Republic of Liberia

STANDING ORDERS
FOR THE
CIVIL SERVICE

CIVIL SERVICE AGENCY
2012
REPUBLIC OF LIBERIA

THE PRESIDENT

December 28, 2012

STANDING ORDERS
FOR THE CIVIL SERVICE OF THE REPUBLIC OF LIBERIA

This manual containing the revised regulations for the Civil Service replaces the Orders issued on May 25, 1983. The Standing Orders have been updated to keep pace with the dynamics of the various changes that have occurred due to Government’s reform endeavors. The Standing Orders have continued to enhance the performance of civil servants and facilitate effective and efficient service delivery to meet the needs of the people of Liberia.

New developments across Government have necessitated modification of the Standing Orders for the Civil Service to support the transformation of the civil service into a corps of well-trained and professional servants of the public.

These Standing Orders state clearly the civil servants’ benefits and rights. Adjustments have been made to clarify issues on retirement, performance, discipline and leave entitlements. A new chapter on sexual harassment has been added to ensure civility, integrity and mutual respect, irrespective of gender, in the workplace.

All Ministries and Agencies are to ensure that their staff is aware of these revised regulations and make these Standing Orders available.

I expect that the regulations contained in these Standing Orders will be fully applied and that all who are governed by them will be encouraged to exert greater efforts to improve the Civil Service and thus deliver more efficient service to the people of Liberia.

[Signature]
Ellen Johnson Sirleaf
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CHAPTER 1: INTRODUCTION

Section 1: General

1.1.1 This manual has been prepared with the objective of ensuring that all Civil Servants have the fullest possible understanding of the regulations which apply throughout all agencies of Government.

1.1.2 The Civil Service Agency (CSA), which was established in 1973, is responsible for ensuring that a Merit-Oriented System is applied throughout the Civil Service. It also ensures that Civil Servants’ rights are properly protected and that uniformly high standards of personnel administration are practiced in every Government agency.

Section 2: The Role of the Civil Service Agency

1.2.1 It is the CSA’s responsibility to ensure that all vacancies in the classified Civil Service are filled by officers who are properly qualified. Whenever vacancies occur, Agency Heads must notify the CSA giving full details and indicating whether the position is to be temporary or permanent. When a position is to be filled either by a newly created (original) appointment, or by a promotion, anyone being considered for the position must first have been certified as eligible by the CSA.

1.2.2 It is the responsibility of the CSA’s Division of Selection to see that all applicants are subject to the same merit-based selection procedures. Most people (but with certain exceptions which are listed in Chapter 3) will have to sit for, and pass, an examination. Once they have successfully completed the examination, individuals are then certified eligible for a particular class of position.

1.2.3 The CSA’s Division of Selection will ensure that proper records are kept of everyone who has completed the examinations. In the event there is no candidate on the eligible list, a ministry may nominate a candidate. The CSA will then inform the ministry or agency which is trying to fill the position whether or not the nominated individual is eligible. It will, at the same time, provide names and details of at least three persons who are equally well qualified for the position. The final choice of the eligible candidate will rest with the agency concerned.

1.2.4 Before an individual takes up a position, details of the salary he/she is to receive will have to be settled. This is the responsibility of the CSA’s Division of Position Classification and Pay Scale. Its job is to maintain official Civil Service Classification and Pay Plans through regular reviews, periodical comparative salary studies, job audits and frequent liaison with other agencies of Government.
1.2.5 Personnel records on all Classified Civil Servants throughout their careers are maintained by the Division of Personnel Records and Research. It is also responsible for ensuring that information about an individual, including, for example, the position he occupies and the salary he draws, is transmitted efficiently among all the agencies concerned. These would normally be the originating ministry, the Ministry of Finance (which pays salaries), the Bureau of the Budget (which approves salaries) and the CSA itself. The form used for recording all this information is the Personnel Action Notice (or PAN form). There are two types of PAN forms; one for the Clerical Staff and the other for Non-clerical Staff. Non-clerical Staff include professional, administrative and general category staff. Other documents handled by the Division are Employment Record Forms, Duty Statements, and letters of appointment, dismissal, or resignation. This Division will also conduct research to improve the service.

1.2.6 The Division of Leave and Pension maintains all leave records and ensures that leave is granted to Civil Servants who are entitled to it. There are various categories of leave, all of which are detailed in Chapter 7. In some cases leave can be granted by Agency Heads but in others the approval of the CSA must first be obtained. A Civil Servant’s own agency is responsible for initiating requests for those categories of leave which need CSA approval; such requests must be submitted to the Division on the approval Leave Request Form. Pension information is also handled by this division.

1.2.7 The Civil Service Agency’s own internal administration is the responsibility of its Division of Administration. This Division is also required to conduct regular reviews of all procedures being practiced by the Agency.

1.2.8 It will therefore be seen that the CSA has a vital role to play in regulating personnel administration throughout the entire Civil Service. To be completely effective, the CSA needs the fullest support and co-operation from all the other Government agencies it seeks to serve. It must be recognized that this manual represents only the beginning of the process of codifying personnel administration procedures and practices throughout the Civil Service. It is essential that Agency Heads liaise regularly with the CSA’s Director-General to ensure that the manual is amended and extended to meet the ever-changing demands which are placed upon it.
CHAPTER 2: USE OF THE MANUAL

Section 1: Amendments

2.1.1 Method of Numbering
Each of the orders contained within this manual has been numbered by chapter, section and paragraph.

2.1.2 Major Amendments
Major Amendments will involve the replacement of one or more complete pages. When a major amendment is to be made, the Civil Service Agency will notify all other Government agencies. Replacement pages will be numbered serially and must be inserted in the appropriate place in the manual whilst the pages they supersede must be removed and placed at the back of the manual. All major amendments must be recorded on the “Schedule of Major Amendments” (Appendix 1).

2.1.3 Minor Amendments
The Civil Service Agency will notify all other Government agencies whenever minor amendments are to be made. Minor amendments must be recorded on the “Schedule of Minor Amendments” (Appendix 2) and will be numbered serially. When a minor amendment is necessary, the revision to the text must be made in manuscript and the serial number of the amendment must be recorded in the margin.

2.1.4 Supplements
The Civil Service Agency will notify all other Government agencies when supplements are to be added. A record of all supplements must be entered on the ‘Schedule of Supplements’ (Appendix 3).

Section 2: Distribution

2.2.1 Distribution of the Manual
The manual should be distributed as widely as possible throughout all agencies of Government. It is intended to be issued to an office and not to individual officers personally. It is the responsibility of office supervisors to ensure that the manual is kept in good order and that all amendments are duly entered and recorded.

Section 3: Definitions

2.3.1 “Act” shall mean the Civil Service Agency Act of 1973.

2.3.2 “Director-General” unless stated otherwise, shall mean the Director-General of the Civil Service Agency.
2.3.3 “Agency” when referred to specifically and spelt with a capital ‘A’ shall mean the Civil Service Agency. Agency, when not spelt with a capital ‘A’ or when referred to generally may include ministry, agency, bureau or other unit of Government.

2.3.4 “Agency Head” shall mean an officer or employee designated by the Head of State/President to be the head of a ministry, agency, bureau or other Government unit.

2.3.5 “Appointing Authority” shall mean the Head of an agency or other Government unit, or his officially designated representative who is empowered to appoint or remove employees of the agency over which he has jurisdiction.

2.3.6 “Position” means a specified set of duties and responsibilities. It does not refer to a particular employee or incumbent.

2.3.7 “Employee” refers to all Civil Servants who legally occupy a position and who are paid a salary or wages for services rendered.

2.3.8 “Regulation” shall mean those instructions issued from time to time by the Director-General in accordance with the Civil Service Agency Act.

2.3.9 “Orders” shall mean standing orders for the Liberian Civil Service.

2.3.10 “Civil Servant” is a Government employee who is appointed under the authority of the Act.

2.3.11 “Classified Civil Servant” shall mean a Civil Servant who has been classified by the Civil Service Agency as being qualified for a classified position: see also officer.

2.3.12 “Officer” shall mean a classified Civil Servant.

2.3.13 “Provisional Appointment” shall refer to an appointment which confers no status in the Civil Service, neither probationary nor permanent.

2.3.14 “Probationary Status” is the status of an employee who has been appointed to a position but has yet to complete a specified probationary period as provided by these orders.

2.3.15 “Recognized Medical Practitioner” is a medical practitioner who has been recognized by the Liberian Medical Association.
CHAPTER 3: APPOINTMENTS

Section 1: Authority of Director-General

3.2.1 Under the provisions of the Civil Service Agency Act the Director-General shall take such steps as are necessary for the effective implementation of these standing orders.

Section 2: Appointments – General

3.2.1 All appointments to the classified Civil Service of the Republic of Liberia shall be channeled through the Civil Service Agency, there shall be no exceptions. The Agency shall conduct all recruitment examinations and certification for employment in classified positions.

3.2.2 All original appointments and promotions shall be made from among personnel who have been certified eligible by the Director-General; all candidates except those with certain specified qualifications must have passed the appropriate Civil Service Examination.

3.2.3 In order to be certified eligible by the Director-General, all candidates except those with certain specified qualifications must have passed the appropriate Civil Service Examination.

3.2.4 Agency Heads shall, when requested by the Director-General, designate suitable representatives to serve on Examining Boards. Agency Heads shall also, when requested by the Director-General, designate representatives of their agencies to assist in devising, administering and grading examinations.

3.2.5 At the discretion of the Director-General, candidates with recognized degrees and certain professional qualifications may be exempted from the Civil Service Examination. The Director-General may also waive examination requirements for Civil Servants who are urgently needed in special capacities provided that they are at least 45 years of age or that they have served Government for a minimum of 20 years, 15 of which must have been continuous service.

3.2.6 In order to be appointed under the authority of the Act, and in order to participate in a Civil Service examination or to qualify for inclusion in the list of eligible personnel, a candidate must:

a) Be a Liberian Citizen as defined under the Liberian Aliens and Nationality Law.

b) Be at least 17 years of age.
d) Be certified by a recognized medical practitioner as being fit for the position he is to occupy.

3.2.7 No candidate shall be appointed to the Liberian Civil Service without the specific approval of the Director-General if:

a) He has been convicted of a criminal offense:

b) He intentionally makes a false statement in respect of any material fact or if he practices any fraud or deception in securing the Examination.

c) He has been dismissed from the Public Service for delinquency within 6 months preceding the date of application for the Examination.

3.2.8 A candidate who has been disqualified from taking the Civil Service Examination may not re-apply within 3 years of the date of disqualification.

Section 3: To Whom the Act Applies

3.3.1 The Act shall apply to all officials and employees of the Liberian Government of whatever function or designation who are compensated by a fixed salary with the exception of those listed under 3.3.2 of these Orders.

3.3.2 Those exempted from the Provisions of the Act are as follows:

a) Members of Legislature,
b) Other elected officials,
c) Justices of the Supreme Court,
d) Judges of Subordinate Courts,
e) all appointed members of Boards and Commissions,
f) Cabinet Ministers,
g) Deputy Cabinet Ministers,
h) Assistant Cabinet Ministers,
i) Heads of autonomous agencies and bureau,
j) Ambassadors,
k) County Superintendents,
l) Territorial Superintendents,
m) County, Territorial and all other Commissioners,
n) Sheriffs,
o) All Commissioned and Non-Commissioned Officers and enlisted men of the Regular Armed Forces.
p) Law Enforcement and Security Officers,
q) All contract-employees of Government,
r) Other categories specifically exempted by the Director-General
CHAPTER 3

Section 4: Appointments and Leaving the Service

3.4.1 All vacancies in the classified Service shall be filled by original or provisional appointment, promotion, re-employment, transfer or demotion.

3.4.2 Whenever a vacancy is to be filled by original, promotional or provisional appointment, the appointing authority shall make a written request on the approved certification request form (see Appendix 4) to the Director-General. The written request shall include the title of the class, a statement of the duties and responsibilities of the position to be filled, the salary, tenure and any other information required by the Director-General.

3.4.3 When filling vacancies for existing positions above the entry level, the Director-General will, whenever possible, ensure that appointing agencies do so by promotion of appropriately qualified officers from within the agency concerned. When intending to fill a new position appointing agencies shall refer to the Director-General who will provide details of personnel eligible for the appointment.

3.4.4 Once it has made its selection of the successful candidate the appointing authority shall immediately report each appointment to the Director-General on one of the prescribed Personnel Action Notice forms (PAN forms) (see Appendices 5a and 5b). No appointment shall become effective until approved by the Director-General. The Agency shall maintain the official record of all appointments subject to the Act.

3.4.5 Whenever a vacancy is to be filled in a position which is temporary, the appointing authority shall state in its request to the Director-General for certification, the duration of the position. The Director-General shall provide appointing agencies with details of candidates who are eligible for, and willing to accept, limited-term appointments. Time spent in limited-term appointments shall not be taken into account when considering personnel for permanent appointments.

3.4.6 Provisional Appointments

a) Provisional appointments shall be authorized by the Director-General only when there is no list of eligible personnel available for the position which is vacant and only when the appointing authority certifies that leaving the position vacant will seriously impair it work. In such circumstances the Director-General may recommend personnel to the appointing authority provided that the person nominated has the appropriate qualifications for the position concerned.
b) Provisional appointments shall be terminated no later than 6 months from the effective date of the provisional appointment or within 30 days following such time as an appointment can be made from a list of eligible personnel, whichever is sooner.

c) No individual shall serve under a provisional appointment for more than 6 months in any 12 consecutive months.

3.4.7 **Probationary Period Employees**

a) All personnel taking up original, provisional or re-employment appointments will be required to serve for a probationary period of not less than 3 months and not more than one year in the same class, before being confirmed in the service. The Director-General shall determine the length of the probationary period.

b) To be eligible for confirmation in the permanent establishment, the probationer must complete his probationary period to the satisfaction of the appointing agency. At the end of the probationary period the officer will, unless he has been rejected or his probationary period been extended, be confirmed in his appointment.

c) A probationer may be rejected at any stage of his probationary period if he fails to perform to the satisfaction of the appointing agency. A rejection during the probationary period is effected by delivery to the probationer of a written notice of rejection which shall include:

i. The effective date for the rejection which shall be not later than the last day of the probationary period.

ii. A statement of the reasons for rejection.

d) A notice of rejection must be delivered to the probationer on or before the effective date of rejection. A copy of the notice shall be filed with the Director-General within 24 hours of the effective date of rejection.

e) On the basis of the notice of rejection the Director-General may reinstate the rejected probationer if such action appears to him to be in the best interests of the Government.
3.4.8 **Rights of Return to a Position**
An employee shall have an absolute right to return to a position in the last class in which he had a permanent status upon return from an approved leave of absence or upon rejection while serving as a probationer in another class. If there are no vacant positions in the class to which he is returning a redundancy is created in which case layoff procedures (see 3.4.13) may be initiated.

3.4.9 **Transfer**

a) With the approval of the Director-General, a vacant position may be filled by the transfer of an employee from another position in the same class, or from a different class requiring essentially the same qualifications and the same maximum salary. If the agency which is to lose the employee does not approve, the transfer may still take place, provided that the losing agency is given 30 days’ notice of the intended transfer.

b) Internal transfers may be effected by the administrative authority but such transfers must not reduce the salary or status of civil servants, except in the cases of disciplinary actions which must adhere to sections 4.2.4 and 4.2.8 of these regulations.

3.4.10 **Re-employment**
With the approval of the Director-General and the appointing authority, a permanent or probationary employee who has completed at least 6 months of service, and who has resigned with a good record, may be re-employed in a vacant position, without examination or certification within 2 years of the effective date of the resignation in a position in the same class or to one in another class to which he would have been able to transfer. No credit shall be allowed for his former service in calculating salary, vacation, sick leave or other benefits except on the specific recommendation of both the Director-General and the appointing authority.

3.4.11 **Re-employment of Retired Employees**
Retired employees shall not be certified for re-employment in the Public Service of Liberia without forfeiture of their retirement benefit.

3.4.12 **Hiring of Non-Citizens**
When an appointing authority considers that it is in the best interests of the Government to hire a non-citizen on contract, the Director-General’s approval shall be required before the appointment is made. Approval will be given only when the appointing authority can show that a suitably qualified person cannot be certified from regular Civil Service employment lists.
CHAPTER 3

The Director-General will not enquire into the necessity for the work to be done nor into the terms and conditions of the contract. A contract employee has no rights or benefits under the Act or these Orders. Once the Director-General has given approval for employment, a copy of the contract must be attached to the Personnel Action Notice which must be forwarded to the Agency.

3.4.13 Layoff

Layoff procedures may be invoked by an Agency Head as a result of shortage of work or funds, the abolition of a position or because of changes in an organization. The Director-General shall not approve the layoff of a permanent employee while there are temporary, provisional or probationary employees serving in the same class of position within the agency concerned. Where a number of employees are to be affected, layoff procedures shall be applied first, to those with least tenure of service and seniority. The Director-General shall specify the procedures by which seniority is determined. The names of employees laid off for any of the reasons above, shall be placed on a ‘re-employment from layoff’ list for a period of one year from the effective date of the layoff. If the position is re-created, the employee shall be re-appointed according to his position on the re-employment list or the Agency may find a comparable position for him elsewhere.

3.4.14 Under certain circumstances, and with the approval of the appointing authority and that of the Director-General, an employee affected by layoff procedures may elect for demotion instead.

3.4.15 Resignation

a) An employee intending to resign his appointment and to leave the service in good standing shall give one month’s notice of his intention in writing to his appointing agency. Failure to comply with the procedure may render an employee ineligible for future Government employment. Agency Heads shall forward copies of all notices of resignation to the Director-General within 48 hours of receipt.

b) An employee who resigns will be liable to forfeit all claims to Civil Service benefits.

3.4.16 Unauthorized Absence

Unauthorized absence from work for a period of 14 consecutive days may be considered by an Agency Head as a resignation.
CHAPTER 3

Section 5: Retirement

3.5.1 Unless ordered otherwise by Government, every employee shall be compulsorily retired at the age of 65, or after a minimum of 25 years of service as specified under Section 1 of the Government Employees Pension Act.

3.5.2 Agency Heads shall submit at quarterly intervals to the Director-General a list of all employees who are due for retirement. Agency Heads shall ensure that such details are submitted to the Director-General at least 3 months prior to the date of retirement of the employee concerned. A list recording details of all retired Civil Servants throughout the Civil Service shall be maintained by the Director-General.

Section 6: Employment after Retirement

3.6.1 A retiree may obtain other employment, preferably outside of Government. However,
   a) Where retiree has been retired due to tenure and obtains employment again within the Civil Service, that retiree will have to forgo his/her pension while on the Government payroll. Such employee, when pensioned finally due to age, will receive a pension that will be calculated based upon his/her most recent salary.

   b) Where the retiree has been retired due to age, he/she may obtain other employment only outside of the Civil Service, but will continue to receive his/her pension.

   c) Where the retiree who has been retired due either to age or tenure obtains employment as a consultant in Government due to special skills that are needed, this would be considered part-time employment and the retiree would continue to receive his/her pension in addition to the consultant fee.

   d) Employment as a consultant as stipulated in Section 3.6.1c employment contract must include a specific task to be performed within a specific time frame of not more than 6 months and may be renewed for a second 6-month term. After two 6-month periods of employment the contract must be terminated and the retiree/consultant may not obtain another consultant contract with any Government institution for at least a full year.
3.6.2 Employment Due to Special Skills

A private entity retiree may obtain employment in Government or in any other private entity under the following circumstances:

a) When the retirement is due to tenure, the retiree may obtain employment in government and may continue to receive his/her pension from the private entity as well as salary from the new employment.

b) When the retirement is due to age, the retiree may not obtain employment in Government except:

   (i) Where the retiree has some special skills that are necessary for some government operation, special consideration for employment as a consultant may be given.

   (ii) Where the retiree is employed under the circumstances stated in Section 3.6.2 b (i), he/she may continue to collect his pension.
CHAPTER 4: DISCIPLINE

Section 1: General

4.1.1 Disciplinary proceedings in accordance with this chapter may be initiated by an Agency Head or the Director-General because of an employee’s misconduct or general inefficiency.

4.1.2 It shall be the duty of every superior officer, as soon as he observes any fault or short-coming in an officer or employee subordinate to him, to bring it to the officer or employee’s notice and to record that this has been done, with a view to improving the officer or employee’s usefulness in the service.

4.1.3 If a superior officer is aware of any fault or short-coming in a subordinate, and if in his view further action is necessary, it shall be his duty to bring it to the attention of his Agency Head or the Director-General.

Section 2: Disciplinary Procedure

4.2.1 When a case of misconduct or general inefficiency is brought to the attention of an Agency Head or the Director-General, disciplinary proceedings shall be initiated only after the employee or officer concerned has been given adequate opportunity to exculpate himself.

4.2.2 If in the opinion of the Agency Head or Director-General an employee fails to exculpate himself, the following penalties shall apply:

<table>
<thead>
<tr>
<th>Act of Omission</th>
<th>Penalty</th>
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<tbody>
<tr>
<td>a Incompetency/Inefficiency</td>
<td>2 letters of warning followed by withholding or deferring of increment, or dismissal.</td>
</tr>
<tr>
<td>b Unauthorized Absences</td>
<td>Payroll deduction for each day absent. But absence for 14 consecutive days – automatic dismissal.</td>
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<th>Grounds for initiating</th>
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<tr>
<td>(i) Disorderly or immoral conduct</td>
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<td>(ii) Insubordination</td>
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<tr>
<td>c Conviction of Felony</td>
</tr>
<tr>
<td>d Conduct unbecoming of employee in the Public Service</td>
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2 letters of warning following by dismissal.

2 letters of warning followed by transfer or dismissal.
Disciplinary proceedings

Responsibilities of Superior officer

Drawing attention to Short-comings

Employee’s opportunity To exculpate himself
<table>
<thead>
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<th>Act of Omission</th>
<th>Penalty</th>
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<tr>
<td>(iii) Intoxicatio n while on duty</td>
<td>2 warning letters followed by dismissal</td>
</tr>
<tr>
<td>(iv) Addiction to use of narcotic or habit forming drugs</td>
<td>2 warning letters followed by transfer to area of less public contact or dismissal</td>
</tr>
<tr>
<td>(v) Discourte ous treatment to the public or employees</td>
<td>2 warning letters followed by dismissal</td>
</tr>
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<tbody>
<tr>
<td>e Neglect of duty</td>
<td>2 warning letters followed by dismissal</td>
</tr>
<tr>
<td>f Negligence or willful damage of Public property</td>
<td>Restitution of damaged property based on official appraisal and money</td>
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4.2.3 Notification to Employees
An employee who is the subject of disciplinary action shall receive in writing, from his Agency Head or from the Director-General, a statement of the reasons for the action.

4.2.4 Demotions
The Appointing Authority with the approval of the Director-General may demote an employee whose ability to perform required duties falls below standard. An employee may also be demoted as a disciplinary measure. No employee shall be demoted to a position for which he does not possess the prescribed qualifications. The Appointing Authority shall give written
notice to the employees and to the Director-General prior to the effective date of the demotion.

4.2.5 Dismissal
In accordance with the Act, whenever it is the intention of an Appointing Authority to recommend to the President/Head of State the discharge of an employee, the Director-General and the employee concerned shall be notified in writing in advance of the effective date of such dismissal, if possible, but in any event no later than 24 hours after the effective date. Under normal circumstances one month’s notice of the dismissal should be given to both the employee and the Director-General, where this is not possible the employee shall be entitled to one month’s pay in lieu of notice.
4.2.6 **Suspension**
The Appointing Authority may suspend an employee from his position at any time for disciplinary purposes. Suspension shall be without pay and shall not exceed 30 days in any one calendar year.
A written statement of the reason for the suspension shall be filed with the Director-General and a copy delivered to the affected employee within 48 hours of the time the suspension becomes effective.

a) Where an employee is suspended for a period of less than 1 month, the salary and benefits of that employee must be withheld, or the employee must pay to the coffers of the Ministry of Finance the amount of his/her salary that covers the suspension period and produce the receipt upon reporting to work.

b) Where the employee is under investigation and the investigation continues over 30 days due to no fault of the employee’s, he/she may receive 50% of his/her salary and benefits to buffer the hardship caused by the delay, pending the outcome of the investigation. This shall be for a period of up to 6 months after which, if no decision is made by the suspending authority, the employee shall be automatically reinstated, provided the delay was not unnecessarily caused by the employee to purposely prolong the period of adjudication/investigation.

c) Generally, such investigation as stated above should be completed within 30 days. At the conclusion of the investigation, all arrears will be due or all payment will cease.

4.2.7 **Fines**
The Appointing Authority may fine an employee for disciplinary purposes. The amount of all fines levied against any one employee shall not exceed in any fiscal year the amount the employee would have lost if he had been suspended in accordance with 4.2.6 of these Orders. Notification to the employee and to the Director-General shall conform to 4.2.6 of these Orders. The Director-General may publish a list of standard fines to which all agencies shall be required to adhere.

4.2.8 **Reduction in Salary**
The Appointing Authority may reduce the salary of an employee for disciplinary purposes. The Appointing Authority shall state whether a reduction in salary is permanent or temporary and if temporary shall give the conditions or date upon which the salary is to be restored. Such statement shall be in writing to the employee with a copy to the Director-General prior to the effective date of such salary reduction.
4.2.9 **Letter of Formal Reprimand**

An Appointing Authority may discipline an employee by issuing him with a letter of formal reprimand. Such a letter shall include, although it may not necessarily be limited to, the following:

a) A statement which gives specific details of the nature of the misconduct or inefficiency of the employee concerned.

b) A statement of what is expected of the employee in the future.

c) An indication that more serious additional punitive measures will be taken against the employee should there be a recurrence of the misconduct or inefficiency. A letter of formal reprimand shall be copied to the Director-General. The letter shall be placed on the employee’s file where it will remain for such time as the Director-General specifies.
CHAPTER 5: ATTENDANCE, SALARIES AND INCREMENTS

Section 1: Attendance

5.1.1 Employees of the Civil Service are normally required to work 5 days per week. Normal working hours are from 8:00 a.m. to 4:00 p.m. subject to the approval of supervisors. A period of one hour is allowed for lunch. No employee is permitted to leave his place of work without the knowledge of his supervisor.

5.1.2 Attendance Report
All Agency Heads shall maintain attendance records and shall submit a report to the Agency, at monthly intervals, on the approved Attendance Report Form (see Appendix 6). The Attendance Report Form shall reach the Agency on, or before, the tenth day of the month following the period covered by the report.

5.1.3 Lateness
An employee who fails to provide an adequate excuse for late arrival at his place of work will, on the third occasion he is late, receive a written warning. Four occurrences of lateness will result in the loss of one day’s pay.

5.1.4 Illness
An employee who is prevented by illness from attending his place of work for more than 2 days, shall, unless instructed otherwise by his supervisor, ensure that he obtained a medical certificate signed by a recognized medical practitioner. The certificate shall be delivered to his supervisor immediately on his return to work or within 48 hours of the beginning of his absence from work, whichever is sooner. Employees who are required to produce a medical certificate covering days of absence due to illness and who fail to do so shall:

a) Lose equivalent pay for each day absent, or

b) Lose equivalent annual leave for each day absent.

5.1.5 Attendance on Training Programs
The Director-General or an Agency Head may authorize the attendance of an employee on an approved training program during official working hours. The Director-General may develop and/or approve training programs which will help employees perform their work more efficiently or enable them to qualify for positions of greater responsibility.
CHAPTER 5

Section 2: Salaries

5.2.1 Payment
The payment of salaries and wages throughout the Civil Service shall be the responsibility of the Ministry of Finance.

5.2.2 Approval
The Director of the Bureau of the Budget shall approve salary scales in accordance with the annual budget.

5.2.3 Classification of Salary Plan
The Director-General of the Civil Service Agency shall be responsible for the classification and salary plan of all civil servants. The salary scale for all classes of all positions held by civil servants shall be determined by the Director-General.

5.2.4 Payment of First Appointment
On first appointment, salary shall, as a general rule, be paid from the effective date of employment as shown on the Personnel Action Notice.

5.2.5 Payment on Promotion
If an employee is promoted to a salary scale that does not overlap his old salary scale, he will normally be placed at the minimum point of his new scale. If the salary in the former position is higher than the minimum point of his new salary scale, he will be placed at least one point higher than on his former salary scale.

Section 3: Increments

5.3.1 A Civil Servant who is on an incremental scale is not entitled to an increment by right, but an increment shall normally be granted provided that his work has been of an adequate standard and that there are no disciplinary proceedings in progress against him, and that Government has agreed that such increments shall be provided throughout the Civil Service.

5.3.2 The incremental date of a Civil Servant shall be the anniversary of the date he commenced to draw the full salary of such appointment or of the date of promotion.

5.3.3 The grant of an increment may be deferred or withheld in accordance with the disciplinary procedures referred to in Chapter 4. Before deciding to impose such penalties, an Agency Head will take into account the gravity of the short-coming and the quality of the employee’s previous service.
5.3.4 An officer's increment is deferred when the decision as to whether or not it should be granted is postponed for a specific period. The period must be fixed at the time the increment is deferred and must be not less than 3 months nor more than 6 months; if less than 6 months in the first instance, it may, if necessary, be increased to 6 months by additional specific deferment. If a deferred increment is eventually granted it does not become effective until the day following the expiration of the specific period of deferment, but the recipient retains his original incremental date for subsequent increments. If a deferred increment is not granted at or before the expiration of 6 months from the date it was originally due, it must be withheld.

5.3.5 A Civil Servant's increment is withheld when it is decided not to grant it and that he shall cease to be eligible therefore until his next incremental date. The withholding of an increment thus results in the salary of the Civil Servant in question remaining for the rest of his incremental service one increment behind what it would otherwise have been. An increment which has been deferred beyond 6 months shall automatically become a withheld increment (see 5.3.4 above).

5.3.6 An increment deferred or withheld cannot be restored with retroactive effect in consequence of improved service during a later increment-earning period.
CHAPTER 6: GRIEVANCE PROCEDURE

Section 1: General

6.1.1 It is Government policy that full and fair consideration shall be given when an employee or group of employees allege that they have been unfairly treated in the course of their work. Within the framework of existing regulations every effort shall be made to arrive at an agreed solution of mutual satisfaction to both employees and Government.

6.1.2 It shall be the responsibility of any employee who considers that he has a grievance to ensure that in pursuing his grievance, he adheres to the procedures set out below. Failure to comply may result in the complaint being disallowed.

Section 2: Procedure

6.2.1 An employee who has a grievance should, in the first instance, seek to resolve the issue with his immediate supervisor. This must be done within 5 working days of the occurrence which has resulted in the grievance. The supervisor shall respond within 2 working days.

6.2.2 If the grievance arises out of a matter over which the supervisor or Agency Head has no control, the employee may request his supervisor or Agency Head to act on his behalf in referring his grievance to the appropriate authority. In this circumstance the supervisor or Agency Head is obliged to convey the substance of the grievance to the appropriate authority regardless of evaluation of its validity or otherwise. Supervisors at all levels are responsible for receiving and acting properly on complaints made by their subordinates. All employees who comply with these procedures are guaranteed a fair hearing and freedom from restraint, interference, discrimination or reprisal.

6.2.3 If the supervisor’s response fails to resolve the grievance satisfactorily the employee may, within 5 working days, initiate the formal grievance procedure which shall be as follows:

   a) First level of review – a grievance shall be submitted in writing to the employee’s immediate supervisor. The written grievance shall be as specific as possible and shall include all facts deemed pertinent to its resolution. The immediate supervisor may meet and discuss the grievance with the employee and/or his representative, if any, and shall reply in writing to the employee within 5 working days.
b) Second level of review – if the employee does not agree with the supervisor’s decision, or if no answer has been received within 5 days, the written grievance shall be presented within 3 working days to the next level of supervision. The second level supervisor or his representative shall have 5 working days to investigate and render a written decision to the employee.

c) Third level of review – if the employee does not agree with the decision of the second level supervisor, or if no answer has been received in 5 working days, the written grievance shall be submitted to the Agency Head. After the receipt of the grievance, the Agency Head shall have 10 working days in which to conduct such investigation or hearing as he deems necessary and render a written decision to the employee.

d) If the grievance still remains unresolved after having been examined by the Agency Head, the employee may, within 3 working days of receiving the Agency Head’s written decision, appeal to the Examining Committee of the Board of Appeal.

Section 3: Appeals

6.3.1 Board of Appeal
The Board of Appeal is responsible for giving final decisions in all matters of appeal except in cases of dismissal which are subject to the approval of the President/Head of State (or the Director-General as presidential designate). The Act provides that the Board of Appeal shall consist of 7 members, one of whom shall be the Director-General. The remaining members of the Board shall comprise: 2 Cabinet Members, one Educator, 2 Lawyers and one Senior Civil Servant. With the exception of cases of dismissal, majority decisions shall be final in all cases of appeal.

6.3.2 Examining Committee
The Director-General shall appoint a Standing Examining Committee of the Board of Appeal. The Committee shall consist of 3 members known as Hearing Officers. The Chairman of the Committee shall be the Deputy Director-General. All grievances shall first be referred to the Examining Committee. If either party is dissatisfied with the ruling of the Examining Committee, they may appeal to the Board of Appeal.

6.3.3 Appeals Procedure
a) A Civil Servant who has been formally disciplined may appeal to the Examining Committee of the Board of Appeal on any matter concerning the interpretation of the Civil Service Act or these Orders.
b) A Civil Servant may not appeal to the Examining Committee against a decision which relates to working conditions or employee relations as these matters are entirely within the jurisdiction of the Appointing Authority.

6.3.4

a) Any employee of the Government service in a position covered by the Act who has been certified as being eligible, or who has passed the Civil Service Examination for his class of work, may appeal any action affecting his Civil Service status to the Examining Committee and to the Board of Appeals as provided in the Act.

b) Any employee of the Government service in a position covered by the Act for which a Civil Service Examination has not been offered may appeal any action affecting his Civil Service status to the Examining Committee and to the Board of Appeals as provided in the Act.

c) Any employee of the Government service in a position covered by the Act who has not passed or who has refused to take the Civil Service Examining offered for his class of work, has no right to appeal any action to the Examining Committee or to the Board of Appeal.

6.3.5 Every appeal to the Examining Committee or Board of Appeals shall be written. It shall state the facts upon which it is based and the relief requested.

6.3.6 An appeal against dismissal must be filed with the Director-General within 15 days of the date of the notice of dismissal. An appeal against suspension must be filed within 10 working days of the date of suspension. All other appeals must be filed within 30 calendar days of the date on which the appellant was served with the notice, report or other document which is the subject of the appeal. The Director-General may in certain circumstances, and if the appellant can show good cause, agree to extend the time limit for filing an appeal for up to an additional 30 calendar days.

6.3.7

a) Hearings shall be held in accordance with the Act and may be held during working hours. Any person whose testimony will contribute to the adjustment of the grievance may be called in as witness. All parties to the appeal shall have the right to be represented by a person of their choosing. Hearings shall be informal and the rules of evidence shall not be applicable.
b) If an employee is not satisfied with the decision of the Examining Committee in regard to his appeal, he shall, within 10 working days of receiving the decision of the Examining Committee, file an appeal to the Board. Decisions of the Board shall be final except as in 6.3.1 above.
CHAPTER 7: LEAVE

Section 1: General

7.1.1 All leave taken by Civil Servants shall be reported to the Director-General. The Director-General shall specify the manner in which the leave is to be reported.

7.1.2 The categories under which Civil Servants may take leave shall be as follows: annual leave, sick leave, maternity leave, special leave with pay, study leave, leave for cultural and sporting events and casual leave.

7.1.3 The Director-General shall inform all Agency Heads as to current leave regulations for all employees.

Section 2: Leave Regulations

7.2.1 Annual Leave
No person shall be entitled to annual unless he has qualified as a Civil Servant and has completed one year of service. Entitlement to annual leave depends upon the tenure and seniority of the officer concerned as well as the position he occupies. Annual leave shall be granted for a specified number of working days. Weekends and public holidays shall not be included when calculating annual leave entitlement. Annual leave is not cumulative and may not be carried over from one year to the next. An officer’s own agency is responsible for initiating a request for annual leave which must be made on the prescribed leave request form (see Appendix 7). Complete leave request forms must be signed by the Agency Head or his designated representative.

7.2.2 Sick Leave
a) Sick leave with pay for all full-time Civil Servants may be granted for a period not exceeding 15 days in any calendar year. Sick leave may be granted only because of personal illness or legal quarantine. Any employee claiming sick leave in excess of 2 days shall, unless instructed otherwise by his supervisor, produce a medical certificate, signed by a recognized medical practitioner, which states the nature of the illness.

b) An employee who requires extensive medical treatment may, under certain circumstances, be granted up to 60 days sick leave with pay, provided that he is able to produce a certificate from a recognized medical practitioner, which certifies that an extended period of absence from work is necessary.

c) An employee who claims sick leave when physically fit shall be subject to dismissal.
### CHAPTER 7

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<tr>
<th>Section</th>
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<tr>
<td>7.2.3</td>
<td><strong>Maternity Leave</strong>&lt;br&gt;An expectant mother shall be granted a minimum of 60 continuous calendar days leave of absence from duty with full pay to commence before and expire after confinement. Up to 90 continuous calendar days leave with full pay may be granted subject to the concurrence of a recognized medical practitioner. Such leave shall be separate and distinct from any other leave to which she may be entitled by virtue of her position in the service. Maternity leave may be extended from one calendar year to the next.</td>
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<td>7.2.4</td>
<td><strong>Special-Leave-With-Pay</strong>&lt;br&gt;A Civil Servant may be granted special-leave-with-pay to attend official meetings, conferences and conventions provided that he has the approval of his Agency Head. The fact that an officer has been granted special-leave-with-pay shall be recorded on his attendance record.</td>
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<td>7.2.5</td>
<td><strong>Study Leave</strong>&lt;br&gt;A Civil Servant who has been nominated by his Agency Head to pursue a course of study which will enable him to perform his duties better on his return may, with the approval of the Director-General, be granted study leave. Such leave shall include full salary for up to a maximum of 6 months and half salary for up to a maximum period of 24 months. An officer, who fails to return to the Agency which released him for the course of study, shall be required to return to Government all salaries received whilst on the course of study.</td>
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<td>7.2.6</td>
<td><strong>Leave for Cultural and Sporting Events</strong>&lt;br&gt;A Civil Servant may be granted leave to participate in cultural and/or sporting events provided that he/she has been nominated by his/her Agency Head and that his nomination has been approved by the President/Head of State.</td>
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<tr>
<td>7.2.7</td>
<td><strong>Casual Leave</strong>&lt;br&gt;Civil Servants may be granted, at the discretion of Agency Heads, occasional permission to absent themselves from duty for a few days without loss of pay. Casual leave in excess of 7 working days in any one year may not be granted by an Agency Head without the specific approval of the Director-General. However, any casual leave granted an employee, whether for a half day or one week, will be deducted from his/her annual leave. Two half days are equivalent to one full day, and the employee’s annual leave will be reduced by the number of days absent.</td>
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7.2.8 Personal Emergency Leave
   a) Personal Emergency Leave, as with Section 7.2.7 referencing Casual Leave, may be granted at the discretion of the Head of the Institution. This period of leave is not to exceed 7 days in one calendar year.
   
b) At the discretion of the head of the institution employees may be granted a leave of absence without pay for a period not in excess of 14 days in one calendar year without the specific approval of the Director-General. During such leave of absence the employee shall continue to accrue seniority and salary increments, if applicable, in his or her position.
   
c) However, if the employee so chooses, he/she may use his/her vacation leave, administrative leave or other accrued compensation for such absence.

7.2.9 Political Campaign Leave
   a) A Civil Servant who is certified by the National Elections Commission and is a bona fide candidate will be required to take a leave of absence without pay during his/her campaign period which officially begins with the publication of the official Rooster of certified candidates by the National Elections Commission. This period of campaigning will end when the elections results are published.
   
b) A candidate, if unsuccessful, and if he/she so chooses, may return to his/her original position held as a civil servant prior to the Elections campaign, consistent with Section 3.4.8, or another position of equal grade and remuneration as applied in Section 3.4.9b.
   
c) If the employee does not return to work within 14 days after the publication of the Elections results the regulation stated in Section 3.4.16 (Unauthorized Absence) shall apply. I.E. the absence would be considered by the Ministry/Agency Head as a resignation.
CHAPTER 8: EMPLOYEE PERFORMANCE APPRAISAL

Section 1: Reports

8.1.1 All classified Civil Servants shall have their work performance appraised at the end of the calendar year. Performance Appraisal Reports shall be completed by officers who are the immediate supervisors of those being appraised. Reports shall be made on the Standard Performance Appraisal Report Form (see Appendix 10) a copy of which shall be forwarded to the Director-General within 15 working days of the end of the calendar year.

8.1.2 Where a Civil Servant has served in more than one agency or division within an agency during the year, the report shall be completed by the supervisor under whom he has worked for the substantial part of the year.

8.1.3 It is essential for the good of the Civil Service that Performance Appraisal Reports should be fair and candid. Reporting officers should appreciate that theirs is an important responsibility and that their own capabilities are discernible from the reports they write on their subordinates.

8.1.4 Reporting officers must ensure that Civil Servants have the opportunity to discuss their performance appraisal. Officers who are being reported on should be given sympathetic advice on correcting any short-comings which have been referred to in the report.

8.1.5 Having discussed the appraisal, the reporting officer shall ensure that both he and the Civil Servant being appraised sign the report. The completed report shall be treated as confidential and shall be placed on an individual’s file at the Agency.

8.1.6 Where a Civil Servant does not agree with the assessments which have been made by the reporting officer, he shall have the right to discuss the matter with his next level supervisor.
CHAPTER 9: SEXUAL HARASSMENT IN THE WORKPLACE

Section 1: Definition and Occurrence of Sexual Harassment

9.1.1 Definition of Sexual Harassment in the Workplace
Sexual harassment is a kind of sex discrimination that can occur in the workplace or at work-related events. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other conduct of a sexual nature — such as unwelcome verbal, visual or physical advances — that tend to create a hostile, intimidating, or offensive work environment.

9.1.2 Examples of Sexual Harassment
Examples of this are: innuendoes; jokes and gestures of a sexual nature; displaying of sexually suggestive objects, photos or drawings; flirting; blocking or impeding physical movement; literally carrying on sex-based behavior that no reasonable employee should have to endure.

9.1.3 Incidence of Sexual Harassment
The incidence of sexual harassment can occur in a variety of circumstances including but not limited to the following:

a) The victim as well as the harasser may be a woman or a man, and the victim does not have to be of the opposite sex.

b) The harasser can be the victim’s supervisor, an agent of the employer, a supervisor in another area, a co-worker or a “non-employee”.

c) Sexual harassment may occur without economic injury to the victim.

d) The harasser’s conduct is unwelcome.

9.1.4 Violations
The following conduct shall constitute sexual harassment:

a) Making sexual advances or requesting sexual favors as an implicit basis for imposing terms and conditions for employment.

b) Making sexual advances in a manner that unlawfully creates an intimidating, hostile, or offensive work environment that otherwise interferes with the individual’s performance.

c) Engaging in any sexual contact with an individual without his/her consent.

d) Committing public sexual indecency on the premises or at a work-related event outside of the premises.
e) Taking action, recommending action or refusing to take action in a supervisory position in return for sexual favor, or, as a reprisal against an individual who has turned down a sexual proposal, filed a complaint, or been the object of sexual harassment.

f) Failing to investigate or delaying investigation of allegations of sexual harassment to the extent that action, reporting or investigating as appropriate, or as required by one’s supervisory position is compromised.

9.1.5 Action to Prevent Sexual Harassment
   a) In carrying out their duties and assignments all employees of Government must maintain an environment that discourages sexual harassment.

   b) Public servants should adhere to the zero tolerance policy of sexual harassment.

Section 2: Reporting

9.2.1 Reporting Sexual Harassment
   a) Any incident of sexual harassment should be immediately reported.

   b) Any incident of sexual harassment should be reported through the established Reporting Channel as stated in Section 9.2.2, below.

9.2.2 Reporting Channels
Due to the sensitiveness of sexual harassment, the reporting channel and procedure deviate slightly from the regular reporting channel of the Grievance Procedures of the Standing Orders of the Civil Service.

   a) The reporting channel for complaints of sexual harassment shall be through any of the following:
      (i) The head of the department of human resource/personnel

      (ii) The head of the institution

      (iii) Any of the other designated personnel of the institution
(ii) above shall be permanent members.

b. Any complaint of sexual harassment brought through the channel of the institution should be investigated immediately.

Avoid or prevent Sexual Harassment

How to report Sexual Harassment

Reporting channels For complaints of Sexual Harassment

b) The alleged harasser/defendant should be informed in writing before the investigation begins.

c) The head of the institution shall designate 4 mid-to-upper level employees to serve on the gender-balanced Sexual Harassment Internal Investigative Committee, any 3 of whom may serve to investigate the merit of the charge along with a member from the Ministry of Gender and Development to observe the 3-member Investigative Committee and report fairness.

d) Where complaint originates from the Ministry of Gender and Development, the external member of the Sexual Harassment Investigative Committee will be from the Civil Service Agency.
e) Each employee shall have access to any and all of the 4 designated members of the Sexual Harassment Internal Investigative Committee, the names of whom shall be placed on the Bulletin Board of the institution for employees to view freely.

f) Any dissatisfied party may file an appeal in accordance with Chapter 6, Section 3 of the Standing Orders for the Civil Service.

g) Since the act of sexual harassment is committed by the individual, it is the individual who must come before the Sexual Harassment Internal Investigative Committee and not a representative of the institution as is the case in the usual Grievance Procedure. However:

(i) If the head of the institution is involved as a defendant in the reported case of sexual harassment, a committee of his/her peers shall be set up to investigate the charge.

(ii) This Committee of Peers shall be composed of the heads of three different institutions (ministries/agencies) and shall also be gender balanced and chaired by the Director General of the Civil Service.

(iii) If a member of the Internal Investigative Committee is accused of sexual harassment, the report shall be investigated by any 3 of the remaining 4 members of the Sexual Harassment Internal Investigative Committee.

Members of the Investigative Committee

One member of the Committee shall be From the MoGD

Complainant has
9.2.3 Reporting Procedure
A Report of sexual harassment may be:

a) Verbal for the purpose of immediacy

b) Followed up in writing within not more than 5 working days in accordance with Section 6.2.1 of the Standing Orders of the Civil Service.

c) Filed as an official complaint of sexual harassment with the Examining Committee of the Board of Appeals of the Civil Service, through the Director General of the Civil Service Agency, only after exhausting the probe of the Reporting Channel at complainant’s workplace. A copy of the case record must be attached.

Section 3: Disciplinary Action

9.3.1 Penalty for Acts of Sexual Harassment
Sexual harassment incidents will be investigated and will justifiably lead to disciplinary measures, which include warning, suspension or summary dismissal.

a) Visual incidents such as showing pornographic pictures, magazines or films in plain view of another employee or client:
   First incident = written warning
   Second incident = second written warning
   Third incident = suspension up to 30 days

b) Verbal incidents such as soliciting, commenting crudely:
   First incident = written warning
   Second incident = suspension up to 30 days
   Third incident = dismissal

c) Physical incidents such as touching inappropriately, groping etc.:
   First incident = suspension up to 30 days
   Second incident = dismissal

Section 4: Grievance Procedure

9.4.1 Structure
The Examining Committee of the Civil Service Board of Appeals, shall receive written complaints of sexual harassment and investigate the complaints and enforce the necessary disciplinary action and sexual harassment regulations, as prescribed in Section 9.3.1 above.

Procedure to follow in reporting an incident of Sexual harassment
Disciplinary action and Penalties for acts of Sexual harassment
Taking complaints of Sexual Harassment To the Examining Committee
9.4.2. **Equal Opportunity**

It is the policy of the Government, through the Standing Orders of the Civil Service, that full and fair consideration be given when an employee or group of employees allege that they have been sexually harassed. Each allegation/complaint shall be investigated within the framework of existing regulations.

9.4.3 **Obligation of the Examining Committee**

The Committee must conduct an investigation of all complaints of sexual harassment brought before it. In investigating a charge the committee may make written requests for information, interview individuals, or review documents, and, if necessary, visit the facility where the alleged sexual harassment occurred, generally following the procedure as stated in Section 6.2 of the Standing Orders of the Civil Service.
APPENDICES
# MAJOR AMENDMENTS

## Schedule of Replacement Pages

Note: The pages which are replaced should be reinserted behind this schedule.

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<thead>
<tr>
<th>Serial No. of page</th>
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MINOR AMENDMENTS

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</tbody>
</table>
CERTIFICATION REQUEST
CIVIL SERVICE AGENCY
REPUBLIC OF LIBERIA

1. FROM – NAME OF AGENCY

2. FOR – CLASS TITLE

3. DATE OF REQUEST

PLEASE REFER TO US INTERESTED INDIVIDUALS ELIGIBLE FOR CIVIL SERVICE APPOINTMENT TO THE CLASS NAMED ABOVE. SPECIFIC POSITION CONDITIONS ARE LISTED BELOW.

4. NO. OF VACANCIES

5. LOCATION OF EMPLOYMENT

6. TENURE AND EFFECTIVE DATE OF APPOINTMENT(S)
   PERMANENT ☐ FROM
   LIMITED TERM ☐ FROM
   TO ☐

7. CERTIFY FROM THE FOLLOWING LISTS
   OPEN ☐
   PROMOTIONAL ☐

8. TIME BASE OF POSITION(S)
   FULL TIME ☐
   PART TIME ☐ *
   IRREGULAR ☐ *
   *.INDICATE HOURS/WEEKS IF LESS THAN FULL TIME.

9. EXPLANATION OF VACANCY
   ☐ REPLACEMENT OF (GIVE NAME) ________________________________
   ☐ NEW POSITION(S)
       LIST POSITION NUMBER(S)

10. ANY ADDITIONAL COMMENTS/INFORMATION

11. HAVE ELIGIBLE PERSONS REPORT TO

   ________________________________  OFFICE ADDRESS AND ROOM No.
   NAME

   ________________________________  PHONE No.
   TITLE

12. ATTACH A COMPLETED COPY OF A STANDARD POSITION DUTY STATEMENT TO THIS DOCUMENT FOR EACH VACANCY LISTED ABOVE.

   ________________________________  ________________________________  ________________
   REQUESTORS SIGNATURE  TITLE  DATE

Note: A Separate copy of this form must be submitted for each class for which a certification is requested.
## NON – CLERICAL PERSONNEL ACTION NOTICE FORM

**Ministry/Agency:**

<table>
<thead>
<tr>
<th>NAME OF EMPLOYEE</th>
<th>FROM</th>
<th>TO</th>
<th>ACTION</th>
<th>EFFECTIVE DATE</th>
<th>PLACE OF WORK</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

### Budget Bureau Form

**Republic of Liberia**

**Personnel Action Notice**

**Action Legend:**
- **A** = Appointment
- **P** = Promotion
- **R** = Resignation/Deceased
- **D** = Dismissal
- **SC** = Salary Change
- **T** = Transfer
- **Q** = Quit

**Requesting Agency:**
- Personnel: ________________
- Finance: ________________
- Agency Head: ________________

**Budget Bureau:**
- Analyst: ________________
- Asst. Director: ________________
- Deputy Director: ________________
- Approve: ________________

**Date:** ____________________________

**Date:** ____________________________
**Clerical Personnel Action Notice Form**

<table>
<thead>
<tr>
<th>No.</th>
<th>Routing: Send original and four copies to the Civil Service Agency together with the original and two copies of the Payroll Add and Delete Forms</th>
</tr>
</thead>
</table>

1. **From:** Name of Employing Agency
2. **Date Prepared:**
3. **Location of Employment:**

4. **Name of Employee:**
5. **Date of Birth:**
6. **Check One:**
   - Male
   - Female

7. **New Class Title:**
8. **New Position #:**
9. **Salary Rate:**
   - Annual
   - Monthly Equivalent

10. **Effective Date of Action**
11. **Old Position #:**

12. **Time Base:**
   - Full Time
   - Part Time
   - Irregular

13. **Effective Date of Action**

14. **Retirement (Check One):**
   - Regular
   - Effective Date: _____________
   - Disability

15. **Type of Action:** Check no more than one for Order and AND/OR B
    - For Items a. through e. Show Certification
    - Items e. through j. Attach
    - Standard Position Duty: Statement

**A. Appointment:** Certification No.
   - a. Original
   - b. Promotion
   - c. Limited Term-Expire Month-Day-Year
   - d. Provisional –Expire Month-Day-Year
   - e. Conditional Limited
   - f. Transfer
   - g. Demotion
   - h. Re-Employment
   - i. Right of Return From
   - j. Re-Employment From Lay-Off

**A. Separations and Miscellaneous**
   - k. Resignation
   - l. Termination of Provisional Appointment
   - m. Termination of Limited Term Appointment
   - n. Rejection During Probation
   - o. Dismissal
   - p. Deceased
   - r. Layoff
   - s. Other (Explain in Remarks Section)

16. **Remarks (Use reverse side of this document or attach a sheet of paper if needed)**

**Director-General Civil Service**

<table>
<thead>
<tr>
<th>Date: ________________</th>
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</thead>
<tbody>
<tr>
<td><strong>Signature of Appointing Authority:</strong></td>
</tr>
</tbody>
</table>

17. **Civil Service Agency Approval Classification:**

18. **Salary:**

19. **Certification:**

20. **Approved:**

**Budget Bureau Approval of Funding:**

<table>
<thead>
<tr>
<th>Analyst ___________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asst. Director _____________________</td>
</tr>
<tr>
<td>Dep. Director ______________________</td>
</tr>
<tr>
<td>Funding Approved: __________________</td>
</tr>
<tr>
<td>Date: _____________________________</td>
</tr>
</tbody>
</table>
# Ministry/Agency/Bureau Attendance Form

## Republic of Liberia

**Civil Service Agency**

**Monrovia**

**Attendance Form**

<table>
<thead>
<tr>
<th>MINISTRY/AGENCY/BUREAU:</th>
<th>PREPARED BY:</th>
<th>ATTENDANCE REPORT FOR THE MONTH ENDING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>DATE:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAME</th>
<th>No. OF DAYS ABSENT WITHOUT EXCUSE</th>
<th>No. OF DAYS ABSENT WITH EXCUSE</th>
<th>No. OF DAYS ABSENT FOR ILLNESS</th>
<th>No. OF DAYS TARDY</th>
<th>DEATH</th>
<th>APPOINTMENT/TRANSFER</th>
<th>DISMISSAL RESIGNATION SUSPENSION</th>
<th>OTHER DISCIPLINARY ACTION</th>
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52
### Standard Annual Leave Form

**Republic of Liberia**  
Civil Service Agency  
Monrovia  

<table>
<thead>
<tr>
<th>MINISTRY / AGENCY / BUREAU:</th>
<th>___________________________</th>
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<tbody>
<tr>
<td>PREPARED BY:</td>
<td>___________________________</td>
</tr>
<tr>
<td>APPROVED BY:</td>
<td>___________________________</td>
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<tr>
<td>DATE:</td>
<td>___________________________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAME OF EMPLOYEE</th>
<th>POSITION/TITLE</th>
<th>SEX</th>
<th>DATE OF EMPLOYMENT</th>
<th>ACADEMIC DEGREE</th>
<th>PREVIOUS EMPLOYMENT MINISTRY/AGENCY/ BUREAU</th>
<th>YEARS OF SERVICE</th>
<th>LEAVE REQUEST DATE</th>
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</table>
### PERSONNEL EMPLOYMENT RECORD FORM

**REPUBLIC OF LIBERIA**  
**CIVIL SERVICE AGENCY**

NOTE: This form is to be filled and attached to the Personnel

Action Notice (PAN) of each Personnel being considered for appointment, promotion, or salary change, and all old employees who do not have records with the Civil Service Agency.

PLEASE PRINT OR TYPE

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td><strong>NAME</strong></td>
<td><strong>LAST</strong></td>
<td><strong>FIRST</strong></td>
</tr>
<tr>
<td>2.</td>
<td><strong>PLACE OF EMPLOYMENT (MINISTRY, AGENCY, BUREAU) OFFICE CODE/PAYROLL NUMBER(S)</strong></td>
<td></td>
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</tr>
<tr>
<td>3.</td>
<td><strong>LOCATION OF EMPLOYEE (COUNTY / TERRITORY)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td><strong>DATE OF EMPLOYMENT</strong></td>
<td><strong>SOCIAL SECURITY #</strong></td>
<td><strong>NATIONALITY</strong></td>
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</table>

**PERSONAL DATA**

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<td>5.</td>
<td><strong>DATE OF BIRTH</strong></td>
<td>(DAY)</td>
<td>(MONTH)</td>
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<td>6.</td>
<td><strong>PLACE OF BIRTH</strong></td>
<td>(CITY)</td>
<td>(TOWN)</td>
</tr>
<tr>
<td>7.</td>
<td><strong>SEX</strong></td>
<td><strong>MARITAL STATUS</strong></td>
<td><strong>LAST NAME(S)</strong></td>
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<tr>
<td>8.</td>
<td><strong>COUNTY/TERRITORY OF ORIGIN</strong></td>
<td><strong>NUMBER OF DEPENDENTS, IF APPLICABLE</strong></td>
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**LEVEL OF EDUCATION – CHECK THE HIGHEST COMPLETED TO DATE**

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<tr>
<td>9.</td>
<td><strong>(DOCTORATE DEGREE)</strong></td>
<td><strong>(MASTERS DEGREE)</strong></td>
<td><strong>(BACHELOR'S DEGREE)</strong></td>
</tr>
</tbody>
</table>

**PRESENT JOB TITLE**

**GROSS SALARY PER ANNUM**

**LIST POSITIONS PREVIOUSLY HELD IN PRESENT PLACE OF EMPLOYMENT (USE ADDITIONAL SHEET IF NEEDED)**

<table>
<thead>
<tr>
<th>TITLE/POSITION</th>
<th>ANNUAL SALARY</th>
<th>FROM (YR)</th>
<th>TO (YEAR)</th>
<th>LOCATION (CO)</th>
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**LIST PREVIOUS PLACES OF EMPLOYMENT IN GOVERNMENT AND RELATED SERVICES**

<table>
<thead>
<tr>
<th>MINISTRY/AGENCY/BUREAU</th>
<th>POSITION/TITLE</th>
<th>ANNUAL SALARY</th>
<th>FROM</th>
<th>TO</th>
<th>LOCATION</th>
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**I HEREBY CERTIFY THAT THE ABOVE INFORMATION IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE. I AM AWARE THAT ANY FRAUDULENT OR UNTRUE STATEMENT WILL AUTOMATICALLY DISQUALIFY ME FROM ENTERING AND SERVING WITHIN THE CIVIL SERVICE**

SIGNED: ___________________________________________  
APPLICANT: _________________________________________

DATE: ___________________  APPROVED: ___________________

PERSONNEL DIRECTOR
## Personnel List Form

REPUBLIC OF LIBERIA

**PERSONNEL LIST FORM**

**DATE PREPARED** ____________________________

**FISCAL YEAR** ____________________________

**MINISTRY/AGENCY/BUREAU**

<table>
<thead>
<tr>
<th>NAME OF EMPLOYEE</th>
<th>SEX</th>
<th>DATE OF EMPLOYMENT</th>
<th>POSITION/TITLE</th>
<th>SALARY</th>
<th>EFFECTIVE DATE</th>
<th>REMARKS</th>
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<td>CURRENT</td>
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</table>
PART A

PERFORMANCE APPRAISAL FORM

Notes for the appraiser: please read carefully

1. If the Civil Service is to make the best use of its resources, it is essential to know how people perform in their work. It is essential that every employee should know how his or her performance has measured up to what is expected of them.

2. This appraisal report form has been designed to help you – the supervisor – assess the work of your subordinates and to indicate how further development or improvements can be made.

3. Remember that most people have their strengths and weaknesses. A fully efficient person can, and often will, deserve markings in the lower end of the scale for some aspects of his or her performance, and a person who is not particularly good at his job may have some qualities which rate a mark at the higher end of the scale.

4. It is most important that you give full and careful consideration to the performance of the employee you are about to appraise. Be sure that you give sympathetic consideration to all aspects of his or her work and that you set aside enough time to discuss your report with him or her in detail.

5. You should assess the performance of your subordinates in Part B by placing a check in the appropriate box on a scale which runs from 0 to 5. A rating of ‘5’ represents exceptionally good ability, whereas ‘0’ indicates performance which is inefficient and totally unsatisfactory.

6. Remember that your own performance is discernible from the reports you write on others.
## PART B

### PERFORMANCE APPRAISAL FORM

<table>
<thead>
<tr>
<th>Name of Person Being Appraised</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Class Title</td>
<td>________________________________________________________________</td>
</tr>
<tr>
<td>Ministry or Agency</td>
<td>________________________________________________________________</td>
</tr>
</tbody>
</table>

Please assess the following aspects of performance by placing a check in the box which is most appropriate. Five (5) being the highest, and zero (0) the lowest.

<table>
<thead>
<tr>
<th>1.</th>
<th>Is highly motivated, has drive and determination.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>i.e. Accepts feedback</td>
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<tr>
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<td>• Utilizes feedback in future performance.</td>
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<td>• Is encouraged by complements And recognition.</td>
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<td>• Does well carrying out tasks.</td>
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<thead>
<tr>
<th>2.</th>
<th>Has good administrative ability</th>
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<tbody>
<tr>
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<td>i.e. Makes suggestions for improvement.</td>
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<td>• Works towards achieving improvement.</td>
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<td>• Identifies areas needing development.</td>
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<td></td>
<td>• Provides guidance to co-workers</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>3.</th>
<th>(If applicable) Is good at supervising others.</th>
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<tbody>
<tr>
<td></td>
<td>i.e. Contributes to establishing comfortable work environment.</td>
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<td>• Cooperates with subordinates.</td>
</tr>
<tr>
<td></td>
<td>• Assists subordinates in completing their tasks</td>
</tr>
<tr>
<td></td>
<td>• Provides guidance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.</th>
<th>Works well with others.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>i.e. Nurtures mutual respect.</td>
</tr>
<tr>
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<td>• Open to suggestions of others</td>
</tr>
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<td>• Shares ideas</td>
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<td>• Receptive to co-workers</td>
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<td></td>
<td>• Team player</td>
</tr>
</tbody>
</table>

---

Page 1 of 2
5. Has good analytical ability and judgment
   i.e.
   - Ability to create
   - Ability to make decisions
   - Ability to evaluate/monitor work
   - Identifies problems
   - Thinks clearly

6. Is dependable in meeting work commitments.
   i.e.
   - Follows instructions
   - Can be trusted to stay on assigned task
   - Maintains focus on job
   - Does not need reminders to complete task

7. Gets through a lot of work.
   i.e.
   - Takes initiative
   - Assists others in completing assigned tasks
   - Performs beyond expectation
   - Does other tasks outside of scope

8. Is quick to learn.
   i.e.
   - Appreciates instructions
   - Works independently
   - Accepts change
   - Eager to learn new ideas
   - Works well with team

9. Has a good attendance record and is punctual and prompt.
   i.e.
   - Always present
   - Comes to work on time
   - No unexcused absences

10. Has good appearance.
    i.e.
    - Appropriately attired
    - Has good deportment
    - Maintains good hygiene

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has poor analytical ability and judgment.</td>
<td>Has poor analytical ability and judgment.</td>
<td>Is unreliable in meeting work commitments.</td>
<td>Is unreliable in meeting work commitments.</td>
<td>Is slow and has a low work output.</td>
<td>Is a slow learner.</td>
</tr>
</tbody>
</table>

TOTAL SCORE ____________________________________________________________________ of possible 50 points

0 - 10 may require re-assignment or training
11 - 20 needs re-assessment/ re-training
21 - 30 needs improvement, training
31 - 40 acceptable but could also use some training
41 - 50 good/very good
PART C

PERFORMANCE APPRAISAL FORM

GENERAL REMARKS

1. Please give additional relevant information in summary pointing out the main strengths and weaknesses of the person being appraised.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
2. APPRAISER’S SIGNATURE__________________________________________________

CLASS TITLE____________________________________________________________

FULL NAME______________________________________________________________

DATE__________ _________________________________________________________________________

3. NOTE FOR THE PERSON BEING APPRAISED: After you have read this report and your supervisor has discussed it with you, you must sign below. If you do not agree with the assessments you should check the appropriate box. You will then be able to discuss the assessment with your next level supervisor.

☐ I agree with these assessments.

☐ I do not agree with these assessments, and I wish to discuss them with my next-level supervisor.

SIGNATURE OF PERSON BEING APPRAISED___________________________________________

CLASS TITLE______________________________________________________________

DATE__________ _________________________________________________________________________
SEXUAL HARASSMENT INQUIRY GUIDELINES

Use the guidelines forms for interviewing the alleging harasser, alleged harasser and any witness(es).

1. Advise all parties of the need for confidentiality and its limitations.

2. Advise all parties of your responsibility to conduct an inquiry and mention the potential for requesting further investigation by Human Resources.

3. Investigate promptly. Conduct a thorough and impartial inquiry. Get detailed facts from the parties involved (e.g., who, what, when, where, why, and how). Follow all procedures in Section 9.4 and conduct a thorough impartial inquiry. Use the forms in Appendix 11 of the Standing Orders as guidelines for interviewing the alleging harasser, alleged harasser, and all witnesses. Use additional sheets as necessary.

4. Take immediate remedial action when necessary (e.g. separate employees and offer counseling).

5. Advice all parties that retaliation against any person for reporting or providing information on potential sexual harassment is illegal and will not be tolerated.

6. Take prompt disciplinary action where appropriate, according to Section 9.3.1 of the Standing Orders for the Civil Service.

7. Advise the alleged harasser of his or her rights with regard to resolving the complaint.

8. Contact the Investigative Committee Members to convene promptly after receipt of the compliant.

9. Submit all forms under confidential cover to the Chair of the Internal Investigative Committee upon completion of the initial inquiry. The Committee will convene and review the information to ensure that the inquiry may be appropriately resolved and concluded. The Chair will then give the documents to the Human Resource Director for confidential filing.

PART A
GUIDELINES FOR INTERVIEW WITH ALLEGING HARASSEE
Date of Interview: __________________________________________________________

Name: ______________________________________________________________________

Title: ______________________________________________________________________

Job location: __________________________________________________________________

Tour and hours of duty: ______________________________________________________

Provide times the events occurred: ____________________________________________

Advise alleging harasssee of your responsibility to see that a prompt and thorough management inquiry
on the conduct takes place.

List names of individuals who allegedly committed the harassment.

1. Name: ___________________________ Title: ___________________________

   Work Location: __________________________________________________________

2. Name: ___________________________ Title: ___________________________

   Work Location: __________________________________________________________

3. Name: ___________________________ Title: ___________________________

   Work Location: __________________________________________________________

Describe specifically the action (s) and the date (s) on which they occurred.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

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APPENDIX 11

PART A – GUIDELINES FOR INTERVIEW WITH ALLEGING HARASSEE

Was this an isolated event or a pattern of similar events or behavior?
What was your reaction?

_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

How did this conduct or behavior affect you?

_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

Can you continue to work at your current location?

_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

Can you identify other individuals with knowledge either of the alleged conduct at issue or of similar actions or behaviors by the charged individual(s) in the past? (Include observations, what people heard, and who you told about the events in question.) Are there any documents or other physical evidence that may support the claim of the alleged occurrences? If so, identify them.

_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
Have you previously complained about this or related acts or harassment to a supervisor or manager? If so, please identify the individual to whom you complained, the date(s) of the complaint(s) and the resolution(s), if any.

Ask the alleging harasser how he or she would like the matter resolved.

Ask the alleging harasser if there is any question not asked that should have been, and if there is anything else about the allegations or any other information he/she would like to provide in reference to the inquiry.

Follow up with the alleging harasser to ensure satisfactory resolution of the matter.

Signature of Investigative Committee Member  Date

Signature of Alleging Harassee  Date

Submit all forms under confidential cover to the Investigative Committee as applicable upon prompt completion of the initial inquiry. The Investigative committee (In sitting) reviews the information to ensure appropriate resolution.
Date of Interview: _____________________________________________________________

Name: _______________________________________________________________________

Title: _______________________________________________________________________

Job location: _________________________________________________________________

Tour and hours of duty: _______________________________________________________

Provide a factual statement regarding the allegation.
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

How did the alleging harasser react to your words or action?
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

Can you identify any witness with knowledge of this incident, either directly or indirectly through you?
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

PART B – GUIDELINES FOR INTERVIEW WITH ALLEGING HARASSER

Can you identify any documents or other supporting evidence?
Is there any other information that should be considered in evaluating this case—e.g., perception of working relations with alleging harasser or perception of why the charge was made?

Has anyone ever made allegations of this type against you before? And when? And Where? Describe circumstances, including whether the allegations were investigated and the outcome.

Have you ever been disciplined for improper conduct or sexual harassment.
Submit all forms under confidential cover to the Investigative Committee as applicable upon prompt completion of the initial inquiry. The Investigative committee (In sitting) reviews the information to ensure appropriate resolution.
Date of Interview: ________________________________________________

Name: __________________________________________________________

Title: _______________________________________________________________________

Job location: ________________________________

Tour and hours of duty: ______________________________________________

Length of time you have known alleged harasser.

_________________________________________________________________________________

_________________________________________________________________________________

Length of time you have known alleging harasser.

_________________________________________________________________________________

_________________________________________________________________________________

Provide a factual statement regarding the allegations, noting what you saw or heard, where and when the incident occurred, and anyone else who was there.

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

If you observed the incident(s), describe the parties’ reactions.

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________
Provide identities of other persons with knowledge of information relevant to this inquiry – e.g. awareness of similar behavior by the alleged harasser toward other employees, or whether you spoke to anyone else about the incident(s).

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Provide any other information that should be considered in this case:

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Signature of Investigative Committee Member                                  Date

_________________________________________________________________________________

Signature of Witness                                                     Date

Submit all forms under confidential cover to the Investigative Committee as applicable upon prompt completion of the initial inquiry. The Investigative committee (In sitting) reviews the information to ensure appropriate resolution.
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