



The National Civil Service Commission

The NCSC is a Constitutional, independent, and a National Level Institution. It was established with the Bill that was specified in the Interim Charter Article 68th and its established Law No. 10 of 2 December 2006. The Commission is the key institution that recruits all the Civil Servants of the Federal Government and of the Regional State Administrations and in future its functional assignments are to be determined by the 2018 Civil Service Law No. 11 approved by cabinet.

1.2 Mandate

The National Civil Service Commission's mandate is to provide strategic leadership and guidance to the Public service on the human resource management and development. The NCSC is also mandated to ensure that appointments, promotions, discipline and separation of personnel in the Public Service is done in accordance with prescribed guidelines and procedures. The NCSC also has an obligation to promote measures that would ensure effective and efficient performance within the Civil Service and to promote values and principles of public administration throughout the Public Service.

1.3 The Vision

The Vision of the NCSC is to be the lead service entity in the provision, management and development of competent human resource in the Civil Service for sustainable socio-economic development in FGS.

1.4 The Mission

The mission of the NCSC is to transform the civil service to become professional, efficient and effective for the realization of national development goals.

1.5 Objective

The general object of the national Civil Service Commission to ensure that highly competent, skilled and qualified staff is attracted to civil service. The broader objective is to meet workforce capability needs and the application of the civil service employment principles.

1.6 Strategic objectives of National Civil Service Commission

- a) Attract, recruit and select competent staff
- b) Exercise impartiality, fairness and equity in appointments while at the same time exercising disciplinary control and removal of civil servants
- c) To highlight guidelines to be followed in recruitment and selection of suitable candidates, and in the management of staff mobility e.g. redeployment, promotion, demotion and transfer of public officers;
- d) To provide guidelines on different selection methods;
- e) To promote fairness, equity and transparency in selection of candidates;



- f) To provide guidance on the management of generic recruitment and selection processes. This manual is highly detailed to direct all role-players involved in recruitment and selection through all the constituent elements of the process;
- g) Introduce the concept of self-monitoring whereby each step is clear to the role-players;
- h) To provide clear guidelines for application of human resources functions and systems to maintain consistency and predictability in decision-making;
- i) To ensure transparency and accountability in human resources management and development;
- j) To promote adherence to the rules and regulations governing the civil service;
- k) To maintain quality standards in the management of human resources;
- l) To provide basis for protecting rights of the employer and employee;
- m) To lay out in a clear, concise, yet comprehensive manner, the processes and procedures for recruitment and selection.

1.7 Constitutional provisions

The 2012 Constitution of the Federal Republic of Somalia outlines the functioning of the Civil Service under Chapter 11, Articles 115 to 119. These Articles assert the values, rights, rank, functions and primary roles of the NCSC and regional states, as outlined in the articles below:’

- a) **Article 115. Civil Service Values:** The civil service at all levels of government is a pledge to serve the people and shall be based on the values of the Constitution, compassion, transparency, community service, respect for administrative hierarchy, obedience, confidentiality, work ethics, efficiency, effectiveness, professionalism protect principles of fairness, equality and best practices.
- b) **Article 116. Protection of the rights of Civil Servants:** Civil servants may not be: (i) victimized for doing work related to their responsibility (ii) dismissed from their job, transferred from office or be demoted, unless there is legal and reasonable ground.
- c) **Article 117. Appointment of High Ranking Officials:** High ranking public employees and officials of the government as defined by the law, shall be appointed by the President of the Federal Republic of Somalia, after considering the proposal by the Council of Ministers.
- d) **Article 118. Civil Servants and Public Employees:** (i) Civil servants and public employees shall exercise their functions in accordance with the law and solely in the public interest (ii) civil servants and public employees shall not be leaders of any political party (iii) the law shall determine the categories of state employees who may not be members of political parties, and the activities that are incompatible with their duties (iv) the legal status of the state employees shall be regulated by law and (v)



permanent jobs with the government may be earned only by an open competition, except in the circumstances described by law.

- e) **Article 119. Civil Service:** (i) The Federal Government and the Federal Member States may recruit their employees (ii) there shall be a civil service both at the Federal level and at the level of the Federal Member States (iii) the Federal Government and the Federal Member States may cooperate in the deployment of staff, in order to ensure that expertise and experience are available where needed and in order to promote national unity and (iv) the Civil Service of the Federal Government and Federal Member States shall be formed on the basis of proportional representation of the resident population.

1.8 Civil Service Law No.11

Human Resources Management of the FGS is governed indirectly by several sources of law, provides for the management, controls and structure to the practice of human resources in the Somali Civil Service. The sources of law include the Civil Service Law, the law creating the Civil Service Commission, the Labor Law of Somalia, and most significantly, the rights and values enshrined in the Constitution.

1 SECTION TWO: FUNCTIONS AND CORE VALUES OF NATIONAL CIVIL SERVICE COMMISSION

2.1 Functions

A focus on reviewing and modernizing the legal and regulatory framework is critical to effective civil service management. Under Article 7 of Law No. 11 (05-12-2006), the NCSC is appointed as the recruitment lead, where recruitment is open to all natural citizens. The functions of national Civil Service Commission include;

- a) The Commission is independent for the performance of its functions and internal Administration;
- b) At its first session, the Commission shall set up and constitute legal and/or internal Regulations;
- c) It recruits the Civil Servants of the Federal Government and of the Regional State Administrations;
- d) It promotes Government permanent and temporary workers;
- e) Exercise Disciplinary penalty upon Civil Servants of the Federal Government as well as those of the Regular State Administrations;
- f) Termination and retirement of Civil Servants of the Federal Government and the Regular State Administrations;
- g) Observation of the rights of the Civil Servants following the relevant law of the issue;



- h) Registration and preservation of the Documents for the Civil Servants of the Government;
- i) As the result of the provisions stated the above, the Member can be deprived of his/her title of post responsibility through the procedural system by which he/she was taken and nominated previously for the post, excluding that of the parliament; and,
- j) Setting up of the examinations for the Civil Servants of the Government.

2.2 Further Roles and Responsibilities of NCSC Include;

- a) Establish and abolish offices in the civil service
- b) Exercise disciplinary control over and remove persons holding or acting into offices
- c) Promote values and principles of the civil service
- d) Ensure efficiency and effectiveness in the civil service
- e) Review and recommend to the national Government in respect of conditions of Service, Code of Conduct and qualifications of officers in the civil service
- f) Evaluate and report to the President and Parliament on the extent of compliance with values and principles of civil service
- g) Setting and regularly reviewing remuneration and benefits of all civil servants
- h) Ensuring fiscal sustainability of the total civil service compensation
- i) Ensuring attraction and retention of qualified staff in the civil service
- j) Promotion of transparency and fairness in determination of remuneration
- k) Coordinating the implementation and monitoring of Human Resource policies and strategies
- l) Coordinating the implementation of policies and strategies on recruitment, selection and promotion in the civil service
- m) Coordinating research on human resource development in areas relevant to the policy planning and delivery of the Commission's mandate
- n) Developing and implementing policies and strategies for establishment and/or institutional strengthening of human resource capacity within MDAs
- o) Developing and coordinating performance appraisal and contract management for the civil service
- p) Reviewing, harmonizing and updating the terms and conditions of service for the public service
- q) Coordinating the preparation and implementation of the talent management program.
- r) Exercising disciplinary control over and removing persons holding or acting in those offices
- s) Developing capacity to recruit, select and promote suitable candidates in line with the constitutionally prescribed values and principles of public service
- t) Develop a framework for the hearing and determination of appeals related to human resources from MDAs
- u) Provides technical inputs on monitoring and evaluation parameters to improve planning, programming and implementation of policies and program of the NCSC
- v) Perform any other functions and exercise any other powers as conferred by national legislation



2.3 The Duties of NCSC shall be based on the following factors;

- (i) Legality;
- (ii) Equal opportunities, Non discrimination at workplace and Equitable and Just Representation;
- (iii) Responsiveness;
- (iv) Integrity intended as professionalism, accuracy, punctuality, dependability, neutrality, absence of conflicts of interest, professional independence and appropriate conduct;
- (v) Effectiveness and Efficiency;
- (vi) Accountability;
- (vii) Transparency;
- (viii) Confidentiality.

The NCSC is responsible for the implementation of personnel policies, the rules and procedures contained in the civil service law and related regulations, assessing staffing needs and coordinating with individual ministries and agencies the implementation of the provisions of the act. It is responsible to set up internal regulations for administering its functions. The Civil Service Commission executes policies and legislation adopted by the Federal Government of Somalia. It further guarantees the independence of the Civil Service and is responsible for its day-to-day management.



2.4 Core Values

The National Civil Service Commission is guided by the following core values while performing her functions:

Value	Description
Merit	In performance of its functions and execution of its duties, the Commission shall ensure that the best qualified and well deserving quality of candidates are competitively selected
Integrity	Putting the obligations of public service above personal interests
Honesty	Being truthful and open and strong moral principles in all the decisions And actions
Objectivity	Basing advice and decisions on rigorous analysis of the evidence
Impartiality	In executing public business, the commission shall give fair and unbiased treatment to all clients irrespective of gender, race, disability or ethnic background.
Professionalism	Ensure and maintain high standards in the discharge of responsibilities and delivery of services
Transparency	Shall be as open as possible about all the decisions and actions taken.
Loyalty	Shall be committed to the policies and programs of the Government
Effectiveness	Endeavor to achieve the intended results in terms of quality and quantity in accordance with set targets and performance standards
Efficiency	Optimally use resources in the attainment of organizational objectives, targets and outputs

2.5 Organization Structure of NCSC

The Civil Service Act of 2006 (Law No. 10) establishes the central personnel commission and tasks it with the duties of recruiting the civil servants of the Federal Government and Regional Administrations, promoting government permanent and temporary employees, exercising disciplinary procedures, terminating and retiring civil servants, registering, and preserving the documents of the civil servants among others.

An executive committee heads the commission which comprises of the chairman, deputy chairman and the Commission Secretary. The Commission consists of 14 members who are appointed by the President, with approval of Parliament.



There are 3 Sub-Committees and each Sub-Committee is headed by a Chairperson, a Secretary and 2 members, who are Commissioners. The three sub-Committees are;

- a) Recruitment, Selection and Appointment Sub-Committee
- b) Registration, Training and Career progression Sub-Committee
- c) Performance Management and Promotion Sub-Committee

The Commission is organized into Six Technical Departments as follows:

- a) HR Policy, Planning, Monitoring and Evaluation;
- b) Administration and Finance;
- c) Recruitment, Selection and Appointment;
- d) Public, Member States and International Relations;
- e) Registration, Training, and Career Progression;
- f) Performance Management and Promotion

Each department is headed by a Director, reporting to the Director General. The Director General oversees all the six (6) departments at the Commission.

2 SECTION THREE: ROLES

3.1 In executing her mandate the Commission shall work with different stakeholders.

2.1.1 3.2 Duties and Responsibilities of Key Internal Stakeholders

2.1.2 3.2.1 Commission Chairperson

He/she is the overall head of the Commission, responsible for strategic direction and stewardship of the commission. Article 17 of the NCSC Internal Regulations stipulates that the office of Chairperson also performs other responsibilities including;

- i. Being the highest official of the commission, the chairperson executes to exercise the implementations of the commission's decisions and work plans within the periods between the commission's sessions , while in co-operation with the other members of the Executive Council
- ii. Invites or calls the Commission members for all meetings of formal or informal sessions to be held
- iii. Leads at all meetings and conducts the order of speeches by the members
- iv. Opens and closes the meetings while as well has the right to postpone a meeting
- v. To co-ordinate and keep in touch the commission and other government institutions
- vi. Rectifies the minutes and decisions of the Commission's meetings
- vii. Signs the commission's documents to be submitted within or outside the commission



2.1.3 3.2.2 The deputy Chairperson to the NCSC

He/she deputizes the chairperson of the Commission and in absence of the Chairperson, performs the duties of the Chairperson and any other duties as may be assigned by the chairperson.

2.1.4 3.2.3 The Commission Secretary

The Commission Secretary provides policy advice and support to the Chairman as well as being the designated Responsible officer for all submissions to the Commission. He/she also undertakes the following specific duties;

- i. Informs the members of the commission the time and place of holding the commission's meeting
- ii. Responsible for Commission Agenda as well as taking the minutes of the sessions
- iii. Prepares and arranges the decisions reached at the commission's sessions
- iv. Registers, preserves and takes care of the commission's documents:
- v. Has to sign, together with the chairperson, minutes taken and the decisions reached during the meetings
- vi. Receives all submissions addressed to the Commission as the Responsible officer
- vii. Performs any other duty or task assign to him/her by the chairperson

2.1.5 3.2.4 Commissioners- Sub-Committees

The Commission has 11 other members, in addition to the three (3) commissioners who were elected as Chairperson, Deputy Chairman as well as Commission Secretary, in total coming to 14 Commission members. The Commissioners carry out their mandate through Sub-Committees. Each sub-Committee is headed by a Chairperson, a Secretary and 1 or 2 members. There are 3 sub-Committees namely;

- i) Recruitment, Selection and Appointment;
- ii) Registration, Training, Staff Development and Career progression;
- iii) Performance Management, Appraisal and Promotion



3.3 The Specific Duties of the Commission Members Include;

- a. Attend meetings
- b. Participate in decision making process of the NCSC
- c. Chairing sub-Committees as assigned by the Chairman
- d. Perform other specific duties and the members of the NCSC, including but not limited to;
 - i. Support the Government in achieving positive budget outcomes through strengthening the capability of the civil servants.
 - ii. Ensure that public sector recruitment and selection processes comply with the merit principle and adhere to professional standards.
 - iii. Foster a public service culture in which customer service, initiative, individual responsibility and the achievement of results are strongly valued
 - iv. Promote and maintain the highest levels of integrity, impartiality, accountability and leadership across the public sector.
 - v. Provide oversight and guidance to the Commission
 - vi. Provide professional guidance to the Department
 - vii. Regularly interact with Directors and staff of the Department
 - viii. Report on overarching issues about the Department during Commission meetings

2.1.6 3.4 Technical Staff

2.1.7 3.4.1 The Director General

The duties and responsibilities of Director General

- i. Manage the administration, staff, and regular activities of the office of the Commission
- ii. Responsible for the leadership, monitoring and verification of all the staff of the National Civil Service commission in terms of the exercise of their duties, performance, ethics, and compliance with the rules and regulations of the work and the Commission
- iii. Preparing, coordinating and implementing the annual report of with the assistance of the Commission Secretary.
- iv. Develop and ensure effective implementation of the annual work plan in accordance with the policies and procedures of the Commission.
- v. Monitor and support staff to solve problems they face at work to eliminate or minimize
- vi. Lead the review and development of short-term and long-term organization strategy.
- vii. Assist the examinations and recruitment committee in developing the examination and verification of the certificates.
- viii. Creating and implementing a positive environment which leads to co-ordination and cooperation between staff and Commission members
- ix. Create a safe environment which is free from discrimination, incitement, and injustice to his subordinates.
- x. Coordinate the commission budget and offer oversight support to the Director of Finance and Administration of NCSC
- xi. Implement any required duties and responsibilities



2.1.8 3.4.2 Directors of Departments

There six (6) departments within the commission, each headed by a Director. Under each department are sections, headed by a Section Head



DEPARTMENT	KEY FUNCTIONS
HR Policy, Planning, Monitoring and Evaluation Department	<ul style="list-style-type: none"> • Coordinating the implementation and monitoring of Human Resource policies and strategies • Coordinating research on human resource development in areas relevant to the policy planning and delivery of Commission's mandate • Developing, maintaining and disseminating the HR database information. • Provides technical inputs on monitoring and evaluation parameters to improve planning, programming and implementation of policies and programmes of the NCSC
Registration, Training, Staff Development and Career Progression Department	<ul style="list-style-type: none"> • Coordinating the implementation of staff training, development and career progression within the civil service • Identify core training needs of the Civil Service in line with government objectives and goals for socio economic development of the country and coordinating the implementation of the capacity building programs • Developing and implementing policies and strategies for establishment and/or institutional strengthening of human resource capacity within MDAs • Reviewing, harmonizing and updating the terms and conditions of service for career progression for the public servants
Recruitment, Selection and Appointment Department	<ul style="list-style-type: none"> • Develop the recruitment, selection and promotion policies that govern the public service based on the public service regulations • Developing capacity to recruit, select and promote suitable candidates in line with the constitutionally prescribed values and principles of public service • Coordinating the implementation of policies and strategies on recruitment, selection and promotion of civil servants • Coordinate the collation of recruitment plans in all public service institutions to initiate the formulation of work plans for the NCSC • Coordinate and provide support enable recruitment, training and transfer of knowledge and technology to departmental staff and the civil service in general
Performance Management, Appraisal and Promotion Department	<ul style="list-style-type: none"> • Coordinating the implementation of policies and strategies on staff development and career progression for the civil service • Developing and coordinating performance appraisal and contract management for the civil service • Researches best practices in human performance and designs and revises performance management system for the NCSC • Developing and institutionalizing talent management programs for the civil service and young graduates



DEPARTMENT	KEY FUNCTIONS
Finance and Administration Department	<ul style="list-style-type: none">• Coordinating the implementation of financial procurement, human resource management, ICT and records management policies, procedures and systems• Ensuring adequate provision of administrative and financial support to all departments of the NCSC• Supervising the installation and implementation of appropriate financial management and internal control systems to minimize risk and fraud• Ensuring effectiveness and functionality of records management system including general, confidential and personnel records
Public, Member States and International Relations	<ul style="list-style-type: none">• Coordinating the public relations docket of the NCSC;• Establish relationships and networking with member States and other entities having similar mandates outside the borders of the FGS;• Provide clear, accurate and timely information about the activities of the Commission to the public;• Provide technical support in the development of policies about public relations.