Lagos State Government

CORPORATE PLAN OF MINISTRY OF ESTABLISHMENTS, TRAINING AND PENSIONS

JUNE 2013
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<thead>
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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>Admin</td>
<td>Administration</td>
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<tr>
<td>CS</td>
<td>Civil Service</td>
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<td>CSC</td>
<td>Civil Service Commission</td>
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<td>CP</td>
<td>Corporate Planning</td>
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<tr>
<td>CSPO</td>
<td>Civil Service Pensions Office</td>
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<tr>
<td>DFA</td>
<td>Director(ate) Finance and Accounts</td>
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<tr>
<td>DFID</td>
<td>Department for International Development (UK AID)</td>
</tr>
<tr>
<td>ESSPIN</td>
<td>Educational Sector Support Programme Nigeria</td>
</tr>
<tr>
<td>Estabs</td>
<td>Establishment matters</td>
</tr>
<tr>
<td>F&amp;A</td>
<td>Finance and Accounts</td>
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<tr>
<td>HOS</td>
<td>Head of Service</td>
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<td>HR</td>
<td>Human Resources</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<td>HRMIS</td>
<td>Human Resource Management Information System</td>
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<td>IA</td>
<td>Internal Audit</td>
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<td>ICT</td>
<td>Information Communication Technology</td>
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<td>IR</td>
<td>Industrial Relations</td>
</tr>
<tr>
<td>JD</td>
<td>Job Description</td>
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<td>JE</td>
<td>Job Evaluation</td>
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<tr>
<td>KPA</td>
<td>Key Performance Area</td>
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<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
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<tr>
<td>LSG</td>
<td>Lagos State Government</td>
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<tr>
<td>LSDP</td>
<td>Lagos State Development Plan</td>
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<td>METP</td>
<td>Ministry of Establishment Training and Pensions</td>
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<tr>
<td>MSRD/O</td>
<td>Management Services Reform Directorate /Office</td>
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<tr>
<td>MTEF</td>
<td>Medium Term Expenditure Framework</td>
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<tr>
<td>MTSS</td>
<td>Medium Term Sector Strategy</td>
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<tr>
<td>OD</td>
<td>Organisation Development</td>
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<tr>
<td>OHOS</td>
<td>Office of the Head of Service</td>
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<tr>
<td>OOT</td>
<td>Office of Transformation</td>
</tr>
<tr>
<td>PATHS</td>
<td>Partnership for Transforming Health in the States</td>
</tr>
<tr>
<td>PRB</td>
<td>Planning Research and Budget [Unit/Directorate]</td>
</tr>
<tr>
<td>PR</td>
<td>Public Relations</td>
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<td>PSM</td>
<td>Public Service Management</td>
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<td>PSO</td>
<td>Public Service Office</td>
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<td>PSR</td>
<td>Public Service Reform</td>
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<tr>
<td>SEAT</td>
<td>State Evaluation and Assessment Tool</td>
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<tr>
<td>SLP</td>
<td>State Lead Programme (DFID)</td>
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<tr>
<td>SPADEV</td>
<td>State Performance and Development Evaluation (Appraisal form)</td>
</tr>
<tr>
<td>SPARC</td>
<td>State Partnership for Accountability, Responsiveness and Capability</td>
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<tr>
<td>TOR</td>
<td>Terms of Reference</td>
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<tr>
<td>WFP</td>
<td>Workforce Planning</td>
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Executive Summary

Short summary

This is the first draft of a Corporate Plan for the Lagos State (LSG) Ministry of Establishments Training and Pensions (METP) which currently comprises the Office of Establishment Training and Pensions and the Civil Service Pensions Office, each headed by a Permanent Secretary and operating with replicated support functions. The report draws on various reviews conducted in METP during 2012-13. METP has agreed to integrate the two offices and will consequently make changes to its structure, functions and responsibilities. Lagos State has decided that the Post Service directorate presently located in the Office of the Head of Service Public Service Office (OHOS/PSO) should move to METP creating further functional and structural changes. METP will apply learning gained from the LSG Human Resource (HR) pilot initiative in METP. The results of the Workforce Audit and Planning (WFP) exercise due in mid-2013 will have implications for policy and operations in METP.

The Corporate Plan work in progress; as a process not a document it will be updated as METP and its operating context change

Full summary

Lagos State Government adopted a Corporate Planning methodology in 2011 and has since piloted it in several ministries. The Ministry of Establishment Training and Pensions launched Corporate Planning in January 2012. A summary of the stages that were followed is at Appendix 3.

This report brings together the component parts of the Corporate Plan. It covers:

Section 1 – Introduction, background and context
Section 2 – METP mandate, vision, mission core values and objectives
Section 3 – METP structure and functions
Section 4 – MET&P Service Charters
Section 5 – Directorate and function work processes
Section 6 – METP staffing and establishment information
Section 7 – Capability gap and the skills required to carry out the functions
Section 8 – Job Evaluation
Section 9 - Draft Action Plan

Each section is supported by a set of appendices. Much of the information has been made available in earlier reports.

The Corporate Plan is a living document and work in progress. As Lagos State continues to adopt new working practices and reforms the Plan will change. Under the guidance of the Head of Service (HOS), METP with the Public Service Office (PSO) and the Civil Service Commission (CSC) is in the processes of eliminating overlapping responsibilities identified
across the 3 MDAs. In parallel LSG has taken significant steps to introduce more robust workforce planning and professional approaches to Human Resources (HR) management, including the application of Oracle HR information systems to the Civil and Public Services. As these become embedded the role of the METP will evolve and the Corporate Plan should be adapted to reflect this.

METP is taking steps to adopt recommendations about its structure and functions. Integrating what is in effect 2 MDAs will involve significant restructuring and the re-organisation of jobs and job holders under the authority of a single Permanent Secretary (PS) and streamlined support functions including HR and Administration, Finance and Accounts. Post Service directorate will be moved from PSO into the Pensions Directorate of METP and some residual functions are due to move from OOT to METP. These changes are signalled in the Corporate Plan and offer METP an unprecedented opportunity to examine and redefine policy responsibilities, rationalise work processes, clarify structures and ensure all staff have clear job descriptions, thereby strengthening METP’s efficiency and its role in LSG public service planning and delivering services to MDAs.

The Corporate Plan has a number of weaknesses that will be rectified over time as METP takes action and works towards a Corporate Improvement plan. Issues warranting attention are flagged in a draft action plan and include:

- Adopting METP’s refined mandate
- Presenting the submission for structural change and integration to EXCO
- Developing a Strategic Plan for METP aligned to State priorities and an implementation plan
- Strengthening the corporate governance arrangements for implementing changes to METP’s structure, functions and processes; adopting and adapting the model job descriptions for all staff
- Strengthening METP’s ability to provide leadership to the Civil Service through improved functions and work processes and adopting service wide Workforce Planning
- Full elimination of duplicated or overlapping functions within METP and between METP, PSO and other MDAs
- Strengthening the linkages between METP’s structure, mandate, objectives, processes and jobs
- Producing accurate data on staffing, a medium term workforce plan and MDA specific training and development plan
- Keeping the Plan up to date as changes are made
- Formulating a Corporate Improvement plan by the end of 2014
Section 1: Introduction

Background

During the SPARC Public Service Management (PSM) Self-Assessment (SEAT) exercise conducted in Lagos State Government (LSG) in 2009 it became apparent that a whole system organisational development (OD) intervention would be the right approach to take but that it might not be immediately acceptable to LSG. Within 12 months it was clear that LSG could and should adopt a more holistic approach. A Corporate Planning (CP) model\(^1\) that would integrate PSM thinking with the other SPARC work strands within the wider context of the Medium Term Sector Strategies (MTSS) and Medium Term Expenditure Framework (MTEF) was seen as appropriate. A Corporate Planning model was welcomed in principle at the Joint Review of PSM in July 2010. A concept paper summarising CP was delivered to the Head of Service, LSG, in September 2010. Guidance on CP consistent with other SPARC States has been produced and shared with other SLP\(^2\)s; ESSPIN\(^3\) and PATHS2\(^4\) have also adopted the Corporate Planning methodology.

Guidance on Workforce Planning and Service Charter policy and guidance were produced in 2010. Starting in 2011 the Corporate Planning methodology was piloted by the Ministry of Economic Planning and Budgets (MEPB), Ministry of Establishment Training and Pensions (METP), Public Service Office (PSO in the Office of the Head of Service) and the Civil Service Commission (CSC). The Office of the State Auditor General (OSAuG) and the State House of Assembly (SHOA) adopted a modified version of Corporate Planning in 2012.

This report presents a summary of the work carried out in METP in 2012-13.

Corporate Planning (CP) Process in METP

Corporate Planning in an MDA is a process summarised in a living document where:

- Mandates are clarified;
- The Vision and Mission and Strategic Objectives are articulated;
- Medium Term Objectives are set;
- Structural and Functional Reviews eliminate duplication and overlap of functions;
- Process Reviews ensure systems and procedures are fit for purpose;
- A Workforce Plan is prepared and implemented, and
- Service delivery is improved through the establishment of Service Agreements and Charters.

Related PSM Initiatives

LSG is working with SPARC on a State wide Workforce Plan; the results of this will have an impact on all MDAs including METP. OET of METP has also been involved in a pilot to professionalise Human Resource Management (HRM) which has led to the evolution of new HR roles and functions. METP with CSC and PSO is implementing an action plan to

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\(^1\) See appendix 1 for a diagram of the CP process
\(^2\) Department for International Development (DFID UK Aid) State Lead Programmes
\(^3\) Education Sector Support Programme in Nigeria (DFID)
\(^4\) Partnership for Transforming Health in the State (DFID)
eliminate overlapping and duplicated functions identified between the 3 MDAs. It is envisaged that METP will become the State lead for Human Resource management policy and professional HR staff.

The Corporate Planning review is not a one-off. METP will want to revisit findings and make further recommendations on a regular cycle. Having gone through the experience, senior staff should be able to update objectives and functions and make further changes more readily.

Responsibility for rolling out Corporate Planning in LSG will fall to the Office of Transformation (OOT) whose staff have had training in various aspects of the methodology.

**METP CP Governance**

A Core Group chaired by the PS METP was established to oversee the process with technical support from SPARC’s team of national and international consultants and MSRD/OOT⁵. A copy of the Terms of Reference is at appendix 2. The Core Group and the Lagos State CP Steering Group did not meet as regularly as expected.

**METP CP Progress Reports**

During the CP review process a number of presentations and reports setting out findings and progress were presented to METP. A comprehensive list is at Appendix 3. The timetable for completing the CP review was agreed with METP and OOT; the timetable slipped by 12 months.

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⁵Management Services and Reform Directorate/Office, the precursor to OOT
Section 2: Mandate, Vision, Mission and Strategic Objectives

METP Mandate

METP’s mandate is derived from the Constitution and statutory provision. During the Corporate Planning review the mandate was revised and refined to remove some of the lower order activities. In summary METP’s mandate is the State wide responsibility for the formulation, execution monitoring and evaluation of policies relating to:

- Establishment matters
  - Staff complement, grading and conditions of employment
  - Preparation of the annual staff budget
  - Review of salaries and advising government on remuneration issues
  - Service wide personnel rules, financial instructions, records and statistics
  - Liaison with the National Council on Establishment
- Training
  - Capacity building of the service
  - Supervision of the Public Service Staff Development Centre (PSSDC)
- Industrial Relations
  - Relations with the trade unions and the State and National Public Service Negotiation Councils (PSNC)
- Pension payments and welfare

The Mandate should be revised to recognise that Pensions has reported that payments have moved to the State Treasury Office (STO) and, once activated, METP’s new responsibilities for Post Service Matters, Workforce Planning and professional HR.

To meet its mandate METP has of necessity to work in close collaboration with the public service Commissions and MDAs. Several of METP’s responsibilities are carried out ‘in conjunction with’ or ‘under the guidance of’ PSO. Care should be taken to avoid duplication of effort and resources in these areas.

METP Vision and Mission:

MET& P have published their vision and mission statements in separate Service Charters.

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6 See Appendix 4 for the original and revised versions
7 LSG has agreed that this should move from PSO to METP
8 See appendix 8
**E&T Vision** – to be the leading Government Agency reputable for providing an enabling and progressive environment for the development of a results-oriented Public Service

**E&T Mission** – Sustenance of ethical values and effective Career Management through capacity building towards achieving a virile public service

**Pensions Vision** – To have an efficient and effective Pensions Administration driven by information technology where all retired and retiring are impacted with a sense of belonging in the Public Service with assurance that their benefits are paid as at (sic) when due.

**Pensions Mission** - to be a Civil Service Pensions Office that is effective and efficient in the Management of Pensions Administration in the State manned (sic) by caring, honest, sincere and dedicated professionals who stratify the need of every retired and retiring officer.

Once the offices of Establishment and Training and Pensions are integrated into a single functioning MDA the vision and mission statements will need to be amended. Other amendments will result from such changes as the progressive transition from the pay-as-you-go pension scheme to the contributory scheme. The vision and mission of the MDA should be reviewed regularly and kept alive.

**METP Strategic Plan**

METP does not currently have a strategic plan. Given the organisation’s role in equipping the public service to meet the priority business of the State a medium and long term plan should be in place and aligned to the Lagos State strategic development agenda⁹.

**METP Strategic Objectives**

METP has defined its strategic objectives and performance indicators. These are presented in full at Appendix 5.

The objectives should be drafted in accordance with good practice to be specific, measurable, attainable, realistic and time bound.

METP Directors will wish to keep the objectives under review (a) to ensure they are being achieved and to take corrective action where appropriate and (b) to accommodate planned changes

**METP Values**

METP’s espoused values are: Hard work, Team spirit, Loyalty and Dedication

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⁹ This should take account of key State initiatives such as the Lagos State Development Plan and Medium Term Sector Strategies (MTSS)
Section 3: Structure and Functions

METP Structure

From an external perspective the Ministry of Establishment Training and Pensions is a single entity. It is however currently structured as 2 separate offices: the Office of Establishments and Training and the Civil Service Pensions Office, each headed by a Permanent Secretary. Recent changes to Pensions legislation means that the Pensions Office will wind down as the ‘pay as you go’ scheme is overtaken by the contributory Pensions scheme. This is likely to take some time and LSG will maintain its commitment to all public service pensioners.

As 2 offices, METP has retained duplicated support functions including: administration, finance, accounts, internal audit, and public relations. The Honourable Commissioner METP recognised from her arrival in the MDA that this was questionable, that integrating the 2 offices would be more efficient and eliminate overlapping if not wasted effort. METP has agreed to integrate the 2 offices to create a Directorate of Pensions and to rationalise and merge the support functions\(^\text{10}\).

In parallel other changes will have an impact on the way in which the MDA is structured: some responsibilities\(^\text{11}\) currently sitting with the Office of Transformation (OOT formerly the Management Services Reform Directorate of METP) are due to be reclaimed and following the Corporate Plan review in the OHOS PSO, LSG has agreed to move Post Service directorate to the Pensions Directorate. These changes will be proposed to EXCO and executed in 2013-14. SPARC and OOT will provide technical assistance to help with this. The Corporate Plan provides some tools that METP is familiar with and can use in the process: organograms, process maps, model job descriptions.

Several of the current organograms merit attention: some do not include all staff numbers, grades and posts; for some it is difficult to ascertain the duties and how the levels relate to one another in the hierarchy. Restructuring will allow METP to take a closer look at the organograms and design new ones to fit the METP Establishment Plan.

A proposed new structure is set out in Figure 1 below:

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\(^{10}\) See section 6 for information on duplicated jobs

\(^{11}\) OOT provides consultancy and project management support to LSG. PSO has a residual mandate to do organisational reviews. METP will define what will be imported from OOT.
The following organograms depicting current METP Directorate and Department structures are presented in Appendix 6:

- Civil Service Pensions Office
- Pensions Administration
- Pension Reimbursement
- Directorate Finance and Administration (Pensions)
- Directorate Finance and Administration (Estabs)
- Establishments Department
- Accounts Directorate (Pensions)
- Accounts Department (Estabs)
- Industrial Relations Directorate
- Training Department

In the short term, METP’s core functions will not be radically affected by integrating the 2 offices. However METP plans to enhance its Industrial Relations function and LSG plans to create a Workforce Planning capability in METP. This will differ from the current Establishment function but could be run under the same directorate. The restructuring is likely to throw up some posts that can be redeployed in METP to accommodate some of these changes. In the medium term, METP will be responsible for professional HR policy and procedures in Lagos state. These are known to be different from current personnel compliance with the Civil Service Rules and will require a different set of skills to lead and support MDAs. METP will want to strengthen its HR policy and Workforce Planning capability.

Following participation on the 6 month experiential learning pilot examining HR in 6 MDAs, METP will implement a new structure and job roles for staff in a proposed Directorate of HR
and Administration. This will be a significant change to the Finance and Administration support function. Similarly the Directorate of Accounts will accommodate the residual finance responsibilities from the Finance and Administration Department.

All restructuring should be completed before METP revises its Establishment Plan, staff development plan and MDA workforce plan.

**METP Functions**

METP’s core functions are:

- Pensions
- Industrial Relations
- Establishment Matters
- Training

Its Organisational support functions are:

- HR and Administration
- Finance and Accounts
- Procurement; Planning Research and Statistics
- Internal Audit
- ICT.
- Public Relations

The MDA is organised largely by function. In the Functional Review, METP agreed the diagram in Figure 2 below was an accurate summary of the functions and key activities.

METP’s functions are also described in the MDA’s Service Charters

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12 The structure of the HR & Admin will be tailored to fit METP’s requirements and role in LSG. An extract from the summary findings and METP’s HR report from the pilot (July-December 2012) is at Appendix 7. For full details see the LSG HR Implementation Report May, 2013
### Fig 2: METP CORE FUNCTIONS

<table>
<thead>
<tr>
<th>Pensions</th>
<th>IR</th>
<th>Establishments</th>
<th>Training</th>
<th>Support</th>
<th>Public Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate, formulate, execute, monitor, evaluate policies relating to pension services.</td>
<td>Initiate, formulate, execute, monitor and evaluate policies relating to Establishments for the State CS</td>
<td>Initiate, formulate, execute, monitor and evaluate policies relating to Training in line with State priorities.</td>
<td>Initiate, formulate, execute, monitor and evaluate policies relating to OHOS.</td>
<td>HR and Administration in METP</td>
<td>Public Relations</td>
</tr>
<tr>
<td>Maintain comprehensive, verified and up-to-date personnel records for pensioners of the State Civil Service.</td>
<td>Preparation of annual service wide personnel budget in conjunction with PRS and MEPB.</td>
<td>Oversee the implementation of training and development policies and programmes in conjunction with OHOS.</td>
<td>Review of salaries, wages and allowances in conjunction with OHOS.</td>
<td>Service Delivery Unit</td>
<td>METP Finance and Accounts</td>
</tr>
<tr>
<td>Liaise with Federal Government on matters concerning reimbursement of pension claims in conjunction with OHOS.</td>
<td>Co-ordinate and provide secretariat services for Public Service Negotiating Councils at the State level and attend National Council meetings.</td>
<td>Co-ordinate, review and develop Establishments regulations and other matters and oversee their implementation in conjunction with OHOS.</td>
<td>Oversee the implementation of training and development policies and programmes in conjunction with OHOS.</td>
<td>METP Procurement</td>
<td>METP Planning, Research &amp; Statistics</td>
</tr>
<tr>
<td>Liaise with Lagos State Pension Commission on contributory Pension Schemes.</td>
<td>Liaise with and maintain relations with Trade Unions in conjunction with OHOS.</td>
<td>Oversee compliance with Civil Service rules and financial instructions throughout LSG.</td>
<td>Evaluate training and report on value for money.</td>
<td>METP HR and Administration</td>
<td>METP Internal Audit</td>
</tr>
<tr>
<td>Provide Pensions advisory service.</td>
<td>Liaise with National and State Industrial Safety Councils and attend National Industrial Council Meetings.</td>
<td>LSG HRMIS and Oracle NCE liaison</td>
<td>Report on the impact and capacity building of LSG staff.</td>
<td>METP Procurement</td>
<td>METP ICT</td>
</tr>
<tr>
<td>Process payment of State pensions and gratuities.</td>
<td></td>
<td></td>
<td>Oversee the management and development of the Public Service Staff Development Centre.</td>
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<td></td>
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<tr>
<td>Post Service support.</td>
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</table>
In restructuring METP, new functions (eg Post Service, Workforce Planning, HRM policy and operations) will be added:

- **Post Service:** Last day in Office; complaints and counselling; post service welfare; retiree training; attending funerals.\(^{13}\)

- **State Wide Workforce Planning:** The goal of the Workforce Plan is to get the right people, with the right skills, in the right jobs (as identified in the up to date Establishment) at the right time. A comprehensive workforce plan should identify the strategies for building the relevant skills and capacity needed for success. It should also set out how LSG will recruit, support, develop and retain the employees it needs for the future. A methodology is being tested and developed for LSG.

- **HRM policies and operations:** these can be found in the LSG HR Policy Framework and draft HR Operational Guidelines.

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\(^{13}\) Source: PSO
Section 4: METP Service Charters

METP has made a public declaration of its purpose, vision, mission, values and functions in Service Charters published in July 2012. As 2 offices METP has published 2 separate Service Charters: Office of Establishments and Training Service Charter and Office of Pensions Service Charter

Copies of these are presented in Appendix 8. Once restructuring has been completed the Charters should be revised. There is a case for integrating the Charters to reflect METP’s portfolio; equally a separate Charter for Pensions would recognise pensioners and retired civil servants as a discrete service user group.

METP’s Service Delivery Unit is developing a Service Improvement Plan.
Section 5: Work Processes

During the Corporate Planning review, METP Directors were asked to draw up a series of work process flow charts mapping the flow of each activity from start to finish and stating how long each process took. The purpose of this is to allow Directors to view core processes and identify:

- the validity of the process and each step along the way
- whether there are too many steps in a process and which ones might be redundant
- the value that is added by each step in the process to the overall activity and particular how this benefits the end user
- how long the process takes and whether it could be made shorter
- how many people are involved in the process and the extent to which they are all necessary
- who makes the decisions along the route and whether these are being carried out at the appropriate level of authority.

A series of draft process flows covering the following activities is at appendix 9:

- Establishment:
  - Preparation of the annual staff budget
  - Review of salaries
  - Updating Schemes of Service and Civil Service Rules etc

- Training for State employees

- Finance and Admin (OET)
  - Promotion of junior staff
  - Deployment of staff to METP

- Procurement

- Training of METP staff

- Industrial Relations: conflict resolution

- CSPO
  - Payment of staff salaries
  - Pensions and gratuities
  - Maintenance of office building, equipment and vehicles
  - Verification of pensioners
  - Payment of federal pensions

Overall the process flows show that tasks take longer to complete than they need to and that too many decisions are being referred up to the Permanent Secretary or the Hon Commissioner. This is work in progress and provides METP Directors with the opportunity to introduce efficiencies, to make sure that processes are underpinned by work manuals and
that decisions are delegated to the right level. Better ICT in the MDA would help staff and support smarter working.
Section 6: Staffing and Establishment

METP has a total strength of 272 staff. The numbers of staff listed on the organograms does not always tally with the summary of staff based on the nominal rolls. This may be due to staff movements but the organograms should equate with the Establishment figures for the MDA.

METP staffing breaks down as follows:14

<table>
<thead>
<tr>
<th>All staff</th>
<th>METP</th>
<th>OET</th>
<th>Pensions Office</th>
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<tr>
<td></td>
<td>272</td>
<td>182</td>
<td>90</td>
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<tr>
<td>By gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Men</td>
<td>40%</td>
<td>41%</td>
<td>36%</td>
</tr>
<tr>
<td>• Women</td>
<td>60%</td>
<td>59%</td>
<td>64%</td>
</tr>
<tr>
<td>By Grade band</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• GL 1-6</td>
<td>38</td>
<td>24</td>
<td>14</td>
</tr>
<tr>
<td>• GL 7-12</td>
<td>183</td>
<td>121</td>
<td>62</td>
</tr>
<tr>
<td>• GL 13+</td>
<td>49</td>
<td>36</td>
<td>13</td>
</tr>
<tr>
<td>• Consolidated</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>By age</td>
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<td></td>
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<tr>
<td>• 18-29</td>
<td>15</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>• 30-39</td>
<td>89</td>
<td>59</td>
<td>30</td>
</tr>
<tr>
<td>• 40-49</td>
<td>103</td>
<td>73</td>
<td>30</td>
</tr>
<tr>
<td>• 50+</td>
<td>66</td>
<td>37</td>
<td>29</td>
</tr>
<tr>
<td>By length of service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 9 years or less</td>
<td>73</td>
<td>52</td>
<td>21</td>
</tr>
<tr>
<td>• 10-19 years</td>
<td>99</td>
<td>71</td>
<td>28</td>
</tr>
<tr>
<td>• 20-30 years</td>
<td>78</td>
<td>36</td>
<td>42</td>
</tr>
<tr>
<td>• Over 30 years</td>
<td>24</td>
<td>24</td>
<td>0</td>
</tr>
<tr>
<td>By educational qualification</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• FSLC-OND/NCE</td>
<td>123</td>
<td>80</td>
<td>43</td>
</tr>
<tr>
<td>• HND/BSc</td>
<td>118</td>
<td>74</td>
<td>44</td>
</tr>
<tr>
<td>• Post grad</td>
<td>32</td>
<td>28</td>
<td>4</td>
</tr>
</tbody>
</table>

METP appears to have a well-qualified workforce, many of whom have considerable service experience. However, as in other parts of LSG a high proportion of this experience is aged.

14 Source: information supplied to the Workforce Audit January 2013; not verified. Total staff in id 2012 was 182 of which 176 were in OET and 96 in CSPO. The variation is not significant.
15 Some subtotals add up to 183; these figures have yet to be checked.
16 Some subtotals add up to 91; these figures have yet to be checked.
over 40 and due to retire in the foreseeable future. A revised Establishment Plan and workforce strategy and plan to ensure the future sustainability of the MDA will be required.

The Corporate Planning review\(^{17}\) analysed METP staffing by grade and pointed up some of the duplicated functions and potential for rationalisation or re-deployment of posts. A summary breakdown extracted from the report is tabled in Appendix 10.

In integrating the 2 Offices (OET and CSPO) there will be scope to eliminate duplicated functions and jobs. METP is advised (1) to map the processes in each of the supporting functions: HR and Admin; Accounts and Finance; Internal Audit; Planning Statistics and Research; Public relations / information (2) to estimate the workload in the integrated functions and (3) to conduct job evaluation and grading exercise to determine the staffing needed. Some 49% of the staff are engaged in DFA and Accounts functions alone; A rough estimate based on the figures at Appendix 10 suggest that some 50 posts could be saved or re-deployed.

The organisation of senior posts merits further investigation in integrating the 2 Offices. HC and PS METP are taking action to re-grade the Head of the Pensions Office to Director. Some Director, Deputy and Assistant Director jobs appear as ‘one on one’ in the organograms or without managerial/supervisory responsibilities; a possible signal of less than optimal organisation. The role of Deputy Director and Assistant Director described in the capability analysis suggests that the jobs and their delegated authority and boundary with the Director roles could be more clearly defined.

Further information on capability and gaps is in Section 7 below.

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\(^{17}\) For details refer to the METP Functional Review and Staffing Report, September 2012.
Section 7: Capability and Capacity

METP self-assessment of skills and capacity gaps

6 senior staff were interviewed by SPARC technical staff in February/March 2013 using a structured self-assessment questionnaire to identify the skills staff required to perform their Directorate’s and METP’s core functions. Those interviewed were asked to focus on what staff needed to be effective in their jobs, including in the following competency areas:

1. Understands the role and function of the MDA and how their job contributes to it.
   (Being clear about the MDA mandate, the Directorate or Unit objectives and having a job description that describes objectives and the contribution expected from staff)

2. Has the expertise and skills required to do the job and applies that expertise:
   (Makes it clear that all staff need to take responsibility for developing and applying their own skills to be able to perform their assigned work effectively to the standards agreed in their performance review planning. Managers have a responsibility in turn to support staff development.)

3. Delivers quality service to citizens service users:
   (The behaviours needed to agree deliver clear objectives, manage work and ensure that good quality services result).

4. Thinks ahead; sets goals, plans work effectively and can prioritise work.
   (Knowing what is important and urgent and organising oneself to do the right things.)

5. Anticipates problems and takes responsible actions to overcome them
   (Recognises that staff have the capability to tackle the problems in their jobs. The behaviours in this competence encourage staff to be proactive, to think creatively and more widely to find more efficient and effective ways of working. More senior staff are expected to look longer term and take a strategic view of the work issues confronting them.)

6. Manages time effectively and meets deadlines
   (Being about being prepared, having plans and schedules in place and exercising responsibility to complete tasks and projects on time.)

7. Demonstrates leadership and makes the right decisions
   (Recognises that everyone can demonstrate leadership behaviours even when they are not very senior or leading a team. For managers, the competence stresses having a clear sense of direction; supporting staff and encouraging them to follow; as well as delegating responsibility to the right level.)

8. Is an effective team player
   (The behaviours in this competence emphasise that the staff of the MDA need to work cooperatively and collaboratively; to listen to each other, respect

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18 Director Finance and Administration, Director Establishments, Director Industrial Relations, Director Training, Director Establishment and Training Accounts, Director Pensions Accounts.
others’ views and spend time on building effective working teams as well as completing individual tasks.

9. Builds effective relationships; wins the support of others
   (Reinforces the need for building and maintaining relationship both within and outside the MDA. The competence emphasises the need to put effort into understanding the stakeholders of the MDA, their concerns, needs and service standards requirements.)

10. Communicates clearly and keeps people informed
   (Reinforces the need for sharing information and opinions to achieve understanding. It also identifies the need to provide accessibility to everyone whose work and lives are affected by the MDA’s services.)

11. Is computer literate
   (Reflects the need for MDAs to be smarter in the way they work, expecting staff to be able to use computers to draft, send and store documents; use email to communicate internally day to day; to provide access for customers to contact by email.)

12. Is honest and reliable and uses resources effectively
   (Staff have a responsibility to create trust in what they do and how they do it and to use official resources always with value for money and regard to the public purse in mind.)

13. Demonstrates a positive attitude to work
   (The behaviours in this competency indicate a willingness to take responsibility, to add discretionary effort in providing services and work with colleagues; and the desire to succeed with and through others.)

Staff numbers covered by this process were:

<table>
<thead>
<tr>
<th>Grade band</th>
<th>Number of staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>GL 01 – 06</td>
<td>36</td>
</tr>
<tr>
<td>GL 07 - 10</td>
<td>100</td>
</tr>
<tr>
<td>GL 12 - 14</td>
<td>40</td>
</tr>
<tr>
<td>GL 15 - 17</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>186</strong></td>
</tr>
</tbody>
</table>

Results of the self-assessment

5 Directors interviewed identified that their staff currently excel at:

   Team work/ team spirit (3)
   Office administration
   Report writing

Asked to list the top 3 skills or capabilities required in the Directorate; interviewees responded with:

   Computer literacy (3)
   Writing skills; report writing and submissions (3)
   Use of MS Excel (2)
   Communication skills (2)
   Interpersonal skills
   Accounting skills

19 Overall 68% % of staff in METP were included in the self-assessment
An indicative picture of the skills that staff in METP require to fulfil MDA functions, based on an average of the composite results from the self-assessment questionnaire is tabled below.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Current 0 = not required</th>
<th>Future 0 = not needed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GL 1-6 20</td>
<td>GL 7-10 GL 12-14 GL 15-17</td>
</tr>
<tr>
<td>1 Understands the role and function of the MDA and how their job contributes to it.</td>
<td>2 2.5 2.7 3.0</td>
<td>2.7 3.0 3.0 3.0</td>
</tr>
<tr>
<td>2 Has the knowledge skills and expertise required to do the job and applies the expertise</td>
<td>1.3 2.2 2.5 2.8</td>
<td>2.7 3.0 3.0 3.0</td>
</tr>
<tr>
<td>3 Delivers quality service to citizens service users</td>
<td>1.3 2.0 2.3 2.5</td>
<td>3.0 3.0 3.0 3.0</td>
</tr>
<tr>
<td>4 Thinks ahead; sets goals, plans work effectively and can prioritise work.</td>
<td>1.3 1.7 2.2 2.8</td>
<td>2.0 3.0 3.0 3.0</td>
</tr>
<tr>
<td>5 Anticipates problems and takes actions to overcome them</td>
<td>1.0 1.8 2.3 2.8</td>
<td>2.5 3.0 3.0 3.0</td>
</tr>
<tr>
<td>6 Manages time effectively and meets deadlines</td>
<td>1.3 1.7 2.2 2.3</td>
<td>2.7 3.0 3.0 3.0</td>
</tr>
<tr>
<td>7 Demonstrates leadership and makes the right decisions</td>
<td>0.6 1.3 2.2 2.8</td>
<td>1.7 2.5 2.3 3.0</td>
</tr>
<tr>
<td>8 Is an effective team player</td>
<td>1.7 2.7 2.8 2.8</td>
<td>2.7 3.0 3.0 3.0</td>
</tr>
<tr>
<td>9 Builds effective relationships; wins the support of others</td>
<td>1.7 2.5 2.8 3.0</td>
<td>2.7 3.0 3.0 3.0</td>
</tr>
<tr>
<td>10 Communicates clearly and keeps people informed</td>
<td>1.7 2.3 2.7 3.0</td>
<td>2.2 2.7 3.0 3.0</td>
</tr>
<tr>
<td>11 Is computer literate</td>
<td>1.0 2.0 2.3 2.7</td>
<td>2.5 3.0 3.0 3.0</td>
</tr>
<tr>
<td>12 Is honest and reliable and uses resources effectively</td>
<td>2.3 2.7 2.8 2.8</td>
<td>2.7 3.0 3.0 3.0</td>
</tr>
<tr>
<td>13 Demonstrates a positive attitude to work</td>
<td>2.3 2.5 2.5 2.7</td>
<td>2.8 3.0 3.0 3.0</td>
</tr>
</tbody>
</table>

Observations:

---

20 2 Directorates did not have staff at GL1-6; one had only 2 which were excluded from the assessment. The average is based on the 3 Directorates that responded.
In comparison with their counterparts in other MDAs, Directors in METP showed a greater degree of understanding of what future competencies might be required in the various grade bands. They did however tend to have lower expectations of junior staff including in having the skills to do the job and knowing how their jobs contributed to the MDA. Overall METP Directors expressed concern about attitudes to work, meeting deadlines and delivering services.

Although not all skills and competencies are needed by all grades to the same degree, the responses captured above suggest that priority areas for development in METP are:

<table>
<thead>
<tr>
<th>Grade band</th>
<th>Area for development</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff</td>
<td>Demonstrating a positive attitude to work</td>
</tr>
<tr>
<td></td>
<td>Delivering quality services</td>
</tr>
<tr>
<td></td>
<td>Understanding the role of the MDA and how their job contributes to it</td>
</tr>
<tr>
<td></td>
<td>Having the knowledge to do the job</td>
</tr>
<tr>
<td></td>
<td>Thinking ahead, setting goals, planning and prioritising work</td>
</tr>
<tr>
<td></td>
<td>Managing time effectively and meeting deadlines</td>
</tr>
<tr>
<td></td>
<td>Computer literacy</td>
</tr>
<tr>
<td>GL 01 - 06</td>
<td>Anticipating problems</td>
</tr>
<tr>
<td></td>
<td>Managing time; meeting deadlines</td>
</tr>
<tr>
<td></td>
<td>Computer literacy</td>
</tr>
<tr>
<td></td>
<td>Service delivery</td>
</tr>
<tr>
<td>GL 07 - 10</td>
<td>Anticipating problems</td>
</tr>
<tr>
<td></td>
<td>Thinking ahead; setting goals, planning work effectively and prioritising</td>
</tr>
<tr>
<td></td>
<td>Managing time; meeting deadlines</td>
</tr>
<tr>
<td></td>
<td>Demonstrating leadership; making the right decisions</td>
</tr>
<tr>
<td>GL 12 - 14</td>
<td>Thinking ahead; setting goals, planning work effectively and prioritising</td>
</tr>
<tr>
<td></td>
<td>Computer literacy</td>
</tr>
<tr>
<td></td>
<td>Leadership and decision making</td>
</tr>
<tr>
<td></td>
<td>Having and applying the knowledge, skills and expertise required to do the job</td>
</tr>
<tr>
<td></td>
<td>Delivering quality services</td>
</tr>
<tr>
<td>GL 15 - 17</td>
<td>Demonstrates a positive attitude to work</td>
</tr>
</tbody>
</table>
Managing time; meeting deadlines
Delivering quality services

General observations made by senior staff

Directors said they found the banding of several grades together made judgements about skill required difficult. Overall they noted that skills required to do the work are either not in place or in place but not to the extent or level required and either are 'insufficient' or 'need improvement'. Only Director IR reported that staff had the skills to carry out all of the Directorate's functions. Staff in F&A are said to need to handle promotions more professionally, putting sentiment aside. From the assessment a relatively high proportion of staff appear to be under-performing. The reasons for this are not clear.

The skills reported that are required to carry out Directorate functions along with the number of times they were cited are summarised below:

Administrative skills (3)
Adopting or adapting new procedures (2)
Applying technical knowledge and skills

Planning (2)
Understanding, compiling and analysing information or data (4)
Finance and budgeting

Analytical skills (4)
Problem analysis, generating options and solutions (2)
Communication skills (6)
Interpersonal skills (2)
Handling complaints (2)
Writing skills (5)
Presenting a written report or case
Advisory skills, including to junior, senior staff and Commissioners (2)
Influencing skills
Negotiation skills (2)

Meeting deadlines (2)
Working under pressure (2)
Working with minimal supervision
Confidentiality
Personal integrity (3)

Supervisory skills (2)

METP Staff Development Plan

METP is currently setting up a Directorate of HR and Administration which will incorporate lessons learned from the LSG SPARC HR Pilot. The training and development function
should have clearly defined roles and job descriptions. A first step will be to construct a training and development plan for the MDA. A model process is presented below.

Once METP has reorganised its functions and structure and streamlined its work processes, a more comprehensive analysis of the competencies using the self-assessment competency framework should be completed for all Directorates and Units in METP to identify and refine priority development needs and to revise any staff development plan held by the MDA.
Section 8: Job Evaluation and Job Descriptions

12 senior staff were interviewed by the SPARC technical team to assess the weight of their jobs using an 8 factor Job Evaluation framework and rating system. The factors and the numerating scale used are described in Appendix 1. The summary output from the Job Evaluation exercise is tabled below.

**METP Indicative Job Analysis**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>JOB COMPETENCY AREAS</th>
<th>TOTAL SCORE</th>
<th>GRADE LEVEL</th>
<th>TITLE OF POSITION</th>
<th>TITLE/GRADE LEVEL OF CURRENT JOB HOLDER</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECTOR ESTABS</td>
<td>100 90 140 60 70 8 30 50</td>
<td>548</td>
<td>16</td>
<td>DEPUTY DIRECTOR</td>
<td>Director GL 17</td>
</tr>
<tr>
<td>DIRECTOR FINANCE &amp; ADMIN (ESTAB)</td>
<td>100 120 110 60 57 50 50 30</td>
<td>577</td>
<td>16</td>
<td>DEPUTY DIRECTOR</td>
<td>Director GL 17</td>
</tr>
<tr>
<td>DIRECTOR ACCOUNTS (ESTAB)</td>
<td>85 90 140 60 57 50 30 50</td>
<td>562</td>
<td>16</td>
<td>DEPUTY DIRECTOR</td>
<td>Assistant Director GL 15</td>
</tr>
<tr>
<td>DIRECTOR IR</td>
<td>100 90 110 60 70 8 30 50</td>
<td>518</td>
<td>16</td>
<td>DEPUTY DIRECTOR</td>
<td>Director GL 17</td>
</tr>
<tr>
<td>DIRECTOR TRAINING</td>
<td>100 90 140 60 70 30 30 50</td>
<td>570</td>
<td>16</td>
<td>DEPUTY DIRECTOR</td>
<td>Deputy Director GL 16</td>
</tr>
<tr>
<td>DIRECTOR ACCOUNTS (CSPO)</td>
<td>100 120 140 60 38 50 30 8</td>
<td>546</td>
<td>16</td>
<td>DEPUTY DIRECTOR</td>
<td>Chief Admin Officer GL 14</td>
</tr>
<tr>
<td>DEPUTY DIRECTOR (ESTAB)</td>
<td>100 120 110 60 70 8 30 50</td>
<td>548</td>
<td>16</td>
<td>DEPUTY DIRECTOR</td>
<td>Deputy Director GL 16</td>
</tr>
<tr>
<td>DEPUTY DIRECTOR PENS ADMIN</td>
<td>100 60 110 60 57 8 22 8</td>
<td>425</td>
<td>15</td>
<td>ASSISTANT DIRECTOR</td>
<td>Deputy Director GL 16</td>
</tr>
<tr>
<td>ASST. DIRECTOR IR</td>
<td>85 90 110 60 19 11 30 22</td>
<td>427</td>
<td>15</td>
<td>ASSISTANT DIRECTOR</td>
<td>Assistant Director GL 16</td>
</tr>
<tr>
<td>ASSISTANT DIRECTOR TRAINING</td>
<td>100 90 140 60 57 11 11 50</td>
<td>519</td>
<td>16</td>
<td>DEPUTY DIRECTOR</td>
<td>Assistant Director GL 15</td>
</tr>
<tr>
<td>ASS. DIRECTOR FINANCE &amp; ADMIN (ESTAB)</td>
<td>85 90 60 40 38 11 22 30</td>
<td>376</td>
<td>14</td>
<td>CHIEF ADMIN OFFICER</td>
<td>Assistant Director GL 15</td>
</tr>
<tr>
<td>HEAD, TRAINING (F&amp;A)</td>
<td>100 120 60 14 19 8 22 8</td>
<td>351</td>
<td>14</td>
<td>CHIEF ADMIN OFFICER</td>
<td>Assistant Director [GL15]</td>
</tr>
</tbody>
</table>

---

21 It is important to note that in this process the job not the job holder is assessed against the given criteria.
Observations

- Based on the data gathered during the Job evaluation exercise some posts are over-graded; some under-graded; some validated
- The job evaluation took into account 8 factors including: Mental effort; Knowledge training and experience; Analytical judgment skills; Results orientation; Responsibility for Policy and service development implementation; Responsibilities for financial and physical resources; Responsibility for human resources; Responsibility for research and development rated over 5 levels and summarised by a numerical weighting shown above
- Model Job Descriptions were drafted for each of the posts (see Appendix 12)
- The organisation charts (see appendix 6) show some weaknesses in the sub structures: reporting lines are not always clear - the line should indicate the accountability and the appraisal/reporting relationship between staff and managers or supervisors. Some Assistant or Deputy Directors do not appear to have staff but their role and responsibilities mirror or duplicate that of the Director. The separate responsibilities should be made clearer.

Restructuring METP – the implications of Job Evaluation and job weight

The Honourable Commissioner and Permanent Secretaries of MET and P have agreed that the MDA should be fully unified, integrating the Office of Establishment and Training with the Office of Pensions under one Permanent Secretary. With the agreement of the HOS and the PS PSO the Post Service function will transfer from PSO to the Pensions Directorate of METP. In parallel OET F&A took part in the LSG HR pilot exercise a result of which a Directorate of HR and Admin will be created in 2013. A Directorate of Finance and Accounts is also proposed.

Restructuring of the METP to accommodate the changes will entail the following:

- Merging 2 F&A directorates and creating a new Directorate of HR and Admin staffed and graded to serve METP
- Merging the Accounts functions of OET and CSPO and importing the Finance responsibilities and staff previously part of F&A; creating a new structure, organogram, grading of posts and job descriptions.
- Importing the responsibilities and operating budget for Post Service from PSO to METP; assessing the staffing requirements, accommodation needs and integrating the jobs into a new Pension structure. It is not envisaged that all staff currently in Post service should automatically move to METP; some of the work may be absorbed into current Pensions admin responsibilities. This should be planned before staff are assigned to jobs
- In reviewing the job weights and grading; a larger work volume will not necessarily lead to a higher grade for the Director’s post but changes to the evaluation criteria weightings might.
- Merging those units and functions that currently serve the 2 Offices. eg Internal Audit, ICT, PR. Service Charter Delivery Units; estimating the workload and staffing required.
- The economies to be gained from merging duplicated functions should save posts which can be deployed elsewhere in METP or offered up to other MDAs
• As far as possible, all decisions should be based dispassionately on jobs, job work loading and job evaluation. OOT and SPARC staff who have been trained in the Corporate Planning JE methodology should be able to assist. SPARC will be able to transfer the relevant skills to METP staff.
• All jobs should have a job description (see appendix 12 for the models used) and some of the requirements expected of the job holder (qualifications, skills and behaviours). The job descriptions should inform the job holder on what is expected of them. This in turn informs the performance agreement between individuals and their supervisors and managers and the individual’s objectives. The performance discussion should be based on how well these objectives and expectation have been met and captured in the SPADEV appraisal form.
• Once the jobs and structure have been crafted, senior staff in METP will be able to populate the new organograms with names
• The changes will be disruptive if not communicated skilfully and implemented in accordance with a given and explicit plan

Appendix 11 sets out draft job descriptions for the following posts:

- Director HR and Admin
- Director Training
- Director Finance and Accounts; Accounts pensions (part)
- Director Industrial Relations
- Assistant Director Training
- Assistant Director Admin (HR & Admin)
- Director Establishments
- Deputy Director Establishments
- Deputy Director Pensions Admin

The drafts include some elements of the changes to job roles envisaged by METP. All job descriptions will need to be refined and validated. All staff should have a Job Description along the lines presented in Appendix 11. The Job Descriptions set out what is expected from the job and the job holder. They form the basis of the performance agreements. Progress should be discussed in the annual appraisal and recorded on the SPADEV form, along with any performance gaps and development needs.

The process and links are illustrated in Figure 3 below:
Figure 3: Civil Service Job Evaluation, Job Analysis and Performance linkages
Section 9: Action Plan

Following the Corporate Planning review process METP is advised to take the following actions to improve its performance. Technical support will be provided by SPARC and OOT.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead responsibility</th>
<th>Completion date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reconstitute and mandate the Corporate Governance body(^{22}) [CP Core Group] to oversee and lead the implementation of recommendations</td>
<td>PS METP</td>
<td>July 2013</td>
</tr>
<tr>
<td>Confirm the simplified mandate for METP</td>
<td>HC and PS METP</td>
<td>[Letter due May 2013]</td>
</tr>
<tr>
<td>Draw up a medium term Strategic Plan for a unified METP that is related to the State Development Plan; the Medium Term Sector Strategy and METP’s strategic role in CS governance</td>
<td>Corporate Governance Body</td>
<td>Outline submitted to HC and PS by December 2013</td>
</tr>
<tr>
<td>Ensure the Plan includes a strengthened state wide HR Policy capability and new Workforce Planning Function</td>
<td>Corporate Governance Body in conjunction with HC, HOS and METP stakeholders</td>
<td></td>
</tr>
<tr>
<td>Notify EXCO of the proposed integration of OET and CSPO</td>
<td>HC METP</td>
<td>July 2013</td>
</tr>
<tr>
<td>Draft a vision and mission for the unified METP ensure these are communicated to staff, other MDAs etc via publications, the Service Charters and the PSO page on the LSG website</td>
<td>Corporate Governance Body</td>
<td></td>
</tr>
<tr>
<td>Ensure gaps identified in the draft CP (eg missing organograms, process maps) are plugged and the base line draft updated</td>
<td>Corporate Governance Body</td>
<td>July 2013</td>
</tr>
<tr>
<td>Draft and agree a Restructure Plan for METP that includes:</td>
<td>Corporate Governance Body</td>
<td>Plan in place and agreed December 2013</td>
</tr>
<tr>
<td>- For the support Functions - integrated functions mapped and work load assessment and process flows to be reviewed</td>
<td>PS PSO and Directors</td>
<td></td>
</tr>
<tr>
<td>- Create model organograms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Directorate of Pensions set up plan and an organogram identifying core Pensions functions jobs identified; plan the import and integration of Post Service from PSO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Determine what transfers in from OOT</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^{22}\) Some of the changes to senior jobs might have an impact on the composition of the Governance Group. The Governance body should carry the authority of the HC in implementing changes.
<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Authority</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set up the Directorate of HR and Admin for METP; merge ICT with HR and Admin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Set up plan for the new integrated support Units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merge Finance and Accounts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Move functions and jobs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determine which jobs and staff move</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draft revised Estabs plan for METP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify jobs to be re-deployed in METP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify posts to be re-deployed outside METP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agree performance monitoring criteria for restructuring implementation and reports</td>
<td>Corporate Governance Body</td>
<td>December 2013</td>
</tr>
<tr>
<td>Consult stakeholders: update the Service Charters; decide whether to retain 2 or to integrate them</td>
<td>Service Delivery Unit(s) Corporate Governance Body</td>
<td>February 2014</td>
</tr>
<tr>
<td>Senior jobs evaluated and re-graded if/as necessary</td>
<td>Corporate Governance Body (with OOT)</td>
<td>January 2014</td>
</tr>
<tr>
<td>New jobs/units eg HR Policy and Workforce Planning identified</td>
<td>Corporate Governance Body</td>
<td>January 2014</td>
</tr>
<tr>
<td>New Directors confirmed in post</td>
<td>Director HR &amp; Admin</td>
<td>January 2014</td>
</tr>
<tr>
<td>Implementation Plan for restructuring and integrating OET, CSPO, Post Service etc in place and phased change plan agreed</td>
<td>Corporate Governance Body Plan activated February 2014; completed by July 2014</td>
<td></td>
</tr>
<tr>
<td>Plan communicated to Trade unions and staff</td>
<td>Corporate Governance Body</td>
<td>monthly</td>
</tr>
<tr>
<td>All directorates to review and update objectives, functions and processes in the new structure</td>
<td>Directors</td>
<td>January 2014</td>
</tr>
<tr>
<td>All Directorates to draft operating procedures</td>
<td>Directors</td>
<td>March 2014</td>
</tr>
<tr>
<td>All Directorates to publish revised and final organograms including all posts and job grades</td>
<td>Directors</td>
<td>February - May 2014</td>
</tr>
<tr>
<td>All Directorates to agree job descriptions for all staff</td>
<td>Directors</td>
<td>May 2014</td>
</tr>
<tr>
<td>Actions to eliminate duplicated functions in and between METP and other MDAs</td>
<td>PS PSO, METP, CSC and DG OOT</td>
<td>June 2013</td>
</tr>
<tr>
<td>Reconcile any discrepancy in staffing figures (Estabs, nominal roll, Oracle)</td>
<td>Dir HR &amp;Admin</td>
<td>May 2014</td>
</tr>
<tr>
<td>Produce METP Staff Workforce Plan</td>
<td>Dir HR &amp;Admin</td>
<td>May 2014</td>
</tr>
<tr>
<td>Produce METP Staff Training and Development Plan</td>
<td>Dir HR &amp;Admin</td>
<td>May 2014</td>
</tr>
<tr>
<td>Monitor CP implementation [monthly] and report to HOS</td>
<td>Corporate Governance Body</td>
<td>[monthly]</td>
</tr>
<tr>
<td>Update the CP on major changes or at least quarterly</td>
<td>Corporate Governance Body</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Initiate CP Improvement plan</td>
<td>Corporate Governance Body</td>
<td>By end 2014</td>
</tr>
</tbody>
</table>
Appendix 1: CP Process
Appendix 2: CP Governance; LSG State Steering Committee; METP Core Group

LAGOS STATE STEERING COMMITTEE FOR CORPORATE PLANNING PILOTS

Terms of Reference of Steering Committee on Corporate Planning

Composition

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>DG, OOT</td>
</tr>
<tr>
<td>Member</td>
<td>PS, MEPB</td>
</tr>
<tr>
<td>Member</td>
<td>PS, PSO</td>
</tr>
<tr>
<td>Member</td>
<td>PS, CSC</td>
</tr>
<tr>
<td>Member</td>
<td>PS, METP</td>
</tr>
<tr>
<td>Member</td>
<td>Special Assistant, Special Duties, HOS</td>
</tr>
<tr>
<td>Member</td>
<td>SPARC STL</td>
</tr>
<tr>
<td>Member</td>
<td>SPARC STCM</td>
</tr>
<tr>
<td>Member</td>
<td>SPARC PSM Technical Lead</td>
</tr>
<tr>
<td>Secretary</td>
<td>XXXX</td>
</tr>
</tbody>
</table>

Terms of Reference

i. Provide leadership and direction for corporate planning pilots in the MDAs;
ii. Meet quarterly to deliberate on the corporate planning process, review the work and progress reports on Corporate Planning in the Pilots MDAs;
iii. Ensure the overall success of Corporate Plan – identify and overcome blocks and barriers to success.
iv. Ensure lessons learned and good practices are applied appropriately across LSG MDAs.
v. Report to HOS and the PSM Working Group, making recommendations for future institutionalisation of CP in LSG.

MINISTRY OF ESTABLISHMENT TRAINING AND PENSIONS (METP), LAGOS STATE COMPOSITION OF CORPORATE PLANNING CORE GROUP

In the process of enhancing the systems and capacity of the Ministry of Establishment, Training and Pensions (METP), Lagos State, to achieve its mandates and deliver high quality service to its internal and external customers, METP, with technical support from SPARC/DFID, is embarking on a Corporate Planning exercise aimed at guiding the management and staff of the Ministry in a cohesive effort to carry out their statutory mandates. In order to successfully coordinate this activity, a technical Core Group is hereby constituted as follows:
1. Permanent Secretary, METP  
   Chairman
2. Director of [ ]:  
   Member
3. Director of [ ]:  
   Member
4. Director of [ ]:  
   Member
5. XXXX:  
   Secretary and administrative support
6. MSRD\textsuperscript{23} nominee  
   Member
7. MSRD nominee  
   Member
8. Ifeanyi Peters:  
   SPARC Senior Technical Coordination Manager
9. Chika Uwadi:  
   SPARC PSM Senior Technical Officer
10. XXX:  
   SPARC Consultant

**Overall Purpose of Core Group:**

The Core Group members are appointed to undertake the Corporate Planning process in the METP, Lagos State and will be accountable to the LSG Corporate Planning Steering Committee. The METP Core Group will ‘own’ the Corporate Planning process and receive technical support from SPARC’s team of national and international consultants and MSRD throughout.

**The detailed Terms of Reference are as follows:**

i. work with MSRD and the SPARC technical team to lead the Corporate Planning process in METP;

ii. Provide logistics, administrative support and other resources for the events and activities involved in corporate planning

iii. undertake a series of guided tasks involved in the Corporate Planning process as proposed by the SPARC technical team: including:
   a. ratifying the mandate, purpose, vision and mission for the METP; communicating these to staff;
   b. clarifying long and medium term objectives, deliver strategy and how success will be measured
   c. examining current functions, processes and structure to ensure they are ‘fit for purpose’ in 2011 and beyond
   d. reviewing the establishment plan and workforce plan to ensure that the Ministry’s staff are organised and capable of meeting its mandate, goals and objectives
   e. publishing a Service Charter and Performance Agreement that set out service levels and service agreements with the Ministry’s stakeholders and make sure these become operational in METP
   f. publishing a document that summarises all the above in a METP Corporate Plan

iv. approve and sign off all stages of the Corporate Plan, including operational/implementation plan, and/or other supporting documents pertinent to corporate planning

v. develop an operational or implementation plan on actions and decisions emanating from the Corporate Planning review;

vi. advise the Honourable Commissioner on the development and implementation of the Corporate Plan

vii. produce regular briefing reports to the LSG CP Steering Group.

---

\textsuperscript{23} Now Office of Transformation (OOT)
Appendix 3: METP CP Progress – Documents and Presentations

<table>
<thead>
<tr>
<th>Item</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Group briefing and TOR</td>
<td>November 2011</td>
</tr>
<tr>
<td>CP launched</td>
<td>January 2012</td>
</tr>
<tr>
<td>METP strategic analysis; values</td>
<td>February 2012</td>
</tr>
<tr>
<td>Rationalised METP mandate</td>
<td>March 2012</td>
</tr>
<tr>
<td>Directorate goals and objectives</td>
<td>v1 March 2012</td>
</tr>
<tr>
<td>Revised goals objectives and KPIs</td>
<td>v2 May/June 2012</td>
</tr>
<tr>
<td>METP establishment and functions and process review</td>
<td>June/July 2012</td>
</tr>
<tr>
<td>Service Charters</td>
<td>July 2012</td>
</tr>
<tr>
<td>METP Functional Review and Establishment Report</td>
<td>Draft report September</td>
</tr>
<tr>
<td></td>
<td>Discussion with HC November 2012</td>
</tr>
<tr>
<td></td>
<td>Validated 5 December 2012</td>
</tr>
<tr>
<td></td>
<td>Formal response to Recommendations May 2013</td>
</tr>
<tr>
<td>Work processes mapped and reviewed</td>
<td>December 2012</td>
</tr>
<tr>
<td>Update meeting with PS</td>
<td>February 2013</td>
</tr>
<tr>
<td>Skills and capability gap assessments</td>
<td>Feb/March 2013</td>
</tr>
<tr>
<td>Job evaluation</td>
<td>Feb 2013</td>
</tr>
<tr>
<td>Model job descriptions (in above)</td>
<td>Feb 2013</td>
</tr>
</tbody>
</table>

Other relevant steps in the LSG SPARC process that directly affect METP include:

<table>
<thead>
<tr>
<th>Item</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>LSG training policy base line study</td>
<td>January 2010</td>
</tr>
<tr>
<td>LSG training policy revised by HC chaired Committee</td>
<td>July 2011(under review)</td>
</tr>
<tr>
<td>HR pilot ETP plus 5 MDAs</td>
<td>July-December 2012</td>
</tr>
<tr>
<td></td>
<td>HR Committee endorsement April 2013</td>
</tr>
<tr>
<td>Workforce Audit and Planning</td>
<td>December 2012- June 2013</td>
</tr>
<tr>
<td>CP in CSC and PSO</td>
<td>November 2011- April/May 2013</td>
</tr>
<tr>
<td>METP, CSC, PSO functions clarified</td>
<td>May 2012-13</td>
</tr>
</tbody>
</table>
# Appendix 4: METP Mandate

**METP Original and Proposed Revised Mandates (accepted by METP at the validation of the Functional review report)**

<table>
<thead>
<tr>
<th>Original Mandate/Responsibility</th>
<th>Proposed Mandate</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Establishments</strong></td>
<td><strong>A. Establishments</strong></td>
<td></td>
</tr>
<tr>
<td>1. Initiate, formulate, execute, monitor and evaluate policies relating to Establishments</td>
<td>1. Initiate, formulate, execute, monitor and evaluate policies relating to Establishments</td>
<td>As 1</td>
</tr>
<tr>
<td>2. Co-ordinate Establishments matters including, staff complement, grading and conditions of appointment</td>
<td>2. Co-ordinate, review and develop Establishments regulations and other matters and oversee their implementation in conjunction with OHOS</td>
<td>Amalgamation of 2,3, and 10</td>
</tr>
<tr>
<td>3. In charge of Establishments matters of the civil service in conjunction with OHOS</td>
<td>3. Oversee compliance with Civil Service rules and financial instructions throughout LSG</td>
<td>Amalgamation of 4 &amp; 7</td>
</tr>
<tr>
<td>5. Review of Civil Service Rules</td>
<td>5. Preparation of annual personnel budget in conjunction with the Ministry of Economic Planning and Budget</td>
<td>As 8</td>
</tr>
<tr>
<td>6. Review of Civil Service Handbook</td>
<td>6. Review of salaries, wages and allowances in conjunction with OHOS</td>
<td>As 9</td>
</tr>
<tr>
<td>7. Ensuring compliance of civil service rules and financial instructions</td>
<td>7. Maintain Civil Service personnel records and statistics including publication of Staff Lists</td>
<td>Amalgamation 12, 13 &amp; 14</td>
</tr>
<tr>
<td>8. Preparation of annual personnel budget in conjunction with the Ministry of Economic Planning and Budget</td>
<td>8. Liaise with the National Council of Establishments under the direction and guidance of OHOS</td>
<td>Revised 11</td>
</tr>
<tr>
<td>9. Review of salaries, wages and allowances in conjunction with OHOS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Review of conditions of service in conjunction with OHOS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Prepare for meetings of National Council on Establishments in conjunction with OHOS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Maintain service-wide personnel records and statistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Computerisation of service-wide records</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Publication of Staff List and staff statistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>. Training</strong></td>
<td><strong>. Training</strong></td>
<td></td>
</tr>
<tr>
<td>1. Initiate, formulate, execute, monitor and evaluate policies relating to Training</td>
<td>1. Initiate, formulate, execute, monitor and evaluate policies relating to Training</td>
<td>As 1</td>
</tr>
</tbody>
</table>

Amalgamation of 11
<table>
<thead>
<tr>
<th>Industrial Relations</th>
<th>Pensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Initiate, formulate, execute, monitor and evaluate policies relating to Industrial Relations</td>
<td>1. Process payment of State pensions and gratuities under the old pay-as-you-go scheme(^{24})</td>
</tr>
<tr>
<td>2. Co-ordinate and attend meetings of Public Service Negotiating Councils at State and National levels</td>
<td>2. Maintain comprehensive, verified and up-to-date personnel records for pensioners of the State Civil Service</td>
</tr>
<tr>
<td>3. Take charge of relations with Trade Unions in conjunction with OHOS</td>
<td>3. Provide pension consultancy to other government agencies</td>
</tr>
<tr>
<td>4. Co-ordinate industrial relations of the civil service and provide secretariat for the Public Service Negotiating Councils</td>
<td>4. Liaise with Federal Government on matters concerning reimbursement of pension claims in conjunction with OHOS</td>
</tr>
<tr>
<td>5. Attendance of National Industrial Safety Council meeting held quarterly and State chapter held monthly</td>
<td>5. Liaise with Lagos State Pension Commission on contributory Pension Schemes.</td>
</tr>
</tbody>
</table>

\(^{24}\) METP reported that payment of pensions has now moved to the State Treasury Office (STO)
# Appendix 5: METP Long and Medium Term Objectives

## METP Long Term and Medium Term Objectives, Key Performance Indicators (KPIs) – revised draft (From Workshop July 2012)

<table>
<thead>
<tr>
<th>DIRECTORATE/MANDATE</th>
<th>LONG TERM OBJECTIVE/GOAL</th>
<th>STRATEGY</th>
<th>MEDIUM TERM OBJECTIVE</th>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core functions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Establishments</strong></td>
<td>1. Initiate, formulate, execute, monitor and evaluate policies relating to Establishments</td>
<td>To create a unified public service with highly skilled, motivated and fulfilled workforce backed by potent policies and procedure for efficient and effective service delivery</td>
<td>To achieve improvement in policy, procedure and civil service rules review and regularisation</td>
<td>Policy document promoting improvement in staff welfare packages developed and disseminated</td>
</tr>
<tr>
<td></td>
<td>2. Co-ordinate, review and develop Establishments regulations and other matters and oversee their implementation in conjunction with OHOS</td>
<td>To achieve full automation of the personnel estimate process with an integrated information system for easy storage, retrieval and archival of service matters and stakeholder information</td>
<td>Setting up of committees/hiring consultants to review/revise civil service rules</td>
<td>Personnel budget software configured in oracle data base</td>
</tr>
<tr>
<td></td>
<td>3. Oversee compliance with Civil Service rules and financial instructions throughout LSG</td>
<td>Exposure of MDAs to better ways of computation of Personnel Estimates and records through bilateral discussions</td>
<td>Exposure of MDAs to better ways of computation of Personnel Estimates and records through bilateral discussions</td>
<td>Improved process of determining the number vacant positions</td>
</tr>
<tr>
<td></td>
<td>4. Maintain appropriate Civil Service Rules through</td>
<td>Training of personnel on usage of new technology and skills</td>
<td>Training of personnel on usage of new technology and skills</td>
<td>Costed workforce plan with accurate data developed and available</td>
</tr>
</tbody>
</table>

<p>| Core functions      |                                                                                        |                                                                          |                                                                                        |                                                                      |
|                     |                                                                                        |                                                                          |                                                                                        |                                                                      |
|                     |                                                                                        |                                                                          |                                                                                        |                                                                      |
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|                     |                                                                                        |                                                                          |                                                                                        |                                                                      |
|                     |                                                                                        |                                                                          |                                                                                        |                                                                      |
|                     |                                                                                        |                                                                          |                                                                                        |                                                                      |</p>
<table>
<thead>
<tr>
<th>Regular Review and Necessary Revision and Issue an Associated Civil Service Handbook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular review and necessary revision and issue an associated Civil Service Handbook</td>
</tr>
<tr>
<td>Information Management in the Area of Reliability and Accuracy of Information (Personnel Records and Budgets)</td>
</tr>
<tr>
<td>To enthroned citizen/customer service delivery culture Ministry wide so as to attain a high level of customer satisfaction and confidence</td>
</tr>
<tr>
<td>Institutionalisation of Standards with Timelines for the Development and Submission of Costed Work Plans, Budgets, Employee Estimates and Related Issues by MDAs</td>
</tr>
<tr>
<td>Development of Service Improvement Plans to Bridge Service Gaps</td>
</tr>
<tr>
<td>To Institutionalise Annual Short, Medium and Long Term Workforce Forecasting in Line with MEPB Budget Cycle by 2013</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preparation of Annual Personnel Budget in Conjunction with the Ministry of Economic Planning and Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation of annual personnel budget in conjunction with the Ministry of Economic Planning and Budget</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Review of Salaries, Wages and Allowances in Conjunction with OHOS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of salaries, wages and allowances in conjunction with OHOS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Maintain Civil Service Personnel Records and Statistics Including Publication of Staff Lists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain Civil Service personnel records and statistics including publication of Staff Lists</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liaise with the National Council of Establishments Under the Direction and Guidance of OHOS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liaise with the National Council of Establishments under the direction and guidance of OHOS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiate, Formulate, Execute, Monitor and Evaluate Policies Relating to Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Initiate, formulate, execute, monitor and evaluate policies relating to Training</td>
</tr>
<tr>
<td>2. Oversee the implementation of training and workforce development policies and programmes in conjunction with OHOS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>To Develop Highly Skilled Public Servants Capable of Doing Their Jobs to the Standard Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>To develop highly skilled public servants capable of doing their jobs to the standard required</td>
</tr>
<tr>
<td>To develop cutting edge public service development centres capable of producing highly skilled and motivated public servants</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Develop and Implement Training and Development Policy That Is Driven by Performance Needs, Adaptable and Flexible to MDAs’ Rolling Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement Training and development policy that is driven by performance needs, adaptable and flexible to MDAs’ rolling plan</td>
</tr>
<tr>
<td>Initiation and formulation of structured training plans for the entire service</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collation of Training Needs from</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collation of training needs from</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Produce and Publish Annual Costed Training Plan Within LSG Budget Call Cycle by January 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce and publish annual costed training plan within LSG budget call cycle by January 2013</td>
</tr>
<tr>
<td>Ensure STMS is upgraded and functioning by 2013</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ensure MDAs Produce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure MDAs produce</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of MDAs Producing Annual Short, Medium and Long Term Workforce Forecasting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of MDAs producing annual short, medium and long term workforce forecasting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HRM Operational Guidelines and Manuals Published and Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM operational guidelines and manuals published and available</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standardised Forms and Processes for Appointment/Career Progression of Civil Servants Developed and Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standardised forms and processes for appointment/career progression of civil servants developed and available</td>
</tr>
</tbody>
</table>
### 3. Oversee the management and development of the Public Service Staff Development Centre

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>To ensure all civil servant receive appropriate capacity building to optimize their performance in the service</td>
<td>To ensure all civil servant receive appropriate capacity building to optimize their performance in the service. Early circulation of call for nomination circulars to MDAs for participation in training programs based on input returns into the staff training management systems designed for the purpose. Organize in-plant / tailor made workshops and seminars for public servants. Conduct centralized PMB in conjunction with relevant MDAs on quarterly basis. Set Service standards for METP training department and work force development centre.</td>
</tr>
<tr>
<td>Training and development plans based on performance needs</td>
<td>Define clearly METP role in PSSDC’s mandate, delivery and success by January 2013. Build capacity of all public servants identified and nominated for performance improvement courses. Published and disseminated Service Charter highlighting clearly service standards for the training department by January 2013.</td>
</tr>
<tr>
<td>Conducting training needs assessment and using structured training plan</td>
<td>METP role in PSSDC clearly defined and documented. Number of public servant receiving capacity building at METP/PSSDC. Service charter published and standards clearly defined.</td>
</tr>
</tbody>
</table>

### Industrial Relations

1. Initiate, formulate, execute, monitor and evaluate policies relating to Industrial Relations

2. Co-ordinate and provide secretariat services for Public Service Negotiating Councils at the State level and attend National Council meetings

3. Liaise with and maintain relations with Trade Unions in conjunction with OHOS

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>To sustain Industrial Peace and Harmony in the State Public Service in particular and the State in General</td>
<td>To sustain Industrial Peace and Harmony in the State Public Service in particular and the State in General. Intervention in observed conflict using potent dispute resolution strategy. Use of seminars and sensitisation programmes to build capacities for industrial peace and harmony. Promoting of prompt implementation of council’s resolution on staff welfare packages. Promoting of NPNC engagement strategy.</td>
</tr>
<tr>
<td>To reduce significantly the incidence of strikes and lock outs in the state public service</td>
<td>To reduce significantly the incidence of strikes and lock outs in the state public service. Promote prompt settling of disputes emanating from policies made at an MDA’s management level that could lead to crisis within it.</td>
</tr>
<tr>
<td>Evidence of institutionalisations of NPNC quarterly retreats</td>
<td>Institutionalise quarterly retreats NPNC. Evolve potent mechanism to ensure MDAs compliance to workplace safety standards and regulations. Ensure that decisions reached at State meetings are approved by the National Public Service Negotiating Council and ratified by the National Council on.</td>
</tr>
<tr>
<td>Number of MDAs complying to workplace safety standards and regulations</td>
<td>Number of MDAs complying to workplace safety standards and regulations.</td>
</tr>
<tr>
<td>Documented evidence of number of state decisions approved by NPSNC</td>
<td>Documented evidence of number of state decisions approved by NPSNC.</td>
</tr>
<tr>
<td>Increase in number of MDAs meeting state NPSNC</td>
<td>Increase in number of MDAs meeting state NPSNC.</td>
</tr>
<tr>
<td>Pensions Administration</td>
<td>Pensions</td>
</tr>
<tr>
<td>-------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Maintaining comprehensive personnel records for pensioners</td>
<td>To have an efficient, effective and IT supported pensions administration regime established and maintained for Lagos State.</td>
</tr>
<tr>
<td>Liaise with Lagos State Pension Commission and Civil Service Pension Schemes</td>
<td>To ensure appropriate implementation of government policies and decisions on pension</td>
</tr>
<tr>
<td>Liaise with Federal Government on matters concerning reimbursement of pension claims in conjunction with OHOS</td>
<td>To achieve full recovery of debts owed Lagos state by the federal pension office in Abuja</td>
</tr>
<tr>
<td></td>
<td>To develop and sustain a viable system for timely processing and submission of pensioners documents to Abuja for payment</td>
</tr>
<tr>
<td></td>
<td>Successful transition to contributory scheme and managed closure of non-contributory scheme Transition Plan based on projected work volume and staffing profile agreed</td>
</tr>
<tr>
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</tr>
</tbody>
</table>

4. Liaise with National and State Industrial Safety Councils and attend National Industrial Council Meetings

- incidence of industrial accidents and death.
- Enforcement of workplace safety regulations and policies
- Establishments (NCE)

Pensions

- Initiate, Formulate, execute, monitor, evaluate policies relating to pension services
- Process payment of State pensions and gratuities
- Maintain comprehensive, verified and up-to-date personnel records for pensioners of the State Civil Service
- Provide pension advice to other government agencies
- Liaise with Federal Government on matters concerning reimbursement of pension claims in conjunction with OHOS
- Liaise with Lagos State Pension Commission and Civil Service Pension Schemes

Pensions Administration

- Maintaining comprehensive personnel records for pensioners
- To have an efficient, effective and IT supported pensions administration regime established and maintained for Lagos State.
- To achieve full recovery of debts owed Lagos state by the federal pension office in Abuja
- To develop and sustain a viable system for timely processing and submission of pensioners documents to Abuja for payment
- Successful transition to contributory scheme and managed closure of non-contributory scheme Transition Plan based on projected work volume and staffing profile agreed
- Introduction of the use of bio-
- Begin total
- Level of computerization

Begin electronic bank transfer to all pensioners by end of 2013
Initiate a viable system to recover pension debts owed LSG by the FG by January 2013
Initiate and sustain service delivery optimization process to achieve higher level of customer satisfaction by January 2013
Increase in the level of pension data accuracy and reliability
Increase in the number of pensioners receiving their payments as at when due
Number of pensioners receiving electronic bank transfers
Amount of money (debts) recovered from the federal pensions office Abuja
Reduction in customer complaints resulting from poor service delivery
and up to date personnel record for pensioners of the civil service

Coordinating civil service pensions fund

Conducting pensioners verification exercise (am alive exercise)

Payment of pension and gratuity

Providing pensions advice to other government agencies

Maintaining relations with LASPAC

and IT supported pensions administration regime established and maintained for Lagos State.

To achieve and sustain a robust civil service pension fund

To develop and sustain a collaborative harmonious relationship with LASPAC in the area of pension administration in the state

To achieve transparency and accountability in pensions verification and payment

To ensure all MDAs evolve an institutionalize a retirement programme to prepare prospective retirees for life after retirement

metric mechanism to eliminate fraud and improve pensions administration

Develop strategy to ensure regular remittance of money into the civil service pension fund

Meet with relevant MDAs and expert on sustaining pensions fund

Hold regular bilateral discussion with LASPAC to strengthen relationship

Provide regular pensions and retirement support and consultancy to MDAs

computerization of the pensions process by end 2013

Strengthen pensions verification exercises and improve payment of gratuity and pensions to beneficiaries

Develop potent strategy to ensure sustenance of the pension fund by January 2013

Institutionalize regular meetings with LASPAC by January 2013

Support MDAs to develop programmes to enhance pensions and retirement activities in their MDAs

Support functions – [which ones are duplicated in MET and in P; what benefits and value provided at what cost?]

Accounts

Initiate, formulate, execute, monitor and evaluate policies relating to Establishments, accounts.

Exercise due process and financial propriety in the payment of salaries pensions and gratuity

Facilitating prompt payment to

To set up an accountable system for timely payment of staff salaries, pensions and gratuity.

To clear all outstanding salary, pension and gratuity arrears

To enthrone efficiency in the development of financial

Train staff on financial management and accountability

Set up a system to begin offsetting arrears of salaries and pensions

Enlightenment of clients on documentation for processing of their payments

Ensure that processing of staff salaries is completed within the time limit of 48 hours from July 2012

Ensure that all Cards forwarded to S.T.O are processed and paid from December 2012.

Ensure that processing of staff salaries is completed within the time limit of 48 hours

Increase in the number of staff salaries processed and paid within the time limit of 48 hours

Increase in the number of cards to STO that are processed and paid

Increase in the number of
<table>
<thead>
<tr>
<th>Consultants (training)</th>
<th>Other financial services</th>
<th>Adequate compilation of variable cards and prompt forwarding of cards to STO</th>
<th>Sustain the policy of approvals and raising of Payment Vouchers within 24 hours from July 2012</th>
<th>payment vouchers raised and paid within 24 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Documents especially raising of vouchers and posting into vote book.</strong>&lt;br&gt;To ensure that accurate and timely financial data are kept &amp; accessible to appropriate quarter e.g. (S.T.O)&lt;br&gt;To establish proper and adequate financial controls over payments and revenues.&lt;br&gt;Adequate compilation of variable cards and prompt forwarding of cards to STO&lt;br&gt;Regular visit to STO to ensure performance at their end&lt;br&gt;Regular updating of vote book.</td>
<td><strong>Sustain the policy of approvals and raising of Payment Vouchers within 24 hours from July 2012</strong>&lt;br&gt;Ensure pensioners’ and employees’ financial data are accurately captured into ORACLE database within 24 hours from July 2012&lt;br&gt;Ensure all remittances are posted into the General Ledger within 24 hours from July 2012&lt;br&gt;Ensure documentation and processing of payments and releases are completed within 24 hours of receipt from July 2012.</td>
<td><strong>Developed, publish, disseminate and fully implement METP service charter by June 2013</strong>&lt;br&gt;Provide concerned staff with adequate information and communication management training and appropriate technology for information and communication security by December 2012&lt;br&gt;Ensure all front line officers in METP receive customer service and METP service charter published and a system in place to monitor implementation&lt;br&gt;Number of staff trained on information and communication management&lt;br&gt;Technology in place to help guarantee information and communication security&lt;br&gt;Number of front line officers trained.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**DFA**
- Contribute to the formulation, implementation and monitoring of policies relating to all aspects of METP.
- Effective and efficient management of the internal communications of the Ministry.
- Effective and efficient Management of official records; keeping them safe and secure for future reference.
- Make sure good quality office.
- To maintain efficient management of staff careers, healthy workforce, and high morale amongst officers in the service.
- To set up and sustain an effective and efficient department that responds promptly to the needs of internal and external customers.
- To achieve high satisfaction and restore confidence amongst retirees and employees.
- Support the implementation of training programmes to build the skills of staff for improved productivity and customer satisfaction.
- Use standardized forms and processes to collect accurate and reliable information of staff records for appointment, career development and progression.
- Regular sensitization of staff on customer service and health issues.
- Prompt and regular maintenance.
- Number of staff trained on information and communication management.
- Technology in place to help guarantee information and communication security.
- Number of front line officers trained.
<p>| <strong>Consumables</strong> are available for use in sufficient quantity when needed |
| <strong>Maintain physical facilities:</strong> Office space, vehicles are serviceable and safe for work. |
| <strong>collaborating agencies</strong> |
| To develop and manage a work environment that is conducive, safe and fit for purpose |
| To lead change and transition from DFA to fully functioning procurement, planning and HR functions in METP |
| <strong>of office building and equipment</strong> |
| Proper and prompt updating of nominal roll and personal staff files |
| Institute team building activities in the ministry |
| Hold regular collaborative engagements with LASPAC, MDAs and federal pension office |
| Encourage participatory management through regular meetings and inter departmental interactions |
| <strong>attitudinal change training</strong> by July 2013 |
| Ensure the completion of the Corporate planning exercise in METP by end of July 2012 |
| Make available accurate and reliable data on the number of staff and pensioners Lagos State by the end of 2013 |
| Institutionalize staff meetings and other interactive activities with staff and stakeholders by December 2012 |
| <strong>ICT</strong> |
| Provision of on-going IT support to the ministry |
| Maintenance and repair of IT equipment and accessories within the ministry |
| Provision of professional and technical advice to the ministry on technical aspects of pension administration |
| Upload pensions data into biometrics machine |
| To achieve full automation of pension services especially storage and retrieval of information and payments |
| To maximize the use IT for efficiency in Pensions administration |
| To ensure continuous availability of IT support for increased proficiency of staff within the ministry |
| To institutionalize maintenance practices for IT equipment within the ministry through |
| Quarterly assessment of It needs in the ministry and production of reports to inform management decisions |
| Research into and provide cutting edge information on technology for pensions administration |
| Advice management on IT requirements to achieve effective service delivery |
| Take and keep comprehensive inventory on systems and accessories in the ministry |
| Fully automated processes for pension administration regime become operational in the Ministry by December 2013 |
| Regularly updated information on the IT needs of the Ministry beginning from July 2012 |
| Reliable and prompt provision of IT Support in the ministry beginning from July 2012 |
| Level of automation of pension processes |
| Frequency of updates on IT needs of the Ministry provided |
| Number of departments and units receiving IT support in the Ministry |
| Viable system in place for effective IT maintenance |
| Number of staff trained on IT in the Ministry |</p>
<table>
<thead>
<tr>
<th>Maintain / preserve pensioners data for the civil service pensions office</th>
<th>policies and regulations</th>
<th>Upgrade systems on schedule and take appropriate steps repair and or replace damaged and obsolete equipment</th>
<th>Set up a system for timely reporting of damage or malfunction and immediate repairs/replacement of IT equipment in the Ministry beginning from July 2012</th>
<th>Increase in level of IT compliance in the ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serve as a liaison between the ministry and ministry of science and technology</td>
<td>To achieve accuracy in pensions record with enhanced security to prevent fraud</td>
<td>Provide potent back up for ministry’s data</td>
<td>Begin training staff on IT in batches and providing their needs by December 2012</td>
<td>Increase in IT enhanced job performance</td>
</tr>
<tr>
<td>Training of staff on Microsoft systems, maintenance systems, use of antivirus and other application software</td>
<td>To maintain high standards and skills in the use of technology in the ministry by ensuring that all staff receive the level of IT training and support appropriate for their jobs</td>
<td>Organize capacity building activities on IT for staff of the ministry</td>
<td>Ensure that procurement processes are guided by procurement policies and procedures from July 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assist staff on IT related assignments</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Procurement Unit</strong></td>
<td><strong>Enthrone a transparency and accountability in procurement management in METP</strong></td>
<td><strong>Procurement practices guided by policies and procedure</strong></td>
<td><strong>Improvement in the level of adherence to procurement policy and procedure</strong></td>
<td></td>
</tr>
<tr>
<td>Implement procurement policies and procedure for the MDA in line with its overall objectives and strategies</td>
<td><strong>Maintain transparency in procurement contracting in METP</strong></td>
<td><strong>Contract processes are transparent and follow due process (open bidding)</strong></td>
<td><strong>Number of procurement contracts awarded through open bidding and other due process practices</strong></td>
<td></td>
</tr>
<tr>
<td>Coordinate the proper administration of all procurement contracts in the Ministry</td>
<td><strong>Achieve competitive pricing in the procurement of goods and services for METP</strong></td>
<td><strong>Document delivery and pricing of goods</strong></td>
<td><strong>Team in place to conduct market surveys and cost analysis</strong></td>
<td></td>
</tr>
<tr>
<td>Report appropriate pricing and timely delivery of goods and services</td>
<td><strong>Set up effective and efficient system to manage the procurement needs of all units in METP</strong></td>
<td><strong>Timely collation and supply procurement needs of ministry’s departments</strong></td>
<td><strong>Monitoring and evaluation team in place for procurement activities</strong></td>
<td></td>
</tr>
<tr>
<td>Provide efficient procurement support services to all department and units in the ministry</td>
<td><strong>Sustain collaboration with other MDAs on procurement</strong></td>
<td><strong>Hold regular meetings with procurement departments in other MDAs</strong></td>
<td><strong>Charter published and disseminated with clear</strong></td>
<td></td>
</tr>
<tr>
<td>Achieve value for money in</td>
<td></td>
<td><strong>Aggregate and categorize of all procurement request from all the</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Procurement Processes in MTEP</strong></td>
<td><strong>Setup and Manage Efficient and Effective Monitoring and Evaluation System for Procurement Administration in LSG</strong></td>
<td><strong>Departments/Units in the MDA so as to Obtain Economies of Scale</strong></td>
<td><strong>Set up a Monitoring and Evaluation Team/Committee for Monitoring and Evaluation of Procurement Activities Beginning September 2012</strong></td>
<td><strong>Procurement Standards</strong></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Liaise with procurement departments in other MDAs to maintain an accountable and transparent procurement system in the ministry</td>
<td>Ensure that contractors and suppliers maintain standards in the quality and quantity of goods and services supplied at all times</td>
<td>Timely report to management on monitoring with recommendations on procurement needs of all departments</td>
<td>Begin implementation of procurement standards in the service charter as soon as charter is published and disseminated</td>
<td><strong>Planning Research and Statistics</strong></td>
</tr>
<tr>
<td>Coordinate and monitor all key procurement for the Ministry by monitoring request for goods and services from offices, departments/units with a view to recommending areas of action to management</td>
<td>Enthrone a sustainable system to ensure prompt payment of contractors and consultants</td>
<td>Develop and implement standards on procurement addressing quality of goods and services and payment of contractors/consultants</td>
<td></td>
<td><strong>To Elevate PRS as a Strategic Management Function in the METP</strong></td>
</tr>
<tr>
<td><strong>Planning Research and Statistics</strong></td>
<td><strong>To Ensure Management Decision Making is Based on Research, Data and Evidence</strong></td>
<td><strong>Lead Budget Planning by Providing Data to Guide Process</strong></td>
<td><strong>Effective Prioritization of Projects in the Ministry Beginning from July 2012</strong></td>
<td><strong>Extent to Which Ministry’s Budget Priorities Falls in Line With State Budget and Ministry’s Goals/Objectives</strong></td>
</tr>
<tr>
<td>Coordinate research activities in the ministry</td>
<td>To achieve realistic budgeting and equitable allocation of resources at all times in METP</td>
<td>Conduct research on relevant areas and provide timely report to management</td>
<td>Begin monthly collation of data for annual statistical publications by July 2012</td>
<td>Data available for annual statistical publication</td>
</tr>
<tr>
<td>Provide guidance on policy implementation in the Ministry</td>
<td>To ensure that METP activities are supported by research and statistics and are aligned with policies and procedures at all times</td>
<td>Provide timely date for budgeting and resource allocation</td>
<td>Setup monitoring and evaluation team to monitor projects in the Ministry from July 2012</td>
<td>Team in place for project monitoring and evaluation</td>
</tr>
<tr>
<td>Provide empirical data and statistics to guide budgeting; resource allocation and management decision making</td>
<td>To enthrone transparency and accountability in all tender board activities</td>
<td>Publish METP statistical data regularly</td>
<td>Realistic costing of budget within the limit of resource envelop achieved from July 2012</td>
<td>Extent of compliance with approved costing practices</td>
</tr>
<tr>
<td>Ensure due processes are followed in all decisions of the tender Board of the Ministry</td>
<td>Lead the development of</td>
<td>Review and update data regularly</td>
<td>System in place to encourage probity and accountability</td>
<td>System in place to ensure probity and accountability in expenditure practices of the Ministry from July</td>
</tr>
<tr>
<td>Ensure timely and accurate revenue and expenditure returns by the ministry</td>
<td></td>
<td></td>
<td></td>
<td>Results of technical analysis of M&amp;E reports vis-à-vis expected outputs</td>
</tr>
</tbody>
</table>
| ministry’s costed work plans (Short, medium and long) and its implementation | 2012
Short, medium and long term plans in place and updated annually in line with MEPB budget cycle in place from January |
|---|---|
| **Internal Audit** | **2012**
- Lead compliance with civil service financial instructions
- Computerization of serving staff salary records
- Computerization of annual personnel budgets
- Computation of service wide assets and records
- Pre and post payment of vouchers for expenditure
- Auditing of all account books and records
- Monitoring and reviewing of all internal control system, financial and otherwise
- Implement monthly salary audit
- Quarterly verification of variable cards of affected staff for onward processing by the Treasury Office
- Auditing assets and stores
- To ensure compliance with financial regulation and circulars and civil service rules
- To enthrone conformity with accounting standards, ethics, and international best practices in the ministry
- To ascertain the payment of salaries to deserving staff in accordance with the pay schedule
- To ensure all outstanding arrears are processed and accurately calculated for payment
- To maintain updated fixed assets store register at all times
- Verification of documents for approvals and necessary attachment to comply with the financial standards
- Update vote books regularly
- Review of established control put in place by management
- Confirmation of staff in nominal roll to the pay schedule prepared by the state treasury office
- Verification of variable cards
- Computation of outstanding staff salaries and allowances
- Confirm accuracy of payment in PAY 04 form from state treasury office.
- Update fixed asset register regularly and document store items
- Ensure expenditure and income are classified into proper books paid to deserving beneficiaries from July 2012
- Ensure confirming of approvals within the stated period from July 2012
- Ensure compliance with internal control systems from August 2012
- Develop internal structure to ensure that staff receive accurate payment from July 2012
- Ensure the maintenance of accurate fixed asset register of the ministry and capturing same in the data base from August 2012
- Book showing expenditure and income classification in place and accessible
- Number of approvals conforming to stated period of time
- Evidence of transactions conforming to internal control systems
- Increase in number of staff receiving accurate payment
- Fixed asset register and data base with information on ministries fixed assets in place and accessible |
Appendix 6: METP Organograms

1. Civil Service Pensions Office
2. Pensions Administration
3. Pensions Reimbursement
4. Directorate Finance and Administration (Pensions)
5. Directorate Finance and Administration (Estabs)
6. Establishments Department
7. Accounts Department (Pensions)
8. Accounts Department (Estabs)
9. Industrial Relations Directorate
10. Training Department
ORGANOGRAM OF CSPO - CURRENT
ORGANIZATION OF PENSIONS ADMIN – CURRENT
ORGANOGRAM OF PENSIONS REIMBURSEMENT – CURRENT
ORGANOGRAM OF DFA (PENSIONS) (mid 2012)
ORGANOGRAM OF DFA (ESTABS) (mid 2012)
ORGANOGRAM OF ACCOUNTS DIRECTORATE PENSIONS

Acting Director
GL14 (1)

Secretary CASO
GL9 (1) Clerk GL 04 (1)

Funds Unit
SEO GL 09 (1)

Reconciliation Unit
CEO GL 14 (1)

CPO
PAO GL 12 (1)
  Unit Y number of staff by grade

FIS
HEO GL 8 (1)

Variation
PAO GL 12 (1)

Gratuity
SAO GL 10 (1)

Secretary CASO
GL9 (1)

Clerk GL 04 (1)

EO GL 07 (1)

PEO GL 12 (1)

SAO GL 10 (1)

SEO GL 09 (1)

HEO GL 8 (1)

CASO GL 09 (1)

SSA GL 07 (1)

SCO GL 06 (1)
ORGANOGRAM OF ACCOUNTS DEPARTMENT (ESTABS)
ORGANOGRAM OF INDUSTRIAL RELATIONS DEPT
ORGANOGRAM OF TRAINING DEPARTMENT
Appendix 7: Summary Extract from HR Pilot Implementation Report December 2012

Observations drawn from the 6 MDAs by the HR function teams

**Workforce Planning & Recruitment Team Observations:**

| **Workforce Planning** | • Lack of job descriptions means LASG can't hold people to account and can't do proper job analysis and job evaluation  
|                       | • Inadequate individual performance targets or measures in place  
|                       | • False impression that Establishment planning and Workforce planning are the same thing  
|                       | • Heavy reliance on tacit knowledge with lack of formal processes outside CS Rules  
|                       | • CS Rules that do exist are applied subjectively  
| **Recruitment**       | • Civil Service not always first choice for employment  
|                       | • People hired without meeting minimum requirements or going through due process  
|                       | • Godfatherism identified as a major issue  
|                       | • Officers hired are often poorly skilled or unqualified  
|                       | • Recruitment to a cadre not a job |

**Learning & Development Team Observations:**

| **Talent Management** | • Fear of labelling someone as a poor performer means managers shy away from difficult conversations  
|                       | • Managers require significant education on talent mapping and talent management  
|                       | • Training not related to development needs  
|                       | • Progression not based on merit  
|                       | • Lack of formal succession planning  
|                       | • Deployment not strategic or skills based  
| **Appraisal**         | • Frequent abuse of SPADEV and the appraisal process, especially in promotion decisions  
|                       | • No pre-agreed individual performance objectives means officers can't be held to account  
|                       | • Managers need significant support on how to effectively manage performance - lack of coaching, development or succession planning  
|                       | • Some senior officers feel threatened by junior officers who make suggestions or show initiative  
|                       | • Appetite for 360 appraisals to level the playing field  
|                       | • Failure to separate the personal from the professional  
|                       | • Godfatherism, fear and personality still play a huge part in appraisals  
|                       | • No formal review, benchmarking or normalisation of appraisal scores takes place prior to communication |
**Employee Relations Team Observations:**

<table>
<thead>
<tr>
<th>Discipline &amp; Appeal</th>
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<tbody>
<tr>
<td>- Too much personality and ego in disciplinary process - not enough objectivity and documentation</td>
</tr>
<tr>
<td>- Managers need to be coached in their role managing people</td>
</tr>
<tr>
<td>- Lack of documentation and individual performance objectives makes it difficult to discipline someone for poor performance</td>
</tr>
<tr>
<td>- Disciplinary process not consistently applied</td>
</tr>
<tr>
<td>- Process said to be used as a means of victimisation or reward</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grievance &amp; Whistleblowing</th>
</tr>
</thead>
<tbody>
<tr>
<td>- People don’t understand the difference between grievance, petition and appeal</td>
</tr>
<tr>
<td>- Issues tend to be dealt with using influence rather than based on facts or circumstances</td>
</tr>
<tr>
<td>- Need to give HR officers mediation skills to help manage conflict between officers</td>
</tr>
<tr>
<td>- Communication skills lacking - people don’t understand each other or know how to communicate</td>
</tr>
<tr>
<td>- Fear of victimisation short-circuits whistleblowing process</td>
</tr>
<tr>
<td>- No adequate confidentiality in place to protect the whistleblower</td>
</tr>
<tr>
<td>- Intimidation frequently used</td>
</tr>
<tr>
<td>- Culturally officers reluctant to blow the whistle on senior officers</td>
</tr>
<tr>
<td>- Fraud frequently witnessed but fear of reprisal and protectionism prevents officers from coming forward</td>
</tr>
<tr>
<td>- Some people deemed to be ‘untouchable’</td>
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</table>

**Key Performance Indicators (KPIs) and Accountability Team Observations:**

<table>
<thead>
<tr>
<th>Service Charters &amp; KPIs</th>
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<tbody>
<tr>
<td>- Many MDAs still unfamiliar with Service Charters</td>
</tr>
<tr>
<td>- Delivery for some MDAs with Service Charters dependent on other MDAs without Service Charters or KPIs e.g. Lands can't deliver their KPIs without the survey document that would come from the Surveyor-General, who is at the moment not involved in the Performance Agreement process</td>
</tr>
<tr>
<td>- Difficult to identify and write KPIs as strategy of many MDAs not clearly defined and so much information is hard copy and not easily accessible</td>
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<thead>
<tr>
<th>Scorecards &amp; Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Most activities ad hoc, with no targets; so difficult to measure whether things are actually being done</td>
</tr>
<tr>
<td>- Need for education on HR MIS and wider access to internet, computers etc</td>
</tr>
<tr>
<td>- Pilot work has highlighted how far away LASG is from being able to use HR MIS as a strategic tool</td>
</tr>
<tr>
<td>- Not yet an accurate data storage device</td>
</tr>
<tr>
<td>- Need better systems and more soft copy data</td>
</tr>
</tbody>
</table>
**Observations**

**Lessons learnt:**

- Greater productivity with the existing workforce is possible but they need to be actively managed.
- Individual Schedules of Duty must link with the MDAs own priorities as spelt out in the Service Charter, which does not happen currently.
- When staff are de-motivated this impacts on their productivity.
- The effective resolution of workplace disputes requires stronger interpersonal relationships between officers, managers and more collaborative working between Heads of Department.
- Grievances should ideally be settled informally by the manager and HR officer before they escalate.
- Where informal settlement fails; the formal settlement should be fair and free of bias.
- Adequate protection should be giving to a whistle blower to encourage people to expose wrong doing.

**Example people challenges identified:**

- Godfatherism is prevalent.
- Officers are not developed and capacity building is seen only as ‘training’.
- Frequent deployment of staff affects the efficiency of the MDA.
- When officers are deployed they are not replaced with skilled officers.
- There are not enough computers to store and manage data and the available ones are obsolete.
- Due process is not encouraged and is not led from the top.
- Senior officers do not lead by example.
- There is little professional etiquette, respect in the way officers relate to one another.

**How Professional HRM might address these:**

- Professional HRM will allow for a more enabling working environment, with staff motivation given more attention, as well as wider welfare issues.
- HR officers will be able to provide tailored capacity building interventions through classroom training, mentoring/ coaching, counselling, knowledge session, workshops and professional deployment etc.
- Professional HRM will introduce longer term resource and talent management planning.
- There will be properly defined job descriptions, with roles clearly outlined.
- There will be a focus on job and MDA induction, not just on generic public service induction.
- Newly deployed officers will be given induction - not just officers who are new to the Service.
- HR officers will be able to handle complaints and manage issues regarding the working environment.
Professional HRM will link reward with exceptional performance on the job
Succession planning will be adequate and formalised
HR officers will be able to use monitoring tools to identify issues that are not formally raised e.g. an attendance and movement register will be able to identify lateness without relying on managers to report this
Professional HRM will focus on teamwork and morale
Training needs will be formally identified by skilled officers

Conclusion:

- Professional HRM is a people oriented tool
- It helps to know the officers inside out in each Department which allows people oriented issues and challenges to be identified and addressed
- HR officers with a professional and more skilled approach to HR will also be able to provide more support to Heads of Department in managing and tackling day to day people issues that fall outside Rules and procedures
- Professional HRM will help MDAs to achieve their specific objectives through the design and implementation of HR strategies
- It should be embraced
Appendix 8: METP Service Charters

SERVICE CHARTER OF THE OFFICE OF ESTABLISHMENTS AND TRAINING
(MINISTRY OF ESTABLISHMENTS TRAINING AND PENSIONS)

1 Introduction:

This Service Charter constitutes a service delivery agreement between the Office of Establishments and Training and her Stakeholders majorly Public/Civil Servants (Customers). The Charter is in recognition of the need to align the Establishments and Training commitments to its core mandate to the vision of Lagos State which is to become “Africa’s model mega city and Global Economic and Financial hub that is safe, secure, functional and productive.”

The charter is further anchored upon the current mandate of the Office of Establishments and training as the core human resource agency of the Government with the responsibility for Human Capital development, Management Consultancy, Career Management and Maintenance of Harmonious Industrial Climate. The Charter refocuses the commitment of members of staff of this Office toward operational efficiency and effectiveness in rendering quality service to its customers.

To this end, the commitments and standards of performance envisaged in this Charter will be realized alongside implementation of other initiatives aimed at continuous improvement of public service delivery. The initiatives includes compliance with the Lagos State transformation agenda championed by the Office of Transformation (OoT), compliance with the Public Service Codes of Conduct, embracing Result Based Management, implementation of Government Financial and Fiscal Management Reforms, embracing Affirmative Action and Gender Equity, and promoting public awareness of the Office of Establishments and Training’ s functions.

It is our hope that this Charter will promote better understanding, realization and appreciation of this Office’s range of services hence engendering public trust.

2 Purpose of the Charter:

A public service that responds to the needs of the people.

Objectives deriving from the purpose of the Charter are under stated below:

- Enhance level of awareness on assigned responsibilities;
- Give insight on core values;
- Provide information on the range of services offered;
- Provide standards for service delivery;
- Provide a platform for dialogue on service delivery;
- Suggest remedies where services fall short of desired standards.

3 Vision:

To be the leading Government Agency reputable for providing an enabling and progressive environment for the development of a result-oriented Public Service.

Mission:

Sustenance of ethical values and effective Career Management through capacity building towards achieving a virile Public Service.
4 Core Values:
The Office of Establishments and Training’s core values guide the staff on the organizational culture thereby creating a sense of identity, collective ownership, direction and purpose. These shared values assure our customers of timely provision of quality services guided by the ethical and integrity orientation of the staff. The values as articulated in our mandate are:

- Hard work
- Team Spirit
- Integrity
- Loyalty
- Dedication

5 Core Functions:
The core functions of the Office of Establishments and Training as derived from the Constitution and relevant statutory provisions includes the followings:

- Initiate, formulate, execute, monitor and evaluate policies relating to establishment, Training and Industrial Relations.
- Establishment matters including staff complement, grading and conditions of appointment.
- Training and manpower development in conjunction with the Head of Service.
- Preparation of service wide annual personnel budget in conjunction with Ministry of Economic Planning and Budget.
- Ensuring compliance with the civil service rules and financial instructions.
- Review of salaries, wages and allowances in conjunction with the Head of Service.
- Advising Government on the remuneration of the chairmen and member of the boards of Parastatals.
- Review conditions of service in conjunction with the Head of Service
- Service-wide personnel records and statistics of the Civil Service.
- Computerization of service wide staff records.
- Meetings of National Council on Establishment in conjunction with the Head of Service.
- Meeting of Public Service Negotiation Council both State and National
- Establishment matters of the Civil Service in conjunction with the office of Head of Service.
- Relations with trade unions in conjunction with the Head of Service
- Coordinating industrial relations of the Civil Service and providing the secretariat for the Public Service Negotiation Councils.
- Supervision of Public Service Staff Development Centre.
- Attendance of National Industrial Safety Council meeting and State chapters.
- Review of Civil Service Rules
- Review of Civil Service Hand Book.

6 Customer and Stakeholder Groups:
The Office of Establishments and Training has multiple customers and stakeholders including:

- Public Servants
- Trade Unions
- Professional Associations
- Other Ministries and Departments & Agencies (MDAs)
- Employees / Public Servants
- Consultants
- Tertiary Institutions
- Others

7 Our Service Pledge:
Our stakeholders legitimately expect efficient, effective and ethical public service delivery. To meet the expectations of these stakeholders, we make the following pledges:
To uphold independence in the discharge of the statutory mandate in order to enhance acceptability and legitimacy of decision made;
To promote fairness in handling alleged misconduct in the Public Service;
To promote good governance, ethics and integrity in the Lagos State Civil Service;
To embrace contemporary practices in the discharge of human resource functions in the service;
To review and make service regulations in line with the changing needs of the service;
To promote cost-effectiveness, value for money and avoidance of waste;
To embrace courtesy and timely response to requests, complaints and enquiries.

8 Customers’ Responsibilities:
The Office of Establishments and Training in turn expects the stakeholders to:

- Provide valid contact information in all correspondence to this Office;
- Offer patriotic service to the Government when hired;
- Uphold and promote public service’s ethics and integrity;
- Provide necessary information in a timely manner;
- Observe this Office’s rules and regulations;
- Provide feedback for improved service delivery;
- Treat the staff of this Office with courtesy.

9 Stakeholders’ Participation:
The Office of Establishments and Training shall creatively evolve means of collating and incorporating stakeholders’ input in service improvement initiatives. Presently, we have two main approaches of eliciting information from stakeholders namely:

- Focus Group Discussion (FGD)
- Surveys

10 Service Provision Delivery:

<table>
<thead>
<tr>
<th>Services:</th>
<th>Standards:</th>
</tr>
</thead>
<tbody>
<tr>
<td>This Office offers a wide range of services that includes:</td>
<td>In servicing her esteemed stakeholders, this Office will endeavour to meet up with the following standards:</td>
</tr>
<tr>
<td>• Response to correspondence on Industrial issues</td>
<td>• All correspondences will be acknowledged within two working days;</td>
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<tr>
<td></td>
<td>• Issues raised would be looked into and resolved within two weeks;</td>
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<tr>
<td></td>
<td>• Where interventions of a higher authority are required, it would be resolved within a month.</td>
</tr>
<tr>
<td>• Conflict Resolutions on Industrial/Staff Issues</td>
<td>• Joint Negotiating Council must continue to embrace dialogue as basis of conflict resolution on Industrial and staff issues.</td>
</tr>
<tr>
<td>• Attending Personnel Management Board(PMB) Meetings at MDAs</td>
<td>• Report will be submitted within one week after holding the meetings.</td>
</tr>
<tr>
<td>• Rendering of Advisory services of Establishment matters to MDAs</td>
<td>• To respond to advisory request from MDAs within one week of receipt.</td>
</tr>
<tr>
<td>• Attendance at National Council on Establishments meetings.</td>
<td>• To represent the State adequately and submit reports within one week of holding meetings.</td>
</tr>
<tr>
<td>• Review of Salaries and Allowances.</td>
<td>• Salaries and Allowances to be in line with the Pay Policy of the State.</td>
</tr>
<tr>
<td>• Preparation of Service wide Annual Personnel Budget.</td>
<td>• Annual rendition of accurate Personnel estimates.</td>
</tr>
<tr>
<td>• Organizing In-Plant/Tailor Made Workshop &amp; Seminars</td>
<td>• The Structured Training Programme of the State should be an agglomeration of the training needs assessment and special needs of staff.</td>
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<td></td>
<td>• Participants will get letters of invitation two weeks ahead of training;</td>
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</table>
An impact assessment survey will be carried out three months after training programme in respect of sampled workshops.

- Processing of further studies for officers
- Centralized Personnel Management Board will be conducted in conjunction with relevant MDAs on quarterly basis.

- Appraisal of proposal on local & Overseas Training from all MDAs
- All training proposals will be appraised & forwarded to Hon. Commissioner (MEPB) through Hon. Commissioner (MET & P) within one week for local training;
- To obtain HE’s approval/decline on appraised local/foreign programmes for all MDAs within four (4) weeks.

11 Special Needs Provisions:
The Office of Establishments and Training plans to consider stakeholders with special needs like elderly, blind, cripple, pregnant women etc by training staff to be patient and helpful and to respect cultural and religious differences. The Office of Establishments and Training intend to provide wheel chairs and hire staff with competences in dealing with customers who have visual and auditory challenges.

12 Performances Monitoring & Reporting:
Performance indicators must be established against which regular meetings will be held to appraise how well or otherwise the Ministry is performing. In monitoring our performance against the standards set in this charter, great premium is placed on the contributions of our stakeholders by attending our Focus Group Discussion (FGD) sessions as appropriate steps will be taken to address all gaps concerns identified by them.

13 Existing Limitations:
Civil Service Rule and Financial Regulations that guide implementation of Government Policies should be subject to consistent reviews in line with International best practices.

14 Complaints Handling and Grievance Redress Mechanism:
The Office of Establishments and Training is committed to the following complaints handling process:
- Operate a Service Delivery Unit (SDU) with a trained complaints handling staff;
- Maintain a register of complaints and commendations;
- Maintain a telephone line dedicated for complaints, suggestions and commendations;
- Maintain a functional and user friendly website with an easily identified section for complaints, suggestions and commendations;
- Maintain a functional Suggestion box.

This Office guarantees confidentiality fairness in handling complaints. All complaints shall be acknowledged promptly and progress being made on their complaints shall be known to the complainants. No effort would be spared to resolve all complaints within 30 working days. Customers would be encouraged to make genuine complaints, suggestions and commendations by:
- Disclosing their identity (if they like) and contact to facilitate due process and feedback;
- Making complaints at the service windows from where the complaints originates;
- Complaining in person, writing, phone or via the internet to:
15 How to Contact Us:

<table>
<thead>
<tr>
<th>Complaints Officer</th>
<th>Address</th>
<th>Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Block 17b, the Secretariat, Alausa.</td>
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</tbody>
</table>

**SERVICE CHARTER OF THE CIVIL SERVICE PENSIONS OFFICE (MINISTRY OF ESTABLISHMENTS TRAINING AND PENSIONS)**

**INTRODUCTION**
Every Civil Servant in the State would retire at a time in his/her service career and there is need to cater for them in terms of retirement benefits, welfare and a secured post-service life. This is the essence of Civil Service Pensions Office. The Office was formerly under the Ministry of Economic Planning and Budget before it was brought back to the Ministry of Establishment, Training and Pensions.

**PURPOSE**
This Charter provides necessary information on various services that can be rendered to Pensioners in relation to their retirement benefits and welfare.

**VISION**
To have an efficient and effective Pensions Administration driven by Information technology where all retired and retiring are impacted with a sense of belonging in the Public Service with the assurance that their benefits are paid as at when due.

**MISSION**
To be a Civil Service Pensions Office that is effective and efficient in the Management of Pensions Administration in the State manned by caring, honest, sincere and dedicated professionals who satisfy the need of every retired and retiring officer.

**CUSTOMERS AND STAKEHOLDERS**
- Lagos State Pensioners.
- Active Civil Servants.
- State Auditor General’s Office.
- State Treasury Office.
- Ministry of Justice.
- Lagos State Pension Commission.
- Teachers Establishment and Pensions Office.
- Local Government Pensions Board.
- Next of kin of deceased officers – Active/Retired.
SERVICE AND STANDARDS
There are four (4) standards that are constant with all our services – that;

i. Pensioners are attended to within 20 mins of his/her arrival at any of our offices.

ii. Pensioners are given care and comfort.

iii. Pensioners are given listening ear concerning their request to allay their fears.

iv. Pensioners are provided with necessary advise on service related matters.

PENSION ADMINISTRATION DIRECTORATE

- Computation of retirement benefits are completed within four (4) days of submission of all required documents.

- Final letter of retirement benefits will be ready within two (2) days after the State Auditor General’s approval.

- During Pensioners Verification Exercise, publicity will be made on radio and national dailies to sensitize Pensioners for full participation.

- Twenty (20) Verification Centres are provided to ensure easy access, proximity and comfort.

- Home Verification are made available for the aged and those that are incapacitated on formal request.

PENSION ACCOUNTS DIRECTORATE

- Gratuity will be paid within thirty (30) days of receipt of file from Pension Administration Directorate.

- Initial Pension will be paid within another thirty (30) days of Gratuity payment.

- Monthly Pension will be paid on or before the seventh (7) day of every month.

PENSION REIMBURSEMENT

- Pensioners request concerning Federal share are treated and forwarded to the Office of the Head of Service of the Federation within ten (10) working days.

- Monthly visit to the Office of the Head of Service of the Federation for reimbursement, reconciliation and payment of outstanding pensioners’ benefits.

FINANCE AND ADMINISTRATION DIRECTORATE

- Pensioners that are Seventy (70) years and above are given a welfare pack at least once a year.

- Pensioners that are aged or incapacitated are visited at home within three (3) days of notification.

- Old/Aged Pensioners’ welfare are monitored through telephone calls on monthly basis.

PROPOSED SERVICE

- There is a 49 – day Gratuity Release Plan consisting of 8 steps in which a Pensioner collects his/her gratuity within 49 days of his/her file getting to Pensions Office.

SPECIAL NEEDS PROVISION

- Pensioners are seen every Thursday in a dedicated comfortable office to attend to their pensions related queries/enquiries relating to payments and/or variation

- Stand-by ambulance and health facility tests are provided through the entire bi-annual biometrics verification exercise

- Home visits and verification are carried out bi-annually to our old age pensioners

STAKEHOLDERS PARTICIPATIONS

- All pensions stakeholders meet with the Hon. Commissioner (Estab, Training & Pensions) quarterly to deliberate, resolve and formulate policies on pensions administration

- We host our pensioners bi-annually for the biometrics verification exercise (I am Alive), and also ascertain their health and investment needs
CLIENT’S OBLIGATION
We advise our clients to please familiarise themselves with the following;
➢ Retiring officers must forward required documents through their MDAs to Pensions office to process their benefits
➢ Pensioners must present themselves for the bi-annual Biometrics Verification Exercise,
➢ Pensioners in diaspora must forward dully notarised documents stating they are alive to the Pensions office

EXISTING LIMITATIONS
➢ Payment of pensions on completion of required process is not within the Pensions office control.
The offices involved with the payment plan are to ensure prompt payment of retirement benefits to make the proposed plan effective.

REVIEW OF THIS CHARTER
➢ It shall be reviewed on yearly basis to see how we are meeting the Pensioners’ need.

WHERE TO FIND US
Ministry of Establishments, Training and Pensions
Block 17, Ground Floor and 2nd Floor,
Block 1, Ground Floor
The Secretariat
Alausa, Ikeja

OUR DEDICATED LINES
Permanent Secretary-0184444499 or 08023092441
Director Pen. Admin.-018444488 or 08023219499
Director of Accounts-018444445 or 08033050274
Our Desk Officers -08185645736
On-line contact- civilservice@lagosstate.gov.ng

OUR OFFICIALS/STAFF
We are a team of professionals which includes; Administrators, Accountants, Auditors, Statisticians,
Program Analysts that are well versed in Pension matters.

CUSTOMER COMPLAINTS
If you are not satisfied with any of our services or the way you have been treated by our staff, please contact the Permanent Secretary or any of the Directors on the dedicated lines/personal lines listed above.

OPPORTUNITY TO MAKE SUGGESTIONS
We meet regularly as a body to review our services, if you have comments and suggestions on how we can serve you better, please call any of the dedicated lines/personal lines listed above or meet our desk officers or Service Delivery Unit Officer below;

Mr. S. A. Asegere - SDU
Director of Accounts

Mr. G. O. C. Bada - SDU
Director Pension Administration

Civil Service Pensions Office - Ministry of Establishments, Training & Pensions
Appendix 9: METP Business Processes and Activity Flows
ESTABLISHMENTS Directorate
Activity Flow 1: PREPARATION OF ANNUAL PERSONNEL BUDGET – 13-14 weeks

Note Questions (Q) were raised in response to the initial workflow steps; (A) summarises METP’s response. The time taken for each process and step were also added.
Step 1
- Personnel Budget Call Circular issued by PS E&T requesting MDAs input stating dates for Bilateral discussions
- MDAs send in their input
- Dir. Estab collates input
- Q: is there any policy guidance issued to MDAs before they make their submissions? - A: the Call Circular is the Guide
- Q: what is the role of the Planning and Research Unit? - A: after bilateral sessions with the MDAs the State wide Personnel Budget is collated by the Estabs Directorate and sent to the Planning and Research Unit for inclusion in the METP budget because of the vote of Charge - Personnel Costs domiciled in the Ministry
- process takes 2 weeks

Step 2
- Director Estabs. draws up meeting schedule for bilateral discussions with MDAs
- Bilateral discussions held with MDAs; D Estab considers: the actual bodies in post; officers due for promotion/eligible for conversion/eligible for advancement/due for retirement and proposed for new recruit (provided dispensation agreed) to ensure adequate provision for staff salaries in approval process
- Cleared MDAs submit corrected copies of personnel estimates to Estabs dept.
- Schedule officers collate cleared estimates into State Global Personnel estimate
- State Global Personnel Estimate is sent to Dir. Estabs for review/approval
- Takes 2 months

Step 3
- Dir Estab reviews and forwards it to PS for approval
- PS checks the math and approves and sends to HC for approval
- HC checks the math and approves
- State Global Personnel Budget is sent to MEPB for inclusion in State Budget
- MDAs written to once the Personnel Budget has been approved/amended by MEPB
- END
- Takes 3 weeks
Activity Flow 2: REVIEW OF SALARIES, WAGES AND ALLOWANCES

Step 1
- Honourable Commissioner reviews the Pay policy (salaries, wages and allowances) with committee every 3 years
- Outcomes of Pay policy committee meeting is turned to a memo for presentation to EXCO by PS
- PS sends Memo to HC for final review and approval
- TIME: The time varies, depends on negotiations and agreements (an estimate of 3 weeks, overall maximum 3 months)

Step 2
- Memo is sent to EXCO for approval
- Memo is approved or amended by EXCO
  - an estimated 2 months

Step 3
- Reviewed Pay Policy is communicated by Circulars and implemented on the payroll
- END
- Q: is there a feedback loop eg for M&E? - A: yes; through this anomalies are detected in the implementation of the pay policy and noted and rectified
  - 1 week
Activity Flow 3: UPDATING SCHEMES OF SERVICE, CIVIL SERVICE RULES AND OTHER DOCUMENTS

**Step 1**
- Memoranda are received by the HC METP (eg initiated by an MDA in need of reform; creating a new cadre to accommodate stagnated officers; upgrading entry or termination levels of some cadres)
- HC minutes it to PS for action
- PS reviews it and minutes it to Dir. Estabs for action
- 48 - 72hrs

**Step 2**
- Dir Estabs reviews the Memorandum, analyzes and edits it.
- Dir Estabs minutes it to the relevant officer
- Relevant schedule officer carries out update
- Officer forwards updated documents to Dir Estabs
- 2-7days

**Step 3**
- Dir. Estabs reviews document to ensure accuracy
- Dir Estabs forwards document to PS Estabs
- PS reviews updated document
- PS sends reviewed document to HOS
- HoS reviews it and sends back to PS E&T.
- Official Letter written to the initiator conveying the Government's position on the Memorandum
- END
- 1 year and above; it depends it could be EXCO or NCE approval, time cant be pinned to this as some decisions and approvals have taken up to 4 years

Q: What impact does it have on jobs, grades and HR policy? A: Job motivation;
Q: The recent review of CSRules did not follow this process. A: It followed due process as all stakeholders had an input
Activity Flow 1: TRAINING

Step 1
- HC meets with PS E&T and Dir. Training to initiate training policy based on communiques obtained from previous workshops as well as input from MDAs.
- PS and Dir. Training develop and agree on guidelines to implement training programmes.
- Dir Training sends approved guidelines to AD Training for review and action.
- AD Training instructs schedule officer to request for submission of proposal from eligible Training consultant.
- Usually a time frame of 1 month.
- Q: the policy exists and has yet to be communicated to MDAs; when do the MDAs submit their training plans based on SPADEV and MDA mid [should say medium] term strategies? What input does METP make to training priorities across the CS? What is the training plan for implementing the policy and prioritising the training budget? A: MDAs generate training needs from SPADEV and submit training plans at the beginning of the year [after the budget has been agreed?]; plans can be reviewed mid year or quarterly. Plans are prioritised by budget and MDA Structure Training Plan and LASG programmes eg Procurement.
- Not clearly set out as a sequence and no time frame.

Step 2
- Procurement: Q: the procurement process specifies content, mode, timing and costs; only training providers who meet the specification should be shortlisted or considered as suppliers. A: following advertisements in the press LSG has 140 suppliers available to provide training to MDAs.
- Consultants invited to submit Expression of Interest to supply training and submit proposals to HCs office. HC reviews [all] proposals (value for money/ fit with priorities) and minutes it to the PS for further action.
- PS reviews [all] proposals and instructs Dir Training to take action.
- Dir Training reviews instruction and sends it to AD Training for action.
- AD Training minutes it to Schedule officer.
- Every month, 3 training programmes are run, now that there is a pool of consultants, this step could take 5 to 7 days.

Step 3
- Schedule officer opens consultant's file to carry out administrative process.
- Consultant is invited for discussions with Dir. Training pertaining to the mode of presentation. Date of training is also agreed upon.
- 5 to 7 days.
Step 4

- Dir Training instructs schedule officer in charge of nomination to nominate participants 3 weeks before training by use of Staff management training system or MDAs were asked to nominate 2 participants (GL 13 above) to attend training; MDAs are no longer asked to nominate participants. Nomination slips and details of participants are sent to PS E&T; courses are run fully booked where possible
- PS minutes list to Dir Training [to ensure no overlap in nominations and accurate statistics]
- Dir Training minutes it to schedule officer for collation
- Letters are sent out to participants
- Participants to write confirming their availability for the training
- 48hrs

Step 5

- Assigned coordinator of training programme gets list
- Workshop/training is executed
- Post workshop report is sent in by consultant
- Impact assessments is carried out 2 months after training
- END
- Q: what about those programmes not organised by METP eg someone attends an open programme; what is the nomination to evaluation process for that? A: all training programmes for the State pass through METP for sign off; METP is responsible for recommending suppliers or accredited consultants to MDAs in line with the training policy
- Q: where does PSSDC figure? A: GL 0-12
- TIME: Approximately 3 months

State Training Management System (STMS)

Q: what happens to the info gathered in the impact assessment/evaluation; how does it feed in to future decisions? Is there a Return on Investment or Return on Expectations strategy for training in place? A: There are consultant reports, participants communicate and the impact assessments, these are reviewed and put together in one report and sent to the HC and who would have also seen the PSs report on the impact of the training and issues to be addressed
- A: nomination through STMS - relevance of participants based on training needs (don't know what this means)
- comments on step 5 are not clear
- Evaluation factors (?) environment, course content, accreditation of consultant by METP; information used to improve KPIs; ROI determined by officer's productivity and SPADEV record and MDA KPIs - How is this reconciled with the training? (No answer)
- Time: Immediately after consultant report, communique and impact assessment an estimate of 6 months
FINANCE AND ADMIN DEPT (E&T)

Activity Flow 1: PROMOTION OF JUNIOR STAFF

**Step 1**
- PS receives Call Circular for promotion from CSC
- Circular is forwarded to DFA
- DFA minutes Circular to AD
- AD minutes it to schedule officer
- Takes 1-2 days for above steps of the process
- Q: Are 2 separate minutes or is it one marked FAO (1) AD and (2) DD? A: it is one circular minuted to the responsible officer to treat.

**Step 2**
- Schedule officer collates list of eligible officers and distributes SPADEV form [quarterly]
- Collated SPADEV forms are scored by Secret Registry Officers
- Schedule officer prepares eligible officers' briefs
- Time taken - about 1 week
- Promotion examinations are conducted
- Time - the time taken from previous step to conducting promotion exams depends on when CSC schedules the dates.

**Step 3**
- PMBs are constituted to deliberate on promotion exercise
- Minutes of meeting are sent to CSC by schedule officer
- DFA goes to CSC to defend the minutes
- CSC makes final decision on promotions
- HC and PS peruse decisions to ensure compliance with PMB process
- Letters of promotion are issued to successful candidates
- END
- Time = overall process could take 5-6 months
- Q: for promotion of junior staff where PMB is 'owned' by CSC why does the DFA have to go to CSC to defend the minutes? A: To ratify and verify to CSC that the right processes were followed in the MDA during the PMB
- What is the process where the decision is rejected and promotion denied? A: rejection of promotion outcome is rare. Commission however has the final say
Activity Flow 2: DEPLOYMENT OF STAFF [to METP]

Step 1
• Newly deployed officer gets single or general letter of deployment from DFA or colleague
• Officer submits letter of deployment to the PS
• Officer writes handover note to DFA and recommends colleague on same schedule
• Officer requests release letter from DFA [reports to new office with letter of release and record of service]
• PS forwards letters to DFA for necessary action
• DFA minutes letters to schedule officer
• Schedule officer sends it to Open Registry
• TIME1-2 days
• Q: Does METP have no say in who gets posted to the MDA? A: NO, they don't

Step 2
• Open Registry opens a file for new officer
• Officer’s data is captured in the nominal roll
• Employment letter perused and requested by HR Officers
• Staff in Central Records Unit verify data - employment letter, ESTP number, Oracle number requested
• TIME1-2 days
• Q: What action is taken to update staff records on Oracle? A: Once staff is deployed from PSO, Oracle is updated from PSO to reflect the move.

Step 3
• DFA seeks approval from PS to all internally posted officer to designated dept
• PS approves and forwards back to DFA
• Letter of internal deployment is issued to officer
• Receiving Director introduces officer to colleague, issues schedule of duty and relevant rules
• END
• TIME1-2 days; overall process takes about 1 week
• Q: Could step 1 and step 2 be combined to avoid asking the PS twice for approval? A: No, PS might not know appropriate place for vacancy and is not the officer in charge of posting.
• Q: Does DFA minute the Director on staff induction? A: No, but will hopefully start this in the future as part of HRM
Activity Flow 3: PROCUREMENT

**Step 1**
- Schedule officer forwards a submission on required items to DFA
- DFA minutes submission to PS for approval to procure requested items
- PS forwards some requests request to HC for approval [requests above 50,000 goes to HC, and above 100,000 goes to MEPB]
- HC endorses and forwards to MEPB [if above 100,000 or below 100,000 and cannot be financed by the MDA’s running cost]
- Q: do all requests have to go to the PS? A: Yes Q: Are some permissions eg below a certain monetary value, delegated to Directors/DFA/PS without the involvement of HC and MEPB? A: Yes, PS can approve below 50,000

**Step 2**
- MEPB approves or rejects and sends back to HC METP [criteria for refusal: no funds, not tenable; need for re-presentation]
- HC minutes approved request to PS
- PS forwards the approval to DFA/Dir Accounts for release of funds

**Step 3**
- Requested items are procured; by competitive tender in some cases eg MTB [?] [3 invoices are obtained and the best quote is chosen. Purchases are then made. This will change with the advent of the Procurement law]
- END
- TIME: overall time is about 1 month.
Activity Flow 4: TRAINING OF STAFF IN METP

**Step 1**
- PSSDC sends a mail to PS requesting for nominees for various courses
- PS minutes the mail to DFA
- DFA minutes it to the schedule officer
- Time: 1-2 days
- Q: what is the internal process flow for identifying METP’s training and performance needs and METP’s priorities for training METP staff? A: Nomination forms are sent to directors on the training topic sent by PSSDC. Directors nominate staff based on internal capability gaps identified.
- does this cover Pensions as well as Estabs? A: YES

**Step 2**
- Schedule officer collates and sends list to DFA
- DFA forwards list to PS for approval
- PS approves and send it back to DFA
- DFA minutes it to schedule officer
- Schedule officer forwards approved names to PSSDC
- Time: 3 days
- Q: is PS approval automatic? A: almost always. PS may however query some names on the list. Q: What is the process for rejections? A: rejections rarely occur

**Step 3**
- PSSDC sends the list of officers to attend the training. They sometimes cannot accommodate everyone on the list
- Approval to attend is issued to nominated officers
- After training, participants present their certificates to the DFA and write a report to the PS through the DFA
- individuals attend courses;
- Q: MDA support process; evaluation process; use of information to inform future policy etc.? A: evaluation process is non-existent for now, but will in the future
INDUSTRIAL RELATIONS DEPT

INDUSTRIAL RELATIONS Activity Flow 1: CONFLICT RESOLUTION/ DISPUTE SETTLING

**Step 1**
- HoS/HC receives correspondence from Labour unions, trade Unions or MDAs, or can be information recieved verbally or "through non-correspondence source"
- If HoS, he minutes it to HC
- HC minutes it to PS E&T
- PS minutes it to Dir IR
- Dir IR review and minutes it to Ass Dir IR
- time taken: approx. 2 days
- Q: if not HOS what is the process; is the process identical whether the issue is raised by Union, MDA or other? A: YES, letter comes from HE, HC or HoS
- Q: does the same minute pass from one party to another or is a separate one produced? One minute, copied and added to as the submission rises up the hierarchy? [value add not covered]
- TIME?

**Step 2**
- Ass Dir IR minutes it to Schedule officer
- Schedule Officer retrieves file from registry
- Ass Dir IR and Schedule Officer meet with Dir IR to deliberate on steps for resolution. If source of complaint is from an MDA, a visit is paid to the MDA to try and resolve the issue
- if issue is resolved, Schedule officer raises a submission on agreed resolution and writes a letter to the aggrieved party
- Schedule officer sends submission to Ass Dir for review
- Ass Dir reviews and forwards to Dir IR for review
- Q: if source is not an MDA what is the process? A: the same Q: What value is added as the submission passes along the line? A: none
- TIME 2-3 days, depends on the schedule of staff

**Step 3**
- Dir IR reviews and forwards submission to PS E&T for consideration
- PS considers submission and forwards to HC for approval
- HC approves and forwards back to PS.
- PS forwards submission back to Dir IR who sends it to Schedule officer through Ass Dir.
- Schedule Officer sends final approved letter to registry for dispatch
- END
- Q: if the IR Directorate is an independent authority and not a subset of Estabs why are PS and HC in the process as 'approving'? A: because of the sensitivities and risks of Industrial unrest, and also hierarchy
- Q: Within this process chain what happens if the PS or HC do not approve? A: none
- Overall time taken: depends on how long it takes to get the approvals. Normally, not exceeding 1 week.
CIVIL SERVICE PENSIONS OFFICE – ACCOUNTS DEPT

Activity Flow 1: PAYMENT OF STAFF SALARIES

26 CSPO has stopped payment of monthly pensions and wages, it’s now done at the central level
27 For step 2 – on follow up SPARC was told the step is not exactly accurate as it goes from the Director of Accounts to Audit then DFA, the PS and back to the head of Variation who then sends it to CPDVD
Step 1

- DFA informs Dir Account of variance in nominal roll as a result of deaths, promotion, transfers, retirements etc
- Dir Accts minutes this to schedule officer
- Schedule officer carries out variation to confirm no. of staff and amount due
- Schedule officer fills a variable card for staff involved and forwards same to Dir Accts for review [this step is done at the Variation unit]
- Q: what is the process for updating Oracle? what is the level of accuracy for this step eg daily update or backlog? how are Oracle and Nom roll reconciled in the MDA? is there a separate process for updating Oracle? A: After variation receives the variation forms, the schedule office does a summary and sends it to director accounts for signatures CPDVD the updates the oracle with the summary sent
- Time: Monthly (before 15th of each month for conclusion of the work, should be at CPDVD by 15th)

Step 2

- Dir Accts reviews and forwards to DFA
- DFA reviews and minutes it to Audit
- Audit confirms that figures are accurate and sends to PS
- PS reviews and approves and send it to Dir. Acct
- Q: what is the process if PS does not approve or if DFA and D Accounts disagree? They will always agree because the variation forms are sent out first and approved by them and the summary is the allocation of all the approved forms, if there is an issue its picked up and sorted before this step
- Why is IA involved in the process - conflict of interest? A: They have to be involved in everything as it adds or deducts from the payroll

Step 3

- Dir Acct minutes it to STO for action
- STO credits CSPO acct and informs Dir Acct; (This is now obsolete, CSPO no longer pays (Credit accounts) STO now credits and sends a copy of payroll to CSPO before and after payment to deal with issues that might arise)
- Dir Acct instructs Schedule officer to credit staff accts
- Schedule officer credits staff accts
- END

Q: what monitoring process is inplace to track the incidence and trend of variance in payroll? (Variation head cross checks payrolls, bank statements, files and that's why audit is involved for monitoring)
Activity Flow 2: PENSIONS AND GRATUITY

Step 1
- Individual MDAs send documents of retiring officers to PS CSPO
- PS minutes it to Dir Pensions Admin
- Dir Pensions Admin minutes same to schedule officer for action
- Schedule officer retrieves officers’ files from registry

Step 2
- Schedule officer (Pen Admin) carries out computation of each officer's benefits and sends it back to Dir Pen Admin for review
- Dir Pen Admin approves and forwards to PS for approval
- PS approves and sends it to Auditor General for confirmation/approval
- Auditor General confirms and sends back to PS
- Q: what is the process if approval is not given? If approval is automatic what value is added at each sub-step? A: (without approval, files can not be sent to Director of Accounts)

Step 3
- PS minutes to Dir Pen Admin
- Dir Pen Admin minutes it to Dir Accts
- Dir Accts minutes it to Schedule officer (Accts Dept) to raise voucher for payment
- Schedule officer raises the voucher and sends to Dir Accts
- Dir Accts send it to Auditor General for final confirmation
- Q: is there any reason why a schedule of names, benefits and voucher payments cannot go to AuG for one approval instead of two? A: To ensure that voucher is not tampered with probably
Step 4

- Auditor General approves and sends it back to Dir Accts
- Dir Accts forwards approved vouchers to CSPO internal Auditor for confirmation
- Internal Auditor confirms and then sends to Central Internal Audit (CIA) for approval
- CIA sends voucher to Centralized Payroll and Data Validation Directorate (CPDVD)
- Time: approximately 1 month
- Q: is there not a conflict of interest if IA is involved in the processing as well as the audit process? A: CIA approves the vouchers before Internal Audit confirms
- what is the process if decisions are not confirmed? Governor approves so its always confirmed Director sends to STO with a cover letter for approval, STO sends CIA to confirm the files and for computation.

Step 5

- CPDVD puts pensioner on pay roll - is the person not already on the payroll; is this a change of status from employment to pension?
- CPDVD sends vouchers to STO for payment
- STO credits CSPO acct
- Acct dept pays beneficiaries
- END
- Q: does this process conflate gratuities and pensions? are they the same process or 2 different ones? A: The whole of step 5 is CSPOs duty, not gratuity

After Variation

- CPDVD updates payroll if there are anomalies like death or additions and prints the final payroll
- Pension Payment is done monthly
- CPDVD prints out the payroll and sends soft and hard copies to variation
- Variation confirms accuracy against cards and the printed payroll
- variation sends to director for approval
- a test run is then printed and sent to CSPO
- CSPO compares list with previous list for omissions or additions and pick up the errors
- if there are none, list is sent to CPDVD for payment (this step was effected 13th February 2013)
- CSPO monthly contacts CPDVD for payment status and get details of pensioners pay status for damage control
Activity Flow 1: Maintenance of Office Building, Equipment and Vehicles

Step 1
- Individual Depts inform Office Manager of faulty equipments, vehicle or building requiring maintenance
- Office Manager writes a submission to Ass DFA
- Ass DFA reviews submission and forwards same to DFA for review
- DFA reviews and sends to PS for further review and approval if necessary
- Q: what constitute necessary? A: all submissions should go to PS
- Q: is there a schedule of regular maintenance and associated costs in the MDA budget? A: YES under running cost [note this is budget not schedule]Q: is the process for vehicles, buildings and equipment exactly the same? A: YES

Step 2
- PS review if maintenance is below =N=50,000. If above, PS forwards it to HC for approval
- HC approves and sends to MEPB for approval
- MEPB checks MDA balance, confirms relevance and appropriateness of project, approves and sends back to HC Q: does HC then advise PS A: YES
- Q: 2 processes for < N50k and >N50k, does MEPB have to approve under 50k if HC is not involved? A: it depends if there are funds within MDAs budget, repairs under 50k can be carried out from the running cost, but if no more funds under running cost, it must go to MEPB

Step 3
- PS forwards approved submission to DFA
- DFA convenes Ministerial Tenders Board if value of maintenance exceeds =N=500,000
- if value is below =N=500,000, DFA minutes submission to Dir Accts for processing
- Dir Accts sends submission to STO for release of funds
- Q: will need process for new Procurement replacing Tender Board; process map should split for process < N500K and > N500K
Step 4

- STO credits funds to CSPO’s acct and informs DFA
- DFA sends submission to PS for approval to withdraw funds
- PS approves and forwards to HC for final approval

Q: If the approvals are in place why does approval to release funds needed? Are funds always approved for release; what is the process if refused? A: That’s the way things are done in the CS. Yes, funds are always approved for release. Normally, if the request is refused based on lack of funds in the MDA vote, it is normally kept in view till there are funds.

Step 5

- HC approves and sends it back to PS
- PS forwards file to DFA for action
- DFA makes available funds for maintenance.
- Maintenance is done

Q: What checks are made on the quality and standard of the maintenance for small medium and large expenditure sums? A: Small minor repairs e.g servicing of vehicles are supervised by the MDA; Medium repairs or maintenance are supervised by the Tender’s Board, while Large maintenances e.g full renovation of MDA building, repair of accidented cars, major installation of ICT equipments etc is supervised by professional MDA e.g Office of works or MOST.

Step 6

- END

- Overall time taken 1 week if maintenance or repair is to be funded from running cost; 1-3 months if to be Tender’s board approval is needed and about 1 year if it involves major repairs or approvals are needed from MEPB and will supervised by office of works or MOST

Q: Is this process also followed in the non pensions part of METP? A: Every MDA follows the same process.
CSPO – PENSIONS ADMINISTRATION DIRECTORATE

Activity Flow 1: VERIFICATION OF PENSIONERS

**Step 1**
- Schedule Officer writes a submission requesting for release of funds for Verification exercise and forwards it to Dep Dir Pen. Admin for review
- Dep Dir Pen. Admin reviews and forwards submission to Dir Pen. Admin
- Dir Pen. Admin reviews it further and forwards it to PS for review and approval
- PS approves and forwards it to HC for approval
- Time taken = 1-2 days

**Step 2**
- HC approves and sends it to MEPB for approval
- MEPB verifies balance in MDA acct to ensure that the MDA can fund the exercise and approves if there are sufficient funds in account
- MEPB sends approved submission to HC
- HC sends it to PS
- PS minutes it to Dir Pen. Admin for action

**Step 3**
- Dir Pen. Admin minutes it to Dir Pen. Accts to commence processing of funds
- Dir Accts sends submission to STO to release funds
- STO credits CSPO acct with funds and notifies Dir Accts
- Dir Accts informs PS of availability of funds
Step 4
- PS informs Verification committee of availability of funds
- Committee meets to plan for verification exercise, agree on date and time for event.
- Committee forms sub-committees on Collation, flag off, welfare and logistics
- Logistics sub-committee writes letter to local Government Councils informing them of upcoming verification exercise

Step 5
- Verification is carried out on agreed date
- CSPO officials meet with pensioners to verify that they are still alive
- Pensioners are verified using biometrics (thumb printing)
- Time taken for verification exercise proper == 2 weeks
- Pensioners over age 70 are presented with welfare packages
- Q: what criteria for welfare packages following pensions entitlement; how does this process fit with PSO Post Service welfare packages? A: PSO sends plaques and congratulatory messages to pensioners on their birthdays
- Q: hat is the process if the pensioner is no longer alive? A: Immediately the dept is informed via letter, telephone call or verification exercise, payment to that pensioner is stopped.

Step 6
- Data collated at verification exercise are compared with previous data by Collation committee to determine number of deaths, ghost pensioners, etc
- Data from Pensioner in Diaspora is also compiled and added to data collated from verification exercise
- Home visitation/verification will then be conducted for pensioners who had earlier written to CSPO informing them of their ill health and hence could not attend the verification. takes about 1-2 weeks
- Total Number of Pensioners is then recorded by adding verified pensioner + pensioners in diaspora + pensioners visited at home
- END Overall process takes about 3 months
- Q: which data sources are used for verification? A: Biometric, Pensioner ID card, Final letter of retirement , a form is always filled. how is this information collated on Oracle? is the process the same for the old and new pension schemes?
- Q: are diaspora contacted by email if appropriate? A: if they have an emial address, yes.
- Q: are hospital record used? A: No Q: Does Local government have a responsibility to notify CSPO on the death of a former CS/ CS pensioner between verification exercises? A: No. LG only provides support and the venue for the verification.
Activity Flow 1: PAYMENT OF FEDERAL PENSIONS

**Step 1**
- Gratuity Vouchers are received from Acct dept
- Pensioners submit all necessary documents
- All documents are collated and sent to Abuja by post

*Q: what triggers the Gratuity Vouchers pre-Accounts Dept? A: Depends on pensioners that have federal shares and their vouchers sent in

*The process was done monthly, now depends on volume, the director would probably travel once this year, vouchers are now sent to Abuja by courier. [overall timescale not known]*

**Step 2**
- In the event of short payment, non-payment or stoppage of pensions, the pensioner complains in writing to Pen. Reimbursements
- Pensioner fills complaint form and attaches all valid documents
- Complaint forms sent to Abuja with covering letter
- Pensioner's acct credited directly from Abuja

*Q: what is the process if Abuja rejects the claim? what happens to the pensioner's documents? is there a right of appeal and a process associated with this? A: Abuja always pays, it can be resent if there is an issue but always paid. Only photocopies are collected so it's not returned, the only original is usually bank statement.*
Appendix 10: METP Staffing breakdown (mid-2012)

METP STAFFING

At mid-2012 METP had a total strength of 272 staff. METP staffing breaks down as follows:

Table 1:

<table>
<thead>
<tr>
<th>Establishments and Training</th>
<th>Civil Service Pensions Office</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department</strong></td>
<td><strong>Staff Number</strong></td>
</tr>
<tr>
<td>Commissioner</td>
<td>1</td>
</tr>
<tr>
<td>PS Office</td>
<td>1</td>
</tr>
<tr>
<td>Planning Unit</td>
<td>3</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>2</td>
</tr>
<tr>
<td>Procurement</td>
<td>1</td>
</tr>
<tr>
<td>Finance &amp; Admin</td>
<td>65</td>
</tr>
<tr>
<td>Accounts</td>
<td>11</td>
</tr>
<tr>
<td>establishments</td>
<td>62</td>
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<tr>
<td>Industrial Relations</td>
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</tr>
<tr>
<td>Training</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
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</tr>
<tr>
<td></td>
<td><strong>Staff Number</strong></td>
</tr>
<tr>
<td>PS Office</td>
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<tr>
<td>Audit Office</td>
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</tr>
<tr>
<td>Finance &amp; Admin</td>
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<td>PRS Unit</td>
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<td>Pensions Reimbursement</td>
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<tr>
<td>Pensions Admin</td>
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<tr>
<td>Accounts</td>
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</tr>
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</table>

An analysis of the table above shows that each of the two Offices has a Finance and Admin, an Accounts departments and their own individual PS, with a combined staffing of 134 personnel out of a total workforce of 272 (or 49% of the workforce). The similarity of functions/cadres between these departments in the two Offices are illustrated in Tables 2 & 3 below and commented on.

Table 2: Breakdown of the number of Staff per Position & Grade-CSPO

<table>
<thead>
<tr>
<th>Admin staff</th>
<th>Nos.</th>
<th>Grades</th>
<th>Clerical Officers</th>
<th>Nos.</th>
<th>Grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perm Sec</td>
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<td>Consld</td>
<td>Chf Clerical Off.</td>
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<td>07</td>
</tr>
<tr>
<td>Director</td>
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<td>17</td>
<td>Snr Clerical Off.</td>
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<tr>
<td>Dep Director</td>
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<td>Clerical Off I</td>
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<tr>
<td>Ast Director</td>
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<tr>
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<td>Secretarial &amp; Asst. Cadres</td>
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<tr>
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</tr>
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<td>Chief Asst Sect Officer</td>
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</tr>
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<td>09</td>
<td>Snr Asst Sect Officer</td>
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<tr>
<td>Admin Officer II</td>
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<td>Audit Officers</td>
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90
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<tr>
<th>Executive Cadre</th>
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<td>Prin Chief Ex Officer II</td>
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Table 3: Breakdown of the number of Staff per Cadre - Establishments

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<tr>
<th>Admin &amp; Exec staff</th>
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<tr>
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<td>Prin Sect Officer</td>
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<td>07</td>
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<td>Driver/Mech I</td>
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</table>
The three tables above show that the two Offices combined employ 79 Admin Grade levels staff (grades 07 to PS), 65 Executive Cadre (grades 06 to 14), 32 Clerical Officers (grades 03 to 07), 29 Secretarial staff (grades 06 to 14), 3 Audit Officers (grades 07 to 13), 13 Accountant Cadre (07 to 15), 11 Data Processing Officers (grade 04 to 14), 1 Statistician (grade 12), 2 Information Officers (grade 07 to 13). It also shows that 38 (14%) of the 272 staff employed are in grades 10 and above.

The consultants were not able to analyse the job descriptions of the positions above in order to have a view on the actual levels of duplications but suspect that there is some level of duplication of functions and job composition between the two Offices. Some 134 staff (49% of the workforce) are engaged in F&A and Accounts. There has to be scope for rationalisation of these duplicated functions if the MDA is an integrated Office and not 2 separate organisations.

Looking at the top positions in the table below, grades 14 and above, these appear to be purely senior managerial positions with similar functions, which from a primary observation could indicate overstaffing or over graded posts. An evaluation of jobs will allow METP to judge the relative weight of senior jobs and to decide whether or not the current grading is accurate for each post.

**Table 4:**

<table>
<thead>
<tr>
<th>Position</th>
<th>CSPO</th>
<th>Establishments</th>
<th>Total</th>
<th>Grade</th>
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<tr>
<td>Perm Sec</td>
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<td>2</td>
<td>Consolidated</td>
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<tr>
<td>Director</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>17</td>
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<tr>
<td>Dep Director</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>16</td>
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<tr>
<td>Asst Director</td>
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<td>8</td>
<td>15</td>
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<tr>
<td>Chief Admin Officer</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>Chief Exec Officer</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>14</td>
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</table>
## Appendix 11: Job evaluation factors and ratings

### Job Evaluation Factors and Definitions

<table>
<thead>
<tr>
<th>S/N</th>
<th>Competency Area/Factor</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Mental effort</td>
<td>General awareness and</td>
<td>Frequent requirement for</td>
<td>Occasional requirement for</td>
<td>Frequent requirement for</td>
<td>Frequent requirement for intense</td>
</tr>
<tr>
<td></td>
<td></td>
<td>sensory attention</td>
<td>concentration</td>
<td>prolonged concentration</td>
<td>prolonged concentration</td>
<td>concentration</td>
</tr>
<tr>
<td>2</td>
<td>Knowledge, training and experience</td>
<td>Understanding of a small number of routine work procedures</td>
<td>Understanding of a range of routine work procedures</td>
<td>Understanding of a range of work procedures and practices, some of which are non-routine</td>
<td>Understanding of a range of work procedures and practices, the majority of which are non-routine, which require intermediate level of theoretical knowledge</td>
<td>Highly developed specialist knowledge across range of work procedures and practices underpinned by theoretical knowledge or practical experience.</td>
</tr>
<tr>
<td>3</td>
<td>Analytical and Judgmental skills</td>
<td>Judgments involving straightforward job-related facts or situations</td>
<td>Judgments involving facts or situations, some of which require analysis.</td>
<td>Judgments involving range of facts or situations, which require analysis or comparison of range of options.</td>
<td>Judgments involving complex facts or situations, which require the analysis, interpretation and comparison of a range of options.</td>
<td>Judgments involving highly complex facts or situations, which require analysis, interpretation and comparison of a range of options.</td>
</tr>
<tr>
<td></td>
<td>Result orientation</td>
<td>Requires the ability to carry out basic assigned tasks as understood by employee</td>
<td>Requires the ability to understand assigned tasks and translate into workable objective.</td>
<td>Requires innovation and ability to adapt existing procedures to achieve results.</td>
<td>Involves abilities to install solutions within a given period, find solution to challenges, sets own objectives, performs assigned tasks with most productive methods.</td>
<td>Requires the ability to suffer personal inconveniences while finding solutions to challenging problems. The employee must be able to determine necessary tasks to accomplish organisational goals and objectives, can utilise available resources to produce results, and must be highly self-motivated.</td>
</tr>
<tr>
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<tr>
<td>5</td>
<td>Responsibilities for policy and service development implementation</td>
<td>Follows policies in own role.</td>
<td>Implements policies within determined parameters and proposes changes to working practices or procedures.</td>
<td>Implements policies for own area and proposes policy or services changes which impact beyond own area of activity.</td>
<td>Responsible for policy implementation and for discrete policy or service development for a service or more than one area of activity.</td>
<td>Corporate responsibility for major policy implementation and policy or service development, which has impact across or beyond the organisation.</td>
</tr>
<tr>
<td>6</td>
<td>Responsibilities for financial and physical resources</td>
<td>Observes personal duty of care in relation to equipment and resources and in the course of work</td>
<td>Responsible for safe use of equipment other than equipment, which they personally use.</td>
<td>Authorised signatory for cash/financial payments.</td>
<td>Budget holder for a dept. or service.</td>
<td>Corporate responsibility for the financial resources and physical assets.</td>
</tr>
<tr>
<td>7</td>
<td>Responsibilities for human resources</td>
<td>Demonstrates own workplace routine to new or less experienced employees in own work area</td>
<td>Responsible for day to day supervision or coordination of staff.</td>
<td>Responsible for day to day management of a group of staff.</td>
<td>Responsible as line manager for a single function or department.</td>
<td>Corporate responsibility for the human resources or HR function.</td>
</tr>
<tr>
<td>Measuring Factors</td>
<td>Level 1</td>
<td>Level 2</td>
<td>Level 3</td>
<td>Level 4</td>
<td>Level 5</td>
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<td>Responsibility of HR</td>
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<td>22</td>
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<td>Research and development</td>
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<td>22</td>
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<td>Financial and physical resources</td>
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<td>11</td>
<td>22</td>
<td>30</td>
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### Appendix 12: METP draft Job Descriptions

**Title of the Position:**

Director

**Location of the job (Department & Division):**

HR and Admin [to be confirmed]

<table>
<thead>
<tr>
<th>Number of staff:</th>
<th>Reports to:</th>
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</thead>
<tbody>
<tr>
<td>tbc</td>
<td>Permanent Secretary</td>
</tr>
</tbody>
</table>

**Core purpose of the job**

To provide professional HR services to METP

- Set up the HR and Admin functions in METP
- Set the direction for HR in METP
- Modernise HRM in METP
- Lead on the merger of MET and P staffing and integrating of functions agreed
- Lead on the staffing and restructuring implications for the merger/import of Post Service Directorate from PSO
- Manage of HR and Admin functions of the office

**Key performance area**

Core, essential responsibility/outputs of the position

- HR metrics (tbc)
  1. HR and Admin implementation plan in place
  2. HR Policies agreed
  3. HR policies activated
  4. HR Unit set up; structure and roles agreed
  5. HR staff trained
  6. No staff with agreed job descriptions in METP
  7. Establishment plan revised
  8. Workforce plan in place for [2014-20]
  10. Staff development plan in place
  11. %age of staff with comprehensive job descriptions
  12. % age of staff appraisals completed on time
  13. % age staff trained
  14. Upgraded office and ICT systems in place
  15. HRMIS secure, accurate and up to date
  16. MET&P integration plan in place
  17. Post and staff costs savings realised

**Role complexity:**

- Leading change to HR
- Managing personnel and HR functions and the transition to professional HRM and D
- Managing METP central administrative functions
- Coordinating implementation of Government policies in the office
- Attending relevant meetings with/on behalf of the Permanent Secretary

**Leadership complexity:**

- Leading change and HR transition; restructuring the HR function
- Restructuring METP functions; integrating MET and P
- Introducing new HRM processes across METP
- Building the capability and capacity of METP staff
- Abreast of Service wide developments in HR
- Accountable for gender and social inclusion in all HR matters in METP
Managerial complexity:
- Ensure all HR&A staff have clear job descriptions and know what they are responsible and accountable for
- HR&A Staff performance management;
- Manage and resolve conflicts
- Ensuring smooth running of the Directorate and services to the Ministry.
- Effective communication skills
- Ensure conducive work environment in which staff have the tools to do their jobs

Creativities (improvement/innovation inherent):
- Managing the transition to HRM at minimum cost
- Integrating MET and P and Post Service harmoniously

Minimum Requirements

Education:
Bachelor’s Degree / Master’s degree

Experience:
- Minimum of 7 years’ experience in HR/ HRM/Public administration

Training:
- HR strategy, policy and working practices
- Staff management

Competencies

Knowledge:
- Modern HR (compared with personnel)
- HR policies and operations
- CS Rules
- Change management

Skills/physical competencies:
- HR Strategy and leadership
- Communication skills
- Staff and functional leadership skills
- Analytical skills
- Working in a political environment
- Managing upwards
- Management/supervisory skills
- Interpersonal skills
- Influencing, negotiation and conflict management skills

Behavioural qualities:
- Positive attitude to work and change
- Self-motivation and resilience
- Integrity, honesty and reliability
- Able to resist undue or inappropriate influence

General working conditions (e.g shift work, specific tools, special clothing, environmental requirements, etc):
- Normal hours
- Office environment

Quality standards

- HR metrics
- Customer Service delivery targets (HR&A and METP Service Charter)
- Financial / budget targets

Sign-off / Approval

Permanent Secretary : Job Holder

Date : Date:
**Title of the Position:** Director  
**Location of the job (Department & Division):** Training

<table>
<thead>
<tr>
<th>Number of staff:</th>
<th>Reports to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>tbc</td>
<td>Permanent Secretary</td>
</tr>
</tbody>
</table>

**Core purpose of the job**

- Learning and development strategist for LSG
- Staff capacity building in support of the State priorities and plans
- Providing service wide learning and development to meet the performance requirements of the LSG public service in conjunction with PS Commissions
- Accountable for the cost effective delivery of, and the impact of centrally funded service wide training programmes

**Key performance area**

Core, essential responsibility/outputs of the position

- Training policy and strategy in place and communicated to all MDAs
- Annual training plan in place and communicated to all MDAs
- Training effectiveness metrics in place and operating (e.g., number of trainees trained per annum; number of training days delivered; cost per trainee and training day)
- LSG staff capacity improved year on year
- Budget and plan delivered on time and to standards
- Annual training report to EXCO

**Role complexity:**

- State wide learning and development strategy and policy: setting the direction for investment in LSG skills and capability related to State development priorities
- Manage and resolve conflicting objectives and priorities
- Forecasting the demand for training based on performance trends and State wide needs
- Approval of MDA training plans and requests;
- Lead on the design, procurement, coordination of training programmes
- Assessing and evaluation of training service providers
- Monitoring and evaluation of training programmes
- Liaising with external bodies (institutes, consultants, research personnel)
- Service delivery to MDAs
- Manage relationship with PSSDC

**Leadership complexity:**

- Strategist and policy lead
- Service wide training policy and planning; medium and long term budget planning and management (with Planning Research and Budget Unit)
- Member of the senior METP team
- Ensure Training is equipped with the ICT and systems needed to perform to the required standard

**Managerial complexity:**

- Demonstrate value for money (vfm)
- Procurement / supplier negotiations
- Submissions on training requests/sponsorships under global Human Capacity Building Vote (conferences and Seminars)
- Staff / team management;
- Staff performance management
- Effective communication skills
- Ensure office harmony and conducive work environment
- Exhibit alertness towards safety and security

**Creativities (improvement/innovation inherent):**

- Promote creative and non-course based learning and development in LSG

**Responsibility towards:**

- Reports to PS METP
- CSC and other Commissions eg on shared commissioning/procurement and vfm
- CSC and PSO on service wide performance and skills requirements
- MDAs on performance based needs
- EXCO/HC METP on vfm
Minimum Requirements

Education: Bachelor's Degree in HR/HRM/HRD

Experience: Minimum of 7 years' experience in HRD

Training:
- Strategic management (of Learning and Development)
- Functional management (of Learning and Development)
- Evaluation of training programmes and suppliers
- Staff management
- Budget planning

Competencies

Knowledge/technical ability:
- Systematic approach to learning and development: needs analysis, objectives, design, delivery, evaluation cycle
- Adult learning theory and practice
- Training and skills market
- Evaluation and impact measures
- Gender and social inclusion aware

Skills/physical competencies:
- Strategic thinker
- Research skills: forecasting trends based on evidence
- Analytical skills: ability to apply data and information
- Leadership skills
- Customer relationship skills
- Communication skills
- Writing skills
- Ability to work under pressure
- Financial and budget management

Behavioural qualities:
- Positive attitude to work and change
- Self-motivation and resilience
- Integrity, honesty and reliability
- Ethical and honest in both political and commercial environments; able to resist undue or inappropriate influence

General working conditions:
- Normal hours
- Office environment

Quality standards

Customer Service delivery targets (Training and METP Service Charter)
Financial/budget targets
Evaluation targets

Sign-off/Approval

Permanent Secretary: Job Holder: HR Director:

Date: Date: Date:
<table>
<thead>
<tr>
<th>Title of the Position: Director</th>
<th>Location of the job (Department &amp; Division): Finance and Accounts (to be confirmed on merger of ET and P)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of staff: tbc</td>
<td>Reports to: Permanent Secretary</td>
</tr>
</tbody>
</table>

**Core purpose of the job**
- Control of Accounts department and direct responsibility for financial advice
- Keeping of proper financial records as it relates to the Ministry
- Pensions payments administration

**Key performance area**
**Core, essential responsibility/outputs of the position**
- Finance and accounting functions in MET and P integrated into a single operational Finance and Accounting Directorate and function for METP
- Financial and budget accuracy and propriety
- Advise Directorates on the financial and budgetary implications for changes

**Role complexity:**
- Supervision and control of Accounts department
- Proper keeping of books and records
- Safe-keeping of funds
- Rendering of financial returns to appropriate parties
- Liasing with State Treasury Office for processing of financial transactions
- Handling all bank transactions
- Ensuring compliance with the uploading of all financial information into ORACLE financial system
- Attending to all financial related correspondences within and outside the Ministry

**Leadership complexity:**
- Integrate finance and accounting functions in MET and P into a single operational Finance and accounting Directorate and function for METP
- Communicate plans and ensure senior team implements them successfully
- Communicate progress and issues with HC and PS MEPB
- Work with Directors on structural and other changes in METP

**Managerial complexity:**
- Integrating 2 accounts and finance functions; structure, staffing and job roles clear
- Directorate management; staff job descriptions and performance management in place and operable
- Staff communications and engagement
- Ensure smooth running of the department
- Ensure staff are recruited trained to meet the standards required
- Staff performance management
- Ensure office harmony and conducive work environment
- Ensure office systems including ICT meet requirements

**Collaboration**
- Responsible for MEPB/ State wide financial and accounting policies and guidelines
- Planning Research and Budget function
- Procurement function
- Directors in METP

**Education:**
- Bachelor’s Degree
- Professional Accounting Qualification

**Experience:**
- Minimum of 7 years accounting experience
### Training:
- Training on LSG finance and accounting guidelines

### Competencies

#### Knowledge:
- Finance and accounting procedures and regulations
- Staff capability, performance, appraisal and motivation

#### Skills/physical competencies:
- Professional Accounting qualification/certification
- Microsoft Office: Excel/Word
- Proficiency in ORACLE financial information system
- Analytical and problem solving skills
- Prioritising and decision making skills

#### Behavioural qualities:
- Positive attitude to work and change
- Self-motivation and resilience
- Model of integrity, honesty and reliability
- Able to resist undue or inappropriate influence
- Effective communicator

#### General working conditions (e.g. shift work, specific tools, special clothing, environmental requirements, etc):
- Normal hours
- Office environment

### Quality standards

- Finance and accounts service standards
- METP Service Charter standards

### Sign-off / Approval

<table>
<thead>
<tr>
<th>Permanent Secretary:</th>
<th>Job Holder:</th>
<th>HR &amp; A Director:</th>
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<tr>
<td>Title of the Position:</td>
<td>Location of the job (Department &amp; Division):</td>
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<tr>
<td>Director – to be reviewed</td>
<td>Accounts (Pensions) To be combined with D Finance and Accounts METP</td>
<td></td>
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<tr>
<td>Location of the job (Department &amp; Division):</td>
<td>Reports to:</td>
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<tr>
<td>Location of the job (Department &amp; Division):</td>
<td>Director Finance and Accounts METP</td>
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</table>

### Core purpose of the job
- Prompt payments of monthly pensioners, pensions, gratuity and variation.
- Payments on MEP approval and reconciliation

### Key performance area
Core, essential responsibility/outputs of the position

### Role complexity:
- Payment of Pensioners
- Payment of gratuity
- Payment of pensioners arrears
- Payment on MEP approval and reconciliation
- Uploading of data into ORACLE financial information system

### Experience:
- Minimum of 7 years’ accounting experience
- Professional accounting qualification eg ICAN, ANAN

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<thead>
<tr>
<th>Title of the Position:</th>
<th>Location of the job (Department &amp; Division):</th>
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<tbody>
<tr>
<td>Director</td>
<td>Industrial Relations</td>
</tr>
<tr>
<td>Location of the job (Department &amp; Division):</td>
<td>Reports to:</td>
</tr>
<tr>
<td>Location of the job (Department &amp; Division):</td>
<td>Permanent Secretary</td>
</tr>
</tbody>
</table>

### Core purpose of the job
- LSG State wide Industrial Relations policy formulation and implementation
- Liaison with MDAs

### Key performance area
Core, essential responsibility/outputs of the position
- %age of Industrial relations disputes resolved or avoided pa
- %age reduction in the number of industrial relations disputes year on year
- Quality of LSG inputs to national IR agenda

### Role complexity:
- Advising and assisting the Permanent Secretary on all issues relating to Industrial Relations in the State Public Service
- Handling all issues relating to Industrial Relations within the Public Service
- Working with MDAs to minimise work based conflict
- Resolving conflicts and representing State Government at National statutory meetings involving workers’ welfare and safety
- Attending meetings related to Union matters as well as conflict resolutions

### Leadership complexity:
- Horizon scanning and forecasting IR trends
- Staying abreast of Federal government IR policy developments
- Managing relationship with HC, PS and Directors in METP
Managerial complexity:
- Coordinating the activities and ensuring smooth running of IR department
- Manage and resolve conflicts
- Promote cordiality within the office environment
- Exhibit alertness towards safety and security.
- Staff selection, training and performance management
- Effective communication skills
- Ensure office harmony and conducive work environment

**Minimum Requirements**

**Education:** Bachelor’s Degree in Public Administration / HR

**Experience:** Minimum of 7 years’ experience in HRM employee and industrial relations

**Training:** HR training on Industrial relations, Discipline, Conflict resolution, [Performance evaluation]

**Competencies**

**Knowledge:**
- HR policies and practices
- CS Rules
- Human Psychology
- Industrial relations policy and process, including trends
- JNC decisions

**Skills/physical competencies:**
- Negotiating skills
- Public speaking
- Leadership skills
- Writing skills including briefing skills
- Influencing skills
- Working in a political environment
- Conflict management skills
- Staff management
- Communication

**Behavioural qualities:**
- Judgment and decision making
- Analytical and objective
- Personal integrity
- Positive attitude to work
- Personal resilience

**General working conditions (e.g shift work, specific tools, special clothing, environmental requirements, etc):**
- Normal hours
- Office environment

**Quality standards**

- IR and LSG codes of practice
- METP Service Charter

**Sign-off / Approval**

Permanent Secretary :  Job Holder:  HR &A Director: 

Date :  Date:  Date:
**Title of the Position:** Assistant Director  
**Location of the job (Department & Division):** Training  
**Number of subordinates:** 5 tbc  
**Reports to:** Director, Training  

**Core purpose of the job**
- Assists Director Training in the day-to-day responsibilities of delivering and evaluating training for LSG public services

**Key performance area**
Core, essential responsibility/outputs of the position

- Monitor budget and plan  
- Collate training data:  
  - MDA training priorities  
  - Number of trainees trained pa  
  - Number of training days delivered  
  - Cost per trainee and training day  
  - Percentage of evaluation ratings met or exceeded the standard agreed  
- Contribute to preparation of annual Training Budget  
- Contribute to annual training report  

**Role complexity:**
- Writing and reviewing submissions  
- Evaluating training proposals  
- Supervising subordinates

**Management and Supervisory complexity:**
- Ensuring smooth running of the department  
- Effective communication skills  
- Ensure office harmony and conducive work environment.  
- Ensure systems are in place and used appropriately  
- Manage and resolve conflicts  
- Promote cordiality within the office environment  
- Exhibit alertness towards safety and security.

**Leadership complexity:**
- Collating of training needs service-wide  
- Develop collaborative relationship with MDAs

**Minimum Requirements**

**Education:** Bachelor’s Degree

**Experience:**
- Minimum of 7 years’ experience  
- HR induction training

**Training:**
- Training needs analysis theory and practice  
- Training planning and implementation  
- Training evaluation  
- Data analysis  
- Microsoft Office

**Competencies**

**Knowledge:**
- Human Resources management learning and development  
- Adult learning  
- Training supply market  
- Staff capability and performance
**Skills/physical competencies:**
- Performance management
- Team leadership skills, management/supervisory skills
- Customer service and relationships
- Motivational skills
- HR and Personnel skills
- Procurement and value for money (vfm)

**Behavioural qualities:**
- Integrity, honesty and reliability
- Customer orientation
- Positive attitude to work
- Team player

**General working conditions (e.g shift work, specific tools, special clothing, environmental requirements, etc):**
- Normal hours
- Office environment

**Quality standards**
- Training quality targets (tbc)
- METP Service Charters

**Sign-off / Approval**

<table>
<thead>
<tr>
<th>Director Training:</th>
<th>Job Holder:</th>
<th>HR&amp;A Director</th>
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<p>| Date: | Date: | Date: |</p>
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<thead>
<tr>
<th>Title of the Position:</th>
<th>Location of the job (Department &amp; Division):</th>
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<tbody>
<tr>
<td>Assistant Director (Admin)</td>
<td>HR and Admin</td>
</tr>
<tr>
<td>(to be reviewed in the light of the HR&amp;A Units structure)</td>
<td></td>
</tr>
<tr>
<td>Number of subordinates: tbc</td>
<td>Reports to: Director HR and Admin</td>
</tr>
</tbody>
</table>

Core purpose of the job

- Efficient organisation of people and resources in HR&A.

**Key performance area**
Core, essential responsibility/outputs of the position

- Setting and ensuring the implementation of internal operating standards
- Ensuring a clean and secure office environment
- Office equipment and furniture maintained

**Role complexity:**
- Planning, organising, supervising and controlling administrative budget and resources
- Collating storing and anlayzing relevant Admin data to inform decision making
- Prepare annual estimates of expenditure; contribute to Departmental budget plans
- Contributing to the on-going development of Admin
- Prepare and approve Admin meeting minutes; ensure decisions are implemented
- Handling correspondence
- Handling complaints
- Registry and records management

**Management and Supervisory complexity:**
- Taking charge of general administration in DHR&A
- Admin planning
- Advising Director on admin matters
- Scheduling management tasks
- Scheduling statutory and periodic equipment reviews
- Providing office facilities and equipment for staff
- Preparing statutory and periodic reports
- Ensure Admin staff have job descriptions and are trained
- Admin staff performance management

**Minimum Requirements**

**Education:** Bachelor’s Degree

**Experience:** Minimum of [7 years’] experience in Public Administration

**Training:**
- Management and supervisory skills
- Performance appraisal
- Facilities management and health and safety standards
- HR Induction

**Competencies**

**Knowledge:**
- HR and personnel, including transition in LSG
- HR policies and operational guidelines
- Office practices
- CS Rules

**Skills/physical competencies:**
- Management, supervisory and administrative skills
- Computer literacy
- Complaints handling
- Communication skills
- Analytical skills
- Writing and drafting skills
- Motivational skills
- Interpersonal skills
- HR and Personnel skills

**Behavioural qualities:**
- Ability to work under pressure
- Able to prioritise
- Self-motivated and resourceful
- Positive attitude to work and the delivery of service
- Treats others fairly and equally regardless of gender, ethnicity or beliefs

**General working conditions (e.g shift work, specific tools, special clothing, environmental requirements, etc):**
- Normal hours
- Office environment

**Quality standards**
- Administration operating standards
- LSG/METP office health and safety
- METP Service Charter

**Sign-off / Approval**

Director HR&A :  
Job Holder:  
HR Manager:  

Date :  
Date:  
Date:
<table>
<thead>
<tr>
<th>Title of the Position: Director Establishment</th>
<th>Location of the job (Department &amp; Division): Establishment (Ministry of Establishment Training and Pensions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of staff: 8 (tbc)</td>
<td>Reports to: Permanent Secretary</td>
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</table>

**Core purpose of the job**

- Policy and strategy lead and adviser to the State on Establishment Planning (EP) and Workforce Planning (WFP)
- Building state capacity for EP and WFP

**Key performance area**

Core, essential responsibility/outputs of the position:

- Establishment planning and workforce planning process in place for the Lagos State Civil Service
- Short, medium and long term Establishment plans in place state wide by the end of 2013
- Medium and long term Workforce plans in place state wide by mid-2014
- LSG alert to the risks and opportunities indicated by the staff audit and establishment workforce planning
- MDAs able to plan Establishment and Workforce accurately by mid-2014
- State targets for staff cost savings in place by the end of 2014
- METP HRMIS and Oracle HR data reconciled; Oracle the single source of accurate information by [ ]

Role complexity:

- Collate and prepare Personnel Budget for the entire service [defined as?]
- Custodian of the CS Rules
- Custodian of the Schemes of Service
- Provide advisory services on all Establishment and workforce planning matters
- Ensure the outputs from recruitment exercises and PMB meetings meet the EP and WFP policy requirements
- Coordinate (?) wages and salary administration
- Coordinate (?) the upload of GL 1-6 into ORACLE
- Accountable for the accuracy of HRMIS/Oracle for all CS
- Representing LSG at NCE meetings
- Manage relationships with HC and PS METP; HOS and MDAs

Leadership complexity:

- Guide the EP and WFP for the whole service
- Build capacity and advise HOS and MDAs on EP and WFP
- Lead HR practices in establishing a high performance culture that emphasises quality, capability, productivity and goal attainment in recruitment and progression in the Service
- Strategic thinker able to envisage future options, take actions and challenge the status quo
- Committed to achieving value for money in the Service

Managerial complexity:

- Set and communicate the direction and tone for the Directorate
- Directorate management and staff performance management
- Effective delegation and control; holding senior staff to account
- Manage and resolve conflicts
- Ensure staff have the tools to do their jobs

Creativities (improvement/innovation inherent):

- Civil service pay-bill cost control and head count control within a political environment opposed to cutting jobs
- Benchmarking against other states’ and countries’ approaches to EP and WFP

**Collaboration**

Responsibility towards:

- HOS/PSO
- PS Commissions
- NCE
- MDAs
- MEB for State priorities, MTSS, planning and budget
Minimum Requirements

Education: Bachelor's Degree or Master's degree

Experience:
- At least 7 years in a personnel /HR policy and planning environment
- Must have worked in at least 2 of the following offices: PSO, METP or Cabinet office
- Must have HR experience and be conversant with HR Policies and transition
- Must be conversant with Civil Service Rules, financial regulations and extant circulars
- Familiar with Oracle and HRMIS

Training:
- Strategic Human Resources Management policy and strategy formulation
- HRMIS
- Establishment and workforce planning and labour market analysis

Competencies

Knowledge:
- HR and personnel policies and operational guidelines
- CS Rules
- Financial regulations
- Federal/NCE decisions
- State priorities and goals

Skills/physical competencies:
- Leadership skills, able to influence and inspire others to achieve a shared vision
- High level interpersonal and communication skills; including speaking, drafting, writing and representational and advocacy skills
- HR and Personnel skills
- Analytical thinking skills - able to use evidence and judgment in support of planned change
- Focus on results

Behavioural qualities:
- Professional - able to establish credibility and trust
- Opportunistic, innovative and creative thinker
- Committed to continuous improvement of the public service; gender and social inclusion aware
- Positive attitude to work, self-motivated and resilient

General working conditions (e.g shift work, specific tools, special clothing, environmental requirements, etc):
- Normal hours
- Office environment

Quality standards

- MEPB planning and budget guidelines
- HR operational standards
- METP Service Charter

Sign-off / Approval

Permanent Secretary: Job Holder: Director HR & Admin:

Date: Date: Date:
<table>
<thead>
<tr>
<th>Title of the Position:</th>
<th>Deputy Director Establishments</th>
</tr>
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<tbody>
<tr>
<td>Location of the job (Department &amp; Division):</td>
<td>Establishments</td>
</tr>
<tr>
<td>Number of staff:</td>
<td>tbc</td>
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<tr>
<td>Reports to:</td>
<td>Director, Establishments</td>
</tr>
</tbody>
</table>

**Core purpose of the job**

- HRMIS
- Representing Establishments, attending and advising PMBs

**Key performance area**

Core, essential responsibility/outputs of the position

- Accountable for the quality and accuracy of HRMIS data
- Accountable for the quality of PMB operations and decisions

**Role complexity:**

- Coordinating and supervising the HRMIS
- Advising MDAs on Establishments and personnel matters
- Advising on [ ] policy issues
- Attending PMBs and NCE meetings
- Addressing salary administration issues / advising HoD
- Providing business intelligence [define] to [ ]
- Coordinating (?) group members in charge of PMBs
- Examining of proposals [for ?]

**Leadership and managerial complexity:**

- Deputising for Director
- Supervise, examine and appraise data for update/upload into ORACLE information systems
- Team management and task delegation
- Staff performance management
- Manage and resolve conflicts
- Mentoring and coaching of subordinates
- Promote cordiality within the office environment
- Exhibit alertness towards safety and security.
- Exhibit gender and social inclusion in dealings with staff and MDAs

**Collaboration**

**Minimum Requirements**

**Education:** Bachelor's Degree

**Experience:**

- Minimum of 7 years’ experience

**Training:**

- HRMIS
- HR induction

**Competencies**

**Knowledge:**

- HR policies and operational guidelines
- Personnel/HR transition
- CS Rules
- Oracle and HRMIS
- Data analysis and trends
- Understanding of workforce planning priorities and their relationship with LSG goals

**Skills/physical competencies:**
- Analytical skills
- Coaching and mentoring
- Working under pressure
- Working in a political environment
- Motivational skills
- Administrative skills
- Customer focus
- Resource and value for money aware

**Behavioural qualities:**
- Professional and able to engender trust
- Able to challenge the status quo eg in PMB decisions
- Ethical and able to withstand undue or inappropriate pressure
- Self-motivated and resilient
- ’Can do’ mentality

**General working conditions (e.g. shift work, specific tools, special clothing, environmental requirements, etc):**
- Normal hours
- Office environment

**Quality standards**
- HR policy and operational guidelines
- Financial regulations
- Data protection and user access controls

**Sign-off / Approval**

<table>
<thead>
<tr>
<th>Director Establishments</th>
<th>Job Holder:</th>
<th>HR Manager:</th>
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<tr>
<th>Title of the Position: Deputy Director</th>
<th>Location of the job (Department &amp; Division): Pensions Administration</th>
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<tbody>
<tr>
<td>Number of subordinates: 3</td>
<td>Reports to: Director Pensions Tbc on merger of ET and P and import of Post Service from PSO</td>
</tr>
</tbody>
</table>

### Core purpose of the job
- [Assisting in] the formulation, interpretation and review of pension policies and circulars, including the establishment of Pensions schemes in parastatals in Lagos State

### Key performance area
Core, essential responsibility/outputs of the position
- Pensions scheme transition completed by [ ]
- Pensions schemes in [all] parastatals established and operational by [ ]
- Merger with Post Service completed by [ ]

### Role complexity:
- [Contribute to] the formulation, interpretation and review of pension policies
- Implementing circulars especially those relating payment of Pensions and gratuities
- [Contributing to] the establishment of pensions schemes for parastatals
- Assisting in general administration of the department
- Carrying out verification exercise of the State and Federal pensioners
- Attending to Pensioners requests [for]
- [Contribute to] forecasting costs and budget based on actuarial information

### Leadership and Managerial complexity:
- Manage and resolve conflicts
- Ensure a conducive office environment
- Ensure staff have the tools and equipment to do their jobs
- Staff performance management and development
- Promote cordiality within the office environment
- Exhibit alertness towards safety and security.
- Exhibit awareness of gender and social inclusion in dealings with staff and stakeholders

### Collaboration

### Responsibility towards:
- [Contributory Pensions organisations]

### Minimum Requirements

#### Education: Bachelor’s Degree

#### Experience:
- Minimum of [7] years’ experience in Public administration

#### Training:
- Pensions policy and procedure
- Finance and budget planning

### Competencies

#### Knowledge:
- Old and new pensions schemes and transition plan
- Actuarial forecasts
- Financial systems controls
- Budget limits and priorities
Skills/physical competencies:
- Administrative skills
- Management/supervisory skills
- Interpersonal skills
- Analytical and data processing skills
- Communication skills, including drafting
- Customer service skills

Behavioural qualities:
- Honesty and integrity
- Value for money and resource aware
- Positive attitude to work
- Able to treat people fairly and with dignity

General working conditions (e.g. shift work, specific tools, special clothing, environmental requirements, etc):
- Normal hours
- Office environment

Quality standards
- MET/P Service Charters

Sign-off / Approval

Director Pensions : Job Holder: HR Manager:

Date : Date: Date: