

**PUBLIC PROCUREMENT &
CONCESSIONS COMMISSION
(PPCC)**

ENSURING ECONOMIC AND EFFICIENT USE OF PUBLIC FUNDS

**ADMINISTRATIVE
MANUAL**

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1A: STAFF REGULATIONS & MANAGEMENT & INFORMATION SUPPORT SYSTEMS

Staff Regulations

BACKGROUND

INTRODUCTION

The Public Procurement and Concessions Commission (PPCC) is committed to fair, clearly stated, and supportive relationships between the PPCC and its staff. These Staff Regulations of the PPCC have been established in order to provide a guide to the personnel and related administrative practices of the PPCC and to ensure consistency of personnel and related administrative decisions. It is the intention of the PPCC to administer the personnel programs in a manner which complies with the letter and spirit of all applicable legal and administrative regulations. This document is designed to provide guidance to staff at the PPCC. It is not a part of any contract between the PPCC and its employees. It is only a set of formal guidelines for personnel and related administrative practices.

PURPOSE

These Staff Regulations serve **three equally important functions**:

1. To communicate **important organization information** with employees;
2. To clearly communicate **mutual expectations** between PPCC and employees; and
3. To meet **legal and regulatory requirements**.

These regulations will serve as a vital communications link between management and employees because it clearly states in writing what is expected in a wide variety of areas. **It is one of the most important documents in this organization.**

SCOPE OF REGULATIONS

These Staff Regulations establish the basic principles of employment, regulate the working relations, and establish the rights and responsibilities of the officials and support staff, who render their services for and receive remuneration from the PPCC, established by Act of the National Legislature of Liberia.

APPLICABILITY

1. These Regulations shall apply to all staff members of the Secretariat holding a contract of employment.
2. In implementing these Regulations, the ED may issue corresponding, specific Staff Rules as necessary.

EMPLOYMENT POLICIES

2.1 AFFIRMATIVE ACTION

The policy and intent of the PPCC is to provide equal employment opportunity for all persons regardless of race, color, religion, ethnic origin, marital status, political affiliation, or gender identity, and status with regard to disability, sex, or age.

The PPCC intends to respond affirmatively in its employment practices. Affirmative action applies to all aspects of employment practices, including, but not limited to, recruiting, hiring, placement, promotion, demotion, transfer, training, compensation, benefits, layoff, recall, and termination. The PPCC seeks to do business with organizations that encourage equal employment opportunity.

However, as a public entity, PPCC prescribes to the Civil Services practice of encouraging internal growth through upward mobility. By this, PPCC, in filling existing vacancies, encourages promotions from within and seeks external recruitment only when the pool of internal skills available is insufficient to satisfy the

requirements of the vacancy. Notwithstanding the foregoing, all recruitment shall be done on a competitive basis.

2.2 VALIDITY OF EMPLOYMENT

A valid agreement of employment is considered to be in force from the moment (and only after) an **Employment Contract** is signed and between PPCC and the employee.

Each employment shall be by a **Letter of Employment** or a written contract.

Any contracted person also assigned other duties must continue fulfilling his/her other duties as a condition of continued employment as a staff member. Failure to fulfill these responsibilities is grounds for dismissal.

2.3 EMPLOYEE CLASSIFICATION

2.3.1 Employment Status

All employees are classified as either full-time, temporary, or special project.

A FULL-TIME EMPLOYEES is a salaried staff employed to fill a specific positions that is within the normal organizational structure of the PPCC. A full-time employees works a minimum of 40 hours per week.

A PART-TIME EMPLOYEE is a salaried staff whose position is within normal functional categories of the organization, but whose hire is determined by PPCC’s needs from time to time and/or its ability (or inability) to hire a full-time staff for the position at the time. A part-time staff works at least 20 hours, but less than 40 hours per week.

THE SPECIAL PROJECT EMPLOYEE is an unsalaried staff, who is hired to undertake work of a special project nature, which carries a fixed duration. He/she is paid special sums, based on the terms of his/her contract, which is not necessarily linked to hours worked or time spent at work. A Special Project Employee is generally a temporary employee.

2.4 JOB CLASSIFICATION

PPCC operates a job grade system, which is used to classify employees and appropriately add as a factor in determining their salaries, benefits, and entitlement. Accordingly, all positions within PPCC (that is, for regular (full- and part-time) employees are classified in Groups from 1 to 6; for part-time employees, however, the categories they fall into is determined at the time of hire, based on the equivalent of the assignment to regular positions within the structure, if the job is not specifically represented on the formal organizational chart of PPC, but the functions to be performed are within the various functional areas.

The various classifications of PPCC employees, based on current positions in PPCC, are as follows:

PPCC Employee Classification Table

06	Executive Director	PPCC-OED-001-06	A
05	Directors		
	• Compliance & Monitoring Director	PPCC-COM-00_-05	B
	• Policy, Standards, & Procedures	PPCC-PSP-00_-05	B
	• Complaints, Appeal, & Review Director	PPCC-CAR-00_-05	B
	• Training Director	PPCC-TRN-00_-05	B
	• Finance & Administration Director	PPCC-FAD-00_-05	B
	• Information & Communication Director	PPCC-INC-00_-05	B
04	Officers		
	• Compliance & Monitoring Officer	PPCC-COM-00_-04	C
	• Policy, Standards, & Procedures Officer	PPCC-PSP-00_-04	C
	• Bulletins Officer	PPCC-PSP-00_-04	C
	• Complaints, Appeal, & Review Officer	PPCC-CAR-00_-04	C
	• Training Officer	PPCC-TRN-00_-04	C
	• Administrative Officer	PPCC-FAD-00_-04	C
	• Accounts Officer	PPCC-FAD-00_-04	C

03	<ul style="list-style-type: none"> Public Relations Officer Administrative Assistant – Commissioners 	PPCC-INC-00_-04	C
		PPCC-FAD-00-04	C
02	Executive Secretary	PPCC-OED-00_-03	D
01	Secretaries Professional Assistants	PPCC-___-00_-02	E
		PPCC-___-00_-02	E
01	Drivers Messengers Office Assistants	PPCC-FAD-00_-01	F
		PPCC-___-00_-01	F
		PPCC-___-00_-01	F

Grade

The Grade refers to salary and benefit levels. At each grade/level, a range is set within which all staff at that grade/level are paid. It is therefore possible that staff at the same level earn slightly different salaries, from minimum to maximum within the salary range.

Job Number

Note the content of the Employee Job Number (using the ED’s Job Number to illustrate):

- PPCC - The Employer, Public Procurement & Concessions Commission
- OED - The department in which the employee works; in this case, Office of the Executive Director
- 001- Employment Number (based on time of employment and number of staff already employed). Here, it is assumed that because the PPCC is a new organization, the current ED was the first employee to be hired.
- 05 - Employee Level in the structure; it is anticipated that Level 5 will be the highest level.

Designation of the group to which an employee belongs by virtue of position/job classification is made at the time of employment. When an employee is transferred or promoted to another position, the group to which the new position belongs is also designated.

2.5 EMPLOYEE IDENTIFICATION

Each employee of PPCC (full-time and part-time) is given an identification (I.D.) card for the purpose of proper identification, free movement around PPCC’s premises, and to facilitate representation of the organization when the need arises. The identification card shall be provided by the organization. It shall carry the employee’s photograph, position, area of assignment, employee I.D. number, and the signatures of the employee holding the I.D. card and the Executive Director of PPCC and the Chairman (in the case of the Executive Director).

PPCC’s identification card shall be issued to the employee for a specified duration, after which it is handed in and a new one issued, provided the employee remains within the employ of PPCC after the expiration of the previously held identification card. All I.D. cards will be retrieved from employee at the end or termination of their contracts.

All employee I.D. cards should be worn at all times in a position where it can be easily seen. A neck chain or clip is useful for this purpose. If an I.D. card is misplaced, it should be reported immediately to the Admin/Personnel Office. However, the cost of re-issuance shall be borne by the employee whose I.D. card is misplaced, if it is determined that the cause of such misplacement of the I.D. card was negligence on the part of the employee.

2.6 RECRUITMENT AND APPOINTMENTS

2.6.1 General Policy/Standard

PPCC shall operate a merit-based, equal opportunity employment system, meaning that recruitment shall be subject to open competition among nationals of Liberia, regardless of gender, mother tongue, religion and beliefs, or ethnic or social origin. The purpose here is to recruit, hire, and place applicants on the basis of the applicant’s relative knowledge, skills, and abilities. The decision to employ an applicant shall be based solely on the individual’s qualification for the particular position along with other requisite job skills. Minimum qualifications shall be specified in the job description and job specification.

In the effort to attract the best qualified applicants to fill vacancies, it shall also be the policy of PPCC to encourage inward mobility.

2.6.2 Authority to Appoint

- a. The Executive Director shall be appointed by the Commission.
- b. All other staff shall be appointed by the Executive Director; however, all senior staff positions to which the Executive Director shall appoint, shall be done in collaboration with and approval of the Commission.

- c. The paramount consideration in the staff members' selection shall be the necessity for securing the highest standards of their efficiency, competence and integrity.

2.6.3 General Recruitment Procedure

- a. Staff members shall be selected competitively by tender procedure. The common and specific qualifications and experience required of staff members (selection criteria) shall be determined according to the Job Descriptions for the relevant posts.
- b. The Commission shall agree on the text of a Vacancy Announcement, including required qualifications, other conditions (e.g. the term of employment and the deadline for application) and job description, for the post of the Officials. The Secretariat shall announce this vacancy through agreed means in conformity with the rules and regulations of the PPCC.
- c. The applications shall be submitted to the Secretariat within ten to fifteen days of the vacancy announcement.
- d. The applications received shall be examined by a Screening/Search Committee to be constituted by the Chairman, Executive Director or both, depending on the job level of the vacancy. For the recruitment of Senior Staff, the panel shall comprise Commissioners, CSA and LIPA representatives, and any other person the Chairman may designate. In the case of the recruitment of Support Staff, the Executive Director shall constitute a panel comprise of Senior staff member, CSA and LIPA representatives.
- e. Decision on appointment of the Screening/Search Committee shall contain details on its work and time limits.
- f. The Screening/Search Committee shall meet at the Seat of the Secretariat within one week of the closure of the vacancy notice. The objective of screening shall be to disqualify applicants who do not submit applications by deadline and who do not meet the qualifications required for the post.
- g. The Screening/Search Committee shall submit the applications of qualified candidates to the Secretariat or Executive Director.
- h. The Secretariat shall also receive a list of the names of disqualified applicants with their application
- i. The Screening/Search Committee shall short list a number of qualified candidates for interview, within one month of the receipt of the applications.
- j. The chairman (in the case of recruitment of Executive Director) or Executive Director (in the case of recruitment of all other members of the secretariat) shall, without delay, invite selected candidates for the interview (and test, if necessary).
- k. The Commission shall establish a list of questions, which shall be posed to all candidates during their separate interviews lasting a maximum of 50 minutes each (and test, if required).
- l. The decision on appointment shall be adopted after the interviews/tests, at the same session, based on the tabulation of the various scores of the individual applicants by the Interview/Test Panel. Note that tests may be administered by the Civil Service Agency or any independent body appointed by the Commission. In this case, the tests results shall be handled and applied by the Screening/Search Committee and/or Interview Panel. The most qualified and experienced candidate, showing the right attitude for the job, shall be selected and appointed.
- m. The Chairman or Executive Director shall inform all applicants of the decision on appointment within one week after completion of the appointment procedure.
- n. If any staff involved in the screening process of an applicant for the opened vacancy bears any relations to the applicant that has a potential of influencing his/her consideration or judgment, he/she shall be excluded from the selection procedure for that post.
- o. Whether for a new position or an already existing position for which a vacancy exists, these recruitment procedures shall be followed. *See detailed process in Staff Management & Information Support System*

2.6.4 Background Record Checks

- a. The administration of PPCC reserves the right to conduct background checks on all final candidates who will be recommended for positions, including independent contractors, who are being considered for performing the duties of a personnel position. The history check shall be conducted at PPCC's expense. Candidates, including independent contractors, who fail to consent to and comply with this requirement, shall not be considered for employment.
- b. This is especially required in cases where the applicants have lived, worked, or attended school outside the community during the last three to five years and more. And in such situations, all approvals of employment granted by the Commission are contingent upon the receipt of an acceptable background checks report.
- c. The overall purpose of conducting a background record check on all candidates for employment is to determine their eligibility for employment with the PPCC.

2.6.5 Eligibility for Employment

In order to be appointed to positions within the Secretariat of the PPCC, a candidate must, in line with the Civil Service Regulations:

- a. be a Liberian citizen, as defined under the Liberian Aliens and Nationality Law;
- b. Be at least 18 years of age;
- c. Possess the minimum qualifications for the job, as specified by PPCC;
- d. Be certified by a recognized medical practitioner as being fit for the post, given the physical, mental, and emotional requirements attached to the execution of the duties of said post.

2.6.6 Ineligibility for Employment

No candidate shall be appointed to any position within the PPCC if he/she:

- a. has been convicted of a criminal offence;
- b. intentionally makes a false statement in respect of any materials fact in meeting the requirements for employment;
- c. practices fraud or deception in tests administered for employment and in presentations made, which are intended to influence employment decisions;
- d. has been dismissed from other areas of the public service for delinquency within six (6) months of the date of application for employment with PPCC.

2.6.7 Contract on Employment

- a. Upon receipt of letter of appointment signed by the Chairman or Executive Director, the staff members may respectively conclude a contract of employment with the PPCC. The letter of employment or contract shall set out all terms and conditions of employment, including:
 - A statement that the appointment is subject to the Staff Regulations and to changes, which may be duly made to such regulations from time to time;
 - The nature of the appointment, including Job Description;
 - The date on which the staff member is required to commence duty;
 - The period of appointment, the notice required to terminate it and the period of probation;
 - The salary and other remuneration attached to the position;
 - Any special terms and conditions, which may be applicable.
- b. The rights and obligations set out in the contract of employment shall not be subject to change except by mutual agreement.
- c. Together with the offer of appointment, staff members shall be provided with a copy of these Regulations. Upon acceptance of the offer, staff members shall state in writing that they are familiar with and accept the conditions set out in these Regulations.

2.6.8 Period of Appointment

- a. Any qualified applicant receiving an initial letter of employment from PPCC has to serve a probationary period on the job before he/she can be provided a full employment status. This probationary period is for three (3) months for each new staff. The purpose of the probationary period is to observe closely the staff performance and attitude. During the probationary period, if the staff does not perform to set standards, his or her contract will be terminated without notice. He/she may also leave without any prior notice to the Commission. The Commission may extend the probationary period of an employee if performance is not satisfactory during the initial probationary period, and will inform the probationer of:
 - the reason for the extension of the probationary period and
 - the new date of the end of the probationary period.
- b. If during the extended time the probationer's performance is below the required standard the matter will be referred to the Commissioners to consider termination of employment or other options.

2.6.9 Full Employment

- a. Following the probationary period, the new employee shall be recommended for full employment by his/her immediate supervisor, based on satisfactory performance. When such recommendation is made, a letter informing him/her of his/her full status, based on a successful probation, shall be written to the employee.

2.6.10 Performance Evaluation

- a. The purpose of performance evaluation is to review the work of employees on a regular basis. Such reviews assist the making of decisions regarding merit pay, pay increases, transfers, promotions, demotions, training and development, and the continuity of employment.
- b. The performance of staff members shall be the subject of periodic reviews by their respective supervisors, based on execution of the work plans of the PPCC, for the part for which he/she is responsible. Performance evaluations shall be conducted at the end of each calendar year.
- c. The performance evaluation (also called performance appraisal/review) may be counter signed by the staff evaluated.

See ***Performance Evaluation Information System*** for details and format for conducting staff performance reviews.

2.6.11 Transfers

- a. With the approval of the Executive Director, 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.
- b. In all such transfers, the status and salary of the employee must not be reduced, except in the case of disciplinary actions.

2.7 SEPARATION FROM PPCC

Staff may leave the PPCC voluntarily or involuntarily, depending on the circumstances, with all reasons for leaving falling under one of these two primary categories.

2.7.1 Voluntary

Voluntary separation shall involve such circumstances when the employee initiates his/her own departure by offering to resign or by vacating his/her post.

Resignation

- a. Any employee of the PPCC may resign by submitting a letter of resignation to the Executive Director or in the case of the Executive Director, to the Commission at least one (1) month prior to the effective intended date of the resignation, in accordance with public service regulations. When such notice is given, the employee intending to resign shall first obtain the permission of his/her superior, as stated above.

- b. If the staff leaves without a permission to do so, or without giving the required notice, such departure shall be interpreted as having severed his/her connection with PPCC on the date on which he/she ceases to attend duty and will not be granted leave or any allowance.
- c. Permission to resign may be withheld where the circumstances for resigning are not clear or where criminal or disciplinary proceedings have been or about to be instituted against the employee.
- d. Unauthorized absence from work for a period of fourteen (14) consecutive days may be considered as resignation.
- e. An employee who resigns will be liable to forfeit all claims to benefits.

Vacation of Post

Unauthorized absence from work for a period of fourteen (14) consecutive days may be considered as **vacation of post** (or resignation).

Retirement

An employee with 25 years of continuous service to PPCC or at the age of 65 years shall, retire with pension benefits in accordance with the Government Employees Pension Act.

2.7.2 Involuntary

Involuntary separation occurs if the Commission initiates an employee's termination. Some of the reasons for involuntary termination are: insubordination; falsification of employment records; unsatisfactory job performance; unacceptable workplace conduct; absenteeism; theft; dishonesty; mistreatment or disrespect toward other employees, visitors, or other members of the public, and/or violation of any PPCC policies or rules. Involuntary termination could also occur as a result of reduction in staff.

Dismissal and/or Removal from Office

- a. Staff found guilty of gross or continuous misconduct, those who commit breach(es) of contract and policies of PPCC, and those failing to perform satisfactorily may be dismissed.
 - **Misconduct or inappropriate behavior** may include, but not be limited to, misbehavior on the job such as insubordination, refusal to do work reasonably expected, wrongful use of or taking of the organization's property, conviction of a felony, and violation of any policies or practices of the PPCC. Termination for misconduct may require no prior notice.
 - **Breaches and unsatisfactory performance** means failure of an employee to meet performance standards, to complete tasks in a timely, competent way, or to maintain an adequate attendance record. Uncooperative behavior or negative attitudes that affect the work or morale of others may result in termination. Individuals who are terminated will be notified in writing.
- b. At the discretion of the Executive Director, any support staff member facing termination for unsatisfactory performance may be given the option of a chance to improve or to resign as described in the above section under "Resignation."

End of Contract

Persons under contract with the PPCC shall consider their services to be terminated at the end of contract, unless extended prior to the end period stipulated in the current contract.

Termination on Medical Grounds

- a. For medical reasons, the services of an employee may be terminated. Each case shall be determined on its own merit by the Executive Director, in consultation with the Commission and senior management and on advice and recommendation of the Ministry of Health. In the case of the Executive Director, the Commission shall take the appropriate action.
- b. Note, however, that no staff member shall be dismissed or discriminated against because he/she is HIV positive, except under circumstances where the staff's HIV situation is determined by a recognized medical

practitioner (and on further advise of the Ministry of Health) to be of such that the staff is incapable of effectively performing his/her basic job responsibilities as a result of his/her HIV status and condition.

Redundancy/Layoffs

From time to time, the Commission may be forced by circumstances beyond its control to declare redundancies/layoffs, and thereby terminate services of the affected employees. When such an unfortunate event occurs, the affected employees shall be entitled to benefits under the labor law of Liberia.

2.8 PERSONNEL RECORDS

2.8.1 Right of Employee to Personnel Records

An employee may review or obtain a copy of their personnel file by submitting a written request to the Administrative Office. The Administrative Office will schedule an appointment during normal business hours for the employee to review the personnel file, in the presence of a Administrative Office's Representative, or will provide a copy of the employee's personnel file, within five (5) business days of the receipt of the employee's request.

2.8.2 Keeping Your Records Up-To-Date

To insure prompt and proper record keeping, employees are responsible for notifying the Administrative Office in writing of any change in status and/or achievement: name, address, telephone, marital and family status, emergency contact information, education, etc.

2.9 EMPLOYEE APPEALS (GRIEVANCE PROCEDURES)

The purpose of the employee appeal procedure is to provide a means for employees to resolve their work place concerns with management. All regular and temporary employees of the PPCC may file a grievance under this section.

2.9.1 DEFINITION OF AN APPEAL

A grievance shall be determined as an alleged misapplication of PPCC employment policies. This procedure represents an intention to offer a dispute resolution mechanism to the employees of the PPCC. Failure by the PPCC to exactly follow this procedure shall not subject the PPCC to a breach of contract claim.

2.9.2 TIMING FOR APPEALS

In order to qualify for processing under this section, an appeal must be filed no later than thirty (30) calendar days after the date on which the aggrieved condition commenced.

2.9.3 Steps

Step One:

An aggrieved employee may present an appeal to his/her immediate supervisor for discussion. The supervisor shall have five (5) regular working days in which to respond to the relief requested. Should the supervisor fail to respond within this time limit or if the employee finds the response unsatisfactory, the appeal may be reduced to writing, clearly specifying the policy allegedly misapplied, and the relief requested. The appeal should be submitted to the Executive Director within five (5) regular working days from the time the first step answer was due or was given. The Executive Director should respond in writing within five (5) days of receipt and if the Executive Director fails to respond within this time, or if the employee finds the response unsatisfactory, or in cases where the Executive Director is the immediate supervisor, the employee may proceed to Step Two.

Step Two:

The employee may submit an appeal to the Personnel Committee of the Commission if Step One has not resolved the issue. Upon receipt of a written appeal, the Personnel Committee will inform the Executive Committee and the Commission's Chair of the appeal. The Personnel Committee shall also convene a meeting wherein statements shall be taken from the appealing employee and the employee's immediate supervisor, as applicable, either separately or jointly at the discretion of the Personnel Committee Chair. The Personnel Committee may also request statements from other employees. The Committee may refuse to grant the

employee's request for appeal when the issues involved are minor in nature, or involve evaluations or judgments by management unless they appear to be contrary to policy, malicious or vindictive. The Personnel Committee shall have ten (10) regular working days in which to respond to the employee in writing concerning the relief requested. If the Personnel Committee fails to respond within this time limit, the employee may petition the Chair of the Commission. Failure on the part of the employee to petition the Chair of the Commission within thirty (30) days of the result of Step Two shall result in the appeal being waived.

Step Three:

The Chair of the Commission shall convene a meeting with the aggrieved employee, the Personnel Committee Chair, the Executive Director and the Immediate Supervisor, as applicable, either separately or jointly at the discretion of the Chair. The Chair may convene an executive committee meeting and within ten (10) working days shall respond to the grievant in writing with the final decision. In all instances, a thorough and fair investigation will take place, giving careful consideration to the rights and dignity of the people involved. The Chair will report the grievance and the result at the next regularly scheduled Commissioners meeting.

DUTIES, OBLIGATIONS, IMMUNITIES, & PRIVILEGES

3.1 ACCOUNTABILITY AND RESPONSIBILITY

- a. By accepting appointment, staff members pledge to discharge their functions and regulate their conduct with the interests of the PPCC only in view.
- b. Staff Members shall carry out their duties and responsibilities professionally and with due diligence, as specified in the Job Description applicable to the post in question.
- c. Staff members shall be responsible and accountable to and subject to the authority of the ED. The ED shall be responsible and accountable to and subject to the authority of the PPCC.
- d. Staff Members shall neither seek nor accept instructions from any Government official or from any authority external to the PPCC on matters related to the discharge of their duties, except it is channeled through the appropriate PPCC authority.

3.2 PERFORMING ASSIGNED DUTIES

Where PPCC so requests, in accordance with its right to direct and apportion work, the Employee shall be required to perform any work that falls within PPCC's sphere of operations for which the Employee is qualified to perform.

3.3 STAFF MEMBERS' CONDUCT

- a. Staff members shall have no employment other than with the Commission. Exception: 1. It does not interfere with PPCC duties and 2. it is approved by the Commissioners.
- b. No outside interest from which staff benefit by virtue of his/her PPCC position.
- c. Staff members shall notify the ED (or in the case of the ED him/herself, he or she shall notify the Commissioners of the PPCC), in writing of any event affecting their status under these Staff Regulations. In particular, they shall give such notification on:
 - d. Changes in their nationality, family or dependency status;
 - e. Any arrest, indictment or court summons as a defendant in a criminal proceeding or any conviction, fine or imprisonment for the violation of any law;
 - f. In connection with their duties, staff members shall not receive any favor, gift or remuneration from any public agency or from any source external to the PPCC or its bodies that will have the potential to compromise their neutrality or cloud their judgment in the performance of their duties.

3.4 PROPRIETARY RIGHTS

All rights, including title, copyright and patent rights, in any work performed by a staff member, as part of his/her official duties shall be vested in the PPCC.

3.5 RELEASE OF INFORMATION

- a. Staff members shall observe maximum discretion with regard to all matters of official business.
- b. They shall at no time use information known to them by reason of their official position to seek private advantage, nor shall they publish anything based thereon, except with the written approval of the ED (If the ED seeks to so publish, he/she would need written approval of the Chairman).
- c. Staff members shall not communicate such information to third parties, except in connection with the discharge of their functions.
- d. These obligations will continue to be in effect for five years after the employee's separation from the Commission Secretariat.

3.6 LOYALTY TO PPCC

- a. The Employee is not permitted to pursue a spare time occupation or other activity, which may be prejudicial to his work for PPCC or is otherwise detrimental to its interests. The Employees must not undertake any activity that may reasonably fall under the above description without the Executive Director's previous written approval.
- b. The Employee shall not during the time of validity of his contract accept any commission, free or advantage in relation to PPCC's affairs or business from any other person, firm, company.

3.7 WORK SCHEDULE

3.7.1 Working Days

PPCC's official Working Days shall be Monday to Friday of every week. However, the employee may work on weekends and holidays when the need arises.

3.7.2 Daily Working Time

The normal working hours for employees are 8:00 a.m. to 4:00 p.m. The employee shall commence work promptly at the start of the working day and shall continue to work until the end of the working day. Employees shall be entitled to one (1) hour lunch break.

3.7.3 Minimum & Maximum Number of Hours of Work

PPCC's standard working time is defined as eight (8) hours per day. The standard workweek is five (5) working days. The average standard working time per month is 176 hours. The maximum work time allowed is 56 hours per week and 240 hours per month.

3.8 PUBLIC HOLIDAYS

- a. Official national or public holidays for which employees are not required to work, but are entitled to pay include the following:
 - January 1 - New Year's Day
 - February 11 - Armed Forces Day
 - March (2nd Wednesday) - Decoration Day
 - March 15 - J. J. Roberts Birthday
 - April (2nd Friday) - Fast and Prayer Day
 - May 14 - National Unification Day
 - July 26 - Independence Day
 - August 24 - Flag Day
 - November (1ST Thursday) - Thanksgiving Day

- November 29 - William V. S. Tubman Birthday
- December 25 - Christmas Day

b. When a national holiday falls on a Sunday, the following day shall be considered the official holiday. When these holidays fall on a Saturday, the preceding Friday shall be considered the official holiday. If the paid holiday occurs during vacation, an extra day off will be granted in its place.

3.9 COMPENSATION

3.9.2 Advances to Employees

- a. An employee may take salary advance in times of need. However, to receive salary advance, the employee must apply in writing to the Administrative Officer stating his/her need for salary advance and the amount being requested. An employee may receive no more than one salary advances in a one month's pay period. An employee on probation will not be entitled to salary advance.
- b. Salary advances received shall not exceed 50% of the Employee's monthly net salary against which the salary advance is made. Salary advances provided are based on needs clearly established and must be approved by the Executive Director.
- c. Salary advances shall only be paid after the 15th of each month. No request for salary advances made before the 15th of a month shall be considered for payment, except in exceptional cases of emergency, which must be verified and approved by the Executive Director.

3.9.3 Work on Saturdays, Sundays, Public Holidays, and Vacation Periods

The employee is obliged to work in addition to the stipulated standard time whenever required by PPCC, although the maximum is 56 hours per week.

- a. The employee is entitled to a holiday with pay on such days stipulated as Public Holidays (3.8). However, the employee may be required to work on a Public Holiday if this is deemed essential for completing important work tasks and ensuring normal operation.

3.9.4 Insurance and Social Security

Insurance and social security for staff shall be administered in line with set public service regulations. An example of this is the Social Security Scheme. For any such participation, the employees will be duly informed about this requirement at the time of employment and the nature and size of their responsibilities in this direction.

Reimbursements

Employees are not required or encouraged to finance PPCC's work with their private funds. However, if the need arises for this to happen, the employee may request reimbursement for personal money spent to facilitate the work of the organization. To claim reimbursement, the employee must notify the Finance Office immediately before and after such transactions. All receipts substantiating any such payments for which the employee is claiming reimbursement must be provided together with the reimbursement claim. Where possible, the employee should seek approval from his/her supervisor or the Administrative Office prior to making personal expenses.

3.10 STAFF TRAINING

The PPCC recognizes that the effectiveness of its professional staff is largely dependent upon sound staff training. As part of this staff training, the PPCC encourages staff to participate in classes, seminars, and trainings that will enhance the knowledge and performance of its staff.

3.11 TRAVEL POLICY

The following travel policies are established for the use of the employees of the PPCC who are required to travel in-country or out-of-country on official business. These policies are based on prevailing practices. In addition, these policies address travel reimbursements for commissioners.

3.11.1 Official Duty Station

The official duty station for all employees shall be the office to which they are assigned.

3.11.2 Travel Advances

- a. The cost of transportation, lodging, meals, conference registration fees, and other reasonable expenses will be covered by the PPCC for its employees when traveling in the course of PPCC related business in keeping with GOL travel policy. These shall be the costs for which employees will be advanced (based on travel budget estimates) prior to travel and must be liquidated by the staff by presenting appropriate receipts for all expenses made upon return to work from the trip. Such liquidation must be made, as described under 3.11.4 (Travel Expense Report).
- b. Present a completed payment voucher for not more than (amount to be decided based on nature, location, and circumstances of trip), signature-approved by the administrative officer, one-week before the trip to obtain a travel advance.

3.11.3 Means of Travel

All travels to facilitate PPCC's business will be done using PPCC's automobiles. However, when using their own automobile for business activities related to the PPCC, staff will be provided fuel when available.

It is assumed that employees will exercise discretion when traveling and use accommodations which are economical.

3.11.3 Receipts

The PPCC will reimburse a member of staff for all reasonable expenses incurred while on a trip for Commission business approved by the appropriate administrative officer to whom she or he reports. The following provisions apply.

- Reimbursable expenses include transportation, meals, and lodging. Some examples of expenses not considered reimbursable are: laundry, cleaning and pressing, personal telephone calls, personal entertainment, and travel accident insurance.
- Reimbursement for public transportation will be based on actual receipts. Whenever possible, air travel is to be economy class.
- Original hotel, travel, and other receipts must be attached to the Travel Expense Report to support reimbursable expenses. Original airline tickets should be included for any air travel reimbursements.
- When necessary, an advance of funds may be obtained from the Administrative Office for authorized travel purposes; however, not more than one travel advance of up to \$200 may be outstanding at any time to an individual, and a properly completed and signed Travel Expense Report should be submitted to the Administrative Office within ten days of the conclusion of the trip.
- The Executive Director is responsible for authorizing and approving travel expenses. The Travel Expense Report must be so approved before final settlement of expenses. Travel expenses charged to grants will be approved by grants accounting.
- Travel expenses not referred to above should be described briefly in the Travel Expense Report. Where necessary, other statements or explanations may be attached to the Travel Expense Report.

3.11.4 Travel Expense Reports

Within five to ten days after a trip, complete a Travel Expense Report as noted above and submit it to the administrative Office.

3.11.5 Travel Perdiem Rate

Perdiem payments and allocations for incidentals shall be paid to staff, based on position and level in the organization, from Executive Director to Cleaner. Such variable allocations shall be in keeping with GOL guidelines for travel.

LEAVES AND ABSENCES

4.1 GENERAL POLICY

The Commission recognizes that there are occasions when employees need to be excused from their regular duties for reasons of rest/rejuvenation, ill health, civic or family responsibilities, study, emergencies, etc. The Commission authorizes the Executive Director to grant and monitor employees' absences according to government rules and regulations, as well as policies of the PPCC.

The categories under which PPCC staff may take leave shall be as follows: annual leave, sick leave, maternity leave, civic duty leaves, and special leave, among others.

4.2 ANNUAL LEAVE (*VACATION TIME*)

- a. Employees with multi-year contracts shall be granted an annual leave after completing one year of service. However, entitlement to annual leave shall depend upon the tenure, seniority, and position of the employee. Annual leaves granted to multi-year employees shall not include the final year of the employee's contract, as the contract terminates at the end of the final year, at which time leave cannot be reasonably granted or justified.
- b. Annual leaves shall be granted for a specified number of working days in keeping with Civil Service guidelines. Annual leave is not cumulative and may not be carried over from one year to another.
- c. Leave period must be predetermined and not abruptly decided and/or assigned. Leave entitlements must be based on the basic requirements stated in 4.2(a). The list of all staff benefiting from annual leave and the due dates for such leave must be posted at the beginning of the year by the Administrative office.
- d. Though the employee's leave is due after completing one (1) calendar year of service, the schedule of such leaves shall begin the next working day following the completion of the one year of work. Annual leaves shall be scheduled by the Administrative Office in consultation with employees' supervisors and the employees to ensure that all key employees do not take their annual leave within the same period as this may affect the normal and effective functioning of the office.
- e. For an annual leave to take effect, the following additional conditions must be met:
 - The employee shall, two (2) weeks before his/her leave is due, fill out and submit to the administrative office a leave request form, which shall be signed by his/her supervisor and approved by the department head (if different from supervisor) in the department in which the employee works.
 - The employee shall, in return, before proceeding on leave, notify the Administrative Office, in writing, his/her leave address.
 - Additionally, the employee shall prepare handing-over notes for the guidance of staff who shall be performing his/her duties and responsibilities while away on leave. In addition to handing over all PPCC assets maintained by the staff in line with his/her duties and responsibilities, the staff handing over shall also be required to give detailed statements as regards all matters affecting his/her duties and to note down particulars of any questions likely to cause difficulty as well as any matter requiring special attention for the guidance of the officer taking over.
 - Receive a written permission from the administrative, approved by the Executive Director, confirming the employee's leave and granting the leave request.
- f. Employees with single-year contract and those in the final year of their multi-year contracts with PPCC shall be entitled to some form of rest periods over 12 months of work. PPCC shall grant to each full-time and part-time employee a day off each month to be called **Employee Personal Day (EPD)**. The designation of a personal day for each employee shall be worked out among the employee, his/her supervisor, the department head, and the Administrative/Personnel Office.

4.3 SICK LEAVE

- a. The PPCC may grant sick leave with pay to all full-time employees for up to fifteen (15) working days in an employment year, which must be utilized only for the purposes of addressing personal health needs. Sick leave may be granted only because of personal illness or legal quarantine.

- b. If an employee claims sick leave in excess of three (3) consecutive workdays, he/she shall be responsible to provide to the Executive Director a doctor's statement or acceptable documentation that he/she is unable to work and requires medical attention and/or rest. This documentation shall specify the beginning and ending dates of the temporary disability. In addition, a doctor's statement is required for an employee to return to work. This statement should include any specific limitation(s) that may have an impact on the employee's ability to perform the job functions. The Executive Director shall forward this information to the administrative office.
- c. An employee may also be granted an **extended period** of up to sixty (60) days with pay for extensive medical treatment, if it is so required. However, for this to be granted, the employee must provide medical certification, as described above in 4.3(b).
- d. If after a period of sixty (60) days, the employee is still unfit to return to work, the employee shall apply for an extension to the Executive Director. In this case, acting on the advice of the Ministry of Health, the Executive Director may decide to grant the request or retire/terminate the services of the employee on grounds of ill health.
- e. Whether or not an employee has been absent for three (3) or sixty (60) or more consecutive workdays, if the Supervisor or Administrative Officer has reason to believe the employee is misusing his/her sick leave, the Supervisor or Administrative Officer shall confer with that employee and report the finding to the Personnel Committee of the Commission. Any employee who claims sick leave when physically fit shall be subject to dismissal.
- f. Each staff of the PPCC should notify the office each day they will be absent from work due to illness, if possible.

4.4 MATERNITY LEAVE

- a. An expectant mother shall be granted a leave of absence with pay up to ninety (90) continuous calendar days with pay commencing before or after delivery.

4.5 COMPASSION/BEREAVEMENT LEAVE

- a. In the event of a death in an employee's immediate family, the employee may have time off with pay, up to a maximum of ten (10) workdays for spouse and children and five (5) work days for immediate family, to handle family affairs and attend the funeral. "Immediate family" is defined as parents, siblings, grandparents, grandchildren, parents-in-law, sons-in law, and daughters-in-law of the employee. An extension of bereavement leave without pay or use of accrued vacation leave to extend bereavement leave may be requested.

4.6 EXTENDED LEAVES OF ABSENCE

- a. The Commission may grant study leaves for up to one calendar year to employees in line with the government's rules and regulations, as well as policies adopted by the Commission.
- b. Whenever possible, the employee must notify their immediate supervisor at least 30 calendar days in advance of any request of a leave of absence. On the basis of these considerations, the following procedures shall be followed:
 - The employee's immediate supervisor and a representative of the office of administration/personnel management shall confer with the employee and decide on the specific details of the request for a leave of absence.
 - The representative of the administrative office shall confer with the Executive Director and incorporate the leave agreement into a written statement between the employee and PPCC.
- c. For leaves of absence tied to the direct benefit of the PPCC such as study leave, a special agreement shall be made with the employee benefiting from such leave. The agreement shall basically lead to a commitment to return after serving the purpose of the leave and contribute to PPCC. In exchange, PPCC shall commit to pay the full salary of the employee for the period of one year. The agreement shall also stipulate penalties for breach of the basic agreement upon which the employee is granted pay while on leave of absence. Such penalty shall be in accordance with government regulations, which include the restitution of all benefits received while on study leave.

- d. All employees who are granted leaves of absence must notify their supervisor of their intent to return to work at least one (1) week prior to expiration of the leave of absence. Failure to return from an approved leave of absence when scheduled will be considered a voluntary resignation, unless a prior extension of the leave of absence has been requested and authorized.
- e. In granting any leave of absence, consideration shall be given to the welfare of the Commission .

4.7 INTERRUPTION OF LEAVE

An employee may be required by the Executive Director to interrupt his/her leave to undertake key tasks for which the employee is the most ideal or to attend a short-term course of study. For leave interruptions that shall directly benefit the employee, such as training, the employee will not be entitled to any additional remuneration. On the other hand, if it is for the performance of tasks not left undone by the employee prior to proceeding on leave, then the employee shall be entitled to extension of his/her leave for time lost.

SPECIAL PROVISIONS

5.1 SEXUAL HARASSMENT AND DISCRIMINATION POLICY

5.1.1 General Statement of policy

The Commission shall maintain a work environment that discourages sexual harassment and discriminatory actions based on race, color, gender, age, sexual orientation, religion, ethnic or national origin, disability etc.. Employment discrimination and sexual harassment by commissioners, officers, managers, supervisors, employees, advisors, vendors, clientele, and contractors shall not be tolerated in any way or form.

Further, any retaliation against an individual who has complained about sexual harassment or unlawful discrimination, or retaliation against individuals for cooperating with an investigation of a complaint of sexual harassment or unlawful discrimination, is similarly unlawful and will not be tolerated.

Persons who violate this policy will be subjected to disciplinary action up to and including termination of employment, expulsions and/or termination of the contractual relationship.

5.1.2 Definition of Discrimination and Sexual Harassment

a. Discrimination

Treating an employee differently in terms of conditions of his or her employment or education on the basis of the employee's gender, age, sexual orientation, religion, ethnic or national origin, disability constitute constitutes discrimination.

Conduct Which May Constitute Discrimination

Depending upon the circumstances and how they impact the workplace, examples of unlawful discrimination could include the above-referenced examples concerning sexual harassment, as well as the following types of conduct:

- Making decisions about a person's employment, compensation or education based upon his or her gender, age, sexual orientation, religion, ethnic or national origin, disability, veterans' status, or any other protected status;
- Verbal abuse, offensive innuendo or derogatory words, concerning a person's race, color, gender, age, sexual orientation, religion, ethnic or national origin, disability, veterans' status, or any other protected status;

An open display of objects or pictures designed to create a hostile working/learning environment based on a person's race, color, gender, age, sexual orientation, religion, ethnic or national origin, disability, veterans' status, or any other protected status.

b. Sexual Harassment

Sexual harassment is a form of sex discrimination that is illegal under the laws of Liberia and is strictly prohibited by the Public Procurement and Concessions Commission (PPCC). Unwelcome sexual advances, requests for sexual favors, and other physical or verbal conduct of a sexual nature constitute sexual harassment when:

- Submission to such advances, requests or conduct is made either explicitly or implicitly a term or condition of an individual's employment in the Commissions' programs or activities, or is used as a basis for employment or contracts;
- Rejection of such advances, requests or conduct affects a term or condition of an individual's employment or participation in Commission's program or work constitutes a violation;
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work, advancement or participation in Commission programs or activities, or of creating an intimidating, hostile work environment.

5.1.3 Conduct Which May Constitute Sexual Harassment

- a. Sexual harassment includes but is not limited to such conduct as the following:
- verbal abuse, insults, jokes, comments or innuendo of a sexual nature that include lewd, obscene or sexually suggestive displays or remarks;
 - physical contact, such as touching, hugging, kissing, patting, or pinching, that is uninvited and unwanted by the other person;
 - the requests or demands for sexual favors accompanied by implicit or explicit promised rewards or threats concerning an individual's employment status or educational status;
 - repeated unwelcome social invitations, sexual flirtations, advances, propositions or unwanted requests for sexual favors;
 - threatened, attempted, or completed physical sexual assault;
 - indecent exposure;
 - romantic involvement (even if consensual) between supervisors and subordinates that impacts the workplace and/or other individuals in areas such as assignments, advancements and benefits.

5.1.4 Procedure for Reporting Sexual Harassment and Discrimination

- a. The procedure for reporting and dealing with this very sensitive issue is as follows:
- If a person's behavior makes an employee uncomfortable, the employee should feel free to immediately advise the person that, in the employee's opinion, the behavior is inappropriate and that the employee would like it stopped.
 - If the employee is not comfortable discussing the issue with the person, or if the person fails to respect an employee's request, the employee should report the incident to his or her supervisor. If, for whatever reason, the employee does not feel that the supervisor is a suitable person to whom to report the incident, or the immediate supervisor is the one against whom the complaints are being made, the employee should contact the Executive Director or, if appropriate, a member of the Personnel Committee of the Commission.
- b. In all instances, a prompt, thorough, fair investigation will take place, giving careful consideration to protect the rights and dignity of all people involved. The PPCC will take those steps it feels necessary to resolve the problem, which may include written reprimand, suspension, or termination.
- c. As already indicated, no retaliation of any kind will occur because an employee has in good faith reported an incident of suspected sexual harassment. The supervisor, or other person to whom the complaint was made, will work to establish mutually agreed upon safeguards against retaliation while attempting to mediate any sexual harassment complaint.

5.2 CONFLICT OF INTEREST POLICY

- a. Individuals affiliated with the Commission shall, at all times, act in a manner that is consistent with their fiduciary responsibilities and shall take particular care that no damages be incurred as a result of conflicts of interests of the individuals related to the Commission. If an individual believes he or she may have a conflict of interest in executing any assigned task(s), the individual shall report such concerns in writing to the appropriate senior administrator and refrain from further participation in such task(s) until such time as the conflict can be reviewed and resolved.
- b. For the purposes of this statement, an individual shall be considered to have a possible conflict if either:
- the individual, his/her family, or associates has or appears to have any material, financial or other interest which may impair the individual's judgment and decision in carrying out the responsibilities delegated by the Commission, or

- may gain a personal benefit from the knowledge or information confidential to the Commission.
- Family is defined as spouse, parents, siblings, children, and, if living in the same household, other relatives. An associate includes all persons, organizations, enterprises or trusts in which the individual or members of his or her family (1) is a director, officer, employee, partner or trustee, or (2) has any material association.

5.3 SUBSTANCE ABUSE

- Recognizing that alcohol and drug abuse can affect job performance, it is the policy of PPCC that a drug-free workplace shall be maintained:
 - The Commission prohibits the unlawful manufacture, distribution, dispensing, possession or use of any controlled substance, narcotic drug, hallucinogenic drug, barbiturate, amphetamine, marijuana, anabolic steroid, alcohol, counterfeit drugs, other intoxicants of any kinds, or other controlled substance, as defined by Liberian Laws.
 - In addition, no employee shall be impaired by the excessive use of prescription or nonprescription drugs, or by the use of alcohol. The proper use of a drug authorized by valid medical prescription from a legally-authorized health care provider shall not be considered a violation of this policy when the drug is taken by the person for whom the drug was prescribed and in the dosage prescribed.
 - This policy shall govern all employees of PPCC, including full-time, part-time, and temporary employees, as well as those with whom the Commission is contracting services, while on any property owned by PPCC or at any other time during which an individual employee is acting in the course and scope of his/her employment with the Commission, or at any other time that the employee's violation of this policy has an adverse effect upon the performance of his/her job.
- Violation of this policy shall be deemed unacceptable personal conduct which shall be cause for disciplinary action up to and including dismissal. Any illegal drug activity shall be reported to the appropriate law enforcement authority.
- Each employee shall comply with this policy and shall notify his/her supervisor of his/her charges upon conviction, guilty plea or no contest plea upon any criminal drug statute for a violation occurring at any time no later than five days after such occurrence.
- Employees needing help with a substance abuse problem are encouraged to contact their supervisor or a treatment facility.
- Early recognition and treatment are critical to any program to curb abuse and to enhance the employee's ability to perform satisfactorily. The PPCC finds that both the employee and PPCC will benefit greatly from early substance abuse recognition and treatment.
- No person will be penalized for seeking or accepting counseling or treatment for a substance abuse problem. If, however, the employee is unable to perform the requirements of his or her job assignment, appropriate steps, which may include the PPCC requiring that treatment be sought, will be taken to address performance issues.

5.4 POLICY ON THE USE OF PPCC'S PROPERTIES

5.4.1 GENERAL

All properties owned by PPCC are for the sole purpose of carrying out the Commission's work and work-related activities. The use of PPCC's properties for any other use must be with the full approval of the Executive Director or the Finance and Administration Officer. Misuse or unauthorized use of the PPCC's properties may lead to warning or dismissal of the employee, depending on the gravity of the case.

5.4.2 Use of Vehicles

- The use of PPCC's vehicle (s) must be guided by the following policies:
 - All PPCC vehicles operate directly under the administration of the administrative office.
 - A schedule of periodic maintenance shall be furnished by the administrative office.
 - Gasoline consumption will be controlled by the administrative office.
 - Request for the usage of the PPCC's vehicle must be channeled through the administrative office.

- No PPCC vehicle will be kept overnight, except for vehicles assigned to individuals based on their status in the organization.
- Only the Executive Director and the Administrative Officer can approve overnight use of unassigned vehicles.
- All accident reports, whether major or minor, involving PPCC vehicles must be immediately reported to the Administrative office.
- All PPCC vehicles shall be assigned driver and shall be driven by the assigned drivers alone during working hours. Exception shall be made only in the case of assigned vehicles. In this case, the assignee of the vehicle may drive the vehicle during working hours if he/she cannot have access at the time to the driver assigned to the vehicle.
- Driver of the vehicle must perform thorough check of the following before moving: oil, water gasoline, spare tire, jacks, wheel wrench, etc;
- Drivers must at all times fill in the vehicle log sheet before moving and upon return to PPCC's premises.
- All temporarily assigned vehicles are to be thoroughly checked that said vehicle were returned in good condition or in the same condition when assigned. In case of missing tires, wheel wrench, etc., the temporary assignee shall account for or be responsible for those missing items.
- No driver will be allowed to take anyone anywhere other than what is stated on the log sheet.
- Any driver whose reckless action shall result in injury or death, shall be dismissed.

b. ALL PPCC vehicles are to be parked only at the following locations after working hours:

- Headquarters Offices
- Any PPCC sub-office
- Other such places as may be designated by PPCC management

5.4.3 Use of Generator

PPCC's generator(s) shall be used in accordance with the following policies:

- The generator must be run only for the purpose of facilitating PPCC's work. This means that all generators will run during working hours and all other times it shall be required to run to facilitate the work of the organization.
- For the generator to run during non-regular working days, the need must be established through a formal request from the head of the department in which work is being done during these hours and on these days and approval of the administrative officer or executive director obtained.
- A log must be kept on the fuel consumption of the generator. The log must indicate date, numbers of gallons put in the generator, number of hours generator was used for, and the time it was cut off.
- Regular daily and scheduled maintenance of the generator shall be overseen by the generator operator with the supervision of the administrative office.

5.4.4 Gasoline & Fuel Use

The use of gasoline and fuel are subject to the following policies/ regulations:

- If fuel is purchased in bulk and stored at PPCC's premises for use by the generator(s) and diesel vehicles and equipment, then the administrative office shall control the issuance of all fuel from the storage facility. An internal request and supply system shall be followed.
- If purchased through coupons, the coupons shall be issued to drivers and operators, based on request. All gasoline and fuel issued shall be checked against mileage run to justify the need.
- Where gasoline and fuel consumed do not correspond to miles covered (in case of vehicles) and time (in the case of the generator), the operator of the vehicle or equipment consuming the fuel/gasoline shall be suspended on the second offense and dismissed on the fourth.
- Issuance of gasoline to non-PPCC vehicles shall be done only upon the prior knowledge and approval of the administrative office and the Executive Director. Such issuance should, however, be related to PPCC's work and benefits.

5.4.5 Computer & Accessories, Photocopier, Mimeographing Machine, & Typewriter

- a. All office equipment acquired by PPCC are for the use of the Commission and must be used for that purpose and that purpose alone. Only staff members who are authorized to use the machines may do so. Deviation from this policy, special permission must first be obtained from duly authorized personnel.

- b. A stipulation must be signed by the employee taking out any equipment and/or accessories for the purpose of performing office work at home after working hours, agreeing to liability for the loss or damage of the equipment.
- c. Employees performing non-PPCC work on any office equipment without permission shall be warned for the first two offenses and suspended on third. Further repetition shall lead to dismissal. In case of warning and suspension, the employee printing materials using the computer will be asked to pay for the value of such usage and/or print job to be stated at the going commercial rate.

5.4.7 Telephone

The telephone is acquired/installed to serve the smooth day-to-day communication need of the office. Extended conversations that are not office related will not be permitted. Moreover, too many personal telephone calls are not allowed. Calls are restricted to local calls only. If any employee is found making foreign calls from PPCC's phone on private business, without the permission from the administrative office to do so, said employees will be made to pay the bill and warned for the call(s) made on the first offense. Repetition of this act after warning is given may lead to suspension or dismissal.

5.4.8 Radio Usage

Handsets or base/mobile radios may be used for the sole purpose of aiding employees in travel and/or making their duties and responsibilities easier and as convenient as possible. Employees are discouraged from misusing communication equipment and refrain from being discourteous during the use of such equipment. Only persons with assigned call signs are to keep in their possession of or use the radios. However, individuals undertaking special tasks, and due to location, may be given a radio to keep in contact. Under this situation, the individual must abide fully by the instruction given and must not misuse the radio by making unnecessary contacts. Repeated misuse of radios may result to warning, suspension, and dismissals, depending on the frequency of the violation of this policy.

5.4.9 Gate Pass

- a. Properties of PPCC are not to be taken outside of the premises by employees or non-employees. Before an individual (employee and non-employee alike) can take a piece of PPCC's property away from PPCC premises, he/she must obtain a gate pass signed by the Administrative Officer. This signed authorization (a copy for the security and another for the person taking the property away) must be presented to the security at the gate before any property of PPCC is allowed to leave the premises.
- b. Non-PPCC properties brought into the premises of PPCC will be checked and documented by the security or another authorized staff for proper verification when they must leave the premises.

5.4.10 Consultant Fees, Honoraria, Gifts

- a. All employees are encouraged to participate in a variety of community and professional activities. In those instances where an employee's activities are part of their regular duties and responsibilities, any remuneration received will be turned over to the PPCC. All fees derived from PPCC reports, activities, events, or speaking engagements while employed by the PPCC, shall also be turned over to the PPCC.
- b. In some instances, an individual may do work that is based on activities or experiences prior to or separate from their regular duties and responsibilities at the PPCC. To avoid actual or appearance of conflict of interest, any employee who engages in any remuneration activity in any field directly related to PPCC programs must have prior approval by the Executive Director. The Commission will review these issues in the same manner in the case of the Executive Director. No employee may formally represent himself/herself as a spokesperson for PPCC without prior approval of the Executive Director.

5.4.11 Employees Organizations

With the view of enhancing their working relationship, employees of PPCC are allowed to organize themselves into organizations (sporting, social, financial, etc., but not political and ethnic) or as they may deem necessary. In this case, however, formal permission must be given the organizer(s) by management. It must be understood here that management will not be responsible for, or get involved in the settlement of, disputes in any staff organization not officially cleared to operate. And any dispute in staff organization must not be allowed to affect the work of the organization in any way. If this occurs, the leadership of the organization shall be held responsible. This can lead to suspension or dismissal of the individual(s) involved, depending on the gravity of the case.

5.4.12 Visitation

No unnecessary visitations for matters unrelated to the business of PPCC shall be entertained during working hours. Private visitors are to be advised to visit during lunch hours. All visitors (private or official) will be required to fill in a visitor's slip before being allowed to see an employee of PPCC.

5.4.13 Drinking of Alcoholic Beverages

There shall be no drinking of alcoholic beverages in the office or during working hours. Drunkenness is particularly frowned upon. Violation of this provision may lead to warning, suspension, or dismissal, depending on the gravity of the offense.

5.4.14 Smoking

PPCC shall be a smoke-free environment, meaning that there shall be no smoking on the premises of PPCC. Violators shall be warned for the first two offenses, suspended without pay on the third.

5.4.15 Noise and Arguments

No loud talking, wild arguments, or other forms of disturbances, which may affect the work of employees, shall be entertained in the office or on the premises of PPCC during working hours. Violators shall be warned in various ways for the first three (3) offenses and suspended on the fourth. Thereafter, if the employee does not desist, he/she shall be dismissed.

5.4.16 Dress Code

All employees of the various departments are to observe a proper dress code as it relates to their respective positions and duties. A proper Western or traditional African attire is allowed during all official working days. However, the dress option for Fridays and non-official workdays on which the employee is required to work, may be casual, but decent. For example, men casual wears should not include "muscle arms" and such other dress.

5.4.17 Attendance

- a. Employees are required to strictly observe daily working hours and time set aside for taking lunch breaks. To ensure prompt attendance, all employees, except the Executive Director, are required to sign an attendance register at the time of arrival at and departure from work. The attendance register shall be maintained by the administrative/personnel office. Three (3) days of lateness in a month shall lead to a written warning to the staff; the fourth will lead to the employee forfeiting a day's pay from his/her monthly earnings.

5.4.18 Meetings

a. Holding of Meetings

For the purpose of ensuring effective organizational communication and ensuring the smooth running of PPCC, it shall be the policy for staff at all levels to meet and consult on a regular basis and the minutes of such discussions filed. For this purpose, the following shall be observed:

Senior Management Meeting. The Executive Director and all department heads will meet at least weekly to consider any range of work-related issues confronting the effective day-to-day functioning of the secretariat.

Departmental Meetings. Department heads are also encouraged to ensure consultations take place with and among departmental staff for the purpose of setting and reviewing work objectives, solving and/or preventing work-related problems, and promoting cohesion in their work groups. Accordingly, it shall be the policy for departmental staff to meet regularly at least twice a month and at other times as the need arises.

General Staff Meetings. For the same reasons as stated above, general meetings of ALL staff should be a regular feature of the management process of the PPCC Secretariat. General staff meetings involving all staff shall, therefore, be called at least once every month.

b. Attendance of Meetings

In the course of employment, certain meetings are necessary to facilitate the work of the organization. For such meetings, the employees concerned are required to attend. Administrative and supervisory staff shall show consideration for those who are expected to attend meetings by:

- Calling a meeting only when there is a clear need for it.
- Asking only those persons to attend whose work is related to the purpose of the meeting.
- Giving reasonable notice ahead of the meeting date, unless an emergency situation requires a sudden meeting.
- Making necessary preparations to the end that the meeting is purposeful and productive.

When a meeting is called as a part of the administrative and supervisory direction of the organization, a judgment has been made that the meeting is needed. Therefore, it is considered important that the persons for whom the meeting is scheduled be present, be on time, and stay until the meeting is finished. The employee must ensure, prior to the meeting, that the necessary arrangements are made so that personal and family matters can be taken care of either by someone else or after the meeting is over.

It is the desire and intent of PPCC's administration to keep all employees as free as possible from unnecessary meetings. At the same time, it is essential that all personnel develop proper attitudes and habits concerning necessary meetings.

5.4.19 Amendments and Interpretations

a. Amendments

- These Regulations may be amended by the PPCC, in accordance with its Rules and Procedure.
- All matters not regulated by these Regulations shall be brought to attention of the PPCC by the ED.
- The PPCC shall review periodically the conditions of service of the staff of the Secretariat, including the adequacy of the level of remuneration and its affordability in the light of the PPCC's financial situation.

b. Interpretation

Any doubts arising from application of these Regulations shall be resolved by the ED, following consultations with the Commission.

1B: Staff Management Information Support System

(TO ACCOMPANY THE STAFF REGULATIONS)

PURPOSE

The Staff Management Information Support Systems support the implementation of the Staff Regulations. They are designed to provide information and decision resources essential for effective management of personnel services in the organization.

COMPONENTS

- ⊙ Employee Information System
- ⊙ Payroll Information System
- ⊙ Position Information System
- ⊙ Employee Evaluation System
- ⊙ Job Analysis and Design Information System
- ⊙ Recruiting Information System
- ⊙ Employee Training and Development Information System

1.0 EMPLOYEE INFORMATION SYSTEM

1.1 PURPOSE

The purpose of the Employee Information System is to maintain information on each employee in the organization, which is important for a variety of personnel decision-making.

1.2 DESCRIPTIONS AND FORMATS

The Personnel Unit maintains information on each employee, which would serve a variety of reporting and decision making purposes. The major component of the Employee Information System is the *Personnel File*, which is maintained for each employee of the organization. This information system contains personnel and organizational related information related to each employee. These include such information as:

- Name of the Employee
- Employee I.D. #
- Sex
- Date of Birth and Citizenship
- Job Title and Department
- Address and Home and Office Phone numbers
- Marital Status
- Date of Hire
- Education Level
- Employment History
- Previous Experience
- Salary Grade and Rate
- Date of Termination

This sample format below may be followed in maintaining employee record for the personnel file:

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)			PHOTO
<u>EMPLOYEE RECORD</u>			
PERSONAL INFORMATION			
NAME OF EMPLOYEE _____		I.D. # _____	SEX: M <input type="checkbox"/> F <input type="checkbox"/>
Last	First	M	
DATE OF BIRTH ____/____/____		CITIZENSHIP _____	MARITAL STATUS: Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced/Separated <input type="checkbox"/>
ADDRESS _____			
TELEPHONE: Home _____		Office _____	Mobile _____
EDUCATIONAL LEVEL _____			
EDUCATIONAL EXPERIENCE:			
<i>School</i>	<i>Date Attended</i>	<i>Award Received</i>	
1. _____	_____		
2. _____	_____		
WORK EXPERIENCE:			
<i>Organization</i>	<i>Date of Employment</i>	<i>Position Held</i>	
1. _____	_____		
2. _____	_____		
ORGANIZATION-RELATED:			
Job Title _____		Department/Section _____	
Date Hired ____/____/____	Date of Termination ____/____/____	Salary Grade _____	
EMPLOYMENT HISTORY AT PPCC			
<i>Position</i>	<i>Department</i>	<i>Date</i>	<i>Area of Assignment</i>
_____	_____	____/____/____	_____

In addition, all organizational communication (such as letters of warning or suspension, promotion, recognition, termination, etc.) directed at the employee are maintained in the individual's file for record and future reference.

Another component of the employee information system is the **SKILLS INVENTORY**. PPCC maintains an inventory of existing, internal skills and experiences. This provides reference resources for undertaking operational tasks. For example, the skills inventory can be used to identify competencies for existing vacancies. It can also serve in decision-making situations related to transfers, promotions, or training and development programs. Additionally, the skills inventory is useful in identifying employees who are "underemployed". The following format may be followed in maintaining information for the skills inventory.

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)			
<u>SKILLS INVENTORY</u>			
NAME OF EMPLOYEE _____		I.D. # _____	SEX: M <input type="checkbox"/> F <input type="checkbox"/>
Last	First	M	
DATE OF EMPLOYMENT ____/____/____		TEST SCORE _____	
POSITION _____		SECTION/UNIT _____	DEPT. _____
WORK EXPERIENCE: _____			
WORK PREFERENCES: _____			
INTERESTS: _____			
SPECIAL SKILLS AND EXPERIENCES			
<i>Skills/Capacity of Employee</i>	<i>Method of Acquisition</i>	<i>Place of Acquisition</i>	<i>Period of Acquisition</i>
1. _____	_____	_____	_____
2. _____	_____	_____	_____

The inventory is maintained on an employee basis. Record is kept of general and special skills and experiences possessed by employees in the organization. The initial entry into the skills inventory for any

particular employee is drawn from his/her employment records, and is continually updated as the employee acquires new skills and experiences, either as a result of training or job-related knowledge.

1.3 SOFTWARE REQUIREMENT FOR MAINTAINING A COMPUTER-BASED EMPLOYEE INFORMATION SYSTEM

Modern computer database applications are required for managing employee information/records under the employee information system. They have the capacity to generate diverse information on the employee depending on the information need of the organization related to the employee.

Chosen database programs such as Microsoft Access can be customized to respond to specific employee information requirements of PPCC.

2.0 PAYROLL INFORMATION SYSTEM

2.1 PURPOSE

The purpose of the Employee Payroll Information System is to maintain earnings information on each employee in the organization, which is important for a variety of personnel, administrative, and financial decision-making.

DESCRIPTION AND FORMAT

The Payroll information System is a sub-system of the financial information system, but collects and reports data pertaining to human resources that are largely operational in nature.

The human resources information system, therefore, maintains employee payroll files, which should contain at least the following minimum information about the employee:

- Salary Level
- Pay Rate
- seniority
- Earnings Record

Employee payroll information shall be provided the administration department by the finance department.

The following format may be followed for the design of an employee payroll information form, which shall form part of an employee's personnel file.

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)																
<u>EMPLOYEE PAYROLL INFORMATION</u>																
JOB INFORMATION EMPLOYEE: _____ DATE OF EMPLOYMENT ____/____/____ CURRENT POSITION: _____ JOB LEVEL _____ SALARY LEVEL _____	EMPLOYEE EARNINGS RECORD <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 2px;"><i>Position</i></th> <th style="text-align: left; padding: 2px;"><i>Date</i></th> <th style="text-align: left; padding: 2px;"><i>Earnings</i></th> </tr> </thead> <tbody> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">_____</td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">____/____/____ TO ____/____/____</td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">_____</td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">____/____/____ TO ____/____/____</td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">_____</td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">____/____/____ TO ____/____/____</td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">_____</td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">____/____/____ TO ____/____/____</td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; padding: 2px;">_____</td> </tr> </tbody> </table>	<i>Position</i>	<i>Date</i>	<i>Earnings</i>	_____	____/____/____ TO ____/____/____	_____									
<i>Position</i>	<i>Date</i>	<i>Earnings</i>														
_____	____/____/____ TO ____/____/____	_____														
_____	____/____/____ TO ____/____/____	_____														
_____	____/____/____ TO ____/____/____	_____														
_____	____/____/____ TO ____/____/____	_____														

SOFTWARE REQUIREMENT FOR MAINTAINING A COMPUTER-BASED EMPLOYEE INFORMATION SYSTEM

Modern computer database applications are required for managing employee payroll information under the employee payroll information system. They have the capacity to generate and maintain all information on employee earnings from position to position and period to period earnings change. The Microsoft Access database programs can be chosen and customized to carry out this task.

3.0 POSITION INFORMATION SYSTEM

3.1 PURPOSE

The purpose of the Position Information System is to identify each position in the organization, the job category in which the position is classified, and the employee currently assigned to the position.

3.2 DESCRIPTION AND FORMAT

The Position Information System of PPCC facilitates personnel decision making in diverse ways. It is used to update and maintain standard task content and job requirement, which assist in preparing job descriptions and specifications for the recruitment process. Reference to this system can also allow the administration/personnel department to identify the details about unfilled positions.

Categorized lists of unfilled positions can be very useful in helping personnel staff plan recruitment activities. In addition, to providing information about unfilled positions, which can be helpful to the recruitment process, it should also serve other needs. For example, it should help to point to human resource problems. The list of unfilled positions will identify vacant positions existing throughout the organization. Moreover, it may serve to point to high turnover in particular job categories. Or it may find that certain positions are not sufficiently compensated to retain employees. It may also expose the lack of clear promotion path for certain positions.

The following format can be useful for manual as well as computer-aided data collection and maintenance.

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)	
<u>POSITION INFORMATION</u>	
POSITION _____	
JOB NUMBER _____	JOB CATEGORY/LEVEL _____
JOB CONTENT: _____	
TASK REQUIREMENTS: _____	
EMPLOYEE CURRENTLY ASSIGNED: _____	
DATE ASSIGNED: ____/____/____	

The Position Information System produces several routine, repetitive outputs from time to time. They include:

<i>LIST OF FILLED POSITIONS</i>	<i>LIST OF UNFILLED POSITIONS</i>
<ul style="list-style-type: none">• By job category• By department• By task content• By job requirements	<ul style="list-style-type: none">• By job category• By department• By task content• By job requirements

3.3 SOFTWARE REQUIREMENT

As in the case of other personnel information, modern computer database applications are required for managing position information. They have the capacity to generate and maintain all information on filled and unfilled positions in the organization. The Microsoft Access database programs can be chosen and customized to carry out this task.

4.0 EMPLOYEE EVALUATION INFORMATION SYSTEM

4.1 PURPOSE

This system is designed to facilitate the review of the work of employees on a regular basis. Such reviews assist the making of decisions regarding merit pay, pay increases, transfers, promotions, training and development, and the continuity of employment.

The performance evaluation (also called performance appraisal/review) information system is also intended to be used for making decisions beyond operational issues related to the employee. For instance, it is designed to identify problems with the supervisor, with certain kinds of positions, or with recruiting sources:

- A supervisor who submits a high number of poor evaluation ratings may be evaluated in terms of his/her ability to work with people.
- If certain job titles are consistently showing poor evaluation ratings, this may mean that the requirements of the job have not been described clearly and sufficiently to allow the selection of applicants with appropriate skills.
- Performance appraisal information can also be used to find employees with poor performance ratings by the source from which they were recruited in order to identify labor sources that do not provide acceptable workers.

4.2 DESCRIPTION AND FORMAT

A new employee is to be evaluated at the end of his/her first three (3) months of probation. Thereafter, like all other employees, evaluation will be carried out once a year—usually at the end of the budget/operating year.

Performance appraisal data is collected through the administration of appraisal forms by the supervisor of each employee. The supervisor will proceed to review the performance of the employee for a specified period of time, based on performance criteria set long in advance and understood by the employee.

The appraisal process should be characterized by the following actions:

- An **interview** between the supervisor and the jobholder. During this interview, job analysis issues should be frankly discussed, with the job holder given the opportunity to comment on how he/she sees his/her performance and how he/she could do better.

As part of the interview process, targets, priorities, and actions, where considered necessary for employee improvement in the coming period, should be frankly discussed and agreed. A memorandum should be sent to the jobholder after the discussion stating these targets and priorities.

The reviewing manager should take particular note of the jobholder's work interests and career aspirations and consider what actions should be taken by the jobholder, or the institution, to improve performance and develop potential.

Any queries raised by the jobholder about his/her future prospects should be answered as openly as possible. The information given should be factual and not speculative as it is easy to say things that can give rise unnecessarily to disappointments later on.

- The first section of the performance review form, which focuses on **job objectives and targets for the current review process**, should be filled by the manager/supervisor and agreed by the jobholder.
- After the interview, the reviewing manager should complete the review form covering his **overall assessment of the jobholder's performance**, and estimate of potential, and recommendation for action to be taken. Any problems in completing these sections should be discussed with the countersigning manager.
- The countersigning manager should:
 - a. Discuss the report with the reviewing manager, resolve any differences of opinion about his/her assessment, and approve the action to be taken with regard to the individual under review;
 - b. Enter any comments he/she wants to make on the form. It is particularly important for him/her to comment on the jobholder's potential and how this should be developed.

Steps should then be taken to implement any actions agreed by the reviewing and countersigning managers. It is essential that the reviewing manager implements all the necessary actions resulting from the review and keeps in touch with his/her subordinate on any matter concerning his/her development and training to provide whatever coaching and encouragement is necessary.

4.3 FOLLOWING UP

Performance appraisal procedures are useless if they are not followed up. Action(s) must be planned and taken to exploit strengths and overcome weaknesses.

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)		SHEET 1
EMPLOYEE EVALUATION REPORT		REPORT PERIOD: _____ TO _____
DEPARTMENT/UNIT: _____		
EMPLOYEE NAME: _____		TITLE: _____
Directions: <i>You must provide written Performance Expectations/Goals, Observed Performance, and a Rating for your employee.</i>		
The evaluation report is necessary to provide information for the employee so that they may fulfill the responsibility of the job, including timeliness and initiative. Be sure to tell the employee what the job expectations are. At the end of the report, there will be an opportunity for the supervisor and employee to develop Job Related Development Goals and Employee Career Goals.		
DEFINITIONS		
Performance Expectations/Goals		
GOALS:		
<ul style="list-style-type: none"> ▪ SOURCE: Position description, mission statement, strategic goals and objectives ▪ Typically correspond to major goals/activities on the position description 		
EXPECTATIONS:		
<ul style="list-style-type: none"> ▪ Describe in understandable language what must be accomplished ▪ Typically address any or all the following: quality, timeliness, level of independence, communication and/or interpersonal skills ▪ Should be observable, reasonable, and within the employee's control 		
Observed Performance		
<ul style="list-style-type: none"> ▪ Outcome ▪ Whether or not performance expectations were achieved ▪ Should be specific, objective, and focus on job related behavior, not the person 		
Goals for the Next Evaluation Period:		
<ul style="list-style-type: none"> ▪ Based on the outcome of the current evaluation, list the expectations/goals for the next evaluation period. 		
Job Related Development Goals:		
<ul style="list-style-type: none"> ▪ PERFORMANCE DOES NOT MEET EXPECTATIONS: Establish a plan for improving performance (may be through additional training, coaching, etc.) ▪ PERFORMANCE MEETS OR EXCEED EXPECTATIONS: may present opportunities to refresh skills or obtain new skills/knowledge through workshops, conferences, observing others, etc. 		
JOB PERFORMANCE		
(IN RESPONDING, GIVE SPECIFIC EXAMPLES OF STRENGTHS AND WEAKNESSES AS OFTEN AS POSSIBLE. FOCUS ON PERFORMANCE EXPECTATIONS/GOALS AND OBSERVED PERFORMANCE)		
GENERAL QUALITY OF WORK (Focus on accuracy, attention to detail, originality, timeliness, organization, degree of supervision needed to accomplish tasks)		
DEPENDABILITY (Focus on attendance, punctuality, attentiveness, ability to follow instructions, ability to meet deadlines)		
JOB KNOWLEDGE (Focus on level of knowledge and skills required to master work required, willingness to take the initiative in tackling new tasks)		
PERSONALITY (Focus on cooperativeness, decision-making skills, ability to work for and with others, ability to handle confrontations)		
COMMUNICATION SKILLS (Focus on ability to use language effectively, ability to express ideas clearly and grammatically, command of oral and written language, ability to explain concepts to others)		
MANAGEMENT ABILITY (Focus on ability to identify problems, ability to creatively solve problems, ability to plan, assign and schedule workload, ability to guide an individual or group to complete a task)		

OTHER JOB REQUIREMENTS (Focus on specific needs of organization or needs for individual improvement: public contact, self-development, quality control, ability to stay within cost guidelines)		
PERFORMANCE SUMMARY		
<ul style="list-style-type: none"> ▪ What are the employee's outstanding and strongest points? ▪ What are the employee's shortcomings and weaknesses? ▪ Specific accomplishments and changes since last performance review. 		
GOALS FOR IMPROVEMENT		
<ul style="list-style-type: none"> ▪ What can the employee do to be more effective or make needed improvements? ▪ What additional training or equipment would be helpful? ▪ In what ways could your job be changed to make better use of your skills and abilities? 		
OVERALL ASSESSMENT		
INDICATE YOUR OPINION OF OVERALL PERFORMANCE BY MEANS OF A TICK AGAINST THE APPROPRIATE HEADING		
<ul style="list-style-type: none"> • OUTSTANDING: An exceptionally valuable member of the staff; performance is consistently well above the required standards for the job • Very Effective: Displays good all round level of effectiveness; performance meets or exceeds requirements in all important tasks. • Satisfactory: A competent member of the staff; generally achieves the standards required • Barely Satisfactory: Performance does not always reach the required standards; room for improvement • Unsatisfactory: Performance does not meet the required standard 		
POTENTIAL		
INDICATE YOUR OPINION OF POTENTIAL BY MEANS OF A TICK AGAINST THE APPROPRIATE HEADING		
<ul style="list-style-type: none"> ▪ Definite potential for promotion ▪ Some potential for promotion ▪ Unlikely for promotion above present level 		
(IF JOBHOLDER HAS POTENTIAL FOR PROMOTION, INDICATE POSITIONS/LEVELS TO WHICH HE/SHE MAY BE PROMOTED)		
ACTION TO BE TAKEN		
WHAT ACTION SHOULD BE TAKEN TO IMPROVE PERFORMANCES IN HIS/HER PRESENT JOB AND/OR DEVELOP HIM/HER IN HIS/HER PRESENT POSITION		
EMPLOYEE FEEDBACK		
(TO BE COMPLETED BY THE EMPLOYEE.)		
<ul style="list-style-type: none"> ▪ What are your most important accomplishments on the job over the past year? ▪ What are your weakest job performance areas, or those most in need of improvement? ▪ What steps could you take to improve? ▪ What are your supervisor's strengths and weaknesses in managing your work? ▪ Other work concerns you would like to discuss. 		
ADDITIONAL COMMENTS		
BY REVIEWER AND/OR COUNTERSIGNING MANAGER TO INCLUDE JOBHOLDER'S REACTION		
NEXT REVIEW		
Date scheduled for next review:		
<ul style="list-style-type: none"> ▪ Particular areas targeted for improvement: 		
THIS EVALUATION HAS BEEN DISCUSSED WITH ME. THE EMPLOYEE'S SIGNATURE DOES NOT NECESSARILY INDICATE AGREEMENT, BUT ATTESTS THAT THE EMPLOYEE HAS HAD AN OPPORTUNITY TO READ, DISCUSS, AND COMMENT ON THE REVIEW.		
Employee Signature	Supervisor	Date
Unit/Department Head	Personnel	Date
ORIGINAL FORM TO PERSONNEL OFFICE. EMPLOYEE AND EMPLOYEE'S SUPERVISOR RETAINS A COPY EACH.		

5.0 JOB ANALYSIS AND DESIGN INFORMATION SYSTEM

5.1 PURPOSE

This system exists for the purpose of describing the types of jobs needed in the organization and the qualities of the workers needed to fill them. It is primarily intended to help determine the qualities and types of employees who are to be recruited, which applicants should be selected, where new employees should be placed, and what duties and responsibilities they are expected to carry out in the various positions.

5.2 DESCRIPTION AND FORMAT

Job analysis and design involves the development of job descriptions and job specifications for every type of position in the organization. **Job descriptions** specify the purpose, tasks, duties, and responsibilities of each position and the conditions and performance standards under which these duties and responsibilities must be carried out. **Job specifications** describe the skills, knowledge, experience, and other personal characteristics required of workers who are to be placed in the positions described in the job descriptions. In short, the job descriptions describe the jobs, while the job specifications describe the workers needed to fill those jobs.

PPCC maintains the following levels of staffing based on the current structure. Job descriptions and specifications are developed for these jobs and offices:

06	Executive Director	PPCC-OED-001-06	A
05	Directors		
	• Compliance & Monitoring Director	PPCC-COM-00_-05	B
	• Policy, Standards, & Procedures Director	PPCC-PSP-00_-05	B
	• Complaints, Appeal, & Review Director	PPCC-CAR-00_-05	B
	• Training Director	PPCC-TRN-00_-05	B
	• Finance & Administration Director	PPCC-FAD-00_-05	B
	• Information & Communication Director	PPCC-INC-00_-05	B
04	Officers		
	• Compliance & Monitoring Officer	PPCC-COM-00_-04	C
	• Policy, Standards, & Procedures Officer	PPCC-PSP-00_-04	C
	• Bulletins Officer	PPCC-PSP-00_-04	C
	• Complaints, Appeal, & Review Officer	PPCC-CAR-00_-04	C
	• Training Officer	PPCC-TRN-00_-04	C
	• Administrative Officer	PPCC-FAD-00_-04	C
	• Accounts Officer	PPCC-FAD-00_-04	C
	• Public Relations Officer	PPCC-INC-00_-04	C
	• Administrative Assistant - Commissioners	PPCC-FAD-00-04	C
03	Executive Secretary	PPCC-OED-00_-03	D
02	Secretaries	PPCC-___-00_-02	E
	Professional Assistants	PPCC-___-00_-02	E
01	Drivers	PPCC-FAD-00_-01	F
	Messengers	PPCC-___-00_-01	F
	Office Assistants	PPCC-___-00_-01	F

Grade

The Grade refers to salary and benefit levels. At each grade/level, a range is set within which all staff at that grade/level are paid. It is therefore possible that staff at the same level earn slightly different salaries, from minimum to maximum within the salary range.

Job Number

Note the content of the Employee Job Number (using the ED's Job Number to illustrate):

- PPCC - The Employer, Public Procurement & Concessions Commission
- OED - The department in which the employee works; in this case, Office of the Executive Director
- 001- Employment Number (based on time of employment and number of staff already employed). Here, it is assumed that because the PPCC is a new organization, the current ED was the first employee to be hired.
- 05 - Employee Level in the structure; it is anticipated that Level 5 will be the highest level.

5.3 JOB DESCRIPTIONS AND SPECIFICATIONS

This section presents job descriptions and specifications for primary positions—from Level 03 to Level 06. These include the Executive Director, Department Heads, Sectional Heads, and Project Managers and Executive Secretary. (Job descriptions and specification for the rest of the staff will be developed and included by the Personnel Section).

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)	
JOB DESCRIPTION 1	
(SAMPLE)	
JOB TITLE	Executive Director
JOB No.	PPCC-OED-001-06
SALARY LEVEL	SL-05
REPORTS TO	The Commissioners (through Commission's Chairman)
SUPERVISES	<ul style="list-style-type: none"> • Compliance and Monitoring Manager • Complaints, Appeals, Review Manager • Policy, Standards, and Procedures Manager • Training Manager • Finance and Administration Manager • Information and Communications Manager • Secretary • Driver
GENERAL DESCRIPTION	The Chief Executive Officer (CEO) of PPCC responsible for the overall, day-to-day Management of the organization.
DUTIES AND RESPONSIBILITIES	The Executive Director of PPCC shall have the following specific duties and responsibilities:
	• Ensure effective and efficient day-to-day administration of the Secretariat;
	• Ensure effective and efficient management of the assets of the Secretariat;
	• Recruit and manage all staff of the Secretariat;
	• Implement decisions of the PPCC;
	• Ensure the monitoring and oversight of the procurement and concessions activities by procuring and concession entities and private sector;
	• Develop annual programs and operations
	• Develop annual programs of operation of the Secretariat and Divisions;
	• Ensure the effective operation of complaints, appeals, and review procedures;
	• Initiate and ensure development, ongoing monitoring, and modification of public procurement and concessions policies, standards, procedures, and regulations;
• Ensure the development of programs and training of procurement practitioners and other stakeholders on an annual basis;	
• Ensure the dissemination of information on public procurement and concessions to interested parties and the public;	
• Serve as non-member secretary to the PPCC and Complaints, Appeals, and Review Panel;	
• Perform all other duties that may be assigned from time-to time by the Commission.	

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)	
JOB SPECIFICATION 1	
JOB TITLE	Executive Director
JOB No.	PPCC-OED-1-0001-06
SALARY LEVEL	SL-06
JOB REQUIREMENTS	
EDUCATION & EXPERIENCE	Minimum of Bachelor's Degree in Purchasing and Supply, Business, Economics or related fields or Qualification from an international purchasing, procurement, and supply institute. Master's Degree in Procurement, Business, Law, or related fields would be beneficial.
	Minimum of 10 years proven successful experience at the senior management level having managed professionals, with at least five of those years in procurement at the senior management level.
	Trained in IPPP and knowledgeable about the Public Procurement and Concessions Act
PHYSICAL & HEALTH	Good health, emotionally stable
APPEARANCE	Neat, well-groomed
SPECIAL SKILLS & ABILITIES	▪ Good English language (spoken and written skills)
	▪ Able to work with others
	▪ Understanding of the business of PPCC
	▪ Able to work long and difficult hours
	▪ Able to work without close supervision

6.0 RECRUITING INFORMATION SYSTEM

6.1 PURPOSE

The Recruiting Information System (RIS) is designed for the purpose of collecting and processing the many different types of information needed to identify unfilled positions and the skills required of the employees for these positions. These include:

- a list of unfilled positions;
- the duties and requirements of these positions;
- lists of planned employee retirements, transfers, or terminations;
- information about the skills and preferences of current employees; and
- summaries of employee appraisals.

6.2 DESCRIPTION AND FORMATS

Recruitment actions are aimed at filling vacancies in the organization and are initiated based on the current existence of unfilled positions or anticipated future vacancies likely to result from planned retirements, transfers, and terminations.

Information on unfilled positions are gathered from the *Position Information System*, while the *Planned Position Vacancy Information* identifies planned future vacancies which are expected to come from three sources—retirements, transfers, and terminations.

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)							
PLANNED POSITION VACANCY INFORMATION							
Employee Name	I. D.	Position	Dept./Section	Planned Vacancy Information			Date of Vacancy
				Retirement	Transfer	Termination	

When the dates of planned vacancies arrive, they create positions to be filled. These are combined with unplanned vacancies resulting from such actions as resignations, dismissals, and incapacitation. The personnel unit shall then summarize these existing vacancy information into the following format to aid recruitment efforts. This format, called **Unfilled Positions Information**, will provide information on all positions currently unfilled and requiring personnel action to have them filled.

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)				
UNFILLED POSITION INFORMATION				
Unfilled Position	Location (Dept./Section)	Date of Vacancy	Duties and Responsibilities	Job Requirements

When a vacancy or potential vacancy is identified and listed, the RIS turns to the Job Analysis & Design Information System to identify the duties, responsibilities, and job requirements of the position. The RIS then searches the Employee Skills Inventory to identify comparable skills and preferences of current employees, which fit in with the duties and requirements of the job.

While the employee skills inventory will identify skills available for filling vacancies, recruiting personnel should also examine the results of employee appraisals to identify, for instance, whether an employee with the

requisite skills and experiences (as shown by the skills inventory) is ready for, say, promotion (as the appraisal information would indicate).

6.3 RECRUITING PROCESS

PPCC operates a competitive merit-based, equal opportunity employment system, which encourages promotion from within. This means that whenever a vacancy exists or is anticipated, recruiting personnel will follow the process:

- a. Identify the position to be filled, its location in the organization, and the duties and requirements of the job.
- b. Identifying the position to be filled may begin with an employee requisition coming from a supervisor in whose department/section/unit the vacancy exists. In this case, the supervisor or person making the request for employee must complete an employee requisition form, as shown below:

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)			
EMPLOYEE REQUISITION			
Department:	Section:	Unit:	
Position to be Filled: (Name of Position)		Job No.	Salary Level:
Status of Position (Please Check Box): Full-Time Employee <input type="checkbox"/> Part-Time Employee <input type="checkbox"/> Other <input type="checkbox"/>			
Date/Period Employee is Needed:			
Reason for Requisition (State why the employee is required/needed)			
Brief Statement of Duties and Responsibilities of Position to be Filled		Statement of Basic/Special Qualifications Required of Person to Occupy the Vacant Position	
Requested by:		Position:	Date:
Approved by:		Position:	Date:

- Place a Vacancy Notice on the bulletin of PPCC to announce the vacancy and invite applicants to apply to fill the vacancy.

The vacancy notice must contain the:

- name of the position
- department/section/unit in which position exists
- duties and responsibilities associated with the position
- requirements of the prospective jobholder
- process of submitting application to the personnel office
- deadline for submitting applications.

6.4 CHANGE OF STATUS INFORMATION

When existing employees are **transferred** (a horizontal change in employee job/position, with the employee taking up a new post which is assessed to be on the same level as his previous job), **demoted** (a vertical change in the employee, with the employee given a new job which is assessed to be lower in status or below the level of his previous job), or **promoted** (a vertical change in the employee, with the employee given a new job which is assessed to be higher in status or above the level of his previous job) to a new position, the status of said employee is considered changed. Usually such changes in status are a result of executive management decisions intended to affect the performance of the organization; they will rarely lend themselves to the recruitment process. Yet such personnel action must be noted on the employee record through the completion of a **Change of Status** form.

7.0 EMPLOYEE TRAINING AND DEVELOPMENT INFORMATION SYSTEM

7.1 PURPOSE

The Employee Training and Development Information System (ETDIS) is designed to support PPCC's staff development initiatives through systematic analysis of training needs, identification of sources of high quality training, and follow-up that ensures application of learned skills to work-related challenges.

7.2 DESCRIPTION

7.2.1 DETERMINING TRAINING REQUIREMENTS

This information system uses data from various other personnel information systems to allow management determine training and development needs and plan the appropriate activities to improve the quantity and quality of the organization's labor pool. The system maintains the following information, which are helpful in deriving needs for employee training and development:

- **Sources of diverse kinds of training courses, seminars, workshops, etc.** as related to various current and potential training requirements of employees. Include information on content and scheduling of courses, seminars, workshops, etc. where they are offered.

Sources of Required Information:

- Various education and training institutions (local and foreign)
- The media (print & electronics)
- Training consultants

- **Current and Potential Trainees (employees)**

Sources of Required Information

SOURCES	INFORMATION TO BE OBTAINED
EMPLOYEES (from Training Needs Assessment)	The employee indicates his/her perceived training needs.
SUPERVISORS (from Employee Evaluation/Appraisal Information)	Supervisors suggest employee training needs through regular or informal assessment of employee performance.
JOB ANALYSIS AND DESIGN INFORMATION SYSTEM SKILLS INVENTORY	Indicate duties and requirements of jobs and skills available in the organization to match these job requirements.
POSITION INFORMATION SYSTEM	Identifies each position in PPCC and the employee currently occupying it. This allows easy match of employee skills with current job.
RECRUITING INFORMATION SYSTEM	Provide information that relates future skills requirements with anticipated vacancies, allowing early training decisions.
EMPLOYEE INFORMATION	Identifies all relevant education and training experience of the employee.

- **Sources of Past Training Efforts**

Information on the assessment of the performances and capacity of past trainees as far as job requirements are concerned. Supervisors' reports/follow-ups as well as employees/trainees test scores or student rating can provide indicators in this direction.

7.2.2 Training Requests

For employee training need to be addressed in terms of action toward providing training, the supervisor of the employee will make a request for such training on a Requisition for Staff Development Form:

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)		
REQUISITION FOR STAFF DEVELOPMENT		DATE: ___/___/___/___
Department:	Section:	Unit:
The following request is made for staff development in support of :		
Employee:	Job Title:	
Employee I.D.	Tenure with PPCC	
Kind of Staff Development Requested (Explain whether it is training, for example)		
Objective(s) for Requested Staff Development for Employee		

(Must show work-related purpose proposed staff development will serve)	
Suggested Source of Staff Development Activities Who will carry out staff development? Where should staff development take place	
Expected Duration of Staff Development Activities	
Brief Profile of Employee to be Affected	
Requested by: (Employee Supervisor)	Date: ____/____/____
Approved by: (Department Head)	Date: ____/____/____

7.2.3 INFORMATION ANALYSIS AND TRAINING DECISIONS

When information from all of these sources are analyzed, they indicate needs for training of employees in the various departments on an annual basis. This allows managers to plan annual training and development activities with the following anticipated results:

- Improvement of the quality of PPCC's employees.
- Achievement of the objectives of the organization.

The following personnel form can be used to indicate the annual training plan of PPCC after assessments of training needs are made and approval of various training request are obtained.

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION (PPCC)							
STAFF TRAINING AND DEVELOPMENT PLAN (20__)							
Areas of Training	Employees	Department	Position	Objectives	Source(s) of Training	Training Period	Daily Time (if applicable)

II: STAFF ETHICAL CODE OF CONDUCT

Introduction

This Code of Conduct sets forth in one short document some of the basic standards of conduct which should apply in various areas of work. The code of conduct for PPCC staff aims to bring together rules and standards from different sources. It is meant to reinforce--not replace--all the other various documents which deal with conduct, some of which are referred to in this document. Most especially, it does not take the place of the Disciplinary Code, standing orders, and financial regulations. Where rules and standards within departments exist they also still apply.

Provisions

1. Standards

- 1.1 PPCC's employees are expected to give the highest possible standard of service to the public, and where it is part of their duties, to provide appropriate advice to management and fellow employees with impartiality.
- 1.2 PPCC has published standing orders and financial regulations, which describe important rules and standards. Copies of these documents are available, and all employees are required to work in accordance with them.

1.3 Employees are required to inform the head of their department if they are convicted of any criminal offence while employed by PPCC, except for parking offences.

2. Raising Concerns (“whistle blowing”)

2.1 Employees are expected to raise any concerns they may have about the way services are being provided, or about possible impropriety or serious breach of procedures. Matters of concern may range from possible fraud to the mistreatment or abuse of service users, clients, membership, or customers.

2.2 Employees raising such concerns in good faith need have no fear of recrimination - they will be properly supported. In addition, their identity will not be revealed if that is their wish.

2.3 While any such concerns should ideally be reported to the relevant manager, it is appreciated that employees may not be inclined to do this. Any concerns can therefore be raised with either: (a) The relevant manager; and/or (b) the Personnel Officer.

2.4 The relevant manager or the Administrative Officer will arrange for appropriate senior management to properly investigate any concern raised. As indicated above, the employee’s identity will not be revealed if requested.

2.5 When the concern has been investigated, the relevant manager or Administrative Officer will advise the employee of the outcome.

2.6 Any concern that is raised, and which involves the possibility of fraud, corruption or poor value-for-money taking place or financial procedure rules being breached, must be referred without delay to the Executive Director. If a concern is raised which relates to any of these issues, the relevant manager or any Administrative Officer must refer it without delay to the Executive Director.

2.7 Despite the genuine assurances of support and confidentiality, it is recognized that some staff may still be fearful about raising their concerns **within** the organization. It is also possible that employees who **do** raise concerns, either with their manager, with a Administrative Officer, or with the Executive Director, may be dissatisfied with the outcome of the subsequent investigation.

2.8 In either case, the employee can make use of a confidential arrangement of meeting with the head of the Personnel Committee of the Commissioners. The employee must provide sufficient justification for his/her decision not to raise the concerns he/she has within the organization.

3. Disclosure of Information

3.1 It is generally accepted that open government is best. The law requires that certain types of information must be available to members, auditors, government departments, service users and the public. The PPCC itself may decide to be open about other types of information. Employees must be aware of which information PPCC is and is not open about, and act accordingly.

3.2 Employees should not use any information obtained in the course of their employment for personal gain or benefit, nor should they pass it on to others who might use it in such a way. Any particular information received by an employee from another employee or a manager which is personal to that individual and does not belong to the authority should not be divulged by the employee without the prior approval of that person giving the information, except where such disclosure is required or sanctioned by the law.

3.3 Employees should be aware that PPCC's standing orders limit communication with the news media. Only members of the Commission, the Executive Director, and the Head of Public Relations may give any information to the Press about any aspect of PPCC's business. Any other person(s) providing information to the Press must do so only with the expressed consent of the Executive Director.

3.4 Making unauthorized or improper use of confidential information is a serious offence, which PPCC may regard as gross misconduct, and which may place an employee's job in jeopardy.

4. Political Neutrality

- 4.1 Employees serve PPCC as a whole. It follows they must serve all constituents of PPCC and not just the interest of the unit in which they find themselves.
- 4.2 PPCC's employees must not hold Office with any political party or interest group in the country as this would have a potential of compromising their neutrality in responding to political affairs within the context of their work.
- 4.3 Employees, whether or not politically restricted, must follow every lawful expressed policy of the PPCC and must not allow their own personal or political opinions to interfere with their work.

5. Relationships

5.1 With Employees

Employees are responsible to PPCC through its senior managers. For some, their role is to give advice to senior managers and all are there to carry out PPCC's work.

Mutual respect between employees and employees, employees and managers, and managers and managers is essential to good management. Close personal familiarity between and among employees and between managers and employees and managers and managers can damage the relationship and prove embarrassing to other employees and managers and should therefore be avoided.

5.2 With Procurement Entities, the Local Community, and Service Users

Employees should always remember their responsibilities to PPCC, the procurement entities with which they work, the community they serve, and others who use PPCC's services and ensure courteous, efficient and impartial engagements to all, as defined by the policies of PPCC.

5.3 With Contractors

All relationships of a business or private nature with external contractors, or potential contractors, should be made known to the appropriate manager. Orders and contracts must be awarded on merit, by fair competition against other tenders, and no special favor should be shown to businesses run by, for example, friends, partners or relatives in the tendering process. No part of the local community should be discriminated against.

Employees who engage or supervise contractors or have any other official relationship with contractors and have previously had or currently have a relationship in a private or domestic capacity with contractors, should declare that relationship to the appropriate manager.

6. Appointments and Other Employment Matters

- 6.1 Employees involved in appointments should ensure that these are made on the basis of merit. It would be unlawful for an employee to make an appointment which was based on anything other than the ability of the candidate to undertake the duties of the post. In order to avoid any possible accusation of bias, employees should not be involved in an appointment where they are related to an applicant, or have a close personal relationship outside work with him or her.
- 6.2 Similarly, employees should not be involved in decisions relating to discipline, promotion or pay adjustments for any other employee who is a relative, partner, etc.
- 6.3 Management staff must declare to their manager if they are related to **any** candidate for employment with PPCC.

7. Outside Commitments

- 7.1 Some employees have conditions of service which require them to obtain consent to take any outside employment. All employees should be clear about their contractual obligations and should not take outside employment which conflicts with the PPCC's interests.

- 7.2 Employees should follow rules on the ownership of intellectual property or copyright created during their employment.

8. Personal Interests

- 8.1 Employees must declare to an appropriate manager any non-financial interests that they consider could bring about conflict with PPCC's interests.
- 8.2 Employees must declare to an appropriate manager any financial interests, which could conflict with PPCC's interests.
- 8.3 Employees should declare to a personnel or senior line manager membership of any organization not open to the public without formal membership and commitment of allegiance and which has secrecy about rules or membership or conduct.

9. Equality Issues

- 9.1 All employees should ensure that policies relating to equality issues as agreed by PPCC are complied with in addition to the requirements of the law. All members of the local community, members of PPCC, clients, and other employees have a right to be treated with fairness and equity.
- 9.2 All employees must ensure that they do not treat anyone less or more favorably because of their sex, marital status, ethnic origin, or religious convictions.
- 9.3 All employees have a personal responsibility both to their employer and to their colleagues to protect and respect the dignity of those with whom they work. Employees should be aware that it is a criminal offence to harass intentionally any other person.

10. Separation of Roles During Tendering

- 10.1 Employees involved in the tendering process and dealing with contractors should be clear on the separation of client and contractor roles within the PPCC. Senior employees who have both a client and contractor responsibility must be aware of the need for accountability and openness.
- 10.2 Employees in contractor or client units must exercise fairness and impartiality when dealing with all customers, suppliers, other contractors and sub-contractors.
- 10.3 Employees who are privy to confidential information on tenders or costs for either internal or external contractors should not disclose that information to any unauthorized party or organization.
- 10.4 Employees contemplating a management buyout should, as soon as they have formed a definite intent, inform the appropriate manager and withdraw from the contract awarding process.
- 10.5 Employees should ensure that no special favour is shown to current or recent former employees or their partners, close relatives or associates in awarding contracts to businesses run by them or employing them in a senior or relevant managerial capacity.

11. Corruption

- 11.1 Employees must be aware that it is a serious criminal offence for them corruptly to receive or give any gift, loan, fee, reward or advantage for doing, or not doing, anything or showing favor, or disfavor, to any person in their official capacity. Any money, gift, or consideration received by an employee in public service from a person or organization holding or seeking to obtain a contract or favor from PPCC will be deemed to have been received corruptly unless the employee proves to the contrary.
- 11.2 PPCC's disciplinary code cites corrupt practices as an example of gross misconduct. Employees may be dismissed for even a single act of gross misconduct.

12. Use of Financial Resources

- 12.1 Employees must ensure that they use funds entrusted to them in a responsible and lawful manner. They should strive to ensure value for money spent.

13. Hospitality

- 13.1 PPCC needs to maintain effective relationships with a wide range of allies, partners, agents and community groups. The giving and receiving of modest hospitality may form part of this activity.
- 13.2 Employees must not accept hospitality that they would feel unable to report openly to a superior. If an employee feels it would be open to misinterpretation in any way, then the hospitality must be declined as tactfully as possible.
- 13.3 Employees must be alert to circumstances which might give rise to criticism, such as the forthcoming award of or tender for a contract or the determination of a planning application. Any offer of a gift or hospitality during a tender process must be reported to the Executive Director.
- 13.4 Department heads will make arrangements within their departments for all employees to record hospitality which has been offered (which is beyond incidental refreshments and with a value of \$L100 or more) and which has been either accepted or declined.
- 13.5 Trips to view facilities can be an important part of evaluating proposals. Generally, travel or accommodation costs should be borne by PPCC and then properly approved beforehand.
- 13.6 If an employee is ever in doubt about the propriety of accepting any hospitality, he or she must take advice from his or her manager.

14. Sponsorship - giving and receiving

- 14.1 Where an outside organization wishes to sponsor or is seeking to sponsor a PPCC activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.
- 14.2 Where the PPCC wishes to sponsor an event or service neither an employee nor any partner, spouse or relative must benefit from such sponsorship in a direct way without there being full disclosure to an appropriate manager of any such interest. Similarly, where PPCC through sponsorship, grant aid, financial or other means, gives support in the community, employees should ensure that impartial advice is given and that there is no conflict of interest involved.

15. Hospitality Offered

- 15.1 The key principle here is the appropriate use of PPCC money. There are certain sorts of justification for the expenditure of funds on the giving of hospitality as follows: (a) Hospitality which is incidental for meetings with parties external to PPCC. (teas, coffee, water); (b) Hospitality which is a by-product of the necessity to do business in a particular way, for example a modest lunch might be appropriate if it is most practical for a meeting to be held over lunchtime;
- 15.2 (c) The giving of hospitality as part of a public event – for example consultation activity or an event which realistically is likely to need a degree of incentive built into it; (d) A modest celebration where the absence of hospitality would sit ill within the purpose of the event; and (e) Where there is a considered reason for offering hospitality to partnership organizations, as part of partnership working.
- 15.3 The following reasons would not be sufficient justification for the expenditure of PPCC's funds on hospitality: (a) Expenditure on staff at any event unrelated to a pure business purpose and (b) Expenditure on friends or family.
- 15.4 The key principle is transparency.
- 15.5 Where expenditure is reclaimed, there is an obvious record of the expenditure and justification. Full detail of the justification ought to be part of the claim form. Where an internal budget is used, there must similarly be a note kept on file of the justification for the hospitality. Again, no separate record is required for minor hospitality – below say, L\$100.00.

16 Gifts Offered or Received

- 16.1 In addition to the expectations set out above, employees who are offered or who receive unsolicited gifts with a value of more than L\$100.00 should first register such an offer or receipt in their departmental register, and secondly discuss with their line manager what action should follow such an offer or receipt.

III: STAFF DISCIPLINARY CODE

1.0 Introduction

It is important that all PPCC staff behave well and do their jobs properly. Most do, and disciplinary action is rarely taken. But when disciplinary action is taken, this Code is intended to ensure that things are handled fairly and consistently. This Code applies to all PPCC employees.

2.0 Informal Action: A Manager's Right to Manage

Managers have the right to talk to their staff one-to-one about any work-related issue, including conduct and work performance; this is part of a manager's job. A manager can tell or remind an employee about standards and can reprimand an employee by word of mouth (sometimes called a "verbal warning" or an "oral warning"), for anything that an employee has not done, or done wrongly. This is informal action, aimed at bringing about an improvement. No record of informal action is made on the employee's personnel file, although the manager may take a note of what was said. If a manager does choose to make a written note, the employee will be given a copy of it.

Informal action does not count as disciplinary action, and an employee cannot appeal against informal action or be accompanied by anyone else at an informal meeting with his/her manager. A verbal or oral warning may be referred to in a disciplinary hearing up to six months later.

3.0 Formal Action: Disciplinary Action

If a manager decides that something is too serious to be dealt with informally, just by talking it through with an employee, then disciplinary action will be taken. Disciplinary action can be taken only during a disciplinary hearing. Disciplinary action is always formal, which means that:

- things are always recorded in writing.
- an employee gets the right to be accompanied at meetings.
- an employee gets the right of appeal.

The PPCC expects employees to do their jobs honestly and to the best of their abilities, and to do nothing that may bring the PPCC into disrepute. The following paragraphs give examples of behavior that the PPCC views as wrong and unacceptable. There are two types of misbehavior, called gross misconduct and misconduct:

3.1 Gross Misconduct

"**Gross misconduct**" means misconduct which is so serious that an employee can be dismissed for a first offence. Of course, circumstances will affect how serious an incident is. Only the Executive Director and the Commissioners (in the case of the Executive Director) can dismiss an employee for gross misconduct. If an employee commits an act of gross misconduct, such as any of those listed below, he/she risks being dismissed. Here are some **examples** (this is not an exhaustive list) of the sort of acts that are regarded as gross misconduct:

- **Theft and Fraud**

Stealing from the PPCC or its employees, partners, associates or any member of the public whilst at work; falsifying any document, record, claim or account; providing false information in support of an application for employment or promotion; corrupt practices such as asking for or accepting bribes or unauthorized hospitality, gifts, or gratuities; falsely claiming money or benefits from any local authority.

- **Serious Misbehavior**

Assault; violent behavior, including fighting at work; serious physical or verbal abuse towards fellow employees, clients, PPCC associates, or members of the public, including maltreatment; indecent behavior; serious negligence in performing work or in safeguarding property; using PPCC properties for private use without authority; engaging in unauthorized employment during hours when contracted to work for the PPCC or during periods of sick leave.

- **Breaching PPCC Rules and Policies**

Failing to observe the PPCC's policies, financial regulations, or departmental operating instructions; serious breaches of safety precautions, including neglecting safety equipment; any action which directly endangers others; breaching confidentiality so as to prejudice seriously the interests of the PPCC or any individual.

- **Equal Opportunities**

Harassing or victimizing someone for any reason (for instance because of their race, sex, or disability), or inciting or condoning such acts by others; serious breach of any equal opportunities legislation; serious or repeated contravention of the PPCC's equal opportunities policies.

- **Misuse of Computer-Related Resources**

Serious misuse of, or deliberate damage to, any PPCC computer hardware or software; any deliberate attempt to breach data protection or computer security rules (such as misusing passwords); accessing, storing, or circulating offensive material via e-mail or internet.

- **Criminal Offences**

Conviction for any criminal offence, which makes you unsuitable for employment; not disclosing a prior criminal conviction.

3.2 Misconduct

The other type of misbehavior is called **misconduct**. This is not as serious as gross misconduct. An employee may not be dismissed for a first instance of misconduct. If the employee has been given a previous warning, then he/she may be given a final warning for misconduct. Sometimes misconduct is so serious that one warning is given, which is both first and final. Once an employee has been given a final warning, then he/she may be dismissed if there is further misconduct.

Penalties for misconduct include warnings, removing benefits, moving the employee to another job, withholding increments, or demoting the employee to a lower-paid job. Being an accessory to an offence may in itself lead to disciplinary action. These are examples of misconduct:

- **Misbehavior**

Not obeying a reasonable instruction; insubordination by word, act or manner; abusing your authority; using language or behavior which is offensive to colleagues or others; sleeping on duty or being under the influence of alcohol or drugs (these may be gross misconduct in some situations).

- **Attendance**

Prolonged or persistent absence from work without permission; persistent lateness; failing to comply with working hours arrangements; failing to comply with absence reporting procedures; failing to comply with sickness certification rules; neglecting one's health such that it affects his/her fitness for work, or delays him/her returning from sick leave.

- **Breaching PPCC's Rules and Policies**

Not notifying one's department of a gift, benefit, or hospitality he/she has received; minor breach of health and safety procedures; carelessly losing PPCC property; breaches of the Employee Code of Conduct (this may be gross misconduct in serious cases).

- **Equal opportunities**

Minor breach of any equal opportunities legislation, or of the PPCC's equal opportunities policies.

- **Misuse of Computer-related Resources**

Unreasonable use of a work computer for personal benefits without permission; overuse or misuse of the PPCC's e-mail, or internet system (this is gross misconduct in serious cases).

4.0 Departmental Rules

Each employee's department may have other rules relating to particular issues. Such rules must be written down, and the employee's manager will give him/her a copy of these. The employee will be asked to sign to show that he/she has received them.

5.0 Disciplinary Procedure

5.1 Acts of Misconduct or Gross Misconduct

If an employee commits an exceptionally serious act of gross misconduct, he/she may be instantly dismissed without notice. Normally, though, there will be an investigation before disciplinary action is taken for any alleged offence. As part of that, the employee's explanation will be sought and considered before any disciplinary action is taken.

5.2 Conducting a Disciplinary Hearing

Before a disciplinary hearing is called, the employee's manager will decide if any alleged misconduct or poor work performance is serious enough to warrant disciplinary action. (See 'Poor Work Performance' about this). The employee will be told in writing whether the allegation against him/her is seen as gross misconduct or simply misconduct.

If there is reason to think that an employee may have committed gross misconduct or misconduct, and disciplinary action is likely, then the employee's manager may need to clarify facts and gather information before arranging a disciplinary hearing. This may involve the manager talking to the employee and to others to clarify facts. This is called a "**preliminary investigation**". The employee will be given reasonable notice of such a meeting, and will be reminded in advance of his/her right to be accompanied by another member of staff. The employee will be told the result of the investigation, and whether or not there will be a disciplinary hearing.

In most straightforward cases where facts are already clear, such a preliminary investigation may not be necessary, and a disciplinary hearing will be arranged. This may be conducted by the employee's manager or by a panel of managers. The employee will be reminded of his/her right to be accompanied by another member of staff at any disciplinary hearing, and to call witnesses if he/she wishes.

Ahead of the hearing, the employee must tell his/her department the name of any person accompanying him/her and of any witnesses he/she intends to call. Likewise, the employee will be told the names of any witnesses his/her manager intends to call. The employee's manager may give him/her a written warning.

If the allegation against the employee is one of gross misconduct, his/her manager will arrange for a disciplinary panel to hear the case against him/her. Such panel hearings, which may follow a preliminary investigation, will be made up of two or three people: managers and personnel staff. The employee will be given at least five working days' notice in writing of the hearing date, and told the allegations against him/her. An employee will normally be given details of all the relevant evidence before the hearing; where this is not possible, he/she will be told why. The employee in turn should give details in advance of any documents that he/she will be using as evidence in the hearing.

The employee will be reminded of his/her right to be accompanied someone else—it may be from outside such as a church leader or from inside such as another member of staff. The employee can also call witnesses if he/she wishes. Ahead of the hearing an employee must tell his/her department the name of any person accompanying him/her and of any witnesses he/she intends to call. Likewise, he/she will be told the names of any witnesses his/her manager intends to call, and who will be on the panel.

The employee's managers will tell the employee the outcome of a disciplinary hearing as soon as possible, normally at the end of the hearing itself. This will then be confirmed in writing.

If a disciplinary hearing finds the employee blameless, this will be confirmed in writing, and a record of the fact that the employee is blameless will be placed on the employee's file.

Any disciplinary action will be recorded on the employee's personnel file and confirmed to him/her in writing.

Any written warning will say when the situation is to be reviewed. Disciplinary action for 'misconduct' will be automatically disregarded after twelve months' satisfactory service; warnings relating to 'gross misconduct' will be reviewed after two years or automatically disregarded by the employee's manager, depending on the conduct and performance of the employee over the two years period. The employee can ask for confirmation of the review at the end of the appropriate period, and he/she can ask for an earlier review, based on the employee's conviction that he/she has made satisfactory, convincing progress and/or turnaround.

5.3 Postponing a Disciplinary Hearing

If an employee cannot arrange to be accompanied for a proposed hearing date, he/she can arrange to postpone the hearing once, for up to five working days (see 'An Employee's Right to be Accompanied'). If he/she fails to attend a further date, or if he/she does not turn up for any disciplinary hearing without a sound explanation, the hearing may go ahead in his/her absence.

5.4 Suspension From Work

An employee's supervisor may send him/her home from work during the course of a working day, and if this happens he/she will be paid for that day as normal and the supervisor will tell him/her why he/she is being sent home. Only the Executive Director may suspend an employee beyond that. In the case of a disciplinary hearing/situation, an employee may be suspended only if the Executive Director feels it is detrimental for his/her to be at work whilst the investigation or disciplinary hearing takes place.

Where the Executive Director feels it is detrimental for an employee to be at work and there is clear evidence that the employee has committed gross misconduct, he/she may be suspended without pay, pending a disciplinary hearing. Otherwise, he/she will receive normal pay whilst suspended. The Executive Director will confirm the employee's suspension in writing. If the employee is cleared at a disciplinary hearing then any pay withheld will be restored.

If an employee has been suspended without pay, his/her department will try to arrange a disciplinary hearing within five working days, if he/she requests that. This may be in everyone's interest, but the employee will always be given reasonable time to prepare his/her case. The employee will be reminded of his/her right to be accompanied at such a hearing.

5.5 Sickness Absence During Disciplinary Action

If an employee becomes unfit for work due to illness, whilst disciplinary action is being taken against him/her, his/her department will delay any planned investigation meeting or disciplinary hearing with that employee. Normally this will be for up to five working days, but a longer postponement may be agreed in an exceptional case. This will give the employee time to recover or to arrange for a colleague or someone else to attend the meeting on his/her behalf. If the employee is unfit to attend, he/she can state his/her case in writing and this will be considered. If disciplinary action begins while the employee is unfit for work, then it may be delayed, for the reasons set out above.

5.6 Grievances During Disciplinary Action

The PPCC's grievance procedure is separate from the disciplinary procedure. The grievance procedure does not apply to disciplinary matters. This means that if an employee is unhappy for any reason with the disciplinary sanction taken against him/her, then he/she can say so at the time and may appeal, but cannot raise a formal grievance about the sanction. If the employee raises a grievance about something else, while disciplinary action is being taken against him/her, the Executive Director will decide whether the grievance should be heard before or after the disciplinary case, and will give the employee the reasons in writing for that decision.

6.0 Criminal Activity

The PPCC can take disciplinary action against an employee even if the Police are carrying out a criminal investigation. However, the employee will not be dismissed or disciplined simply because he/she has been charged or convicted of a criminal offence. The Executive Director will decide whether a conviction has an effect on the employee's employment. If it does, then disciplinary action may be taken once the facts have been established. If the employee is remanded to prison, pending a criminal trial, then the PPCC will suspend said employee from work, which will normally be unpaid. Disciplinary action may be taken in the employee's absence.

7.0 Appeal Rights

An employee can appeal against any disciplinary action taken against him/her. The employee has to appeal in writing within two weeks of the date of the letter confirming disciplinary action. The employee's appeal letter should always be addressed to the Executive Director (although your appeal may be heard by someone else) and such letter must set out briefly the grounds for appeal. This means that the letter must say why the employee feels the disciplinary action against him/her was wrong or unfair. It is not enough just for an employee to say that he/she wants to appeal, without giving any reasons. If the employee's letter does not set out any grounds of appeal within two weeks, then the appeal will normally not go ahead. The Executive Director and a personnel officer will hear the employee's appeal. The Executive Director's decision is final and there is no further appeal.

When an employee writes to the Executive Director to appeal, he/she may do one of two things. He or she can arrange for the appeal to be heard, or can ask the disciplinary panel to meet again if that is appropriate.

Appeals will be heard by the Executive Director if the disciplinary action was taken against an employee by his/her manager, or if an employee was given a final warning. The Executive Director and a administrative officer will hear the appeal. The Executive Director's decision is final and there is no further appeal.

If the employee has been dismissed, demoted, or transferred; or if the Executive Director took disciplinary action against the employee, then the Commissioners will hear the employee's appeal within three months.

8.0 Right to be Accompanied

The law gives an employee the right to be accompanied at any disciplinary hearing and any disciplinary appeal hearing. An employee can be accompanied by a work colleague, or by a mutually agreed reputable outsider. The employee may not be accompanied by anyone else. If the employee cannot find any suitable person to accompany him/her, a disciplinary or appeal hearing may be delayed, to enable the employee find someone. Normally this will be for up to five working days, but a longer postponement may be agreed in an exceptional case. After that time it may go ahead whether the employee has someone to accompany him/her or not.

The person who accompanies an employee can put forward the employee's case on his/her behalf, and can help the employee by giving him/her advice and support during a hearing. But that person does not have a right to answer questions for the employee, and if the employee is asked questions during a disciplinary or appeal hearing, he/she must answer them himself/herself.

9.0 Poor Work Performance

If an employee's work performance is sub-standard, his/her manager will decide if this is due to negligence or incompetence on his/her part. Negligence normally involves some blame on the employee's part, for which disciplinary action may be taken. In such a case, the employee's ability to do his/her job is not in doubt, but his/her work may be poor, due to lack of motivation, effort, or care. Incompetence on the other hand, means a lack of ability or experience.

An employee's work performance may suffer if his/her job changes and he/she lacks the skills needed to do it. If this happens, the employee may be offered training or a transfer to another job, if one is available. Special consideration will be given to the employee if his/her work performance is poor because of illness, accident or any other factor outside his/her control, especially if he/she has a previous good work record.

If an employee's work falls below the required standards, this is what will be done:

- The employee's manager will tell the employee about the problem. He or she will discuss with the employee the problem, the possible causes, and some suggested remedies. The employee will be asked for his/her explanation.
- The employee's manager will ensure that you are clear about what standard is expected.
- The employee's manager will give him/her a reasonable period in which to reach the required standard. If the employee does not do so, his/her manager will warn him/her in writing that his/her performance is

unsatisfactory; will record in writing what the required standard is, how long the employee has to reach it, and what will happen if the employee does not. When the review period ends, if there are no longer concerns about the employee's work performance, then any warning will lapse.

- Where possible, the employee will be offered training or coaching to help him/her to reach the required standard, especially if he/she is struggling following a promotion.
- The employee's manager will review and keep a record of his/her progress. If reasonable, the employee will be given more time to reach the required standard of work.

If an employee's work is extremely unsatisfactory, or if the potential consequences of poor work or an error are extremely serious, then the above measures will not normally be taken. From the outset the employee will be dealt with under the disciplinary code and may be dismissed. Apart from these exceptional circumstances, the employee will not be dismissed because of sub-standard work or for making an error unless he/she has been warned and given a chance to improve.

10. Absence From Work

Being unfit for work because of illness is not a disciplinary matter. The PPCC has separate procedures about sickness absence, which are not part of this Code. An employee's manager will tell him/her about these. However, if the employee does not follow the rules for reporting sickness or for producing medical certificates, then the employee may face disciplinary action for misconduct and he/she may lose pay, even if he/she is genuinely ill.

IV: OPERATING POLICIES AND PROCEDURES

1.0 Introduction

These operating policies and procedures are developed to guide the specific work and activities of the Commission. They are developed bearing in mind the need to clearly separate Secretariat responsibilities and duties from those of the Commissioners as well as point out areas for joint and collaborative relationships. These policies and procedures are expected to produce a smooth flow of the work of the Commission. They shall be reviewed and amended from time to time, as the needs and circumstances dictate.

2.0 Separation of functions

- a. The Public Procurement and Concessions Commission is responsible for, but not limited to, developing policies through its rulemaking authority. The PPCC shall develop procedures to provide oversight and policy direction to Secretariat, including new legislative mandates and needs for statutory change.
- b. The Secretariat are responsible for managing staff and carrying out the administrative duties and statutory responsibilities on a day-to-day basis. The Commissioners shall offer advice and direction to the Secretariat.
- c. Under the direction of the Commissioners, staffs of the Secretariat are responsible for managing programs that supervise and regulate entities in accordance with Public Procurement and Concessions Commission Act.
- d. The chair of the Public Procurement and Concessions Commission shall appoint three members each year to serve on the audit committee.

2.1 Specific Examples of Separation of Functions

The following examples should assist in providing guidance on responsibilities for specific activities and tasks of the PPCC:

Activity	Responsibility	Notes
Planning:		
1. Direct the process of planning	Staff	
2. Provide input to long range goals	Joint	
3. Approve long range plans/goals	Commission	
4. Formulate annual objectives	Staff	
5. Approve annual objectives	Commission	

Activity	Responsibility	Notes
6. Prepare performance reports on achievement of goals and objectives	Staff	
7. Monitor achievement of goals and objectives	Commission	
Programming:		
Assess stakeholder (donors, procurement agencies, vendors, etc.) needs	Staff	
Train Secretariat	Consultants	
Oversee evaluation of products, services and programs	Commission	
Maintain program/performance records; prepare program/performance reports	Staff	
Prepare preliminary budget	Staff	
Review and approve budget	Commission	
Monitor budget performance during the year	Joint	
Solicit contributions and donor support	Joint	
Approve expenditures outside authorized budget	Commission	
Ensure annual audit of organization accounts	Commission	
Personnel:		
Employ Chief Executive	Commission	
Direct work of the staff	Staff	
Hire and discharge staff member	Commission	
Decision to add staff	Commission	
Settle discord among staff	Staff	
Financial Management		
Preparing Budgets and Cashflow	Staff	
Approve budgets and cash flows	Commission	
Decide day-to-day operational expenditure, based on plans, budget & cashflows	Staff	
Approve all expenditures in excess of US\$1,000/co-sign checks	Commission	
Appoint auditors and guide audit process	Commission	
Prepare financial reports	Staff	
Approve financial reports	Commission	
Community Relations:		
Interpret organization to Public	Commission	
Write news stories/releases	Staff	
Provide organization linkage with other organizations	Joint	
Commission Committees:		
Appoint committee members	Commissioners	
Call Committee Chair to urge him/her into action	Commissioners	
Promote attendance at Commissioners/Committee meetings	Commissioners/President, R.L.	
Nominate new Commission members	Joint	
Plan agenda for Commission meetings	Staff	
Take minutes at Commission meetings	Commission	
Plan and propose committee organization	Staff	
Prepare exhibits, material and proposals for Commission and Committees	Commissioners	
Sign legal documents	Joint	
Follow-up to insure implementation of Commission and Committee decisions	Commissioners	
Settle clash between Committees	Joint	
Commission Meetings		
Decision about General and Committee Meetings	Joint	
Citation and Agenda for Meeting	Joint	

V: FINANCIAL REGULATIONS

1. Introduction

The Public Procurement and Concessions Commission is established by an Act of Legislation with an oversight responsibility For all public procurement and concessions. The objective of the Commission is to ensure the economic and efficient use of public funds in public procurement and to ensure that public procurement and concession processes are conducted in a fair, transparent and non-discriminatory manner.

The Commission's main sources of funding are mostly from central government and donors. The Commission has to strictly adhere to the reporting systems and Formats which vary amongst donors.

1.1 Purpose

To enhance compliance to donor reporting requirements, the Commission needs to have financial regulations which will:

- a) Define the scope of the financial regulations
- b) Describe financial policy and procedures
- c) Provide the policy and procedure guideline as to how to monitor, use and control the available resources.
- d) Define limits and responsibilities of all staff involved so that the financial regulations may be executed with maximum efficiency.
- e) Ensure that internal control measures enhance accountability
- f) Ensure the systematic recording of all transactions to permit the preparation of financial statements in conformity with generally accepted principles and other donors accounting and reporting requirements in order to maintain accountability.
- g) Ensure that the assets of the Commission are exclusively used For the Commission business and in accordance with management's authorization.

1.2 Responsibility

The Executive Director is responsible to execute the financial regulations.

These regulations may be executed by the Finance and Administration Officer or any other Officer as may be delegated by the Executive Director in writing.

2. Planning

Planning involves determining the long and short terms goals and objectives of the Commission. PPCC has the Following types of plans:

- The Strategic Plan
- Work Plan
- Procurement Plan
- The Annual Program Budget

2.1 Responsibilities

The responsibility to draw broad guidelines For the Commission lies with the National Legislature, which may delegate these powers to the Commissioners.

2.2 Approval

The plans of the Commission are subject to the approval of the Commissioners.

3. Fixed Assets

Fixed Assets include property, furniture and fixtures, Office equipment, Generators, leasehold improvements, vehicles and audio visual equipments acquired by or donated to the Commission.

Fixed Assets are capitalized and depreciated over their estimated useful economic lives.

3.1 Accounting Policies For Fixed Assets

- 3.1.1 Freehold land and buildings shall be capitalized as cost. Such property shall be revalued in the balance sheet based on a valuation performed by a reputable independent valuer.
- 3.1.2 Land and building held under a long term lease which qualifies as capital lease under the relevant generally accepted accounting principles shall be capitalized in accordance with the applicable accounting standards. Revaluation of such lease holds shall be permitted if appropriate.
- 3.1.3 All other fixed assets shall be capitalized at COST and shall not be revalued. Subsequently (unless their value is impaired in which case the asset shall be written down to its realizable value.
- 3.1.4 Leasehold improvements shall be capitalized over the estimated economic life or the term of the lease, whichever is shorter.
- 3.1.5 Fixed assets received from donors shall be capitalized at LANDED COST of the asset at port of entry, which any customs, clearing and Forward charges being expended during the year of acquisition.
- 3.1.6 Fixed assets donated by third party donors shall be capitalized at their ESTIMATED FAIR MARKET VALUE if determinable or ESTIMATED REPLACEMENT COST. In case where the estimated value is not provided by the Donor and is otherwise not obtainable, valuation should be established by consulting with the donor.
- 3.1.7 Fixed assets except freehold land, shall be depreciated, assuming NIL scraps or residual value on a straight lines basis in accordance with the Following recommended useful lines:

Asset	Recommended	Acceptable Range
Buildings	20 years	5-30 years
Fixtures and fittings	10 "	7-12 "
Computers equipments	5 "	3-7 "
M/Vehicles	5 "	3-7 "
Audio Visual equipments	3 "	3-5 "
Others-type writers office equip. etc.	5 "	As appropriate

However, where local regulations stipulate different depreciation and revaluation methods from the above these may be followed but the notes to the accounts should fully disclose the method used.

- 3.1.8 Sales or other disposal of fixed assets whether capitalized or not should be credited to the asset replacement fund. These proceeds often are not freely usable by the Commission.

In any event, the gross capitalized amount and related accumulated depreciation of the asset should be removed from the balance sheet upon sale or other disposition of the asset.

3.2 Administrative Controls

- 3.2.1 All fixed assets are under the control of the Executive Director.
- 3.2.2 The Finance and Administration Officer is the custodian of the Commission's fixed assets.
- 3.2.3 All fixed assets must be numbered/marked For identification and control purposes.
- 3.2.4 The Finance division will maintain a fixed assets register to record all fixed assets.
- 3.2.5 Authority to purchase fixed assets For the Commission depends on the approved Annual Program Budget for the year.
- 3.2.6 Disposal of fixed assets must be in accordance with part vii sections 123 and 124 of the Public Procurement and Concessions Act.
- 3.2.7 Ensure appropriate security, insurance and conduct proper preventive maintenance.

4.0 Income

The Commission receives funding from the Following sources:

- a) GOL Subsidy
- b) Commodity Grant from donors
- c) Cash Grant from donors
- d) Proceeds of the Procurement Bulletin/publications
- e) Application fees paid by Appelants who file appeals to the Commission

4.1 Grants from External Sources

- 4.1.1 Funding agreements detailing the terms and conditions of the grant shall be obtained.

- 4.1.2 Remittance advice shall be filed and upon receipt of funds, acknowledgement shall be submitted to the donors.
- 4.1.3 Bank accounts shall be maintained.
- 4.1.4 The co-mingling of funds from separate donors shall not be permitted.
- 4.1.5 Cash books shall be maintained.

4.2 Income From Internal Sources

- 4.2.1 Receipts shall be issued For all monies collected.
- 4.2.2 Cash receipt register shall be maintained.
- 4.2.3 Section 4.1.3 shall apply.

5.0 Expenditure Control

5.1 Control Documents

- Strategic Plan (SP)
- Annual Program Budget (APB)
- Funding Agreements
- Other Donor Agreements
- Cash Grant Remittance
- Supplementary Funding Agreement
- Payment Request Form
- Re-allocation of Expenditure from appropriate authority
- Other Policy Instructions

5.2 Approving Powers

5.2.1 Payment Requests

I. Chairman/Co-Chairman

All payments for Commissioners

II. Executive Director

All regular payments such as salaries, indirect costs and release of funds for program activities.

III. Directors

Authorizing all payment requests relating to program implementation.

IV. Finance and Administration Officer

All payment requests including those relating to administration and general services.

5.2.2 Payment Voucher

I. Executive Director/Commissioners

Authorization of all payment vouchers

II. Finance and Administration Officer

Preparation of all payment vouchers

5.2.3 Bank Signatory Categories

- There will be two (2) categories
Group A and Group B
- Group A will comprise of PPCC Commissioners
Chairman and co-Chairman
- Group B will comprise of PPCC staff
Executive Director and Accountant

All checks shall bear two signatories, one from each group.

Where donor conditions require the coordinator/program Accountant of a project to be one of the signatories, the Coordinator/Program Accountant must always sign.

5.2 Other Expenditure Control

5.2.1 Salaries

- Monthly payroll shall be prepared For salary payments
- Staff inclusion on payroll shall be the letter of appointment
- All statutory contributions should be paid according to the governing laws and regulations
- The Administration Officer shall verify the payroll to ensure that bona fide employees are listed and amounts are in line with the letters of employment
- The Executive Director shall approve all payment vouchers of monthly salaries and allowances of staff in accordance with approved scales.

5.3.2 Vehicle Running Cost

5.3.2.1 Fuel/Gasoline and Oils

- a) All pool vehicles must be fueled from an identified gas station by coupons.
- b) Requisition Form For fuel and oils shall be filled and submitted by the officer in charge of the vehicle to the Administration Officer.
- c) All fuel requisition Forms shall be signed by the Finance and Administration Officer and approved by the Executive Director.
- d) Strict use of log books should be adhered to.
- e) All pool vehicles must be parked not latter than 6:00 PM during working days (Monday through Friday) and may be parked on Saturdays and Sundays, except authorized by the Executive Director to be used by a senior Official of PPCC.

5.3.2.2 Repairs and Maintenance

- a) There shall be a procurement committee composed of the Following:
 - Commissioner (Finance and Administration oversight)
 - Executive Director
 - Finance and Administration Officer
 - Program Accountant (World Bank)
- b) Source documents for requisitioning of repairs of vehicles or purchase of spare parts shall be prepared by the Finance and Administration Officer.
- c) Requisition Forms shall be signed by the Finance and Administration Officer.
- d) Three quotations from reputable suppliers or identified garages and car dealers should be sought.
- e) The Finance and Administration Officer should submit the requests to the procurement committee For those items exceeding US\$10,000.00.
- f) An LPO/Letter shall be raised For all purchases or repairs duly approved by authorized signatures.

5.3.3 Repairs and Maintenance General (Excluding Vehicles)

- a) Repairs and maintenance of PPCC's Office machines i.e. computers, air-conditions, photocopiers, duplicating machines, typewriters etc. shall be contracted.
- b) The procurement committee shall be involved in the selection of contractors.
- c) Repairs and maintenance of other PPCC properties: Section 5.3.2.2 steps shall apply

5.3.4 Office Supplies and Consumables

- a) Purchase requisitions For approved items are raised by user section. All requisitions are raised under the authorization of the appropriate head of section.
- b) All purchase requisitions are then Forward to the purchasing section For placing orders.
- c) Step 5.3.2.2 shall also apply.

6.0 Imprest

6.1 Petty Cash

- 6.1.1 There shall be a fixed float set by the Finance and Administration Officer at a level reasonable For the expenditure involved.
- 6.1.2 The float shall be reviewed and approved by the Executive Director from time to time.
- 6.1.3 The highest single payment on petty cash shall be L\$500 or US\$10.
- 6.1.4 Payment shall only be made on petty cash voucher which shall be supported by documentary evidence.
- 6.1.5 The Finance and Administration Officer will authorize that petty cash voucher.
- 6.1.6 The Program Accountant will approve petty cash requests up to L\$200, all other requests above L\$200 shall be endorsed by the Executive Director.
- 6.1.7 All petty cash vouchers shall be stamped "PAID" and dated after being paid.
- 6.1.8 A payment voucher supported by relevant documents (PV) shall be prepared to replenish the cash float.

6.2 Special Imprest (Individuals)

e.g. spot purchases, trainings, meetings etc.

- 6.2.1 An application Form shall be submitted to the head of section For approval
- 6.2.2 All imprest forms must be authorized by the Executive Director. The Executive Director imprest form to be signed by the Finance and Administration Officer.
- 6.2.3 The amount must be retired by responsible officers immediately after fulfillment of the purpose for which it was granted.
- 6.2.4 In the event of a staff failing to account for the imprested granted after his/her satisfactory fulfillment of the purpose, recoveries from one's basic salary shall start at the rate of 1/3 net salary after tax.
- 6.2.5 Interest at prevailing commercial bank rate shall be charged
- 6.2.6 Other disciplinary measures will be taken for staffs who fail to retire imprest promptly.

7.0 Soft Loan

- 7.1 A written application should be submitted to the Executive Director For authorization. In the case of Commissioners, submission will be made to the Chair or Co-Chairman.
- 7.2 Soft loan may be granted under proven financial hardships, and shall not exceed two months gross salary.
- 7.3 The amount so granted shall be recovered fully in 3-6 months within the accounting year. However, repayment shall not exceed one third of net salary, except stipulated by the recipient.

8.0 Other Accounting and Financial Controls

- 8.1 The FINANCE AND ADMINISTRATION OFFICER shall ensure there exists a strong and sound system of internal controls and internal checks.
- 8.2 Duties and limits of employees shall be laid down in writing
- 8.3 Handing and taking over shall be done in writing, and in a prescribed format
- 8.4 All records and forms shall be on authenticated documents
- 8.5 Accounting records shall be written in ink or printed and kept up to date
- 8.6 There shall be a separation of duties and no one person shall handle any transaction from beginning to the end.
- 8.7 Check signatories and authorized limits shall be stated
- 8.8 Check numbers, amounts and the names of payee shall be recorded in a register
- 8.9 No blank check shall be signed
- 8.10 Check presented for signatories shall have supporting documents attached eg. Invoices, delivery notes, payments vouchers etc. properly certified as checked and approved.
- 8.11 Supporting documents shall be stamped "PAID" and dated after the check have been signed to prevent duplication of payments
- 8.12 The paying offices should require identification from the payee before effecting payments
- 8.13 for the purpose of these regulations, PPCC employees will not be paid on behalf of the supplier
- 8.14 All cancelled checks shall be kept under lock and key. A list showing all check cancelled shall be drawn and forwarded to the FINANCE AND ADMINISTRATION OFFICER for record purposes.

9.0 Bank Reconciliation

- 9.1 Monthly bank reconciliation statements shall be prepared by the Finance and Administration Officer and approved by the Executive Director.

10.0 Accounting and Reporting Requirements

10.1 Monthly Reporting

- 10.1.1 The Finance and Administration Officer shall prepared and submit a monthly cash flow statement to the Executive Director for onward submission to the Commissioners
10.1.2 Monthly budget performance report will be prepared and submitted to the Commissioners

10.2 Quarterly Reports

- 10.2.1 The Finance and Administration Officer shall prepare and submit a quarterly financial report (income and expenditure) to the Executive Director
10.2.2 The report will finally be forwarded to the Commissioners for review and onward transmission to the respective donors

10.3 Half Year Reports

- 10.3.1 The Directors, Program Accountant and Finance and Administration Officer will prepare and submit both the programmatic and financial reports to the Executive Director
10.3.2 The Executive Director shall submit the reports to the Commissioners
10.3.3 The report will finally be forwarded to the Legislature and respective donors

10.4 Annual Report

- 10.4.1 Programmatic and Financial reports will be prepared annually by the Directors, Program Accountant and Finance and Administration Officer and the report submitted to the Executive Director.
10.4.2 Section 11.3.2 and 11.3.3 shall apply.
10.4.3 The Program Accountant and Finance and Administration Officer will arrange for the external audit

10.5 Other Donors Reports

Reports to other donors shall be presented in accordance with the requirements of the agreements entered into with them. The form and contents shall also be established with them

11.0 Audit of Accounts

- 11.1 The books and accounts of the Commission shall be audited annually by the Auditor-General or by an auditor appointed or authorized by the Auditor-General
11.2 Management accounts to be ready not later than one (1) month after the end of the fiscal year
11.3 The Executive Director shall prepare a formal letter of engagement signed by the Chairman to External Auditors to commence annual audit.
11.4 The draft audited accounts shall be tabled at a special Commissioners meeting for discussion and where necessary amendment will be made in the light of fresh information gathered in respect of the original Commissioners replies to the queries and observations raised by the External Auditors.
11.5 The Audited accounts together with the management letter will be tabled before the Commission's for discussion and recommendations and approval
11.6 The Audited Accounts and reconciliation of the Annual Report to the Audited account shall be forwarded to the Legislature and relevant donor.

12.0 Administration of these Regulations

- 12.1 The Executive Director shall be the Commission's "Accounting Officer" and as such shall ensure that the necessary financial system and procedures are put in place to account for all income and expenditure and provide due evidence of their use on the purpose for which intended.
12.2 The Finance and Administration Officer is responsible to the Executive Director for the overall management of the finances of the Commission
12.3 All staff are required to become familiar will the regulations and to make suggestions directly to the Finance and Administration Officer.

VI: AMENDMENTS

These standard Operating Procedures (SOP) may be amended from time to time as circumstances may allow.