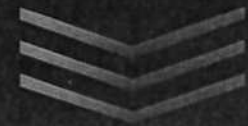


DELEGATION OF FUNCTIONS- PUBLIC SERVICE REGULATIONS 1961 ACCOUNTABILITY AGREEMENT VALUES FRAMEWORK



This document contains the performance standards against the management of the delegated functions under the Public Service Regulations 1961. They are based on the Public Service Regulations, the Staff Orders and best practices in the management and development of Human Resources. More importantly, they are underpinned by our Core Values FRAME IT. The Values Framework is set out according to each functional area that is delegated with the Performance Standards Indicators.

Office of the Service Commissions

3/21/2012

Delegation of Functions under the Public Service Regulations 1961, Accountability Agreement Values Framework

HR Function	Values & Performance Standards	Performance Indicator
	<p>Accountability</p> <ul style="list-style-type: none"> • Be prepared to accept responsibility for decisions and actions and to be held accountable <p>Integrity</p> <ul style="list-style-type: none"> • Behave in a manner such that decisions and actions can withstand the highest level of scrutiny. <p>Transparency</p> <ul style="list-style-type: none"> • Ensure that a Human Resource Management Plan, including career development and succession planning is developed, maintained and communicated to all staff. • Ensure that human resource decisions flow from strategies based on the Human Resource Management Plan. <p>Respect</p> <ul style="list-style-type: none"> • Maintain balance between achieving the goals and outputs of the Ministry and due consideration for the well-being of employees. • Involve employees in decision-making processes, 	<ul style="list-style-type: none"> • There should be a HR Plan in place which is aligned to the Strategic Business Plan of the Entity. • Each Entity should submit quarterly reports to the Public Service Commission within two (2) weeks after the end of each quarter. • Scheduled meetings should be held at least quarterly between management and staff representatives. • 100% of Reports requested should be submitted to the Public Service Commission within the timeframe specified. These reports should be accurate and completed in the requested format. • At least one (1) internal monitoring mechanism should be in place to marshal each HR process. • There should be a functional Human Resource Executive Committee in place which meets monthly and the decisions of this committee should be error free, comprehensive and written in the appropriate language.

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	<p>including matters of relevance to their welfare</p> <p>Equity</p> <ul style="list-style-type: none"> • Gather sufficient pertinent information about all employees in the exercise of the delegated functions 	<ul style="list-style-type: none"> • Each entity should have a Staff List in place which has been done in the agreed format and a copy should be submitted to the OSC annually. • 100% of personal files should contain the requisite information in keeping with Chapter 2 of the 2004 Staff Orders.
<p>Temporary Employment</p>	<p>Merit</p> <ul style="list-style-type: none"> • Ensure that, in the conduct of selection processes for recruitment, appointments and promotions, the person best suited for the position is selected, using selection criteria that are truly relevant to the position. <p>Fairness</p> <ul style="list-style-type: none"> • Make decisions and take actions that are, and are seen to be fair and equitable, with due regard to the impact of such decisions/actions on current situations and their potential impact of future processes. • In the conduct of selection 	<ul style="list-style-type: none"> • 100% of initial entry to the Public Service done with competition. That is a ratio of 1:0 • 90% promotions should be competitively done. That is a ratio of 9:1 • No more than 10% of promotions should be based on Heads of Entity decisions. • No more than 5% of appeals should be upheld • At least 95% of appointment appeals filed should be dismissed.

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	<p>process(es), establish selection criteria which truly reflect the nature of the position, the duties to be performed and the overall needs of the organization.</p> <ul style="list-style-type: none"> • Use a mix of selection tools to ensure that each candidate has a fair and equal chance. • Ensure mechanism(s) exist(s) for impartial recourse and redress <p>Equity</p> <ul style="list-style-type: none"> • Gather sufficient pertinent information about all candidates in any selection process for temporary appointments • Use mix of selection tools for balance and equitable consideration. • Ensure that all persons are treated equitably, consistent with prevailing human rights and gender considerations. 	<ul style="list-style-type: none"> • At least two (2) types of selection tools should be utilized in each recruitment and selection process. • 100% of the selection tools utilized should be aligned to the job descriptions and specifications of the posts being filled. • 100% of appointees should possess the requisite educational qualifications, experience and training for the positions being filled. That is a ratio of 10:0 • 100% of the candidates who participated in a recruitment and selection exercise should be advised of their right to appeal. • Security vetting and reference checks should be done for 100% of new recruits. • Establish a Succession Planning programme to prepare a pool of no less than two (2) persons for each critical position within the Entity.

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Acting Appointments (unspecified periods)	<p>Fairness</p> <ul style="list-style-type: none"> • Make decisions and take actions that are, and are seen to be fair and equitable, with due regard to the impact of such decisions/actions on current situations and their potential impact of future processes • Use a mix of selection tools to ensure that each candidate has a fair and equal chance. • Ensure mechanism(s) exist(s) for impartial recourse and redress. <p>Respect</p> <ul style="list-style-type: none"> • Maintain balance between achieving the goals and outputs of the Ministry and due consideration for the well-being of employees. <p>Merit</p> <ul style="list-style-type: none"> • Ensure that, in the conduct of selection processes for recruitment, appointments and promotions, the person best suited for the position is selected, using selection criteria that are truly relevant to the position. 	<ul style="list-style-type: none"> • No more than 10% of persons acting in positions should be subsequently promoted in the same positions without competition. • 100% of persons acting in vacant established positions and meeting all the stipulated requirements should be appointed within the stipulated six (6) months. • Where there is a rotation programme in place at least two (2) persons should be rotated in each post. • At least two (2) types of selection tools should be applied. • No more than 5% of appeals should be upheld • At least 95% of appointment appeals filed should be dismissed. • 100% of the selection criteria utilized in the recruitment and selection process should correlate with the position descriptions. • 100% of appointees should possess the requisite combination of

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HR Function	Values & Performance Standards	Performance Indicator
		educational qualifications, experience and training for the positions.
Promotions	<p>Fairness</p> <ul style="list-style-type: none"> • Make decisions and take actions that are, and are seen to be fair and equitable, with due regard to the impact of such decisions/actions on current situations and their potential impact of future processes. • Use a mix of selection tools to ensure that each candidate has a fair and equal chance. • Ensure mechanism(s) exist(s) for impartial recourse and redress. <p>Respect</p> <ul style="list-style-type: none"> • Maintain balance between achieving the goals and outputs of the Ministry and due consideration for the well-being of employees. <p>Merit</p> <ul style="list-style-type: none"> • Ensure that, in the conduct of selection processes for recruitment, appointments and promotions, the person best suited for the position is selected, using selection 	<ul style="list-style-type: none"> • 90% of appointments and promotions should be done with competition. That is a ratio of 9:1. • No more than 5% of appeals should be upheld • At least 95% of appointment appeals filed should be dismissed. • At least two (2) types of selection tools should be utilized. • 100% of the selection criteria utilized in the recruitment and selection process should correlate with the position descriptions. • 100% of candidates should be treated respect and with respect despite their gender, age, sexual orientation, residence, religion or race. • 100% of appointment/promotion should be supported by a favourable performance appraisal.

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HR Function	Values & Performance Standards	Performance Indicator
	<p>criteria that are truly relevant to the position.</p>	<ul style="list-style-type: none"> • 100% of appointees should possess the requisite combination of educational qualifications, experience and training for the posts
<p>First (1st) Appointments</p>	<p>Fairness</p> <ul style="list-style-type: none"> • Make decisions and take actions that are, and are seen to be fair and equitable, with due regard to the impact of such decisions/actions on current situations and their potential impact of future processes. • Ensure mechanism(s) exist(s) for impartial recourse and redress. <p>Respect</p> <ul style="list-style-type: none"> • Maintain balance between achieving the goals and outputs of the Ministry and due consideration for the well-being of employees. <p>Merit</p> <ul style="list-style-type: none"> • Ensure that, in the conduct of selection processes for appointments and promotions, the person best suited for the position is selected 	<ul style="list-style-type: none"> • At least 75% of staff, peers, superiors, clients, stakeholders are satisfied about actions and decisions taken. • At least 75% employee satisfaction about corrective measures. • At least 75% of participants are satisfied with the selection process. • At least 75% of members of staff perceived the selection process to be fair and equitable.

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Acting for specified periods	<p>Fairness</p> <ul style="list-style-type: none"> • Make decisions and take actions that are, and are seen to be fair and equitable, with due regard to the impact of such decisions/actions on current situations and their potential impact of future processes. • Ensure mechanism(s) exist(s) for impartial recourse and redress. <p>Merit</p> <ul style="list-style-type: none"> • Ensure that, in the conduct of selection processes for recruitment, appointments and promotions, the person best suited for the position is selected 	<ul style="list-style-type: none"> • At least 75% employee satisfaction about corrective measures. • At least 75% of participants are satisfied with the selection process. • At least 75% of members of staff perceived the selection process to be fair and equitable.
Retirement (Age/Re-organisation/ Abolition of post	<p>Fairness</p> <ul style="list-style-type: none"> • Make decisions and take actions that are, and are seen to be fair and equitable, with due regard to the impact of such decisions/actions on current situations and their potential impact of future processes. <p>Respect</p> <ul style="list-style-type: none"> • Maintain balance between achieving the goals and 	<ul style="list-style-type: none"> • 100% of pension particulars should be prepared and submitted to Pension Administration, Ministry of Finance and the Public Service at least six (6) months before the effective date of retirement. • At least one (1) retirement planning programme should be held annually for persons scheduled to be retired from the Public Service between five (5) to (ten) 10 years.

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	<p>outputs of the Ministry and due consideration for the well-being of employees.</p>	<ul style="list-style-type: none"> • 100% of retiring individuals should be given at least one (1) year's notice of their impending separation. • 100% of candidates should be treated equally and with respect despite their gender, age, sexual orientation, residence, religion or race.
<p>Resignation</p>	<p>Fairness</p> <ul style="list-style-type: none"> • Ensure that there are mechanisms in place for the timely processing of all separation activities 	<ul style="list-style-type: none"> • 100% of resignations submitted should be accepted within one (1) month of receipt. • Where possible exit interviews should be conducted for all individuals exiting the organization.
<p>Discipline</p>	<p>Fairness</p> <ul style="list-style-type: none"> • Make decisions and take actions that are, and are seen to be fair and equitable, with due regard to the impact of such decisions/actions on current situations and their potential impact of future processes. • Ensure mechanism(s) exist(s) for impartial recourse and 	<ul style="list-style-type: none"> • 100% of individuals should be advised of their right to appeal the disciplinary penalty imposed. • No more than 5% of disciplinary appeals should be upheld. • The disciplinary code should be disseminated to 100% of staff.

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	<p>redress.</p> <p>Equity</p> <ul style="list-style-type: none"> • Ensure that all persons are treated equitably, consistent with prevailing human rights and gender considerations. 	<ul style="list-style-type: none"> • Due process should be followed in 100% of disciplinary cases. • 100% of disciplinary cases should be completed in a reasonable.
<p>Selection for Training</p>	<p>Fairness</p> <ul style="list-style-type: none"> • Make decisions and take actions that are, and are seen to be fair and equitable, with due regard to the impact of such decisions/actions on current situations and their potential impact of future processes. • Ensure mechanism(s) exist(s) for impartial recourse and redress. <p>Transparency</p> <ul style="list-style-type: none"> • Ensure that human resource decisions flow from strategies based on the Human Resource Management Plan. <p>Equity</p> <ul style="list-style-type: none"> • Gather sufficient pertinent information about all candidates in any selection process for training. • Ensure that all persons are 	<ul style="list-style-type: none"> • There should be documentary evidence that each entity has a training plan and training needs assessment (TNA) in place. • Each member of staff should be exposed to at least 3 hours of training annually. • No more than 5% of appeals should be upheld. • There should be at least 80% correlation between the needs identified in the performance evaluation reports and actual training decisions. • At least 75% of all members of staff should perceive that all individuals have equal access to training opportunities within the entity.

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	<p>treated equitably, consistent with prevailing human rights and gender considerations.</p>	<ul style="list-style-type: none"> • Each large entity should conduct at least two (2) orientation exercises for new recruits annually, while small entity at least one (1). • The right to appeal should be communicated to all unsuccessful candidates within two (2) weeks after the HREC meeting. • There should be at least 90% correlation between the needs identified in the performance appraisal and the actual training plan.
<p>Performance Management</p>	<p>Merit</p> <ul style="list-style-type: none"> • Ensure that, in the conduct of selection processes for appointments and promotions, the person best suited for the position is selected. <p>Fairness</p> <ul style="list-style-type: none"> • Make decisions and take actions that are, and are seen to be fair and equitable, with due regard to the impact of such decisions/actions on current situations and their potential impact of future processes. • Ensure mechanism(s) exist(s) 	<ul style="list-style-type: none"> • Each member of staff should have an Individual Work Plan that is directly linked to his/her Unit Work Plan. • Performance evaluation should be done at least once per annum. • Each member of staff should be given a current job description for his/her position. • At least quarterly feedback on performance should be given to each member of staff.

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	<p>for impartial recourse and redress.</p> <p>Equity</p> <ul style="list-style-type: none"> • Ensure that all persons are treated equitably, consistent with prevailing human rights and gender considerations. 	
<p>Communication</p>	<p>Respect</p> <ul style="list-style-type: none"> • Maintain balance between achieving the goals and outputs of the Ministry and due consideration for the well-being of employees. • Involve employees in decision-making processes, including matters of relevance to their welfare. <p>Transparency</p> <ul style="list-style-type: none"> • Ensure that there is adequate access to relevant manuals, circulars, notices, etc., and opportunities exist for on-going two-way communication between management and staff at all levels. 	<ul style="list-style-type: none"> • Each entity should have a HR Communication Policy and Plan in place and at least 75% of members of staff should perceive it to be effective. • At least 95% of complaints/grievances filed should be dismissed. • Evidence of a HR Communication Policy and Plan in place. • General Staff meeting should be held at least annually and Division/Unit meeting should be held at least quarterly. • At least 75% of staff should perceived the communication process to be effective.