review period?** | | | | | |
|  | | | | | |
| **Employee & Line manager: How employees’ performance will be improved during the next 6 months in order to reach objectives in accordance to employees’ Personal Development Plan?** | | | | | |
| **Employee:** |  | | | | |
| **Line Manager:** |  | | | | |
| **Additional remarks:** | |  | | | |
| **Employee signed:** | | Date: | | | |
| **Name, Job Title & Signature, First Line Manager:** | | Date: | | | |



1. *Applicable also to the Annexes of the present report* [↑](#footnote-ref-1)