



FEDERAL REPUBLIC OF SOMALIA
MINISTRY OF PLANNING, INVESTMENT
AND ECONOMIC DEVELOPEMENT
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

HR

MANAGEMENT POLICY AND PROCEDURES MANUAL-MOPIED

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DEFINITION OF TERMS

This annex defines important terms and acronyms used in the HR Policy Manual, to ensure clarity and common understanding among all staff.

- **MoPIED:** Ministry of Planning, Investment and Economic Development.
- **HR (Human Resources):** The function of department dealing with management of employees, including recruitment, training, benefits, and compliance with labor laws.
- **National Civil Service Commission (NCSC):** The central government body responsible for overseeing civil service appointments, standards, and some aspects of HR policy across ministries.
- **NDP-9:** Ninth National Development Plan (2020–2024) – Somalia's strategic plan guiding national priorities and reforms, including governance improvements.
- **NTP 2025–2029:** National Transformation Plan for 2025–2029 – a forthcoming high-level plan aimed at peace, stability, and development (including public sector transformation).
- **ILO:** International Labor Organization, which sets international labor standards (Somalia being a member, its conventions influence our HR policies such as nondiscrimination and decent work conditions).
- **UNDP:** United Nations Development Programme, an agency often supporting governance and civil service reforms (provided best practice input to our HR reforms).
- **AU:** African Union. In HR context, refers to the African Charter on Values and Principles of Public Service and Administration – advocating meritocratic, ethical public services which our policies align with.
- **World Bank:** In context, a development partner that supports public financial management and civil service reforms (e.g., funding HRMS implementation, advocating transparency in HR processes).
- **Law No.11 (2006):** The Somali Civil Service Law (officially "Law for Somali Civil Servants No.11, 2006") – primary legislation governing civil servant rights, duties, and HR rules in FGS.
- **Labor Code (1972):** Somalia's general labor law (Law No.65 of 1972) covering broader labor rights and conditions. Applicable to civil service on matters not overridden by Civil Service Law (like working hours, minimums leave, occupational safety).
- **Pay & Grade Policy (2022):** The Public Service Pay and Grading Structure Policy issued Nov 2022, establishing the unified grading levels (A, B, C1, C2, D, E, F, G) and corresponding salary scales for FGS civil servants.
- **Grades A–G:** Classification of jobs by level, Grade A being highest (DG level) and Grade G lowest (support staff), per Pay & Grade Policy.
- **Pension:** Retirement benefit paid monthly to eligible former employees who retire after requisite service (Somalia's scheme gives 65–85% of last salary depending on years served).
- **Promotion Committee:** The internal committee (with DG, dept heads, and CSC reps) that reviews and recommends employee promotions and also handles disciplinary cases, as mandated by law.

- **HRMS (Human Resource Management System):** The software platform MoPIED uses to handle HR tasks like payroll, leave, and personnel records digitally. Part of the ERP modernization project.
- **ERP (Enterprise Resource Planning):** Integrated software solution that combines various functions (HR, finance, procurement). In our context, refers to the Odoo-based system implementing the HRMS and linking to other modules.
- **Recruitment Requisition:** A formal request initiated by a department to fill a vacancy (Annex 3 template) that HR processes through CSC for approval to advertise/hire.
- **KPI (Key Performance Indicator):** Measurable objective or metric set for an employee or process. Used in performance appraisals to gauge success (e.g., “produce X reports per quarter” is a KPI).
- **Performance Improvement Plan (PIP):** A structured action plan for an underperforming employee to reach required performance level within a set timeframe (with specific targets and support outlined).
- **Misconduct:** Improper behavior or rule violation by an employee (e.g., theft, insubordination, harassment). Could be minor or serious as defined in Chapter 8 and law.
- **Grievance:** A formal complaint by an employee about a work-related issue they feel is unjust or problematic (e.g., unsafe condition, interpersonal conflict, policy misapplication), addressed via the grievance redressal procedure.
- **Harassment/Bullying:** Any unwanted, hostile behavior by one employee toward another, causing offense or harm. Zero tolerance in MoPIED, as detailed in Chapter 8.4.
- **Whistleblowing:** Reporting by an employee of wrongdoing, corruption, or breaches of law within the organization to authorities (internal or external). The whistleblower policy protects such reporters from retaliation.
- **Annual Leave:** Paid vacation time employees accrue (30 days per year).
- **Sick Leave:** Paid leave when ill (up to 30 days/year full pay, extended sick leave with half pay as per law).
- **Maternity Leave:** 4 months paid leave for female employees around childbirth.
- **Probation:** Initial period of employment (3 months for MoPIED) during which the employee’s suitability is evaluated, after which employment is confirmed or terminated.
- **DG (Director General):** The highest-ranking civil servant in MoPIED (Grade A) responsible for day-to-day management of the Ministry, including HR oversight.
- **HR Director:** Head of the HR Department in MoPIED, responsible for implementing HR policies and advising management and staff on HR matters.
- **OHS (Occupational Health and Safety):** Practices and conditions to ensure employees’ physical and mental well-being at work (Chapter 11).
- **Exit Interview:** A meeting or survey with a departing employee to obtain feedback on their experience and reasons for leaving, used to improve HR practices.

Note: If any abbreviations or terms appear in this manual that are not listed here, users should seek clarification from HR. This glossary will be updated as needed when new terms (e.g., new systems or initiatives) enter our HR lexicon.

ACRONYMS AND ABBREVIATIONS

AU	African Union
DG	Director General
ERP	Enterprise Resource Planning
FGS	Federal Government of Somalia
HOD	Head of Department
HR	Human Resources
HRD	Human Resource Department
HRM	Human Resource Management
HRMS	Human Resource Management System
HSO	Health and Safety Officer
ICT	Information and Communication Technology
IDTP	Individual Development and Training Plan
IFMIS	Intergrated Finanacial Management Information System
ILO	International Labour Organization
MoPIED	MInistry of planning, Investment and Economic Development
NDP-9	Ninth National Development Plan (2020-2024)
NTP	National Transformation Plan (2025-2029)
OHS	Occupational Health and Safety
PIP	Performance Improvement Plan
SOP	Standard Operating Procudre
TOR	terms of Reffence
UNDP	United Nations Development Programme
WB	World Bank



MINISTER'S FOREWORD

It is with great honour that I present this Human Resource Policy and Procedures Manual of the Ministry of Planning, Investment and Economic Development. This manual represents a strategic milestone in strengthening institutional capacity, professionalising the public service, and promoting professionalism, fairness, accountability, and performance within the Ministry. As a key policy instrument, it will guide the development of a capable and motivated workforce, ensure that our human resource systems are aligned with national reform priorities, and enable the Ministry to effectively

deliver on its mandate in advancing Somalia's national development goals.

This Manual operationalizes the provisions of the Constitution, the Civil Service Law, the Labour Code, the Public Service Pay and Grading Policy, and other relevant regulations by translating them into clear, actionable human resource policies for the Ministry. It establishes standardized rules and procedures for workforce planning, merit-based recruitment, deployment, performance management, learning and development, discipline, and separation, thereby reinforcing consistency, transparency, and accountability across all human resource management processes and decisions.

The Ministry is conscious that human resource development is a catalyst in the management and implementation of change, building learning organizations and creating a culture of performance, and this Manual has been developed to enable the Ministry to achieve its mandate effectively. The Ministry is fully committed to implementing this Manual, which will significantly enhance our ability to attract, retain, and motivate our staff, who remain our most valuable asset. This Manual applies to all employees of the Ministry and will be periodically reviewed to reflect evolving institutional and legal requirements.

In conclusion, this Manual represents a cornerstone in our efforts to build a professional, accountable, and high-performing Ministry. Its successful implementation will not only strengthen our institutional capacity but also empower our staff to contribute meaningfully to the country's national development agenda. I call upon all employees to embrace the principles and guidance outlined in this Manual, and I reaffirm the Ministry's commitment to fostering an environment of excellence, transparency, and accountability in advancing Somalia's development priorities.

Hon. Mohamud A. Shiekh Farah (Beenebeene)

Minister of Planning, Investment, and Economic Development
Federal Government of Somalia.

DIRECTOR GENERAL'S POLICY STATEMENT

As Director General of the Ministry of Planning, Investment and Economic Development (MoPIED), I am pleased to endorse this Human Resource Policy and Procedures Manual as the official reference for managing our staff and workplace. It turns the leadership's vision into practical guidance that will help us build a professional, accountable, and performance-driven institution.

MoPIED carries a critical mandate for Somalia's socio-economic transformation: leading national development planning, coordinating investment, and supporting evidence-based policy making. Our ability to deliver on this mandate depends on the calibre,

motivation, and integrity of our people. Effective human resource management is therefore a strategic pillar of MoPIED's success.

This manual sets out the policies and procedures that govern the entire employee lifecycle – recruitment, induction, deployment, performance management, career development, remuneration, discipline, and exit. It is aligned with the Constitution, the Civil Service Law, the Labour Code, and national Pay and Grading frameworks, while reflecting MoPIED's operational realities. Applying it consistently ensures that HR decisions are lawful, transparent, fair, and based on merit.

Our vision for human resource management is guided by the following principles:

- Merit and fairness: Positions are filled competitively; promotion and rewards are based on performance and behaviour.
- Accountability and integrity: Staff uphold high ethical standards, avoid conflicts of interest, and use public resources responsibly.
- Professionalism and performance: Each employee has clear duties, measurable objectives, and regular performance appraisals; excellence is recognized, and underperformance is addressed.
- Learning and development: Targeted training, coaching, and career pathways enable staff to meet evolving mandates and technologies.
- Equity, inclusion, and staff welfare: We are committed to a safe, respectful, and inclusive work environment, free from discrimination and harassment.
- Consistency and predictability: Standardized procedures reduce ad hoc decisions, minimize disputes, and provide clarity on rights and obligations.



Implementation of this manual is a shared responsibility. The HR Department is the custodian of these policies, providing guidance, maintaining records, and monitoring compliance. Directors and unit heads must apply the manual in their day-to-day management decisions. All staff are expected to familiarize themselves with its provisions and to adhere to them fully.

The manual will be reviewed periodically to reflect changes in law, organizational structure, socio-economic conditions and best practice in public sector management. Constructive feedback from staff, managers, and partners is welcome and will inform future revisions.

On behalf of the senior management of MoPIED, I reaffirm our commitment to the policies in this Human Resource Policy and Procedures Manual. Let us use it to strengthen our systems, support our staff, and deliver high-quality services to the people of Somalia.

Mr. Mohamed Hassan Shire

Director General

Ministry of Planning, Investment and Economic Development
Federal Government of Somalia



ACKNOWLEDGMENT

As Human Resource Director of the Ministry of Planning, Investment and Economic Development (MoPIED), I wish to formally acknowledge all those who contributed to the preparation of this Human Resource Policy and Procedures Manual. This document is the result of extensive collaboration between the Human Resource Department, departmental directors, technical teams, and our development partners, who generously shared their time, expertise, and feedback.

Special appreciation goes to the senior leadership of MoPIED for their clear guidance and strong commitment to professionalizing our human resource function. I also thank the staff who participated in consultations, validated procedures, and tested new tools and templates. Their practical insights ensured that the policies in this manual are not only compliant with national laws and regulations, but also realistic and applicable to our daily work.

The HR Department assumes full responsibility for overseeing the implementation and continuous improvement of this manual. We are committed to supporting directors and staff through training, coaching, and clarification of any issues that may arise. Constructive comments and suggestions are welcome and will be considered in future reviews.

I encourage every employee to read this manual carefully and to use it as a guide for rights, responsibilities, and expectations within MoPIED. Together, we can foster a fair, transparent, and performance-driven work environment that enables our Ministry to deliver quality services to the people of Somalia.

Mr. Adow Mohamed Adan

Director of Human Resource Management
Ministry of Planning, Investment and Economic Development
Federal Government of Somalia

1. GOVERNANCE AND HR POLICY FRAMEWORK

1.1 PURPOSE AND SCOPE

This Human Resource Policy and Procedures Manual provide a comprehensive framework for managing human resources in the Ministry of Planning, Investment and Economic Development (MoPIED). It serves as an everyday reference for all MoPIED employees – from Directors to general staff – on the rules, procedures, and standards for HR management. The manual covers the entire employee lifecycle, from planning workforce needs to recruitment, development, performance management, and separation. Its scope applies to all civil service staff of MoPIED, including permanent civil servants and other staff categories as may be defined (e.g. contract employees), except where explicitly noted. By following this manual, MoPIED aims to ensure that HR practices are consistent, transparent, and merit-based across the Ministry.

This manual is **aligned with national laws and policies** governing public service, notably: **Civil Service Law No. 11 (2006)**, the **Somalia Labour Code (1972)**, the **Public Service Pay and Grade Policy (2022)**, and other relevant regulations. It also reflects the broader goals of Somalia's national strategies such as the Ninth National Development Plan (NDP-9) 2020–2024 and the forthcoming National Transformation Plan (NTP) 2025–2029, which emphasize strengthening institutions and public sector performance. The policies herein incorporate international best practices and standards (e.g. International Labour Organization conventions on fair labor practices, United Nations Development Programme guidelines for civil service management, African Union principles on public service values, and World Bank recommendations for HR reforms). Overall, the manual's purpose is to professionalize HR management in MoPIED, ensuring decisions are fair, lawful, and conducive to building a capable and motivated workforce.

1.2 LEGAL AND POLICY ALIGNMENT

MoPIED commits to conducting all HR activities in compliance with the laws of Somalia and the Federal Government's civil service regulations. Key legal instruments and policies underlying this manual include:

- **Civil Service Law No. 11 (2006):** The primary law governing federal civil servants. It defines who is a civil servant, outlines recruitment through open competition, establishes job classifications, stipulates employee rights and duties, and sets procedures for promotions, discipline, and termination. For example, Law No.11 requires that hiring into government positions be based on merit through open competitive processes and mandates that all civil servants be Somali nationals at least 18 years of age. It also details civil servant obligations (e.g. working diligently, obeying superiors, maintaining confidentiality) and prohibited activities (e.g. holding multiple jobs, misuse of official information, unauthorized absences). Disciplinary measures and the establishment of internal HR committees are derived from this law.
- **Somalia Labour Code (1972):** This code applies to general labor conditions and is referenced where relevant for civil servants. It provides standards on working hours, rest days, minimum working age, and general employment conditions. In line with the Labour Code, normal working hours for employees shall not exceed 8 hours per day or 48 hours per week, with at least one full rest day (Friday) per week. Overtime work is limited and subject to compensation or time off per the Code's provisions. The Labour Code also reinforces principles of non-discrimination in employment (ensuring no bias in hiring, compensation, training or termination based on personal characteristics), freedom of association, and safe working conditions, which this manual upholds.

- **Public Service Pay & Grade Policy (2022):** Issued by the Ministry of Labour and Social Affairs, this policy overhauled the government’s pay structure to ensure equitable and transparent salaries across the civil service. MoPIED fully adopts the national Pay and Grade Structure defined in this policy. There are eight civil service job Grades (A through G), with Grade A being the highest (top management positions) and Grade G the lowest (unskilled support staff). Each grade corresponds to a salary range determined through a formal job evaluation system, adhering to the principle of “equal pay for work of equal value”. For example, Grade A covers top executives such as the Director General, Grade B covers senior staff like Department Directors, Grade C1/C2 covers mid-level Directors and professionals, Grade D for junior officers and entry-level professionals, and so on down to Grade G for support staff. Salary scales for these grades are standardized government-wide; at the time of this manual’s issuance, basic salaries range approximately from around \$240 per month at the lowest Grade G up to \$1,350 per month at Grade A maximum (subject to periodic revisions by the government). MoPIED staff salaries, allowances (if any), and pay progression must conform to this policy. Any future changes to the national pay scales or allowance framework (e.g. introduction of consolidated allowances) will be automatically adopted by MoPIED to remain compliant.
- **Civil Service Reform Roadmap:** MoPIED’s HR policies are aligned with the broader Civil Service Reform Roadmap of Somalia, which aims to modernize public administration, improve service delivery, and build capacity in government institutions. This includes establishing clear HR procedures, improving meritocracy, and enhancing accountability in managing public servants. This manual’s provisions – from performance appraisals to disciplinary processes – support those reform objectives by instituting standardized best practices.
- **National Development Plans (NDP-9 and NTP 2025–2029):** These strategic plans emphasize good governance and institutional strengthening as foundational to Somalia’s development. By implementing transparent recruitment, fair compensation, equal opportunities, and training for staff, MoPIED’s HR policies contribute to achieving the national goals of building efficient, accountable institutions (as called for in NDP-9) and investing in human capital (a priority under the upcoming NTP 2025–2029). The manual is a tool to translate those high-level commitments into day-to-day management practices within MoPIED.
- **International Best Practices:** The policies also draw on guidance from international organizations. For instance, provisions on nondiscrimination and gender equality in hiring reflect ILO standards and the African Union’s Charter on Public Service Values (ensuring merit and fairness). Performance management and training approaches are informed by UNDP’s capacity development frameworks. Financial oversight and HR control measures (like preventing “ghost workers” and enforcing attendance) address concerns often highlighted by the World Bank for public sector projects. By benchmarking against global best practices, MoPIED aims to maintain a modern HR system that meets donor expectations and serves as a model for other ministries.

All employees of MoPIED are required to familiarize themselves with this manual and adhere to its policies, in conjunction with the above laws and policies. In case of any conflict between this manual and binding government laws/regulations, the higher authority (law, regulation, or federal policy) prevails. The manual will be updated as needed to reflect changes in laws or policies; significant updates will be formally communicated to all staff.

1.3 ROLES AND RESPONSIBILITIES

Effective HR governance in MoPIED requires clarity on the roles of various stakeholders in implementing these policies:

- **Minister of MoPIED:** The Minister has overall executive authority over the Ministry's operations, including human resources. The Minister provides strategic direction on HR matters and ensures the Ministry's HR practices align with government-wide policies. Certain high-level HR decisions are vested in the Minister by law – for example, approving specific disciplinary actions or forwarding recommendations to higher authorities (such as the Prime Minister or Civil Service Commission) as required. The Minister signs off on key HR documents like the establishment of new positions (in coordination with central authorities) and the annual staffing plan for the Ministry. In disciplinary cases, the Minister has the power to impose or recommend penalties for serious misconduct as per Civil Service Law procedures (e.g. the Minister can directly impose penalties like suspension or demotion for staff, and must recommend any dismissal to the Prime Minister for approval in line with legal requirements). The Minister's role is to champion meritocracy and ethical conduct in MoPIED's workforce, setting the tone from the top.
- **Director General (DG):** The Director General is the highest-ranking civil servant in MoPIED (Grade A) and is responsible for day-to-day administration, including HR management. The DG ensures that this HR Manual is implemented consistently across all departments. Key responsibilities include overseeing recruitment processes (the DG may chair or designate chairs for interview panels, and endorses final selections before Ministerial approval), overseeing performance evaluations and promotions, and ensuring disciplinary and grievance procedures are followed fairly. According to Civil Service Law, the DG also chairs the Ministry's Promotion, Rewarding and Disciplinary Committee. This internal committee, as mandated by law, comprises senior management (e.g. departmental heads) and representatives from the National Civil Service Commission, and is tasked with reviewing cases of promotions and misconduct. The DG leads this committee to review performance appraisal reports for promotion recommendations and to examine disciplinary cases, then forwards the committee's recommendations to the Minister (or higher authority as appropriate) for decision. The DG is also responsible for overall workforce planning and must approve any HR actions that have budget implications (in coordination with the Finance Director).
- **Director of Human Resource Management:** MoPIED's Human Resources Management Director manages the implementation of HR policies on an operational level. The HR Department, led by the HR Director or Head of HR, serves as the custodian of this Manual. Its duties include coordinating recruitment logistics (posting vacancies, receiving applications, scheduling interviews), maintaining personnel records, administering payroll and leave, organizing training programs, and advising management and staff on HR policy details. The HR Department ensures that all HR actions are documented and compliant with rules – for example, verifying that each new hire meets the Civil Service Law requirements (age, qualifications, etc.), and that recruitment panels follow the approved merit-based criteria. The HR Director acts as secretary to the Promotion/Disciplinary Committee, preparing case files and minutes. He/She also liaises with external bodies like the Civil Service Commission and Ministry of Labour on matters such as getting position clearances, reporting HR data, or obtaining approval for long unpaid leaves. The HR Department is responsible for timely reporting (e.g. quarterly HR reports, training reports) and for maintaining confidentiality of personal data. It plays a critical advisory role to both employees and supervisors,

clarifying the application of policies (such as explaining leave entitlements or the performance review process).

- **Department Heads and Section/Unit Heads:** All Director of a Department and section/unit heads are accountable for implementing HR policies within their teams. They identify staffing needs in their departments and coordinate with HR for recruitment. They are directly responsible for managing the performance and welfare of their staff – including setting work objectives, conducting performance appraisals, approving leave within their authority, and addressing minor conduct issues proactively. Directors should ensure that new team members receive proper induction and that all staff are aware of the code of conduct. In disciplinary or grievance matters, they often serve as the first line: for instance, a direct supervisor gives an initial verbal warning for minor misconduct or attempts informal resolution of grievances. Directors must document and escalate issues to HR and senior management as appropriately (for example, if an employee’s performance does not improve after guidance, or if any serious misconduct is observed). Department Heads also participate in the Promotion and Disciplinary Committee as members, contributing to their knowledge of staff performance when promotion cases or disciplinary cases of their staff are considered. Overall, Directors are expected to act in accordance with this Manual and model the ethical and professional behaviors it stipulates.
- **National Civil Service Commission (NCSC):** Although external to MoPIED, the NCSC plays a pivotal regulatory role in HR governance for all Ministries. As per Civil Service Law, the NCSC oversees recruitment and selection to ensure fairness and consistency across government. When MoPIED needs to recruit new staff, it must coordinate with the NCSC – for example, by submitting requests for new hires or posting through the central civil service channels. The NCSC may issue additional guidelines on examination processes or sit on interview panels for certain grades. It also typically validates final appointment decisions, especially for higher grades, and administers the oath of office for new civil servants. Furthermore, NCSC representatives are part of the Ministry’s Promotion and Disciplinary Committee, to ensure due process is followed and decisions are in line with civil service rules. MoPIED will comply with any reporting requirements to NCSC, such as providing data on staff numbers, and will implement any civil service-wide HR initiatives from NCSC (e.g. new performance management systems, biometric attendance if introduced centrally).
- **Ministry of Labour and Social Affairs (MoLSA):** MoLSA sets many of the federal HR policies (like the Pay & Grade Policy) and labor standards. MoPIED will consult MoLSA as needed on interpretation of the Labour Code and to obtain required approvals (for instance, the Labour Code requires MoLSA authorization for granting unpaid leave beyond certain durations). MoLSA may also handle civil service pensions and social welfare programs; the Ministry will coordinate with MoLSA on any such matters to ensure staff receive benefits they are entitled to.
- **Employees of MoPIED:** Every staff member has a responsibility to understand and adhere to the policies in this manual. Employees must fulfill their duties diligently and ethically, as outlined in the Code of Conduct (see Chapter 8 and Annex 11). They should avail themselves of the provided HR processes – for example, using the proper channels to apply for leave, report attendance, request training, or lodge a grievance. Employees are encouraged to seek clarification from the HR Department on any policy they find unclear. Importantly, employees are expected to cooperate with any HR administrative

requirements, such as providing necessary documents (education certificates, medical notes for sick leave, etc.) and participating in performance evaluations and training as required. They also have the right to fair treatment under these policies: e.g. the right to be considered for promotion based on merit, the right to due process in disciplinary cases, and the right to appeal or file a grievance without fear of retaliation.

In summary, HR governance in MoPIED is a collective responsibility. The Minister and leadership set the policies and culture, the HR Department administers processes, Directors enforce and implement on the ground, and employees follow the guidelines and provide feedback. Coordination with central agencies (NCSC, MoLSA) ensures that MoPIED's HR practices remain in lockstep with national civil service systems. The Ministry will also maintain proper **oversight mechanisms** – including internal audits or reviews of HR decisions – to ensure compliance and to identify areas for improvement. The Director General will periodically review HR reports and convene management meetings to discuss HR issues, thereby reinforcing accountability. Any identified gaps or misuse of HR authority can be investigated and corrected through these governance channels.

1.4 GUIDING PRINCIPLES

MoPIED's human resource management is founded on core principles that reflect both the values of the Somali civil service and international standards of good practice:

- **Meritocracy and Fairness:** Decisions on hiring, promotion, and rewards are based on merit – the qualifications, performance and competencies of individuals – rather than favoritism, clan, gender, or other unrelated factors. All employees and candidates shall be given equal opportunity to compete and advance. This principle is enshrined in law (e.g. open, competitive recruitment is required for civil service positions[2]) and is essential to building a competent workforce. HR processes (like structured interviews and objective performance criteria) are designed to uphold merit-based outcomes.
- **Transparency and Accountability:** MoPIED commits to transparent HR procedures. Information on job vacancies, selection criteria, and results will be made available and documented. Each stage of HR processes should be auditable – for instance, maintaining records of recruitment competitions, interview scores, training provided, leave taken, etc. Employees have the right to understand how and why decisions affecting them are made. At the same time, everyone is accountable: management for their decisions (e.g. explaining promotion choices) and employees for their conduct and performance. This manual itself is a transparency tool, clearly stating what is expected and allowed. Deviations from these policies can result in investigations or disciplinary measures as appropriate.
- **Compliance with Law and Ethics:** All actions in managing personnel must comply with Somali law and uphold high ethical standards. The Code of Conduct (Chapter 8) lists expected behaviors such as integrity, impartiality, and respect. Corruption, bribery, nepotism, or misuse of office will not be tolerated. Employees are expected to avoid conflicts of interest and must not exploit their positions for personal gain. Adherence to laws includes labor standards (no underage employment, no forced labor, ensuring workplace safety, etc.) and financial rules (accurate payroll, avoiding ghost workers). Ethical compliance is reinforced through required oaths (Annex 12) and periodic trainings on ethics.

- **Diversity and Inclusion:** MoPIED values diversity in its workforce. All employees and applicants shall be treated with respect and without discrimination based on personal attributes such as gender, clan, ethnicity, religion, age, or disability. In line with national policy and ILO conventions, the Ministry promotes equal employment opportunity. For example, female candidates are especially encouraged to apply for positions where women are underrepresented; currently women constitute roughly 26% of the civil service, and MoPIED is committed to improving this. The work environment must be free from harassment (see section 8.4) so that everyone can contribute fully. Reasonable accommodation will be made for staff with disabilities or special needs, wherever feasible, to enable their full participation.
- **Professionalism and Excellence:** The Ministry strives to foster a culture of high performance and continuous improvement. Employees are expected to perform their duties to the best of their ability, maintain professional behavior, and continually develop their skills. In return, the Ministry will provide opportunities for training (Chapter 5) and clear performance objectives (Chapter 7) to help each staff member excel. Constructive feedback and recognition of good performance are integral to this principle. Professionalism also entails adherence to proper procedures – for instance, using official channels for communication, safeguarding confidential information, and being punctual and reliable in attendance.
- **Employee Welfare and Safety:** Caring for employees’ well-being is crucial to MoPIED’s success. The Ministry will ensure that work conditions are safe and conducive to health (see Chapter 11 on OHS). Staff are entitled to their leave and rest periods as per law, to recharge and manage personal matters (Chapter 6 details generous leave provisions such as 30 days of annual leave[26] and maternity leave). The Ministry is also committed to supporting staff through mechanisms like fair grievance handling (section 8.5) and, within available resources, initiatives such as health programs or counseling referrals. When employees face personal hardships or emergencies, management will show flexibility and empathy, consistent with policy.
- **Innovation and HRMS Integration:** MoPIED is embracing modern technology to manage HR more efficiently and transparently. The introduction of a Human Resource Management System (HRMS) (Chapter 12) reflects the principle of using innovation to enhance governance. Staff are encouraged to utilize the digital tools provided (for leave requests, performance tracking, etc.) and to contribute ideas for improving HR processes. The Ministry recognizes that a dynamic environment requires continuously updating HR approaches – thus, this manual is not static; it will evolve as needed to incorporate new best practices, feedback from staff, and digital solutions for HR management.

By adhering to these guiding principles, MoPIED will cultivate a work environment where rules are clear, everyone knows what is expected, and employees feel valued and motivated to perform. All leaders and supervisors in the Ministry have a special responsibility to embody these principles in their decisions and interactions. Ultimately, the goal of these policies is to enable MoPIED’s human resources to effectively support the Ministry’s mission of national planning and economic development, through integrity, competence, and teamwork.

2. HUMAN RESOURCE PLANNING

2.1 WORKFORCE PLANNING AND BUDGETING

Strategic human resource planning is essential to ensure MoPIED has the right number of people with the right skills at the right time, to fulfill its mandate. Each year, under the guidance of the Director General and the Human Resource Management Department, MoPIED will conduct a **Workforce Planning Exercise**. This involves reviewing the Ministry's functions, new initiatives or projects, and any changes in workload to determine staffing needs for the upcoming budget year. Department Heads shall provide input on anticipated needs: for example, if a new project is starting that requires additional project officers, or if certain skills are lacking in the current staff complement.

The HR Department will consolidate these inputs and analyze workforce data (such as staff turnover rates, retirement projections, current staff competencies) to identify gaps. A key output is the **Annual Staffing Plan**, which forecasts: (a) positions to be filled (vacancies from attrition or newly created roles), (b) potential reassignments or internal promotions, and (c) training or development needed to address skill gaps. This staffing plan must be tied to the Ministry's budget – it will estimate the wage bill impact of any hiring or promotion proposals and ensure they fit within the personnel budget allocated by the Ministry of Finance. MoPIED aligns this process with the government's budget calendar so that funding for any new positions or upgrades is approved as part of the annual budget. The Public Service Wage Bill Policy emphasizes affordability and sustainability of staffing; therefore, MoPIED's HR planning carefully considers the financial implications, seeking to optimize use of existing staff and only recommending new hires when truly necessary for performance.

In line with the Civil Service Reform Roadmap, MoPIED's workforce planning also contributes to broader public sector reforms. For instance, controlling headcount growth and ensuring salaries are fiscally sustainable is a national priority. The Ministry will cooperate with central authorities (e.g. Ministry of Finance, MoLSA) by submitting staffing projections and justifications for any expansion. In cases where donor-funded projects or technical assistance personnel support MoPIED, those arrangements should be reflected in the workforce plan (even if such staff are not formal civil servants) to give a complete picture of human resources.

Crucially, all **new positions** that MoPIED wishes to establish must adhere to approved structures. Typically, each Ministry has an authorized staffing establishment. If MoPIED identifies the need for a **new role or an increase in headcount** beyond the existing establishment, it must seek approval from the appropriate authority (the NCSC and possibly the Council of Ministers, depending on regulations). The HR Department will prepare a justification document outlining the role's purpose, proposed grade, and how it aligns with MoPIED's objectives. Only upon receiving formal approval can recruitment proceed. Conversely, if certain positions become redundant or if there is a need to reduce due to budget cuts, such changes will also be planned and executed through proper channels (ensuring affected staff are treated according to rules in Chapter 10 on Separation).

Succession planning is another aspect of workforce planning – for critical roles (such as Directors or technical experts), the Ministry will identify and develop internal talent pipelines to ensure continuity. This might include designating deputies or rotating staff through acting assignments to build their experience. While MoPIED is a relatively small entity, it should anticipate retirements or possible departures of key personnel and prepare accordingly. For example, if a senior economist is due for retirement in a year, HR planning would factor in either recruiting a replacement in advance or training junior staff to step up.

2.2 JOB CLASSIFICATION AND GRADES

Every position in MoPIED is classified into the Federal Government's job grading system (Grades A to G) as introduced in section 1.2. **Job classification** ensures that each post has a defined level of responsibility and corresponding grade, which in turn determines the salary scale. MoPIED abides by the official **Job Classification Framework** provided by the Civil Service Commission and MoLSA's Pay & Grade policy. Under this framework, jobs are evaluated based on factors like the complexity of duties, level of decision-making, qualifications required, and impact of the role. The result of a job evaluation is the assignment of a grade. For instance:

- The Director General position is classified as Grade A (Top Management) – reflecting that it's one of the highest administrative posts in government.
- A Department Director (e.g. Director of Planning Department) is Grade B (Senior Management).
- A Section Head or Senior Advisor might fall under Grade C1 (Mid-level management/senior professional) or C2 (Mid-level specialist) depending on scope.
- An HR Officer or Economist or other junior professional role is likely Grade D (junior professional/entry management).
- Administrative support roles like Secretaries or skilled technicians are Grade E, while drivers and similar semi-skilled support are Grade F, and cleaners/messengers are Grade G.

These classifications for each existing MoPIED position are documented in the Ministry's Staffing Table (organogram and list of posts with grades). The HR Department maintains this and ensures every employee has an official job title and grade. When proposing a new position or significantly revising a job's duties, the HR Department must evaluate what the appropriate grade should be – using the national job evaluation criteria. Significant changes or reclassification may need approval from the NCSC to ensure consistency across government. The Pay & Grade Policy explicitly forbids assigning grades purely based on academic qualifications or personal considerations; it must be based on job demands and evaluation points. MoPIED strictly follows that rule.

In practice, proper job classification aids in many HR activities: it underpins fair recruitment (candidates know the level and salary of the job), guides promotion paths (staff can understand what is required to move to higher grades), and aligns with budgeting (each grade has a cost). Annex 2 of this manual provides a **Standard Job Description Template** which captures key information for classification: job summary, duties, required qualifications, etc. All MoPIED jobs should have up-to-date **Job Descriptions (JDs)** using that template. Directors are responsible for working with HR to update JDs when functions change. The JD is used to confirm the grading of the job – for example, if a JD shows that a role has started taking on supervisory responsibilities and complex analysis far beyond its original scope, the Ministry might seek to re-evaluate if it should be upgraded to a higher grade (subject to formal approval). Conversely, if a function is simplified, a downgrade could be considered, though this is rare and would be handled carefully to avoid labor issues.

The classification also ensures **internal equity** – employees feel they are compensated fairly relative to colleagues. If questions arise (e.g. an employee believes their job is graded too low), they can raise this with HR for a review. Any formal re-classification, however, will be done via the Civil Service Commission and MoLSA guidelines, not unilaterally.

2.3 STAFFING NEEDS ASSESSMENT AND RECRUITMENT PLANNING

As part of workforce planning, MoPIED will create a Recruitment Plan each year (and update it mid-year if needed). This plan identifies all known or anticipated vacancies that need filling. Vacancies typically arise due to a) newly approved positions, b) retirements or resignations of current staff, c) promotions leaving a lower post empty, or d) temporary needs (like project-funded roles or maternity cover).

To assess needs, the HR Department compiles a list of current staff and notes anyone who: has indicated intention to resign or retire, is on extended leave, or might be promoted. Department Heads also report on any expected turnover. The Ministry will also consider if any critical skill gaps exist that require recruitment (for example, if MoPIED is expanding work in economic modeling and lacks a statistician, a position might be created for that skill).

Each identified vacancy is then justified in the Recruitment Plan with details: title, department, grade, and timing for filling. Prioritization is important – roles that are essential to operations or tied to funding deadlines will be filled first. The Plan will then be subject to management approval and coordination with central bodies. Before announcing any vacancy, MoPIED must ensure the position is authorized (budgeted and graded). For civil service positions, typically the NCSC must concur that the vacancy exists and is open to fill. In many cases, the NCSC or Civil Service Ministry issues a quota or approval letter for MoPIED to initiate recruitment for X number of positions. The HR Department will prepare that request using the staffing plan.

Once approved, the recruitment processes will follow in the steps in Chapter 3. The staffing plan ensures these processes are proactively managed rather than ad-hoc. For example, if three retirements are expected in the Monitoring & Evaluation section in Q4, the plan might schedule recruitment selection in Q3 so new hires can overlap or be ready by Q4.

In addition to external recruitment, MoPIED considers internal capacity first. If a vacancy can be filled by reassigning or promoting a current employee without loss of effectiveness, this is encouraged – it can be faster and motivates staff. However, even promotions often require going through a competitive process (open to other eligible civil servants or public competition) per civil service rules, especially for higher grades, to ensure transparency. The Ministry will consult the NCSC if an internal promotion without a fully open advertisement is legally permissible in a given case (such as when a competition was recently held and a qualified second-place candidate is available to fill another vacancy). Generally, however, vacant posts are advertised publicly.

An important part of HR planning is anticipating the skills and competencies the Ministry will need in the future. MoPIED will keep track of emerging needs (for instance, if the government adopts new planning software, MoPIED may need data analysts proficient in that software). Such insight will shape recruitment and training plans. The Ministry may decide to hire a consultant or temporary expert for short-term needs while developing internal staff for long-term sustainability. These decisions would be documented in the HR plan and justified financially and strategically.

2.4 APPROVAL OF NEW POSITIONS AND EXTERNAL COORDINATION

As mentioned, creating any new permanent position (one not previously in MoPIED's structure) requires higher-level approval. The typical process is:

1. **Internal Proposal:** The Department Head drafts a rationale for the new position, including the proposed job description and grade. This is reviewed by the HR Department and Finance unit for necessity and budget impact. The Director General endorses if in agreement.
2. **Authorization from Central Authorities:** The proposal is submitted to the Ministry of Labour and Social Affairs / Civil Service Commission. It may also go to the Ministry of Finance or a cabinet committee if it affects the wage bill policy. The submission should reference how the position aligns with MoPIED's mandate and NDP/NTP goals, and include any required forms (often called "Staffing Authorization Form"). Only upon written approval (sometimes in the form of an official letter or decree) can MoPIED proceed.
3. **Position Creation:** Once approved, the position is added to MoPIED's official organization structure and budget. The HR Department updates the organogram and payroll projections.

If the new post is high-level (e.g. a new Director role), additional steps might involve the Civil Service Commission conducting a grading evaluation or ensuring no duplication with other ministries.

Coordination is also required for cadre management – for example, certain specialized roles might be part of a broader government cadre (like planning officers might have a network across ministries). The HR Department will ensure that any directives regarding such cadres (transfers, rotational programs) from central government are integrated into MoPIED's plans. Finally, MoPIED will maintain a practice of reviewing its organizational structure periodically (every 2-3 years or as needed) to ensure it remains efficient. If some sections are overstaffed or under-utilized, the Ministry may propose restructuring (with approvals) rather than automatically hiring more staff. The Civil Service Reform Roadmap encourages optimization of structures, and MoPIED will contribute by avoiding proliferation of unnecessary positions. Conversely, if workload increases (e.g., due to additional functions assigned by the government), MoPIED's HR plan will reflect the need to augment capacity. All such changes will be carried out in a planned, consultative manner respecting the rules.

3. RECRUITMENT, SELECTION AND INDUCTION

3.1 RECRUITMENT POLICY AND EQUAL OPPORTUNITY

MoPIED is committed to recruiting the most qualified and suitable candidates through transparent and merit-based processes. **All recruitment shall be conducted in an open and competitive manner**, in line with Civil Service Law requirements that hiring be equal and open to all eligible Somalis[35]. The only exceptions are those allowed by law (such as transfers or secondments of existing civil servants, or temporary hiring for short-term needs), and even in those cases fairness and competence will guide decisions.

Key principles of recruitment in MoPIED include:

- **Equal Opportunity:** The Ministry provides equal employment opportunities to all applicants. No candidate shall be discriminated against on the basis of gender, clan, religion, ethnicity, disability, or other personal status. Job advertisements will explicitly encourage applications from qualified women and underrepresented groups to promote diversity. Selection criteria will focus solely on the qualifications, experience, skills, and attributes relevant to the job. As part of the process, candidates may be asked to complete an anonymous equal opportunities monitoring form (separated from the application) to help MoPIED track diversity, but this information is not used in selection.
- **Transparency:** All vacancies that are open to external candidates will be publicly advertised through appropriate channels (e.g., national newspapers, MoPIED or NCSC websites, noticeboards, etc.) for a minimum period (commonly two weeks) to allow broad visibility. The advertisement will clearly state the job title, key duties, required qualifications, application procedure, deadline, and that MoPIED is an equal opportunity employer. The selection process steps (such as tests or interviews) will be communicated in advance to shortlisted candidates. After selection, MoPIED can publicly announce the appointment. Unsuccessfully interviewed candidates have the right to request feedback on their application.
- **Merit and Competence:** Selection is based on merit – defined as the candidates' overall suitability for the position in terms of qualifications, test/interview performance, and reference checks. MoPIED will use selection methods that objectively assess the competencies needed for the job (e.g. written exams, practical exercises, structured interviews with scoring rubrics). The highest scoring candidate as determined by the selection panel will typically be the one recommended for appointment, provided all eligibility requirements are met. In cases of tied scores or very close candidates, additional consideration may be given to secondary criteria such as bringing diversity benefit or specific skill, but any such factor will be applied consistently with law and documented.
- **Integrity:** To prevent nepotism or conflicts of interest, any panel member or person involved in recruitment who has a close relationship (family, business, etc.) with an applicant must disclose it and recuse themselves from the process. Soliciting or offering bribes or favors in relation to recruitment is strictly prohibited and will result in disqualification and possible legal action. MoPIED follows the civil service regulations which stipulate penalties for anyone who attempts to secure employment through illegal means[38]. All panelists will sign a confidentiality and impartiality declaration before the process.

- **Approval and Oversight:** The recruitment of civil servants is done in collaboration with the Civil Service Commission (NCSC). For each recruitment, MoPIED must have the vacancy approved and often an NCSC representative will sit on the interview panel (especially for higher grades) to ensure due process. Final appointments of successful candidates is subject to endorsement by the NCSC and issuance of an official letter or contract by the appointing authority (Minister or delegated authority). This provides an external oversight layer to maintain standardization.

3.2 THE RECRUITMENT PROCESS

MoPIED's recruitment process generally consists of the following steps, which are documented and coordinated by the HR Department in coordination with DG office:

1. **Requisition and Authorization:** When a vacancy is identified (per Chapter 2's planning or unexpected vacancy), the concerned Department Head completes a **Staff Requisition Form** (see Annex 3) and submits it to the HR Department. This form includes the position title, grade, justification for filing, and confirmation that budget exists. The Director General and Minister (or other delegated officials) sign off to authorize recruitment to proceed for that position. For new or reclassified positions, evidence of NCSC/MoLSA approval of the position/grade must be attached.
2. **Job Advertisement:** The HR Department prepares a job advertisement using the job description and requirements of the position. The ad clearly specifies duties of the role, required academic qualifications (e.g. degree field and level), required years of experience, any professional certifications if needed, language or computer skills if relevant, and any special requirements (e.g. ability to travel). It will also note the grade and corresponding salary range for transparency. The advertisement is approved by the HR Director (and DG if for a senior post) and then published. Common publication means include MoPIED's official website, the NCSC's job portal if available, local newspapers, and notice boards at MoPIED and other ministries. The application period is typically 2 to 4 weeks. Applications are usually submitted in writing (email or hard copy) with a cover letter and CV and any forms required by NCSC.
3. **Receipt and Screening of Applications:** The HR Department logs all applications received by the deadline. Late submissions are generally not considered. The HR recruitment team (often two HR officers) performs an initial screening for eligibility – checking that applicants meet the minimum qualifications (e.g. educational degree, years of experience, age requirement of at least 18, Somali citizenship, etc., as specified by law and the job criteria). Those that do not meet the basic requirements are disqualified at this stage. For those who pass, the HR Department compiles a **long list**. If the number of qualified applicants is very high, the HR may apply additional objective screening criteria (like highest education level, relevance of experience) to produce a reasonable shortlist for interviews/testing; this shortlist criteria will be reviewed by the selection panel or DG to ensure fairness. All screening outcomes are documented to justify why certain applicants were or were not shortlisted.
4. **Appointment of Selection Panel:** The Director General (or delegated authority) appoints a Selection Panel for the vacancy. Typically, the panel will include 3 to 5 members: usually the direct supervisor/Department Head of the position (as Chair), a representative from HR to ensure rules are followed, a subject matter expert (which could be an external expert or someone from another department), and in many cases a representative from NCSC or Ministry of Labour for oversight. For very senior posts, the Minister or DG might participate or chair the panel. Panel members must be at least the same grade or higher than the post being filled (or have equivalent professional standing). Each panel member must declare any conflict of interest (as noted earlier).

5. **Selection Methods (Test/Interview):** The panel designs the selection process which may involve multiple stages.
6. **Written Exam or Practical Test:** Especially for technical roles (e.g. economists, IT specialists) or lower-level roles, a written test might be administered to objectively evaluate skills. For instance, candidates for a Planning Officer role might be given a short scenario and asked to write a brief policy analysis. Or an accountant might take an Excel test. These tests are scored anonymously if possible. Only those who pass a set benchmark might move to interviews.
7. **Interviews:** A structured interview is conducted for shortlisted (or test-passed) candidates. The panel prepares a set of standardized questions aligned with key competencies of the job (for example: technical knowledge, problem-solving, communication, teamwork, etc.). During the interview, each panel member independently scores the candidate's responses based on predefined rating scales. An **Interview Assessment Form** (Annex 4) is used to record notes and scores for each question and the overall evaluation. The environment is kept professional and questions will not delve into personal matters unrelated to the job. If necessary, part of the interview can be in English or another language to test language proficiency if the job requires it. For some positions, multiple rounds of interviews (e.g. technical interviews followed by management interview) may be held.
8. **Presentations or Case Scenarios:** For higher-level roles, candidates may be asked to prepare a presentation or solve a case study as part of the interview process to demonstrate their strategic thinking and communication. Throughout the process, all candidates are treated consistently. Reasonable accommodation is provided for any candidate with a disability (e.g. providing additional time or accessible venue if needed).
9. **Evaluation and Selection:** After all interviews/tests, the panel consolidates scores and discusses each candidate's performance. **The candidate with the top score/rank is identified as the first choice**, provided that score is satisfactory (for example, if the top candidate scored very poorly, the panel may recommend a re-advertisement). The panel may also recommend a runner-up or keep a reserve list of qualified candidates in case the first-choice declines or additional similar vacancies arise soon (reserve lists are typically valid for a certain period). These results are documented in a Selection Report signed by all panel members, detailing the process, scores, and justification for the recommended candidate. Any panel dissenting opinions can be recorded. The HR Department attaches all relevant documentation (e.g. test results, interview score sheets).
10. **Reference and Background Checks:** Before a final offer, HR will conduct reference checks for the top candidate (usually by contacting provided referees to verify employment history and inquire about performance/character). Also, the candidate's academic credentials will be verified (requests for transcripts or certificates, possibly checking with issuing institutions). As per Somali civil service practice, a **police clearance** or evidence of no criminal record may be required, especially for sensitive or financial positions. Likewise, the candidate will undergo the mandatory pre-employment medical examination if required by law to ensure they are "healthy with no condition that impedes work duties". For positions of trust, candidates might be asked to declare any potential conflicts of interest. Should any reference or background check reveal disqualifying information (e.g. false credentials, poor integrity, health issue that cannot be accommodated), the Ministry, in consultation with the NCSC, may withdraw the offer and consider the next candidate on the list.

11. **Job Offer and Appointment:** Once cleared, the HR Department prepares a Conditional Offer Letter to the selected candidate (Annex 4 provides a template for such an offer/appointment letter). The offer letter states the position title, grade, starting salary, work location, contract type (permanent civil servant or contract term), probationary period (see 3.4 below), start date, and any other conditions (like need to serve the oath of office, submission of original documents, etc.). The candidate is usually given a deadline to accept the offer in writing. Upon acceptance, an official **Appointment Letter** or contract is issued by the appointing authority (often the Minister for grades up to a certain level, or by the Prime Minister for very senior appointments, following the law). The new employee then signs the contract and any necessary documents such as the Oath of Office (Annex 12) which affirms their commitment to abide by the Constitution and laws.
12. **Regret Letters:** The HR Department will send formal regret notifications to candidates who were interviewed but not selected, thanking them for their interest. Typically, specific reasons are not given, but candidates can request feedback, which HR or the panel chair will provide in general terms (e.g. “another candidate had more directly relevant experience”).
13. **Records Retention:** All documents related to the recruitment (applications, shortlists, test papers, interview forms, selection report, etc.) will be filed and kept for a minimum period (often 2 years) in HR archives. This is important in case of audits or if a candidate challenges the process. It is also useful if a similar vacancy opens soon and a reserve candidate can be reconsidered without a full re-hire process.

Throughout recruitment, confidentiality is maintained – only those directly involved see the applications and deliberations. Any attempt by candidates to influence the outcome outside the formal process (e.g. lobbying officials) should be reported to the HR Director or DG for appropriate action.

3.3 SELECTION OF CONSULTANTS OR CONTRACTUAL STAFF:

While the above describes recruitment for civil service positions, MoPIED may also engage staff on contract terms (e.g. project staff, advisors funded by donors, interns, etc.). The selection of such personnel should also follow merit principles and transparency, though not all steps of the formal civil service process may apply. Generally, at least a competitive interview or assessment among multiple candidates should be done. Donor or project rules might govern some hires (for instance, the World Bank might require its own procurement guidelines for hiring project consultants). In all cases, the HR Department should be involved or kept informed so that records of all individuals working at MoPIED exist. Contract staff are usually not civil servants and thus not subject to the full civil service law, but MoPIED will still treat them with fairness and ensure they adhere to core workplace rules.

3.4 PROBATIONARY PERIOD

All initial appointments to MoPIED's staff are subject to a probationary period. The probation period serves as an extension of the selection process, wherein the employee's suitability for the role is observed on the job before confirming the appointment on a long-term basis. In line with common practice and to ensure adequate evaluation time, MoPIED sets a standard probationary period of three (3) months for new employees (and longer if required by any central regulation for specific roles).

The terms of probation are communicated in the appointment letter. During this period:

- The employee's performance, conduct, and overall fit with the job requirements will be closely monitored by their immediate supervisor. The supervisor will set clear performance objectives and explain the expectations at the outset of probation. There will be at least one formal review meeting at the midpoint (after 3 months) to discuss the employee's progress. The supervisor should provide feedback on strengths and areas needing improvement, and the discussion should be documented (e.g. a brief probation review report).
- By the end of the probationary period, the supervisor prepares a Probation Evaluation Report recommending one of the following: (a) confirmation of the employee in the post (if performance is satisfactory and they have "fulfilled suitably the required conditions" as per Civil Service Law), (b) extension of the probation (if performance is marginal and it's believed additional time/training could lead to improvement), or (c) termination of employment (if performance or conduct has been unsatisfactory to a degree that continuation is not in the Ministry's interest). This report is submitted to the HR Department and reviewed by the Department Head and Director General for a final decision.
- If confirmed, the HR Department will issue a confirmation letter to the employees stating that they have successfully completed probation and are now a regular employee of MoPIED. The effective date of confirmation is typically the day after probation ends, and from then the employee gains full rights (such as being entered into the pension scheme, counted towards seniority, etc., if applicable).
- If an extension is recommended and approved, the extension will typically be for an additional three (3) months (making total probation up to 9 months). During the extension, specific performance targets or behavioral improvements will be set, and closer supervision or mentoring provided. Only one extension is usually allowed. By the end of the extension, a conclusive decision on confirmation or termination must be made.
- If termination during or at end of probation is deemed necessary, the HR Department will prepare a formal letter citing the relevant reasons (e.g. "failure to meet performance standards during probation" or specific misconduct if that occurred). Civil Service Law (Article 22) provides that a new employee can be terminated during the trial period if proven unsuitable, by decision of the head of department with the labor commission's concurrence. MoPIED will ensure due process: the employee should be made aware of deficiencies and, in cases of misconduct, given a chance to explain, even during probation. If terminated, the employee will be paid for days worked and any earned leave as per law, but generally has no entitlement to severance or pension since they hadn't completed the qualifying service.

Probation is an important tool to maintain high standards. However, it must be applied fairly. Probationers should not be assigned unrealistic tasks or excessive workload; rather, they should be provided with orientation and support to learn the job. If performance issues are identified, the supervisor should not wait until the end; they should counsel the employee promptly. The HR Department will monitor probation timelines and prompt supervisors to do evaluations on time. If no action is taken by the end of probation and the employee continues working, it could imply automatic confirmation – MoPIED wants to avoid ambiguity by ensuring timely confirmations or terminations.

Notably, internal promotions or transfers of existing employees might also carry a probationary element in some cases (often shorter, like 3 months) to ensure the person can handle new responsibilities. If the person doesn't pass probation in a promoted post, they might be reverted to their previous post if available. Such conditions will be clarified in the promotion process.

3.5 INDUCTION AND ONBOARDING

MoPIED recognizes that joining a new organization can be challenging, and a structured induction helps new hires become productive and integrated quickly. Upon entry, every new staff member (whether permanent, contract, or intern) will undergo an Induction Program. The HR Department, in collaboration with the new employee's department, coordinates this process. Key components include:

- **Orientation Briefing:** On the first day of employment (or within the first week), HR will conduct an orientation session for the newcomer. This covers an introduction to MoPIED's mission, structure (explaining key departments and whom to report to), workplace rules (working hours, dress code if any, code of conduct highlights, security protocols), and administrative matters (filling HR forms, obtaining an ID card, email account setup, etc.). The employee will receive a copy of this HR Policy Manual and other relevant materials like the staff handbook or code of ethics, and is expected to familiarize themselves with them. HR will highlight critical policies (e.g. harassment policy, safety procedures, how to request leave).
- **Workplace Introduction:** The supervisor or a delegated colleague will introduce the new employee to their immediate team and work area. A tour of the facilities is given (offices, exits, washrooms, break areas, etc.). The employee should be shown how to log attendance (e.g. biometric or attendance register) and introduced to the workspace resources (computer, network access, etc.). It's important they also meet key contacts like the IT officer for technical setup, the admin officer for any office supplies, and Finance if they need to register bank details for salary.
- **Induction Checklist:** MoPIED uses an induction checklist (Annex 2 of this manual outlines items that a standard job description includes, but a separate Induction Checklist may be provided by HR covering all induction tasks). This checklist ensures all necessary orientation topics are covered over the first weeks. It includes items such as explanation of job duties by supervisor, setting initial performance goals, introduction to the Ministry's strategic plan, explanation of how to use the HRMS system for leave and other requests, signing up for the pension scheme, etc. Both the Director and the new employee sign off on the checklist once completed, and it is filed in the personnel file. This avoids overwhelming the employee on day one by spreading orientation across days.

- **Probation Mentoring:** During the first few months (the probation period), the supervisor or an assigned mentor should regularly check in with the new hire. As noted, a formal review at 3 months is done to give feedback. The aim is to support the employees in understanding their role and addressing any issues early. For example, if the employee is struggling with a certain task, the supervisor can arrange specific guidance or training. Conversely, if the employee has suggestions or concerns, they have opportunities to voice them. Effective induction is shown to improve retention and performance – MoPIED wants new employees to feel welcomed, valued, and clear about expectations.
- **Training on Policies and Systems:** Early on, new staff may receive short briefings or trainings on specific topics, such as: how performance appraisals work, what the safety procedures are (fire drill, etc.), introduction to the HR Management System (logging in, viewing pay slips, applying for leave online), and any other tools used by the Ministry (for instance, if planners use a certain software, an overview of that could be provided).
- **Assignment of Responsibilities:** The supervisor will provide the new staff with their initial work assignments and explain the workflow of the department. The employee should receive or discuss their Job Description in detail, so they fully understand duties and reporting lines. Often, a new hire might shadow a colleague or be given a small starter project to learn the ropes.
- **Cultural Integration:** Beyond formalities, induction also has a social aspect. The Ministry encourages a friendly integration – colleagues might host a brief welcome gathering or at least ensure to greet the new member. This fosters team cohesion. New staff are encouraged to engage and ask questions; there are no “wrong questions” when learning the culture of a new workplace.

MoPIED’s commitment is that a well-inducted employee will settle in within a short period and start contributing effectively. This in turn lowers turnover and improves morale. Directors carry responsibility for making induction successful. The HR Department will monitor that induction checklists are returned and will solicit feedback from new employees about their onboarding experience, to improve the process continually.

By the end of the induction (which informally can be considered the first 1-2 months of employment), the employee should clearly know their duties, understand the Ministry’s expectations and values, and know where to find information or help if needed. They will also be reminded of key upcoming events, such as their probation review and any mandatory training.

If at any point during probation the new employee feels unclear about their role or the policies, they are encouraged to reach out to HR or their supervisor. MoPIED fosters an open-door approach especially for newcomers; to clarify doubts and ensure they integrate fully into the Ministry’s family.

4. COMPENSATION (PAY STRUCTURE)

4.1 SALARY GRADES AND STRUCTURE

MoPIED adheres to the Federal Public Service Pay & Grade Structure (2022) for all its civil service staff. Under this unified structure, each position is assigned one of eight grades (A, B, C1, C2, D, E, F, G) as described earlier, and each grade has a corresponding salary range. The key elements of the salary structure are:

- **Basic Salary:** This is the core monthly salary for the position's grade, excluding any allowances. The Pay & Grade policy defines a minimum, midpoint, and maximum salary for each grade. For example, hypothetically (for illustration): Grade E might range from \$200 to \$300, Grade D from \$300 to \$450, up to Grade A which might range from around \$1000 to \$1350. (Exact figures are set by the official policy and may be adjusted over time by the government.) All MoPIED employees in the same grade receive the same base salary for equivalent qualifications/experience levels, ensuring internal equity. Initial placement on the grade's scale for new hires is typically at the minimum or a step commensurate with their experience – for instance, a new hire with extensive relevant experience might start slightly above the minimum of that grade's range, as allowed by the policy.
- **Annual Salary Reviews:** The federal government may announce cost-of-living adjustments or general civil service salary increases from time to time (subject to budget capacity). MoPIED will implement any such approved adjustments. In the absence of a government-wide increase, individual base salaries generally remain at the set level unless the person is promoted to a higher grade or as outlined under progression (4.3). The Pay & Grade Policy aims to eventually incorporate a system of increments or step progression within grades tied to performance and tenure, but as of 2022 the policy indicated a consolidation of allowances into base pay and no separate automatic increments unless such a scheme is later introduced. MoPIED will stay updated on this: if a formal step increment system is put in place nationally (for example, 3% annual increment for satisfactory performance), it will adopt that.
- **Allowances:** At present, the government's stance per the Pay & Grade Policy is not to provide additional allowances for permanent civil servants until a consolidated allowance framework is developed. This means that typical allowances (housing, transportation, communication, etc.) are generally rolled into the basic salary or not provided separately to avoid inequities and complexity. However, there may be exceptions as determined by government: e.g. hardship postings (if MoPIED staff are posted in particularly harsh field environments, a hardship allowance might be authorized), or acting allowances when someone temporarily acts in a higher position. As of this manual's issue, MoPIED in Mogadishu does not foresee additional permanent allowances. Any introduction of allowances in the future (for example, if a "consolidated allowance" or bonus system is approved) will be done according to the official policy and uniformly for all eligible staff. The manual will be updated accordingly.

It should be noted that duty travel reimbursements (per diem, transport for official trips) are not considered salary and are handled under the government's travel policy, not as a regular allowance. Similarly, overtime payments (see 4.4) are separate from base salary.

- **Deductions:** From the base salary, certain deductions are made as required: income tax (per Somalia's tax laws, if applicable at source), and pension contribution (currently 5% of basic salary from the employee, matched by 5% from employer, as per Civil Service Law pension scheme). These will be automatically deducted via the payroll system.

Other deductions might include union dues (if an employee opts to join a union and deduction at source is arranged) or recovery of any advances the employee has taken. All deductions will be transparently listed on the employee's pay slip. No deductions other than those legally permitted will be made without the employee's consent.

- **Payroll Currency and Disbursement:** Salaries are currently denominated and paid in US Dollars (USD) as per government practice (this could change to Somali Shillings if policy shifts in future, but the staff would be informed well in advance). Employees are paid monthly, typically at the end of each Gregorian month. Payment is made via bank transfer to each employee's designated bank account whenever possible, to promote financial transparency and security. New employees must provide their bank details to HR/Finance during induction. In cases where bank payments are not feasible, checks or cash might be issued, but MoPIED aims to have all staff paid through banking channels.
- **Salary Slip:** Every pay period, employees will receive a salary slip (via the HRMS self-service portal or on paper/email) detailing their gross salary, itemized deductions, and net take-home pay. Employees are encouraged to review their slips and report any discrepancies immediately. The Finance section of Admin and Finance Department usually handles payroll processing in coordination with HR Department (which provides any changes like new hires, promotions, leave without pay days, etc. affecting pay).
- **Grading Appeals:** If an employee believes their job has been graded incorrectly (affecting their compensation), they can raise the issue with the HR Department. The formal mechanism would be a classification review, which might involve the Civil Service Commission's evaluation unit. While individual employees cannot simply negotiate a higher grade or salary, they have the right to a fair classification. The Ministry will periodically re-evaluate roles especially after restructuring or significant duty changes. Any adjustments must be approved by central authorities as mentioned.

4.2 PAYROLL ADMINISTRATION

The administration of payroll in MoPIED follows strict controls to ensure accuracy and prevent errors or fraud (such as "ghost employees"). Key procedures include:

- **Personnel Records Management:** The HR Department maintains a HR database (HRMS) that contains each employee's personal and job details, including grade, salary level, and any changes. Payroll is generated based on this data. Thus, whenever an HR action occurs (new hire, promotion, salary adjustment, leave without pay, termination), the HR Department promptly updates the system and communicates changes to the Finance section. The HRMS integration (Chapter 12) greatly supports this – for example, an approved promotion in the system will automatically adjust the salary rate for the next pay cycle.
- **Attendance Linkage:** A fundamental principle is "no work, no pay" except for entitled leave. Therefore, payroll is linked with attendance and leave records. If an employee took leave without pay or had an unpaid absence, those days are deducted from salary on a pro-rata basis. The Leave Management system (see Chapter 6) feeds data into payroll for any unpaid leave or excessive absences. Overtime or additional duty pay (if applicable) similarly are added based on attendance reports. Starting in 2025, MoPIED is deploying biometric attendance tracking to get accurate work hour data. This will further strengthen the correlation between actual work and pay and help flag any absenteeism issues for management action (as required in the Public Financial Management context).

- **Segregation of Duties:** Different personnel handle different stages of payroll for checks and balances. HR prepares the list of staff and any changes. Finance (Accounts) calculates payroll and prepares payment orders. A senior Finance officer or the DG reviews the payroll summary and signs off. The actual disbursement (through bank transfers) is usually executed by the Ministry of Finance or centralized treasury system in FGS for all ministries, which adds another layer of oversight. This segregation ensures no single person can add a fake name and pay them without detection.
- **Payroll Reconciliation and Audit:** Every month, the Finance section reconciles the payroll: comparing the previous month's list with the current, verifying all additions (new staff), deletions (resigned staff), and changes (increments, deductions). Any anomalies are investigated. MoPIED cooperates fully with audits; internal auditors or the Accountant General's office may periodically audit the payroll records. The HR Department also conducts periodic spot checks, for instance verifying that each person on payroll corresponds to a real employee present at work (through headcounts or requiring physical sign-in). This is to comply with the PFM objective of eliminating ghost workers and ensuring donor confidence in HR expenditure.
- **Pay slips Distribution:** As mentioned, pay slips are given to employees confidentially. In the new HRMS (Chapter 12), employees can securely view their pay slips and salary history online. Hard copy pay slips can be provided on request. Ensuring each employee gets their pay slips helps catch any individual issues (like if a deduction was applied wrongly, the employee can report it).
- **Personal Data Changes:** If an employee's personal situation changes in a way that affects pay (for example, they need to change their bank account, or there's a court order to deduct a portion of salary for some reason, or they qualify for a benefit due to a new disability), they must inform HR promptly with documentation. HR/Finance will implement changes effective from the next payroll if timing allows. Some changes (like marital status) do not affect base pay since there are no family allowances at present, but could be relevant for tax or future benefits.
- **Compliance with Wage Regulations:** MoPIED ensures its pay practices comply with Somalia's labor and financial regulations. The Labour Code stipulates, for instance, that wages must be paid regularly and not withheld beyond the due date. It also requires that upon termination, any due wages are paid promptly. The Ministry follows these rules: staff leaving the organization will receive any owed salary and benefits in their final paycheck (as per Chapter 10). The Code also notes wages should be sufficient and non-discriminatory – by following the standardized grade pay, MoPIED meets this by design.
- **Minimum Wage:** If Somalia has a statutory minimum wage, MoPIED will ensure no salary is below that threshold. Currently, the lower grades in civil service (Grade G) are set in policy likely above basic living needs, but this will be monitored especially if economic conditions change.

In summary, payroll administration in MoPIED is rules-driven and systematic. Employees should be aware that any changes to their pay (like increment or promotion) will come through official channels and be reflected in their records; if they notice an unexplained change, they should query it immediately. Transparency is upheld by providing pay information, and accountability is upheld by multiple reviews and integration with the central financial management system.

4.3 SALARY PROGRESSION AND ADJUSTMENTS

Within the pay structure, employees may see adjustments to their salaries primarily through promotions or upward reclassification of their position, since currently there is no general annual step increase for longevity alone (subject to future policy changes). Key scenarios for salary changes are:

- **Promotions:** When an employee is promoted to a higher grade (see Chapter 7 on Performance and Promotions), their salary will increase to at least the minimum of the new grade. If they were already close to or above that minimum (for instance, some technical promotions might involve moving from C2 to C1 within overlapping ranges), typically the salary is set either at a specified promotional increment above their old salary or at the new grade's minimum, whichever is higher. The exact adjustment can be a certain percentage increase (some systems use around 5-10% increase) or alignment to the nearest higher step in the new grade. For example, if someone in Grade D at \$400 is promoted to Grade C2 (min say \$500), they'd go to \$500 at least. Promotions usually become effective at the beginning of a month following approval. If the promotion is acting (temporary), any acting allowance or pay difference is handled per applicable rules (and usually not a permanent salary change unless confirmed in post). Promotions must be approved by the relevant authority (the Ministry's Promotion Committee and often the Prime Minister or NCSC for senior posts) and then HR implements the salary change in payroll.
- **Annual Inflationary Adjustments:** If the government announces a salary raise for civil servants (say a 10% increase across the board effective next fiscal year), MoPIED will adjust all staff salaries accordingly. These are not merit increases but cost-of-living or policy increases. Usually, a circular from the Ministry of Finance or Office of the Prime Minister would specify the details, and HR/Finance will apply it uniformly.
- **Grade Revision:** In some cases, the Pay & Grade Policy might be updated (for example, adding a Grade H or splitting a grade, or changing the salary ranges if a new job evaluation is conducted nationally). If such structural changes happen, MoPIED will recalibrate salaries as directed. The 2022 policy might be reviewed after a few years; any outcomes like raising the salary bands will be passed to employees to ensure MoPIED remains aligned with the law.
- **Performance-Based Increments:** Currently, there is no formal system of regular increments tied to annual performance in the FGS civil service. However, the idea has been floated under civil service reforms (like granting a step increase within grade for consistently very good performance). Until such a mechanism is officially adopted, MoPIED cannot unilaterally give raises outside promotion. Instead, exceptional performance is recognized through non-monetary means or promotions when possible. If in future a performance increment system is instituted, this manual will adopt those rules (e.g. perhaps a small salary raise for employees who achieve a certain performance rating for two consecutive years, etc.).
- **Salary upon Reassignment or Transfer:** If an employee transfers laterally to a different ministry or within MoPIED to a different role of the same grade, their salary generally remains the same. If they transfer to a lower grade (demotion or voluntary move to a less demanding job), salary adjustment will depend on the specific case and relevant regulations; often, it is reduced to fit the lower grade, but sometimes personal pay can be protected for a period. Disciplinary demotions (Chapter 8) can involve a salary reduction if placed in a lower grade. These decisions follow civil service rules and will be clearly communicated to the affected staff.

- **Acting Assignments:** If an employee is formally assigned to act in a higher position (e.g. Acting Director while the Director post is vacant), they may be eligible for an acting allowance, which is typically the difference between their current salary and the minimum of the higher post's grade, if rules allow. This is temporary and not a permanent salary change and ceases once the acting period is over. MoPIED will adhere to any guidelines from MoLSA regarding acting pay (some policies require acting period beyond a certain length to qualify for allowance).
- **Overtime Compensation:** Strictly speaking overtime isn't a salary increase, but it can temporarily increase an employee's earnings. See 4.4 below for details; if employees work approved overtime, they may either be paid at an overtime rate or get time-off in lieu. Payment of overtime is processed as part of payroll for that month, separately itemized.
- **Deductions or Penalties:** Conversely, in disciplinary cases, an employee's salary might be impacted by penalties such as fines or unpaid suspension. For example, a fine not exceeding seven days' pay can be imposed for minor offenses and would be deducted from salary. A suspension without pay means salary is withheld for the suspension period. Such actions are only taken following the disciplinary process and are documented. Salary deductions as penalties will never exceed the bounds set by law (e.g. fine of 7 days pay maximum for minor infractions, and any larger reduction would require formal demotion or other measures).
- **Reward or Bonus:** At present, there is no formal cash bonus system in the civil service. If any external award or one-time bonus were granted (say by a donor for completing a project), it would be handled case-by-case with approval from Ministry of Finance. Generally, recognition is given through promotions or certificates rather than cash. MoPIED, however, will keep records of outstanding performers and could advocate for them in any future reward schemes.

All salary progression must be fair and documented. Employees are entitled to understand how their salary is determined. If there's confusion (for example, differences in pay between two employees of the same grade often due to different starting steps or service length), HR can clarify those details privately. The pay structure is transparent in that grades and corresponding ranges are known, but individual pay points may vary slightly based on the scenarios above.

4.4 OVERTIME AND ADDITIONAL COMPENSATION

The official working hours and expectations are described in Chapter 6. However, there may be situations where employees must work beyond normal hours to meet urgent work demands (e.g. conference preparation, urgent report deadlines, etc.). MoPIED's policy on overtime is as follows:

- **Eligibility:** Overtime is generally discouraged and should be an exception, not routine. Only certain staff categories are eligible for overtime compensation. Senior staff (for example, Grades C and above, who are in management) are normally expected to manage their time to complete tasks and may not be paid overtime – their roles come with a level of responsibility where extra hours at peak times are offset by lighter times. Overtime pay is typically reserved for junior staff and support staff (Grades D, E, F, G) who have clearly defined work hours and whose extra hours can be quantified. This includes drivers, clerical staff, etc. who might be required to work evenings or weekends beyond the standard schedule.

- **Authorization:** All overtime must be pre-approved by a supervisor (Department Head or other authorized Director) before the extra work is done, except in emergency situations where prior approval isn't possible (in which case it should be justified and approved retroactively at the earliest opportunity). The Director will confirm the necessity and approximately how many extra hours are authorized. Unauthorized overtime will not be compensated. HR/Finance will require an overtime authorization form or email from the Director when processing overtime claims.
- **Limits:** The Labour Code sets limits on overtime hours – not more than 12 hours per week beyond the normal 48. MoPIED will not request employees to exceed this (except perhaps in extraordinary emergency with relevant approvals). Also, employees must have at least one day of rest per week (Friday), so any overtime that would infringe on the mandatory rest (aside from being specifically asked to work on a Friday) must be handled carefully and compensated. We also observe a general principle of staff wellness; continuous excessive overtime is a sign of understaffing or inefficiency that should be addressed by management, not normalised.
- **Compensation Methods:** Overtime can be compensated either by payment or by Time Off in Lieu (TOIL), depending on budgetary considerations and the employee's preference (where feasible).
- **If paid:** The rate of overtime pay will comply with the Labour Code or government regulations on overtime rates. Typically, overtime is paid at a premium rate – e.g. 1.5 times the normal hourly rate for weekdays, and possibly 2.0 times for Fridays or public holidays (if those rates are stipulated by labor laws or common practice). MoPIED will confirm the applicable rate with MoLSA guidelines. The “hourly rate” is calculated from the monthly salary (for instance, monthly salary divided by 22 days and then by 8 hours gives an approximate hourly rate). So, if a Grade E staff with \$250 monthly salary works 4 hours overtime on a Saturday, and overtime rate is 1.5x, they'd get roughly $\$250/176 \text{ hours} * 4 * 1.5 = \text{overtime pay}$. Overtime pay is subject to usual taxes/deductions as salary.
- **If taken as time off:** For those who prefer or if budget is constrained, MoPIED can grant equivalent time off for extra hours worked. This means if someone worked one extra day over a weekend, they can take a day off later without using annual leave. The time off should ideally be of equivalent length and taken within a reasonable period after the overtime (e.g. within the same month or quarter) to ensure rest. Friday overtime likely yields a day off; extra hours on a normal day yield proportionate hours off. Time off in lieu must be scheduled with the supervisor so as not to disrupt work.
- **Recording:** Employees who perform overtime must log their hours. An Overtime Timesheet or Form is to be filled, noting date, time started, time ended, total extra hours, and brief description of tasks performed. The immediate supervisor signs this form to certify its accuracy and that work was indeed required and completed. These forms are submitted to HR/Finance monthly. The HRMS (if configured) may have a module to capture overtime electronically, which will simplify calculation.
- **Friday / Holiday Work:** If, in exceptional cases, an employee is required to work on Friday (the weekend) or an official public holiday, the Ministry will compensate by granting another day off or paying at the special holiday overtime rate as per labor regulations. Public holidays are precious rest times; the decision to have someone work on those days must come from senior management for truly critical needs (e.g. attending an urgent national event, or crisis response).

- **No Compounding:** An employee cannot receive both overtime pay and time-off for the same hours; one or the other. Also, overtime hours cannot count towards any other benefit accrual except what is described (for example, they don't count as "experience" for promotion faster or additional leave; they are strictly compensated as above).
- **Budget for Overtime:** Each department should ideally plan and budget for expected overtime (for example, if Planning Department always works extra hours during the budget preparation season, some overtime may be budgeted). However, since overtime is generally minimal, MoPIED uses its existing salary allocations or operational funds to cover it. Finance will monitor overtime expenditure – if it becomes high, it's a sign the Department may need additional staff or better workload management.

Employees should not abuse overtime either – it's not meant to boost income casually. Supervisors will ensure that regular duties are done in regular hours to the extent possible. Overtime is a tool for peak load, not a permanent arrangement. If an employee consistently works overtime due to excessive workload, the Director should evaluate either delegating tasks, reprioritizing, or raising the issue to senior management for a long-term fix (like hiring an additional staff if justified).

In conclusion, MoPIED's compensation policy strives to be fair, transparent, and consistent with national standards. By following the structured pay grades and properly managing payroll and overtime, the Ministry ensures employees are paid correctly and on time for their contributions, which in turn helps maintain high morale and trust in the organization.

5. TRAINING AND DEVELOPMENT

5.1 TRAINING POLICY AND STRATEGY

Investing in employee development is a core part of MoPIED's HR strategy. The Ministry recognizes that continuous learning and skill enhancement of staff are vital for improving performance and adapting to new challenges in economic planning and development. Therefore, MoPIED commits to providing training and development opportunities for its employees at all levels. This includes formal training courses, workshops, on-the-job training, coaching, and other capacity-building measures.

The Training Policy is guided by the following principles:

- **Relevance:** Training programs will be aligned with MoPIED's mandate and strategic objectives. Priority is given to building skills that directly contribute to work outputs (e.g. project planning, monitoring & evaluation, policy analysis, IT skills for data management, leadership and management for supervisors, etc.). Training must address identified needs (through the Training Needs Assessment process in 5.2) rather than ad-hoc or for personal interest unrelated to work.
- **Equal Access:** All employees should have equitable opportunities to develop their competencies. Selection for training will be based on identified needs, merit, and relevance to current or future job responsibilities, not on favoritism. MoPIED will also ensure both men and women benefit from capacity-building (taking into account, for example, not excluding women due to childcare responsibilities by offering local options or flexible arrangements if possible). If training slots are limited, the selection criteria and approval will be transparent – often those who have a clear work-related rationale and have not had similar opportunities recently will be prioritized.
- **Service Impact:** Training is considered an investment. Employees who receive significant training are expected to apply their new knowledge to improve their performance and share learnings with colleagues (knowledge transfer). As per Civil Service Law, employees sent on long-term training (scholarships) are expected to continue serving the government for a minimum period after training (at least 3 years). This ensures that MoPIED and the public sector reap the benefits of the training. The Ministry may require employees to sign a training bond/agreement for long courses, agreeing to repay costs if they leave the service before completing the required post-training service period.
- **Resource Utilization:** MoPIED will utilize a mix of internal and external resources for training. Internal resources include senior staff sharing expertise through workshops, on-the-job coaching, and local training sessions coordinated by the HR Department. External resources include training institutes (like Somali Institute of Development Administration and Management – of Somali National University (SNU), if operational, or local universities' short courses), regional and international training opportunities often funded by donors or partner organizations (World Bank, UN agencies, African Union, etc.). The Ministry seeks cost-effective training – for example, if a free donor training is available locally vs. an expensive overseas course, the preference will be local unless the overseas one offers unique value. Annual budget will include a training budget, but MoPIED will also proactively seek scholarships and donor-funded training to supplement.

- **Systematic Approach:** Training is not one-off events but part of a continuous development cycle. MoPIED's HR Department will maintain training records for each employee and plan follow-ups. The effectiveness of training will be evaluated – trainees might be asked to report or present what they learned to their team, and supervisors will monitor improvement. The Ministry will also evaluate training programs themselves via feedback forms (Annex 6 includes a section for evaluating training outcomes) to inform future program selection.

The Ministry has a Human Resource Development Plan (HRDP) that is updated periodically, outlining key competency gaps and planned interventions to address them. For example, if the National Development Plan implementation requires stronger M&E capacity, the HRDP might target training all relevant staff on Monitoring & Evaluation frameworks within a year. The HRDP aligns with any Civil Service-wide capacity development programs (Somalia's reform initiatives often include components for training civil servants – MoPIED taps into those).

5.2 IDENTIFYING TRAINING NEEDS

To ensure training is targeted, MoPIED implements a Training Needs Assessment (TNA) process, typically annually or semi-annually:

- **Performance Appraisals Link:** In the annual performance appraisal (see Chapter 7), one section focuses on identifying any training or development needs for the employee. Supervisors and employees together discuss what skills the employee could develop that would enhance their work performance or prepare them for higher responsibilities. These needs are noted in the appraisal form (Annex 5). For instance, an accountant might need training in a new financial software, or a planning officer might benefit from advanced statistical analysis training. The HR Department will compile these individual needs into an overall list.
- **Organizational Assessment:** Separately, the HR Department and management review the Ministry's strategic plans and new tasks to determine broad skill gaps. For example, if MoPIED is adopting a new Monitoring & Evaluation (M&E) framework nation-wide, then a majority of staff may need orientation on that – a group training need. Or if succession planning shows that many senior staff will retire in 5 years, then mid-career staff need leadership training to be ready to step up. External factors like new regulations (e.g., a new Procurement Act requiring procurement training) are also considered. This organization-level analysis often involves consulting department heads.
- **Consolidation into Training Plan:** Based on the above, the HR Department drafts an Annual Training Plan listing proposed training, number of participants, target groups, timeframe, and estimated cost. This plan is reviewed by the DG and Minister for approval and budgeting. They ensure it ties into MoPIED priorities and available funds. The plan also considers mandatory training: e.g., orientation for new staff (as covered in induction), refresher on Code of Conduct/ethics every couple of years, and specific compliance training (like Occupational Safety if required).
- **Prioritization:** If resources are limited, training needs are prioritized by criticality. Training that is essential for current job performance or mandated by policy will rank highest. Secondary priority is given to developmental training that prepares staff for future roles or improves efficiency. Low priority might be training that is nice-to-have but not directly impacting work outputs in the near term. The training plan will reflect these priorities and schedule accordingly.

Employees are also encouraged to proactively express training interests or areas where they feel upskilling is needed. They can do this through their supervisor or directly to HR. While not all requests can be accommodated, such input is valuable. For transparency, MoPIED will maintain a Training Nomination Form (Annex 6) which an employee or their Director can fill to propose attendance at a specific course or workshop. The form includes how the training is relevant and the expected benefits. These requests are considered by the HR Department /Training Committee when forming the plan.

5.3 TRAINING OPPORTUNITIES AND TYPES

MoPIED implements a variety of training and development programs, including:

- **Internal Workshops and Seminars:** Utilizing in-house expertise, the Ministry periodically organizes short workshops on relevant topics. For example, the Planning Department might run a half-day seminar on the new National Transformation Plan approach for all staff, or the HR Department could organize an ethics seminar explaining the Code of Conduct and anti-harassment policies. These are cost-effective and can be done in-office. Senior staff or guest speakers from other ministries or universities can be invited. Internal workshops are often spread across the year and may be mandatory for certain groups (like all supervisors must attend a performance management workshop).
- **On-the-Job Training & Mentoring:** Much learning happens informally on the job. MoPIED encourages supervisors to coach their team members – e.g. demonstrating how to draft a good policy memo, reviewing work and giving constructive feedback. Junior staff may shadow experienced staff for certain tasks to learn by observing. A mentoring program may be established where a new employee or a high-potential employee is paired with a seasoned mentor (perhaps a Director or external advisor) to guide their development. This can include career advice, challenging assignments under guidance, etc.
- **External Short Courses:** These are formal courses usually ranging from a few days to a few weeks, provided by local institutions (like Somali universities or international organizations’ training arms). Subjects might include project management, advanced Excel, public financial management, report writing, English language improvement, etc. MoPIED will fund attendance for select staff as per training plan. Typically, HR will advertise upcoming relevant courses and invite nominations, or departments will nominate staff. Approval is needed from DG to release staff for the training, ensuring workload is managed while they are away.
- **Conferences and Workshops:** Often, development partners host workshops, conferences or knowledge-sharing events (inside or outside Somalia). MoPIED tries to send participants to those that are relevant. While these are not “training” in the strict sense, they contribute to staff exposure and learning about best practices and networking. The Ministry treats these as developmental opportunities – attendees are usually expected to share back outcomes with their colleagues (e.g. presenting key learnings from an AU regional workshop on development planning).
- **Long-Term Training and Scholarships:** For more in-depth capacity building, staff may be granted the opportunity to pursue longer courses (several months to a couple of years). This could be a diploma, master’s degree, or other certification relevant to their work – often via scholarships from donors or through government programs. Examples: a master’s in economics or public administration, or a specialized diploma in Monitoring & Evaluation. According to Civil Service Law and guidelines, when an employee is given a long study leave or scholarship by the government, they remain on strength but must sign a commitment to return and serve at least 3 years. MoPIED will implement that by

having a Training Bond Agreement signed (where the employee agrees to the continued service or repayment if they fail to return). During the study, if it's full-time and the employee is on study leave, whether salary continues and at what portion depends on government policy – often full salary is paid for short trainings, and for long overseas studies perhaps a stipend arrangement. MoPIED will follow whatever MoLSA/CSC rules exist for such cases. These opportunities are typically competitive; MoPIED may nominate one or few staff for available slots. Selection will consider the employee's performance record, the relevance of the field of study to MoPIED's needs, and the future role the employee can play.

- **Mandatory Training / Certification:** If any role in MoPIED requires a certification or mandatory training by law or policy (for instance, procurement officers might be mandated to get a certification in public procurement, or safety officers must attend safety training), MoPIED ensures those staff complete those trainings as priority.

All training candidates will get formal nomination/approval letters and Terms of Reference if needed (especially for international training stating they represent MoPIED). For lengthy training or any training involving leaving the country, employees must get proper clearance (e.g. from the Minister or Prime Minister's office) as per government protocols. The HR Department will facilitate those approvals.

5.4 TRAINING ADMINISTRATION AND BONDING

Administrative aspects:

- **Records:** The HR Department keeps a Training Register logging all training each employee has received (course name, date, provider, cost, etc.). This helps track equitable access and also build resumes for staff. It's also useful for management to see how training investments correlate with performance improvements or promotions over time.
- **Budget:** Training costs (fees, travel, per diem if out of station) are covered by MoPIED's training budget or by sponsors. If using Ministry funds, standard government financial procedures for payments apply (e.g. if a course fee is to be paid, the Finance department processes it against the training budget line). For overseas training, usually donor covers costs or government might pay per diem as per government rates. Employees on training continue to receive their salary normally if it's short term; for long study leave, salary arrangements will follow applicable policy (in some cases partial salary or unpaid leave except stipend). MoPIED will clarify such conditions in writing before the employee departs for training.
- **Work Obligations Post-Training:** As mentioned, any employee benefiting from long-term training (typically anything beyond 3 months) will be required to work for MoPIED or the Government of Somalia for a certain period after return. The common formula is at least 3 years for any qualification like a master's degree. For shorter but still significant training (e.g. a 3-month course abroad), a proportional shorter bond may be applied (maybe 1 year). The HR Department will prepare a Training Agreement stating the employees' obligation to return and serve, and penalties for breaching it (like repaying tuition or a portion of expenses if they resign early). This is to protect the investment made in the employee's development and ensure continuity of expertise in the Ministry.
- **Failure to Complete Training:** If an employee fails to complete a course or drops out without valid reason, it will be treated seriously. The Ministry may require them to return immediately to duty and could potentially seek reimbursement of costs if negligence was involved. Genuine cases (like health issues) will be handled with compassion, perhaps allowing a second attempt or adjusting obligations.

- **Post-Training Utilization:** MoPIED will strive to effectively utilize the enhanced skills of trained staff. After a major training, the employee's role may be reviewed to incorporate what they learned. For instance, someone who got an advanced GIS training might start handling GIS tasks that were previously outsourced. Also, knowledge sharing is encouraged: the returning employee might be asked to conduct a seminar or prepare a report on insights gained, to spread knowledge among colleagues.
- **Capacity Building under Projects:** Many donor-funded projects include training components for Ministry staff. MoPIED ensures integration of such capacity building with our HRD plan. If a project offers workshops, we schedule them in a way staff can attend without disrupting other duties excessively. We also standardize training content where possible so that, for example, if multiple projects are training on similar topics (like project management), we coordinate and maybe merge sessions to avoid duplication and broaden participation.

Career Development and Succession: Training is one tool in career development. Others include stretch assignments (taking on temporary higher duties), lateral moves to gain diverse experience, and professional networking. MoPIED will consider job rotation for development – e.g., rotating finance and planning officers between departments to broaden skills. The Promotion Committee will factor in an employee's self-development efforts (like if they pursued relevant certifications on their own or excelled in training) as a positive indicator when considering promotions.

In line with NTP and civil service reform, building a competent civil service workforce is a top priority. Through this training and development policy, MoPIED aims to cultivate specialists in planning, monitoring, statistics, ICT, economist and administration who can contribute effectively to Somalia's development goals. Over time, as capacity grows, reliance on external technical assistance should be reduced. This policy will be reviewed periodically to incorporate new government directives (for example, if a central civil service training institute is established or if new mandatory training programs like induction for all new civil servants are introduced).

To summarize, MoPIED commits to: identifying the skills and knowledge needed, providing opportunities for staff to gain those skills, and creating an environment where continuous learning is part of the organizational culture. Employees, in turn, are expected to actively participate in trainings, share knowledge, and apply new skills to improve their work and services provided by the Ministry. (End of Chapter 5)

6. LEAVE AND ATTENDANCE MANAGEMENT

6.1 WORKING HOURS AND ATTENDANCE

MoPIED follows the Federal Government's standard working hours and attendance policies, in compliance with the Labour Code and civil service regulations. The normal working schedule is: **Saturday through Thursday, from 8:00 AM to 4:30 PM** with a 30-minute lunch break (these timings can be adjusted by government directive; currently, Friday is the weekly day of rest). This equates to roughly 8 hours per day, totaling 48 hours per week, which is the maximum normal workweek allowed by the Labour Code. The Ministry ensures that employees do not regularly exceed these hours without overtime compensation or time off (as detailed in Chapter 4).

Key attendance expectations and policies:

- **Daily Attendance:** All staff must report to work on time and stay until the end of official hours, except for any authorized breaks or early departures. MoPIED uses an attendance tracking system – currently a **biometric fingerprint scanner** at entry/exit or an attendance register, as well as supervisors' oversight. Each employee should clock in by the designated start time and clock out when leaving. In case of manual registers, employees must sign in and out each day, and supervisors will verify the registers periodically.
- **Punctuality:** Being consistently on time is a basic job requirement. Occasional lateness due to traffic or unforeseen issues should be minimal and not habitual. If an employee expects to be significantly late on a given day (e.g. more than 15-30 minutes), they should, where feasible, inform their supervisor as a courtesy. Habitual tardiness (e.g. frequently arriving late or leaving early without permission) can be treated as a disciplinary issue if it persists after warnings. The immediate supervisor typically addresses attendance issues first through informal counseling or warning. If there's no improvement, formal disciplinary steps (per Chapter 8) may ensue, as unauthorized absence is an offense under Civil Service rules.
- **Absence Recording:** Any time an employee is not present during working hours must be accounted for. There are several categories: approved leave (annual, sick, etc. – see sections below), official duty travel, or unexcused absence. Employees should not simply disappear from work. If an employee needs to leave the office during the day for an official task (e.g. attending a meeting at another ministry), they should inform their supervisor and ideally mark it in a movement log or inform reception/security for safety/accountability. If leaving for personal reasons (e.g. bank errand), they should seek permission, and such short absences may be required to be made up by additional time or counted against leave if frequent.
- **Probationary Period Attendance:** As noted in Chapter 3, new employees on probation have their attendance under scrutiny. They should be particularly careful to demonstrate reliability. Excessive absenteeism during probation is likely to result in failing probation.
- **Public Holidays:** MoPIED observes all official public holidays as declared by the Federal Government (e.g. Independence Day, Eid al-Fitr, Eid al-Adha, etc.). On these days, the office is closed and they are not counted against leave. If an employee is required to work on a public holiday due to exceptional circumstances, it is treated as overtime (with compensatory time or pay – see 4.4). A list of public holidays is circulated at the start of each year by the HR Department for planning purposes.

- **Weekend:** As per current practice, Friday is the weekly rest day in Somalia. The Ministry does not operate on Fridays and employees are not expected to work. If for any reason work is needed on a Friday (extremely rare), it will be with volunteer staff or rotation and compensated similarly to holiday work. There is ongoing discussion at national level about aligning weekends with international standards; any change (like potentially adopting a Friday-Saturday or Saturday-Sunday weekend in the future) will be communicated and this manual updated accordingly, but until then, Friday remains the official weekend day.
- **Flexibility:** MoPIED may institute slight flexibility in start/end times for staff in certain situations (for instance, mothers who need to breastfeed, as noted under maternity leave rights may have adjusted hours; see 6.4). Also, if an employee has a personal situation that requires a temporary modified schedule (like attending an evening class or medical appointments), they can discuss with their supervisor and HR – where possible, solutions like slightly earlier or later hours offset by shorter lunch, etc., might be arranged, provided core office coverage is maintained and total hours are met. Such arrangements, if long-term, should be documented.
- **Attendance Monitoring:** The HR Department compiles attendance data monthly and reports any significant issues to the Director General and relevant Department Heads. This is facilitated by the HRMS which can generate attendance reports (absences, late arrivals, etc.). Patterns of absenteeism (e.g. someone frequently taking Mondays off without leave) will trigger an inquiry. The Ministry’s internal audit or monitoring team might also randomly check that staff listed on payroll are present – part of eliminating ghost employees and ensuring accountability.

In essence, MoPIED expects a culture of attendance where employees understand that consistent presence is critical for teamwork and service delivery. Exceptional performance cannot make up for chronic absence – reliability is part of performance. At the same time, management acknowledges that employees have legitimate needs for time off, which is why various leave types exist as discussed next.

6.2 ANNUAL LEAVE AND PUBLIC HOLIDAYS

Annual Leave: All MoPIED employees are entitled to paid annual leave (vacation) as a rest and rejuvenation period. According to the Civil Service Law, the entitlement is 30 days of paid annual leave for each year of service. Important points about annual leave:

- **The leave entitlement accrues with service:** Typically, an employee earns 2.5 days of leave for each month of service (30 days for 12 months). However, for simplicity and planning, MoPIED generally allows employees to take the full annual allotment in a block if they have completed a year of service, or pro-rated if less. New employees, during their first year, will accrue leave but usually are not encouraged to take extended leave until they have served at least 6 months, unless necessary.
- **Approval and Scheduling:** Annual leave should be planned in advance and is subject to approval by the employee’s supervisor/Department Head, who will consider work demands. Employees are expected to submit leave requests (using the Leave Application Form, Annex 7) ideally at least 2 weeks before short leave (a few days) or 1-2 months before long leave (several weeks). In the request, they should specify the dates and number of days, and ensure their tasks are either completed or delegated for that period. The supervisor will verify that the timing is suitable (for example, not everyone

from the same unit going off at once) and recommend approval. Final approval is by the Director of HR or the DG depending on internal delegation (often routine leave of a week or two can be approved at department level; longer leaves or senior staff leave might need DG approval).

- **Leave Rosters:** Department Heads should maintain a leave roster, planning staff leave across the year to maintain coverage. In particular, MoPIED ensures that no critical function is left unmanned; staff may have to coordinate to take leave in turns especially around major events (like preparation of an Annual Report – during that time fewer leaves may be approved). The Labour Code encourages that leave be given each year and in a way that considers both work and employee's rest. Directors have the responsibility to ensure staff take their leave – an overworked staff who doesn't take leave can suffer burnout, and we want to avoid that.
- **Carry-over of Leave:** Ideally, staff should use their full annual leave within the year it's earned. However, the law provides that if the government postpones leave for work needs, it can be carried for up to 3 years. In MoPIED, if an employee cannot take some or all of their leave due to urgent work requirements (with written directions to postpone), they may carry it over to the next year. But this should be the exception, not the norm. Typically, a maximum of one year's leave can be carried over to the next. Carrying leave beyond two years is discouraged except under exceptional circumstances approved by the DG. Employees should not accumulate excessive leave credits; management will intervene to schedule leave for anyone who hasn't taken leave in a long time. (Note: In some systems unused leave beyond a certain amount is forfeited. MoPIED's policy is lenient up to 3 years if work prevented it, per law, but practically we try to use it sooner to avoid operational backlog of absences later.)
- **Leave Pay:** Annual leave is fully paid – employees receive their normal salary during leave. The payroll continues as usual. If an employee's leave spans a salary payment date, they get paid as if they were working. No deductions from salary for approved paid leave.
- **Leave travel:** If budget allows and as per any FGS provisions, there might be assistance for leave travel (e.g. for staff posted outside their home region possibly some travel allowance). Currently in MoPIED's context (mostly staff in Mogadishu), there is no specific leave travel allowance. Staff manage their personal travel expenses for vacations.
- **Holiday during leave:** If a public holiday occurs during the period an employee is on annual leave, that holiday is not counted against their annual leave quota (they are effectively not charged leave for that day). For example, if someone is on leave from June 25 to July 5 and Eid falls on June 28, that Eid day is a holiday and not subtracted from their 30 days entitlement (practically, their annual leave covers all working days in that interval excluding the holiday).
- **Recall from Leave:** The Ministry reserves the right, in extreme cases of service exigency, to recall an employee from annual leave. This would only happen if something critical arises that absolutely requires that staff member's presence (for example, a key donor mission arrives unexpectedly, etc., and the person on leave is indispensable). Such recall must be authorized by the Minister or DG. If recalled, the employee will be compensated for any non-refundable travel expenses incurred and will have the remaining leave days restored to use later. Also, if leave was disrupted, the Ministry will allow the employee to reschedule the rest of their leave as soon as feasible. The law permits recall if needed, but also mandates that forfeited leave be either returned later or compensated financially. MoPIED will prefer rescheduling over cash compensation due to budget constraints (except on retirement cases per law).

- **Encashment:** Generally, the civil service law envisions that leave not taken can be paid out in cash if it cannot be rescheduled before an employee exits service. MoPIED's stance is that during service, no encashment of leave in lieu of taking time off is allowed – staff are encouraged to take the rest. Only upon retirement, resignation, or termination will any accumulated leave be compensated in the final settlement (calculated as basic salary equivalent for the number of unused leave days, if any, subject to any maximum accrual rules).

Public Holidays: Public holidays are observed as paid non-working days for all staff. These include both national civil holidays (like Independence Day on June 26 and July 1, Union of Somalia Day on July 1, Labor Day May 1, etc.) and religious holidays (two Eids, Islamic New Year, Prophet's Birthday if declared, etc.) as officially announced. The exact dates for movable holidays (like Islamic lunar calendar events) are confirmed by government closer to their occurrence. The Office of the Prime Minister or Ministry of Labour usually circulates a notice of public holidays. MoPIED's HR will relay that information to all staff.

If a public holiday falls on what would otherwise be a working day, employees get that day off and it is not a leave day. If it falls on a Friday (which is already a rest day), typically the government does not shift it – Friday is off anyway. Some exceptions: occasionally, if Eid falls on a Friday, the government might declare Saturday off as well to compensate, but that depends on announcements. MoPIED will follow whatever is declared.

During public holidays, minimal staff (such as security guards, or possibly a receptionist) may still be on duty if needed for basic security or maintenance. Those individuals, if they are required to work, will receive either overtime pay or alternative time off as described earlier.

Office Closure: In rare cases, the government might declare a special non-working day (e.g. for safety/security reasons or a one-time event). If that happens, it will be treated like a holiday (paid time off) unless the government specifies it must be charged to leave. This could include, for example, closures due to elections or national emergencies for a day.

Attendance during Travel: If an employee is on official duty travel on a workday, that counts as work (attendance is assumed off-site). They should not be marked absent. They should, however, ensure the travel is approved and documented.

Inclement Weather/Emergency: Should there be an event like severe weather or security lockdown that prevents staff from reaching office, the Ministry leadership will decide how to account for that day. Often, if the whole office is closed, it might be treated like administrative leave (no one's leave deducted). If only some individuals couldn't come, those cases will be reviewed – the Ministry tends to be understanding of legitimate inability to attend due to public disturbances or natural causes, and may excuse the absence (or let them work from home, if possible, though currently work-from-home is not a standard practice in our setting).

In summary, MoPIED's leave policy tries to balance the right of employees to rest and attend to personal matters with the need to have the office adequately staffed to carry out its functions. Proper planning and communication are emphasized so that taking leave doesn't hinder work continuity. Employees are encouraged to fully utilize their leave entitlement annually to maintain a healthy work-life balance, which ultimately contributes to better productivity and job satisfaction.

6.3 SICK LEAVE

MoPIED employees are entitled to paid sick leave when they are ill or injured and unable to perform their duties. The rules for sick leave are grounded in the Labour Code and Civil Service Law (Article 34), which set out durations and pay entitlements for medical absences. The key provisions are:

- **Short-term sick leave:** An employee can take up to 30 days of sick leave per year with a medical certificate from a government doctor and receive full pay during that period[71]. If an illness is minor and lasts only a day or two, MoPIED may waive the requirement for a doctor's note at management's discretion (for example, allowing up to 2 self-certified sick days in a row). However, any sick absence longer than 2 consecutive days or frequent short absences will require a medical certificate. Generally, employees should inform their supervisor as soon as possible (ideally before the workday starts) if they are too ill to come to work. They should also indicate the expected duration if known. A family member can notify on their behalf if the employee is incapacitated.
- **Extended sick leave:** If an employee's illness or injury requires more than 30 days, this policy manual allows extended sick leave but with different pay: the first 6 months of continuous sick leave are at full pay, and any sick leave beyond 6 consecutive months is at half pay, up to another 6 months. In other words, up to 12 months continuous sick leave is protected (first half fully paid, second half half-paid). If the employee's illness is job-related (an injury or sickness "caused while performing government duty"), then they are entitled to full salary for the entire period of treatment, even beyond 6 months. This essentially covers occupational injuries under a separate compensation scheme (see also disability pension in the law which would apply if they cannot return to work).

To grant extended sick leave beyond 30 days, additional certification is needed: the Labour Code stipulates after 30 days, a medical committee appointed by the Ministry of Health must verify the need for extended sick leave. Practically, this means if someone is very ill (e.g. TB, surgery recovery, etc.) and needs months off, they should be referred to a government medical board for assessment. MoPIED HR will facilitate contacting MoLSA/Health to form that committee review if needed. With that approval, the employee can remain on payroll as described.

- **Light Sick Leave:** The law also mentions "light sick leave" – brief absences up to 10 days per year for minor ailments, which must be justified by a doctor but if it exceeds 10 days total in a year, the excess is deducted from annual leave. In MoPIED, this means: for the first 10 days of certified minor illness in a year, you get paid sick leave (counts against the 30-day entitlement). If you have additional scattered sick days beyond 10 (and you've used up annual leave), they technically reduce your annual leave or can even be leave without pay if no annual leave remains. We generally manage this by encouraging people to use sick leave responsibly and manage any chronic minor issues with proper rest or adjusting work conditions.
- **Notification and Documentation:** All sick leave must be recorded. Employees should submit a Sick Leave Application (Annex 7, or a simple sick leave form) along with a medical certificate stating the nature of illness and recommended days off, immediately upon resuming duty (or via someone if they are away longer). The certificate should ideally be from a government hospital or recognized medical practitioner. MoPIED may verify certificates if there's any doubt of authenticity. In cases of extended illness, periodic updates from the doctor should be provided.

- **Return to Work and Fit for Duty:** If an employee has been on extended sick leave (say over 1 month), MoPIED may request that they obtain a “fit to work” certification from a medical professional before resuming, to ensure they are able to perform their duties and if any accommodations are needed. The Ministry will consider work adjustments if an employee returns with some limitations (perhaps temporarily shorter hours recommended by doctor, or avoiding certain tasks). We want to support a smooth reintegration. Also, a Return-to-Work interview with HR or the supervisor can be done (like a brief meeting to check on employee’s readiness and update them on any work changes while they were away). This is more common in best practice – this HR policy had a return-to-work interview form – MoPIED can adopt a similar approach for long absences.
- **Exhaustion of Sick Leave:** If an employee uses up the maximum sick leave (e.g., a full year) and is still unable to return due to ill health, then per law they could be considered for medical retirement. Article 54 allows retirement due to poor health certified by a medical committee. In such a case, MoPIED would process the employee’s retirement on health grounds, enabling them to receive whatever pension/benefits they qualify for. The law’s pension provisions include disability pension for those injured at work, but for prolonged illness not work-related, if they have served long enough, they’d get normal pensions or benefits. If not, they may get some compensation as per labor code. Each case will be handled with compassion and consultation with MoLSA. The key is we will not summarily terminate someone for being sick; we follow due process and give them the full benefit of sick leave as entitled, then involve proper authorities for a decision on continued service or retirement.
- **Protecting Position:** A person on legitimate sick leave maintains their employment rights. They cannot be fired for being on approved sick leave. Their job (or equivalent) awaits their return. If work exigencies require their tasks to be done, the Ministry will arrange temporary cover (perhaps through acting assignments or temporary hires) rather than permanently fill their role. Only if it becomes a case of medical incapacity after all leave is exhausted would separation be considered, as above, and that too with proper benefits.
- **Family Sick Leave:** Currently, there’s no specific provision for taking leave to care for a sick family members (like how some countries have caregiver’s leave). In practice, MoPIED may allow staff to use their annual leave or unpaid leave if they need to care for a close relative’s serious illness, on a case-by-case compassionate basis. There is also “compassionate leave” concept which we cover in 6.5 as other leave.
- **Minor Illness or Medical Appointments:** If an employee has a minor ailment and doesn’t want to take an entire day or needs a few hours for a medical appointment (e.g. routine check-up, dentist), MoPIED encourages them to schedule it outside work hours if possible. If not, such short absences can be managed by coming in late or leaving early with supervisor’s permission. Usually if it’s a couple of hours, we don’t dock leave; if it’s half a day or more, either treat as sick leave (counts against entitlement) or ask to offset the time later.

In summary, MoPIED’s sick leave policy is generous as per Somali law (up to a year of job-protected leave with most of it fully or half paid). We trust employees to use this benefit when truly needed and not abuse it. Supervisors should be considerate and maintain confidentiality of an employee’s health matters (only HR and management need to know details for record purposes; colleagues will just be informed the person is on sick leave). This policy ensures employees can recover from illness without fear of losing income or job, which in turn fosters loyalty and well-being.

6.4 MATERNITY AND PATERNITY LEAVE

Maternity Leave: Female employees of MoPIED are entitled to maternity leave of up to 4 months (120 days) with full pay for childbirth, as per Civil Service Law Article 33. This is a critical provision supporting women's health and family life. The details are:

- A pregnant employee is expected to inform the HR Department of her pregnancy and expected due date, ideally with a doctor's confirmation, to facilitate planning. At minimum, an official medical certificate indicating pregnancy and expected delivery date should be submitted to support the maternity leave request.
- Maternity leave can be taken starting up to 2 months before the expected delivery date and the remainder after childbirth, totaling 4 months. The employee can choose how to allocate this period in consultation with her doctor: for example, start 1 month before and take 3 months after, or if needed for health reasons, start 2 months before. Typically, many women work as long as they are able and comfortable, then use the bulk post-delivery (like 1month pre, 3 months post). But this flexibility exists to cater to medical advice.
- During maternity leave, the employee receives her normal salary as if working. The period counts as continuous service (so it doesn't break service for probation or pension or annual leave accrual). Actually, the law ensures she still earns annual leave even in the year she took maternity leave.
- If a public holiday occurs during maternity leave, it's just part of the leave (maternity is a continuous block, not counted by working days only, since it's months). No extra days given for holidays since it's already a long continuous period.
- **Breastfeeding Breaks and Postnatal Considerations:** Upon returning to work, **nursing mothers are entitled to certain accommodations.** Specifically, the law indicates that for **one year after resuming work post-maternity, the mother is allowed breastfeeding time during work hours.** Commonly, this is interpreted as either a reduction of work hours per day or a break period to breastfeed. A typical arrangement (in line with many practices) is to allow the mother either: one hour off each day for breastfeeding (either coming an hour late or leaving an hour early), or a longer lunch break to go feed the baby if feasible. MoPIED will arrange this flexibly depending on the mother's situation (if the baby is nearby to bring for feeding or if the mother needs to go home). This accommodation is without loss of pay; it's a legal right to support child health. Also, during that first year back, the mother should not be forced to work overtime or night shifts unless she willingly agrees, acknowledging her added responsibilities.
- The workplace will endeavor to be breastfeeding friendly. If possible, a private space will be provided for nursing or expressing milk. While currently MoPIED might not have dedicated nursing rooms, arrangements can be made (like using the sick room or an empty office).
- **Miscarriages or Stillbirths:** The law does not explicitly mention, but as an administrative measure, if a staff member experiences a miscarriage or stillbirth, MoPIED will provide appropriate leave as recommended by her doctor (often that would fall under sick leave). Depending on the timing, if a miscarriage happens mid-pregnancy, a shorter maternity leave might be granted for recovery. We will handle these cases compassionately, ensuring the staff gets necessary time off for physical and emotional recovery (using a combination of sick leave and possibly a portion of maternity leave if appropriate).
- **Multiple births or complications:** If there are complications from childbirth or multiple births (twins, etc.), additional sick leave can be utilized if the doctor prescribes a longer recovery beyond 4 months. The 4 months is the paid maternity entitlement, but any

medically certified extension would convert into sick leave (with its rules of pay – likely full pay up to 6 months as per sick leave policy, because even if related to childbirth, it's a health condition).

- At the end of maternity leave, the staff member should notify HR of her planned return date. If she wishes to resume early (some might choose to come back at 3 months), she can, but she forfeits the unused portion unless medically she was fit and voluntarily returned. Typically, 4 months is taken fully.

Paternity Leave: The current Somali labour regulations do not explicitly mention paternity leave for fathers. However, as a progressive workplace and guided by international best practices, MoPIED will grant according to the CSC act fathers are entitled to 12 working days of paid paternity leave for male employees on the birth of their child. While there's no statutory requirement, we have decided on a standard 3 working days of paid paternity leave for new fathers, to be taken within a week of the child's birth. This allows the father to support the mother and baby during the immediate postnatal period.

The employee should notify HR and his supervisor as soon as possible when expecting the birth (approximate due date). When the baby is born, he can immediately start the paternity leave or arrange it with his supervisor if needed a day later (for instance if birth was over a weekend, he might take the next Monday off, etc.). These 12 days are in addition to any other leave and do not deduct from annual leave. If more time is desired, the father can request to use annual leave or leave without pay for a longer absence.

Other Parental Considerations:

- **Return and Support:** Both mothers and fathers returning from parental leave should be supported. For mothers, as noted, breastfeeding accommodation is provided. For fathers, even though their leave is short, if they need some flexible scheduling for a short period (e.g., to help with postnatal appointments), supervisors should be understanding and allow use of annual leave or adjust hours where possible.
- **Non-Discrimination:** MoPIED strictly prohibits any form of discrimination or adverse treatment towards women due to pregnancy or maternity. Pregnancy is not a valid reason to deny someone a job, promotion, or training opportunity. A woman's performance evaluation should not be negatively impacted simply because she took maternity leave (though actual performance while at work is evaluated normally). The Ministry cherishes its female workforce and the crucial role they play, and views maternity protections as both a right and a benefit to society.

By providing maternity and paternity leave, MoPIED contributes to the well-being of its employees' families and by extension, to a more motivated and loyal workforce. We align with ILO standards on maternity protection, and as Somalia develops, we anticipate more formal policy support for paternity leave and family-friendly practices, which we will readily adopt.

6.5 OTHER LEAVE TYPES (SPECIAL LEAVE)

Beyond annual, sick, and parental leave, MoPIED recognizes that employees may need time off for various other reasons. The following special leave types are available, some paid, some unpaid, according to regulations and internal policies:

- **Compassionate Leave (Bereavement or Emergency Leave):** In the unfortunate event of a death in an employee's immediate family (such as a spouse, child, parent, or sibling), or other family emergencies (like a serious illness of a close family member), MoPIED grants compassionate leave. Typically, 4 working days of paid leave are given for bereavement of an immediate family member. This can be extended up to 5 days if travel is required to attend the funeral or rituals in a distant location. For other family emergencies, the leave is determined on a case-by-case basis by the DG/HR Director, usually not more than a few days at a time. Employees should inform their supervisor/HR as soon as possible of the situation and request compassionate leave. Proof (like a death certificate or hospital note) is not strictly required for a death, but for record, HR may note in the file for pattern tracking. This leave is separate from annual leave and does not affect entitlements. If more time is needed beyond what's allowed with pay, employees can request additional time from annual leave or unpaid leave.
- **Marriage Leave:** MoPIED grants 14 days of special leave with pay for an employee's own wedding. Marriage is a significant life event, and though many people take more time, the Ministry provides 3 paid days (which could be used around the wedding day). If the employee wants more time for honeymoon, etc., that should come from their annual leave. They should notify HR in advance and provide evidence like a wedding invitation or certificate if needed. Similarly, some organizations give 1 day for an employee to attend the wedding of an immediate family member; MoPIED can allow a day off (from annual or even paid special leave at discretion) if, for example, an employee's son or daughter is getting married. This is not formal policy but handled flexibly.
- **Study or Exam Leave:** If an employee is undertaking part-time studies (approved by the Ministry) or professional exams relevant to their job, they may be granted a short leave to prepare for or attend exams. For example, a day or two of leave to sit for an exam, or a few days if they have final exams, may be allowed either from annual leave or as unpaid if annual is exhausted. If the study is directly beneficial and the Ministry encouraged it, some paid study leave can be considered (subject to management approval). The exact amount is based on the course requirements, often not more than 5-10 days in a year.
- **Leave Without Pay (Unpaid Leave):** The Labour Code allows an employee to request up to 4 months unpaid leave once every 3 years, with authorization from MoLSA and the employer, for personal reasons. MoPIED will consider granting unpaid leave for various reasons like extended travel, personal projects, attending to family matters, etc., provided that the employee's absence will not critically impair operations and that they have a reasonable justification. The procedure is: the employee submits a written request explaining the reason and duration. The Department Head and DG review and if they support, it goes to the Ministry of Labour for final approval (especially if it's going to exceed a certain length). Usually, such leave is granted when the employee has exhausted other leave and truly needs time off. During unpaid leave, the employee does not receive salary or benefits (except maybe retaining medical insurance coverage if any, case by case). Their service continuity is not broken but the period doesn't count for pension/service length if beyond a threshold. On return, they resume their position or an equivalent. Typically, MoPIED might grant unpaid leave for educational reasons (e.g. if someone gets a short scholarship that is not fully employer-sponsored, they may take unpaid leave to pursue it if not covered under training program), or for other compelling

personal reasons. However, as per law, such extended unpaid leave requires formal approval from the Minister of Labour and should not exceed 4 months in 3 years, to prevent misuse.

- **Hajj (Pilgrimage) Leave:** For Muslim employees wishing to perform the Hajj pilgrimage, which is once in a lifetime obligation, many organizations grant special leave. The Somali Labour Code or civil service rules historically often allowed about 30 days special leave for Hajj, usually unpaid or taken from annual leave, depending on policy. MoPIED will accommodate employees' Hajj plans by either allowing them to use their annual leave (30 days is conveniently the length of annual leave) or combining annual leave with unpaid leave for the full period needed (since Hajj trip can be around 3-4 weeks). We do not yet have a formal separate Hajj leave provision, but management has the discretion to grant additional unpaid days if needed beyond annual leave. The employee should apply well in advance given the scheduling of Hajj. As an Islamic country context, support for pilgrimage is valued, so MoPIED aims to be facilitative as long as work arrangements can be managed (e.g. not everyone goes same year). Perhaps if there are many requests, a rotation by year may be considered.
- **Election Leave:** If an employee is participating in an official capacity in elections (say as a polling official or campaign in personal time for self if running for minor office – though civil servants typically can't campaign due to neutrality, but just in case), any leave needed for such civic duties should be annual or unpaid. If the government declares a public holiday for election day, that covers it.
- **Quarantine Leave:** As seen during COVID-19 or other outbreaks, if an employee is required by public health authorities to quarantine (due to exposure or mild infection not sick enough for full sick leave), that period should be treated as sick leave or special paid leave if they are fit to work from home. MoPIED would follow government directives in such scenarios – e.g. if a pandemic hits, there may be special leave policies instituted.
- **Special Assignment Leave:** If an employee is seconded or assigned temporarily to another government entity or international mission, that's not exactly leave – it's more a secondment arrangement. But the Ministry would mark them on secondment and usually that period is still paid by either MoPIED or the host entity depending on agreements. For internal tracking, it means they are away from their usual duties but not on leave per se. This is handled through MOUs rather than leave policy.
- **Unauthorized Absence:** Any absence that doesn't fall into an approved leave category or isn't approved is considered unauthorized. This is treated seriously. One day of no-show without explanation will prompt immediate contact from HR/supervisor and a warning. Continuous absence for 5 days without notice could be considered abandonment of post as per rules, triggering disciplinary action up to termination. MoPIED will however attempt to ascertain if there were extenuating circumstances (e.g. employee was in an accident and couldn't inform). But employees must know that failing to follow leave procedures and just disappearing is misconduct.
- **Leave Records:** The HR Department maintains records of all leave taken by each employee – annual, sick, special, etc. This is facilitated by the HRMS Leave Management module[82]. Employees can usually inquire about their remaining leave balance from HR or check in the system. Accurate records ensure entitlements are not exceeded and any payouts at separation are correct.

- **Planning and Coordination:** Department heads should always know who in their team is on leave at any given time. If multiple people request leave simultaneously and cannot all be spared, priority will be given in order of who applied first or whose reason is more urgent, with the others asked to adjust dates. Everyone should be cooperative in this process.

To conclude, MoPIED offers a comprehensive set of leave options, providing flexibility and support for employees' personal and family needs while maintaining organizational effectiveness. Clear communication and proper approval for leaves are essential to make this system work smoothly. Employees should feel free to request leave for legitimate reasons, and management will strive to accommodate those requests in line with policy, because a well-rested and content staff is ultimately more productive and engaged.

7. PERFORMANCE MANAGEMENT

7.1 PERFORMANCE APPRAISAL SYSTEM

MoPIED operates a structured **Performance Management System** to plan, monitor, and evaluate the work performance of its employees. The goal is to enhance individual and organizational performance, recognize high performers, and address performance issues in a fair and constructive manner. A well-implemented appraisal system also provides the basis for decisions on promotions, training needs, and other HR actions.

Key features of MoPIED's Performance Appraisal System:

- **Appraisal Cycle:** The Ministry follows an **annual performance appraisal cycle** aligned with the calendar year (or fiscal year, as appropriate). Each employee's performance is formally reviewed once a year, typically at year-end or the start of the new year, covering the previous year's performance. In addition to the annual review, a **mid-year review** or semi-annual informal check-in is also conducted to assess progress and make adjustments to objectives if necessary.
- **Performance Planning (Objective Setting):** At the beginning of the cycle (e.g., January), each employee, together with their supervisor, sets out a **Performance Plan** for the year. This includes specific, measurable objectives or Key Result Areas (KRAs) for the employee's role, aligned with the department's and Ministry's goals. For example, a Planning Officer might have objectives like "Complete the draft of NTP progress report by June" or "Coordinate 4 donor review meetings in the year with timely reports." Objectives should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). In addition to task objectives, key competencies or behaviors may be noted (such as teamwork, communication, punctuality) especially for qualitative aspects of performance. These expectations are recorded on the Performance Appraisal Form (see Annex 5 for template). Both supervisor and employee sign off on the agreed plan.
- **Ongoing Feedback and Monitoring:** Throughout the year, supervisors are expected to provide regular feedback – recognizing good work and pointing out areas of improvement in real time, not just wait for appraisal time. Employees are encouraged to ask for clarification or feedback if uncertain about how they're doing. The mid-year review (around June/July) is a more structured meeting to discuss progress on objectives. If certain goals have become unrealistic or priorities shifted (as often happens in planning work due to external events), adjustments can be made by mutual agreement at mid-year. This ensures the final assessment is on relevant criteria.
- **End-of-Year Appraisal Meeting:** At the end of the cycle, the supervisor and employee meet for a formal appraisal discussion. Prior to the meeting, the employee may be asked to do a self-assessment on their achievements against each objective and competency (this encourages reflection and can be part of the form). The supervisor then evaluates the performance over the year, considering: results achieved (quantitatively and qualitatively), how the results were achieved (i.e., demonstration of professional behavior and MoPIED values), and any challenges faced. They fill out the appraisal form with **ratings** and comments for each objective/criteria. MoPIED uses a rating scale (for example: 5-Excellent, 4-Exceeds Expectations, 3-Fully Satisfactory, 2-Below Expectations, 1-Unsatisfactory). The definitions of each level are provided to ensure consistency. Most employees who meet their job requirements will fall into the "Fully Satisfactory" category (3). Those who significantly exceed may get 4 or 5, and those who fell short in some areas might get 2 or 1 if poor.

During the meeting, the supervisor shares their assessment and the two discuss it. The employee can provide input and evidence of accomplishments. If there's a disagreement on evaluation, the supervisor considers the feedback, but ultimately the supervisor's rating prevails, while noting the employee's perspective. However, the system encourages consensus and constructive dialogue. The final form is then signed by both (employee's signature doesn't mean agreement, only that they have seen it).

- **Review by Senior Management:** After the supervisor and employee finalize the appraisal, it is typically reviewed by the next-level Director or a designated Appraisal Review Committee to ensure fairness and consistency across the ministry. For example, the Director General or Department Director might review all appraisals in their purview, or HR might run a moderation process. This can adjust anomalies (if one supervisor is too lenient/strict relative to others without justification). This moderation prevents rating inflation and ensures alignment (especially important if results tie to rewards). Once confirmed, the appraisals are filed in the personnel records.
- **Outcome of Appraisal:** The performance review is not just a ritual; it leads to several outcomes.
- **Feedback and Development:** Strengths and areas for improvement are documented. The supervisor should specifically note if any training (capacity building) needs were identified (these feeds into the training plan, Chapter 5). Also, if performance was below expectations, concrete steps to improve should be outlined (like coaching, closer supervision, additional resources, or a Performance Improvement Plan – see below).
- **Promotion and Career Planning:** A good appraisal can position an employee for promotion or broader responsibilities. MoPIED's Promotion Committee heavily considers recent appraisal results when recommending promotions. A consistently high performer would be a strong candidate for advancement when eligible (see 7.4). The appraisal discussion is a time to talk about career aspirations; employees can express interest in higher roles or different assignments, and supervisors can advise on what is required to get there.
- **Recognition:** While MoPIED currently lacks monetary rewards, high performers can be recognized in other ways – commendation letters, mention in internal communications, given priority for training or representing the Ministry at events, etc. We strive to celebrate good performance to motivate employees.
- **Consequences of Poor Performance:** If an employee is rated unsatisfactory, it triggers the need for action. No one should be surprised by a poor rating if the system worked (issues should have been raised earlier). Nonetheless, an outcome of a poor appraisal could be: extension of probation (if they were on probation, often tied to that timeline), withholding of any salary increments if such existed (currently not, but in future maybe), being ineligible for promotion until improvement is seen, and placement on a Performance Improvement Plan (PIP). The PIP is a structured plan for, say, 3-6 months where specific improvement targets are set and progress is reviewed monthly. If the employee still fails to improve, disciplinary action might ensue (Chapter 8 covers how persistent poor performance despite support can be treated as inefficiency leading to possible termination with due process).
- **Probationary Reviews:** Note that new employees in probation were evaluated at 3 months and 6 months (Chapter 3). Those serve similar purpose but are separate from the annual cycle. Once confirmed, they enter the regular appraisal schedule. If a probation ends near year-end, that probation review can double as the annual appraisal for that partial year, if appropriate, or the employee could be exempt from formal appraisal till next cycle if just confirmed.

- **Documentation:** All objectives, feedback, and ratings are documented on the Performance Appraisal form (Annex 5). The form has sections for: objectives and achievement comments, competencies/behavior assessment, overall rating, and recommendations (promotion, training, etc.). There's also a space for the employee to comment if they wish (e.g. "I agree with this evaluation" or "I respectfully disagree with point X"). Completed appraisals are kept confidential in HR files, but aggregate results are used by HR for planning (like how many high performers vs low, etc.).
- **Use of HRMS:** The new HRMS is intended to have a Performance Appraisal module where goals can be set and reviews recorded electronically. MoPIED will gradually shift to using the system to streamline and analyze performance data. Employees and Directors might input progress notes throughout the year. This ensures continuity even if supervisors change, and allows better reporting (like listing top performers for succession planning).

7.2 OBJECTIVE SETTING AND KEY PERFORMANCE INDICATORS (KPIs)

As mentioned, setting the right objectives is critical. MoPIED will align individual objectives with Key Performance Indicators (KPIs) of the Ministry and departments. For instance, if a departmental KPI is "Produce quarterly economic outlook reports on time," a related individual objective for the economist might be "Draft and finalize 4 economic outlook reports by the respective deadlines (Mar, Jun, Sep, Dec)." This creates a line-of-sight from each staff's work to the Ministry's results.

We encourage objectives in several categories:

- **Task/Output Objectives:** Concrete deliverables (reports, plans, processed X number of applications, conducted Y trainings, etc.) with quality and timeliness measures.
- **Process/Operational Objectives:** Ensuring efficient processes (e.g. "Ensure all incoming correspondence is logged within 1 day and routed appropriately" for an admin officer).
- **Improvement Objectives:** If relevant, goals to improve something existing (e.g. "Reduce average procurement processing time by 10% by end of year" if someone can influence that).
- **Learning Objectives:** Sometimes included to encourage employee development (e.g. "Complete an advanced Excel course" or "Mentor the new junior officer in the team successfully").

At the mid-year review, these objectives can be refined. Maybe some become irrelevant (like if a project was canceled) and new ones might be added (if new initiatives came up). However, avoid moving targets too often or employees can't be accountable – adjustments should be reasonable.

Competencies evaluated may include job knowledge, teamwork, communication, client service, initiative, etc., depending on the role requirements. These are rated more qualitatively but with examples observed.

7.3 ADDRESSING UNSATISFACTORY PERFORMANCE

Not all employees meet expectations all the time. When an employee's performance is below standard, MoPIED's approach is first to try to improve it through guidance and support (a positive, corrective approach) and only resort to discipline or separation if the employee either cannot or will not improve even after support. Steps to manage poor performance:

- **Early Identification:** The supervisor should not wait until year-end to raise concerns. As soon as performance issues are noticed (e.g. missed deadlines, poor quality work, frequent errors, or problematic behavior affecting work), the supervisor should have a one-on-one conversation with the employee. The approach should be solution-oriented: explain what the issue is with examples, listen to the employee's perspective (maybe they are facing obstacles or unclear instructions), and remind them of the expected standard. If needed, provide additional training or clarify processes. Many issues can be fixed at this stage. A written note for the record (email summarizing discussion) can be useful.
- **Coaching and Counseling:** If performance doesn't pick up, more formal counseling happens. The supervisor might involve the HR Department for advice. Together they will counsel the employee on what specific improvements are required within a timeframe. For example, "Over the next 4 weeks, you need to improve your report writing accuracy – no more than 2 factual errors per report, compared to recent reports which had multiple inaccuracies. Let's review each report together before it's final to help you." This period is not yet a formal PIP, but it's an informal improvement plan. The employee should understand the seriousness.
- **Formal Performance Improvement Plan (PIP):** When initial efforts fail or the issue is quite significant, a PIP is initiated. This is a written plan drafted by the supervisor with HR's input, and discussed with the employee. It outlines: the areas of deficiency, the specific performance goals to achieve (and by what date), what support will be provided (like mentoring by a senior colleague, extra training, weekly check-ins with supervisor, etc.), and how progress will be measured. The duration of a PIP can range from 1 to 6 months depending on the nature of the job and issues. For instance, if someone's monthly financial reconciliations are error-prone, you might give a 3-month plan to get them consistently accurate by then. During the PIP, the supervisor monitors very closely, and provides feedback frequently (even daily or weekly). HR might also monitor.
- **Evaluation at PIP Conclusion:** At the end of the PIP period, the supervisor and HR evaluate if the employee has met the required improvements.
- If yes, congratulations – the employee is taken off the PIP and continues normal duties. A memo is placed in their file that they improved. They should continue maintaining performance; if relapsing, a shorter PIP might be reimposed.
- If partially improved but not fully, the supervisor might extend the PIP for a final period (say 1-3 more months) if there's belief the employee is on the cusp of success.
- If no significant improvement, this moves into the disciplinary realm. At this point, the supervisor writes a report on the failure of the PIP, and with HR, may recommend formal action. According to Civil Service Law, persistent inadequate performance can be considered misconduct or cause for disciplinary action (categorized as inefficiency or negligence). The case can be forwarded to the Ministry's Disciplinary Committee (see Chapter 8) for review. The committee will ensure that the employee was given ample opportunity and support, and if so, they may recommend a penalty. Penalties for poor performance might start with a written warning (if not already given) or minor fines,

but ultimately if performance remains unacceptable, it could lead to dismissal for incompetence. Law No.11 Article 56 and 57 outlines that an employee can be terminated for inability to perform if due process is followed (disciplinary committee finds them unfit after attempts to improve).

- **Documentation and Fairness:** All through this process, documentation is key. Notes of meetings, copies of PIP, evidence of support (like training offered), and evidence of continued poor performance (missed metrics, etc.) should be collected. This ensures that if we have to take disciplinary action, the case is strong and fair. It also protects against any claim of bias; it shows we followed a transparent process.
- **Confidentiality:** Performance issues are treated confidentially. Only the concerned employee, their chain of command, and HR know the details. Co-workers are not to gossip; management should handle discreetly (though sometimes co-workers notice if someone is under a lot of supervision, but official details remain private).
- **Addressing Underlying Causes:** MoPIED tries to understand why someone is underperforming. Sometimes it might be due to personal issues (health problems, family stress), or perhaps they are mismatched to the job. Where possible, we can adjust: If personal issues, maybe refer them to counseling or give some time off (annual or unpaid) to resolve it. If a skill mismatch, maybe additional training or even reassignment to a role better suited to their skills (if an alternative position is available and it's mutually agreeable) rather than termination. However, reassignment to a lower responsibility job might come with reclassification to a lower grade/pay if the original job was truly beyond them – but if that is acceptable and saves a willing employee, it can be considered as an alternative to firing. Such changes require approvals and possibly involvement of NCSC if grade changes. But the main line is: we do our best to correct issues, but the work must get done properly, so the employee must meet us halfway with effort and willingness.
- **Distinguish Misconduct vs Poor Performance:** If the underperformance is due to negligence or willful refusal (e.g. employee can do the work but chooses not to, or frequently absents themselves causing non-performance), that's actually misconduct. Those cases might jump directly to disciplinary action rather than a gentle PIP. For instance, if someone just doesn't do their tasks intentionally or disobeys instructions, Chapter 8 processes apply (like written warnings without necessarily a PIP because the issue is attitude/discipline, not capability).

7.4 CAREER PROGRESSION AND PROMOTIONS

One major incentive for strong performance is the prospect of promotion – advancing to higher grades or positions with greater responsibility and pay. MoPIED aims to provide career growth opportunities to its employees through a merit-based promotion system, aligned with Civil Service Law provisions. Key points:

- **Promotion Criteria:** To be considered for promotion, an employee generally should: (a) have a record of consistently good performance (positive appraisals), (b) meet the qualification and experience requirements of the higher position, and (c) there must be a vacancy or approved higher position available. Civil Service Law suggests a minimum of 2 years in current rank before being eligible for promotion, though exceptions can be made for outstanding talent or accelerated schemes (or if someone gets additional training that law acknowledges can shorten time-in-rank). MoPIED follows that roughly – typically at least 2 years in current grade is expected before a grade promotion, unless the person is exceptional and a need exists. Time alone does not guarantee promotion; performance and ability are crucial.

- **Promotional Opportunities:** There are two main types: Promotions within the Ministry (when a higher post becomes vacant in MoPIED, an internal candidate might fill it) and Promotions via competitive recruitment (some higher posts might be filled by open competition, but MoPIED strongly encourages internal staff to apply and compete). If a junior staff demonstrates capability, we try to promote from within before looking outside, in line with motivational practices, as long as fairness and qualifications aren't compromised. In practice, when say a Section Head (C1) position is open, we look at our senior specialists (C2) who might fit. The Promotion & Disciplinary Committee of MoPIED reviews cases for promotion at least annually. They consider performance appraisals, training, seniority, and workforce needs. Then they make recommendations to the Minister or forward to NCSC if needed for final approval. Senior promotions often require Prime Minister or Civil Service Commission approval (Law 39 and 16 align promotions with Article 16 authority levels).
- **Promotion Process:** It can occur in two ways.
- **Direct Promotion (in-grade):** Typically for lower to mid-level posts, if someone meets criteria, the Committee can promote them without a new recruitment, by raising their grade and giving them appropriate duties. However, direct promotion often still requires that a position at that higher grade exists. Government policy often ties promotions to available vacancies or newly created positions, not just pushing someone up and having two people in one role. So often promotion happens when the employee competes for or is appointed to a higher position, not just an automatic grade jump.
- **Competitive Selection for Higher Post:** Many promotions effectively happen by an internal candidate winning a recruitment for a higher job. Example: A Planning Officer (Grade D) wants to become a Senior Planning Officer (Grade C2). When an opening for Senior Planning Officer is advertised, they apply, and if they are selected, that is a promotion. We ensure our internal staff know about such openings and encourage them to develop themselves to qualify. Internal candidates may or may not get any preference, depending on rules – often all are equal in open competition, but their experience in MoPIED could give them an edge in merit.
- **Probation on Promotion:** A promoted employee may be on a promotional probation (commonly 6 months) in the new role to ensure they can handle it. If not, some systems allow reverting to the old grade. MoPIED will generally confirm promotions after 6 months if no issues; if issues, possibly extend probation or in rare case revert (though we aim to promote only when confident of success).
- **Promotions and Pay:** When promoted, the employee moves to the new grade's salary as discussed in Chapter 4. There should be an increase – promotions are a primary way to earn more, given the pay scale is based on grade.
- **Acting Assignments and Career Growth:** Sometimes employees get “acting” appointments before formal promotion (like Acting Director when the Director is away or position vacant). This gives them experience. Acting does not guarantee promotion, but successful stints act as evidence of capability. The law encourages that promotions consider performance and even special merits. If someone acted well in a job, that could be seen as special merit. That said, acting too long without confirmation can demoralize, so MoPIED tries to fill positions permanently rather than having people act indefinitely.
- **Career Ladders:** MoPIED will try to define career paths in each functional area. For example, an Economic Analyst (Grade E) could aim to become Senior Economist (D), then Principal Economist (C2/C1), then maybe Director of Economic Policy (B). Knowing this ladder helps employees aim and prepare (through training, education, and showing performance). Transparent criteria (like need a Master's for some higher roles, certain years experience, etc.) will be communicated.

- **Succession Planning:** As part of HR planning, the Ministry identifies high-potential staff who could fill key positions in the future and grooms them (via training, stretch assignments). This aligns with promotions – when the time and vacancy comes, those prepared staff will hopefully rise. The Promotion Committee will reference the succession plan in making decisions, to ensure continuity.
- **Promotion as Reward:** While promotion is a reward, it also means higher expectations. So employees should only seek promotion when ready to take on greater responsibility and workload. There is no “promotion by entitlement of tenure” – it’s by merit. If someone is in a dead-end or slow progression role, HR should advise on what lateral move or skill acquisition can open up promotion chances. We don’t want stagnant careers, but also won’t promote without justification. The law’s condition of vacancy and committee oversight prevents arbitrary promotions.
- **Demotion and Lateral Moves:** While not exactly promotion, mention that employees can also move laterally (same grade but different job, usually to broaden experience or better fit). This is not negative and can be encouraged if it benefits both parties. Demotion (moving to lower grade) usually is punitive or due to organizational need (or personal request). Voluntary demotion (someone finds current job too stressful and requests a lower responsibility role) could be allowed if a suitable lower post is open and management approves. Involuntary demotion is a disciplinary measure for poor performance or misconduct as per law (rank demotion is listed as a penalty). Those must follow disciplinary procedures (Chapter 8).
- **Appeals:** If an employee believes they were unfairly passed over for promotion, they can inquire with HR or management. There is no formal appeal to a non-promotion, but they can request feedback on why they weren’t promoted and what to improve. If they suspect bias or malpractice, they could file a grievance (Chapter 8.5) to have the case reviewed. The Civil Service Commission also often plays a role in ensuring promotions across government are fair; an aggrieved employee might petition them if needed. But within MoPIED, we hope to maintain clarity to avoid such conflicts.

In sum, MoPIED’s performance management and career development approach aims to create a performance-driven culture where employees know what is expected, receive feedback and support to excel, and are rewarded through advancement and recognition when they do excel. It is a cycle: plan – work – review – improve. This helps the Ministry achieve its mission and also helps.

8. CONDUCT AND DISCIPLINE

8.1 CODE OF CONDUCT AND ETHICS

All MoPIED employees are expected to uphold the highest standards of integrity, professionalism, and ethical behavior. As civil servants serving the Federal Government of Somalia, our conduct reflects on the public service as a whole and impacts citizen trust in our institution. The Code of Conduct (detailed in Annex 11) outlines the guiding principles of ethical behavior for staff. Key tenets include:

- **Integrity and Honesty:** Employees must perform their duties with honesty and integrity, putting the interests of the Ministry and public above personal gain. They should be truthful in all professional dealings and avoid any form of fraud or deception. Misuse of office for personal advantage is strictly forbidden. For example, staff must not falsify reports, embezzle funds, or misrepresent facts. Any form of bribery or acceptance of kickbacks is illegal and against our core values – employees offered inducements must refuse and report it.
- **Impartiality and Objectivity:** Staff should make decisions based on objective criteria (law, policy, merit) without undue influence from personal relationships, kinship, or political pressures. Favoritism, nepotism, and clan-based bias in hiring, promotions, procurement or any other process are unethical. Civil Service Law explicitly forbids acts that cast doubt on an employee's sincerity to the government or people. MoPIED staff must treat all colleagues and stakeholders fairly and impartially.
- **Compliance with Laws and Regulations:** Employees must abide by the Constitution of Somalia, Civil Service Law, Labour Code, and all other laws relevant to their work. They should follow legitimate orders from superiors and observe all policies of MoPIED. If an employee believes they've been given an order that is illegal or violates regulations, they have a duty to respectfully raise that concern to the issuer, citing reasons. If the order is confirmed in writing despite objection, the employee should carry it out but will not be held accountable for its consequences – responsibility lies with the issuer. This provision prevents blind following of illegal instructions and encourages speaking up. However, open defiance of lawful instructions is misconduct (insubordination).
- **Confidentiality:** Employees often handle sensitive information (e.g., draft policies, economic data, personal data of colleagues, etc.). They must not disclose confidential information obtained through work to unauthorized persons, both during and after employment[95]. For instance, leaking draft policy documents or donor negotiation details for personal or others' gain is prohibited. The only exceptions are when disclosure is authorized or legally required. Also, staff should not use such information for personal benefit (e.g., insider info on a land plan to buy land for profit).
- **Proper Use of Resources:** Employees are custodians of public resources (office equipment, funds, vehicles, etc.) and must use them responsibly and only for official purposes. Wastage or personal use of government resources is unethical. This includes time – employees should devote official hours to official work, not personal business. Stealing or misappropriating government property is obviously misconduct and potentially criminal. Even minor misuse (like using office vehicle for private trips without permission) is subject to discipline.
- **Respect and Collegiality:** All staff are expected to treat colleagues, superiors, and subordinates with respect, courtesy, and dignity. Harassment, bullying, or discrimination of any form in the workplace will not be tolerated (detailed in section 8.4). Good conduct includes being cooperative and maintaining a harmonious work environment. Civil Service Law requires respecting work regulations and colleagues. Directors should lead by example in civility and fairness.

- **Accountability and Diligence:** Employees must be accountable for their actions and decisions. They should diligently execute their duties, meet deadlines, and follow through on commitments. Negligence – failing to attend to duties – is a violation of the Code. For example, routinely not reviewing documents entrusted to you, leading to errors, is unacceptable. The Law lists negligence and dereliction of duty as offenses. Employees should actively avoid creating “loopholes” or delays intentionally.
- **Neutrality and Political Activity:** As public servants, MoPIED staff should maintain political neutrality in their official capacity. While they have rights as citizens, they should not let personal political views influence their professional duties. They also should not engage in political campaigning or activities during work hours or using their official position. Running for a political office or performing an overt political role while employed would require them to resign or take leave as per electoral laws (if applicable). Essentially, professional advice and actions should be based on policy and evidence, not party politics.
- **No Conflict of Interest:** Employees must avoid situations where personal interest conflicts with official responsibilities. This means not participating in decisions that can affect one’s own financial interest or that of close family. For instance, if the Ministry is hiring and your close relative is a candidate, you should recuse yourself from the process. If you own a company or have shares, you must not use your position to award contracts to that company. Any potential conflict should be declared to HR or your supervisor so management can decide how to mitigate it (e.g., reassigning that piece of work). Accepting gifts or hospitality from stakeholders that could appear to influence you is also a conflict. MoPIED will likely establish guidelines (like no gifts above nominal value). If in doubt, staff should consult HR. Transparency is key – when in doubt, disclose and seek guidance.
- **Outside Employment:** Employees are generally expected to devote their full professional effort to their government job. Holding a second job or doing significant freelance work outside (especially during office hours) is not permitted unless explicitly approved. The law states an employee cannot hold two posts at once without permission. Minor engagements (like giving a lecture at a university occasionally) could be allowed if they don’t interfere or pose conflict, but one must seek clearance. Also, involvement in any business that transacts with government is not allowed due to conflict risk.
- **Dress and Decorum:** While not strictly an ethics issue, professional conduct includes dressing appropriately for the workplace and behaving politely. MoPIED doesn’t mandate a uniform, but employees should dress in a manner that is respectful and suitable for an office in a Muslim majority context (generally business or business casual attire). They should also observe general decorum – no loud arguments, inappropriate language, or anything that disrupts the professional setting.
- **Duty to Report Misconduct (Whistleblowing):** Employees have a duty to report observed serious misconduct, fraud, or corruption in the Ministry through appropriate channels (such as their Director, HR, or a designated ethics officer). MoPIED encourages such reporting and will protect whistleblowers from retaliation (see section 8.5 on whistleblowing). Covering up for colleagues’ wrongdoing is itself a breach of duty.

Every employee is given a copy of the Code of Conduct (Annex 11) and is required to sign an acknowledgment that they have read and understood it. The Oath of Office (Annex 12), sworn upon entry, also encapsulates a commitment to abide by laws and serve with integrity.

Violations of the Code of Conduct will lead to disciplinary action in line with severity (from warnings to dismissal or legal prosecution). But the emphasis is on prevention: MoPIED will conduct periodic ethics trainings and circulate reminders on key topics (like an annual reminder on not accepting gifts during procurement season, etc.). Directors should discuss ethical expectations with their teams regularly, not just at orientation.

By adhering to this Code, MoPIED staff not only avoid penalties but actively contribute to building a culture of trust, excellence, and accountability, which is essential for achieving our organizational mission and upholding the public interest.

8.2 MISCONDUCT DEFINITION AND CATEGORIES

“Misconduct” refers to inappropriate or unlawful behavior by an employee that violates the Code of Conduct, employment terms, or laws/regulations. Not every shortfall in performance is misconduct (as discussed, poor performance may not be willful), but many actions clearly fall into misconduct. MoPIED classifies misconduct into minor and serious (gross) misconduct, which determine the disciplinary measures to be taken.

Common examples of misconduct include:

- **Minor Misconduct:** These are less severe infractions often correctable by a warning, including: habitual lateness or unauthorized short absences; failure to follow office procedures; negligence in carrying out tasks (not severe enough to cause huge loss but still not meeting required diligence); inappropriate language or mild insubordination (e.g. occasional rudeness to a colleague or not following an instruction exactly); minor misuse of office property (like using office phone excessively for personal calls). These, while not acceptable, do not rise to criminal or highly unethical acts and usually would be first addressed through warnings or minor penalties.
- **Serious Misconduct:** These are grave offenses that can warrant strong disciplinary action (suspension, demotion, or dismissal even on first occurrence depending on gravity).

Examples:

- **Corruption and Bribery:** Asking for or accepting bribes or kickbacks in exchange for performing (or not performing) one’s duties. This could include embezzlement of funds, procurement fraud, etc.
- **Theft or Misuse of Public Property:** Stealing government assets or using them for personal gain (e.g., siphoning fuel, selling Ministry property illicitly).
- **Gross Insubordination:** Willful and blatant refusal to obey legitimate orders or showing severe disrespect to superiors repeatedly.
- **Abuse of Office/Power:** Using one’s position to harass others (sexual harassment, extortion), or to grant undue favors (nepotism in hiring, awarding contracts to friends without process).
- **Absence Without Leave (AWOL):** Being absent for an extended period (days) without any notice or justification. The law says 6 months absence without justification leads to termination, but much shorter unexplained absence can still be serious misconduct (especially if critical job undone or likely sign of desertion).
- **Criminal Activity:** Any conduct that is a crime: e.g., physical violence at workplace, theft, fraud, forgery of documents, or engaging in activities outside that bring disrepute or involve moral turpitude (like drug dealing, etc.). If an employee is convicted of a crime, especially related to misuse of power or dishonesty, that is grounds for dismissal.
- **Breaching Confidentiality or Security:** Disclosing confidential info or sabotaging systems deliberately. Also, any actions that threaten the security of information or premises.

- **Workplace Harassment or Bullying:** Creating a hostile environment via harassment (detailed in 8.4). If severe, like sexual harassment or sustained bullying leading to harm, it's serious misconduct.
- **Falsification of Records:** Intentionally falsifying or manipulating official records or giving false information (e.g., forging signatures, altering data in reports).
- **Conduct Unbecoming:** This is a broad category where an employee's actions (even off-duty) are so improper that they undermine their ability to do their job or reflect poorly on the Ministry. E.g., public drunkenness while in uniform or at official function, or hate speech on social media if identified as MoPIED staff, etc. While private life is private, if it directly clashes with job duties or public trust, it can be considered.
- **Gross Negligence:** There's a fine line between performance and misconduct when negligence is extreme. If an employee's carelessness leads to significant loss or damage (like leaving classified documents unsecured leading to a leak, or neglecting to maintain equipment causing costly damage), that can be treated as misconduct, specifically "failure to perform duties" and causing harm.
- **Cumulative Minor Misconduct:** Repeated minor infractions can cumulatively be treated seriously if the employee doesn't reform. For instance, an employee given multiple warnings for tardiness and minor insubordination who keeps doing it can face heavier discipline as repeated misconduct implies willful disregard for rules.
- **According to Civil Service Law (Article 45, clause 2 and 3), misconduct offenses and their corresponding level of penalty were outlined. For instance:** - Offenses like negligence, disobedience, minor violations fall under those that warrant warnings or minor fines. - Offenses like abuse of power, serious duty violations, theft, bribery fall under those warranting heavier penalties (suspension, demotion, dismissal).
- **Due Process:** Before any disciplinary penalty is given, the alleged misconduct must be investigated and the employee given a chance to respond (see 8.3 for procedure). But understanding what counts as misconduct helps employees avoid these behaviors and understand severity.

Relation to Law & Consequences: Some misconduct, if severe, may not only be an internal issue but also a legal one. For example, theft or corruption are crimes. In such cases, MoPIED will coordinate with appropriate authorities (Anti-Corruption Commission, Police) as needed. Internal discipline can proceed regardless of external prosecution, but if a criminal case is ongoing, sometimes internal proceedings might pause pending outcome to use evidence from that. If convicted of certain crimes (especially corruption, crimes against state, etc.), an employee by law loses pension rights. That's an extreme measure for extreme cases spelled in law.

Preventive Measures: MoPIED tries to prevent misconduct by: - Clear policies and training (everyone knows rules), - Good supervision (to catch issues early), - Ethical leadership (top sets example), - Internal controls (e.g., financial checks to deter fraud), - Encouraging staff to speak up if they see misconduct (whistleblowing system).

8.3 DISCIPLINARY PROCEDURES

When misconduct is suspected or occurs, MoPIED follows a formal Disciplinary Procedure to ensure fairness and consistency in addressing it. Disciplinary action is not arbitrary; it must comply with Civil Service Law procedures (Articles 45-48) and principles of due process. The steps are:

- **Investigation/Fact-Finding:** Upon receiving a report or noticing possible misconduct, the Department Head or HR initiates a preliminary inquiry. For minor issues, this might be just fact-finding by the supervisor (e.g., if an employee is habitually late, verify time logs). For serious allegations, a more formal investigation might be required. MoPIED may form an investigation committee or assign an HR officer or internal auditor to gather evidence. This may include interviewing witnesses, reviewing documents, etc. The accused employee may be temporarily transferred or suspended on full pay (if presence could hinder investigation or is unsafe). Law No.11 Article 45 allows immediate suspension if needed, not exceeding 3 months without pay effect on pension, but typically initial suspension is with pay until guilt established.
- **Notification to Employee:** If sufficient evidence suggests misconduct, the employee is formally notified in writing of the allegations against them and invited to a disciplinary hearing. The notification will detail what rule was violated and the facts (e.g., "On [date] you were observed doing X, which breaches section Y of the Code of Conduct"). The employee is given reasonable time to prepare a defense (commonly a few days to a week).
- **Disciplinary Committee Hearing:** MoPIED's Promotion & Disciplinary Committee (as per Law Article 38 & 45) handles formal disciplinary cases. The Committee (chaired by the DG or nominee, with members from management and Civil Service Commission reps) convenes a hearing. The employee can appear and answer the allegations, present evidence or call witnesses in their defense. They may also submit a written statement. This is the employee's chance to be heard fully. The committee may question them and any witnesses. The hearing isn't a courtroom but should be documented (minutes kept). If the employee fails to appear without valid reason, the committee can proceed in absentia.
- **Decision and Recommendation:** After deliberation (maybe same day or a subsequent meeting), the Committee decides whether misconduct occurred and what penalty is appropriate, in line with guidelines:
 - If allegations not substantiated, case closed (or perhaps handled informally if minor issue).
 - If substantiated, they refer to the range of penalties. The Civil Service Law outlines possible penalties in ascending order: oral warning, written warning, fine up to 7 days' pay, salary deduction up to one month, suspension without pay up to 3 months, deferment of promotion, demotion, and dismissal. The Committee matches the severity and precedent. For example, first-time minor misconduct likely a warning; serious first-time offense like theft might straight away lead to dismissal recommendation.
 - They will consider any mitigating factors (long service, provocation, remorse) or aggravating factors (intentional, impact caused, previous record).

The committee then issues a recommendation report to the Minister (or appropriate authority): - For lower-level penalties (warnings, fines), often the DG or Minister can approve and implement directly. - For major penalties (suspension beyond certain days, demotion, dismissal), according to law, certain approvals are needed: e.g., dismissal or demotion typically requires Prime Minister's or Civil Service Commission's endorsement as per Article 46. Specifically: - The Prime Minister has the power for high-level staff discipline (General Directors etc.) and to approve heavy penalties for others on Minister's suggestion. - The Minister can impose moderate penalties on staff after committee recommendation (like up to suspension and fines), and recommend the heavier ones to PM if needed. - The Committee's role is advisory, albeit strong influence.

MoPIED will follow those hierarchy lines. So, practically, the Disciplinary Committee's recommended action is forwarded as needed for final sign-off: - If it recommends a written warning or fine for a regular staff, the Minister can sign off and HR issues the letter. - If it recommends dismissal, the Minister sends the case to the Prime Minister (through Civil Service Commission if required) for approval of termination, then implement.

- **Communication of Penalty:** Once approved, the employee is given a formal letter stating the findings and the penalty. It will outline the offense, reference the law/policy violated, the outcome of the hearing, and the penalty effective date. For example, "After careful review by the Disciplinary Committee, it was found you committed [offense]. It is decided that you are hereby issued a Final Written Warning, which will be placed on your file. Any further misconduct may lead to termination." Or "... it is decided to terminate your employment effective [date] for gross misconduct (theft of funds). You will receive final pay due excluding any severance or pension if forfeit under law." The letter also may mention the right to appeal (if any, see below).
- **Appeal:** In Somalia's civil service context, the law allows an appeal process:
- Internally, MoPIED might allow the employee to appeal the decision to the Minister (if not already decided by them) or to a higher body like the Civil Service Commission's grievance tribunal. For serious penalties like dismissal, an employee often has a right to appeal to the Civil Service Commission or even the courts if they believe due process wasn't followed.
- The letter of penalty should mention that the employee can appeal within X days to Y body (if such exists, e.g., a Civil Service Appeals Board).
- During appeal, sometimes the penalty is put on hold (e.g., termination not executed until appeal heard) unless the offense was so egregious that keeping them is untenable. We will follow legal requirements on appeals.
- If appeal overturns or mitigates the decision, the record is adjusted accordingly (like a dismissal changed to suspension, or exoneration leading to reinstatement with back pay if they were suspended).
- **Record-Keeping:** All disciplinary proceedings' documents, evidence, minutes, correspondence, are kept confidentially by HR in the employee's file. If the employee is cleared, future references to the allegations should be expunged or noted cleared. If they were penalized, that record might affect future decisions (e.g., a prior warning means next offense escalates penalty). Warnings often have a shelf-life (some policies treat a warning as active for, say, 12 months, and if no further issues in that time, it lapses, though it might still remain in file, it's often not counted after a period for progressive discipline). We should set such guidelines: e.g., a written warning remains on file for 2 years; if no repeat misconduct in that time, it's considered spent (though physically on file, it's not weighed heavily beyond that period for minor issues).

- **Suspension and Pay:** If an employee is suspended pending an investigation or hearing, as said, usually it's with pay initially (administrative leave) because allegations not yet proven. If the outcome is disciplinary suspension as a penalty (no pay for X days/months), then that is served after decision. For example, an employee might be suspended 2 months without pay as punishment for a severe act (less than fireable). Those 2 months they get no salary but the period counts toward service (the law says suspension up to 3 months without pay doesn't affect eventual retirement benefits). If someone is suspended and then found not guilty, they resume and are paid retroactively if any pay was withheld. If found guilty and dismissed, if they were suspended with pay, that pay is not reclaimed; if they were suspended without pay and then dismissed, that period obviously remains unpaid.

Penalties Implementation:

- **Oral Warning:** Supervisor gives it in meeting, HR notes it.
- **Written Warning:** HR drafts, sign by authorized person, give to employee and file it.
- **Fines/Deductions:** Finance deducts from salary as ordered (the law allows fine up to 7 days pay as minor penalty, and up to 1/3 salary deduction as heavier measure maybe in context of damage compensation, but typically a month's salary deduction max as listed).
- **Suspension:** HR will issue notice of suspension period, inform payroll to halt pay, ensure the employee hands over any work or assets during leave.
- **Demotion:** HR issues letter of demotion, adjust salary to new grade, assign them to lower post (if available – often demotion might just mean same post but less salary/responsibility or transfer to a lower post).
- **Dismissal:** Process separation paperwork, employee required to hand over ID, equipment, etc., and clear out. Final pay settled minus any dues to government. If dismissal for cause, usually no notice period or payout beyond what law compels (in our case, law forfeits last year's leave if termination by misconduct, and possibly pension rights if serious crime). But likely their accrued salary and contributions are given except where law forbids. Also, they must be given a certificate of service if they request (just stating employment dates and roles, not reason for leaving, as per usual labor practice, though if another government entity asks, they might find out via records).
- **Grievance vs Discipline:** If an employee disputes a mild disciplinary action internally (like they think warning was unfair but not appealing formally), they could use grievance procedure to raise that. But since disciplinary process itself has appeal, that's the route for challenging discipline. Grievance (8.5) more covers complaining about conditions or how they're treated outside formal discipline.

Transparency & Impartiality: The disciplinary committee includes Civil Service Commission members specifically to ensure impartiality and standard adherence. If any committee member has a conflict of interest (e.g., relative of accused, or was directly involved in case), they must recuse. Proceedings should be kept confidential to respect the employee and protect witnesses. Outcomes are communicated only to need-to-know parties.

8.4 ANTI-HARASSMENT AND WORKPLACE BEHAVIOR

MoPIED is committed to providing a work environment free from harassment, bullying, and discrimination. All employees have the right to be treated with respect and dignity. Harassment or bullying of any kind – whether based on gender, clan, ethnicity, religion, age, rank, or any personal characteristic – is strictly prohibited and will be treated as serious misconduct.

Definitions:

- Harassment is unwelcome behavior (verbal, physical, or visual) that could reasonably be expected to cause offense, humiliation, or intimidation to another person. It can be a single serious incident or a persistent pattern. Harassment may be sexual (e.g., unwelcome sexual advances, inappropriate touching, or suggestive comments) or non-sexual (e.g., insults, slurs, or jokes targeting someone’s clan or background). What matters is the effect on the victim – if it creates a hostile or offensive environment for them, it is harassment. - Bullying is a form of harassment that typically involves a power imbalance where the bully (could be a supervisor or co-worker) repeatedly behaves unreasonably towards a subordinate or peer, causing a risk to health and safety. Bullying can include ridicule, spreading malicious rumors, exclusion from work activities, setting someone up to fail with impossible deadlines, or constant unwarranted criticism. Often bullying is repetitive and can erode the victim’s confidence. - Sexual Harassment deserves special mention: it includes any unwelcome sexual advance, request for sexual favors, or other verbal/physical conduct of a sexual nature that affects an individual’s employment or creates an intimidating or offensive environment. Importantly, there is zero tolerance even if someone claims it was “just a joke” – if it’s unwelcome, it must stop. Examples: a supervisor implying to a secretary her job security depends on being “friendly” to him, a co-worker constantly making sexual jokes or comments about another’s appearance, unwanted touching, etc. These behaviors are unacceptable.

Policy:

- MoPIED has a “zero tolerance” policy on harassment and bullying. This means all complaints will be taken seriously and investigated promptly, and substantiated harassment will lead to disciplinary action, which may include termination even on a first offense if severe. - The policy applies not only within the office but also in any work-related setting (conferences, field visits, social gatherings officially linked to work). It covers harassment by anyone – supervisors, subordinates, co-workers, or even third parties (clients, contractors). For harassment by outsiders (like a consultant harassing a staff), MoPIED will protect its staff and address it with that person’s employer or through legal means. - Responsibilities: Every employee has a responsibility for their own behavior. Directors carry additional responsibility to enforce this policy – they should act as role models, proactively address instances of harassment or bullying they observe or that are reported to them. Doing nothing is not an option if they witness or know of harassment. All employees should support colleagues who face harassment (for example, by encouraging them to report or by testifying if they saw incidents). - Reporting: Victims or witnesses of harassment are encouraged to report incidents as soon as possible. MoPIED ensures that employees can raise such issues without fear of retaliation (retaliation itself would be a serious offense). Reports can be made to any of the following: immediate supervisor (unless they are the harasser), the HR Director, the Director General, or a designated Harassment Focal Point if one is appointed (we may designate an HR officer or someone trained to handle these complaints confidentially). Additionally, Chapter 8.5 on whistleblowing might apply – an employee could use that channel if they want confidentiality. - Confidentiality: Complaints of harassment will be handled with utmost confidentiality. Information is shared only on a need-to-know basis to investigate and decide the case. We understand the sensitivity; for example, a victim of sexual harassment might fear stigma, so we manage it discretely. Records of harassment complaints are kept separate from general personnel files and only

accessible to authorized investigators. - Investigation and Action: When a complaint is received, HR or an appointed officer will promptly conduct an investigation. This could involve interviews with the complainant, alleged harasser, and any witnesses; review of any messages or evidence. Harassment investigations are tricky – often it’s one person’s word against another’s if no witnesses. Investigators look for patterns (maybe others have similar complaints), credibility of each side, etc. We may also consider known behaviors (like if alleged harasser has a history of being overly “friendly”). Even if evidence is only testimonial, a decision can be made on balance of probabilities. During investigation, if needed, the alleged harasser may be moved or put on leave to prevent further issues. If harassment is substantiated, disciplinary action is taken appropriate to severity: - For a mild first instance (e.g., an insensitive remark found to be harassment but perhaps unintentional), a formal reprimand and mandatory counseling/training might be given along with a warning that repetition results in harsh penalty. - For clear serious harassment (like sexual coercion or ongoing bullying causing harm), stronger penalties like suspension or dismissal will follow. Given the devastating impact harassment can have on victims (mental stress, productivity loss, pushing them out of job), MoPIED is inclined to remove serious harassers from the workplace if guilt is clear. The harasser should also apologize if appropriate (though sometimes apologies are not meaningful if forced). If the complaint isn’t substantiated due to lack of evidence, we will still monitor the situation, perhaps separate the parties in working relations, and make sure the complainant does not face retaliation for reporting. If a complaint is found to be maliciously false (extremely rare – someone made it up deliberately), then that itself is misconduct by the false accuser. We must be careful here: just because harassment isn’t proven doesn’t mean it was malicious falsehood; it could just lack evidence. But if there's evidence someone lied, they could face discipline.

- **Awareness and Training:** MoPIED will incorporate harassment awareness in employee orientation and periodic training sessions. People need to understand what constitutes harassment/bullying, as sometimes cultural context might make someone think a behavior is normal when it’s not acceptable at work. For instance, raising voice might be seen as normal by some, but if it intimidates another regularly, that’s bullying. We clarify boundaries. Supervisors will get specific training on handling complaints and promoting a respectful team culture. Posters or notices might be displayed (e.g., “Harassment Free Zone” messages) to reinforce the message that all forms of harassment are unacceptable here.
- **Support for Victims:** If an employee experiences harassment or bullying, beyond investigating, MoPIED offers support. This can include counseling services (maybe via an Employee Assistance Program EAP if available or referral to a counselor), or adjusting work arrangements if needed (like transferring them away from a harassing supervisor if complaint is under review). We acknowledge the toll such experiences can take on mental health.
- **Gender and Cultural Sensitivity:** Recognize the workplace is diverse. Jokes or behaviors that one person finds harmless might deeply offend another. The policy emphasizes respect across gender lines and clan lines, as Somalia’s context clan-based harassment can be an issue too. Any derogatory remarks or stereotyping will be subject to this policy. Also, if there are special cultural needs (like respecting religious practices), employees and Directors should be accommodated (e.g., flexible break for prayers, etc. as long as work isn’t impeded). Fostering mutual understanding helps reduce conflicts.

Examples to illustrate unacceptable behaviors:- A Director consistently shouts at an employee in front of others, calls them “useless” – this is bullying by humiliation. - Colleagues circulate an offensive cartoon about someone’s ethnic background – harassment through non-verbal literature. - An employee repeatedly asks a colleague for dates, won’t take no for answer, or makes sexual jokes when around her – sexual harassment. - A group always excludes a particular employee from tea breaks and information sharing due to his clan – could be harassment/discrimination impacting work. - A supervisor threatens an employee’s career if they refuse to do personal errands for them – abuse of power/harassment. - An employee spreads false, nasty rumors about a colleague’s personal life around office – bullying/harassment.

All such cases, once known, must be addressed promptly.

8.5 GRIEVANCE REDRESSAL MECHANISM

While above we talked about disciplinary procedures (management-led) and harassment (a specific type often requiring special handling), this section covers the process for an employee to raise grievances – which are essentially complaints or concerns about work conditions, treatment, or any aspect of employment they are dissatisfied with. The Grievance Procedure provides a structured way for employees to voice these concerns and seek resolution without fear of reprisal.

Typical issues that might become grievances include: disputes with a supervisor or co-worker (not rising to harassment, but say feeling unfairly criticized or not given equal opportunities), dissatisfaction with work assignments or transfers, perceived unfair treatment in leave approval or performance appraisal, safety concerns not being addressed, etc. It can also be used if an employee feels a policy was applied incorrectly in their case (like pay miscalculation that management hasn’t addressed to their satisfaction). However, disciplinary decisions have their own appeal process as noted; grievances usually cover other matters or minor discipline like an oral warning an employee feels were unfairly issued – they could grieve that for review.

Procedure: MoPIED’s grievance process typically has three levels (following general civil service practice and also similar to MOPIED’s grievance steps which had up to Stage 3 appeals). We’ll outline it accordingly:

- **Stage 1:** Informal Resolution with Supervisor – The employee should first try to resolve the issue directly with the person concerned or their immediate supervisor, through informal discussion. Often, many issues are due to miscommunication or can be solved with a conversation. For example, if someone feels overloaded with work unfairly, they talk to their supervisor, who might adjust tasks once aware. The supervisor should have an open ear and attempt to solve the matter quickly. If the grievance is with the supervisor themselves and the employee is uncomfortable raising it to them, they can skip to stage 2.
- **Stage 2:** Formal Grievance to Department Head/Management – If not resolved informally, the employee can submit a formal written grievance. They should do so within a reasonable time of the incident (e.g., within a couple of weeks; not years later, except if it’s an ongoing issue). Using a Grievance Form (Annex 9), they state the issue, any relevant details and evidence, and what remedy they seek. This written grievance is addressed to their Department Director or the next management level not involved in the grievance. For instance, if it’s about their direct supervisor, send to the Director. If about the Director, maybe directly to the DG or HR. The Director receiving it should

- acknowledge receipt in 1-2 days. They will then investigate the grievance. This might involve meeting with the employee (the grievant) to let them elaborate, meeting others involved or with knowledge, and reviewing any documents. It's somewhat like an internal hearing but less formal than disciplinary one. The Director should then provide a written response within a defined period – say within 7 working days from receiving the grievance (or inform the employee if more time is needed and why). The response will state what was found and what will be done. For example, “I understand you feel your appraisal was unfair. I have discussed with your supervisor and reviewed your record. While the rating will remain, we will arrange a development plan for you and I’ll personally monitor to ensure fairness in the next cycle.” Or “Your grievance about being bypassed in acting assignment is found valid; criteria were not clearly communicated. We will rotate acting opportunities going forward. Apologies for the oversight.” If the employee is satisfied, case closed at Stage 2. If not, they have the right to escalate.
- **Stage 3:** Appeal to Grievance Committee or Director General – Should the employee consider the Stage 2 outcome unsatisfactory; they can escalate to the next level. For MoPIED, we can form a small Grievance Appeal Committee comprising maybe the HR Director from another department, and perhaps a representative from the Civil Service Commission (they often provide oversight on grievance appeals) – basically an impartial trio who were not involved in earlier decision. Alternatively, it could go directly to the Director General if the DG wasn’t involved yet. The employee submits their appeal in writing, usually within 5 days of Stage 2 reply, explaining why they disagree with the decision. The Committee/ DG will then review all prior steps, possibly meet with the employee and others again (fresh eyes), and make a final decision. According to SBA’s template, Stage 3 was appealing to the Director after Stage 2 with another line Director – for MoPIED, the DG’s decision (or committee’s if DG delegates it) at this level is final internally. They issue a response within, say, 20 working days (Complex cases might need more due diligence). If the employee is still not content, their recourse might be to external avenues like raising it to the Civil Service Commission or an Administrative Court, but within the ministry, Stage 3 closes it.
- **Representation:** At any formal grievance meeting (Stage 2 or 3), the employee is allowed to be accompanied by a colleague or some employee representative (since no formal union in place, it could be a colleague of their choice) if they wish, for moral support and to help articulate their case. This is not mandatory, but an option, often given in labor standards. The companion can confer with them and speak on their behalf as appropriate. However, legal representation is not typical in internal grievance hearings – it’s an internal matter, not a court. If the employee chooses to have a lawyer in an external appeal (like to a court), that’s outside our scope, but internally, probably not.
- **No Retribution:** Filing a grievance or appeal must not result in any retaliation or prejudice to the employee. Their supervisor or others cannot punish or ostracize them for using the grievance procedure. If retaliation is observed, that becomes a misconduct (violation of whistleblower protection basically). For instance, if someone files grievance about workload and next thing the supervisor gives them an even worse workload or bad evaluation in revenge, that’s not allowed. The HR and leadership will guard against this.

- **Grievance vs Disciplinary:** The grievance procedure is for the employee to complain upwards about something. It is separate from disciplinary which is management complaining downwards about employee behavior. Sometimes they intersect: e.g., an employee might file a grievance claiming a disciplinary action was unfair. Usually that would go through the appeal mechanism of the disciplinary process, not this, but they might couch it as a grievance about how they were treated by a supervisor, etc. We will direct them to the correct channel. However, if an employee, say, got an unfair performance review (not a formal discipline), they can grieve that. Or if they feel they're being harassed (that's a grievance of sorts but we have harassment process, though they can also file a grievance if not comfortable with other routes – what's important is the issue comes out). If an employee has a harassment complaint, we generally encourage using the harassment-specific process for confidentiality, but if they trust the grievance route, we won't block it. The procedures might converge (like a grievance about harassment would trigger an investigation per harassment policy).
- **Documentation:** Each stage should be documented. The initial complaint, notes of any meeting, and written responses all kept. This creates a paper trail. The Annex 9 form likely corresponds to writing those letters as in SBA's Appendix 1,2,3 (the form of letters at each stage). The guidelines were: Stage1 is informal so no letter, Stage2 the employee writes (Appendix1 in MOPIED HR doc looks like that letter the employee writes to line Director), Stage2 response possibly written or conveyed in person with follow-up letter. Stage3, employee appeals (Appendix2 example) to Director, Stage3 hearing outcome responded, possibly final Stage (Appendix3) is appealing to DG. In their case, Stage3 was Director hearing, Stage4 was to Director (?), but in anyway, we adapt to our context. Possibly they had Stage1 - line Director, Stage2 - next Director, Stage3 - Director, Stage4 - external appeal. We can manage with 3 levels enough.
- **Oversight:** HR oversees the grievance process to ensure timeliness and fairness. They advise Directors on how to handle a grievance and may sit in as a neutral party if needed. They also track if certain grievances repeat or signal a systemic problem (like if multiple staff grieve about a particular Director or policy, HR will note a pattern needing address beyond individual cases).
- **Outcome Implementation:** If a grievance is found valid and solution proposed, management takes necessary actions. If it's about interpersonal conflict, maybe mediation or rearranging teams is needed. If about a policy, maybe clarifying or adjusting it. Part of grievance resolution can be simply giving the employee a valid explanation – sometimes they just want to know why something was done. If it's a misunderstanding, an explanation suffices. If a mistake happened (e.g., payroll error), then correcting the mistake is the outcome.
- By having a clear grievance process, MoPIED ensures employees feel heard and that their concerns can be resolved internally rather than festering and causing demotivation or high turnover. It encourages communication at the lowest possible level first, but provides escalation if needed. It also contributes to better management because constructive criticism from staff can lead to improvements in how we operate.

Whistleblower Protection: Overlapping with grievance, if an employee is reporting corruption or serious wrongdoing (potentially implicating higher-ups, something they might fear reprisal for), they should be protected. If they don't trust normal grievance (complaining up the chain if chain might be involved in corruption), they can report directly to e.g. the Civil Service Commission, Auditor General, or Anti-Corruption body. Internally, MoPIED could designate the DG or HR or an Ethics Committee for such reports. We reassure employees that raising these serious issues (whistleblowing) is a duty and they will not suffer adverse consequences if the report is made in good faith, even if it doesn't get substantiated fully. That said, malicious false reporting is not protected and can be disciplined if proven malicious.

9. EMPLOYEE BENEFITS AND WELFARE

Beyond basic salary (addressed in Chapter 4), MoPIED provides certain benefits and welfare programs to support its employees' well-being and security. These offerings are aligned with national policies and budget realities, and aim to make MoPIED a supportive employer, helping attract and retain talent. Key areas of benefits and welfare include: pensions, social security, health coverage, and other allowances or facilities.

9.1 PENSION SCHEME AND RETIREMENT BENEFITS

All eligible MoPIED civil servants are covered under the Federal Government's Civil Service Pension Scheme, established by Civil Service Law No.11 and related regulations. The pension scheme is essentially a defined benefit plan providing income to employees after retirement, based on years of service and final salary. Key points:

- **Eligibility for Pension:** An employee qualifies for a pension upon retirement after at least 20 consecutive years of service. The standard retirement age is 60 years for men and 55 years for women in our civil service (the law allows earlier retirement if needed and also outlines those ages). If someone reaches that age with sufficient years, they retire and get pension. Also, an employee with ≥ 20 years can opt to retire early with pension presumably, or health-forced retirement qualifies too (Article 54 mentioned retirement due to poor health with rights).
- **Pension Formula:** According to Law No.11, the pension amount is a percentage of the employee's final basic salary, depending on total years served:
 - 65% of basic salary for 20-25 years of service.
 - 75% for 25-30 years.
 - 85% for 30+ years. These figures mean if one retires after e.g. 28 years, they get 75% of last salary as monthly pension. If after 35 years, 85%. (It doesn't specify beyond 85 so presumably that's max).
- **Pension Contributions:** The scheme is contributory – every month 5% of the employee's basic salary is deducted and contributed to the pension fund, and the government (employer) contributes an additional 5% on their behalf. These contributions form the fund that pays pensions. This deduction is visible on pay slips. If an employee leaves before qualifying for pension (resigns or terminated with fewer years), they are entitled to a refund of their contribution (and possibly some benefit depending on years - see below).
- **Retirement Process:** As employees approach retirement age, HR will notify them and assist with the process of filing for pension. Ideally 3-6 months before, paperwork is prepared for the Civil Service Commission or Pension Department. On retirement, they will get:
 - A pension certificate or letter confirming their monthly pension amount starting from retirement month.

- Possibly a gratuity (lump sum) if the scheme provides. Currently the law outlines a benefit for those with ≥ 10 but < 20 years who don't qualify for pension: they get one month's basic salary for each year served as a one-time benefit. For those who do qualify for pension, the law doesn't explicitly mention a gratuity, just the monthly. However, it does mention that if someone retires, they can request $1/4$ of their pension in advance lump sum. It's a bit unclear in text, but it implies an option to take a quarter as a lump and the rest monthly (common in some schemes).
- **Early Exit Benefits:** If an employee leaves government before pensionable age/years:
 - If they have served ≥ 5 but < 20 years and resign or are allowed to retire without pension, they get a "work benefit" which is one month's basic salary for each full year served. This is essentially a severance gratuity. Example: someone with 10 years who resigns gets 10 months' pay as a lump sum (this might correlate with what's needed to encourage them to stay until pension, but at least they get something).
 - If served < 5 years and leaves, they can get back their pension contributions as mentioned (the law says if less than 5 years, they'll refund their contributions).
- **Loss of Pension Rights:** Employees forfeiting pension can happen if dismissed for serious misconduct or convicted of serious crimes. Article 74 lists that if an employee is dismissed for disciplinary reasons or convicted of crimes like misuse of office, theft, etc., they are not paid a pension. Instead, they just get back their own contributions (if any). That is a strong deterrent. However, if they served ≥ 10 years, they might still get the one-time benefit of one-month-per-year (the law in Art 73 (1)(b) says those who don't reach pension age but did ≥ 10 years get benefit equal to one month per year after retiring from work). If dismissed dishonorably, even that might be questioned but the text suggests they get their contributions back but not full benefits. So, misconduct at end of career is very costly to them.
- **Pension Administration:** The actual pension payments are managed by a central pension fund (with MoF, MoLSA oversight). MoPIED's role is to enroll employees, ensure contributions are deducted, and coordinate the retirement processing. There's likely a Pension Department that issues monthly pensions. We ensure all necessary documents (birth certificate for age, service records, salary history) are provided to calculate pension correctly.
- **Communication to Staff:** Many staff might not fully understand their pension rights, especially younger ones. HR will regularly communicate or hold info sessions so they know what to expect and the importance of contributions. Possibly statements of contributions might be given if available.
- **Post-Retirement Medical or other:** Currently there might be no formal post-retirement benefits aside from pension money. But if any scheme like health coverage for retirees exists, we would mention. For now, likely none beyond pension.

9.2 HEALTH CARE AND INSURANCE

At present, the FGS does not have a comprehensive health insurance scheme for civil servants (given resource constraints). However, MoPIED is exploring ways to facilitate employee health and well-being. Current provisions include:

- **Medical Allowance/Stipend:** In some government pay structures, employees receive a small monthly medical allowance as part of their salary package. If the Pay & Grade policy consolidated allowances, possibly there's no separate medical allowance now (the policy actually removed separate allowances until further notice). But if any specific health stipend exists, it would be mentioned (e.g., "a monthly health allowance of \$X is provided" – but likely not as of new pay scale). We adhere to what is in the Pay Policy which currently says no allowances outside basic. So likely no fixed medical allowance now, meaning base pay supposed to cover it.
- **Workplace Injury/Accident Coverage:** Employees who suffer injuries in the line of duty are entitled to certain compensations. The Labour Code (if still relevant) and Law No.11 indicate that if a worker is disabled due to work injury, they get disability benefits or pension as per percentage disability. Specifically, Article 77 gives percentages for disability pension depending on severity (15% of salary for minor, 25% medium, 100% heavy). So essentially, if someone is permanently partially disabled by a work accident, they can get an additional pension portion. Also, medical expenses for treating a work injury should be borne by employer or state. MoPIED will ensure any staff injured on duty gets medical treatment at the government's expense (often in such cases, the Ministry of Labour has a Worker's Compensation Fund or something). If an employee dies in the course of work, their dependents may get certain benefits (the law says if someone deserved pension and dies, their heirs get one pension, presumably a lump sum or continued survivor benefit). We would mention if there's any death gratuity or such. Possibly a year's salary or so is given to family (some systems do that). If not formalized, MoPIED would still attempt to provide some support ex gratia to the family and help with any state martyr benefits if that exists (like if death was due to terror attack or similar).
- **Medical Emergencies Leave Support:** While not insurance, mention that if employees are ill, they have generous sick leave (as per Chapter 6) including full pay for long illnesses, which is a form of income protection in ill health.
- **Future Health Insurance Plans:** The Government has been considering a health insurance scheme for civil servants (some countries do eventually set up a contributory health insurance). If such a scheme gets introduced (for example, a national insurance where government and employees contribute and get access to designated hospitals), MoPIED will join it. So, we keep employees informed of any developments. For now, employees use public hospitals or private ones at their own cost. MoPIED may sometimes directly assist an employee facing a serious medical problem on a humanitarian basis (like writing to Ministry of Finance for a special medical assistance grant). Such cases are discretionary and based on severity and budget availability. It's not a guaranteed benefit but can be sought.
- **Occupational Health & Safety:** See chapter 11 for how we safeguard physical health at work (safe environment, etc.). Proactively, we aim to reduce incidents that require medical care.
- **Counseling and Mental Health:** It's not formalized as a benefit, but MoPIED acknowledges stress and trauma can affect staff (especially those who lived through conflict). If possible, we partner with programs (like a UN stress counseling service or local counselors) to provide employees mental health support. Possibly free counseling referrals can be arranged if staff request. This is part of welfare beyond typical benefits.

9.3 SOCIAL SECURITY AND OTHER PROGRAMS

- **Social Security:** In Somalia, beyond the pension, general social security like unemployment benefits do not exist for formal sector. Employees terminated without cause might not have a safety net except whatever severance we give. If any new social security law emerges (like a social safety fund or health insurance, etc.), MoPIED will integrate it. For now, the key social security is the pension and work injury compensation as above. For maternity, one might consider that a social benefit, but we already cover maternity leave with pay (which effectively is a form of social security for new mothers).

- **Housing Allowance:** Historically, government sometimes provided housing or housing allowance to civil servants, but in current Pay & Grade, allowances are presumably rolled into salary. So, no separate housing stipend at moment. However, if any housing assistance is offered (like MoPIED doesn't have staff quarters, but if they did or if a donor project provides housing for posted staff, etc.), it would be a benefit. Right now, likely not.

- **Transport/Commuting:** Similarly, some ministries provide staff transport or allowances. MoPIED does not have a dedicated staff bus or regular transport allowance due to pay policy's stance. But it does reimburse official travel (like if you go to a meeting out of office, you can claim taxi fare or fuel per diem, as per travel rules). Some staff (like drivers) have transport provided as part of job (driving government vehicles). For late work or field travel, vehicles are assigned. If any small monthly transport stipend existed, it has been consolidated likely. In absence of allowances, MoPIED might have a few vehicles for general use (like a staff van for official errands) but not for daily commute for all.

- **Meals/Refreshments:** Not a formal benefit, but the Ministry often provides tea and possibly a simple lunch arrangement for staff or at least a cafeteria where they can buy at subsidized rate if available. If there's a canteen, the Ministry might partly subsidize it. If not, it's each to their own. For events or long meetings, tea breaks are offered – minor but fosters comfort.

- **Overtime Meals/Transport:** If staff have to work late, management tries to provide a meal or transport home, though not policy, it's courtesy under welfare (within budget possibility).

- **Uniforms/Clothing:** If any staff require uniforms or protective clothing (e.g., drivers or cleaners might get a uniform set, or safety gear for building inspectors), the Ministry provides those at its cost. Not really a "benefit" but equipment.

- **Professional Development:** We have covered training in Chapter 5 as part of HR development. It's not typically seen as a "benefit" in salary terms, but it is an employee benefit in kind – investing in their skills (which helps career).

- **Recognition Awards:** If budget allowed, sometimes institutions give small non-monetary awards like "Employee of the Month" certificate or token prizes for ideas, etc. MoPIED encourages recognition as part of welfare (feeling valued). It's cheap but effective. We may institute internal awards or publicly acknowledge good work (like in newsletters).

- **Team Building and Wellness:** Under welfare, the Ministry might organize occasional team-building retreats or sports events (e.g., inter-ministry football match, or group participation in public celebrations). These activities improve morale and camaraderie. Though not monetarily significant, they count as welfare initiatives.

- **Staff Association:** We may encourage formation of a MoPIED Staff Welfare Committee or association that can voice employee interests (not quite a union, but a body to organize welfare activities). Through it, staff might set up cooperative savings, etc., with management support. If, for instance, staff want to create a cooperative credit scheme (some government offices have credit unions run by staff), MoPIED would facilitate within legal frameworks.

- Possibly a gratuity (lump sum) if the scheme provides. Currently the law outlines a benefit for those with ≥ 10 but < 20 years who don't qualify for pension: they get one month's basic salary for each year served as a one-time benefit. For those who do qualify for pension, the law doesn't explicitly mention a gratuity, just the monthly. However, it does mention that if someone retires, they can request $1/4$ of their pension in advance lump sum. It's a bit unclear in text, but it implies an option to take a quarter as a lump and the rest monthly (common in some schemes).
- **Early Exit Benefits:** If an employee leaves government before pensionable age/years:
 - If they have served ≥ 5 but < 20 years and resign or are allowed to retire without pension, they get a "work benefit" which is one month's basic salary for each full year served. This is essentially a severance gratuity. Example: someone with 10 years who resigns gets 10 months' pay as a lump sum (this might correlate with what's needed to encourage them to stay until pension, but at least they get something).
 - If served < 5 years and leaves, they can get back their pension contributions as mentioned (the law says if less than 5 years, they'll refund their contributions).
- **Loss of Pension Rights:** Employees forfeiting pension can happen if dismissed for serious misconduct or convicted of serious crimes. Article 74 lists that if an employee is dismissed for disciplinary reasons or convicted of crimes like misuse of office, theft, etc., they are not paid a pension. Instead, they just get back their own contributions (if any). That is a strong deterrent. However, if they served ≥ 10 years, they might still get the one-time benefit of one-month-per-year (the law in Art 73 (1)(b) says those who don't reach pension age but did ≥ 10 years get benefit equal to one month per year after retiring from work). If dismissed dishonorably, even that might be questioned but the text suggests they get their contributions back but not full benefits. So, misconduct at end of career is very costly to them.
- **Pension Administration:** The actual pension payments are managed by a central pension fund (with MoF, MoLSA oversight). MoPIED's role is to enroll employees, ensure contributions are deducted, and coordinate the retirement processing. There's likely a Pension Department that issues monthly pensions. We ensure all necessary documents (birth certificate for age, service records, salary history) are provided to calculate pension correctly.
- **Communication to Staff:** Many staff might not fully understand their pension rights, especially younger ones. HR will regularly communicate or hold info sessions so they know what to expect and the importance of contributions. Possibly statements of contributions might be given if available.
- **Post-Retirement Medical or other:** Currently there might be no formal post-retirement benefits aside from pension money. But if any scheme like health coverage for retirees exists, we would mention. For now, likely none beyond pension.

- **Family-friendly policies:** Maternity and paternity leave we covered. If feasible, we might allow flexible hours for nursing mothers or consider a nursery at work if number of infants justified it (not currently done, but conceptually a welfare measure).
- **Education support:** Some employers assist with employees' children schooling (like paying part of fees). FGS currently doesn't do that widely. Not in our budget. If any donor or NGO had a program for civil servants' kids (like scholarships), we'd inform staff. But no direct provision as of now.

9.4 EMPLOYEE WELL-BEING PROGRAMS

Ensuring employees are healthy, motivated, and engaged is crucial. In addition to formal benefits:

- **Work-Life Balance:** Emphasize using leave entitlements (vacation, rest on holidays, not encouraging regular excessive overtime – we addressed in overtime policy that it's exceptional). We don't want burnout.
- **Occupational Health:** see Chapter 11 – safe work conditions, addressing any hazards, providing first aid kit on premises, possibly periodic health checks (if we can partner with Ministry of Health to do annual check-ups or vaccinations for staff).
- **Counseling and Support:** As noted, providing support for stress or personal issues either by referral or any in-house arrangement. Senior staff are encouraged to maintain open doors so employees feel comfortable raising issues.
- **Social Events:** A harmonious workplace often has some social gatherings – e.g., celebrating national days, Iftar in Ramadan, farewell parties for retirees, etc. MoPIED might sponsor small events or allow staff committees to arrange something in the premises. This fosters teamwork and sense of belonging.
- **Financial Literacy & Support:** If possible, HR can arrange sessions on financial planning for retirement, etc. Also perhaps coordinate with banks to offer staff easier account opening or salary advances if needed. No formal loan scheme from government, but some ministries coordinate with banks for salary-backed loans for staff. If MoPIED staff want that and a bank is agreeable, we can facilitate payroll deduction for loan repayment (if Ministry of Finance allows). - Crèche/Daycare: Not present currently, but it's a known family-friendly measure. Maybe not enough scale in MoPIED to run a daycare, but if multiple ministries collaborate at the compound, it's an idea for future.

Exit Benefits (some aspects here but mostly in separation chapter): If someone resigns or is terminated, aside from pension or gratuity, they may get certain benefits: - Payment for unused annual leave (if any allowable – often yes, any accrued leave not taken by time of exit, up to maximum accrual, is paid). - Repatriation: if an employee was recruited from abroad (rare in our context), sometimes there's repatriation fare upon end. Unlikely for MoPIED. - Certificate of Service: not a benefit but a right – given a certificate stating period of employment and role, to help them seek other jobs.

Summary: MoPIED's benefits package is modest due to economic constraints, but covers the essential long-term security (pension) and time-off for life events (leave). We aim to gradually expand or improve benefits as resources allow (for example, if a health insurance scheme is piloted, we'd join). Meanwhile, we maximize non-monetary welfare measures to care for staff within our means. Employees should feel that the Ministry values their contribution and in return the employees are expected to diligently perform their duties, making prudent use of benefits (e.g., not abusing sick leave or others, as that jeopardizes sustainability of these benefits for everyone).

10. SEPARATION AND END OF SERVICE

Employee separation refers to the conclusion of the employment relationship between the staff member and MoPIED. This can occur due to voluntary resignation, retirement, expiration of contract (for non-permanent staff), or involuntary termination (dismissal). This chapter outlines the policies and procedures for a smooth and fair separation process, ensuring both the Ministry and the departing employee fulfill their obligations.

10.1 RESIGNATION AND NOTICE PERIOD

A voluntary resignation is initiated by the employee when they decide to leave MoPIED for personal or professional reasons (e.g., another job, relocation, etc.). The procedure and norms for resignations are:

- **Notice of Resignation:** An employee who intends to resign is expected to submit a written notice of resignation to their supervisor and HR. The notice should ideally be given at least one month (30 days) in advance for permanent staff. This notice period is in line with general labor practice and allows time for handover and possibly starting replacement procedures. If the employee is in a very senior role or critical position, a longer notice (e.g., 2-3 months) is appreciated, though not legally mandated by Law No.11 explicitly, but labor code Article 86 might have general guidelines (commonly 30 days for monthly-paid staff). For contract employees, their contract terms will specify the notice required (often one month as well). The resignation letter should state the intended last working day and optionally reason (though not mandatory to state). The letter triggers the formal process and is often routed through the chain to DG for acknowledgement/approval.
- **Acceptance of Resignation:** Resignation is a right, but formally the Ministry issues a Letter of Acceptance of resignation, confirming the last date of employment. Usually, the effective date is after the notice period. However, management can choose to accept an earlier date or even relieve the person before notice ends (with pay in lieu of notice) if that suits both parties. If an employee gives shorter notice than required, MoPIED can either negotiate an acceptable date or insist on the full notice (if pressing work requires). In some cases, if someone quits without notice, the Ministry could hold their final benefits or even legally consider it abandonment, but we try to avoid such acrimony. It's better to mutually agree.
- **Notice during Probation:** If a probationary employee decides to resign, often a shorter notice is acceptable (like one week or two, since probationers are new). Similarly, if MoPIED is terminating during probation (for unsuitability), we might give one week notice or pay in lieu.
- **Handover of Duties:** During the notice period, the employee must work on handing over their responsibilities, documents, and knowledge to whomever the Director designates. A Handover report is typically prepared, summarizing ongoing tasks, status, location of files, and any important information successors need. The employee should brief colleagues or the replacement thoroughly. If the position is critical, the Ministry might appoint someone to overlap or receive training from the departing person. Directors should ensure there's a clear plan for continuity to minimize disruption.

- **Use of Leave during Notice:** Generally, an employee should not take extensive annual leave during the notice period, as the point of notice is to work through transition. Minor exceptions can be made if pre-approved or urgent, but MoPIED can decline leave during notice (or extend the end date accordingly) because their presence is needed. If an employee has unused annual leave, typically they would be paid for those days in the final settlement instead of taking them, unless work allows them to take some off. For example, if someone has 5 days leave left and 30 days notice, management might let them take the last 5 days off and consider that as using leave. Or more commonly, they work the whole notice and get payout for 5 days leave at end. This is decided case by case.
- **Exit Clearance:** HR will initiate the clearance process once a resignation is confirmed. This involves the employee returning all government property (ID card, laptop, phone, files, etc.), settling any financial accounts (like travel advances, salary overpayments, etc.), and obtaining sign-offs from relevant units (admin, IT, library, etc.) that nothing is outstanding. Annex 10 provides an Exit Clearance Checklist that the departing staff and department heads will fill out. The staff should also hand over user access (like give IT any passwords for official accounts or have them disabled). Clearance typically must be completed by the last day of work (or last day physically present). If something cannot be cleared by then (e.g., lost item to reimburse), arrangements are made in final pay.
- **Experience/Service Certificate:** Upon exit, the employee can request a certificate or letter of service which MoPIED will provide. This includes their name, title, period of employment, and possibly a line like "served satisfactorily" if appropriate, but typically neutral. This helps them in future opportunities. Reference letters beyond factual details are usually not given officially, but a Director can be a reference personally if willing.
- **Final Pay Settlement:** On or shortly after the final working day, the Finance department will prepare the employee's final paycheck. This includes:
 - Salary up to last working day (if last paycheck was partially through month).
 - Payment for any unused annual leave days (if policy allows encashment; typically, yes upon leaving, because those days were earned).
 - Any severance or gratuity if applicable (see next section on separation benefits). In voluntary resignation without meeting pension criteria, severance might be the "benefit for ≥ 5 years service" as per law - basically their years of service gratuity. However, practice might vary if that is given only in certain retirements or also resignations; the law implies any leaving with ≥ 5 gets something. We'll treat it as yes, a leaving benefit.
 - Refund of any pension contributions if applicable (though usually if they move to another gov't job, it would transfer; if they leave public service entirely and want their contributions, law says if < 5 years they'd get their 5% contributions back; if > 5 but < 20 and they resign, law entitles them one-month-per-year which covers contributions as well. If they don't meet 20, that lumpsum is what they get and no monthly pension obviously).
 - Deduction of any monies owed to the Ministry/Government (like an unreturned loan, or if they lost equipment and are financially liable, etc.). By law, government can deduct up to 1/4 of salary monthly for debts, and on exit can deduct from final settlement any balance. If final pay results in net amount to employee, it's paid to their account or by check. If net is negative (rare, usually not, unless large debt), they'd be asked to pay back even after leaving – seldom scenario, except maybe if they broke a training bond or similar.

- **Rescinding Resignation:** If an employee changes their mind during notice, MoPIED is not obliged to allow rescinding, but may consider it if the position is still open and they are valued (maybe counter-offer situation). However, once notice given and especially once accepted formally, it's at employer's discretion to reverse.

10.2 RETIREMENT (AGE AND CONDITIONS)

Retirement is a separation due to the employee reaching the prescribed age or choosing to exit after a long service, usually with pension benefits. MoPIED's retirement process:

- **Retirement Age Enforcement:** As noted, mandatory retirement ages are 60 for men and 55 for women. MoPIED will track employees' birth dates to identify those approaching retirement. Typically, an employee is expected to retire at the end of the month/year in which they reach that age (depending how it's applied – often, if someone turns 60 on July 15, they'd retire perhaps end of that month or end of that year as convenient; we'll clarify by policy or practice likely end of month they turn 60). There is often provision that an employee can be retained beyond retirement age on contract if their skills are critically needed, but that's an exception requiring high-level approval. Otherwise, continuing to work beyond age without special approval is not allowed. MoPIED will notify the individual at least 3-6 months prior so they can prepare. Officially, a retirement letter from HR/ DG is given stating their retirement date and thanking them for service.
- **Retirement Benefits:** As covered in Chapter 9, a retiring employee with required service gets a pension. MoPIED HR will coordinate with Pension authorities to initiate their pension. Additionally:
 - They will receive payout of any accrued leave (most likely they have to use it before retirement or get paid out, per law any leave not used due to work can be paid as money).
 - Some organizations give a one-time retirement gratuity or gift. According to law, if someone served >30 years, their pension is high (85%) but no mention of separate gratuity for those who do get pension; however, possibly government might pay a small token or an event might be held. Not guaranteed but if policy has any (like a handshake golden handshake equal to X months pay separate from pension), we'd mention. It seems the law's gratuity is for those who don't get pension (point (b) 1 in Article 73 which we interpreted as one month per year for 10+ years if not pension eligible). So those who retire normally with pension presumably not receiving that since they get monthly.
- **Retirement Farewell:** As part of culture and respect, MoPIED often holds a simple farewell event for retiring employees, acknowledging their contributions. Sometimes a plaque or certificate of commendation is given. The Minister or DG might write a commendation letter. This boosts morale for remaining staff too, seeing long service honored.
- **Post-Retirement Engagement:** If the retiree's expertise is needed, MoPIED may re-engage them on a short contract or consulting arrangement (with approvals). But they will be off the permanent payroll. They would then draw pension plus perhaps a consulting fee, but there's often regulations to avoid double dipping too much. Typically, one must retire then the contractual rehire is separate and salary may be adjusted (some places deduct pension from new pay if reemployed by gov; unclear in current context if rehire is even allowed given high youth unemployment, etc., it's rarely done except for special advisors).

- **Early Retirement & Voluntary Separation:** Sometimes employees can opt for early retirement if they've served 20+ years even if not yet of age (maybe in their 50s). If allowed, they'd get pension as long as service years suffice and an official early retirement approval from the Prime Minister or relevant authority. Civil Service Reform might also have schemes like offering early retirement packages to reduce workforce. If such programs exist (like a "golden handshake" to encourage older expensive staff to leave early with some benefit), MoPIED will implement per government guidelines. At present, not sure if such is active. If an employee just wants to resign early with 18 years, they wouldn't get pension, they'd get the one-time benefit as per law. But if they have 25 years and age 55, maybe they'd want to retire early even if 5 years before male age, that would need case by case.
- **Medical (Disability) Retirement:** If an employee is declared medically unfit to continue (by a medical board) and they have substantial service, they can be retired on medical grounds under Article 54. They then get pension rights as if normal retirement (no age requirement, the health reason substitutes it). The process requires medical documentation and likely approval by Minister of Labour or PM. MoPIED HR would help the employee through this and ensure they get disability pension entitlements (like if partial disability maybe they are not completely retired but re-assigned to lighter duty or given disability benefits as in law Article 77 if staying, but usually if they cannot work at all, they retire and get full or partial pension).
- **Death in Service:** If an employee unfortunately dies before retirement while in service, they're separated due to death. Their heirs are entitled to any earned salary up to date, payout of leave, and the law provides that if the person was pension-eligible or even not, something is given to dependents. Specifically, law says if a worker who was eligible for pension dies, their heirs get one pension (likely means one month's pension each month? Or a lump one-month? It's ambiguous). Possibly it means the widow/children can continue to draw the pension (common practice is a portion of pension goes to surviving spouse until death and minor children until of age). If there's a formal survivor benefit arrangement, that is handled by pension fund, not directly by MoPIED, but we help the family claim it. Also, as immediate relief, government often gives a lump sum to family if an employee dies (some places do 6 months salary or so). If there's a fixed rule, we'd follow it. The wage law or labor code might have had something (like pay wages for the month of death plus maybe gratuity). Regardless, MoPIED will compassionately assist the family with paperwork and allow any salary owed and benefits to be processed quickly, and perhaps allow colleagues to donate a little if needed.
- **Clearance and Replacement:** On retirement, similar clearance steps as resignation: return property, etc. The position then becomes vacant; typically, it should be filled by promotion or hire. Sometimes the retiree may be asked to train a successor in their last months (knowledge transfer). If multiple retirements coming (like a batch of older staff), we need succession planning (discussed in performance management section) to avoid brain drain.

10.3 REDUNDANCY OR TERMINATION IN THE INTEREST OF SERVICE

Sometimes separations occur not due to individual choice or misconduct, but because of organizational needs – such as redundancy (job abolition due to restructuring or budget cuts) or termination “in the interest of the state” (e.g., position eliminated in reforms, or efficiency measures requiring down-sizing). Policies for such scenarios:

- **Redundancy:** If MoPIED must reduce its workforce or certain functions are closed (maybe due to a re-org or project ended), some employees may become surplus. The Civil Service Law and Labour Code likely have provisions for what they term “termination on common interest”. Article 55 implies an employee can be terminated due to “common interest” (like redundancy) by Prime Minister decree. In such cases, it’s not the individual’s fault. The Ministry will:
 - Identify the roles and persons impacted in a fair manner (like if a whole unit is closed, those unit’s staff; if partial reduction, criteria such as last-in-first-out or performance-based selection).
 - Prepare a case to the Civil Service Commission and Prime Minister justifying these terminations.
 - Give affected staff formal notice. Typically, they should receive a notice of termination due to redundancy perhaps 1-3 months ahead (to find other opportunities). Government might try to transfer them to other departments if possible, instead of losing them (especially if they have needed skills).
 - Provide severance compensation: The law doesn’t explicitly mention redundancy pay separate from existing benefits, but it is usual to grant something. Given law’s one-month-per-year gratuity for those leaving with ≥ 5 years, that might serve as severance. Possibly even if < 5 years, could provide some ex gratia to be humane. We would follow any government directive (like Council of Ministers might set a severance formula if doing a reform).
 - Assist them in connecting with the Civil Service Commission’s re-deployment if possible. Sometimes, the Commission tries to find positions in other ministries for redundant staff before letting them go, especially if they have valued qualifications.
 - If redundancy happens and they have ≥ 20 years, they might just be retired with pension (even if not at age, sometimes early retirement is offered for redundancies – a way to reduce staff).
 - “In the interest of service” could also mean transferring them somewhere else rather than terminating, but if termination, then it’s similar to redundancy.
 - We ensure those leaving get all due benefits: pay up to last day, leave encashment, the gratuity as per their years (which law 73(1)(b) covers). If any special donor-funded exit package (like in some reforms donors fund a golden handshake) that would be executed per plan.
- **Termination during Probation:** Covered earlier, but repeating: if an employee isn’t working out in probation, we can terminate with shorter notice (like one week or immediate if grossly incompetent). They get paid till last day and unused leave not really applicable because probationers hardly accrue much (but they’d get whatever minimal if any). They generally are not entitled to severance or pension because service short. They just get their last salary and return any property. This is considered a no-fault termination except “unsuitability”, not a misconduct, so we wouldn’t label them “dismissed for misconduct”, just “unsuccessful probation end”.

- **Termination for Poor Performance beyond Probation:** Rare because we usually handle via discipline and performance improvement. However, if someone just consistently fails but no misconduct, theoretically can be terminated for inability after due processes and with maybe some compensation. The law does allow termination for incompetence after disciplinary process which is basically a dismissal with cause (so not really redundancy but personal inability). In that scenario, benefits can be limited because it's a sort of cause termination (pension is lost if considered disciplinary maybe, but more likely they'd just get their contributions or gratuity if service enough because it's not criminal misconduct, it's performance). Possibly they'd still get the one-month-per-year since not pension and served >5 (depending if the dismissal is classified as disciplinary or not). We would abide by Article 74 – which seems to punish those dismissed for disciplinary cause by not giving pension or benefit except their contributions. If poor performance dismissal is considered "disciplinary measure" (lack of competence might be under misconduct definitions as inefficiency), they could lose benefits. But that seems harsh if they tried their best but just not capable. Hard to clarify in law – probably the Commission would allow them the one-month-per-year as humanitarian if it's not malfeasance but just inability. We would treat performance-based removal with some sympathy (maybe treat as early retirement if long served but incompetent at new demands).
- **Termination by Higher Authority (Political):** It's possible sometimes an employee's position is abolished for reasons beyond MoPIED, or the prime minister's office decides to remove certain individuals (like high-level officials serve "at pleasure" perhaps). For contract employees (like advisors or DG is usually political appointee rank A possibly – but in civil service DG is career). If any such removal happens, we ensure they get what contract says (maybe a notice or payout).
- **Termination due to Misconduct:** Already covered in disciplinary, so just referencing: if someone is dismissed for cause (like theft), that's separation with cause, and certain benefits can be forfeited (no severance, no pension if conditions of Article 74 met). They still get any earned salary and leave up to termination date (though law denies last year's leave to those absent >6 months without reason, and likely those dismissed for cause can't encash any leave as punitive measure possibly). They definitely get their own pension contributions back at least (the law says they get what they contributed). They lose the employer's portion which would have funded their pension plus no gratuity.

10.4 EXIT PROCEDURES (CLEARANCE, HANDOVER, EXIT INTERVIEW)

No matter the reason for leaving – resignation, retirement, end of contract, or dismissal – certain exit formalities are followed:

- **Exit Clearance:** As noted, the employee must complete an "Exit Clearance Form" (Annex 10) getting sign-offs from various units:
- **Administration:** returned office keys, ID card, any access passes, uniform, etc.
- **IT:** returned laptop, phone, and IT accounts have been handed over or deactivated.
- **Library/Records:** returned any borrowed books or files, or archived documents properly.
- **Finance:** settled any advances, loans, credit card if any, etc.
- **Asset Management:** for senior roles, ensure any official vehicle or housing provided is returned/vacated.
- **Projects:** if they managed a project, ensure project documents and funds are reconciled. The form is signed by responsible officers of each section. HR will not process final payment until clearance is done (to make sure nothing of value is outstanding).

- **Handover Note:** Particularly for voluntary and retirement, a proper handover note is expected. For dismissals, if immediate, a Director might have to reconstruct what they left undone since we won't expect a detailed note from a fired employee (though if they are on suspension pending dismissal, during that time we might gather what they did).
- **Exit Interview:** For voluntary resignations and retirements, HR often conducts an Exit Interview (one-on-one discussion) or asks them to fill an Exit Survey. The goal is to glean honest feedback about their experience working at MoPIED – what worked well, what issues they faced, why they're leaving (if resignation). This information can help the organization improve (maybe they leave due to lack of career growth, etc. If it's a trend, we address it). The exit interview is confidential and responses are aggregated for analysis, not tied to the individual in reports, ensuring the departing employee can speak freely without fear.
- HR will schedule a short meeting in the last week. If the employee is willing (some may decline), HR asks questions about job satisfaction, management quality, suggestions for improvement, etc.
- There's an Exit Interview Questionnaire (Annex 10 likely has some guiding questions or separate form) to systematically cover topics like work environment, training, compensation, reason for leaving, etc.
- If the exit interview raises any alarming issues (like harassment that was never reported, or unethical practices observed), HR can, with permission, escalate those for investigation even after the person leaves. But often it's more general feedback.
- Data from exit interviews is summarized periodically (e.g., main reasons for leaving – perhaps "higher salary elsewhere", "family move", "management issues", etc.). This can guide retention strategies if within our control.
- **Final Settlement and Records:** After clearance, the Accounts office finalizes the End-of-Service settlement as described. They should provide the departing employee with a breakdown of pay and deductions. The employee signs a release or acknowledgment of receiving final dues. If the employee has any claim or legal contention (rare in amicable separations), they might not sign and pursue externally, but we aim to resolve before they leave. HR then updates its records: mark the employee as separated in HRMS effective date, archive their personnel file as "closed". Per regulations, records may need to be kept for X years (commonly at least 5 or more in government archives, and indefinitely for pension info). HR also notifies relevant authorities: e.g., remove them from payroll, inform the pension office the person has exited (with needed forms for starting pension or refund). Also, if any security clearance or access was granted, notify security to revoke it. And the vacated post can now be opened for recruitment if not already handled.
- **Farewell Etiquette:** If appropriate (especially for long-serving or well-liked staff leaving on good terms), there might be an informal farewell gathering (even virtual or just a tea break announcement) to wish them well. This helps give closure and maintain goodwill (important for potential future interactions – e.g., they might work in another government or partner organization later). For retirees, as mentioned, often a formal small event; for resignations, maybe just in team. For dismissals, obviously no farewell event; often they may leave quietly. But ensure dignity even in termination (unless they left due to criminal acts causing tension). Typically, a dismissed person would be discreetly escorted out after clearing (if immediate for cause, maybe security present to avoid incident).

- **Rehire Eligibility:** If an employee resigned in good standing (and perhaps even retired if younger side, they could come back on contract or if law allows re-entry after drawing pension but maybe not, usually no for pensioners to rejoin permanently), they would be eligible to reapply to MoPIED or other ministries in the future. MoPIED would provide honest references (likely just confirming service). If an employee was terminated for misconduct, generally they are not eligible for rehire in civil service (especially if serious misconduct; their record at Civil Service Commission might be flagged, and as per law they cannot re-enter if convicted of those disqualifying offenses). But if someone had performance issues but parted amicably or due to redundancy, if they acquire new skills or there's a better fit role later, they could be considered – case by case. We keep an alumni attitude for good leavers – some may become stakeholders in other agencies we deal with, so we maintain professional relations.
- In closing, separation can be sensitive; MoPIED strives to handle it transparently, lawfully, and humanely, balancing the departing employee's rights with the Ministry's need to protect its interests (assets, knowledge transfer). A well-handled separation means even former employees remain ambassadors for the Ministry, enhancing its reputation.

11. OCCUPATIONAL HEALTH AND SAFETY (OHS)

MoPIED is committed to providing a safe and healthy working environment for its employees and visitors. A strong Occupational Health and Safety (OHS) policy helps prevent workplace injuries and illnesses, improves morale and productivity, and ensures compliance with labor laws and relevant regulations. This chapter outlines our OHS practices, responsibilities, and procedures.

11.1 SAFE WORKPLACE POLICY

It is the policy of MoPIED that no task is so important that it should be carried out in an unsafe manner. The Ministry will take all reasonably practicable steps to identify and mitigate hazards in the workplace. Key elements of our safe workplace policy include:

- **Compliance with Laws:** We adhere to the Somalia Labour Code provisions on working conditions and any OHS guidelines issued by MoLSA. For example, the Labour Code stipulates that workplaces must meet safety standards and that injuries on job must be reported and compensated. We also respect any building codes and fire safety regulations. If international donors have specific OHS requirements for projects (like the World Bank's Environmental and Social Standards, which include labor and working conditions), we implement those for relevant staff.
- **Hazard Identification and Risk Assessment:** We regularly evaluate the work environment for potential hazards. In an office setting like MoPIED's HQ, hazards might include: electrical safety (wiring, equipment), fire risks (heaters, overloaded sockets), ergonomics (long hours at computers leading to strain), slips and falls (loose cables or slippery floors), and security threats (unauthorized entry or conflict). For any staff working off-site (like field visits to projects), additional risks could be road travel accidents or site-specific dangers. We conduct periodic safety inspections of the offices (checking fire extinguishers, emergency exits, first aid kits) and whenever we move to a new building or renovate. If any hazards are identified (e.g., a faulty generator or an unstable shelf), we act promptly to fix or remove them.
- **Preventive Maintenance and Housekeeping:** All equipment and facilities are maintained in safe working order. This includes electrical systems, air conditioners, generators, etc. We keep corridors clear, ensure filing cabinets are not top-heavy, and provide safe

storage for heavy items (to avoid them falling). Good housekeeping (clean, tidy workspaces) is promoted to reduce risks like tripping or pest infestations. For example, spilled liquids should be cleaned immediately with proper signage ("wet floor") until dry.

- **Emergency Preparedness:** MoPIED has an emergency plan for events such as fires, explosions, or security incidents. This includes having functional and accessible fire-fighting equipment (fire extinguishers, fire blankets) placed on each floor – these are inspected regularly. We also designate emergency exits and keep them unobstructed and clearly marked (with exit signs). Periodic fire drills are conducted (at least annually) to ensure staff know evacuation routes and assembly points. We have an alarm system (bell or siren) to alert everyone of evacuation when needed. A list of emergency contacts (fire brigade, ambulance, police) is posted by phones. Some staff (security guards, building wardens) are trained in basic emergency response, such as how to use extinguishers and assist evacuations. For potential security threats (like active shooter or violent intruder scenarios), although rare, general guidance is given (like run, hide, or alert authorities, depending on situation). We coordinate with building security on these matters.
- **First Aid:** The Ministry maintains at least one First Aid Kit on each floor or department, stocked with basic supplies (bandages, antiseptic, pain relievers, etc.). A few staff members are trained in basic first aid and CPR (we try to have at least one first-aider per 20-30 employees). Their names are made known so others can call on them if someone gets hurt or suddenly ill. In case of injury or acute illness at work, we will provide immediate first aid and arrange transport to a clinic/hospital if necessary. For serious injuries, an ambulance is called. We maintain a stretcher or wheelchair if possible, to help move incapacitated individuals safely.
- **Sanitation and Hygiene:** Clean drinking water is provided (water dispensers), and restrooms are kept hygienic with soap and supplies for handwashing. We encourage regular cleaning of surfaces to prevent disease spread. During any epidemics (like COVID-19 outbreak), we follow Ministry of Health guidance – e.g., provide masks, sanitizers, enforce distancing or telework if needed. Workplace should not pose health hazards; e.g., ensure any generator fumes are ventilated, manage waste properly (dispose of trash daily). Pest control is done periodically to avoid rodents or insects.
- **Ergonomics and Wellness:** We attempt to provide furniture and equipment that reduce strain – like adjustable chairs for desk workers, footrests if needed, and adequate lighting to prevent eye strain. We encourage staff to take short breaks from computer use to stretch and move. The Ministry may implement a “no smoking indoors” rule in line with health guidelines (designate an outdoor smoking area if needed) to maintain indoor air quality. Also, raise awareness about not remaining sedentary too long; perhaps organize a voluntary weekly group exercise or encourage walking meetings if feasible.

11.2 HEALTH AND SAFETY RESPONSIBILITIES

Creating a safe workplace is a shared responsibility between the employer (MoPIED management) and employees. Roles include:

- **Management (Minister/DG/Department Heads):** They have ultimate responsibility for OHS. They must ensure that safety policies are implemented, allocate budget for safety equipment and training, and integrate OHS considerations into all planning. The DG/Minister should foster a safety culture where compliance is valued as much as productivity. They also ensure that any incidents are properly investigated and that corrective measures are taken to prevent recurrence. If needed, management liaises with Ministry of Labor's Occupational Safety inspectors or other relevant bodies for compliance audits.
- **Supervisors:** Every Director must monitor the work conditions in their area and correct unsafe practices. For example, a supervisor should ensure that heavy files are stored properly, that new employees are briefed on emergency exits, and that any hazards (like a broken chair) are reported for fixing or removed from use. They should enforce safety rules, e.g., if a staff is doing something risky, intervene. Supervisors also play a key role in facilitating any medical attention needed by their team and in encouraging reporting of near-misses or hazards.
- **Employees:** Each employee is required to take reasonable care of their own health and safety and that of others who may be affected by their actions. This means:
 - Following all safety instructions and procedures provided by MoPIED (e.g., not blocking fire exits, using equipment only for intended purposes, wearing any protective gear if certain tasks require it).
 - **Using common sense:** e.g., do not attempt to lift very heavy objects alone – ask for help (we may provide trolleys for moving heavy files); do not engage in horseplay or dangerous pranks.
 - Reporting any safety hazard or potential hazard promptly to their supervisor or HR. For example, if someone notices an exposed electrical wire or a loose step, they should not assume someone else will fix it; they should report it so it can be addressed.
 - Reporting any accident, injury, or "near-miss" incident immediately, no matter how minor. We keep an Accident Register to log all incidents (even a small cut or slip), as required by good practice and possibly law. This helps analyze trends and prevention.
 - Refraining from operating any machinery or equipment they are not trained on (like generator or heavy-duty copier beyond normal operation, etc.).
 - Not coming to work under the influence of alcohol or drugs, as that can jeopardize safety (and is against our code as well). If someone is on medication that causes drowsiness, they should inform their supervisor to possibly adjust duties temporarily.
- **Safety Committee / Focal Point:** MoPIED may designate an OHS Focal Point (often an HR Officer with interest in safety) or form a small Safety Committee with representatives from various departments. This body can do quarterly walkthroughs, review any incident reports, and suggest improvements. It's not a full-time role but part of internal governance to ensure safety issues get attention. They can also spearhead safety awareness campaigns (like fire drill planning, or ergonomic tips).
- **Security Staff:** Though focused on security, they also contribute to safety, e.g., controlling office access (preventing unauthorized persons who might pose risk), and being first responders in some emergencies. They should keep an eye out for anything unsafe during their rounds (like fire hazards at night, etc.) and report it.
- **Ministry of Labor Inspectors:** If an official labor inspector visits, MoPIED will cooperate fully, allow inspection of premises, and heed any improvement notices they issue. It's their job to ensure compliance across government offices, and we welcome their guidance.

11.3 INCIDENT REPORTING AND EMERGENCY PROCEDURES

We have established procedures to handle accidents, injuries, and emergencies:

- **Incident/Accident Reporting:** Whenever an accident or safety incident occurs (like someone trips and sprains an ankle in the office, or shelves collapse causing damage), it must be reported to HR the same day. The employee (or witness) fills out an Incident Report Form detailing what happened, where, when, and any injury or damage incurred. The HR or Safety Focal Point will investigate the incident – find root causes (e.g., slippery floor due to leak, or shelf was overloaded), and recommend corrective action to prevent future incidents (fix the leak and keep area dry, or reinforce shelving and follow weight limits). Serious incidents are escalated to senior management immediately (and to authorities if required, like police if it's a security incident or ambulance for severe injury).
- MoPIED will compile these reports to identify patterns. For example, if we notice multiple incidents in the archive room, maybe the layout is problematic and needs redesign. Or if frequent electrical shocks from an outlet, get a technician to rewire that section.
- As per labor regulations, any serious injury or fatality at work likely needs to be reported to Ministry of Labor within 48 hours or so. We will do so and also inform our higher management.
- Also, after any emergency (like a small fire that was extinguished), a report is made and steps taken to ensure it doesn't recur (maybe faulty equipment replaced, staff retrained, etc.).
- **First Aid and Medical Response:** As said, first aid is given on-site for minor injuries. For any injury beyond minor, the protocol is: provide immediate aid, then transport to the hospital (by Ministry vehicle or call ambulance). HR keeps emergency contact info of each employee (like who to call if they're hurt). They will notify the family if needed. The incident is documented for workers' compensation claims or insurance if any.
- If an employee falls ill (like a heart issue or severe malaria symptoms) at work, colleagues should not hesitate to act – call for medical help. We prefer erring on side of caution (better to get them checked than assume it's nothing).
- **Fire or Evacuation Emergency:** If someone discovers a fire or hears explosion:
 - Sound the alarm (if no alarm system, shout "Fire" and notify security to bell).
 - Everyone should evacuate calmly via nearest safe exit, not use lifts, and assemble at designated muster point outside (like a nearby open area or opposite sidewalk).
 - Fire wardens (if assigned) will sweep their zones to ensure all out if safe for them to do quickly. Do not re-enter building until cleared.
 - If trained and safe, someone may use extinguisher on a small fire (like in a waste bin). But if it's spreading, priority is evacuation.
 - We would call Fire Brigade (in Mogadishu, have number ready).
 - After evacuation, roll-call is taken to ensure everyone is accounted for. The assembly point leader informs fire responders if anyone possibly trapped.
 - Conduct post-incident review to improve for next time.
- We also plan for other evacuations: e.g., earthquake (if small risk, basically drop-cover-hold then evacuate), or bomb threat (evacuate to distance, and call authorities).
- Security Incident (Violence/Intruder): If there's an intruder or violence:
 - Notify security personnel immediately. If situation warrants, call police. If instructed (or obvious danger), staff should lock/barricade in secure rooms if evacuation is unsafe (like an active shooter scenario).

- We might have a code word or alarm distinct from fire to signal security threat. If not, use plain warning shout or internal phone message.
- For bomb threat calls, we have a checklist to get info (if via phone) and evacuate building quietly informing police.
- These scenarios are less likely but we have a basic plan: follow instructions from security forces, don't try to heroically confront unless no choice.
- Accident Investigation and Remediation: For significant accidents (like someone got severely hurt by, say, a falling object or electrical shock), a small committee (HR, Admin, maybe rep from other dept) will formally investigate:
 - Document findings, root causes (maybe negligence, maybe no training, maybe equipment failure).
 - **Recommend measures:** could be disciplining someone if safety rule violated (like if someone removed machine guard which led to accident), or training need, or new safety measure.
 - Implement those ASAP. And monitor that it's effective.
- **Recording and Analysis:** HR will maintain an Accident Log (date, name, nature of injury, days off work, cause, corrective action) and produce an annual OHS report summarizing number of incidents and any patterns or improvements needed. Ideally, we aim for zero lost-time injuries per year. If any, we address to reduce. If we see repeated minor injuries, still not good – means something to fix in environment or behavior.

11.4 ALCOHOL, DRUG-FREE WORKPLACE

As part of OHS and professionalism, MoPIED enforces a strict policy against the use of alcohol or illicit drugs in the workplace or during work hours.

- Employees are prohibited from consuming or being under the influence of alcohol or illegal drugs while on duty or on Ministry premises. This is critical for safety, judgment, and the Ministry's image. (Somalia being a largely dry country for Muslims, alcohol is anyway culturally taboo in workplaces, but explicitly stating it covers all).
- The Labour Code and general rules often include that no intoxication at work is allowed^[150]. If someone is found intoxicated, they will be removed from duty immediately for their safety and others. It's a misconduct issue that can face disciplinary action (at least a warning or referral to assistance first if it's an addiction issue).
- The Ministry also discourages the abuse of prescription drugs that impair functioning. If an employee is struggling with substance abuse, they are encouraged to seek help. We would treat it confidentially and possibly help them get into a treatment program rather than immediately punish if they come forward voluntarily. However, using or distributing illegal substances at work is gross misconduct and will result in dismissal.
- Random drug testing is not currently practiced (would require a policy and possibly union agreement if any). We likely won't do that unless mandated, but we reserve the right to request a test if there's reasonable suspicion of impairment on the job, within the boundaries of local law and respect.
- Khat (Qaadka) which is a common stimulant in Somalia: Many offices have policies around its use. It's legal but can affect performance and health. MoPIED likely bans chewing khat during working hours or on premises, as it can be distracting and create mess. This should be communicated – chewing khat at work is not professional and can impair later (the crash, lost productivity). So we treat it like an intoxicant in policy: not allowed on premises or during work hours.
- Smoking: We touched earlier - ideally, no smoking indoors. If employees smoke, they must do so only in a designated outdoor area during breaks, not around others who don't smoke, to avoid secondhand smoke issues and maintain office cleanliness (cigarette butt disposal).

- If an employee's substance use outside of work clearly affects their performance or leads to safety incidents at work, it becomes a concern for us. We'll address it through HR either by encouraging counseling or, if incidents happen, disciplinary measures.

General well-being: We consider mental health as part of safety; stress can cause accidents too. Chapter 9 mentioned we try to support mental wellness. Overwork or excessive stress is an OHS issue in a sense; the Ministry will try to manage workloads reasonably and encourage work-life balance so employees are not excessively fatigued (which can lead to errors or accidents).

To conclude OHS: MoPIED wants every employee to return home each day safe and sound. We invest in safety measures and training, and expect employees to follow them and look out for one another. A healthy workforce is essential to fulfilling our mission effectively. We consider safety an integral part of management – it's everyone's responsibility and we foster an environment where anyone can speak up about hazards and know that prevention is a priority over reacting after harm.

12. HUMAN RESOURCE MANAGEMENT SYSTEM (HRMS) INTEGRATION

MoPIED is in the process of modernizing its HR operations through the implementation of an integrated Human Resource Management System (HRMS), as part of the broader ERP initiative. This chapter describes how the new HRMS will be used to support and automate various HR processes covered in this manual, improving efficiency, record-keeping, and service delivery. It also outlines data management and access protocols for the system.

12.1 HRMS OVERVIEW AND MODULES

The HRMS is a software platform (leveraging a system like Odoo, as mentioned in MoPIED's project plans) that digitalizes key HR functions. Major modules and features include:

- **Employee Database:** A centralized repository of all employee records – personal information (name, date of birth, contacts, next of kin), employment details (date joined, position, grade, salary, contract type), and documents (scanned certificates, contract letters, performance appraisals, etc.). Instead of paper files in cabinets, HR staff and authorized Directors can quickly retrieve an employee's profile in the system. This ensures data consistency and easier updating (e.g., if an employee gets promoted or changes their phone number, HR updates it once and it's available for all relevant modules).
- **E-Recruitment Module:** This allows HR to manage job vacancies and applications online. For instance, when MoPIED has a job opening, HR can post it on an applicant portal, receive applications electronically (candidates fill forms and upload CVs), and track the recruitment workflow through the system (screening status, interview scheduling, etc.). The module can automatically create a basic applicant database, issue email acknowledgments to applicants, and even allow selection panels to input their scores for each candidate in the system. Once a candidate is hired, their data can be converted into an employee record, saving re-entry of information. This brings transparency (we can show Civil Service Commission the list of applicants and how they were screened) and efficiency (less paperwork).
- **Electronic Payroll Module:** The HRMS is linked to payroll processing. Based on each employee's grade, step, and any allowances or deductions, the system computes monthly salaries automatically. It takes into account leave without pay, overtime (if payable), and other inputs from attendance. Once set up, each pay period HR just

validates changes (like promotions or new joiners) and generates the payroll. The module can produce pay slips for each employee (accessible via self-service, see below) and aggregate reports (total salary cost, etc.). It also ensures consistency with the Pay & Grade structure rules – e.g., if someone’s salary is changed, it has to align to an existing grade/step unless a special override authorized. The system can also deduct the 5% pension and produce schedules for payment to the pension fund, and handle taxes if needed.

- **Time and Attendance Management:** The system will interface with an attendance tracking method (possibly a biometric fingerprint scanner or an RFID card system at entry). Each employee’s presence hours or absence days are recorded. The HRMS will use this data to, for example, calculate leave usage or detect tardiness patterns. Employees can clock in/out and that info is logged; or if a digital timesheet approach is used for those in field, they might mark attendance online. Leave taken (approved through system) automatically reflects as absent on those days in attendance module, which then flows to payroll (no double entry). Overtime hours, if approved, can also be recorded here. Directors can view team attendance in real-time if needed.
- **Leave Management:** The HRMS includes a leave request and approval workflow. Employees can apply for leave (annual, sick, etc.) through the system self-service, attaching any required documents (e.g., a medical certificate for sick leave beyond 2 days). The system routes the request to the appropriate supervisor for approval. Once approved, it automatically updates the employee’s leave balance and marks those days as leave in the attendance. Employees and Directors can see leave balances any time (how many days of annual leave left, etc.). The system can enforce rules – e.g., not allowing more leave than available, or ensuring sick leave beyond 2 days requires uploading a doc, or notifying if someone tries to take >30 days that MoLSA approval needed, etc. It will generate leave reports and help HR spot patterns (like who is taking frequent short sick leaves).
- **Performance Appraisal Module:** Performance objectives and evaluations can be managed in the HRMS. At the start of the cycle, Directors can input the agreed KPIs for each employee in the system. Employees may even update progress notes or accomplishments throughout the year. At appraisal time, the supervisor enters ratings and comments in the system form. The employee can log in to review their appraisal, add comments, and acknowledge it. This creates a digital record of appraisals year over year that is easily retrievable for promotion decisions or training needs analysis. The module may allow HR to compile, for instance, how many employees got certain ratings or what common development needs were noted. It also can trigger next steps (like if someone was rated low, system can remind HR to check if a PIP is in place, etc.). And when a promotion is affected, the performance record is already in the system to justify it.
- **Training & Development Module:** This can track training requests and history. HR or employees can input what training they have attended (and attach certificates). It can list available training courses (internal or external) and allow employees/Directors to nominate for them via the system. It then keeps a log: e.g., "Ali attended Project Management Workshop on X date." Over time, an employee's training profile is built. The system can also store qualifications and skills – helpful for quickly finding, say, who has a certain certification if needed for a project. If there's an e-learning integration, employees might even take some courses online through the platform and it records completion.

- **Discipline/Grievance Tracking:** The system may include a case management tool to log any disciplinary cases or grievances. For instance, HR can record that a warning was issued to an employee on a certain date, so their record shows an active warning until say a year passes. It ensures consistency if supervisors change. For grievances, if an employee files one, it can track its resolution steps and outcomes. However, access to such sensitive records would be strictly limited to HR and relevant Directors. We ensure confidentiality by role-based permissions – e.g., a supervisor might not see an employee’s disciplinary history outside their own unit, etc., whereas HR can.
- **Self-Service Portal:** A key advantage is employees can access certain information and services themselves, reducing routine queries to HR. Each staff can log in (with secure credentials) to the HRMS portal where they may:
 - View/update personal info (like address, emergency contact).
 - Access their pay slips and tax statements.
 - Apply for leave or other requests (such as travel authorization or expense reimbursement if integrated).
 - See their leave balance, performance objectives, training available, etc.
 - Perhaps an organizational directory (to find contacts of colleagues).
 - They might also use it to clock in/out if a web solution is used for attendance. This empowers employees and speeds up processes (no need to physically chase a paper form for leave).
- **Reporting and Analytics:** The HRMS provides dashboards and reports on HR metrics. For example, HR can generate a headcount by department, a gender breakdown, a list of employees due for retirement in next 5 years, etc., at the click of a button. This data supports planning and decision making. We can also produce compliance reports (like showing Civil Service Commission how many vacancies we filled this year, how long it took, etc.). Over time, analytics might reveal trends such as turnover rates or average days to hire, which help improve HR management.

12.2 DATA MANAGEMENT AND CONFIDENTIALITY

With HRMS, a lot of personal and sensitive data is stored digitally. MoPIED will enforce strict data governance:

- **User Access Levels:** Not everyone sees everything. Role-based permissions ensure that employees see only their own info (and perhaps general info like org chart), supervisors see their subordinates’ relevant info (like leave balances, performance records), and HR/authorized leaders see broader data. Extremely sensitive info (e.g., disciplinary cases, medical reports, salaries of others) is restricted to HR and top management as appropriate. The system admin configures these permissions. For example, an employee cannot access another’s personnel file.
- **Data Protection:** All personal data is protected as per any data protection guidelines (Somalia might not have a formal law yet, but we treat it per good practice). We don’t use the data for purposes other than HR management. We ensure the HRMS is password-protected, and ideally available only on secure government network or via VPN if remote. Regular backups are done for disaster recovery. Only trained HRMS administrators can alter configuration or access full database.
- **Audit Trail:** The system keeps logs of who accessed or changed what data and when. This discourages unauthorized peeking at records one shouldn’t. And if an error or malicious change occurs, we can trace it.

- **Confidentiality and Privacy Policy:** MoPIED will develop a brief policy or guideline telling employees how their data will be used and protected. For instance, performance reviews in system won't be visible to peers, personal contacts not given out without consent, etc. Also, employees are responsible not to misuse data they legitimately access (like a supervisor shouldn't download and share their team's salaries publicly, etc.).

- **Updating Data:** Employees should use the self-service to keep their info updated (like if they marry and want to change next of kin). HR will periodically prompt verification of data to keep accuracy (e.g., annually ask everyone to check their details).

- **Integration with Other Systems:** The HRMS might interface with other government systems like the central payroll (Accountant General's system) or biometric ID systems. That means some data flows externally. We'll ensure those connections are secure and only necessary data is exchanged (e.g., for paying salaries, Finance sees name, bank account, net pay, but not the whole performance history). If in future a central HR database at Civil Service Commission is made, our system might feed into it or upload reports. We'll comply while ensuring our employees' data is managed respectfully.

- **Retention of Data:** Electronic records will be retained at least as long as their paper counterparts would have been (personnel files often kept years after employee leaves, for pensions etc.). We have archiving rules: e.g., keep data of separated employees active until they get all final benefits then archive it in system with limited access, but not delete as it's needed for pension proofs, etc. When an employee dies and if their family draws pension, we keep their data through that process.

12.3 EMPLOYEE AND HEAD/DIRECTOR SELF-SERVICE

As touched, the HRMS features Self-Service (ESS/DSS) capabilities: - Employee Self-Service (ESS): Each staff can log in to view/edit certain data. They can: - Apply for leave (which triggers a workflow to their Head). - Submit claims (if, say, travel expense claim module is there). - Update certain info: contact details, maybe add a skill or certification once obtained (subject to HR verification). - View org chart to understand structure and perhaps company news bulletins (HR can post announcements on system homepage, like "New HR Manual released", etc., making the HRMS also an internal communication tool). - Check their performance goals progress if we allow them to input updates. - Possibly sign up for training events that HR advertises via system. - Download forms or reference materials (like HR manual itself could be accessible there, or code of conduct).

The ESS reduces paperwork and speeds communication. For instance, no need to chase HR to know leave balance – it's visible.

Directors Self-Service (DSS): Directors (with a supervisor role in system) have additional functions:

- Approve or reject leave requests of their team (with a button click, and they can see team calendar to avoid conflicts).
- Approve attendance exceptions (like if someone forgot to clock in, they can regularize through Director).
- View team information: perhaps emergency contacts, training completed, performance evaluations, etc., in one dashboard. This helps in planning (e.g., see which team members are due appraisal or whose contract ends soon).
- Initiate HR actions for their team: e.g., request to HR to announce a vacancy if someone left, or recommend a promotion (some systems allow Directors to put in promotion proposals).
- Reports on their team's HR metrics (like team average leave taken, any pending disciplinary actions etc. that they should follow up).

MSS empowers supervisors to handle routine HR matters without always emailing forms to HR (which frees HR to focus on strategic tasks and system maintenance).

12.4 REPORTING AND COMPLIANCE VIA HRMS

The HRMS will ensure MoPIED's HR processes are compliant with Somali civil service rules by enforcing them in workflows: - For example, the recruitment module will not let a hiring go to "complete" without the necessary approvals recorded (ensuring Commission sign-off stage included). - The leave module ensures no one takes beyond 30 days annual in one year unless properly approved by carryover or special approval (which might require HR override). - The payroll module ensures salaries paid match the official grade scales (it can be configured with the grade salary table, and any deviation would require a special entry). - The performance module and promotion processes can be aligned with law: e.g., not prompting someone for promotion until they meet 2 years in grade (unless admin overrides).

- **The system can generate compliance reports:** like listing all staff by grade to check alignment with Pay & Grade Policy, or a list of those above retirement age (to ensure we take action), etc. This helps avoid violations inadvertently.

- **Audit Readiness:** With all transactions logged, it is easier to support audits (internal or external). Auditors can be given read-only access to certain data to verify, for instance, that all employees have a birthdate on file (no fake "ghost" older than 60 still drawing salary, etc. as the system flags them). They can also see if any irregular HR actions occurred (the audit trail).

- **Integration with Finance (HRMIS/HRFIMS):** If the government eventually integrates HR and finance systems (HRMS linking to the Financial Management System – often called HRMIS or IFMIS integration), our data is structured to feed into budget planning (like salary forecasting for each department is possible if the system knows each position's cost). Already, as per plan, the system will output payroll data to the Ministry of Finance for actual payment. We ensure compatibility – using standard codes for positions, departments, etc., so MoF can easily map salary payments and charge them to correct budget lines.

- **Updating the System with Policy Changes:** If a new policy comes (like allowances introduced, or retirement age changes), the HRMS can be updated to incorporate that (like new fields, new calculations). We have vendor/IT support for such updates. HR staff and IT support will be trained to do basic adjustments (like adding a new leave type or adjusting an appraisal form) to keep the system aligned with evolving policy.

- **User Training and Adoption:** All employees will be trained on how to use the HRMS self-service (there will be user guides, possibly hands-on workshops by HR). Directors get special training for their extra functionalities. HR staff will get admin training. Initially, we might run processes in parallel (manual + system) to ensure no hiccups (like first payroll run we double check system output with old method). Within a short time, we aim to rely solely on the system for HR transactions.

- **Benefits of HRMS Recap:** The integration yields numerous benefits: reduced paperwork (no more bulky personal files for everyday use, though we keep hard copies of key docs in archive), faster HR processes (leave approved in hours not days, recruitment info flows seamlessly), improved accuracy (less manual data entry = fewer errors, plus validations in system e.g., an employee's age must be ≥ 18 if not error), better decision-making (with dashboards on workforce data), and better service to employees (they can get info and request services easily).

- **System Maintenance:** We will have in-house IT or vendor support maintain the system, apply updates, manage back-ups, and ensure security patches. Downtimes will be planned off-hours to not disrupt HR work. We also have backup procedures: daily or weekly backups stored securely (maybe cloud or external drive locked) so if system crashes, we don't lose much data. Possibly mirror it on a secondary server. Access to backend (database) is limited to system admin (likely in IT Dept or vendor) and HR doesn't directly manipulate raw data – they use front-end with permissions.
- **Change Management:** We recognize moving to a new system is a cultural change. There might be initial resistance or learning curve among staff used to paper. We address this by clear communication (emphasizing how it benefits them – no need to stand in HR office queue for leave requests, etc.), training, and leadership usage (if bosses use it actively, others will follow). Possibly we roll out in phases – e.g., start with leave and attendance module which is easier, then add performance, etc., to not overwhelm.
- **Feedback Loop:** We will gather feedback from users in early stages to fix any issues or improve usability. For example, if employees find the interface confusing, we might do additional training or tweak forms. If some policy isn't well captured, we adjust configuration.

In summary, the HRMS is a foundational tool for implementing and monitoring the HR policies in this manual. It acts as a digital enforcer of rules (by design) and a facilitator for both employees and HR personnel. It professionalizes HR management in MoPIED, aligning with our reform objectives of transparency, efficiency, and data-driven decision making. By using the system diligently, MoPIED will reduce manual errors, speed up processes like payroll and leave approvals, and maintain better records for accountability (helping prevent issues like ghost workers via biometric attendance linking to pay).

Ultimately, the HRMS is an enabler – it does not replace good judgment or humane HR practices, but it supports them. Staff are encouraged to fully utilize the system's features and to trust in the confidentiality and accuracy it provides. This integration of technology with our HR policy framework marks MoPIED's commitment to modern, best-practice human resource management.

ANNEXES

The following annexes provide additional detailed tools, templates, and reference materials to support the implementation of the policies in the main manual. Each annex is labeled and titled for easy reference.

ANNEX 1: DEFINITION OF TERMS AND ABBREVIATIONS

This annex defines important terms and acronyms used in the HR Policy Manual, to ensure clarity and common understanding among all staff.

- **MoPIED:** Ministry of Planning, Investment and Economic Development.
- **HR (Human Resources):** The function or department dealing with management of employees, including recruitment, training, benefits, and compliance with labor laws.
- **National Civil Service Commission (NCSC):** The central government body responsible for overseeing civil service appointments, standards, and some aspects of HR policy across ministries.
- **NDP-9:** Ninth National Development Plan (2020–2024) – Somalia's strategic plan guiding national priorities and reforms, including governance improvements.
- **NTP 2025–2029:** National Transformation Plan for 2025–2029 – a forthcoming high-level plan aimed at peace, stability, and development (including public sector transformation).
- **ILO:** International Labour Organization, which sets international labor standards (Somalia being a member, its conventions influence our HR policies such as nondiscrimination and decent work conditions).
- **UNDP:** United Nations Development Programme, an agency often supporting governance and civil service reforms (provided best practice input to our HR reforms).
- **AU:** African Union. In HR context, refers to the African Charter on Values and Principles of Public Service and Administration – advocating meritocratic, ethical public services which our policies align with.
- **World Bank:** In context, a development partner that supports public financial management and civil service reforms (e.g., funding HRMS implementation, advocating transparency in HR processes).
- **Law No.11 (2006):** The Somali Civil Service Law (officially "Law for Somali Civil Servants No.11, 2006") – primary legislation governing civil servant rights, duties, and HR rules in FGS.
- **Labour Code (1972):** Somalia's general labor law (Law No.65 of 1972) covering broader labor rights and conditions. Applicable to civil service on matters not overridden by Civil Service Law (like working hours, minimums leave, occupational safety).
- **Pay & Grade Policy (2022):** The Public Service Pay and Grading Structure Policy issued Nov 2022, establishing the unified grading levels (A, B, C1, C2, D, E, F, G) and corresponding salary scales for FGS civil servants.
- **Grades A–G:** Classification of jobs by level, Grade A being highest (DG level) and Grade G lowest (support staff), per Pay & Grade Policy.
- **Pension:** Retirement benefit paid monthly to eligible former employees who retire after requisite service (Somalia's scheme gives 65–85% of last salary depending on years served).
- **Promotion Committee:** The internal committee (with DG, dept heads, and CSC reps) that reviews and recommends employee promotions and also handles disciplinary cases, as mandated by law.

- **HRMS (Human Resource Management System):** The software platform MoPIED uses to handle HR tasks like payroll, leave, and personnel records digitally. Part of the ERP modernization project.
- **ERP (Enterprise Resource Planning):** Integrated software solution that combines various functions (HR, finance, procurement). In our context, refers to the Odoo-based system implementing the HRMS and linking to other modules.
- **Recruitment Requisition:** A formal request initiated by a department to fill a vacancy (Annex 3 template) that HR processes through CSC for approval to advertise/hire.
- **KPI (Key Performance Indicator):** Measurable objective or metric set for an employee or process. Used in performance appraisals to gauge success (e.g., “produce X reports per quarter” is a KPI).
- **Performance Improvement Plan (PIP):** A structured action plan for an underperforming employee to reach required performance level within a set timeframe (with specific targets and support outlined).
- **Misconduct:** Improper behavior or rule violation by an employee (e.g., theft, insubordination, harassment). Could be minor or serious as defined in Chapter 8 and law.
- **Grievance:** A formal complaint by an employee about a work-related issue they feel is unjust or problematic (e.g., unsafe condition, interpersonal conflict, policy misapplication), addressed via the grievance redressal procedure.
- **Harassment/Bullying:** Any unwanted, hostile behavior by one employee toward another, causing offense or harm. Zero tolerance in MoPIED, as detailed in Chapter 8.4.
- **Whistleblowing:** Reporting by an employee of wrongdoing, corruption, or breaches of law within the organization to authorities (internal or external). The whistleblower policy protects such reporters from retaliation.
- **Annual Leave:** Paid vacation time employees accrue (30 days per year).
- **Sick Leave:** Paid leave when ill (up to 30 days/year full pay, extended sick leave with half pay as per law).
- **Maternity Leave:** 4 months paid leave for female employees around childbirth.
- **Probation:** Initial period of employment (6 months for MoPIED) during which the employee’s suitability is evaluated, after which employment is confirmed or terminated.
- **DG (Director General):** The highest-ranking civil servant in MoPIED (Grade A) responsible for day-to-day management of the Ministry, including HR oversight.
- **HR Director:** Head of the HR Department in MoPIED, responsible for implementing HR policies and advising management and staff on HR matters.
- **OHS (Occupational Health and Safety):** Practices and conditions to ensure employees’ physical and mental well-being at work (Chapter 11).
- **Exit Interview:** A meeting or survey with a departing employee to obtain feedback on their experience and reasons for leaving, used to improve HR practices.

Note: If any abbreviations or terms appear in this manual that are not listed here, users should seek clarification from HR. This glossary will be updated as needed when new terms (e.g., new systems or initiatives) enter our HR lexicon.

ANNEX 2: STANDARD JOB DESCRIPTION TEMPLATE

Every position in MoPIED should have an up-to-date Job Description (JD) to clarify roles and requirements. Below is the standard JD format to be used by all departments when creating or revising job descriptions.

1. Position Title:

(e.g., Senior Economic Planner)

2. Department/Division:

(e.g., Department of National Planning)

3. Grade/Level:

(e.g., Grade C1 as per Pay & Grade Policy)

4. Reporting To:

(e.g., Director of National Planning (Grade B))

5. Direct Reports:

(if any; e.g., 2 Junior Economists, 1 Data Analyst – Grade D and E)

6. Overall Purpose of the Job:

A brief summary (2–3 sentences) describing why the position exists and what it contributes to MoPIED.

Example: “To lead the development of sectoral economic plans and policies, ensuring alignment with national development goals (NTP), and to provide expert economic analysis to guide decision-making within the Ministry.”

7. Key Responsibilities and Duties:

List the main tasks and responsibilities, in order of importance. Use action verbs and be specific. For example:

- 8. Formulate annual and medium-term economic plans for assigned sectors (e.g., agriculture, infrastructure) and coordinate inputs from relevant ministries.*
- 9. Conduct economic research and data analysis (GDP trends, inflation, etc.) to inform policy recommendations and prepare economic outlook reports quarterly.*
- 10. Provide technical advice to the Director and senior management on economic development strategies and the likely impact of proposed projects or policies.*
- 11. Supervise and mentor junior economists in the team, review their work for quality and accuracy, and identify their training needs.*
- 12. Coordinate with international partners (World Bank, IMF, UN agencies) on data requests, joint studies, and ensure MoPIED’s contributions to donor reports are delivered on time.*
- 13. Contribute to drafting funding proposals and economic sections of national strategy documents (such as NTP 2025–2029).*
- 14. Perform any other related duties as assigned by the Director General or Minister in furtherance of MoPIED’s objectives.*

15. Key Performance Indicators (KPIs):

Optional section – list measurable targets for this role.

Example:

- 16. At least 4 sectoral policy papers developed per year.*
- 17. Quarterly economic bulletin produced by 15th of the month following each quarter.*
- 18. Achieve 90% of project deadlines met for deliverables under the department’s annual work plan.*

19. **Qualifications and Experience:**

State the minimum required education and experience. Specify if any specific field of study or type of experience is needed.

20. **Education:** *Master's degree in economics, Development Studies, or related field (or Bachelor's with equivalent experience).*

21. **Experience:** *Minimum 5 years of professional experience in economic planning, policy analysis, or a similar field. Experience in government or international development agencies preferred. At least 1–2 years in a supervisory role is an advantage for Grade C1 positions.*

22. **Skills and Competencies:**

List the essential skills, knowledge, and abilities.

- **Technical Knowledge:** *Strong understanding of macroeconomic concepts, statistical analysis, and econometric techniques. Proficient in data analysis software (e.g., Excel, Stata). Familiarity with Somalia's economic context and NDP goals.*
- **Communication:** *Excellent written and oral communication skills in English and Somali. Ability to prepare clear reports and policy briefs.*
- **Analytical Skills:** *Ability to interpret complex economic data and draw policy implications. Problem-solving mindset.*
- **Project Management:** *Able to manage multiple tasks/projects, meet deadlines, and coordinate inputs from various stakeholders.*
- **Teamwork and Leadership:** *Demonstrated ability to work collaboratively in a multicultural team and to lead junior staff effectively.*
- **Ethics and Professionalism:** *High standard of integrity, impartiality, and commitment to public service values.*

23. **Authority/Decision-Making:**

Describe the level of decision-making authority.

Example: *“Can make day-to-day project decisions and technical recommendations. Policy decisions or commitments of resources require approval of the Department Director or senior management. Signs off on technical reports by junior staff before higher-level review.”*

24. **Working Conditions:**

Mention any special working conditions (if any travel is required, overtime expectations, or physical demands).

Example: *“Primarily office-based with occasional field visits within Somalia to collect data or monitor projects (up to 10% travel time). May require working extended hours during peak planning cycles or when preparing urgent reports.”*

25. **Approved By:**

This section is for HR use to indicate the JD has been reviewed and approved.

Example: *“Approved by Director of HR on [date].”*
(End of Job Description Template).

Instructions: Department Heads should use this template to draft JDs and submit to HR for review. HR ensures consistency across similar roles and alignment with grade profiles. JDs should be updated whenever roles change significantly or at least every few years to remain accurate. They form the basis for recruitment (Annex 3) and performance evaluations (Chapter 7).

ANNEX 3: STAFF REQUISITION FORM (HIRING REQUEST)

Use this form to request filling a vacant position or creating a new position. It initiates the recruitment process and must be approved by relevant authorities before advertising.

Section A – Position Details

- Department/Unit: _____
- Job Title: _____ (e.g., Procurement Officer)
- Grade/Level: _____ (as per Pay & Grade policy – e.g., Grade D)
- Type of Appointment: Permanent Contract – specify duration: _____
- Work Location: _____ (e.g., MoPIED HQ, Mogadishu)
- Proposed Start Date: _____ (target date by which new hire should ideally start)

Reason for Requisition:

- Replacement (previous incumbent: _____, last working day: _____)
- New Position (attach approval for new post creation or note if part of project staffing)
- Other (specify: e.g., expansion of duties, backfill for secondment, etc.)

Section B – Job Description and Qualifications

(Attach the Job Description if available. Otherwise, provide summary below.)

- Key Responsibilities: (briefly list 3-5 main duties of this role)

Required Qualifications:

- Education: _____ (e.g., Bachelor’s in Economics)
- Experience: _____ (e.g., 3+ years in planning)
- Key Skills/Competencies: _____ (e.g., report writing, data analysis, etc.)

(If JD is attached, you may write “See attached JD for details.”)

- Any Special Requirements: (e.g., language fluency, ability to travel frequently, specific certification, etc.)

Section C – Recruitment Plan

- Proposed Recruitment Method:
 - Internal (within Civil Service)
 - External (open competition)
 - Both (open to current employees and outside applicants)
- Suggested Advertising Channels: (HR will decide final, but suggestions welcome)
 - MoPIED website Newspapers Job portals Other Ministries Donor networks
 - Social media (LinkedIn, etc.)
- Selection Committee Suggestions: (optional; suggest names or roles of those who should be on panel, e.g., Department Director, HR rep, technical expert from Planning Dept, NCSC rep)

- **Budget Availability:**

- Position is in current headcount plan? Yes, approved in budget No, needs approval
- Salary Grade confirmed: _____ (HR to verify actual salary step)
- Funding source: Core budget Project (name: _____) Other _____
- (If project-funded, attach project approval of this post.)

- **Section D – Approvals**

- Requested by Department Head:
- Name: _____ Title: _____
- Signature: _____ Date: _____

- **Finance Clearance: (budget confirmation)**

- Name: _____ Title: _____
- Signature: _____ Date: _____
- Comments: _____

- **HR Review:**

- Reviewed by HR Director: Date: _____
- Comments: Position title/grade verified; JD reviewed. Recruitment methods are appropriate.

- **Director General Approval:**

- Approved to proceed with recruitment
- Not Approved (reason: _____)
- DG Name: _____ Signature: _____ Date: _____

(After DG approval, HR will forward requisition to National Civil Service Commission if required for clearance and then commence recruitment as per policy.)

- **For HR Use – Tracking**

- NCSC Requisition Ref No.: _____ Date sent to NCSC: _____
- NCSC Response: Vacancies Cleared to Advertise Other: _____
- Date Position Advertised: _____ Closing Date: _____
- Shortlist Completed: _____ Interviews Completed: _____
- Selected Candidate: _____ Start Date: _____
- (This tracking ensures requisitions are monitored through completion.)

ANNEX 4: INTERVIEW ASSESSMENT FORM TEMPLATE

This form is used by interview panel members to evaluate candidates during recruitment interviews. Each panelist should fill one per candidate. The form ensures structured, fair assessment based on predefined criteria.

Position Interviewed For: _____

Candidate Name: _____

Interview Date: _____ Panelist Name: _____

Rating Scale: [] Excellent, [] Good, [] Satisfactory, [] Marginal, [] Poor. (Use N/A if not applicable.)

Criteria 1: Relevant Experience and Knowledge

- **Question(s):** (e.g., “Please describe your experience in [specific task]. How have you handled [specific challenge]?”)
- Notes on Candidate’s Answer:
 - _____
 - _____
- Panelist Rating: ____ (1–5)

Criteria 2: Technical Skills (specific to role)

- **Question(s):** (e.g., “Explain how you would approach [technical problem scenario]” or a short practical test scenario.)
- Notes:

- Panelist Rating: _____

Criteria 3: Communication Skills

- **Question(s):** (e.g., “Summarize a complex project you led to a non-technical audience.” Panel also observes clarity, confidence, language proficiency throughout interview.)
- Notes:

Voice, clarity: _____

English/Somali fluency: _____

Overall articulation: _____

Panelist Rating: _____

Criteria 4: Problem-Solving/Analytical Ability

- **Question(s):** (e.g., Give candidate a hypothetical job-related problem to solve, or ask behavioral question like “Describe a difficult problem you solved at work.”)
- Notes:

Approach & logic: _____

Creativity/Insight: _____

Panelist Rating: _____

Criteria 5: Behavioral/Interpersonal (teamwork, attitude, etc.)

- **Question(s):** (e.g., “Tell us about a time you had to work as part of a team under pressure,” and/or assess demeanor in interview)
- Notes:

Teamwork example: _____

Conflict handling: _____

Professionalism observed: _____

Panelist Rating: _____

Criteria 6: Education and Training

- (Evaluate relevance and level of education, any additional certifications or training relevant to job.)
- Notes (from CV verification and discussion):
- Degree in _____ from _____, year.
- Additional certs: _____.
- Alignment with job needs: _____.
- Panelist Rating: _____.

Overall Suitability for the Position

- Considering all the above and overall impression, is the candidate suitable?

Strengths: _____

Weaknesses/concerns: _____

Panelist Overall Rating: _____ (not an average; panelist's holistic score)

Recommended Action:

Strongly Recommend for hire Suitable/Recommend Possibly suitable (reserve)

Not suitable

Panelist Signature: _____ Date: _____

Note: Panelists should be prepared to justify their ratings with evidence from the interview. After individual scoring, the panel will discuss and compile scores. The hiring decision will be based on consensus and composite scoring, alongside any tests and reference checks. This form will be submitted to HR to document the fairness and basis of selection.

ANNEX 5: PERFORMANCE APPRAISAL FORM

This form is to be used for the annual performance evaluation of employees. It should be completed jointly by the supervisor and employee during the appraisal meeting. Many sections can be facilitated by the HRMS, but this template serves as the content guide.

Employee Information:

Name: _____
Job Title: _____ Grade: _____ Department: _____
Supervisor: _____ Title: _____
Appraisal Period: From //20 To //20 _____

Part A – Key Objectives and Results

(List the main objectives/KPIs agreed at the beginning of the period and evaluate the results for each.)

1. **Objective:** _____ (as set at start)

2. Performance Outcome: Describe achievements against this objective.

3. Rating (1–5): _____

4. Comments: (e.g., exceeded target by 10%; met quality standards; delays and reasons; etc.)

5. _____

6. **Objective:** _____

7. Outcome: _____

8. Rating: _____

9. Comments: _____

10. **Objective:** _____

11. Outcome: _____

12. Rating: _____

12. Comments: _____

(Add more as needed or attach separate sheet if objectives were numerous. Ideally 3-5 primary objectives.)

Part B – Competency Assessment

(Rate core competencies required for the job. Use 5 = Excellent, 3 = Satisfactory, 1 = Unsatisfactory.)

- **Job Knowledge:** Understanding of duties, procedures, technical knowledge.

Rating: ____

Comments: _____

- **Quality of Work:** Accuracy, thoroughness, attention to detail.

Rating: ____

Comments: _____

- **Productivity/Timeliness:** Volume of work and ability to meet deadlines.

Rating: ____

Comments: _____

- **Communication:** Clarity in writing and speaking, listening skills.

Rating: ____

Comments: _____

- **Teamwork/Collaboration:** Works well with others, shares information, respect.

Rating: ____

Comments: _____

- **Initiative and Problem-Solving:** Seeks better ways, addresses challenges proactively.

Rating: ____

Comments: _____

- **Dependability:** Reliability, punctuality, follows through on tasks.

Rating: ____

Comments: _____

- **Compliance/Ethics:** Follows rules, ethical standards, minimal supervision needed.

Rating: ____

Comments: _____

(Add any job-specific competency if needed).

Part C – Overall Performance Rating

(Based on objectives and competencies above, provide an overall rating for the period.)

Overall Rating: ____ [Considerations: weight of objectives vs competencies, any major achievements or shortfalls not captured above.]

Overall Performance Level:

5 – Outstanding

4 – Above Satisfactory

3 – Satisfactory

2 – Needs Improvement

1 – Unsatisfactory

Part D – Supervisor’s Narrative Summary

Provide a brief overall assessment, highlighting key strengths, contributions, and areas for improvement. _____

(e.g., “Ali has significantly exceeded expectations in policy analysis, providing valuable reports ahead of schedule. He needs to improve his delegation skills as he often takes on too much rather than mentoring his junior staff. Overall, a very strong performer who adds great value to the team.”)

Part E – Employee’s Comments (Self-Assessment & Response)

(Employee may comment on their achievements, challenges, or feedback on supervision and agree/disagree with any part of the evaluation.)

Employee comments: _____

Employee: check one:

I agree with this appraisal.

I do not agree with parts of this appraisal (explain in comments or attach letter).

Part F – Development Plan and Goals for Next Period

- **Areas for Improvement:** (if any rated 2 or 1 above, outline specific ways to improve)

– _____
– _____

Example: “Needs Improvement in data management – will attend advanced Excel training next quarter and implement monthly data audits.”

- **Training/Development Needs:**

– _____

Example: “Project Management certification course to enhance ability to lead upcoming projects.”

- **Career Aspirations (if discussed):**

– _____

Example: “Interested in taking on more policy coordination roles and eventually moving to a management position. Will seek mentorship from Director.”

- **Goals for Next Period:** (list tentative key objectives for next year; this can serve as draft for next cycle’s Part A)

– _____

Signatures:

Supervisor: _____ Date: _____

Employee: _____ Date: _____

Reviewer/Next-level Director: _____ Date: _____ (if applicable)

(HR can countersign or record that the appraisal was received.)

Note: Signature signifies that the appraisal was discussed with the employee, not necessarily agreement. The completed form should be submitted to HR for personnel file and logged in HRMS. If “Needs Improvement” or “Unsatisfactory” overall, HR will follow up with a Performance Improvement Plan (see Chapter 7)

ANNEX 6: TRAINING REQUEST/NOMINATION FORM

This form is used by employees or supervisors to request approval for a training, workshop, or course. It ensures training aligns with both the employee's development needs and the Ministry's goals.

Part A – Employee Details

- Name: _____ Position: _____
- Department: _____ Grade: _____
- Date of Request: _____

Part B – Training Program Details

- Title of Training/Course: _____
- Provider/Institution: _____
- Location: _____ Dates/Duration: _____
- Organized by (if applicable project/partner): _____
- Training Type: Local workshop/seminar Overseas course Online course Certification program Other: __
- Brief Description: (what topics or skills are covered): _____

(Attach brochure or agenda if available.)

Cost:

- Tuition/Fees: _____
- Travel: _____ (if outside duty station, e.g., flights, accommodation)
- Total estimated cost: _____
- Funding Source: MoPIED Training Budget Project-funded (name: _) Sponsor (e.g., scholarship from donor)

(Attach any invitation or sponsor letter.)

Part C – Purpose and Justification

How is this training relevant to the employee's role or MoPIED's objectives?

Example: "The course on Monitoring & Evaluation will enhance my ability to design logical frameworks and track project outcomes, directly supporting the Ministry's need for better project monitoring as identified in my last appraisal."

- Specific Skills/Knowledge to Gain:

Example: "Learn advanced techniques in data analysis and report writing for economic planning."

- Has this training been identified in the employee's development plan/performance appraisal?
- Yes (Year/Details: _____) No (but current job demands it because: _____)
- Impact if Attended: How will the employee apply this training?

Example: "After training, will conduct an internal workshop to share key M&E methodologies with colleagues; will apply techniques on upcoming NDP progress report."

- Impact if Not Attended:

Example: "We risk continuing current skill gaps in project evaluation, affecting program improvement."

Part D – Coverage Plan (for employee’s absence)

- If the training occurs during workdays, how will duties be covered?
 Delegated to _____ (colleague) No critical conflict (training after hours or small workload at that time)
 Other plan: _____

Part E – Approvals

• **Employee’s Supervisor**

Recommendation: Approve Defer Not approve
Comments: _____

Supervisor Name: _____ Signature: _____ Date: _____

• Department Director (if different or required for out-of-country):

Approve Not approve Comments: _____
Name: _____ Signature: _____ Date: _____

• **HR Director (relevance & budget check):**

Training aligns with HRD plan Budget available (amount _____)
 Alternative funding needed/secured (details: _____)
Comments: _____
Name: _____ Signature: _____ Date: _____

• **Director General / Authorized Official** (if required for high-cost or foreign training):

Decision: Approved Not Approved
Comments/Conditions: _____
Name: _____ Signature: _____ Date: _____

Part F – Post-Training (to be completed after return)

- Employee attended from // to // successfully? Yes No (explain)
- Certificate received? Yes (attach copy) N/A
- Action: Employee to submit brief training report by //_____.
 (Report should outline key learnings and how to apply them.)
- Shared knowledge with team? Yes (date/brief how: _____) Planned on: _____

HR Note: Training record entered in HRMS on //_____.
(End of Training Request Form. This ensures a log of all training and their approval trail is maintained, and that post-training follow-up occurs.)

ANNEX 7: LEAVE APPLICATION FORM

(Use this form if the HRMS self-service is not available. This captures the essential information for any type of leave request. After approval, submit to HR.)

• Employee Details:

Name: _____ . Employee ID: _____

Department: _____ . Position: _____

• Type of Leave Requested:

- Annual Leave
- Sick Leave Sick leave exceeding 2 days (medical certificate attached)
- Maternity Leave
- Paternity Leave
- Compassionate Leave (Bereavement/Emergency) – reason: _____
- Unpaid Leave
- Hajj/Umrah- Training/Conference
- Other: _____ (e.g., Training, Hajj, etc.)

• Duration of Leave:

- Start Date (first day off): ___/___/20__ (DD/MM/YYYY)
- End Date (last day off): ___/___/20__ (DD/MM/YYYY)
- Total Working Days: ___ (HR to verify against holidays/weekends)
- Date of Return to Work: ___/___/20__ (employee to resume duties on this date)

• Reason for Leave (if required):

(For annual leave, you can write “Annual entitlement.” For others give brief explanation e.g., “Medical – fever,” “Attending sister’s funeral,” “Hajj pilgrimage,” etc.)

• Contact Information During Leave:

Address (if traveling): _____

Phone/Email (reachable for urgent office queries, if any): _____

• Hand-over of Duties:

(For longer absences, indicate who will cover your tasks)

I have handed over my key responsibilities to: _____ (name & title).

Files/Notes regarding ongoing tasks have been given to them Yes N/A.

• Employee Certification:

I certify that the information provided is true and I will comply with leave policies. For sick leave, I agree to provide additional medical documentation if required.

Employee Signature: _____ Date: _____

• Supervisor’s Recommendation:

- The leave is recommended is not recommended
- If not recommended or partially recommended, state reason (e.g., “Project deadline during this period – request to adjust dates”):
- If recommending, indicate any conditions or instructions for handover:

Supervisor Name: _____ Title: _____

Signature: _____ Date: _____

• **HR Review:**

- Leave balance available: _ days as of ___/___/20__.
- Any policy considerations (e.g., >30 days continuous annual leave requires DG approval, or sick leave beyond 30 days...): _____.
- HR Officer: _____ Signature: _____ Date: _____

• **Final Approval:**

- Approved Not Approved
- If Unpaid or Special Leave: Ministry of Labour approval needed? Obtained N/A
- Authorized Signatory (DG or delegated): _____
- Signature _____ Date: _____

• **Copy Distribution:**

- Original to HR for records (and payroll adjustment if needed)
- Copy to Employee's supervisor
- Copy to Employee (confirmation of approval)

• **Returning Employee Clearance:**

(to be completed by employee's supervisor upon return for sick leave >5 days or any extended leave)

- Employee returned on ___/___/20__ and resumed duties.
- Work continuity maintained during absence Yes Issues (note): _____.
- Supervisor Signature: _____ Date: _____ (This documentation ensures accountability for leave and smooth reintegration.)

ANNEX 8: DISCIPLINARY ACTION FORM (WARNING NOTICE)

This template is used to document formal disciplinary actions, such as written warnings or final warnings, given to an employee. It outlines the misconduct, required improvement, and consequences of not improving.

Employee Name: _____ Employee ID: _____
Position: _____ Department: _____

Type of Notice:

- First Written Warning
- Final Written Warning
- Other: _____
- Date of Incident(s): _____
- Date of this Notice: _____

Description of Misconduct or Performance Issue:

(Describe factually what the employee did or failed to do, including dates, places, and any rule/policy violated.)

- _____
- _____

Example: "On 5 March 2025, you were absent from work without approval or notification. Additionally, on 15 March 2025, you failed to submit the required financial report, which is negligent in your duties. This behavior violates the Ministry's attendance policy and duty of care in Article 23 of Civil Service Law."

Previous Discussions or Warnings (if any):

(Note any prior verbal warnings or counseling on this issue.)

- _____

Example: “You received verbal counseling on attendance on 10 Feb 2025.”

Expected Improvement/Corrective Action:

(State clearly what change is expected and any support offered.)

- _____

- _____

Example: “You must ensure to follow proper leave procedures for any absence. Going forward, no unauthorized absences will be tolerated. You are expected to be present and punctual daily. For report submission, you must complete all monthly financial reports by the 10th of each month. The supervisor will meet with you weekly to monitor progress and provide guidance as needed.”

Timeline for Improvement:

(If applicable, specify the review period for improvement.)

- Improvement must be evident immediately and consistently. This warning will be in effect for the next _ months (e.g., 6 months). We will review your attendance and report submissions at end of this period (or more frequently as noted).

Consequences of Further Misconduct or Non-Improvement:

(Clearly state what will happen if issue persists.)

- _____

Example: “Failure to demonstrate immediate and sustained improvement in attendance and duty performance may result in further disciplinary action up to and including suspension or termination of your employment.”

Employee’s Response (Optional):

(Employee may write any explanation or disagreement here, or attach separate page.)

- _____

- _____

Signatures:

Supervisor/Director: _____ Date: _____
(Name & Title: _____)

Department Director (if applicable review): _____ Date: _____

I, the undersigned employee, acknowledge receipt of this warning and understand its contents. I understand what is expected of me and the consequences if I fail to improve. My signature does not necessarily indicate agreement with the warning, only that I have been notified.

Employee: _____ Date: _____

Witness (if employee refuses to sign):

Witness Name: _____ Signature: _____ Date: _____

(Use a witness, like an HR representative, if employee is present but declines to sign. Note: “Employee received copy but refused to sign.”)

Distribution:

Original to Employee’s Personnel File (Confidential)

Copy to Employee

Copy to HR Director

Copy to Director General (for final warnings or as required)

Follow-up Action:

Supervisor and HR will monitor compliance. Follow-up meeting scheduled on ___/___/20___ to discuss progress. (Document outcomes of that meeting separately.)

ANNEX 9: EMPLOYEE GRIEVANCE FORM

Employees should use this form to formally lodge a grievance about a work-related issue, after attempts at informal resolution have failed. Submit the form to your Director or designated grievance handler as per policy (Chapter 8.5).

Employee Information:

Name: _____ Position: _____

Department: _____ Supervisor: _____

Contact (phone/email): _____

Grievance Details:

- **Summary of Grievance:** (What is the issue? Describe the act/decision/situation causing the grievance. Include dates, places, and persons involved as relevant.)

Example: "I am grieving what I believe to be unfair denial of my annual leave request dated 1 Aug 2025. My supervisor, Mr. X, denied my leave for 15–25 Aug citing workload, but I believe it was due to favoritism as another colleague was granted leave in the same period. This has caused me distress and financial loss (airline ticket cancellation)".

- **Relevant Policy or Rights (if known):** (What rule or entitlement do you feel was violated or ignored?)

(Example: "Civil Service Law Article 31 gives right to annual leave, and our Leave Policy says leave scheduling should be equitable. I feel this right was not respected in my case.")

- **Steps Taken to Resolve Informally:** (Whom did you talk to, and what was the outcome?)

(Example: "I discussed with my supervisor on 5 Aug 2025, asking for reconsideration or compromise, but he maintained the denial. I then spoke with HR on 6 Aug; they advised me to submit this formal grievance if unresolved.")

- **Impact on You:** (How has this issue affected you?)

(Example: "I missed an important family event and lost money on bookings. Morale-wise, I feel I'm not treated equally and it's affecting my work focus.")

Desired Outcome/Remedy Sought: (What do you want to happen to resolve this grievance?)

(Example: "If possible, I would like to still take my annual leave at a later date in lieu of the denied period, and an assurance that leave approvals will be handled fairly. If workload was the issue, better workforce planning should be in place. I also seek reimbursement of the \$200 cancellation fee I incurred.")

Employee Declaration:

I hereby submit this grievance for resolution. The above is truthful to the best of my knowledge. I will cooperate in any inquiry and expect no retaliation for raising this concern.

Employee Signature: _____ Date: _____

Management/Grievance Officer Acknowledgment (on receipt):

Received by: _____ (Name/Title) Date: _____

Signature: _____

Next Step: [] To be reviewed in meeting on ___/___/20 [] Forwarded to _ (role) for Stage 2 review.

(Management will investigate and respond in writing per policy timelines. Use additional pages for investigation notes and the response.)

For Official Use – Resolution:

- Date Grievance Meeting Held: ___/___/20___ (Stage 2 with Dept Head or assigned officer)
- People present: _____
- Summary of Discussion: _____

Decision/Outcome:

- Grievance Upheld (describe action to be taken to remedy)
- Grievance Partially Upheld (some aspects valid - explain)
- Grievance Denied (explain reasons)
- Date of Written Response to Employee: ___/___/20___ (attach copy of response letter)

Employee satisfied with outcome? Yes No (If no, informed of right to appeal to Stage 3 on ___/___/20___).

Stage 3 Appeal (if filed):

- Appeal received on: ___/___/20___ by (authority): _____
- Appeal Review Meeting on: ___/___/20___ Panel/Person: _____
- **Final Decision (explain):** _____
 - Date communicated to employee: ___/___/20___

Signatures:

Grievance Handler (Stage 2): _____ Date: _____
Title: _____
Final Decision by: _____ Date: _____
Title: _____, (e.g., Director General or Grievance Committee Chair)
HR Representative: _____ Date: _____

Note: All grievance records are confidential and filed separately from general personnel file to ensure privacy (accessible only to grievance officials).

ANNEX 10: EXIT CLEARANCE CHECKLIST AND EXIT INTERVIEW QUESTIONNAIRE

Part A: Exit Clearance Checklist

(To be completed by the departing employee and relevant departments before an employee's last day. Employee or HR coordinator should gather all required signatures.)

Employee Name: _____ Last Work Day: ___/___/20___
Position: _____ Department: _____

1. Return of Office Property:

- ID Card/Access Badge: Returned (Security Sign-off: _____)
- Laptop/Computer equipment: N/A Returned (IT Sign-off: _____)
- Mobile Phone/Sim Card: N/A Returned (IT/Telecom Sign-off: _____)
- Files/Documents (physical): All official files in custody have been handed over to _____ (name). (Receiving person sign: _____)
- Keys (desk/filing cabinets/doors): N/A Returned (Admin Sign-off: _____)
- Other Ministry Assets (specify): _____ Returned (Resp. Sign: _____)
(e.g., Camera, Calculator, USB drive, etc.)

2. Financial Clearance:

- Salary Advance/Loan: N/A Remaining balance of \$_ settled.
 - Travel Advances or Per Diem: N/A Accounted for & cleared.
 - Outstanding Expense Claims: N/A Submitted and processed.
 - Deductions: N/A Any agreed deductions (like lost item fees \$) processed.
- Finance Officer Name: _____ Signature: _____ Date: _____

3. Leave and Timesheet Clearance:

- Last month's attendance updated till last day: Yes
- Leave record reconciled: Remaining annual leave _____ days. Handling: paid in final pay forfeited (if per policy).
- HR Leave Admin: _____ Signature: _____ Date: _____

4. Pension/Benefits:

- Pension forms completed (if applicable): Yes N/A
- Contact info for future pension correspondence obtained: Yes
- Other benefit settlements (gratuity, severance) computed: Yes (HR/Finance ensure included in final pay)

5. Handover Confirmation:

- Handover Report provided: Yes No N/A (short-term employee)
- Successor/colleague briefed on ongoing projects: Yes N/A
- Supervisor Name: _____ Signature: _____ Date: _____

6. Other Checkouts:

- Library materials returned: N/A Yes (Librarian/Registry: _____)
- Official Email/Accounts: Deactivated or forwarded (IT: _____)
- Confidential info: No digital or paper records retained in personal possession. Employee affirms: _____ (initial).
- Health Insurance/ID (if any): N/A Card turned in (HR: _____)

Final HR Review:

All departments sign-offs obtained: Yes
HR Name: _____ Signature: _____ Date: _____

Final Payroll Processing:

- Last salary up to ___/___/20__ calculated: \$___
- Leave encashment: \$___ (for ___ days)
- Gratuity/Severance: \$___ (if applicable)
- Other adjustments (+/-): \$___ description: _____
- Total final gross: \$___ Deductions (tax, pension cont.): \$___
- Net Final Pay: \$___
- Payroll Officer: _____ Sign: _____ Date: _____

Employee Acknowledgment:

I confirm that I have returned all Ministry property and settled all accounts as above. I understand my final payments will be as per calculation above and will be disbursed by bank transfer cheque cash (if minor amount) on ___/___/20__.

Employee Signature: _____ Date: _____

Part B: Exit Interview Questionnaire *(Optional, but highly encouraged – to be completed by employee and discussed with HR)*

Your honest feedback will help MoPIED improve workplace conditions and retention. This information will be kept confidential and not affect any reference. You may skip any question you're not comfortable answering.

1. Primary reason for leaving MoPIED: (You can tick more if applicable, circle the main one)

- Better career opportunity/pay elsewhere
- Family/personal circumstances (relocation, health, etc.)
- Retirement/end of contract
- Work environment issues (please specify: _____)
- Management/supervision dissatisfaction
- Lack of career growth/training
- Other: _____

2. What did you value most about working at MoPIED?

(e.g., team camaraderie, mission of organization, benefits, etc.)

3. What did you like least or found frustrating?

(e.g., bureaucratic delays, unclear instructions, workload, etc.)

1. How would you rate the following (1=Poor, 5=Excellent):

2. Orientation/Training received when you joined: 1 2 3 4 5

3. Work-life balance in your job: 1 2 3 4 5

4. Communication within your team: 1 2 3 4 5

5. Communication from management (overall): 1 2 3 4 5

6. Opportunities for advancement: 1 2 3 4 5

7. Support from your supervisor: 1 2 3 4 5

8. Recognition for your work: 1 2 3 4 5

9. Physical working conditions (office, equipment): 1 2 3 4 5

10. Compensation and benefits: 1 2 3 4 5

(Feel free to comment on any rating below):

4. Did you feel you had the tools and resources to do your job effectively?

Yes mostly Somewhat No (what was missing? __)

5. How was your relationship with your supervisor and colleagues?

(Supportive, collaborative, any issues?)

6. Have you experienced or witnessed any misconduct or serious issues that you feel were not adequately addressed?

(e.g., harassment, unethical practices. If yes, did you report it?)

7. **Suggestions for improvement:** Based on your experience, what could MoPIED do to be a better place to work?

8. Would you consider working with MoPIED again in the future if circumstances were right?

Yes Maybe No – because: _____

9. Any other comments you'd like to share?

Exit Interview conducted by: (HR Representative) _____ on (date) __. Duration: __ minutes.

HR Notes:

- Tone of interview: Positive Neutral Negative Emotional Candid

- Key takeaways for organization: _____

- Interviewer Signature: _____ Employee Signature (optional for consent): _____

(Thank the employee for their service and feedback. Wish them well in future endeavors.)

ANNEX 11: MOPIED ORGANIZATIONAL CHART

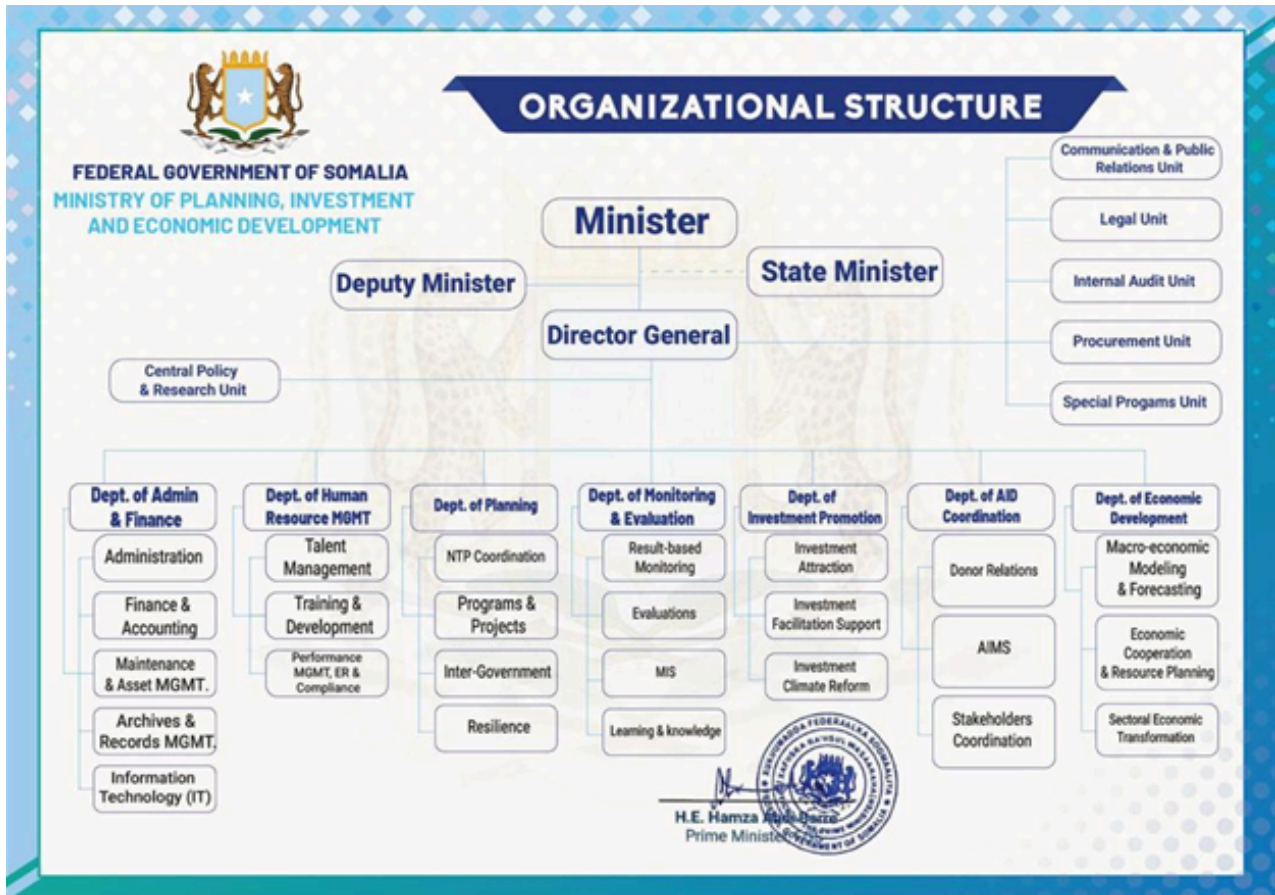


Figure: MoPIED Organizational Chart (Annex 11).

The above organogram (Annex 11) is the officially approved structure of the Ministry, showing the Minister, Deputies, Director General, and the nine departments under the DG. This chart has been inserted as Annex 11. All department names in the manual now correspond exactly to the boxes shown in this chart.

ANNEX 12: DEPARTMENTAL HR FUNCTIONAL MAPPING TABLE

The following table (Annex 12) maps each department (from Annex 11) to its main HR responsibilities as derived from the policy manual's provisions. Each department head is responsible for the staffing and HR needs of that department, in coordination with the HR Department.

DEPARTMENT	KEY HR RESPONSIBILITIES AND FUNCTIONS
Admin & Finance Department	Oversees budgeting for salaries and benefits; coordinates the annual staffing plan with HR; manages payroll processing and financial controls; administers leave payouts and overtime budgets; maintains administrative records (office services, assets) that support HR operations.
Human Resource Management Department	Implements HR policies across the Ministry (recruitment, onboarding, training, performance management); maintains personnel records and HRMS; administers payroll data and leave records in coordination with Finance; serves as secretary to HR committees (promotion/discipline); liaises with Civil Service Commission and Ministry of Labour.
Monitoring & Evaluation Department	Ensures that M&E staff positions are filled and trained; works with HR to plan for reporting and performance evaluations in M&E; participates in workforce planning by forecasting M&E skill needs.
Planning Department	Identifies staffing needs for planning and policy roles; works with HR on recruitment of planners and policy analysts; may run internal training (e.g. planning seminars); integrates national development priorities into workforce planning.
Investment Promotion Department	Manages recruitment and retention of investment analysts and coordinators; collaborates with HR on specialized training for investment facilitation; supports outreach and public information (in coordination with Communications).
Economic Development Department	Coordinates staffing for economic analysis and external economic cooperation roles; submits training and recruitment requests to HR for economists and specialists; ensures departmental staff meet qualifications for economic policy work.
Aid Coordination Department	Coordinates human resources for donor-funded projects and liaison roles; provides input to HR on expatriate positions (if any) and training from international partners; ensures compliance of project personnel with Ministry policies.
Planning Institute	(E.g. SIDMA-SNU) Manages capacity building and local training programs for government staff; oversees its own administrative personnel; coordinates with HR on institutional training resources and qualification programs.

Annex 12 mapping table: each department (col. 1) and its primary HR-related functions per the policy manual.

ANNEX 13: HR PROCESS APPROVAL WORKFLOW MATRIX

Annex 13 is a matrix showing who initiates, approves, or is involved in key HR processes. It clarifies the roles of the Minister, DG, Department Directors, HR Department, and employees. For example, the Minister formally approves new positions, while the DG chairs selection panels and endorses hires, and Department Heads identify staffing needs and conduct performance appraisals. The HR Department administers processes (scheduling interviews, recording results).

HR PROCESS	MINISTER	DIRECTOR GENERAL (DG)	DEPARTMENT DIRECTORS / SUPERVISORS	HR DEPARTMENT	EMPLOYEE
New Position/ Staffing Changes	Approves (formal authorization)	Endorses proposal; leads workforce planning; submits request to central authorities	Proposes new positions (rationale, JD); coordinates budget with Finance	Prepares justification documents; updates organogram	–
Recruitment & Hiring	Signs final appointment (for senior posts)	Chairs or designates interview panels; endorses final candidate	Screens applications; recommends candidates; may serve on panel	Manages logistics (advertisements, tests); records outcomes	Applies; participates in interviews
Leave Requests	–	Approves long-term or special leaves (via HR review)	Approves routine leave within limits (up to annual entitlement)	Processes paperwork; updates records	Submits leave application
Performance Appraisals & Promotions	–	Reviews appraisal outcomes; chairs Promotion Committee	Conducts staff appraisals; recommends promotions	Coordinates appraisal cycle; maintains appraisal records	Completes self-evaluation; meets with supervisor
Disciplinary Actions	Decides/delivers final penalties for serious misconduct	Chairs disciplinary committee; recommends penalties	Documents incidents; may issue first warnings	Conducts formal investigations; prepares case files	Subject to action; may appeal/grieve

Annex 13 Approval Workflow Matrix: checkmarks denote responsibility or involvement in each process (e.g. DG “chairs committees”; Dept. Directors “recommend candidates”)

ANNEX 14: HR REPORTING LINES & ESCALATION PATH

Annex 14 illustrates the formal reporting relationships and escalation channels for HR issues. Below is a table format of the lines of authority. Employees report to their immediate supervisors, who report to Department Directors, who report to the DG. The DG reports to the Minister. The HR Director reports directly to the DG. Issues are escalated upward: an employee takes concerns to their supervisor (or HR), and unresolved matters move up the chain (supervisor → Dept Director → DG → Minister).

ROLE / LEVEL	REPORTS TO	ESCALATION PATH (FOR UNRESOLVED HR ISSUES)
Minister	(N/A – top of the Ministry)	Escalation beyond minister would follow government protocol (e.g. Prime Minister, Parliament)
Director General (DG)	Minister	Ministry-wide HR issues escalated from DG to Minister
Department Director	DG	Issues not resolved by director escalate to DG
HR Director	DG	HR matters not resolved internally escalate to DG
Supervisors (Section Heads)	Department Director	Employee complaints escalate to supervisor then to Dept Director
Employees / Staff	Supervisors/ Section Heads	Problems escalated to HR or supervisor; if needed to Dept Director or DG

Annex 16: HR reporting lines and escalation paths, showing each role, whom they report to, and how unresolved issues move up the hierarchy.

All the above changes and additions have been made in formal institutional language, consistent with the tone of a Federal Government HR document. A change log has been maintained to note structural updates. For example, “Admin & Finance Department” and other department names have been updated in the text to match Annex 13, and the additional paragraphs and annexes have been inserted with footnotes referencing the relevant sections of this manual and MoPIED’s official chart.

ANNEX 15: ERP SYSTEM IMPLEMENTATION ROLES AND WORKFLOW AT MOPIED

This annex outlines the official roles, responsibilities, and phased workflow for the implementation of the ERP (Enterprise Resource Planning) system within the Ministry of Planning, Investment and Economic Development (MoPIED), in accordance with the Human Resource Policy and Procedures Manual.

1. Key Institutional Roles

a. Minister

- Approves ERP initiative and provides policy oversight.
- Issues strategic guidance and ministerial directives.

b. Director General (DG)

- Chairs ERP Steering Committee.
- Endorses project charter, timelines, and resources.
- Ensures coordination and compliance with government policies.

c. HR Director / Dept. of Human Resource Management

- Leads functional scoping of HR modules.
- Aligns configuration with HR policy (Chapters 3, 4, 5, 6, 7).
- Organizes staff training and change management.

d. Director of Admin & Finance / Procurement Unit

- Manages ERP procurement process in line with the Public Procurement Act.
- Ensures budget allocations and contract management.

e. IT Unit

- Leads technical implementation and integration.
- Provides post-go-live system maintenance and security.

f. Department Directors

- Define department-specific workflows.
- Ensure staff participation in training and testing.

g. National Civil Service Commission / MoLSA

- Validates alignment with national civil service frameworks.

2. Implementation Workflow

Phase 1: Initiation

- ERP initiative approved by Minister.
- DG forms needs assessment.

Phase 2: Planning and Scoping

- HR defines functional specifications.
- Project charter and timeline developed.

Phase 3: Procurement

- RFP issued by Procurement Unit.
- Evaluation conducted by HR, IT, Finance.
- Contract awarded per legal procedures.

Phase 4: Customization and Configuration

Modules tailored to HR policy:

- Recruitment (Ch. 3)
- Leave (Ch. 4)
- Payroll & Grades (Ch. 6)
- Performance (Ch. 7)
- Training Records (Ch. 5)

• IT ensures data migration and integration.

Phase 5: Training and Change Management

- Staff training conducted as per Chapter 5.
- Manuals, user guides, and helpdesk support prepared.

Phase 6: Pilot Testing

- Pilot deployed in HR and Finance.
- Feedback loop informs system refinement.

Phase 7: Full Rollout

- ERP activated across all departments.
- Paper-based HR processes replaced.

Phase 8: Monitoring and Evaluation

- HR generates monthly analytics.
- Internal Audit and DG conduct reviews.

·Annual system review supports updates.

3. Alignment with HR Manual

- Roles (Ch. 1.3): Embedded in governance.
- Recruitment, Leave, Payroll, Performance, Training (Chapters 3–7): Configured digitally.
- HRMIS (Ch. 12): ERP institutionalized as primary platform.

This annex serves as the official operational roadmap for ERP implementation at MoPIED and will guide all related initiatives henceforth.

- Annex 16: Employee Complaint Form.
- Annex 17: Employee Incident Report Form.
- Annex 18: Grievance Redress Mechanism (GRM) Form.
- Annex 19: Standard Leave Request Form.
- Annex 20: Staff Referral / Escalation Form.

End of Manual.