

Iskalaji Cultural & Awareness Agency (ICAA)

HUMAN RESOURCE POLICIES AND PROCEDURES

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INTRODUCTION

This Human Resources Management Manual is intended as operational reference guide to effective administration and good governance practice within the Ministry of Justice [MOJ] in line with the reviewed Civil Service Law number 11 of the Puntland Government of Somalia (PL).

The idea of this Human Resources (HR) Manual came from the intention of improving the Somali civil servants' capacity in general and adapting the HR policies and procedures of the Ministry of Justice in particular. This means improving the efficiency and effectiveness of the MOJ staff through induction, advanced workshops and on job training courses.

Before starting the preparation of this important HR manual, Capacity Development Consultancy (CDC) met and consulted the key staff of the MOJ, collecting all available national documents related to this issue and brainstorming the key staff on the most important points to be included in this manual. The Manual had been written in a simple way that anyone can easily understand its contents, so as to adopt on the routine daily activities of the MOJ civil servants.

UNDP as the financial supporter of developing this crucial human resources management Manual and the Ministry of Justice staff as the first beneficiaries, are proud of initiating this manual for the interest of Somali people in general and for the MOJ civil servants in particular.

In conclusion, this HR Management Manual contains the following five procedures:

1. Staff Recruitment,
2. Grievance and Dispute Resolution,
3. Maintaining Personnel File,
4. Staff Resignation or Termination,
5. Staff Development,

List of Procedures

This Human Resources Manual Management (HRM) for the Ministry of Justice (MOJ) will contain five procedures. There can be more, but these are the pillars of HR recruitment and development procedures and they are as listed below:

1. Staff Recruitment Procedure
2. Grievance and Dispute Resolution Procedure
3. Maintaining Personnel File Procedure
4. Staff Resignation and Termination Procedure
5. Staff Development Procedure

Procedure # 1: STAFF RECRUITMENT PROCEDURE

1.0 PURPOSE

The purpose of this procedure is to provide an effective system of civil servants recruitment process for the Ministry of Justice (MOJ) of the PL and its affiliated institutions to build culture of smartness and accountability.

2.0 DEFINITION OF TERMS IN THIS PROCEDURE

- a. MOJ**
Ministry of Justice
- b. PL**
Puntland Government of Somalia
- c. PP:**
Probation Period:
- d. JD:**
Job Description
- e. Relevant:**
Something clear
- f. Culture:**
Philosophy or way of doing things
- g. Advertisement:**
Presenting or showing something publicly to get more clients
- h. Socialization:**
Enabling a new employee(s) to know the key staff and work environment of the new institution (MOJ)
- i. Probation Period:**
Testing Period of each newly recruited employee (normally three to six months)
- j. Contract:**
Agreement of work between two parts (employer and employee) to be fulfilled
- k. Equipment:**
Material or tool used to implement something or accomplish some work
- l. Environment:**
The area in which an institution works
- m. Denial:**
Rejection
- n. Redundancy:**
Reducing the number of employees either for the completion of their tasks or for eliminating all unnecessary employees
- o. Contingent:**
Subject or liable to

3.0 POLICIES

- 3.1 The MOJ puts emphasis to hire and select the best-qualified persons that can contribute to the achievement of the vision and mission of this institution.
- 3.2 The MOJ gives equal opportunity in recruitment, promotion, appointment, training and other personal benefits to all candidates without considering their region of origin, clan, religion, gender, color and political believes.
- 3.3 The MOJ should give priority to the existing employee(s) who look for higher position when it comes to new vacancy position. The same applies to past employees of the MOJ terminated either through the completion of their task/project or leaving the job on their own will.

4.0 SCOPE

The Human Resources Section will apply this procedure and is applicable to all MOJ employees and others who want to join the MOJ civil servants and it covers:

- a. Human Resources Planning
- b. Filling positions in the MOJ
- c. Eligibility for Recruitment to the MOJ
- d. Advertisement of Positions
- e. Hiring Process
- f. Communication to Unsuccessful Applicants
- g. Appeals Against Denial of Recruitment
- h. Probation Period (PP)
- i. Job Description (JD)

1.0 STEPS OF THE PROCEDURE

5.1 Human Resources Planning

- a. The Ministry of Justice (MOJ) shall elaborate multi-year forecasts, and from these multi-year forecasts, they will prepare annual forecasts and plans regarding recruitment and placement, retention and wastage of staff and management of redundancies.
- b. The MOJ multi-year staffing plans shall align staffing plans with the Government Development Plans and accordingly shall be discussed in the context of the multiyear planning work of the Ministry of Justice. The objective of the multi-year staffing plan is to determine longer-term human resource development strategies that are able to support the overall policies and the objectives of the MOJ.

Multiyear staffing plans are reviewed by the Ministry of Labor and must be aligned with the National Development Plan prepared by the Ministry of Planning and International Cooperation (MoPIC).

- c. The MOJ staffing plan is carried out in the context of the PL's annual budget process. For this purpose, individual institutions shall elaborate annual staffing plan in conjunction with the Civil Service Commission. The Ministry of Labor shall review the plans. Final annual staffing allocations are contingent upon the availability of Financial Resources as determined by the Ministry of Finance (MoF).
- d. Approved Plans shall be submitted to the Civil Service Commission that will be responsible to ensure appropriate arrangements are made to recruit personnel for the MOJ consistently with the approved staffing plans.

5.2 Filling Positions in the MOJ

- 5.2.1 Hiring of candidates into the MOJ positions must comply with the principles of merit, competence, independence, equal opportunities, and non-discrimination.
- 5.2.2. Permanent Recruitment of Somali Civil Servants can occur if:
 - a. The existence of an established and funded post has been confirmed by the Ministries of Labor and Finance
 - b. The eligibility of candidates for the position has been verified by the Civil Service Commission
 - c. The selection of the candidate(s) has occurred through a competitive selection process (to be detailed later on).
- 5.2.3. Positions in the MOJ can be filled either upon hiring external citizens or selecting internally from the already employed civil servants.
- 5.2.4. Recruitment procedures shall take place:
 - a. According to a defined periodic schedule, (i.e. for the entry of external junior professionals through group hiring procedures)
 - b. According to temporary needs to fill posts.
- 5.2.5. Permanent Recruitment into the MOJ is depending upon the satisfactory completion of a probation period to last six months, renewable once.
- 5.2.6. Failure to adhere to the recruitment process as described in this law and its applicable regulations result in administrative sanctions.

5.3. Eligibility for Recruitment to the MOJ

5.3.1 All Somali Citizens are considered eligible to be recruited into the MOJ Civil Servants if they meet the following requirements:

- a. They are of the appropriate age and physical or mental fitness,
- b. Their professional and educational profile matches the requirements set for the vacant position
- c. They have a clean criminal record
- d. They were never previously discharged from the Puntland Civil Service at any level of misconduct

5.3.2. An Employee of the MOJ cannot hold concurrent employment in any other public institution of the PL, including Public Administrations of the Puntland Member States or decentralized administrative institutions.

5.4. Advertisement of Positions

5.4.1. Recruitment for the following positions must be advertised:

- a. Entry-level positions across the Puntland Civil Service
- b. Any level of the Puntland Civil Service established and budget-approved vacant post.

5.4.2. Announcement must be made using public advertisement channels:

- a. Electronically, using the web page of the MOJ that will benefit from the employment and the website of the Civil Service Commission;
- b. Through mass media communication like television, radio and the daily newspapers for a period of 30 days prior to the opening of the selection process;
- c. Announcement must be made using culturally appropriate means to ensure the most widespread availability of information, such as the MOJ Notice Board.

5.4.3. All vacancy announcements shall contain the following sentence:

“The MOJ is an equal opportunity employer that serves all the people. Accordingly, the Civil Service Commission welcomes applications from all Somali eligible citizens irrespective of gender and ethnic background. Selection to the MOJ is exclusively made based on experience, competence and merit”.

5.5 Hiring Process

5.5.1. The hiring procedure for the MOJ shall consist of the following main steps:

- a. Clearance to open and publicize the Vacancy
- b. Issuing the Vacancy Announcement,
- c. Initial Evaluation of eligibility based on a candidates' written submission of applications and review of supporting documents
- d. Carry-out a competitive selection and review the professional competence and merit of the candidates,
- e. Assessment of the results;

- f. Hiring of candidates on a probationary basis lasting no more than six months and renewable once
- g. Confirmation of staff who have the hiring process on a probationary basis and placement onto vacant established positions.

5.6 Appeals Against Denial of Recruitment

Candidates who deem that the recruitment procedures have not been managed in conformity with this HR recruitment procedures or specific regulation, or that deem to have been unfairly excluded from the competition or not admitted to the testing sessions may file a complaint with the Civil Service Commission and appeal against the decision taken according to the terms established in this procedure.

5.7 Communication to Unsuccessful Applicants

- 5.7.1 Successful candidates eligible for hiring shall be those who have successfully completed the selection process of the MOJ procedures
- 5.7.2 Candidates who have not met the selection criteria shall not be admitted to work in the MOJ civil service.
- 5.7.3 Unsuccessful candidates must be notified of the outcome of the recruitment process in writing and within a reasonable interval of time.

5.8 Probation Period

- 5.8.1 All newly hired public employees shall undergo a period of preparation to the new job consisting of: induction, formal training, mentoring and job shadowing for a duration of 6 months for first-entry junior employees and for a duration of 3 months to positions higher than junior level.
- 5.8.2 In certain exceptional cases defined here, an employee may have his/her probation period extended for a period not to exceed six months for first-entry junior employees or for an additional three months for positions higher than first entry junior-employees.
- 5.8.3 Any newly hired employee shall be assigned a “mentor” to facilitate his/her integration in the work environment and provide equitable conditions and opportunities for job learning and performance at work.

5.9 Job Description

- 5.9.1 Any new employee shall be assigned to the job relevant to his/her Profession and experience and sign job offer contract.
- 5.9.2 Any employee will be given Job Description (JD) that will clarify the employee's working hours, which will be: Eight hours per day and Six days per week.

5.9.3 Any Employee shall sign daily attendance sheet at arrival and departure times.

5.9.4 Voluntary absence from work place will affect his/her payment.

5.9.5 The job description will contain the following:

- a. Name of the employee
- b. Particulars
- c. Position and benefits
- d. Duties and responsibilities

6.0 RESPONSIBILITIES

- 6.1 MOJ Board of Directors
- 6.2 Ministry of Labor
- 6.3 Ministry of Finance
- 6.4 Civil Service Commission

7.0 REFERENCE

- 7.1 MOJ Human Resource Manual.
- 7.2 Civil Service Law No. 11

8.0 CIRCULATION LIST

- 8.1 MOJ Board of Directors
- 8.2 Ministry of Labor
- 8.3 Ministry of Finance
- 8.4 MOJ Director of HR Department
- 8.5 MOJ Director of Planning

9.0 RECORDS GENERATED

- 9.1 Employment Requisition Plan
- 9.2 Approved Vacant Position Budget
- 9.3 Vacancy Announcement Letter
- 9.4 Communication Letter to both Successful and Unsuccessful candidates
- 9.5 Job Offer Contract
- 9.6 Job Description
- 9.7 Daily Attendance Sheet

Procedure # 2: **GRIEVANCE AND DISPUTE RESOLUTION**

1.0 **PURPOSE**

The purpose of this procedure is to set up the process of solving employees' grievance and disputes to ensure that an aggrieved employee is given a fair and open hearing to achieve mutual reconciliation and decision making process.

2.0 **DEFINITION OF TERMS**

- a. **Grievance:**
Complaint or Accusation
- b. **Dispute:**
Disagreement or Argument between two parts
- c. **Over Load:**
Doing more than what it was planed

3.0 **POLICIES**

- 3.1. The MOJ should design a method to deal with the grievance of its employees in a fair and equitable manner without unjustifiable burden on the Ministry. The Ministry internally negotiates and tries to convince its civil servants.
- 3.2. The grievance of the employee may include the following
 - a. Over load of duties
 - b. Unpaid constant extra working hours
 - c. Assign duties outside his/her job descriptions
 - d. Conflict with his/her immediate supervisor
 - e. Do not like to work with some of the employees
 - f. Lack of promotions in either salary payment or training
- 3.3 The MOJ develops a way to resolve the disputes between the employees working in the same working place.
- 3.4. The MOJ will set up "Workplace Committee" (seven persons including five males and two females) to investigate and solve any arising complaints/grievances against either other staff of the MOJ or the Ministry itself (Board of Directors).

4. SCOPE

This procedure will cover the following sections:

- a. Grievance
- b. Disputes resolution

5.0 STEPS OF THE PROCEDURE

5.1 Grievance:

5.1.1 Ordinary Grievance

- a. The Grievance will be submitted in written form to the immediate supervisor.
- b. The Supervisor shall respond and settle the grievance within seven (7) working days upon the receipt.
- c. The Grievance and resolution will be submitted to the concerned Head of Department.
- d. If the immediate Supervisor fails to settle the grievance, it will be taken to the Director of Human Resources or Director General for final resolution.

5.1.2 If the supervisor is a cause or is a party to the cause of the grievance, the aggrieved party shall submit their grievance directly to the Director of Human Resources.

5.2. Disputes Resolution:

- a. The Director of Human Resources will form an ad hoc Conciliatory Committee to resolve any dispute between the MOJ employees.
- b. Each Conciliatory Committee shall attempt to settle the dispute within five (5) working days upon the day of dispute.
- c. The resolutions reached will be submitted to the Director of Human Resources.
- d. In the event that the Conciliatory Committee fails, the matter will be submitted to the Director of Human Resources. The Director of Human Resources will finally submit his/her decisions to the disputed parts, Director General of the MOJ and a copy to the Civil Service Commission.

6.0 RESPONSIBILITIES

- 6.1 Board of Directors of the MOJ
- 6.2 MOJ Director of Human Resources
- 6.3 MOJ Workplace Committee
- 6.4 MOJ Employees

7.0 REFERENCE

- 7.1 MOJ Human Resource Manual.
- 7.2 Civil Service Law No. 11

8.0 CIRCULATION LIST

- 8.1 MOJ Board of Directors
- 8.2 Ministry of Labor
- 8.3 Ministry of Finance
- 8.4 MOJ Director of HR Department
- 8.5 Civil Service Commission

9.0 RECORDS GENERATED

- 9.1 Grievance Forms
- 9.2 Minutes of Conciliatory Committee
- 9.3 Conciliatory Committee Resolution letter
- 9.4 Director of Human Resources' Final Resolution letter

Procedure # 3: MAINTAINING PERSONNEL FILE

1.0 PURPOSE

The purpose of this procedure is to create and safeguard Personnel files for all civil servants of the MOJ for the benefit of both the employees and the Institution.

2.0 DEFINITION OF TERMS

a. Human Resource Management:

It is the personnel management department of in the MOJ and/or its affiliated Institutions

b. Personnel file:

Keeping different Records of the employees in a proper file

c. Custodian:

Person Holding of Employee Records above the program coordinator.

d. Probation Period:

Testing Period of each newly recruited employee

3.0 POLICIES

3.1 Control of personnel files

The MOJ should maintain a personnel file for each employee. The MOJ is required to take the appropriate steps to protect the privacy of the personal information containing in the personnel files.

- a. The MOJ Director of Human Resources shall designate an officer who will be the custodian of all personnel files.
- b. The designated officer shall separate the files of the terminated employees from the files of those in employment.
- c. The Director of Human Resources shall keep copies of all MOJ staff files.
- d. The MOJ employees Personnel files are considered confidential documents and will be handled in a controlled way with minimum number of people (Director of HR and designated officer) having access to those files.

3.2. Types of Documents in each file

The types of documents that will be maintained and kept in the personnel files may include:

- a. Job Application form
- b. Curriculum Vitae

- c. Certificates or diploma
- d. Passport size photos (4 pcs)
- e. Screening and interview results
- f. Job notification letter
- g. Employee Contracts Signed
- h. End of probation period letter
- i. Performance evaluation results
- j. Job Description (JD) letter
- k. Promotions or trainings provided
- l. Disciplinary action records
- m. Annual or any other leave records
- n. All other related documents

3.3. Access to the personnel file:

- a. All the members of the Board of Directors of the MOJ has access to request the file of the employee for reviewing the status of the personnel, for some reason or other.
- b. The designated officer or any other member in the MOJ Management is prohibited to release any information or data about documents contained in the personnel file of any employee to another person either inside or outside the MOJ.

4.0 SCOPE

This procedure will cover the following areas:

- a. Code No of employee file
- b. Certificates
- c. Job Description
- d. Staff Appraisal

5.0 STEPS OF THE PROCEDURE

5.1 Code No of employee file

- a. Each employee will be provided with a code number and such a code number will be labeled on his/her file.
- b. Each section or department will have an employee register, in which will be recorded the code number, name, profession and actual status (on duty, on leave or terminated).
- c. Each employee file will be kept in a hanging file

5.2 Certificates

- a. The Civil Service Commission will submit copies of all the information regarding the new employee, such as job application, Curriculum Vitae, Certificates, Medical examination and interview results to the MOJ HR department for creating a personnel file and retain the document.

5.3 Job Description

- a. A clear Job Description (JD) of the newly recruited employee must be submitted by his/her immediate supervisor/boss
- b. The employee shall be assigned to the job relevant to his/her Profession and experience.
- c. The JD will clarify the employee's working hours, which will be:
 1. Eight hours per day
 2. Six days per week.
- d. Each employee shall sign daily attendance sheet at arrival and departure times.
- e. Voluntary absence from work will affect his/her payment.
- f. The job description will contain the following:
 1. Name of the employee
 2. Particulars
 3. Position and benefits
 4. Duties and responsibilities

5.4 Staff Appraisal

- a. The Head of each department of the MOJ will perform and submit each employees' periodical (six months minimum to one year maximum) Performance Evaluation Sheets, Promotions, Recommendations, Resignations and Disciplinary action sheets to the Personnel Designated Officer for filing.
- b. All requests to access the MOJ personnel files will require authorization from the designated officer except from the Board of Directors
- c. All employees' personnel files will be kept in safe cabinet with only one key.
- d. Other data storage and retrieval methods such as electronic filing may be adopted when the MOJ technological conditions allow.

6.0 RESPONSIBILITIES

- 6.1 MOJ Director of Human Resources
- 6.2 MOJ Designated Officer

7.0 REFERENCE

- 7.1 MOJ Human Resource Manual
- 7.2 Civil Service Law No. 11

8.0 CIRCULATION LIST

- 8.1 MOJ Designated Officer
- 8.2 MOJ Board of Directors
- 8.3 MOJ Administration and Finance Officer

9.0 RECORDS GENERATED

- 9.1 Employee File
- 9.2 Job Application form
- 9.3 Curriculum Vitae
- 9.4 Job Description
- 9.5 Employee Specifications

Procedure # 4: STAFF RESIGNATION OR TERMINATION

1.0 PURPOSE

The purpose of this procedure is to develop a clear job resignation voluntarily or termination process to achieve fairness and transparency process to all employees of the MOJ.

2.0 DEFINITION OF TERMS

a. Resignation:

Leaving the job of the MOJ voluntarily by an employee

b. Termination:

Dismissing an employee from the job of the MOJ according to certain misconduct or prolonged sickness

c. Orientation Period:

The time in which any new employee in his/her first weeks of introduction to the new environment of the MOJ and its key staff

d. Drug:

Any substance other than food, that when used by some employees causes a physiological change in the body

e. Qat:

An evergreen shrub, the leaves of which are used as a narcotic when chewed by some civil servants, negatively affecting their economy, health and social affairs.

3.0 POLICIES

- 3.1. Both the MOJ and each of its employees may initiate the termination at any time.
- 3.2. The employee who needs to be terminated voluntarily will submit 30 days advance notice to his/her supervisor.
- 3.3. The MOJ may immediately terminate without notice of any employee if he/she showed poor performance during the probation period.
- 3.4. The MOJ may dismiss any employee involved in the following misconducts during the orientation period:
 - a. Use of Drugs, Alcohol and Qat inside the working environment of the MOJ.
 - b. Falsification of MOJ documents.
 - c. Dishonesty on the job.

- d. Possession of unauthorized deadly weapons (Gun, Pistols, Knife, Grenades, etc.) in the working environment of the MOJ
 - e. Violation of MOJ rules and regulations
- 3.5. The MOJ may dismiss any employee characterized by the following points:
- a. Refuse to perform his/her assigned duties.
 - b. Incapable to perform his/her assigned duties.
 - c. Excessive absenteeism or tardiness from his/her work place
- 3.6. The MOJ has the right not to renew the contract of an employee after completing his/her specific project.
- 3.7. If an employee shows serious misconduct, he/she will be dismissed, through disciplinary action and one-month salary will not be paid.
- 3.8. The MOJ Minister will approve the final termination letter of any employee.

4.0 SCOPE

The scope of this procedure will cover the following issues:

- a. Initiated from the Employee
- b. Initiated from Employer
- c. Filing and Recording

5.0 STEPS OF THE PROCEDURE

5.1. Initiated from the Employee

- a. The employee who initiates to resign from the employment on his/her own will be required to submit the resignation letter to his/her immediate supervisor within 30 working days before the effective date of termination.
- b. The resignation letter will be submitted to the accountant who will refer to the personnel file and reconcile any outstanding financial issues.
- c. The Accountant will issue a letter, which will be signed by the Director of Finance and DG of the MOJ.
- d. The resigned employee will sign the letter from the Accountant to acknowledge receipt and accept all stated conditions.
- e. The original copy of resignation letter will be put in his/her personnel file and another copy will be retained or kept by the resigned employee.

5.2. Initiated from the Employer

- a. If the termination is initiated by MOJ, the Workplace Committee should investigate the case and submit their report to the Board of Directors.
- b. The Director of HR Department will prepare a separation letter containing the reasons and the starting date of termination. This may include disciplinary issues, non-performance or end of projects.
- c. The Director of Finance will send a termination letter to the MOJ accountant.
- d. The termination letter will be required to be signed by the leaving employee and by his/her supervisor.

5.3. Filing and Recording

- a. A copy of the termination letter will be submitted to the Accountant to remove from the resigning or terminated person from the payroll,
- b. Another copy will be forwarded to the employee
- c. Third copy will be retained in his/her last working department and personnel file.

6.0 RESPONSIBILITIES

- 6.1 The MOJ Director General
- 6.2 The MOJ Director of Human Resources
- 6.3 The MOJ Director of Finance
- 6.4 The terminated employee department
- 6.5 The MOJ Workplace Committee Employee

7.0 REFERENCE

- 7.1 MOJ Human Resource Manual
- 7.2 Civil Service Law No. 11

8.0 CIRCULATION LIST

- 8.1 Head of Departments
- 8.2 Employees

9.0 RECORDS GENERATED

- 9.1 Resignation letter
- 9.2 Termination letter
- 9.3 Workplace Committee Report
- 9.4 Financial Reconciliation Letter

Procedure # 5: STAFF DEVELOPMENT

1.0 PURPOSE

The purpose of this procedure is to motivate and improve the efficiency and effectiveness of the MOJ employees, so as to enable the institution to achieve its objectives.

2.0 DEFINITION OF TERMS

- a. **SD:**
Staff Development
- b. **Motivate:**
Encourage
- c. **Efficiency:**
Appropriate input (money, time, staff) into the work in terms of output
- d. **Effectiveness:**
It is a measure of the extent to which a development program or project achieves the set specific objectives
- e. **Performance:**
It is the result and progress of the way an employee carries out his/her duties

3.0 POLICIES

- 3.1 The MOJ realizes the importance of Staff Development and shall therefore:
 - a. Recognize its responsibility to enhance the capabilities of the employees to carry out their duties effectively and efficiently.
 - b. Promote the competencies of the MOJ employees through training in order to achieve the objectives and goals of the institution.
 - c. The trained staff should come back to the MOJ and exercise the skills gained from the training in to the work environment of the institution.

4.0 SCOPE

This procedure will cover the following areas:

- a. Performance Evaluation
- b. Training
- c. Training System
- d. Appraisal System
- e. Job Promotion

5.0 STEPS OF THE PROCEDURE

5.1. Performance Evaluation

- a. The MOJ will evaluate all employees according to their work performance through Annual Staff appraisal.
- b. In respect to outcome of the evaluation the Head of the Departments will submit their recommendations on the employee promotion at the end of the year to the MOJ Director General (DG).
- c. The MOJ DG will evaluate the recommendations and estimate the capacity needs and the available fund, then effect the appropriate promotions.
- d. The Board of Directors of the MOJ will approve the promotions or motivations recommended to the employees.
- e. The MOJ performance evaluation system will be obtained through the use of annual appraisal forms
- f. There are the following three approaches of appraisal system to be adopted: -
 1. **Closed:** To appraise an employee in his/her absence
 2. **Open:** Interviewing the employee in an open forum
 3. **Mixed:** To use both systems together
- g. The MOJ shall adopt the open format.
- h. The MOJ will prepare annual appraisal forms for their staff
- i. The MOJ employees will be interviewed after filling the annual appraisal form
- j. The job description of each employee will be used during the appraisal interviews
- k. Any MOJ employee will agree and sign the final result of the annual appraisal form.

5.2 Training:

5.2.1. Sources of Training Needs.

To improve the knowledge and working skills of staff, the MOJ will plan to implement the following steps:

5.2.2. Training Needs Analysis/Assessment (TNA)

- a. The MOJ shall prepare Human Resource Development plan for its staff.
- b. The Director responsible for training and development will use the following 4 resources to determine the training needs of individuals in the organization:

1. Performance Appraisal.
 2. Analysis of Job Requirement.
 3. Organizational Analysis.
 4. Employee Survey
- c. The MOJ Staff will participate workshops/trainings related to their Job qualification.
 - d. The MOJ will conduct on job training to their newly recruited staff.
 - e. The MOJ will encourage volunteer staff and provide them on the job training.

5.2.3. Long term Training

- a. The MOJ shall constitute especial sub-committee that will set rules, conditions and select qualified staff to be admitted to long-term training.
- b. The MOJ will offer to its staff short term and long-term training in response to the annual performance appraisal.
- c. Scholarships will be provided to the staffs who qualify and such staff will be offered the opportunity to join University, Institute and/or Secondary school as appropriate.

5.3. Training System

5.3.1 The MOJ shall maintain a professional system of training, which will comprise of the following steps:

- a. Training Plan and Policy
- b. Preparation of Training
- c. Scheduled Training sessions
- d. Training Evaluation
- a. After Training Report
- b. Impact Assessments

5.3.2. Training Plan

a. Policy:

The MOJ will adhere to its training policy and budget

b. Training needs:

The MOJ will conduct training needs assessment before carrying-out any training.

c. Training Plan:

The MOJ will use the following techniques (5W and 1H) to set up training plan and ask themselves: -

- What kind of training is needed?
- When to conduct?
- Who attends this training?
- Where to conduct (venue)?
- Why this training is needed this time?
- How to implement this training?

In summary, the following issues are important to be realized before conducting any successful training:

- Resources (Human and training materials)
- Conducive Venue,
- Trainers/Facilitators
- Trainees/Employees
- Timetable

5.3.3. Preparation of the Training

The MOJ Director of Training, who is in charge of training matters will prepare the training logistics as flows:

- a. Time Table
- b. Resources (Human and Materials)
- c. Handouts and other training materials, such as projector, flip charts, notebooks, pens, etc.
- d. Check list

5.3.4. Training Evaluation

a. Evaluation form:

The MOJ will develop and use an evaluation form before the start and at the end of each training period.

b. Training Report:

The MOJ will prepare the final report on how the training was conducted. The report will detail all the issues on the basis of 5W+H, conclusions (on gaps) and recommendations.

5.3.5. Impact Assessment

a. After six months:

The MOJ will conduct a training impact assessment survey to know how the training has resulted into performance improvement of the employees and of the work they perform.

b. **Impact:**

The MOJ will conduct impact assessment to know whether the training has influenced the employees positively to adopt best practices or not.

5.4. Appraisal System

5.4.1 The MOJ appraisal system will be based on the following two approaches: -

- a. **Informal:** the continual process of feeding back to employee information about how well they are doing their work for the institution - even on day to day basis.
- b. **Formal:** this type of appraisal is systematic and it has the following characteristics:
 - 1 To let the employees know formally how their current performance is being rated.
 2. To identify the employees who deserve increase in benefits through merit.
 3. To discover the employees who need additional training.
 4. To identify candidates for promotion.

5.4.2 The MOJ will prepare appraisal form for the staff.

- a. The employee will be interviewed after filling the form.
- b. The Head of department of the employee will conduct an open dialogue with the employee.
- c. Both the Head of department and the employee will then sign the appraisal form.
- d. The form is then submitted to the DG of Ministry who will take appropriate action.

5.5 Job Promotion.

- c. The MOJ shall motivate the employee by promoting the deserved staff after having examined the appraisal forms of the concerned staff.
- d. The MOJ Board of Directors will perform review and shall submit the activities of each and every staff in their department to the HR Management section.

- e. The DG will evaluate the recommendation and estimate the capacity need and the available fund, than develop appropriate promotion process.
- f. The MOJ Board of Directors will approve the promotion or motivation recommended to the employees according to the available budget.



6.0 RESPONSIBILITIES

- 6.1 The MOJ Board of Directors
- 6.2 The MOJ Director of Human Resource
- 6.3 The MOJ Director of Training

7.0 REFERENCE

- 7.1 The MOJ Human Resource Manual
- 7.2 Civil Service Law No. 11

8.0 CIRCULATION LIST

- 8.1 The MOJ Board of Directors
- 8.2 The MOJ Director of Human Resources
- 8.3 The MOJ Administration and Finance Officer
- 8.4 The MOJ Coordinators and Advisors

9.0 RECORDS GENERATED

- 9.1 Annual Appraisal form
- 9.2 Employees training gaps survey sheet
- 9.3 Training Plan
- 9.4 Training Report
- 9.5 Impact Assessment results

ANNEXES

ISKALAJI CULTURAL & AWARENESS AGENCY (ICAA) APPRAISAL FORM

Employee Name			
Position			
	Poor	Fair	Good
<ol style="list-style-type: none"> 1. The employee is motivated to work here 2. The employee is prepared and organized for work. 3. The employee has knowledge and skills commensurate with his/her responsibility 4. The employee is open to colleagues views and opinions 5. The employee is readily available when need comes 6. The employee makes helpful comments and suggestions. 			
Additional comments			
Evaluated by-----		Date-----	
Employee's comments			
Employee's signature-----		Date-----	
Human Resource Officer comments			
Name:-----		Date-----	
Signature-----		Date-----	

ISKALAJI CULTURAL & AWARENESS AGENCY (ICAA) LEAVE APPROVAL FORM

Employee Name.....

Number of Days.....

Period of leave: from..... To:

Reason:
.....
.....
.....

Address while on leave.....
.....

Employee signature.....Date:

Immediate Supervisor.....

TO BE COMPLETED BY MOJ HR DEPARTMENT

Number of leave days available as at:

Substitute Required Yes No.

Date Employed.....

Last leave: From:To:

Balance of leave days after deduction of current application

.....

Approval: Date:

**ISKALAJI CULTURAL & AWARENESS AGENCY (ICAA)
PERSONNEL ACTION FORM**

Employee Name-----
Current position -----
Previous position-----
Basic Salary-----
Current.....
Previous.....
Reasons:
Status:
Newly employed
Promoted
Terminated
Prepared by: ----- Date: -----
Reviewed by: ----- Date: -----
Approved by: ----- Date: -----

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**ISKALAJI CULTURAL & AWARENESS AGENCY (ICAA)
QUIT CLAIM FORM**

Name of Employee	
Position	
No of Years Employed	
Reason for Leaving:	
I hereby declare that I have received all the benefits that I am entitled to for leaving the Ministry of Justice (MOJ).	
Name of Employee	Date
Signature	
Name of Supervisor	Date
Signature	

Comments:

**ISKALAJI CULTURAL & AWARENESS AGENCY (ICAA)
DAILY TIME SHEET**

Employee Month

Date	Time arrived	Signature	Time leaved	Signature	Remarks
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
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