

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## INTRODUCTION AND FRAMEWORK

---

### Contents

INTRODUCTION .....	4
AMENDMENTS TO THE MANUAL .....	6
PLANNING.....	6
SECTION A IN COUNTRY ACTIVITIES .....	8
A1. PRINCIPLES .....	8
A2. ELIGIBILITY.....	8
A3. APPROVAL OF ACTIVITIES .....	9
A4. PROJECT PROPOSAL PROCESS .....	10
A5. APPROVAL TO ATTEND IN-COUNTRY ACTIVITIES.....	13
A6. SELECTION FOR IN-COUNTRY ACTIVITIES .....	13
A7. CONDITIONS OF SERVICE DURING AN IN-COUNTRY ACTIVITY 14	
A8. SALARY (Section K.4).....	14
A9. FINANCIAL ASSISTANCE (K.9) .....	16
A10. DEPENDANTS (K.8).....	19
A11. RETURN TO DUTY .....	19
SECTION B OVERSEAS ACTIVITIES .....	20
B1. PRINCIPLES .....	20
B2. ELIGIBILITY.....	20
B3. APPROVAL OF ACTIVITIES .....	21
B4. APPROVAL TO ATTEND OVERSEAS ACTIVITIES.....	22
B5. SELECTION FOR OVERSEAS ACTIVITIES.....	22
B6. CONDITIONS OF SERVICE DURING AN OVERSEAS ACTIVITY .	23
B7. SALARY (Section K.4).....	24
B8. FINANCIAL ASSISTANCE (K.9) .....	25
B9. DEPENDANTS (K.8) .....	27
B10. RETURN TO DUTY .....	27
SECTION C STUDY ASSISTANCE SCHEME (K.9) (formerly Reimbursement Scheme) .....	29
C1. PRINCIPLES .....	29
C2. ELIGIBILITY.....	30

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## INTRODUCTION AND FRAMEWORK

---

C3.	SELECTION CRITERIA .....	30
C4.	APPLICATION PROCESS .....	30
C5.	ASSESSMENT OF APPLICATIONS.....	32
C6.	APPLICATIONS FOR REIMBURSEMENT .....	34
C7.	USE OF UNALLOCATED FUNDS .....	35
SECTION D	ACADEMIC PROGRAMS.....	36
D1.	PRINCIPLES.....	36
D2.	ELIGIBILITY.....	39
D3.	SELECTION CRITERIA .....	40
D4.	ADVERTISEMENT .....	41
D5.	APPLICATION PROCESS .....	42
D6.	MINISTRY SCREENING OF APPLICANTS .....	44
D7.	PERFORMANCE ASSESSMENT.....	45
D8.	MERIT ASSESSMENT OF APPLICANTS .....	49
D9.	ALLOCATION OF AWARDS.....	52
D10.	AD HOC ALLOCATION OF AWARDS .....	54
D11.	CONVERSION OF PRIVATE AWARDS (Section K.13) .....	55
D12.	CONVERSION OF IN-COUNTRY IN-SERVICE ACADEMIC AWARDS TO OVERSEAS IN-SERVICE ACADEMIC AWARDS.....	57
D13.	MOBILISATION OF OVERSEAS IN-SERVICE ACADEMIC AWARD HOLDERS .....	59
D14.	COMMENCEMENT OF IN-COUNTRY IN-SERVICE ACADEMIC AWARDS.....	60
D15.	CONDITIONS OF SERVICE DURING THE IN-SERVICE ACADEMIC AWARD.....	61
15.2	PAYMENT OF SALARY .....	61
15.3	PAYMENT OF FEES AND ALLOWANCES .....	61
15.5	LEAVE AND HOME VISITS .....	64
15.6	DEPENDANTS (K.8) .....	65
15.7	HOUSING AND ACCOMMODATION .....	66
15.8	OTHER EMPLOYMENT WHILST ON AN IN-SERVICE ACADEMIC AWARD (K.5) .....	67
D16.	TRANSFER OF PROGRAM .....	67
D17.	MONITORING OF PROGRESS .....	68
D18.	PROBATION .....	69

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## INTRODUCTION AND FRAMEWORK

---

D19. WITHDRAWAL, EXTENSION, SUSPENSION AND TERMINATION OF AWARDS.....	69
19.1 WITHDRAWAL .....	69
19.2 EXTENSIONS.....	71
19.3 TERMINATIONS.....	72
19.4 SUSPENSIONS.....	74
D20. APPEALS (provisional section).....	75
D21. COMPLETION OF AWARDS .....	76
D22. RETURN TO DUTY .....	79
ANNEX A 2007 MINISTRY HRD PLAN FORMAT .....	81
HRD PLANNING.....	81
SUBMISSION OF PLANS .....	82
In-Service Award Payroll Notification.....	92
ANNEX I APPLICATION FOR STUDY ASSISTANCE SCHEME .....	93
ANNEX L ASSESSMENT OF MERIT.....	97
ANNEX M APPLICATION FOR REIMBURSEMENT .....	98
ANNEX N PSO REIMBURSEMENT SCHEME ORDER OF MERIT AND PAYMENT SPREADSHEET .....	99
ANNEX O PSO 2007 ALLOWANCE RATES FOR OVERSEAS ACADEMIC AWARD STUDENTS .....	100
ANNEX P IN COUNTRY TRAINING PROGRESS REGISTER.....	101

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## INTRODUCTION AND FRAMEWORK

---

### INTRODUCTION

This National Human Resource Development Policy and Procedures Manual has been approved by the National Human Resource Planning Committee, in accordance with the requirements of revised Section K (Human Resource Development) of the National Conditions of Service (approved by Cabinet on 24 April 2007, Section K.1, Paragraph 7 (a)). Section K is cross referenced to this manual, with the references in brackets at the end of relevant paragraphs.

In-Service Human Resource Development (HRD) activities are intended to upgrade the skills, knowledge and/or qualifications of employees so that the Government can meet its existing and anticipated organisational skill needs.

As such, all activities are planned to meet organisational needs as a priority. Although the preferences of employees are considered important, they will not over ride the priorities of organisations as they identify the skills the organisation needs in order to fulfil its objectives.

For training and other HRD activities to be fully effective, it is important that participants are interested in the activity and understand the benefits to be gained through the activity. For this reason, ownership and responsibility on the part of the participant are key factors in all HRD activities. Participants must *want to take part*, not just be sent on activities.

This policy and procedures manual should be read in conjunction with Section K (Human Resource Development) of the National Conditions of Service, approved by Cabinet on 24 April 2007.

This manual also incorporates a Calendar for target dates for key activities, which PSO will adapt each year to give direction for completing the cycle in a timely manner.

This manual is intended to ensure that the management and administration of HRD Activities is transparent and accountable. It is to be used by all Ministry Staff in their planning, approval, allocation and implementation of HRD activities. It explains step by step the requirements of Ministries, the HRPC Secretariat and HRPC with regard to how the policy requirements which are detailed in Section K of the National Conditions of Service will be implemented. It is supplied to all Ministries and Public Enterprises to ensure they are able to comply with the procedural aspects of HRD activities (Section K.1, Paragraph 7 (b), (c)).

The HRPC is the National Body responsible for confirming policy and priorities for HRD Activities. The Human Resource Management Centre of PSO in its role as Secretariat to HRPC carries out the decisions of HRPC in managing and administering HRD activities. As such, the term HRPC Secretariat is used to describe their function, unless they are acting as the Public Service Office.

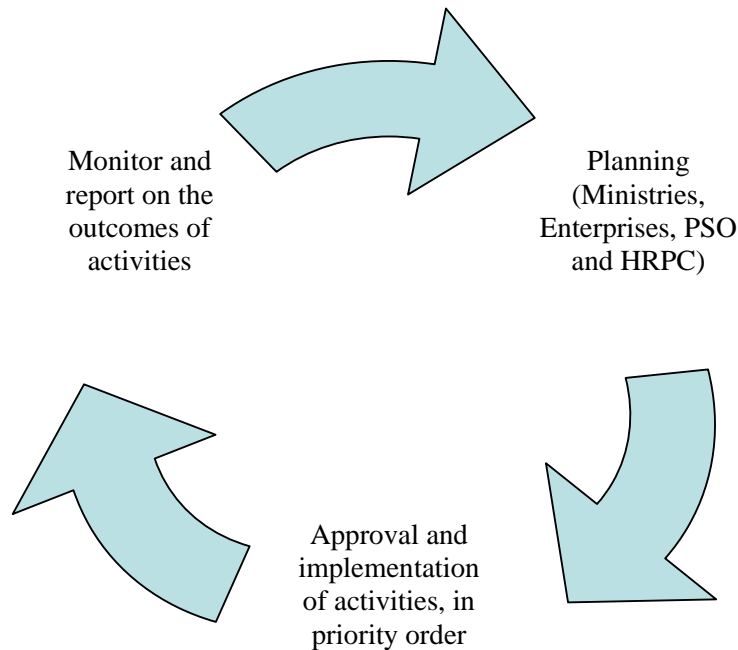
HRPC and its Secretariat aim to follow a cycle for all HRD activities, the cycle being

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## INTRODUCTION AND FRAMEWORK

---

- planning,
- approval,
- allocation of activities,
- implementation of activities,
- monitoring and evaluation of activities and the plan.



This manual therefore follows this cycle, dealing first with planning and approval for activities, then grouping all activities into sections. HRPC and its Secretariat recognise that there are many different types of activities that contribute to Human Resource Development.

Consistent with the definitions in Section K of the National Conditions of Service (K.2), activities are grouped into the following categories:

- In-Country – defined as activities that are not academic, that are undertaken within Kiribati
- Overseas – defined as activities that are not academic, that are undertaken overseas
- Academic Activities – defined as those formal study programs that lead to a formal qualification from a Tertiary Institution. They may be in-country or overseas.

Time is not a factor in determining what category an activity belongs to, it is the nature and location of the activity that is the determining factor.

Within these sections, the cycle of approval, allocation, implementation and monitoring and evaluation of activities is covered. Each section starts with the

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## INTRODUCTION AND FRAMEWORK

---

principles behind the type of activity and moves from “big picture” through to the detail of each step relating to the particular activity. As the HRD process is a cycle, there is no definite beginning or end, and some activities will overlap.

Flow charts and diagrams are included to assist with explaining procedures and all forms are included as Annexes.

## AMENDMENTS TO THE MANUAL

This manual is intended to keep pace with changes that may occur or be required to support HRD Activities. As such, changes may be identified by any Ministry and submitted to the HRPC Secretariat for consideration by HRPC.

Any request for change to the manual must include a statement that identifies how the change will support the organisation and the Public Sector as a whole, in achieving their aims and objectives.

Any such submission should clearly state the consultation undertaken that would support or reject the change, to enable HRPC to consider and decide on whether to incorporate the request into the Manual. If suggested changes are not consistent with Section K of the NCS, they will also require a draft cabinet brief for consideration by HRPC and forwarding to Cabinet if required.

## PLANNING

- 1 The planning cycle begins with the compilation of the Workforce Plan, which assists Ministries and Enterprises to focus on the human resource needs of the organisation. Workforce Plans assist Ministries and Enterprises to identify a range of activities which will improve the operation of their Human Resources, training and HRD activities may be one strategy identified for improving the efficiency of the workforce through the Workforce Planning process.
- 2 Annually, the HRPC Secretariat will confirm with Ministries and Enterprises the format required for their Human Resource Development (HRD) Plans. This will normally happen in January/February. HRD Plans will cover a rolling three year period, updated and submitted annually to the HRPC Secretariat. The HRD Plan must be compiled at the *MINISTRY* (or Enterprise or Sector) level, with activities prioritised within each of the designated categories (Academic, Overseas Short Term and In-Country). The current format for HRD Plans is attached at Annex A.
- 3 Ministries and Enterprises will prepare their HRD Plan and submit it to the HRPC Secretariat by the due date. The due date will normally be March/April.
- 4 Enterprises will submit their HRD Plans directly to the HRPC Secretariat, with a copy to their supervising Ministry. The Ministry *is not* required to incorporate the Enterprise HRD Plan into the Ministry HRD Plan. *No re-prioritisation* of Enterprise plans is required at the Ministry level.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## INTRODUCTION AND FRAMEWORK

---

- 5 Ministries which are responsible for other Sectors (e.g. MCIC for the Private Sector and MISA for the NGO sector) should compile a separate HRD plan for that sector in conjunction with the relevant representative body/bodies and submit that plan to the HRPC Secretariat by the due date.
- 6 The HRPC Secretariat will compile the Ministry, Enterprise and Sector HRD plans received into the National HRD Plan. the HRPC Secretariat will prioritise the activities requested against Government Policy and the National Development Strategy, and submit the draft plan to HRPC for approval. This will normally happen in May/June. Where Ministries, Enterprises or Sectors have not submitted their plan, the HRPC Secretariat will use any other information they have (such as previous year's plans) to include activities in the National HRD Plan. Submission of the National HRD Plan to HRPC for approval *will not* be delayed to wait for outstanding Ministry/Enterprise or Sector HRD Plans.
- 7 Following HRPC approval of the National HRD Plan, it will be printed and distributed back to all Ministries, Enterprises, Sectors and in-country Donor representatives, for information and follow up action on implementation of activities.
- 8 Requests for funding of activities which have not been planned will not normally be recommended. Where Ministries identify an emergent need, they may submit a request at any time to have their activity incorporated into the National HRD Plan. The HRPC Secretariat will consider these requests and forward them to the next available HRPC meeting for consideration and if approved, the master copy of National HRD Plan will be amended accordingly.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

### SECTION A IN COUNTRY ACTIVITIES

#### **A1. PRINCIPLES**

- 1.1 Where ever possible and practical, activities will be run in country.
- 1.2 In-Country activities will focus on skills acquisition, to meet specific identified needs. In-Country activities are defined as non-academic activities, over one month in duration, that are conducted in-country.
- 1.3 In-Country activities may lead to a formal qualification, such as a Trade Qualification, Certificate or Diploma. These activities may also provide the grounding for further study towards Academic qualifications.
- 1.4 In-Country activities may be short or long term, face to face or provided through Flexible, On-Line or Distance education programs. They include attachments and capacity building and on the job training provided through consultants and volunteers.
- 1.5 A short term program is one which is more than one month and less than one calendar year in duration. A long term program is one calendar year or longer in duration (Section K.2). Activities of less than one month duration are not covered by Section K of the NCS nor this manual, they are to be treated as duty and/or duty travel.

#### **A2. ELIGIBILITY**

- 2.1 All permanent, full time employees are eligible for In-Country activities. Part-time, temporary and other employees on contract are not eligible to undertake In-Country activities under this section (Section K.1, Paragraph 3).
- 2.2 Priority for attendance at In-Country activities will be given to those with the greatest need.
  - 2.2.1 Highest priority are those employees who require the skills/knowledge from the program to perform the duties of their current position.
  - 2.2.2 Second priorities are those employees who require the skills/knowledge for a promotion, or to meet a future need.
  - 2.2.3 Lowest priority are those employees who have an interest in the skills/knowledge, but where it will not contribute directly to their current, or identified future position.
- 2.3 There are no age restrictions on In-Country training activities. However, when determining who should attend, Managers should consider return on investment when prioritising candidates. It is essential that employees are able to use the skills and knowledge they have gained through an HRD activity.



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

### **A3. APPROVAL OF ACTIVITIES**

- 3.1** In general, all HRD activities should be included in the Ministry HRD Plan and the National HRD Plan (Section K.1, Paragraph 1).
- 3.2** Activities may be initiated by a Donor or by a Ministry or Public Enterprise.
- 3.3** Inclusion of a HRD activity in the National HRD Plan is approval in principle of that activity, subject to available funding. Available funding will be sought and allocated to the priorities as defined in the National HRD Plan.
- 3.4** Where a Ministry/Enterprise is funding the activity, no further approval or process is required between the Ministry and HRPC or its Secretariat, except for reporting of progress and outcomes.
- 3.5** Where a Donor offers an activity, the HRPC Secretariat will check the National HRD plan to confirm that the activity is consistent with the priorities included in the Plan before confirming approval of the activity.
- 3.6** If a Donor offered activity is not consistent with the priorities in the National HRD Plan, the HRPC Secretariat will discuss the offer with the relevant Ministry, to ascertain whether they wish to make an addition/amendment to their Ministry Plan. Any amendment will then be forwarded to HRPC for their endorsement.
- 3.7** Where the Donor offered activity is consistent with the priorities in the National HRD Plan, the HRPC Secretariat will forward the details of the activity to the relevant Ministry/Ministries, calling for nominations for the activity.
- 3.8** For Ministry initiated activities, the National HRD Plan will set out the relative priorities for In-Country activities.
- 3.9** When the National HRD Plan is approved, the HRPC Secretariat will liaise with Ministries where required, to request the relevant Project Document Proposals for in-country activities which are seeking funding, in the priority order of the National HRD Plan. See Section 4 for the Project Proposal Process.
- 3.10** Where the HRPC Secretariat receives a Project Document Proposal seeking funding for a HRD activity that is below the priority of those currently being prepared, or not on the currently Priority list for In-Country Programs, the HRPC Secretariat will not endorse the proposal, but will advise the Ministry of the process for prioritising funding for In-Country activities. If no progress is being made on higher priority programs and the request is the next priority, the HRPC Secretariat may endorse it accordingly.
- 3.11** Where a Ministry submits a project proposal seeking funding that has not been included in the Ministry or the National HRD Plan, the HRPC Secretariat will contact the Ministry to confirm its relative priority at the

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

Ministry level. They will then submit the proposal to HRPC for consideration and prioritisation against the already approved activities in the National HRD Plan.

- 3.12** The HRPC Secretariat will report to HRPC quarterly on progress in securing funding and implementing priority In-Country activities in the National HRD Plan. The HRPC Secretariat will also report to the relevant Secretary on a quarterly basis, progress made with their In-Country proposals.

### **A4. PROJECT PROPOSAL PROCESS**

- 4.1** This process applies to activities which are seeking funding. Activities which have approved funding need only be approved by HRPC through the HRD Planning process.
- 4.2** The HRPC Secretariat will initiate the process with the relevant lead Ministry. If more than one Ministry is to be involved in an activity, the Lead Ministry will coordinate the project proposal process. The lead Ministry is responsible for completing the full proposal, including relevant budget information.
- 4.3** The HRPC Secretariat will confirm with the relevant Ministry that their request has been approved as a priority by HRPC and therefore they should document their proposal in the “Training Proposal Document” or the LTTA (Long Term Technical Assistance) and the PRODOC (Project Document).
- 4.4** Once the lead ministry completes the Proposal, it must be forwarded to the HRPC Secretariat, PSO.
- 4.5** The HRPC Secretariat will register receipt of the Project Proposal in the “In Country Training Progress Register” (Annex P).
- 4.6** The HRPC Secretariat will confirm the priority of the request from the current National HRD Plan, and check that the proposal is consistent with the activity in the National HRD Plan. If the proposal is incomplete, requires further work or requires clarification on budget, the HRPC Secretariat will provide appropriate feedback to the proposing Ministry to enable them to amend the proposal accordingly.
- 4.7** The HRPC Secretariat will check the budget to ensure it is adequate and that all items have been accounted for.
- 4.8** Once the proposal is suitable for submission to the approving authority, the HRPC Secretariat will note the National HRD Plan priority and their endorsement on the bottom of the Proposal.
- 4.9** The HRPC Secretariat will forward the proposal to MFED, NEPO for their appraisal and processing. The HRPC Secretariat will note the In-Country Training Progress Register with the date the proposal was forwarded to NEPO.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

- 4.10** NEPO will register the Proposal, and appraise it according to their Appraisal Framework.
- 4.11** If the project is in accordance with the National HRD Plan and the National Priorities, NEPO will either schedule it for the next Development Coordinating Committee (DCC) (if over \$50000) or for approval by the Minister (if under \$50000).
- 4.12** After consideration by DCC (or the Minister), NEPO will confirm the outcome and forward the minutes to all DCC members.
- 4.13** Secretary PSO will provide the HRPC Secretariat with a copy of the DCC minutes.
- 4.14** The HRPC Secretariat will note the In-Country Training Progress Register of the date the proposal was considered by DCC (or the Minister) and the outcome of that meeting. They will follow up with NEPO for progress on the next required action for the Project Proposal.
- 4.15** If the proposal is approved by the Minister, NEPO will forward it to the Ministry of Foreign Affairs for them to seek a suitable donor. NEPO will advise the HRPC Secretariat through a cc that the proposal has been forwarded to Foreign Affairs.
- 4.16** The HRPC Secretariat (HRMC) will note the In-Country Training Progress Register of the date the proposal was endorsed (or not) by the Minister and the date it was forwarded to Foreign Affairs.
- 4.17** If the proposal is approved by DCC, it will be forwarded by NEPO to Cabinet for endorsement. If the proposal is not approved, it will be returned by NEPO to the initiating Ministry for further work as per the DCC minutes.
- 4.18** If further work is required from the Ministry, the HRPC Secretariat will follow up with that Ministry to confirm their progress with the required amendments.
- 4.19** Secretary PSO will provide the HRPC Secretariat with a copy of the relevant Cabinet Minute endorsing the DCC approved project proposals. HRMC will update the In-Country Training Progress Register of the date and outcome of the Cabinet Submission.
- 4.20** When Cabinet has endorsed the Project Proposal, NEPO will forward the proposal to the Ministry of Foreign Affairs. NEPO will advise the HRPC Secretariat through a cc that the Project Proposal has been sent to the Ministry Foreign Affairs.
- 4.21** The HRPC Secretariat will note the In-Country Training Progress Register of the date the proposal was forwarded to the Ministry of Foreign Affairs.
- 4.22** The Ministry of Foreign Affairs will write a Third Person Note and forward the Project Proposal to an appropriate donor seeking funding. The

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

Ministry of Foreign Affairs will advise the HRPC Secretariat through a cc that the Project Proposal has been sent to Foreign Affairs.

- 4.23** The HRPC Secretariat (HRMC) will note the In-Country Training Progress Register of the date the proposal was forwarded to a donor and the name of the donor.
- 4.24** When/if funding is received, the Ministry of Foreign Affairs will notify the proposing Ministry accordingly. The Ministry of Foreign Affairs will advise the HRPC Secretariat through a cc that funding has/has not been secured for the proposal.
- 4.25** The HRPC Secretariat (HRMC) will note the In-Country Training Progress Register of the date the response from the donor was received, the outcome and the name of the donor.
- 4.26** If funding was not approved, the HRPC Secretariat will liaise with the Ministry of Foreign Affairs regarding resubmission of the Proposal to an alternate donor.
- 4.27** If funding was approved, the HRPC Secretariat will liaise with the lead ministry to provide appropriate support and assistance in sourcing and implementing the proposal. The Lead Ministry will confirm to the HRPC Secretariat when the activity has commenced.
- 4.28** The HRPC Secretariat will confirm with NEPO when the project commences implementation. NEPO will advise DCC when the project commences implementation.
- 4.29** The HRPC Secretariat will remind lead Ministries of the need to acquit funds during and on completion of the activity. The HRPC Secretariat will monitor the implementation of the activity and provide updates to HRPC on a quarterly basis, with a cc to NEPO for their information.
- 4.30** Once funding is confirmed for an activity, the HRPC Secretariat will note the name of the Activity and the lead Ministry in the Register of Approved In-Country Training Programs.
- 4.31** As activities are implemented, the HPRC Secretariat will continue to update the Register, in preparation for the next National HRD Plan.
- 4.32** The HRPC Secretariat will work through the approved list of In-Country Priority programs from the National HRD Plan, liaising with Ministries to ensure progress is made on the proposals and the activities themselves.
- 4.33** Where the HRPC Secretariat has requested high priority proposals and they have not been forwarded through by the requesting Ministry within one month of notification, the HRPC Secretariat will move on to the next priority in the list until all priorities have been commenced with the relevant Ministries.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

### **A5. APPROVAL TO ATTEND IN-COUNTRY ACTIVITIES**

- 5.1** Approval to attend any HRD activity that is offered directly to a Ministry from a donor/sponsor, will be made by the SRO and advised to the HRPC Secretariat prior to the commencement of the activity. Approvals must only be made for activities which are consistent with the stated priorities of the National HRD Plan (Section K.1, Paragraph 1).
- 5.2** The advice will include the stated priority of the program (from the National HRD Plan), dates of the program, names and duty stations of the attendees, any travel arrangements made for staff from outer islands and any allowances that will be due to attendees, including the funding source for allowances.
- 5.3** Approval to attend any HRD activity that is coordinated by the HRPC Secretariat will be made by the Secretary PSO on recommendation from the SRO.
- 5.4** In their recommendation, the SRO will confirm the priority of the activity in the Ministry and National HRD Plans.

### **A6. SELECTION FOR IN-COUNTRY ACTIVITIES**

- 6.1** Selection for attendance at In-Country activities will primarily be to meet the priorities outlined in Section 2.2 "Eligibility".
- 6.2** Where more than one employee has the same priority and there are limited places available, the SRO will conduct a closed selection process in order to determine relevant merit (Section K.3, Paragraph (3)).
- 6.3** The selection process will consider issues such as:
- 6.3.1** The extent to which the training relates to the current position
- 6.3.2** The performance and attendance of the employees concerned, with priority going to those with the most regular attendance and the highest level of performance, unless any deficiency in performance is directly related to a lack of training and the training activity will improve the employee's performance
- 6.3.3** Other similar training activities that may have been attended, with preference going to employees who have not had access to other activities.
- 6.4** There is no appeal on a decision regarding who will attend an in-country program.
- 6.5** The SRO will provide feedback to employees who wish to understand why they were not selected for an in-country program.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

### **A7. CONDITIONS OF SERVICE DURING AN IN-COUNTRY ACTIVITY**

7.1 The provisions of Section K take precedence over sections E, F and H for HRD activities which are greater than one month's duration (Section K.1 (5) (c)).

### **A8. LEAVE**

8.1 An employee participating in a long-term (more than one year – Section K.2) will not accrue leave for the duration of that activity. The employee will not be entitled to claim either a leave grant or leave passage for the duration of the activity.

8.1.1 Upon successful completion of a long-term HRD activity within the period initially allowed for completion, the employee will be awarded 21 working days leave, to be taken immediately, from the date on which the employee would have returned to duty.

8.2 The HRPC Secretariat will confirm with the employee and the Ministry the leave entitlements that attach to any activity that is undertaken. This will occur as soon as the Ministry confirms the duration and conditions for the activity.

8.3 Employees participating on short term activities maintain their normal leave conditions, in accordance with Section F of the National Conditions of Service.

### **A9. SALARY (Section K.4)**

9.1 All employees attending In-Service activities are considered to be on duty and will receive their normal salary for the duration of the activity (Section K.4 (1)).

9.2 Employees attending long term In-Service activities (more than one year – Section K.2), that are classroom based (e.g. courses), will not receive a salary increment for the duration of the activity (Section K.4 (2)). This provision applies only to employees who attend these long term activities on a full time basis. This provision does not apply to employees who attend workplace based activities such as attachments.

9.3 Upon approval of attendance (full-time) at a long term In-Country program, the HRPC Secretariat will immediately notify MFED of the suspension to the employee's increment payment, using the Payroll Notification at Annex H. This notification will be placed on the employee's personal file (computer and hard copy).

9.4 MFED will note the Employee's pay record accordingly.


9.5 Upon successful completion of the activity the employee will advance to the salary point the employee would have reached had he or she been awarded a salary increment on the occurrence of each incremental date during the period of their absence. Payment of salary at that salary point

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

will commence from the date of the employee's return to duty (Section K.4, Paragraph (2), (b)), there is no back pay of any interim salary increments.

- 9.6** If the Employee does not successfully complete their In-Service activity, they will resume duty on their previous increment level, and their increment date will become the beginning of the month of their resumption.
- 9.7** The Ministry will confirm to the HRPC Secretariat that the Employee has resumed duty. When confirmation is received that the Employee has resumed duty, the HRPC Secretariat will calculate the amended increment date, pay level and step.
- 9.8** The HRPC Secretariat will notify MFED using the Payroll Notification at Annex H of the employee's new increment date, pay level and step. This notification will be placed on the employee's personal file (computer and hard copy).
- 9.9** MFED will note the Employee's pay record accordingly. The HRPC Secretariat will notify HRPC quarterly of all increment progressions under this section. These quarterly reports will be compiled annually and included in the National HRD Plan reporting section.
-  **9.10** Employees who successfully complete a short term In-Country program that is more than three months in duration, which includes assessment, may be eligible for progression to the next step of their pay level (Section K.4, Paragraph (3), (a)).
- 9.10.1** The employee will apply to their SRO for an increment progression, based on successful completion of an eligible program. The application must include evidence of the length of the program, the assessment conducted and the results of that assessment.
- 9.10.2** The SRO will confirm that the Employee has successfully completed an eligible program, and forward the application to the HRPC Secretariat with a recommendation regarding progression to the next increment step. Eligible programs must be more than 3 months duration and must include assessment. Documentary proof of the program, its duration, the assessment and the employee's results must be included in the advice to the HRPC Secretariat.
- 9.10.3** The SRO may recommend that progression does not occur if they believe that the employee's work performance has not been satisfactory. The SRO must advise the employee of their recommendation on the application.
- 9.10.4** The three months duration may be the full time equivalent, completed part time. For example, a six month course completed on a 0.5 (half time) study load basis, would equal three months of full time study.
- 9.10.5** Upon receipt of notification from the SRO, the HRPC Secretariat will confirm that the program is the correct duration and that it included formal assessment. If not, the HRPC Secretariat will inform the SRO and the employee accordingly.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

- 9.10.6** If the program and employee are eligible, the HRPC Secretariat will check the current pay level of the employee, and calculate any progression to a different pay (increment) level.
- 9.10.7** The pay (increment) level cannot change if the employee is already on the maximum salary for the employee's position (Section K.4, Paragraph (4)). Where this is the case, the HRPC Secretariat will advise the employee and their SRO accordingly.
- 9.10.8** Where the pay (increment level) changes, the HRPC Secretariat will advise MFED of the change to the pay (increment) level, and the effective date, using the Payroll Notification at Annex H. The effective date will be the employee's next incremental date (Section K.4, Paragraph (3), (c)).
- 9.10.9** The HRPC Secretariat will advise the employee, through their SRO, of their new pay level and the effective date for this pay level.
- 9.10.10** The HRPC Secretariat will report to HRPC quarterly on all employees who have increment progression under this section. These quarterly reports will be compiled annually and included in the National HRD Plan.

### ***A10. FINANCIAL ASSISTANCE (K.9)***

- 10.1** In Principle, financial assistance will be paid to employees to ensure they are not out of pocket as a result of participation in the activity. At the same time, it is not intended that the employee should gain a windfall from the activity (K.9, (2)). This section will apply from 01 January 2008.
- 10.2** Employees who attend In-Country activities of greater than one month duration, will not be entitled to payment of allowances where the allowance is claimed in respect of performance of particular duties or hours. These allowances include (but are not limited to), acting allowance, charge allowance, dirt allowance, tool allowance, special duty allowance, on call allowance, overtime allowance and CID allowance. This is because these duties are not being performed whilst the employee is attending an in-service activity.
- 10.3** Where staff remain on call whilst attending an In-Service Activity they may claim that allowance.
- 10.4** Employees who are "Acting with a View" will continue to receive their Acting Allowance.
- 10.5** the HRPC Secretariat will advise MFED (Payroll) of any employees who are attending in-service activities of greater than one month duration, using the Payroll Notification Annex H, so that claimable allowances will not be paid.
- 10.6** Employees who are required to live away from their normal place of residence to attend an in-service activity (in-country), will be paid allowances to cover the additional expense which may be incurred. The



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

Ministry will confirm with the employee, in writing, what travel arrangements and allowances will be paid for the duration of the in-service activity.

**10.7** The Ministry will provide the HRPC Secretariat with a copy of the advice to the Employee, when they confirm the activity and attendees. The Ministry will confirm with the HRPC Secretariat the funding source for any allowances which have been agreed for payment. Ministries are responsible for funding all allowances for employees attending in-country activities, either through Ministry or approved donor funds.

**10.8** Allowances for living away from home for in-service activities are limited to the following:

**10.8.1** Employees who attend an in-service activity where they are required to live away from their normal home and where they are not provided with accommodation for the activity, will be entitled to payment of a subsistence allowance, at a rate which will not exceed \$20 per day.

**10.8.2** The rate of \$20 per day may be reduced if meals have been provided as part of the in-service activity. This reduction will be at the following rates (or any combination thereof):

**10.8.2.1** If breakfast is supplied, \$5 per day will be deducted;

**10.8.2.2** If lunch is supplied, \$5 per day will be deducted;

**10.8.2.3** If dinner is supplied, \$10 per day will be deducted.

**10.8.3** Employees may be paid a pocket (incidental) allowance in addition to the above subsistence allowance, to cover incidental expenses for the whole duration of the training, at a rate which will not exceed \$5 per day.

**10.8.4** Where the employee is provided with accommodation and board, they will be entitled to receive this condition free of charge, but will not be entitled to any subsistence allowance. They will be entitled to receive the pocket (incidental) allowance.

**10.9** The HRPC Secretariat will advise MFED of the approved allowances and the funding source, using the Payroll Notification, Annex H, for employees attending in-service activities where they are required to live away from home (in-country). Ministries are responsible for funding the allowances payable to employees attending in-country activities, this may be through Ministry funds, or through submission to a donor for support. PSO or the HRPC Secretariat will not fund allowances, unless the activity is organised by PSO.

**10.10** The HRPC Secretariat will maintain a register of approved in-country activities, employees who are attending, and rate of applicable allowances.

**10.11** Payment of the subsistence and pocket allowances will be claimed by the employee and endorsed by the SRO. The SRO will confirm the

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

funding source for subsistence and pocket allowances. This will be in accordance with the prior approval for the activity.

- 10.11.1** Endorsed claims will be forwarded from the Ministry to the HRPC Secretariat for approval. Claims without a funding source will be returned to the Ministry concerned for their action.
- 10.11.2** The HRPC Secretariat will check the claim against the register, including confirmation of the funding source, approve if correct, and forward to MFED for payment.
- 10.11.3** Claims for payment which do not meet the policy, or where the HRPC Secretariat has no record of the activity, will be returned to the Ministry for clarification.
- 10.12** Where an employee normally uses their private vehicle to drive to work and they are required to attend an in-service activity of more than one month where the distance to travel is more than 3 miles (5 km) longer than their normal distance from home to work, they may claim a travel allowance, consistent with the rates of E51 House to Office Allowance.
- 10.13** Approval for the travel allowance must be made prior to the commencement of the activity, by the Ministry. The Ministry will advise the HRPC Secretariat of any such allowance that has been approved and the funding source for the allowance, when they confirm the activity and attendees. Travel allowances must be funded by the Ministry or through the project proposal process for the activity. PSO will not fund travel allowances unless the activity is managed and coordinated by PSO.
- 10.14** The HRPC Secretariat will note the approval in the register of approved in-country activities.
  - 10.14.1** Payment of the travel allowance will be claimed by the employee and endorsed by the SRO. The claim must include a statement of the normal distance from the employee's home to work and the distance travelled to attend the in-service activity.
  - 10.14.2** Claims will be forwarded from the Ministry to the HRPC Secretariat. The HRPC Secretariat will check that the claim against the register of in-country activities. They will then approve where appropriate and forward the claim to MFED for payment.
  - 10.14.3** Claims which do not meet the policy or where there is no record of the activity will be returned to the Ministry for clarification.
- 10.15** Where an employee is required travel to an in-service activity and they do not normally use their private vehicle for travel to work, the Ministry concerned will either provide transport for the employee to and from the activity, or provide the employee with a bus fare to enable them to travel to and from the activity.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION A – IN-COUNTRY ACTIVITIES

---

### **A11. DEPENDANTS (K.8)**

- 11.1 Employees are not entitled to have their family accompany them on any in-country in-service activity.
- 11.2 Employees are required to confirm their next of kin to their SRO if they are attending an in-service activity away from their normal duty station.

### **A12. RETURN TO DUTY**

- 12.1 Employees who attend an in-country in-service activity of greater than one month's duration, will provide a brief (no more than 2 pages) written report to their supervisor within 5 days of their return to work.
- 12.2 The report will outline the major outcomes of their in-service activity and how they plan to utilise their skills/knowledge in their workplace.
- 12.3 The supervisor will discuss the report with the employee and confirm the practicality of any activities that are suggested.
- 12.4 The supervisor will confirm the specific activities that are to be undertaken and target dates with the employee.
- 12.5 The supervisor will monitor and report to the SRO on a quarterly basis, any progress against the activities which were agreed.
- 12.6 The SRO will monitor and report to the HRPC Secretariat annually on activities and progress.
  - 12.6.1 The HRPC Secretariat will include progress and activities in the Monitoring and Evaluation section of the National HRD Plan

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION B – OVERSEAS ACTIVITIES

---

### SECTION B OVERSEAS ACTIVITIES

#### ***B1. PRINCIPLES***

- 1.1 Where it is not possible or practical to run an activity in-country, HRPC may approve overseas activities. Overseas activities will not be approved where HRPC considers the facilities are (potentially) available to conduct the activity in-country.
- 1.2 Overseas activities will focus on skills acquisition, to meet specific identified needs. Overseas activities are defined as non-academic activities conducted outside Kiribati.
- 1.3 Overseas activities may lead to a formal qualification, such as a Trade Qualification, Certificate or Diploma. These activities may also provide the grounding for further study towards Academic qualifications.
- 1.4 Overseas activities may be short or long term. They include attachments and capacity building and on the job training as well as other formal programs that are NOT academic. It is the nature of the training that confirms its definition, not the duration.
- 1.5 A short term program is one which is more than one month and less than one calendar year in duration. A long term program is one calendar year or longer in duration (Section K.2). Activities of less than one month duration are not covered by Section K of the NCS nor this manual, they are to be treated as duty and/or duty travel.

#### ***B2. ELIGIBILITY***

- 2.1 All permanent, full time employees are eligible for Overseas activities. Part-time, temporary and other employees on contract are not eligible to undertake Overseas activities under this section (Section K.1, Paragraph 3).
- 2.2 Priority for attendance at Overseas activities will be given to those with the greatest need.
  - 2.2.1 Highest priority are those employees who require the skills/knowledge from the program to perform the duties of their current position.
  - 2.2.2 Second priority is those employees who require the skills/knowledge for a promotion, or to meet a future need.
  - 2.2.3 Lowest priority is those employees who have an interest in the skills/knowledge, but where it will not contribute directly to their current, or identified future position.
- 2.3 There are no age restrictions on Overseas training activities. However, when determining who should attend, Managers should consider return on investment when prioritising candidates. It is essential that employees are able to use the skills and knowledge they have gained through an HRD activity.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION B – OVERSEAS ACTIVITIES

---

### **B3. APPROVAL OF ACTIVITIES**

- 3.1** In general, all HRD activities should be included in the Ministry HRD Plan and the National HRD Plan (Section K.1, Paragraph 1).
- 3.2** Activities may be initiated by a Donor or by a Ministry or Public Enterprise.
- 3.3** Inclusion of a HRD activity in the National HRD Plan is approval in principle of that activity, subject to available funding. Available funding will be sought and allocated to the priorities as defined in the National HRD Plan.
- 3.4** Where a Ministry/Enterprise is funding the activity and the activity has been included in the National HRD Plan, no further approval or process is required between the Ministry and HRPC or its Secretariat, except for reporting of progress and outcomes.
- 3.5** Where a Donor offers an activity, the HRPC Secretariat will check the National HRD plan to confirm that the activity is consistent with the priorities included in the Plan before confirming approval of the activity.
- 3.6** If a Donor offered activity is not consistent with the priorities in the National HRD Plan, the HRPC Secretariat will discuss the offer with the relevant Ministry, to ascertain whether they wish to make an addition/amendment to their Ministry Plan. Any amendment will then be forwarded to HRPC for their consideration and endorsement.
- 3.7** Where the Donor offered activity is consistent with the priorities in the National HRD Plan, the HRPC Secretariat will forward the details of the activity to the relevant Ministry/Ministries, calling for nominations for the activity.
- 3.8** For Ministry initiated activities, the National HRD Plan will set out the relative priorities for In-Country activities.
- 3.9** When the National HRD Plan is approved, the HRPC Secretariat will liaise with Ministries where required, to request the relevant full documentation to support the activity. This may be a nomination for activities that are funded by donors, or may be a project proposal where funding is to be sought.
- 3.9.1** If a project proposal is required, the process outlined under Part A, In-Country Activities, Section 4, will be followed.
- 3.10** Where the HRPC Secretariat receives a request for funding for an activity that is below the priority of those currently being prepared, or not on the currently Priority list for In-Country Programs, the HRPC Secretariat will not endorse the proposal, but will advise the Ministry of the process for prioritising funding for Overseas activities.
- 3.11** Where a Ministry submits a request for an Overseas activity has not been included in the Ministry or the National HRD Plan, the HRPC Secretariat will contact the Ministry to confirm its relative priority at the

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION B – OVERSEAS ACTIVITIES

---

Ministry level. They will then submit the proposal to HRPC for consideration and prioritisation against the already approved activities in the National HRD Plan.

- 3.12** The HRPC Secretariat will report to HRPC quarterly on progress in securing funding and implementing priority Overseas activities in the National HRD Plan.

### ***B4. APPROVAL TO ATTEND OVERSEAS ACTIVITIES***

- 4.1** Approval to attend any HRD activity that is offered directly to a Ministry from a donor/sponsor and that require no further funding, will be made by the SRO and advised to the HRPC Secretariat prior to the commencement of the activity. Approvals must only made for activities which are consistent with the stated priorities of the National HRD Plan (Section K.1, Paragraph 1).

- 4.1.1** Where the activity is not consistent with the approved priorities of the National HRD Plan, the Ministry must make submission to HRPC through the Secretariat, for HRPC to consider inclusion and relative priority of the activity in the National HRD Plan, before approval may be given for employees to attend.

- 4.2** The Ministry advice of attendance at an overseas activity will include the stated priority of the program (from the National HRD Plan), dates of the program, names and duty stations of the attendees, any travel arrangements made for staff and any allowances that will be due to attendees, clearly identifying any funding that has already been approved and any funding that is being sought.

- 4.2.1** Where further funding is sought, the Ministry must submit the offer and their proposal for the additional funding required to the HRPC Secretariat, for consideration by HRPC. The Ministry submission must include where the additional funding will come from for the activity.

- 4.2.2** HRPC will consider the request at its next scheduled meeting. Requests for funding that have not been prioritised through the National HRD Plan will only be considered if HRPC considers that they are a higher priority than those already approved through the National HRD Plan.

- 4.3** Approval to attend any HRD activity that is coordinated by the HRPC Secretariat will be made by the Secretary PSO on recommendation from the SRO.

- 4.4** In their recommendation, the SRO will confirm the priority of the activity in the Ministry and National HRD Plans.

### ***B5. SELECTION FOR OVERSEAS ACTIVITIES***

- 5.1** Selection for attendance at Overseas activities will primarily be to meet the priorities outlined in Section 2.2 “Eligibility”.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION B – OVERSEAS ACTIVITIES

---

- 5.2** Where more than one employee has the same priority and there are limited places available, the SRO will conduct a closed selection process in order to determine relevant merit (Section K.3, Paragraph (3)).
- 5.3** The selection process will consider issues such as:
- 5.3.1** The extent to which the activity relates to the current position
  - 5.3.2** The performance and attendance of the employees concerned, with priority going to those with the most regular attendance and the highest level of performance, unless any deficiency in performance is directly related to a lack of training and the training activity will improve the employee's performance
  - 5.3.3** Other similar training activities that may have been attended, with preference going to employees who have not had access to other activities.
- 5.4** There is no appeal on a decision regarding who will attend an overseas activity.
- 5.5** The SRO will provide feedback to employees who wish to understand why they were not selected for an overseas activity.

### ***B6. CONDITIONS OF SERVICE DURING AN OVERSEAS ACTIVITY***

- 6.1** The provisions of Section K take precedence over sections E, F and H for HRD activities which are greater than one month's duration (Section K.1 (5) (c)).

### ***B7. LEAVE***

- 7.1** An employee participating in a long-term (more than one year – Section K.2) will not accrue leave for the duration of that activity. The employee will not be entitled to claim either a leave grant or leave passage for the duration of the activity.
- 7.1.1** Upon successful completion of a long-term HRD activity within the period initially allowed for completion, the employee will be awarded 21 working days leave, to be taken immediately, from the date on which the employee would have returned to duty.
- 7.2** The HRPC Secretariat will confirm with the employee and the Ministry the leave entitlements that attach to any activity that is undertaken. This will occur as soon as the Ministry confirms the duration and conditions for the activity.
- 7.3** Employees participating on short term activities maintain their normal leave conditions, in accordance with Section F of the National Conditions of Service.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION B – OVERSEAS ACTIVITIES

---

### **B8. SALARY (Section K.4)**

- 8.1** All employees attending In-Service activities are considered to be on duty and will receive their normal salary for the duration of the activity (Section K.4 (1)).
- 8.2** Employees attending long term In-Service activities (more than one year – Section K.2), that are classroom based (e.g. courses), will not receive a salary increment for the duration of the activity (Section K.4 (2)). This provision applies only to employees who attend these long term activities on a full time basis. This provision does not apply to employees who attend workplace based activities such as attachments.
- 8.3** Upon approval of attendance (full-time) at a long term Overseas program, the HRPC Secretariat will immediately notify MFED of the suspension to the employee's increment payment, using the Payroll Notification at Annex H. This notification will be placed on the employee's personal file (computer and hard copy).
- 8.4** MFED will note the Employee's pay record accordingly.
- 8.5** Upon successful completion of the activity the employee will advance to the salary point the employee would have reached had he or she been awarded a salary increment on the occurrence of each incremental date during the period of their absence. Payment of salary at that salary point will commence from the date of the employee's return to duty (Section K.4, Paragraph (2), (b)), there is no back pay of any interim salary increments.
- 8.6** If the Employee does not successfully complete their In-Service activity, they will resume duty on their previous increment level, and their increment date will become the beginning of the month of their resumption.
- 8.7** The Ministry will confirm to the HRPC Secretariat that the Employee has resumed duty. When confirmation is received that the Employee has resumed duty, the HRPC Secretariat will calculate the amended increment date, pay level and step.
- 8.8** The HRPC Secretariat will notify MFED using the Payroll Notification at Annex H of the employee's new increment date, pay level and step. This notification will be placed on the employee's personal file (computer and hard copy).
- 8.9** MFED will note the Employee's pay record accordingly. The HRPC Secretariat will notify HRPC quarterly of all increment progressions under this section. These quarterly reports will be compiled annually and included in the National HRD Plan reporting section.
- 8.10** Employees who successfully complete a short term overseas program that is more than three months in duration, which includes formal assessment, may be eligible for progression to the next step of their pay level (Section K.4, Paragraph (3), (a)).



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION B – OVERSEAS ACTIVITIES

---

- 8.10.1** The employee will apply to their SRO for an increment progression, based on successful completion of an eligible program. The application must include evidence of the length of the program, the assessment conducted and the results of that assessment.
- 8.10.2** The SRO will confirm that the Employee has successfully completed an eligible program, and forward the application to the HRPC Secretariat with a recommendation regarding progression to the next increment step. Eligible programs must be more than 3 months duration and must include assessment. Documentary proof of the program, its duration, the assessment and the employee's results must be included in the advice to the HRPC Secretariat.
- 8.10.3** The SRO may recommend that progression does not occur if they believe that the employee's work performance has not been satisfactory. The SRO must advise the employee of their recommendation on the application.
- 8.10.4** Upon receipt of notification from the SRO, the HRPC Secretariat will confirm that the program is the correct duration and that it included formal assessment. If not, the HRPC Secretariat will inform the SRO and the employee accordingly.
- 8.10.5** If the program and employee are eligible, the HRPC Secretariat will check the current pay level of the employee, and calculate any progression to a different pay (increment) level.
- 8.10.6** The pay (increment) level cannot change if the employee is already on the maximum salary for the employee's position (Section K.4, Paragraph (4)). Where this is the case, the HRPC Secretariat will advise the employee and their SRO accordingly.
- 8.10.7** Where the pay (increment level) changes, the HRPC Secretariat will advise MFED of the change to the pay (increment) level, and the effective date, using the Payroll Notification at Annex H. The effective date will be the employee's next incremental date (Section K.4, Paragraph (3), (c)).
- 8.10.8** The HRPC Secretariat will advise the employee, through their SRO, of their new pay level and the effective date for this pay level.
- 8.10.9** The HRPC Secretariat will report to HRPC quarterly on all employees who have increment progression under this section. These quarterly reports will be compiled annually and included in the National HRD Plan.

### ***B9. FINANCIAL ASSISTANCE (K.9)***

- 9.1** In Principle, financial assistance will be paid to employees to ensure they are not out of pocket as a result of participation in the activity. At the same time, it is not intended that the employee should gain a windfall from the activity (K.9, (2)).

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION B – OVERSEAS ACTIVITIES

---

- 9.2** Employees who attend Overseas activities of greater than one month duration, will not be entitled to payment of allowances where the allowance is claimed in respect of performance of particular duties or hours. These allowances include (but are not limited to), acting allowance, charge allowance, dirt allowance, tool allowance, special duty allowance, on call allowance, overtime allowance and CID allowance. This is because these duties are not being performed whilst the employee is attending an in-service activity.
- 9.3** Employees who are “Acting with a View” will continue to receive their Acting Allowance. Employees who are “Acting” will not be entitled to receive their charge allowance whilst they are on an Overseas HRD Activity.
- 9.4** The HRPC Secretariat will advise MFED (Payroll) of any employees who are attending in-service activities of greater than one month duration, using the Payroll Notification Annex H, so that claimable allowances will not be paid.
- 9.5** Employees who are required to attend and Overseas HRD activity, will be paid allowances to cover the additional expense which may be incurred. The Ministry will confirm with the employee, in writing, what travel arrangements and allowances will be paid for the duration of the in-service activity.
- 9.6** Where an activity is funded by a donor and that funding includes accommodation and meals, the employee will not be entitled to make any further claim against the Government of Kiribati, the Ministry or the donor.
- 9.7** The Ministry will provide the HRPC Secretariat with a copy of the advice to the Employee, when they confirm the activity and attendees. The Ministry will confirm with the HRPC Secretariat the funding source for any allowances which have been agreed for payment. Ministries are responsible for funding all allowances for employees attending overseas activities, either through Ministry or approved donor funds.
- 9.8** There is no provision for any payment under the duty travel “allowance inadequate” provisions as Section K of the NCS over-rides these provisions and does not allow for this payment to be made.
- 9.9** Allowances for overseas activities are limited to the following:
- 9.9.1** Subsistence and accommodation allowance at the duty travel rate prescribed for the country of the activity, unless accommodation and meals are provided by the activity sponsor in which case no allowances are payable.
- 9.9.2** Transit allowances at the duty travel rate prescribed for the countries of transit, unless accommodation and meals are provided during transit by the activity sponsor in which case no allowances are payable.
- 9.9.3** Any other allowances specifically provided by the sponsor for the purpose of the activity, such as pocket allowance or clothing/outfit

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION B – OVERSEAS ACTIVITIES

---

allowance. These allowances are not payable if the sponsor has not provided for them. If provision is made by the sponsor for these allowances, they will be paid at the rates and conditions prescribed for Duty Travel. PSO will not fund the payment of these allowances.

- 9.10** The HRPC Secretariat will advise MFED of the approved allowances and the funding source, using the Payroll Notification, Annex H, for employees attending overseas activities. Ministries are responsible for funding the allowances payable to employees attending overseas activities; this may be through Ministry funds, or through confirmation of sponsor funds for the activity. PSO or the HRPC Secretariat will not fund allowances, unless the activity is organised by PSO.
- 9.11** The HRPC Secretariat will maintain a register of approved overseas activities, employees who are attending, and what allowances are applicable.
- 9.12** Payment of approved allowances will be claimed by the employee and endorsed by the SRO. The SRO will reconfirm the funding source for allowances. This will be in accordance with the prior approval for the activity.
- 9.12.1** Endorsed claims will be forwarded from the Ministry to the HRPC Secretariat for approval. Claims without a funding source will be returned to the Ministry concerned for their action.
- 9.12.2** The HRPC Secretariat will check the claim against the register, including confirmation of the funding source, approve if correct, and forward to MFED for payment.
- 9.12.3** Claims for payment which do not meet the policy, or where the HRPC Secretariat has no record of the activity, will be returned to the Ministry for clarification.
- 9.12.4** Claims which do not meet the policy or where there is no record of the activity will be returned to the Ministry for clarification.

### ***B10. DEPENDANTS (K.8)***

- 10.1** Employees are not entitled to have their family accompany them on any overseas in-service activity.
- 10.2** Employees are required to confirm their next of kin to their SRO if they are attending an overseas activity.

### ***B11. RETURN TO DUTY***

- 11.1** Employees who attend an overseas in-service activity of greater than one month's duration, will provide a brief (no more than 2 pages) written report to their supervisor within 5 days of their return to work.
- 11.2** The report will outline the major outcomes of their in-service activity and how they plan to utilise their skills/knowledge in their workplace.

# **NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007**

## **SECTION B – OVERSEAS ACTIVITIES**

---

- 11.3** The supervisor will discuss the report with the employee and confirm the practicality of any activities that are suggested.
- 11.4** The supervisor will confirm the specific activities that are to be undertaken and target dates with the employee.
- 11.5** The supervisor will monitor and report to the SRO on a quarterly basis, any progress against the activities which were agreed.
- 11.6** The SRO will monitor and report to the HRPC Secretariat annually on activities and progress.
- 11.7** The HRPC Secretariat will include progress and activities in the Monitoring and Evaluation section of the National HRD Plan.

**NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND  
PROCEDURES MANUAL 2007**

**SECTION C – STUDY ASSISTANCE SCHEME**

---

**SECTION C STUDY ASSISTANCE SCHEME (K.9)  
(formerly Reimbursement Scheme)**

**C1. PRINCIPLES**

- 1.1 The Study Assistance Program (formerly known as the reimbursement scheme) is designed to enable employees to support their own study initiatives in Kiribati, to obtain a qualification, to upgrade their skills and/or knowledge, to obtain eligibility criteria for an In-Service Academic award or to improve their chances of receiving an In-Service Academic award.
- 1.2 The scheme aims to reward employees for successful study, through reimbursement of fees for courses/programs successfully completed.
  - 1.2.1 Reimbursement is limited to essential course fees (K9(4)(a)(iii)). Essential course fees are defined as those fees and charges levied by the institution which must be paid to secure enrolment and tuition. No other allowances or book charges are payable.
  - 1.2.2 Application for approval will be supported by a certified copy of the enrolment with the institution;
  - 1.2.3 Original receipts from the Institution will be required for the reimbursement claim, along with certified copies of results gained.
- 1.3 Employees must have the written approval of the Secretary for PSO prior to commencing the course of study (K.9(4)(a)(i)).
- 1.4 Employees undertaking study in this category are expected to do so in their own time, maintaining their attendance and performance at work (K.9(4)(a)(ii)).
- 1.5 Any time off will be limited to time to attend examinations, and will only be granted where the examination is scheduled during work time.
- 1.6 Where there is sufficient funding, all eligible applications will be approved, regardless of the priority of the course. HRPC will confirm the proportion of In-Country funding to be used for the reimbursement scheme, as part of the prioritisation process for the National HRD Plan. If funding is insufficient, applications will be prioritised on merit and PSO will maintain an approved and a reserve list.
  - 1.6.1 Merit will be determined through the selection criteria, which focus on the employee's performance and the priority of the course/program being undertaken.
- 1.7 Approval of an application does not confirm that a refund will be made. Refunds are contingent upon successful completion of the course / program, maintenance of a high standard of work and sufficient funding.
- 1.8 The scheme is open to all employees, in the Public and Private Sectors.
- 1.9 Employees may only claim reimbursement from one source. Where an Enterprise or employer runs a similar scheme, the employee should claim

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION C – STUDY ASSISTANCE SCHEME

---

from that scheme in the first instance. Originals of receipts are required to support claims for reimbursement.

### **C2. ELIGIBILITY**

- 2.1 Applicants must be Kiribati citizens, in ongoing full time employment in Kiribati. This will be demonstrated by the passport or birth certificate and a current (dated within 1 month of the application) letter from the Employer stating the date of employment and that it is ongoing.
- 2.2 There are no age limits on the scheme.
- 2.3 Employees must prove and maintain a high standard of work performance to be eligible for refunds under the scheme. This will be demonstrated by ongoing performance assessments. A minimum total result of 50 points must be achieved in each performance assessment.
- 2.4 The program/course of study must relate to and/or be consistent with a priority listed in the National HRD Plan.
- 2.5 The program/course of study must be post school, with a recognised institution and undertaken in Kiribati.
  - 2.5.1 At present, recognised institutions are the Kiribati Institute of Technology (KIT) and the University of the South Pacific (USP);
  - 2.5.2 If employees wish to study through other institutions, they should seek recognition of their course / program and the institution from HRPC, through the HRPC Secretariat;
  - 2.5.3 To be recognised, as a minimum, the institution must be a tertiary body recognised in their own country by the relevant training authority, providing programs in English that are relevant to Kiribati and its priorities.

### **C3. SELECTION CRITERIA**

- 3.1 Eligible employees will compete on merit for the available funds.
- 3.2 Merit will be assessed using the following selection criteria:
  - 3.2.1 Highest standard of work performance (from the performance assessment). Applicants must achieve a minimum score of 50 (out of 100) on their performance assessment.
  - 3.2.2 Highest priority of program (from the National HRD Plan Priority Academic Programs List or other priorities in the National HRD Plan).

### **C4. APPLICATION PROCESS**

- 4.1 PSO will advertise the Study Assistance Scheme early in each Semester (normally January and July).

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION C – STUDY ASSISTANCE SCHEME

---

- 4.2 Employees must reapply each Semester. Approvals will be given on a semester by semester basis only. If the course is year long, approval may be given for that course.
- 4.3 Employees wishing to be considered for the reimbursement scheme, must apply by the due date (normally within one month of advertisement), to their Employer on the form included as Annex I.
- 4.4 Employees must attach all relevant documentation to their application. All documentation must be certified copies.
- 4.5 Employees must state the anticipated costs for which they will be seeking reimbursement through the scheme. These are limited to essential course fees (K.9(4)(a)(iii)).
- 4.6 Employees may only apply for reimbursement for courses which have some relevance to programs listed in the National HRD Plan.
- 4.7 Employees must obtain the performance assessment from their Supervisor / Employer prior to submitting their application. The **Performance assessment** (Annex J) must be attached to the application.
- 4.8 The Employer will check all applications for eligibility and forward the application and all documentation to PSO for assessment.
- 4.9 Applications which are found to be false or misleading will be disqualified and the applicant may be subject to disciplinary / legal action.
- 4.10 The Employer will forward all applications to PSO by the due date.
- 4.11 Late applications will not be accepted.
- 4.12 HRMC PSO will confirm the assessment of eligibility and conduct the assessment of merit.
- 4.13 HRMC PSO will compile a National Order of Merit list for potential funding.
- 4.14 HRMC PSO will allocate the available funding in order of merit score to the eligible applicants.
- 4.15 HRMC PSO will forward a list of applicants, in merit order, with recommendations regarding approval/non approval, to the Secretary, PSO.
- 4.16 If there is insufficient funding to support all applications, PSO may maintain a “reserve” list, for funding allocation should some candidates fail their programs or should further funding become available.
- 4.17 The Secretary, PSO will endorse the recommended list.
- 4.18 HRMC PSO will advise all applicants of the outcome of their application.
- 4.19 The HRPC Secretariat will report to HRPC each Semester on the applications received, funding committed and payments actually made under the scheme.

**NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND  
PROCEDURES MANUAL 2007**

**SECTION C – STUDY ASSISTANCE SCHEME**

**C5. ASSESSMENT OF APPLICATIONS**

- 5.1** The applicant screening is to be completed by the Employer or delegate. If the Employer delegates the task, this must be done in writing and cannot be delegated to an officer at a level lower than the applicant.
- 5.2** The Employer or their delegate will check the eligibility of the applicant, using the Eligibility and Merit Assessment Form included as Annex K.
- 5.3** The Employer or their delegate will place a tick in the appropriate box on the Screening Form, in answer to the eligibility questions.
- 5.4** A tick in a shaded box indicates that the employee is ineligible. No further assessment is required for these applicants.
- 5.4.1** The Employer will advise an ineligible employee of the reasons for their assessment being ineligible.
- 5.4.2** Employees who disagree with an ineligible assessment should in the first instance discuss the matter with their Employer. If they remain unsatisfied they may refer the matter to HRMC PSO for a review of the decision.
- 5.5** The Employer will forward all eligible applications to PSO by the due date, for PSO to conduct the merit assessment.
- 5.6** PSO HRMC will start a new Reimbursement Order of Merit Sheet (spreadsheet) (Annex N) for each semester. The Reimbursement Order of Merit Sheet will be saved with the Semester and Year of the Reimbursement claims in the name of the file.
- 5.6.1** Applicants for year-long courses will be registered in the last semester of their course.
- 5.7** PSO HRMC Registry staff will register all applications when they are received, in the Reimbursement Order of Merit Sheet (spreadsheet) included as Annex N.
- 5.8** PSO HRMC will confirm the applicant's eligibility.
- 5.9** PSO HRMC will divide the total performance score by two and enter the result in the appropriate box (score out of 50).
- 5.10** PSO will check the priority of the program, and using the score grid below, will allocate points for the program.

Priority	Points	Priority	Points	Priority	Points	Priority	Points	Priority	Points
1	40	2	35	3	30	4	25	5	20
6	18	7	16	8	14	9	12	10	11
11	10	12	9	13	8	14	7	15	6
16	5	17	4	18	3	19	2	20	1



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION C – STUDY ASSISTANCE SCHEME

---

- 5.10.1** If the program is not in the highest priorities for the year, but is relevant to a program listed in the Annex of the HRD Plan, it will Score 1, regardless of the priority allocated by the Organisation to that program.
- 5.10.2** If the course relates to a program in any priority list (In-Country, Overseas or Academic), it will count as that priority.
- 5.10.3** If the course is English (LL114 or EL001) it will count as Priority 1 because it relate to all Academic programs.
- 5.10.4** For eligible applicants, HRMC PSO will enter the program priority (score out of 20) and it's score in the appropriate box.
- 5.11** HRMC PSO will enter program priority score in the appropriate box of the Assessment Form (Annex K).
- 5.12** The two scores will be added together to get the total merit score.
- 5.13** The HRMC PSO Officer will sign, print their name and title and date the form.
- 5.14** The HRMC PSO Officer will pass the application to a second officer, for checking.
- 5.15** The checking officer will check the assessment of the application confirm the merit score allocated and sign and date the Screening and Assessment Form in the "PSO checked" box.
- 5.16** The checking officer will enter the merit score in the spreadsheet and check that the initial entries are correct.
- 5.17** The checking officer will sign and date the Screening and Assessment Form in the "PSO Entered" box.
- 5.18** When all applications received by the due date have been checked and their scores entered, the PSO HRMC will sort the Spreadsheet in PSO Score then Program Priority, then Ministry Order.
- 5.19** The PSO HRMC will insert a line above the first entry and enter the funding available in the top line of the Budget Drawdown column. The funding available will be that allocated by HRPC in the HRD Planning process.
- 5.20** The PSO HRMC will confirm the correct calculations in the budget drawdown column.
- 5.21** The PSO HRMC will locate the entry where funding is exhausted and insert a line below that applicant.
- 5.22** The PSO HRMC will indicate that entries below that line are "Reserve" and those above are "Approved".
- 5.23** The PSO HRMC will print the worksheet and forward it with all applications and a request for approval to the Secretary, PSO. This will be

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION C – STUDY ASSISTANCE SCHEME

---

completed within 2 weeks of the closing date for applications (normally in February and August)

- 5.24 The Secretary, PSO will check the allocations and sign as the Approving officer. The list and applications will be returned to the SHRDO.
- 5.25 The PSO HRMC will advise all applicants of the outcome of their application (normally in February and August).

### **C6. APPLICATIONS FOR REIMBURSEMENT**

- 6.1 Employees who have received approval for their application, whether they are an approved or reserve candidate, may apply for reimbursement of their essential fees as soon as they receive their results from their Institution.
- 6.2 Reimbursements will only be paid for courses passed if the Employee has maintained their performance at work.
- 6.3 Applications for reimbursement must be made on the Application for Reimbursement Form included as Annex M.
- 6.4 Applications for reimbursement must have attached a Performance Assessment (Annex J) dated within one month of the claim, the **ORIGINAL** of the receipts for fees paid and a **CERTIFIED COPY** of the official results notification from the Institution.
- 6.5 Applications for reimbursement must be forwarded to the Employer for confirmation and endorsement.
- 6.6 Applications for reimbursement must be lodged with the Employer within 2 WEEKS of receipt of results from the Institution.
- 6.7 The Employer will check the claim and certify it as correct. Incorrect claims or claims without the correct documentation should be returned to the employee.
- 6.8 The Employer will forward certified claims to PSO HRMC for processing.
- 6.9 Applications for reimbursement must be received in PSO no more than one month after the release of results from the Institution.
- 6.10 PSO will check all claims for reimbursement against the approved list.
- 6.11 PSO will enter the updated Performance Score and the confirmed refund amount into the Reimbursement Order of Merit list.
- 6.12 Any employee whose Performance Score has reduced from the application is not entitled to a refund. A 0.00 value will be entered in the actual refund column and the employee will be advised accordingly.
- 6.13 Where the claim for reimbursement exceeds the anticipated amount of reimbursement, PSO will query the difference with the employee. The approved amount will normally be only the anticipated amount.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION C – STUDY ASSISTANCE SCHEME

---

- 6.14** PSO will close the Reimbursement Order of Merit listing for further claims, at the end of January (for Semester 2 claims) and at the end of August (for Semester 1 claims). PSO will create a new Reimbursement Order of Merit listing for the next Semester, as soon as the previous Semester is closed.
- 6.15** Any claims not received in PSO by this time will not be processed. Employees who have not submitted claims by this time will be presumed to have failed their course and a 0.00 value will be entered in the actual refund column.
- 6.16** PSO will allocate the available funds, in the approved order of merit, including reserve candidates. This is done by updating the actual budget drawdown column, with the amounts claimed, until the funds are exhausted.
- 6.17** PSO will confirm with reserve candidates whether they have been allocated funding for their reimbursement.
- 6.18** PSO will forward the final list of claims for payment to NZAID for their reimbursement.
- 6.19** NZAID will confirm when payments have been made.
- 6.20** PSO will update the spreadsheet with the final payment date.

### **7. USE OF UNALLOCATED FUNDS**

- 7.1** Funding for the Study Assistance Scheme is currently provided by NZAID. NZAID allow that the Government of Kiribati may use the funds for other In-Country programs if it is not required for reimbursements.
- 7.2** HRPC will confirm the proportion of the available funds that are to be used for the reimbursement scheme, and the proportion that will be used for other in-country activities. The remainder will be allocated to other In-Country programs, the list of which will be approved by HRPC prior to forwarding it to NZAID.
- 7.3** PSO will identify the amount of unallocated funds on conclusion of each semester's refund period.
- 7.4** PSO will report to HRPC by the end of March each year, the anticipated amount of unexpended funds. PSO will prepare a proposal for HRPC endorsement to expend these funds, the proposal will come from the In-Country priority programs for funding for that year.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

### SECTION D ACADEMIC PROGRAMS

#### D1. PRINCIPLES

- 1.1 Academic programs and their priority will be identified through the HRD Planning process.
- 1.2 Only Permanent Employees are eligible to compete for In-Service Academic Awards (Section K.1, Paragraph (3)).
- 1.3 Cabinet (Minute 42/06) approved that from 2008, the In-Service Academic Awards should focus at the post graduate level, with a limited number of under graduate places maintained under the In-service category to cater for special cases such as police, teachers and nurses.
- 1.4 The HRPC Secretariat will compile the Academic programs requested by Ministries, Enterprises and Sectors into two draft priority lists, one for In-Service Academic Awards and the other for Pre-Service/Open Academic Scholarship Awards. Both lists will be confirmed and approved by HRPC and will then form the basis for the allocation of all Academic awards, regardless of funding source.
- 1.5 The Pre-Service/Open scholarship awards will be administered by MEYS (Cabinet Minute 42/06).
- 1.6 All In-Service Academic Awards will be advertised and all employees who wish to be considered for these awards must apply and compete on Merit (Cabinet Minute 42/06, Section K.3, Paragraph (3)).
- 1.7 Whilst the value of academic study is acknowledged, it is anticipated that in the future In-Service Academic Awards will be available only to the potential future leaders in the Public Sector and to those whose profession requires academic qualifications for legal or registration reasons. This shift will be identified through more thorough job analysis and more rigorous definition of “required” qualifications rather than “desired” qualifications.
- 1.8 The growing emphasis for the majority of employees will be on In-Country, targeted programs to meet a particular skill need rather than academic programs.
- 1.9 Where Donors require nominations or advice regarding priority programs before the HRD Plan is approved, the nominations and/or priorities from the preceding year will be used. This means that some priority applicants may be held over to a following year (they may apply in 2006 for an out of region program, be approved in 2007 and commence study in 2008).
- 1.10 All Employees who gain an In-Service Academic Award will be required to sign the In-Service Academic Award Bond detailing their responsibilities, the responsibilities of the Government of Kiribati and the action which may occur if the conditions of the In-Service Academic Award Bond are not fulfilled.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

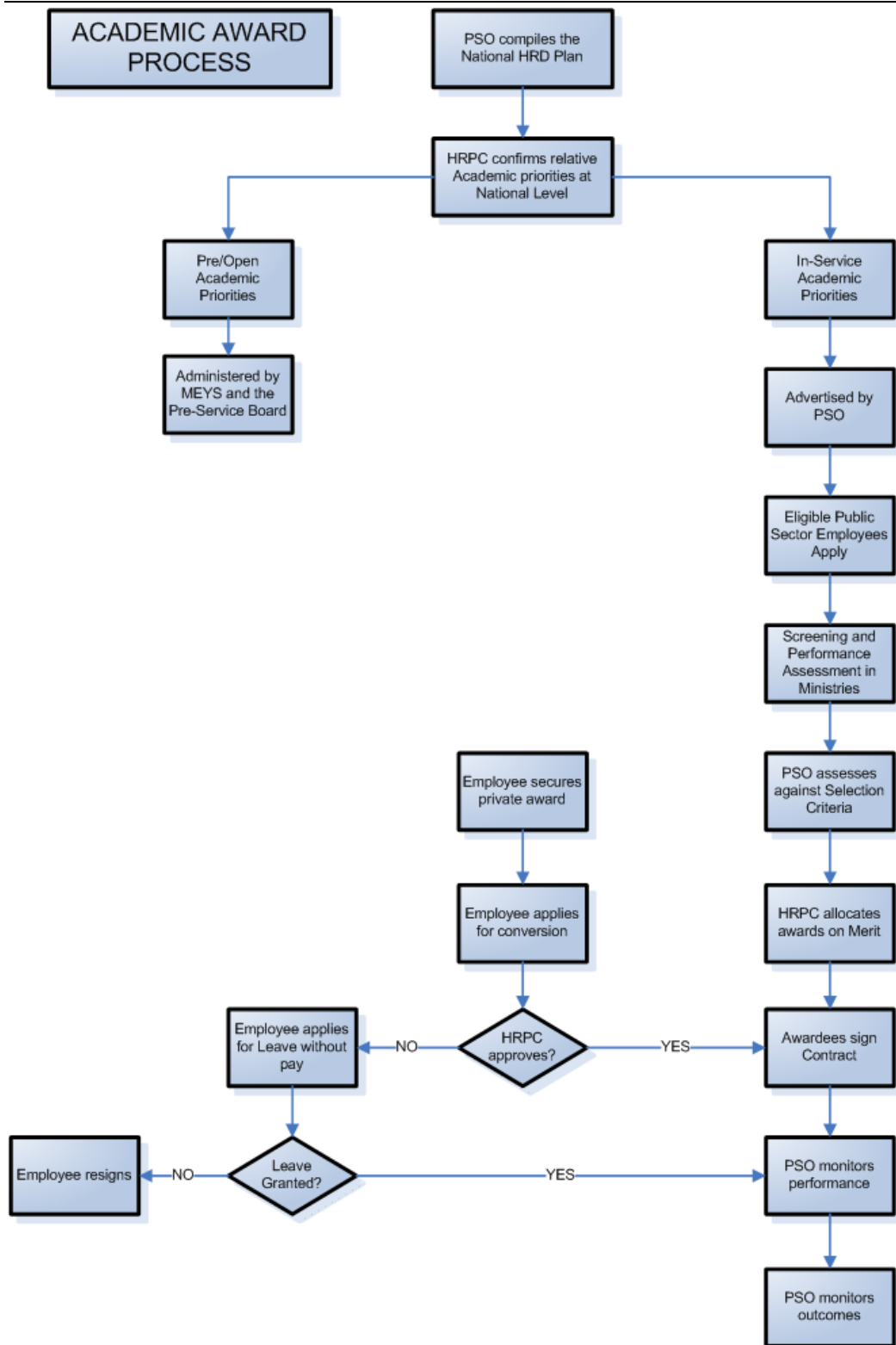
## SECTION D – ACADEMIC PROGRAMS

---

- 1.11** the HRPC Secretariat will monitor the performance of all In-Service Academic Award holders during their Award. If it becomes apparent that the Employee will not be able to fulfil the conditions of their In-Service Academic Award Bond, the HRPC Secretariat will take action to terminate the Award in accordance with the In-Service Academic Award Bond.
- 1.12** Ministries will monitor the benefits gained from study undertaken by those who have completed (or returned from) Academic Awards and report the results to the HRPC Secretariat on an annual basis, as part of their Ministry HRD Plan. the HRPC Secretariat will compile these reports into the National HRD Plan.
- 1.13** Employees are encouraged to seek their own funding for relevant Academic programs. Conversion of private awards is possible, with the benefits limited to payment of salary only during the period of the award (Section K.13). Applications for the conversion of private awards will only be considered where the award coincides with HRD priorities taking into account the special categories advised by Cabinet.
- 1.14** The diagram below illustrates the process for Academic Awards.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

### **D2. ELIGIBILITY**

**2.1** Only eligible employees may compete for Academic Awards (Section K.3, Paragraphs (2) and (3)). It is the Applicant's responsibility to confirm their eligibility for an In-Service Academic Award. All documentary evidence must be certified copies.

**2.2** The Ministry / Enterprise is responsible for **SCREENING** all applications for In-Service Academic Award applications, to ensure that those forwarded to the HRPC Secretariat for assessment are **ELIGIBLE**. All applicants must meet the following **MINIMUM** eligibility criteria

**2.2.1** The program must be a priority on the advertised list of Priority Programs for In-Service Academic Awards. The respective program must be identified by the applicant and noted on the application form.

**2.2.2** The applicant must be a citizen of good standing of the Republic of Kiribati. This will be demonstrated by the provision of evidence of citizenship (birth certificate, citizenship certificate or current passport). If an award is offered, the award will be subject to proof of a clear Police record (Police Clearance) for the past five years which shows that the applicant has not been convicted of a serious criminal offence.

**2.2.3** The applicant must have been an employee of the Public Sector (continuously) for the past three years. This will be demonstrated by a letter from their immediate supervisor confirming permanent employment with a Ministry or ongoing contracts with a Public Enterprise.

For very high priority areas where it is anticipated that there are insufficient applicants who meet the service requirement, HRPC may waive this requirement on request from the Ministry in their HRD Plan. Any such waiver will be stated in the Advertisement of Programs.

**2.2.4** The applicant must have been working in their Agency for the past three years, and not have been on scholarship, long term leave or other long term absence (1 year or more) from duty during that time. The applicant will certify this to be the case and the SRO will confirm the accuracy of the statement.

For very high priority areas where it is anticipated that there are insufficient applicants who meet the service requirement, HRPC *may* waive this requirement on request from the Ministry in their HRD Plan. Any such waiver will be stated in the Advertisement of Programs.

**2.2.5** The applicant must have had no serious discipline penalty imposed by PSC/Board for the past three years. The applicant will certify this to be the case and the SRO will confirm the accuracy of the statement.

**2.2.6** The program applied for must be at a higher level than any current qualification held by the applicant. For example, an employee who currently holds a Bachelor's Degree cannot apply for another Bachelor's Degree, they can only apply for post graduate study. This

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

will be demonstrated through the applicant's study records and their qualifications.

- 2.2.7** The applicant must demonstrate that they have the level of English required to undertake tertiary study. For applicants for undergraduate programs, this will be demonstrated through successful completion of the English Language Skills Assessment (ELSA) or IELTS. For applicants for post graduate programs this will be demonstrated through successful completion of an undergraduate program conducted in English.
- 2.2.8** In accordance with Cabinet Decision (October 2004, Memo 357/2004) the maximum age of a candidate will be 40 years. This will be demonstrated by provision of a Certified copy of the applicant's Certificate of Birth or Passport showing their age.
- 2.2.9** The applicant must meet their nominated Institution's minimum requirements for entry. This will be demonstrated by the applicant through either a letter of offer from the university or a copy from the University Handbook detailing the entry requirements for the course and a statement from the applicant on how they meet these requirements.
- 2.2.10** The applicant must not have failed a course/unit or program of Tertiary study without subsequently successfully completing a course/unit or program of Tertiary study at the same level as the award being applied for.
- 2.2.11** Applicants for post graduate research programs must attach a research proposal of no more than 500 words explaining the topic of their research and how it will contribute to the National Development Strategy, Ministry Operational Plan or other stated priority of Government.

### **D3. SELECTION CRITERIA**

- 3.1** Only eligible applications will be assessed against the Selection Criteria (Section K.3, paragraph (3)). The Selection Criteria are:
- 3.1.1** Highest Standard of work performance and leadership potential (demonstrated through the Performance Assessment)
- 3.1.2** Maximum return on investment for the Government of Kiribati, with preference being given to
- the highest priority programs (based on the Program Priority List),
  - the relevance of the program to the applicant's current or likely future employment (certified by the SRO)



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- the shortest completion time required for the program (based on in-country units completed and time still required to finish the program) and
  - the longest potential service following program completion (based on the applicant's current age and potential return of service to the Government)
- 3.1.3** Capacity to successfully undertake the nominated course of study (demonstrated through results from previous Tertiary level study). All applicants must have attained a minimum GPA of 3.0 (or equivalent) in their previous studies.
- 3.1.4** For Post Graduate by research students, the relevance of their proposed research to the priorities of the Government of Kiribati (demonstrated through their research proposal and its relevance to stated priorities in the NDS or MOP or Enterprise Business Plan).
- 3.2** The assessment of applicants begins in the Ministry / Enterprise, with the Performance Assessment, and continues in the HRPC Secretariat for the remaining criteria.

### ***D4. ADVERTISEMENT***

- 4.1** The HRPC Secretariat will advertise ANNUALLY in the first week of June, following approval by HRPC of the National HRD Plan. Public Sector Employees wishing to be considered for In-Service Academic Awards must apply in response to the advertisement (Section K.3, paragraph (3), Cabinet Minute 42/06). Applications will close in the first week of July.
- 4.2** HRPC will approve the List of Programs for advertisement. The HRPC Secretariat will recommend to HRPC any programs where the length of service requirements (2.2.3/4 above) should be waived. This may be due to a lack of potential applicants (identified through previous advertisements) or for very high priorities where accelerated qualification is desirable, as identified through Ministry HRD Plans.
- 4.3** The advertisement will advise that applications are now open for Employees who wish to be considered for In-Service Academic Awards for the following year, and will include a closing date for applications to be lodged in Ministries (and Public Enterprises) and a closing date for Ministries (and Public Enterprises) to forward all applications to the HRPC Secretariat.
- 4.3.1** The closing date will be the same for South Tarawa and Outer Island applicants. Sufficient time will be allowed for Outer Island Applicants to forward their applications to their Ministry. Ministries may provide assistance to outer island applicants, and may sign and forward applications on behalf of outer island applicants, where there is no telephone access. Where this occurs, the Ministry must attach proof (e.g. TSKL docket) that the employee did request assistance with their

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

application. Any subsequent award will be subject to confirmation of application by the employee.

- 4.3.2 the HRPC Secretariat will maintain a list of island where there is no fax communication available and only applications from these islands will be accepted without at least a fax signature.
- 4.4 The advertisement will normally be placed in available newspapers and on the radio, with a broadcast fax sent to each Ministry and Enterprise.
- 4.5 the HRPC Secretariat will run information sessions in South Tarawa to explain the process and documentation requirements to potential applicants. Ministries are responsible for ensuring that outer island staff are made aware of the requirements for application.

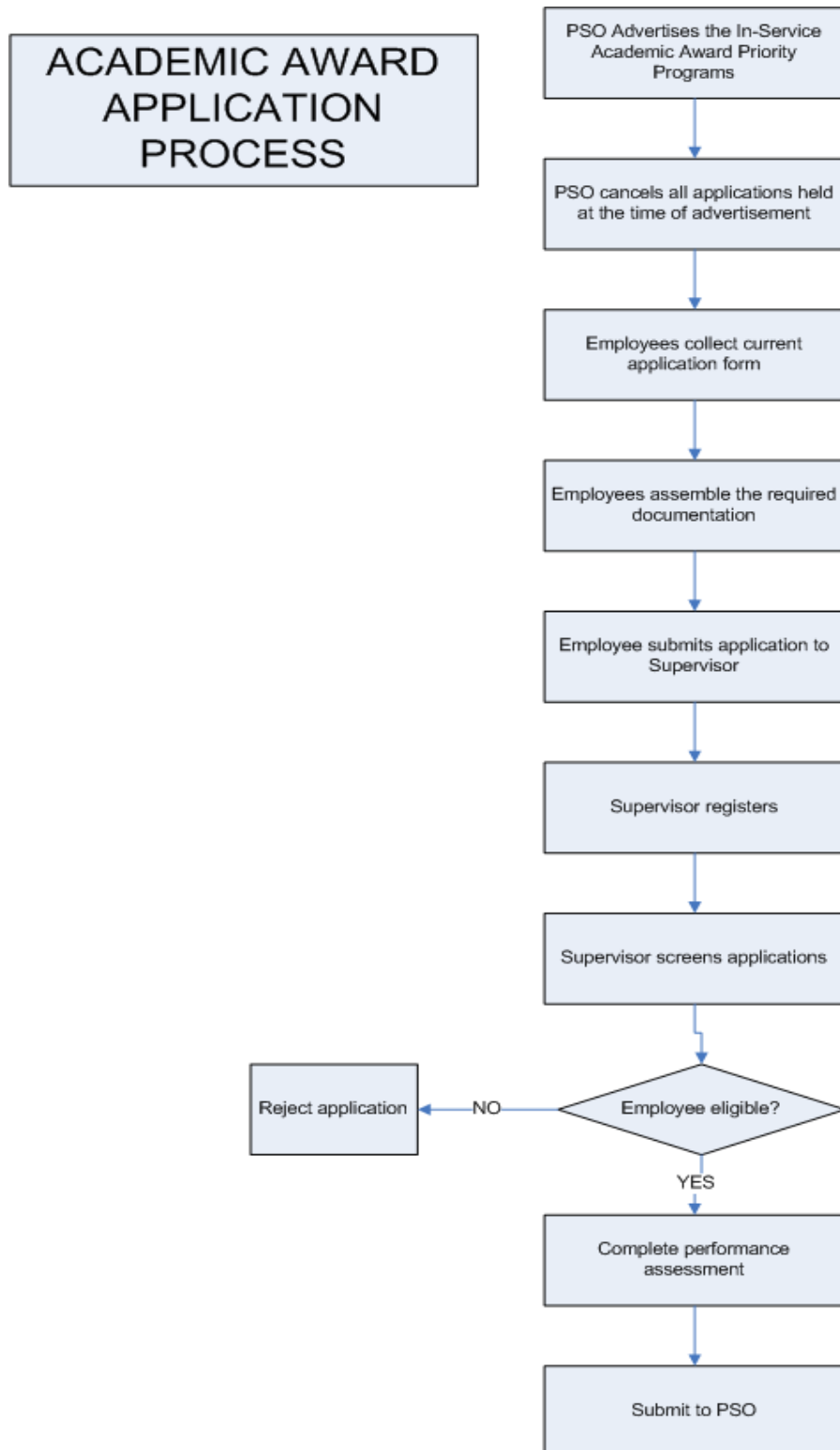
### **D5. APPLICATION PROCESS**

- 5.1 All eligible employees who wish to be considered for an In-Service Academic Award must apply in accordance with the advertised closing dates (Section K.3, Paragraph (2)).
- 5.2 Applications from previous years will not be considered, re-application must be made. Any applications held in the HRPC Secretariat at the time of advertisement will be archived, to enable new applications to be considered.
- 5.3 Only applications for specific programs which have been included on the In-Service Academic Awards Priority List will be considered.
- 5.4 Employees must apply using the form specified by the HRPC Secretariat. The current application form is included as Annex B.
- 5.5 Applications with all supporting documentary evidence must be lodged with the relevant Ministry or Enterprise by the closing date specified, in the first instance.
- 5.6 Ministries may provide assistance to outer island applicants to enable them to apply, provided the application with all supporting evidence is received in the HRPC Secretariat by the closing date.
- 5.7 Faxed applications are acceptable, provided they are legible. However, all documentary evidence supplied must be certified copies. Faxes of certified copies are not acceptable. Acceptance of a faxed application is subject to receiving/sighting the original application before awards are made.
- 5.8 The applicant's immediate supervisor and their Senior Responsible Officer (or Chief Executive Officer for Public Enterprises) will screen all applications to ensure that applicants are eligible.
- 5.9 Where an applicant is ineligible, their application will be returned to them by their supervisor with an explanation regarding their ineligibility. Ministries and Enterprises are under no obligation to allow employees to resubmit. the HRPC Secretariat will not accept late applications.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

5.10 The diagram below illustrates the In-Service Academic Award Application Process.



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

### **D6. MINISTRY SCREENING OF APPLICANTS**

- 6.1** Each Ministry or Public Enterprise is responsible for screening all applications received to ensure they meet the minimum eligibility criteria.
- 6.2** Applicants will lodge their application with their SRO by the (Ministry) Due Date. Outer Island applicants should ensure that they lodge their application in time for their Supervisor to forward the application through to Tarawa before the Ministry due date.
- 6.2.1** Where Ministries determine a genuine need for special assistance to outer islands without fax services, that Ministry may put in place special arrangements for the affected Applicants, such as assisting them to complete their applications, or completing the application from Tarawa on their behalf (this is only to be done for applicants on islands where there is no telephone/fax service available). However, all supporting documentation must be certified copies, faxes and photocopies are not acceptable, and proof of the request must be attached (e.g. TSKL docket confirming the call).
- 6.3** The Supervisor will use the Pre-Screening Check List for In-Service Academic Award Applications (Annex C) to confirm each applicant's eligibility to apply for an Award before sending through the application to the SRO. The Check List must be initially certified by the Supervisor as detailed below.
- 6.4** All documentary evidence supplied must be certified copies and must meet the description provided in the checklist. Faxes and photocopies of certified copies are not acceptable, the certification must be original.
- 6.5** The supervisor should answer each of the questions on the checklist, by ticking the YES OR NO column.
- 6.6** A tick in a SHADED BOX means that the applicant is INELIGIBLE. The checklist should be attached to the application and returned to the applicant.
- 6.7** The Supervisor should explain to the applicant why they are ineligible.
- 6.8** The Supervisor may allow the Applicant to amend their application to meet the eligibility requirements, if there is sufficient time available (for example if some documentary evidence was missing). The Supervisor is under no obligation to accept what would now be a "late" application.
- 6.9** Only eligible applications will proceed to the next steps, of performance and overall merit assessment.
- 6.10** Applicants who have been assessed as ineligible and who disagree with this assessment, may request that their application be forwarded to the SRO for a review. The SRO's decision regarding eligibility is final.
- 6.11** The Supervisor should complete the Performance Assessment for all eligible applicants, and forward the application, the check list and the

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

performance assessment to the SRO well before the HRPC Secretariat closing date.

- 6.12 The SRO will check the Supervisor's eligibility assessment and counter sign the check list. If the SRO disagrees with the assessment of eligibility, they will note the check list accordingly and forward it back to the applicant through the supervisor.
- 6.13 All eligibility screening must be completed before the HRPC Secretariat deadline for receiving applications.
- 6.14 The HRPC Secretariat will not accept late applications.

### ***D7. PERFORMANCE ASSESSMENT***

- 7.1 A Performance Assessment will be completed for all eligible applicants. The current Performance Assessment for Academic Program Applicants is included as Annex D.
- 7.2 To comply with the principles of natural justice, the Performance Assessment will be completed by two officers and will be sighted by the Applicant. The Performance Assessment is to be initially completed by the applicant's immediate supervisor, then by the Chief Executive Officer or Senior Responsible Officer.
- 7.3 If the CEO /SRO does not have personal knowledge of the applicant, the Performance Assessment should be delegated to another Senior Officer who does have this personal knowledge. This officer should be senior to the Supervisor.
- 7.4 If the Applicant is a Division Head or equivalent, the Performance Assessment will be completed by the CEO / SRO and another senior officer deemed suitable by the CEO / SRO.
- 7.5 The Supervisor should refer to the word pictures supplied (see Annex D) to assist with decisions on scoring. Scores should reflect how the applicant has generally performed during the past 12 months.
- 7.6 If the applicant is applying for a program by research, the Supervisor should read the proposal and score it using the word pictures supplied. If the applicant is applying for a coursework program, this box should be noted NA.
- 7.7 The Supervisor should note the relevance of the program to the applicant's current and possible future position, using the word pictures supplied.
- 7.8 The Supervisor will sign the Performance Assessment form, clearly print their name, date the form and forward it to the Chief Executive Officer or Senior Responsible Officer, along with a list of any applicants who were deemed to be ineligible and the reasons for the decision.
  - 7.8.1 Supervisors within Ministries may choose to come together to "moderate" scores, to ensure that the scoring guidelines have been

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

followed and that scores are allocated fairly for all employees in the Ministry.

- 7.9** Where the applicant is based on an Outer Island, the supervisor will retain a copy of the partially completed form, for discussion with the applicant following the SRO completion of the Performance Assessment.
- 7.9.1** The Chief Executive Officer or Senior Responsible Officer (or delegate) should refer to the word pictures supplied (see Annex D) to assist with decisions on scoring. Scores should reflect the CEO/SRO (or delegate) view of how the applicant has generally performed during the past 12 months. These scores do not need to match the Supervisor's scores.
- 7.10** The CEO/SRO (or delegate) should add together their scores and the Supervisor's scores to get the Total score. The total column should then be added to reach a final score, which will be out of a possible 100.
- 7.11** If the applicant is applying for a program by research, the CEO/SRO (or delegate) should read the proposal and score it using the word pictures supplied. If the applicant is applying for a coursework program, this box should be noted NA.
- 7.12** Where a score for the research proposal has been given, the CEO /SRO should add together the two research proposal scores to give a total for the research proposal.
- 7.13** The CEO / SRO should use the word pictures supplied to allocate a score for the relevance of the program, to the applicant's current and possible future positions. This score should be added to the Supervisor's Relevance score to give a total score for relevance of the program.
- 7.14** The CEO / SRO (or delegate) will sign the Performance Assessment form, clearly print their name, and date the form.
- 7.15** The CEO / SRO (or delegate) will meet with the Applicant to share the results of their Performance Assessment with them and have the Applicant sign the form. The applicant signs to acknowledge sighting the form, not to stipulate that they agree with the assessment.
- 7.15.1** Where the applicant is based on an outer island, the SRO (or delegate) will advise the Supervisor of the scores allocated. The Supervisor will note the scores on the retained copy of the Performance Assessment and will discuss these with the applicant. The original of the Performance Assessment will be noted by the SRO that this has occurred.
- 7.16** There is no appeal on the results of the Performance Assessment.
- 7.17** The Senior Responsible Officer will compile a list of all applications received from within their Ministry, their programs and their Performance Assessment Scores and forward the list together with the all applications and supporting documentation to the HRPC Secretariat by the designated closing date. Any ineligible applicants should be noted on the list along

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

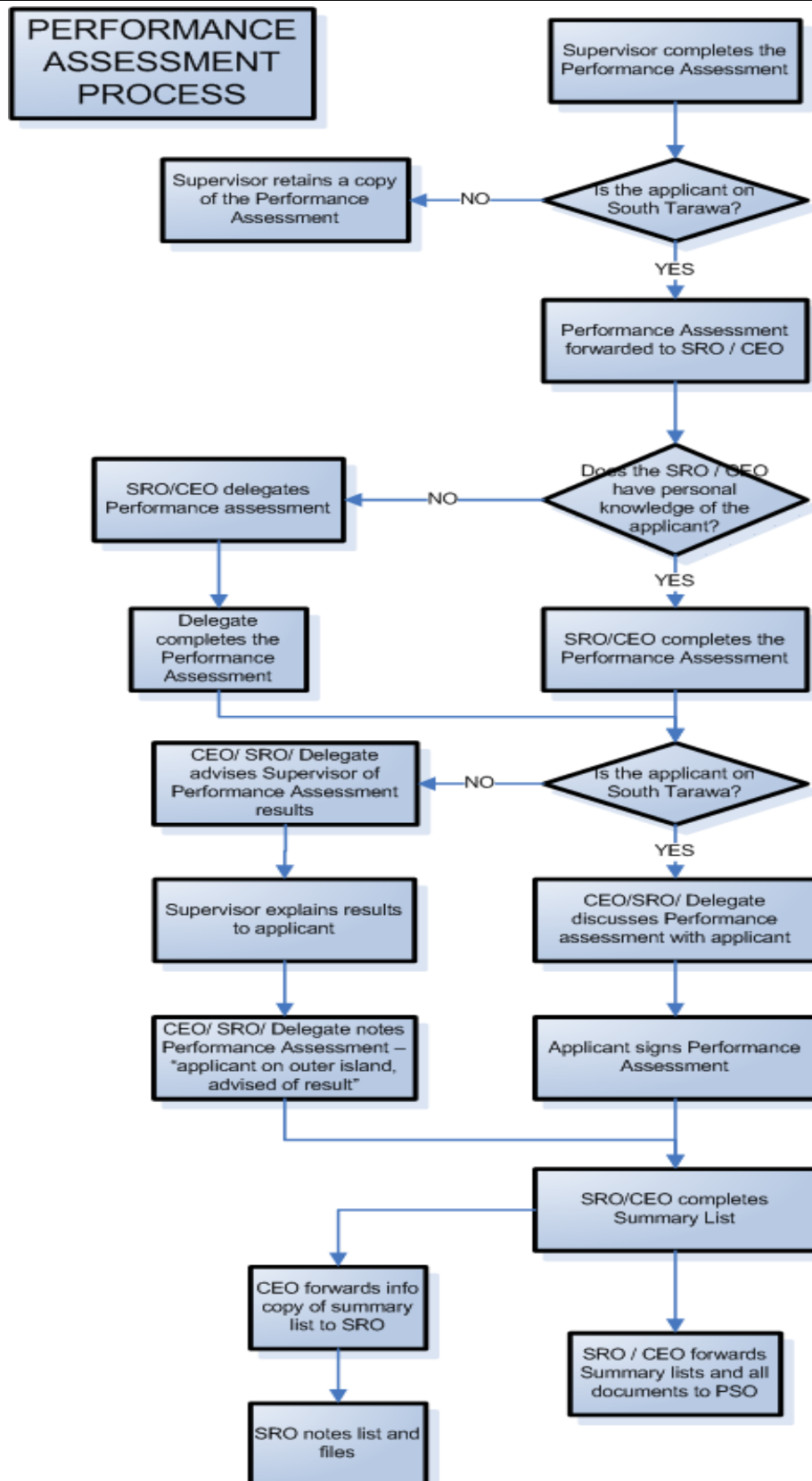
---

with the reason for their rejection. The format for this list is included as Annex E.

- 7.18** For Public Enterprise employees, the Chief Executive Officer will compile a list of all applicants, their programs and their Performance Assessment scores and forward them directly to the HRPC Secretariat, with a copy to their supervising Ministry by the the HRPC Secretariat closing date for applications. Any ineligible applications will be noted on the list with the reason for their rejection. The format for this list is included as Annex E.
- 7.19** The Senior Responsible Officer will note any applicants from their Public Enterprises and file the list within the Ministry. There is no requirement for any further processing at the Ministry level.
- 7.20** The flow chart below illustrates the Performance Assessment Process.

**NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND  
PROCEDURES MANUAL 2007**

**SECTION D – ACADEMIC PROGRAMS**





# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

### **D8. MERIT ASSESSMENT OF APPLICANTS**

- 8.1** The HRPC Secretariat will not re-check each Applicant's eligibility; as this has been certified by the SRO.
- 8.2** The HRPC Secretariat will assess all eligible applications received against the Selection Criteria to determine an Order of Merit list for allocation of available awards (Section K.3, Paragraphs (2) and (3)).
- 8.3** Each application will be scored by one officer and checked by a different officer from within the HRMC. **The Director will allocate Scoring and Checking Officers for each Ministry.** Data Entry of results will be completed by a different (third) Officer.
- 8.4** The IT Division of PSO will establish a confidential folder on the PSO network, accessibly only by authorised HRMC officers.
- 8.5** The HRPC Secretariat (Data Entry officer) will register all applications as soon as they are received, by entering their name, ministry and program into the HRPC Order of Merit Listing (Annex G, spreadsheet format).
- 8.6** The HRPC Secretariat (Data Entry Officer) will check all applications received against the Summary List provided by the Ministry. Any missing applications will be queried with the Ministry, with the query and results being noted on the Summary List.
- 8.7** The HRPC Order of Merit Listing will be kept in the confidential folder on the Network. This folder will be backed up daily by the Information Technology Division of PSO. A third copy will be made daily onto a portable storage device (e.g. flash drive) by the Data Entry Officer, and stored off site by the Director HRMC.
- 8.8** A dated hard copy will be printed each day by the Data Entry Officer, while entries are being made. All hard copies will be retained in a file cover for back reference, if required.
- 8.9** Once applications are registered, they will be passed to the Scoring Officer, for assessment against the selection criteria.
- 8.10** The Scoring Officer will complete a scoring matrix (Annex F – Applicant Merit Score Worksheet) for each applicant.
- 8.11** The following scoring allocations will be used.
- 8.11.1 Performance Assessment (25% of the final score)** The total Performance Assessment score of the applicant (out of 100), divided by 4 (25%). To be eligible for consideration for an award, applicants must receive a minimum (raw) score of 62.5 out of 100.
- 8.11.2 Priority and Relevance of the Program (35% of the final score)** Using a sliding scale, a maximum of 40 points is to be allocated for the priority, with 10 points for the relevance. The two scores are then added together to gain a score out of 50, multiplied by 2 to reach a score out of 100. This score is divided by 100, then multiplied by 35 to reach the 35%. The Priority scores come from the sliding scale table

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

below, with Priority 1 receiving 25 points and Priority 20 or below receiving 1 point. The top five priorities will receive higher weightings than the remaining priorities. The relevance of the program is determined by the SRO, with the score out of 10 coming from the SRO Performance Assessment.

Priority	Points	Priority	Points	Priority	Points	Priority	Points	Priority	Points
1	40	2	35	3	30	4	25	5	20
6	18	7	16	8	14	9	12	10	11
11	10	12	9	13	8	14	7	15	6
16	5	17	4	18	3	19	2	20	1

### 8.11.3 Time required to complete the Program (15% of the final score)

Using a sliding scale, a maximum of 15 points is to be allocated. This way Post Graduate and Under Graduates can compete against each other using the same criteria.

**NOTE:** The Scoring Officer will check the time requested by the Applicant and confirm that it is realistic, based on the HRPC Secretariat records relating to time required for different programs and study already completed by the Applicant. The Scoring Officer may amend the time requested by the Applicant, if they believe it is unrealistic. This amendment will be clearly noted on the Applicant Merit Score Worksheet, and will be highlighted in the “Comments” column in the HRPC Order of Merit list.

TIME	POINTS	TIME	POINTS	TIME	POINTS	TIME	POINTS
1 Sem	15	2 Sem	14	3 Sem	13	4 Sem	12
4 Sem	10	5 Sem	8	6 Sem	6	7 Sem	4
8 Sem	2	> 9 Sem	1				

**8.11.4 Study capacity (25% of the final score)** Using a sliding scale, points will be allocated against the applicant’s current Cumulative GPA, from Tertiary study completed. Not available will be used where the applicant has had no previous Tertiary study or where the documents supplied do not indicate an official GPA. The onus is on the Applicant to ensure their documentary evidence gives an official GPA. The table below illustrates the allocation of these points.

A minimum GPA of 3.0 is required for applicants to be eligible for consideration.

**NOTE:** Letters from Universities/Institutions giving units completed and no official GPA **WILL NOT** be used to calculate a GPA in the

**NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND  
PROCEDURES MANUAL 2007**

**SECTION D – ACADEMIC PROGRAMS**

HRPC Secretariat. Only Official Transcripts detailing the Cumulative GPA will be used. Where a transcript lists a combination of GPA (e.g. for different courses enrolled), the average of these GPA will be used. The HRPC Secretariat will not chase documentary evidence to confirm GPA and will not delay assessment of applications pending receipt of a GPA.

GPA	POINTS	GPA	POINTS	GPA	POINTS	GPA	POINTS
A+ (4.5)	25	A (4)	20	B+ (3.5)	15	B (3)	10
C+ (2.5)	5	C (2)	2	< C (2)	0	Not Avail	0

- 8.11.5** Students applying for Post graduate programs by research will have their research proposal graded by their Supervisor and CEO/SRO. The HRPC Secretariat will also grade the proposal. The two scores will be added together and halved to gain an aggregate score (maximum 20).
- 8.11.6** For these candidates, this score will be added to their raw score, then divided by 120 (the total score possible), then multiplied by 100 to gain a percentage.
- 8.11.7** Therefore all candidates will still end up with a score out of 100, and will be listed in the order of their score, highest to lowest, on the HRPC Order of Merit List (Annex G).
- 8.12** The scoring officer will write the data from the application followed by the allocated points for each item onto the Worksheet. They will add the allocated points together for items 1 to 4 to get a Total Score.
- 8.12.1** For applicants for post graduate programs by research, they will allocate the points as per 4.8.11.6 (above) and calculate the final score as per 4.8.11.7 (above).
- 8.12.2** They will then sign as the Scoring Officer, print their name and date the form and pass it on to the allocated Checking Officer.
- 8.13** The checking officer will confirm that the data used was correct and will tick in the column beside the data. They will then check that the points allocated are correct and will initial in the column beside the points allocated. They will check that the additions are correct and initial beside the Total allocated. They will then sign as the Checking Officer, Print their name and date the form.
- 8.14** The Checking Officer will then pass the form on to the designated Data Entry Officer for entry of the allocated scores, in the HRPC Order of Merit List (spreadsheet format included as Annex G). The Data Entry Officer will initial and date the “Assessed” box (on the Data Entry line) on the Worksheet to confirm that data entry has been completed.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 8.15** At the end of each day, the Data Entry Officer will print the HRPC Order of Merit List, and forward it to the Director, HRMC along with all applications.
- 8.16** The Director will confirm that the data entry is correct and initial the Worksheet in the “checked” box. The Director will also initial each page of the HRPC Order of Merit List. All hard copies will be returned to the Registry Clerk for filing.
- 8.17** The applications will be filed in Ministry Folders. The HRPC Order of Merit Lists will be held in a confidential file. All folders and the file will be kept in the Director’s office, until the process is complete.

### **D9. ALLOCATION OF AWARDS**

- 9.1** The HRPC Secretariat will recommend the allocation of awards to HRPC, based on the merit scores of applicants and considering the maximum number of awards requested for each program (this will normally happen in August).
- 9.2** When determining the funding source for awards, the HRPC Secretariat will consider the most cost effective allocations, endeavouring to maximise the awards available to the Employees of the Government of Kiribati.
- 9.2.1** As a general principle, the most expensive programs (on a per year basis) will be allocated to donor funds and the least expensive programs will be funded through Government of Kiribati funds.
- 9.3** As a general principle, Out of Region (OR) awards will only be allocated where the program is NOT available in the Region.
- 9.4** The final decision on Award allocations rests with HRPC. The decision on allocation of awards will include the duration of the award.
- 9.5** HRPC will confirm the list of awards allocated and reserve candidates. Their decisions will be minuted. Reserve candidates will be offered awards should those on the allocation list withdraw or secure other funding. There is no guarantee a reserve candidate will secure an award.
- 9.5.1** Where a candidate is a reserve for a donor sponsored award, they will be included on the nomination list for the GoK sponsored awards. Should they secure a donor sponsored award, they will be removed from the GoK sponsored list and a reserve for GoK will move into their place.
- 9.6** Where the award is to be funded by AusAID or NZAID, the HRPC Secretariat will write to the donor to advise of HRPC’s nominations. Candidates will be notified of their nomination when the relevant donor has been notified of the nomination. This is to allow the candidate to secure their medical and police clearances.
- 9.6.1** Nominated candidates will be advised that this is not an award and that donors are able to apply their own additional criteria, which may

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

change the allocation of awards. Candidates must address any queries to the HRPC Secretariat and may not contact the donor direct.

- 9.6.2** When confirmation is received, the HRPC Secretariat will notify the candidates (including reserves) and request they complete the relevant AusAID/NZAID form and provide their medical and police certification.
- 9.6.3** AusAID/NZAID will then take over the processing of the candidate's application and notification to the institution.
- 9.7** All awards will be subject to confirmation of funding, Police and Medical Clearances and confirmation of enrolment from the Institution.
- 9.8** All employees on the allocation and reserve lists will be advised to provide a current Medical Certificate and a current Police clearance, within 5 working days of notification of their application status. The award is not confirmed until these certificates are received in the HRPC Secretariat.
- 9.9** Certificates must be originals and must be dated within one month of the application.
- 9.10** Employees who fail to provide the relevant certificates to the HRPC Secretariat within 5 working days of notification of their award will forfeit their award. The allocation will then go to a reserve candidate.
- 9.11** Once medical and police clearance is received in the HRPC Secretariat, the candidate will be requested to confirm their enrolment with their institution.
- 9.12** There is no appeal regarding the allocation of awards. The HRPC Secretariat will provide constructive feedback to applicants to assist them with future applications.
- 9.13** For GoK funded awards, the HRPC Secretariat will write to the relevant Institutions with details of Employees who have been allocated an In-Service Academic Award. This notification will confirm what payments will be met by the HRPC Secretariat and what payments will be met by the Employee.
- 9.14** All successful candidates (regardless of sponsor) will be required to sign the Kiribati In-Service Bond. Employees will not be issued with tickets or advance allowances until the In-Service Bond has been signed.
- 9.15** The HRPC Secretariat will create a Training Personnel File for all successful candidates. If the candidate has an existing file, this will continue for the new award. All candidates will have the following placed on their file to commence the award
- 9.15.1** Extract of the HRPC Minutes stating the Award and the Duration
- 9.15.2** Copy of the letter of Award confirming the Program, Institution and duration of the award
- 9.15.3** Copy of the signed In-Service Academic Award Bond, showing the Award Duration and the value of the Award in AUD\$.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

**9.16** All applicants will be advised of the outcome of their application.

### ***D10. AD HOC ALLOCATION OF AWARDS***

- 10.1** From time to time, Donors offer Academic Awards outside the normal timeframe discussed above. Where this occurs, the HRPC Secretariat will follow the process below.
- 10.2** The program offered will be checked against the priorities confirmed in the current National HRD Plan. If the program is not on the list of priorities, the HRPC Secretariat will discuss the offer with the Donor, to confirm whether the program is firm or if it can be amended to suit a priority on the list.
- 10.3** If the program remains as one that is not on the list of priorities, the HRPC Secretariat will advise the donor that it is not a priority for Kiribati and therefore it would not be offered as an In-Service Award. The possibility of using the offer as an Open award should also be discussed.
- 10.4** If the program is on the priority list, the HRPC Secretariat will examine the remaining list of eligible candidates, to confirm if there is a potential candidate for the award. The HRPC Secretariat will confirm any different eligibility criteria with the donor and comply with these criteria in their nomination.
- 10.5** If there is a potential candidate, the HRPC Secretariat will raise a flying minute to HRPC members, confirming the offer of the award and nominating the next eligible candidate from the remaining list of applicants. If possible, the HRPC Secretariat will also nominate a reserve.
- 10.6** Following approval of the candidate, the HRPC Secretariat will advise the nominated candidate of the offer of Award, advising the candidate to provide a current Medical Certificate and a current Police clearance, within 5 days of notification of the Award. The award is not confirmed until these certificates are received in the HRPC Secretariat.
- 10.7** Certificates must be originals and must be dated within one month of the notification of award.
- 10.8** Employees who fail to provide the relevant certificates to the HRPC Secretariat within 5 working days of notification of their award will forfeit their award. The allocation will then go to a reserve candidate.
- 10.9** There is no appeal regarding the allocation of awards.
- 10.10** The HRPC Secretariat will confirm the nomination with the Donor, and assist the candidate with any further documentation required by the Donor. The mobilisation process will then be followed.
- 10.11** The HRPC Secretariat will create a Training Personnel File for all successful candidates. If the candidate has an existing file, this will continue for the new award. All candidates will have the following placed on their file to commence the award


# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 10.11.1 Extract of the HRPC Minutes stating the Award and the Duration
- 10.11.2 Copy of the letter of Award confirming the Program, Institution and duration of the award
- 10.11.3 Copy of the signed In-Service Academic Award Bond, showing the Award Duration and the value of the Award in AUD\$.

### **D11. CONVERSION OF PRIVATE AWARDS (Section K.13)**

- 11.1 Employees may apply to convert private, overseas awards to in-service awards provided they are engaged in full-time studies on an externally funded award with specific time limits. There is no conversion of private in-country awards to in-service awards.
-  11.2 Where an employee has been allocated both a private award and an In-Service Award (for the same or similar program), the HRPC Secretariat will advise HRPC to confirm that the employee will be approved for the private award and to grant them in-service status. These employees do not need to apply for conversion of their private award.
- 11.3 Only permanent, full-time employees may convert private awards to in-service awards. Temporary, contract and part time employees may not convert private awards to in-service awards (Section K.1, Paragraph (3)).
- 11.4 Individual's efforts in finding their own sponsors are encouraged, and the conversion process and criteria are designed to foster these efforts whilst maintaining a focus on the priorities of the National HRD Plan, without disadvantaging other employees (Cabinet Minute 43/06).
- 11.5 Employees who gain a private award must initially apply for leave without pay. Conversion of an award is not guaranteed and must be applied for and considered by HRPC (Cabinet Minute 43/06).
- 11.6 The criteria for conversion of private awards are: (Section K.13, Paragraph (2) (a) (i) and (ii)).
  - 11.6.1 The course of study must be consistent with a priority on the National Academic Priorities for the year in which the course of study commenced or the year in which application is made; and
  - 11.6.2 Conversion to an In-Service Academic Award must be supported by the employee's SRO
  - 11.6.3 The employee must successfully complete at least One (full time equivalent) Semester of their private award before applying for conversion. This is defined as having achieved at least a B (or equivalent) on 75% of courses taken.
  - 11.6.4 The employee must satisfy the eligibility criteria for in-service awards (see Section (D) 2 of this manual).
- 11.7 Eligible Employee's who wish to apply for conversion of a private award, may do so at any time, by submitting a letter of request to the HRPC

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

Secretariat through their SRO. The letter must include the following information

- 11.7.1** A request for conversion and acknowledgment that conversion will provide payment of salary only and no other financial benefits (Section K.13, Paragraph (2), (c));
- 11.7.2** Confirmation that if conversion is approved, the employee will sign the Government of Kiribati In-Service Academic Award bond and abide by its conditions;
- 11.7.3** The program they plan to study and its priority from the National HRD Plan Academic Priority list.
- 11.8** The letter of application must have the following documentary evidence attached:
  - 11.8.1** Confirmation of the award (from the sponsor);
  - 11.8.2** Confirmation of enrolment (from the institution), which includes the name of the program to be studied;
  - 11.8.3** Confirmation of results from the University, showing courses enrolled and all results achieved;
  - 11.8.4** Proof of date of birth;
  - 11.8.5** A Police and medical clearance (original clearances only, dated within one month of the application).
- 11.9** Upon receipt of the application, the SRO will recommend whether or not the application is should be approved, along with the reason for their recommendation.
  - 11.9.1** The SRO will advise the employee of their recommendation and forward the application to the HRPC Secretariat.
  - 11.9.2** The HRPC Secretariat will check that all required documentation is attached.
  - 11.9.3** Complete applications will be listed on the agenda for the next HRPC meeting, with a recommendation regarding approval/non approval and the reason for the recommendation.
  - 11.9.4** Incomplete applications will be returned to the Employee advising them what further documentation is required for their request to be considered.
- 11.10** HRPC will consider the request and either approve/not approve the application. The decision and the reason will be minuted.
- 11.11** The HRPC Secretariat will advise the Employee of the outcome of their request.
- 11.12** If the application is approved, the employee will become subject to the rules of an In-Service Academic Award and will be required to sign the In-Service Academic Award Bond (Section K.13, Paragraph (2) (b)).



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 11.12.1** The HRPC Secretariat will forward the In-Service Academic Award Bond to the employee requesting signature and advising that payment of salary will commence after the Bond is signed and received back in the HRPC Secretariat.
- 11.13** If the application is approved, the HRPC Secretariat will add the employee to the list of In-Service Academic Award holders, noting the sponsor and dates for the award.
- 11.14** The HRPC Secretariat will create a Training Personnel File for all applicants whose awards are approved for conversion to in-service. If the candidate has an existing file, this will continue for the new award. All candidates will have the following placed on their file to commence the award
- 11.14.1** Extract of the HRPC Minutes stating the Award and the Duration, and the effective date of the conversion
- 11.14.2** Copy of the letter of Award confirming the date of conversion, Program, Institution and duration of the award, and that only salary is payable, no other allowances
- 11.14.3** Copy of the signed In-Service Academic Award Bond, showing the Award Duration and the value of the Award in AUD\$.
- 11.15** Payment of the Salary will payable from the date of approval of conversion to an In-Service Award, but will commence on the first pay **AFTER** the In-Service Academic Award Bond is signed and returned to the HRPC Secretariat (Section K.13, Paragraph (2) (c)).
- 11.16** As soon as the signed In-Service Academic Award Bond is received, the HRPC Secretariat will advise the Ministry of Finance of approval to pay salary and the effective date for payments to commence.

### ***D12. CONVERSION OF IN-COUNTRY IN-SERVICE ACADEMIC AWARDS TO OVERSEAS IN-SERVICE ACADEMIC AWARDS***

- 12.1** Employees who are awarded an In-Country Academic award may apply to convert to an overseas award, provided they have maintained satisfactory progress in their award, once they complete all available in-country units for their program.
- 12.2** Conversion is not automatic, but priority will be given to ongoing in-country awardees, where funds are available. Other employees will not be disadvantaged to accommodate the conversion of an In-Country Awardee (i.e. an employee who has been allocated an award will not lose their award to accommodate a late application for conversion).
- 12.3** Employees who wish to convert to an overseas Academic award should do so as early as possible, and before the allocation of the In-Service Academic Award budget for the following year (before August of the

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

preceding year), based on their current enrolment and anticipated results for their final semester.

- 12.4** Employees who wish to convert from an in-country award to an overseas award must write a letter to the HRPC Secretariat, requesting the conversion, and attaching the following documentation
- 12.4.1** Letter from the University confirming there are no further units available in-country for the program
- 12.4.2** Current results and enrolment details, showing satisfactory progress in accordance with the Bond
- 12.4.3** Letter of support from their SRO/CEO of their employing Ministry / Enterprise, which includes confirmation that the employee is still employed.
- 12.5** The HRPC Secretariat will confirm the eligibility and documentation supplied, and include the request on the next HRPC meeting agenda, for HRPC information and budget allocation purposes.
- 12.6** Where a late application is received and the available budget has been allocated, the HRPC Secretariat will advise the employee accordingly and hold the application until budget becomes available.
- 12.7** Employees who are awarded an IN-COUNTRY Academic Award and who wish to apply for an OVERSEAS Academic Award while there are still units available for completion in-country must do so through the normal merit application process.
- 12.8** Employees who hold an In-Country Award and who unsuccessfully apply for an Overseas Academic Award (under paragraph 12.4) will continue with their In-Country Award until either they complete all available in-country units or until they gain an Overseas Award on Merit.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

### ***D13. MOBILISATION OF OVERSEAS IN-SERVICE ACADEMIC AWARD HOLDERS***

- 13.1** This section refers to Government of Kiribati sponsored In-Service Academic award holders, unless otherwise stated. Normally where an award is funded by another sponsor, that sponsor will organise the mobilisation.
- 13.2** ALL In-Service Academic award holders, regardless of sponsor, are required to sign the Kiribati Government In-Service Academic Award Bond, before mobilising for their study.
- 13.3** All Awardees, regardless of sponsor, will be required to attend the pre-mobilisation briefing, which will normally be held in January. Awards which are made outside the main round of awards will have specific briefings organised for them.
- 13.4** All international travel will be by air, by the most direct route, at the cheapest rate (Section K.6, Paragraph (2)).
- 13.5** Domestic travel within the country of the award will be by the most direct and economical means, having regard both to the cost of the travel and the time required for travel (Section K.6, Paragraph (3)).
- 13.6** Reservations will be made on the authority of the Secretary for PSO and must not be altered without permission.
- 13.7** If the Awardee requests travel on an alternative date, this must be approved by the Secretary PSO and any additional costs borne by the Awardee.
- 13.8** Awardees will be provided with subsistence allowance for necessary overnight stops en route (Section K.6, Paragraph (3)).
- 13.9** The In-Service Academic Award Bond will confirm the travel entitlements for the individual award.
- 13.10** Payment of mobilisation allowances, subsistence allowances for overnight transit travel and provision of tickets for travel will be made after the Awardee has signed the In-Service Academic Award Bond.
- 13.11** As soon as the Awardee has signed the In-Service Academic Award Bond, the HRPC Secretariat will notify MFED (Payroll) using the In-Service Award Payroll Notification (Annex H) that the Employee is on Award, the duration of the Award, entitlements to salary and allowances during the award and whether increments are payable (based on the duration of the award) and the reference number of the HRPC Meeting.
- 13.11.1** The HRPC Secretariat will place a copy of the notification on the Training Personnel File.
- 13.11.2** The HRPC Secretariat will note the Employee's computer record with the financial conditions of the award, including whether an increment is payable or not.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

**13.11.3** The Ministry of Finance will note each employee's salary file accordingly.

**13.12** The HRPC Secretariat will place a copy of the In-Service Academic Award Bond on the Employee's Training File and note their computer personal record of their award, the program and duration of the award.

### ***D14. COMMENCEMENT OF IN-COUNTRY IN-SERVICE ACADEMIC AWARDS***

**14.1** Employees who are allocated an In-Country In-Service Academic Award will attend a briefing which will explain the terms and conditions of their Award.

**14.1.1** The briefing will confirm the circumstances under which an In-Country awards can be converted to an Overseas award and the process for this.

**14.2** Awardees will sign the In-Country, In-Service Academic Award Bond at the briefing.

**14.3** Awardees will confirm their enrolment details with their Institution and forward this confirmation to The HRPC Secretariat within 5 days of enrolment.

**14.4** The HRPC Secretariat will confirm the work requirements after enrolment is confirmed. This will be dependant upon the study load taken by the Awardee.

**14.5** As a guide, the following table will apply:

<b>STUDY LOAD</b>	<b>WORK PERCENTAGE</b>	<b>DAYS OF WORK</b>
100%	0%	NIL
75%	25%	1 PER WEEK
50%	50%	2 PER WEEK
25%	75%	4 PER WEEK

**14.6** As soon as the Awardee has signed the In-Service Academic Award Bond, The HRPC Secretariat will notify MFED (Payroll) using the In-Service Award Payroll Notification (Annex H) that the Employee is on Award, the duration of the Award, entitlements to salary and allowances during the award and whether increments are payable (based on the duration of the award).

**14.6.1** The HRPC Secretariat will place a copy of the notification on the Employee File.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 14.6.2** The HRPC Secretariat will note the Employee's computer record with the financial conditions of the award, including whether an increment is payable or not.
- 14.6.3** The Ministry of Finance will note each employee's salary file accordingly.
- 14.7** The HRPC Secretariat will place a copy of the In-Service Academic Award Bond on the Employee's Training File and note their computer personal record of their award, the program and duration of the award.

### ***D15. CONDITIONS OF SERVICE DURING THE IN-SERVICE ACADEMIC AWARD***

- 15.1** The individual conditions of service will be confirmed in the In-Service Academic Award Bond. In the event of a discrepancy between Section K of the National Conditions of Service, the Procedures Manual and/or the In-Service Academic Award Bond, the Bond will prevail (Section K.1, Paragraph (6)).

### **15.2 PAYMENT OF SALARY**

- 15.2.1** Employees will continue to receive their normal salary for the duration of the Award (Section K.4, Paragraph (1)).
- 15.2.2** Employees who receive a full time, long term, In-Service Academic award, whether it is in-country or overseas, will not receive a salary increment for the duration of the activity (Section K.4, Paragraph (2), (a)).
- 15.2.3** The provisions of Section E of the National Conditions of Service as they pertain to advances of salary will continue to apply to employees on In-Service Academic Awards (Section K.5).
- 15.2.4** Where an employee secures a private award and gains approval for In-Service Status, payment of salary will commence from the first fortnight AFTER the In-Service Academic Award Bond is signed, with payments payable from the date of approval of the conversion (Section K.13, Paragraph (c)). No salary payments will be backdated. All other conditions will then apply with regard to increment and salary advances.
- 15.2.5** The HRPC Secretariat will notify MFED (Payroll) of any Employees who have transferred to In-Service Status, using the In-Service Award Payroll Notification (Annex H).

### **15.3 PAYMENT OF FEES AND ALLOWANCES**

- 15.3.1** This section applies to Government of Kiribati sponsored award holders only, payment of fees and allowances for all other sponsored students will be governed by the respective sponsors, no further payments are available from the Government of Kiribati for these students (Section K.9, Paragraph (3); Section K.13, Paragraph (2), (c)).

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 15.3.2** The In-Service Academic Award will cover all tuition and University compulsory fees. The HRPC Secretariat will pay these fees direct to the University concerned (Section K.9, Paragraph (1)).
- 15.3.3** Any fines incurred by the Employee in the course of their studies whilst on an In-Service Academic Award will be payable by them (e.g. Library Fines or Administrative fines) (Section K.9, Paragraph (1)).
- 15.3.4** All allowances for Overseas In-Service Academic Awards will be paid quarterly, in advance, against vouchers submitted by the HRMC for the Secretary for PSO.
- 15.3.5** Allowances for In-Country In-Service Academic Awards will be paid fortnightly in the normal Salary. The HRPC Secretariat will notify MFED (Payroll) of the applicable allowances on the form In-Service Award Payroll Notification (Annex H), as soon as the In-Service Academic Award Bond has been signed and enrolment has been confirmed.
- 15.3.6** Payment of establishment allowances and other study allowances will be made during mobilisation. These payments will be certified with the HRPC Minute decision authorising the Award.
- 15.3.7** Ongoing allowances for overseas students will be paid quarterly in advance. Payments will be made in January, April, July and October. Advances against the next quarterly allowances due will not be approved.
- 15.3.7.1** HRPC may approve the withholding of allowances for students who are “at risk” and who have been issued “show cause” notices. Allowances for these students may be withheld until their case is resolved.
- 15.3.8** Payment of allowances for January will be contingent upon receipt of student results for the previous semester, demonstrating academic progress in accordance with the requirements of the In-Service Bond.
- 15.3.9** Current rates are included as Annex O. HRPC may approve variations to the standard allowances, particularly in the case of extensions for students studying overseas. HRPC at their discretion may approve In-Country allowances to students who require extension, even though they are still studying overseas. The following allowances are generally payable for Overseas Awards:
- Establishment allowance** – paid in advance for long term activities (one year or longer) only, in advance, once only at the start of the activity at the rate as appropriate for the country of study;
- Clothing allowance** – paid in advance as part of the establishment for a long term In-Service Academic Award (one academic year or longer)
- Meals and Accommodation** – paid quarterly in advance, at the rate appropriate for the country of study.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

**Maintenance Allowance** – paid quarterly in advance, at the rate appropriate for the country of study.

**Book Allowance** – paid each semester in advance, at the rate appropriate for the country, institution and program of study. Rates are set for a full time study load, any student with approval for less than a full time load will be paid pro-rata of the full time rate. In some instances, this allowance may be paid to the Institution for Awardees to draw against in the purchase of their books and materials. The book allowance is **NOT payable** for any repeated subject, in instances where a student is repeating a course, they will be paid pro rata for the full allowance. Determination of whether the allowance is paid to the Awardee or the Institution will be made by The HRPC Secretariat in consultation with the Institution.

**Excess Baggage Allowance** – will be paid to an employee who has successfully completed their In-Service Academic Award. Successful completion is defined as completing the award within the original time allocated; employees who extend to complete their award are not entitled to Excess Baggage Allowance. Employees who do not successfully complete their award or whose award is terminated are not entitled to any excess baggage allowance.

Employees who qualify above may claim reimbursement of expenses for up to a maximum of 50kg of baggage by air **OR** 5 cubic metres of baggage by sea;

Reimbursement will be limited to the actual freight costs, exclusive of the cost of packing or insurance and will be paid subject to the production of the original invoice and receipts, such documentation must confirm the weight and/or size of the consignment.

Employees may claim only once for Excess Baggage, **EITHER** by Sea **OR** by AIR, they may not claim both. Claims must be accompanied by:

- the final results which confirm their eligibility to graduate,
- the original receipt for fees paid and
- the original bill of lading confirming the weight (for air) or cubic metres (for sea) of the baggage.

**15.3.10** The following allowances are payable for In-Country In-Service Academic Awards:

**Book Allowance** refunded on production of the original receipt, for books required (listed as essential) for a course. The amount will not exceed the rates prescribed for overseas students, with pro rata rates to be calculated for part time students.

**Maintenance Allowance** Paid at the rate of \$20 per fortnight for each subject taken for the duration of the semester.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

**15.4** Where an Academic Award is funded by a sponsor other than the Government of Kiribati, the Government of Kiribati will pay no fees or allowances for that Employee.

### **15.5 LEAVE AND HOME VISITS**

**15.5.1** These conditions apply to all employees who are on In-Service Academic awards, regardless of the sponsor, unless otherwise stated.

**15.5.2** Employees who accept a long term, In-Service Academic Award will not accrue leave (or be entitled to the leave grant) for the duration of the activity (Section K.7, Paragraph (1) (a)).

**15.5.3** Where the award is for more than two academic years, the Government of Kiribati sponsored In-service Academic Awardee will be provided with a return ticket to their duty station at the end of the academic year, provided the period remaining before completion of the activity is at least nine months (Section K.7, Paragraph (4) (a)).

The return ticket will be organised by the HRPC Secretariat, by the most direct and economical means available. Employees who request to vary the date and/or route of travel may apply to The HRPC Secretariat for approval. Any increase in cost due to the variation must be borne by the Employee (Section K.6, Paragraph 4 (a)). Any decrease in cost **is not** payable to the employee.

Employees are not required to report for duty during their home visit (Section K.6, Paragraph 4 (b)).

No fares are payable for family members, as all Government of Kiribati sponsored awards are for the Single Officer only.

Employees who do not wish to travel home in accordance with this entitlement, may apply to the Secretary PSO for approval to remain in their study country, no later than one month prior to the end of their semester, stating their reasons for wishing to remain in their study country.

The value of the return ticket cannot be commuted for cash. Any unused tickets must be returned to The HRPC Secretariat within 10 days of the approved date of travel (Section K.6, Paragraphs (1) and (5)).

**15.5.4** Where the employee has a sponsor other than the Government of Kiribati, the conditions of home visits will be governed by that sponsor (Section K.6, Paragraph (1)). If the employee returns to Kiribati, the Employee will not be required to report for duty during their home visit (Section K.6, Paragraph (4) (b)).

**15.5.5** Employees with pressing personal circumstances may apply for compassionate leave to return to Kiribati during the term of their Overseas In-Service Academic Award.



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

Any such application must include the details of the pressing personal circumstances, the period of the leave requested, documentary evidence (such as doctor's certificate) to substantiate the claim, proposed travel dates and whether a suspension or extension of the award is sought as part of the need for compassionate leave.

The HRPC Secretariat will consider each case on its merits, consistent with the provisions of NCS Section F.37 (Compassionate Leave). In accordance with this section, Compassionate Leave during an In-Service Academic Award will normally only be granted for the serious illness or death of a spouse, child or parent of the employee, not for other relatives.

The Secretary PSO may grant a return air fare to support the circumstances above, if the leave is granted. This leave fare will be deducted from any subsequent home visit entitlement and will not affect any other entitlements under the In-Service academic Award.

- 15.5.6** Conditions for extension and/or suspension of the Award are covered separately under those sections of this Policy and Procedures Manual (Section 4.19).

### **15.6 DEPENDANTS (K.8)**

- 15.6.1** These conditions apply to Government of Kiribati sponsored Awardees unless otherwise stated. Provisions for Dependants of employees whose sponsor is other than the Government of Kiribati will be covered by their agreement with that sponsor (Section K.8, Paragraph (1) (b)).

- 15.6.2** All In-Service Academic Awards are "SINGLE" Award only. Allowances are paid to support the unaccompanied Employee whilst they are overseas (Section K.8, Paragraph (1) (a)).

- 15.6.3** Where an Employee elects to take their family with them, all costs will be borne by the Employee concerned. No additional fares, allowances or fees will be payable, nor will advances be made to accommodate accompanying families (Section K.8, Paragraph (1) (a)).

Where an Employee elects to take their family with them, they are responsible for the conduct, care and maintenance of their family whilst they are overseas.

If a security situation develops in the country of award and the Awardee has elected to take their family with them, they are responsible for the safe passage of their family out of the country. Their family will be considered to be "private citizens" and will be assisted by the Government of Kiribati in this capacity only.

- 15.6.4** An employee who is awarded an In-Service Academic Award of two years or more is entitled to transport for their spouse and dependant children from the employee's place of duty to their home island in the class appropriate to the employee's post, up to the equivalent of three

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

adult fares to that island, provided the passages are taken up within three months of the commencement of the activity (Section K.8, Paragraph (2) (a)).

The family of a married employee granted transport privileges above may be granted a baggage allowance at the rates specified in NCS Condition E46 (Section K.8, Paragraph (2) (c)).

Where an employee elects to avail him/herself of these provisions, they must submit the application for transport to their SRO, within three months of the commencement of their Award.

An employee who elects to avail themselves of these provisions must vacate any government provided housing.

The SRO / CEO will determine a funding source and approve the claim for payment from the employee. The SRO will advise The HRPC Secretariat and the KHC of the employee's decision to send their family to the home island.

### 15.7 HOUSING AND ACCOMMODATION

- 15.7.1 This section specifically relates to Government of Kiribati sponsored Award holders. Other sponsors may provide differing allowances or regulations with regard to housing, these will be detailed in the specific Award.
- 15.7.2 The In-Service Academic Award contains sufficient allowances for the Employee to organise suitable accommodation in the country of their Award. Specific allowance amounts will be detailed in the In-Service Academic Award Bond (the current amounts are listed at Annex O).
- 15.7.3 Employees are encouraged to reside "on-campus" for at least the first year of their award.
- 15.7.4 Employees who reside "off-campus" will not be entitled to any advances or additional allowances to facilitate this decision.
- 15.7.5 All employees (regardless of sponsor) must advise The HRPC Secretariat of their address in their country of study, within one week of arrival. Any change to address must also be advised within one week of that change of address.
- 15.7.6 Where an employee receives an award that includes travel for dependant family members and they elect to take their family with them, they must vacate any Housing Corporation house they occupy.
- 15.7.7 The HRPC Secretariat will cover housing issues at the pre-departure Briefing for award holders and will advise awardees of their obligations with regard to housing.
- 15.7.8 All employees (regardless of sponsor) must notify The HRPC Secretariat in writing of their intent with regard to their dependants and any government housing they occupy.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 15.7.9** The HRPC Secretariat will notify MFED (Payroll) of the Officer's intent with regard to their government housing, using the Form In-Service Award Payroll Notification (Annex H).
- 15.7.10** The HRPC Secretariat will notify the KHC of the Officer's intent with regard to any government housing they currently occupy.

### **15.8 OTHER EMPLOYMENT WHILST ON AN IN-SERVICE ACADEMIC AWARD (K.5)**

- 15.8.1** Section D16 of the NCS states that "No officer shall take up private employment, or shall be engaged in private business, trade or commercial undertakings while being employed by Government or a Statutory Corporation".
- 15.8.2** Employees participating in HRD activities are considered to be on duty for the duration of the activity and will therefore not be permitted to engage in any other paid employment, unless such employment is a component of the activity (such as in the case of post-graduate students, who may be required to provide tutorial assistance to undergraduate students) (Section K.5).
- 15.8.3** Where employees are required to undertake such paid employment, they must ensure that their Visa is amended in accordance with the individual country's requirements.
- 15.8.4** Employees who are required to undertake such paid employment, must immediately notify The HRPC Secretariat of this requirement. This notification must include advice regarding any action taken with regard to the Student Visa.
- 15.8.5** Where an employee undertakes paid work during an Academic Award and fails to notify The HRPC Secretariat of the work and payment received, subsequent disciplinary action may be taken against the employee, which will not be limited to reducing the employee's salary by the amount they have been paid.

### ***D16. TRANSFER OF PROGRAM***

- 16.1** In general, Employees are allocated In-Service Academic awards to study a specific program, which will meet a specific need, therefore transfer of programs is normally not permitted.
- 16.2** If an Employee wishes to transfer to a different program, they must apply to HRPC through The HRPC Secretariat for approval. This application must be in writing and include any documentary evidence that will support the transfer.
- 16.3** The HRPC Secretariat will consider the request and make a recommendation to HRPC based on the following criteria

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 16.3.1** Approval will not disadvantage any other Employee (e.g. the transfer is not a way of circumventing the selection process by transferring to a lower priority program);
- 16.3.2** There will be no costs incurred to the Government of Kiribati;
- 16.3.3** The new program will be completed in the same or less time than the original approval;
- 16.3.4** The new program is an approved priority in the National HRD Plan;
- 16.3.5** The transfer of program must be supported by the Institution/s concerned and employing Ministry.
- 16.4** The HRPC Secretariat will schedule the request for the next available HRPC meeting, preferably within 15 working days of receipt of the request.
- 16.5** The HRPC Secretariat will advise the Awardee of the outcome of their request, within 5 working days of the HRPC meeting which considered the request.
- 16.6** If the request is approved, The HRPC Secretariat will confirm in writing, the effective date of approval for the request, what actions are required by the Awardee to effect the transfer and that all allowances will be suspended pending finalisation of the transfer documentation.
- 16.7** If the request is approved, the Awardee is responsible for organising all transfer documents to the new program/institution. The Awardee is responsible for paying any fees or levies associated with the transfer, including postage of documents back to the Secretariat. The Awardee is to confirm the new details in writing with the HRPC Secretariat within 5 working days of receipt of confirmation from the Institution.
- 16.8** The HRPC Secretariat will suspend the payment of all allowances pending finalisation of the change in arrangements.
- 16.9** The HRPC Secretariat will raise an amended In-Service Academic Award Bond and forward it to the Employee for signature. No further allowances will be paid until the amended In-Service Academic award Bond is received in The HRPC Secretariat.
- 16.10** The HRPC Secretariat will place all documentation on file to confirm the transfer.
- 16.11** If the request for transfer is not approved, the Awardee will continue with their original program of study unless they withdraw or have their program suspended or terminated.

### ***D17. MONITORING OF PROGRESS***

- 17.1** The HRPC Secretariat will monitor the progress and well being of all In-Service Academic Award holders.
- 17.2** A survey for Award holders is currently being drafted, and will be included as Annex Q.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 17.3** Award holders are responsible for advising The HRPC Secretariat of their results within one week of receipt of results.
- 17.4** Award holders are responsible for planning their pattern of enrolment to ensure they complete their program in the shortest possible time, and within the time allowed in the Award.
- 17.5** The HRPC Secretariat will confirm Award holder results at least on a semester basis.
- 17.6** The HRPC Secretariat will report to HRPC each Semester on all Award holder results. This report will highlight any “students at risk” for HRPC’s information. The HRPC Secretariat will recommend to HRPC any action required for students at risk, such as probation or show cause notices.
- 17.7** The HRPC Secretariat will liaise with MEYS for a similar report on Pre-Service students for presentation to HRPC, for their information.
- 17.8** The HRPC Secretariat will require any In-Service Academic Award Holder who is not complying with the academic standards set out in the In-Service Academic Award Bond, to “show cause” why their program should not be terminated (Section K.12, Paragraph (a)).

### ***D18. PROBATION***

- 18.1** HRPC may place “at risk” employees on “probation”. The probation period is to serve as a warning, aimed at ensuring that Awardees understand the seriousness of their situation and improve their progress to complete their award within the allocated time frame.
- 18.2** Where HRPC determines that an employee should be placed on probation, The HRPC Secretariat will notify the employee accordingly, within 5 working days of the HRPC meeting making that decision.
- 18.3** There is no appeal on a decision to place an employee on probation.
- 18.4** The notification must state the reasons for the decision, what actions the employee must take to resolve their probation and the consequences if they do not meet the requirements of their probation.
- 18.5** The notification must request acknowledgement from the employee that they have received the notification.
- 18.6** All documents will be placed on the Training Personal File (TPF). The HRPC Secretariat will note on the any conversations held with the Awardee regarding the matter.

### ***D19. WITHDRAWAL, EXTENSION, SUSPENSION AND TERMINATION OF AWARDS***

#### **19.1 WITHDRAWAL**

- 19.1.1** An Awardee may withdraw from their program of study at any time, unless they have been issued a “show cause” notice.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 19.1.2** An Awardee who wishes to withdraw from their program of study should request approval (in writing to withdraw) from HRPC through The HRPC Secretariat. The letter should state the reasons for the application and the date that withdrawal is to take place.
- 19.1.3** If the Awardee is to complete their current semester, they should show why this is of benefit rather than an immediate withdrawal.
- 19.1.4** The HRPC Secretariat will consider the request and provide counselling to the Awardee if appropriate, particularly with regard to options available (such as suspension of the award if appropriate).
- 19.1.5** If the Awardee wishes to proceed, The HRPC Secretariat will raise a flying minute to HRPC members to seek approval for the withdrawal. The flying minute will include the Awardee's application, The HRPC Secretariat's explanation of any subsequent action taken (such as counselling), their recommendation regarding the request and the effective date for withdrawal.
- 19.1.6** The effective date for withdrawal should be as soon as possible following approval, unless exceptional circumstances apply and the completion of the Semester is in the best interest of the Awardee and their Ministry.
- 19.1.7** Requests to withdraw would only be denied in exceptional circumstances. The likelihood of success when the Awardee does not wish to continue are slim.
- 19.1.8** If the application is approved, The HRPC Secretariat will organise return travel for the Awardee to Kiribati within 14 days of the effective date for withdrawal.
- 19.1.9** The HRPC Secretariat will advise the Awardee of the outcome of their application. The advice will include the following:
- The effective date of the Withdrawal;
  - The Awardee's responsibilities with regard to their Institution (withdrawal from units/program);
  - Travel organised;
  - No excess baggage allowance will be paid;
  - The date the Awardee is expected to return to duty, the Ministry and position they will return to;
  - Their need to confirm their return to duty with MFED in order for their salary to continue;
  - Their revised increment date (based on their return to duty date);
- HRPC Secretariat will calculate any pro rata refund of allowances to be recouped and advise the Employee and MFED of any amount owing;

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

How the award and their withdrawal will affect any application for future awards – specifically their need to complete 3 years of service prior to any further application and that if they have failed courses they will need to pass similar level courses to be eligible for future awards.

The HRPC Secretariat will advise the employing Ministry and MFED that the Awardee has withdrawn from their Award, the effective date of their withdrawal, their anticipated date of return to duty and their revised increment date for salary purposes.

**19.1.10** The employee will confirm that they have returned to duty.

**19.1.11** MFED will suspend the employee's pay if they do not confirm that they have returned to duty on the date specified.

**19.1.12** MFED will make arrangements to recoup any overpayment of allowances from the employee.

### 19.2 EXTENSIONS

**19.2.1** Any In-Service Academic Award holder who believes they may not complete their program in the time allocated, must apply for an extension, as soon as it becomes apparent that the extension will be required and at least 3 months prior to the anticipated completion of their program.

**19.2.2** Failure to correctly calculate the time required to complete the program at the application stage will not be regarded as grounds for an Extension.

**19.2.3** Failure to maintain an enrolment pattern that will result in completion of the program in the time allocated will not be regarded as grounds for an Extension.

**19.2.4** Any difficulty with enrolment patterns or recognition for courses already completed must be notified to The HRPC Secretariat immediately they become known.

**19.2.5** Extensions will not be granted for the Awardee to complete a program other than the one they were originally approved to complete.

**19.2.6** Failure by the Awardee to meet study loads or to progress in their program will not be regarded as reasons for extension.

**19.2.7** Extensions will only be granted in exceptional circumstances, examples of exceptional circumstances would include:

Maternity leave during the semester (supported by medical and birth certificate);

Long term (over one month) illness during the semester (supported by medical certificate);

Death of a spouse, child or parent during the semester (supported by a certificate).

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 19.2.8** In all cases, the Awardee should advise The HRPC Secretariat immediately the circumstances arise, not at the end of the Semester or the end of the program.
- 19.2.9** The HRPC Secretariat will forward all requests for extension to HRPC with a recommendation for approval/non approval based on the individual circumstances, the criteria and examples above.
- 19.2.10** HRPC will approve/not approve the extension in accordance with the above guidelines. The decision will be minuted.
- 19.2.11** The HRPC Secretariat will keep examples of extensions granted and not granted, in order to ensure consistency of decision making. Future recommendations may refer to previous decisions.
- 19.2.12** The HRPC Secretariat will notify the Awardee of the outcome of their request within 5 working days of the HRPC Meeting. There is no appeal on the decision of HRPC.

### 19.3 TERMINATIONS

- 19.3.1** Where it becomes apparent that an Awardee is not progressing or not complying with the conditions of the In-Service Academic Award Bond, The HRPC Secretariat will recommend to HRPC that the Awardee be issued with a “Show Cause” notice as to why their Award should not be terminated (Section K.12, Paragraph (a)).
- 19.3.2** The “Show Cause” notice will advise the Awardee of the reasons for the possible termination of their award and the specific due date the response is required to be returned (normally 2 weeks from the date the letter is sent) The reasons for termination may be related (but not limited) to (Section K.12):
- Failure to comply with the specific terms and conditions that pertain to the award;
  - Suspension or expulsion from the institution on academic or conduct grounds, or cancellation of the program by the institution;
  - Conviction of an offence resulting in imprisonment or deportation;
  - Advice that the employee does not intend to return to employment in the Kiribati Public Sector;
  - Prolonged illness resulting in the deferral (suspension) of the program for more than one semester;
  - Withdrawal of funds by the donor.
- 19.3.3** The Awardee’s response must be received in The HRPC Secretariat by the due date and must include any supporting documentary evidence.
- 19.3.4** The HRPC Secretariat will consider the response, and make a recommendation to HRPC to either place the Awardee on probation,



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

suspend or terminate the award, based on the Awardee's response to the Show Cause notice. The HRPC Secretariat will include in their recommendation any debt that is to be recovered from the employee as a result of a termination.

- 19.3.5** The HRPC Secretariat will schedule the matter for consideration at the next HRPC meeting, preferably within 2 weeks of receipt of the response to the Show Cause notice.
- 19.3.6** HRPC will determine whether the Awardee will be placed on probation, suspended or have their award terminated.
- 19.3.7** If the Award is terminated, The HRPC Secretariat will advise the Awardee within 5 working days of the HRPC decision that their Award is terminated. The advice will include:
- Confirmation of the reasons for termination of the Award;
  - Details of travel arrangements, including the requirement that if the employee does not travel within 14 days they will be required to pay their home passage themselves;
  - No excess baggage allowance is payable;
  - No leave entitlement has been accrued;
  - The amount of any debt that has been incurred to the Government of Kiribati as a result of the termination, including any pro rata refund of allowances that may be payable;
  - The position and Ministry the Employee will return to;
  - The expected date of return to duty (within one week of return to Kiribati – Section K.7, Paragraph (1) (b));
  - The new increment date for salary purposes (12 months from the return to duty – Section K.4, Paragraph (2) (c));
  - The need to confirm with MFED (Payroll) that they have resumed duty or salary will be suspended from that date;
  - How the termination will affect any future application for In-Service Academic awards (requirement for 3 years of service and successful study following any academic failure).
- 19.3.8** The HRPC Secretariat will advise MFED (payroll) that the In-Service Academic Award has been terminated, the new increment date that will apply to the Employee (12 months from the date of return to duty), any debt that is to be recovered from the employee and that the Employee's salary is to cease from the anticipated date of return to duty unless confirmation of return is received.
- 19.3.9** The HRPC Secretariat will advise the employing Ministry that the In-Service Academic Award has been terminated, and the expected date of return to duty of the Employee.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

**19.3.10** The Ministry will confirm with MFED (Payroll) that the Employee has returned and commenced duties.

**19.3.11** MFED will confirm with the Employee the debt owed to the Government of Kiribati and the payment arrangements that are required for recovery of the debt.

### 19.4 SUSPENSIONS

**19.4.1** HRPC may agree to suspend an In-Service Academic Award if in their response to the show cause the Employee provides evidence that:

Extenuating (temporary) circumstances exist;

They will still be able to complete their academic program within the time allowed (not including the period of suspension); and

Completion of the academic program is in the best interests of the Government of Kiribati.

**19.4.2** The maximum period available for suspension of an In-Service Academic Award is one year.

**19.4.3** If the Award is suspended, The HRPC Secretariat will advise the Employee in writing, within 5 working days of the HRPC decision. This advice will include:

Confirmation of the reasons for suspension of the award;

Confirmation that payment of all allowances will cease from the date of suspension of the award;

Confirmation of whether the employee is required to report for duty (during the period of suspension), where this would be and on what date;

If the employee is not required to report for duty, the leave arrangements that have been approved for the employee;

Confirmation that the Government of Kiribati will pay air fares for the employee to return to Kiribati, but that these fares will be off set against future home visit fares. Should the employee not travel on the dates approved by the HRPC Secretariat, they will be liable for their own fares.

Confirmation of any action required by the Employee during the period of suspension.

**19.4.4** The HRPC Secretariat will advise MFED of the suspension of the Award and the conditions of the suspension.

**19.4.5** The HRPC Secretariat will advise MFED (Payroll) of the suspension of the Award and any leave arrangements that have been made for the period of the suspension, including pay arrangements.

**19.4.6** The HRPC Secretariat will advise the employing Ministry of the suspension of the Award, the reasons for the suspension, whether the

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

employee is required to return to duty or any leave arrangements that have been made for the Employee.

- 19.4.7** A copy of the notification will be placed on the Employee's personal file, and noted on their computer record.
- 19.4.8** At the end of the suspension, The HRPC Secretariat will confirm with the employee whether they have complied with any conditions of their suspension and recommend to HRPC whether the Award should be reinstated or terminated.
- 19.4.9** HRPC will confirm whether the Award is reinstated or is to be terminated. If the award is reinstated, it will generally be on a probationary basis.
- 19.4.10** If HRPC determines that the award is to be terminated, the Employee should be given a further show cause notice and the termination process should be followed.
- 19.4.11** If the award is reinstated, The HRPC Secretariat will advise the Awardee that the award has been reinstated, any additional conditions required following reinstatement and the new expected completion date of the Award.
- This advice will include details of whether the award can now be completed in the time allowed and how this will affect the Employee's access to the leave grant and increment status on completion.
- 19.4.12** The HRPC Secretariat will revise the In-Service Academic Award Bond and the employee will sign the revised bond before proceeding back to study. The revised Bond will clearly state "Revised".
- 19.4.13** The HRPC Secretariat will advise MFED (payroll) that the Award has been reinstated.
- 19.4.14** The HRPC Secretariat will advise the employing Ministry that the Award has been reinstated.

### ***D20. APPEALS (provisional section)***

- 20.1** Effective from 2008, Awardees who believe that the procedures set out in the National Human Resource Development Policy and Procedures Manual have not been followed may appeal the decision of HRPC, to the Public Service Commission.
- 20.2** Appeals are restricted to the application of the procedures only, on matters relating to suspension, termination or extension of awards. There is no appeal on the allocation of Awards.
- 20.2.1** The appellant is responsible for demonstrating how they believe the procedures have not been followed and on what they base their appeal.
- 20.3** Appeals must be lodged within 10 working days of the date of advice of the HRPC Decision.
- 20.4** The Public Service Commission will review the case and confirm whether the procedures have been followed.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 20.5** If the procedures have not been followed, the Public Service Commission will refer the matter back to the HRPC Secretariat with advice regarding which procedures have not been followed
- 20.5.1** The HRPC Secretariat will then rectify the procedural fault and refer the matter back to the next HRPC meeting for reconsideration
- 20.5.2** The Public Service Commission will advise the employee of their finding and action taken
- 20.6** If the procedures set out in the National Human Resource Development Policy and Procedures Manual have been followed there is no further avenue of appeal and the Public Service Commission will advise the employee accordingly.

### ***D21. COMPLETION OF AWARDS***

- 21.1** At the beginning of the each semester, The HRPC Secretariat will write to all Awardees who are scheduled to finish that semester, to confirm that they will complete at the end of that Semester.
- 21.2** Any Awardee who believes they will not complete the requirements of their program that semester must immediately advise The HRPC Secretariat and apply for an extension to their award. These applications will be dealt with under “4.19.2” Extensions”.
- 21.3** Many allowances are now only payable to Awardees who “successfully” complete their award. Successful completion is defined as completion of the Award originally approved, within the time originally approved. Awardees who extend their award to complete it are not regarded as having successfully completed their award.
- 21.4** Successful completion will be assumed for employees who have made satisfactory progress during their award and therefore have every expectation that they will graduate at the end of their final semester. Allowances and grants will not be delayed pending receipt of final results.
- 21.4.1** Where an employee expected to successfully complete their award and subsequently fails their final semester, The HRPC Secretariat will recoup any allowances and entitlements they are then not entitled to.
- 21.5** For completing Awardees, The HRPC Secretariat will confirm with the University the anticipated date that examinations will conclude and organise return travel arrangements for Awardees as soon as possible following this date.
- 21.6** For each Awardee, The HRPC Secretariat will calculate the date the Award will conclude. This will be within one week of completion of the final exam if the award is in Kiribati or within one week of the return to Kiribati (on the flight scheduled by The HRPC Secretariat) if the Award is overseas (Section K.7, Paragraph (1) (b)).
- 21.7** For each overseas Awardee, The HRPC Secretariat will confirm return travel arrangements. Wherever possible, return flights will be within 7

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

days of the final exam date set by the institution. Travel will be by the most direct and economical means.

- 21.7.1** The HRPC Secretariat will attempt to book bulk travel wherever possible in order to obtain the most economical fares.
- 21.7.2** Awardees may not vary the travel dates without approval. If a variation is sought, it must be by written request to the Secretary PSO, stating the reason for the request and that any additional costs will be met by the Awardee. If the cost is lower, there will be no payment of the difference to the employee.
- 21.7.3** Tickets may not be redeemed for cash. All unused tickets must be returned to The HRPC Secretariat.
- 21.7.4** If the travel date is varied, the official “Completion” date of the award will remain as calculated above (Paragraph 4.20.4).
- 21.8** Excess baggage in accordance with Section 4.15.3 of this Manual, is payable for awardees who successfully complete their Award only. Successful completion is defined as completing within the original approved duration of the award – employees who have been granted extensions do not qualify for payments under this section.
  - 21.8.1** Employees who qualify above may claim reimbursement of expenses for up to 50kg of baggage by air **or** 5 cubic metres of baggage by sea;
  - 21.8.2** Reimbursement will be limited to the actual freight costs, exclusive of the cost of packing or insurance and will be paid on confirmation of successful completion of the program, subject to the production of the original invoice and receipts, such documentation must confirm the weight and/or size of the consignment.
  - 21.8.3** Reimbursement must be claimed within 1 month of receipt of the final semester results.
  - 21.8.4** Claims for reimbursement will not be actioned until the final semester results are received and successful completion is confirmed.
  - 21.8.5** Claims for reimbursement must include the final results showing eligibility to graduate, the original receipt of amount paid and the original bill of lading showing the weight (for air) or cubic metres (for sea). No charges for packing or insurance are payable.
- 21.9** A leave grant of 21 days is to be granted to each successful Awardee, on completion of the award. Successful Awardees are defined as those who successfully completed within the original time allowed for their Award. Awardees granted extensions do not qualify for the leave grant provided under this section (Section K.7, Paragraph (1) (c)).
  - 21.9.1** The HRPC Secretariat will confirm the dates of this leave grant, which will commence immediately upon completion of the award (in accordance with paragraph 4.20.5 above and Section K.5, Paragraph (1) (b)).

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 21.9.2** Employees are not required to apply for this leave and may not vary the time that the leave is to be taken.
- 21.9.3** Where an employee is granted the 21 days leave for successful completion and subsequently fails their final semester of study, The HRPC Secretariat will deduct the 21 days from future leave accruals and will notify the Employee and their Ministry accordingly.
- 21.10** The HRPC Secretariat will confirm the increment date for the Awardee, in accordance with Section K.4, Paragraph (2) (b).
- 21.10.1** Where the employee has not successfully completed their Award, they will resume duty on their previous increment level, and their new Increment date will be their return to duty date.
- 21.10.2** Where the employee has successfully completed their award, they will progress to the salary point they would have reached if they had been awarded a salary increment on the occurrence of each incremental date during their absence, provided that they may not progress past the maximum salary for their position (Section K.4, Paragraph (2) (b)). Successful completion is defined as successfully completing within the original allowed period for the Award. Awardee's who have been granted extensions do not qualify as successful completion. Their increment date will be their return to duty date.
- 21.10.3** Increment progression will not be actioned by MFED until the final semester results are received. Immediately upon receipt of the final semester results, The HRPC Secretariat will confirm to MFED that the increment level and date can be actioned. Salary at the higher level will be backdated to the date of resumption of duty.
- 21.11** No less than one month prior to the anticipated completion date, The HRPC Secretariat will confirm to Awardees in writing:
- 21.11.1** The date their Award will conclude
- 21.11.2** The date they are expected to travel to Tarawa;
- 21.11.3** Their allowance for excess baggage and the requirements for claiming this allowance;
- 21.11.4** Whether they have been allocated the 21 days leave entitlement for completion of the program (Section K.7, Paragraph (1) (c));
- 21.11.5** Their anticipated return to duty date, the position and ministry they are required to report to for duty;
- 21.11.6** Their increment date and salary point on return to duty (Section K.4, Paragraph (2) (b));
- 21.11.7** All conditions for payment of the above allowances and entitlements and time limits for claims.
- 21.12** The HRPC Secretariat will forward a copy of the above advice to the employing Ministry and MFED. The HRPC Secretariat will place a copy of

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

the advice on the Employee's Training and Personal files and note their computer records accordingly.

- 21.12.1** The HRPC Secretariat will “bring up” files of potentially successful awardees one week after the anticipated date for receipt of results, to complete any action relating to provisional entitlements granted.
- 21.13** Where an employee elected to send their family to their home island for the duration of the Award, they must apply to their employing Ministry for allowances to repatriate their family back to their place of duty on completion of the award.
- 21.13.1** Allowances will only be paid where the employee has successfully completed the award (Section K.8, Paragraph (2) (b)).
- 21.13.2** Claims in respect of the foregoing family passages and baggage allowance will be charged to the employee's Ministry or Organisation which will be responsible for issuing the appropriate local purchase orders (Section K.8, Paragraph (2) (d)).
- 21.13.3** Employees who vacated government supplied housing during their award will not attract any special privileges with regard to the allocation of housing, upon their return to duty.
- 21.14** The HRPC Secretariat will confirm with HRPC the list of Employees who will complete their Awards at the end of the Semester/year, their programs completed, anticipated dates of return to duty, and leave granted.
- 21.15** The HRPC Secretariat will recommend to HRPC that a “Congratulatory Ceremony” be held for all completing Employees after they have all returned to duty and final semester results have been confirmed. Such a ceremony may include the presentation of Certificates of Achievement by a suitable Senior Officer or Minister.
- 21.16** If approved, The HRPC Secretariat will organise the Ceremony.

### ***D22. RETURN TO DUTY***

- 22.1** Academic Awards represent a significant investment in the training of staff in the Public Sector. It is therefore important to monitor the return on this investment, in the form of how the knowledge and skills are being used by the Employee when they return to work.
- 22.2** Within one month of their return to duty, the Employee will provide to their supervisor a brief (no more than 2 pages) report on what was learned while they were away and how they will use this knowledge (and/or skills) in their position now they have returned to work.
- 22.3** The report will include some measures on how the knowledge or skills have been applied. E.g., if the employee states that they will share their knowledge with their colleagues, the measure would be whether an in-house workshop has been run and with how many people. If a specific project is planned, progress on the project would be the measure.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## SECTION D – ACADEMIC PROGRAMS

---

- 22.4** Any projects must be linked to the MOP and budget, or include a step for including them in the MOP and budget.
- 22.5** The supervisor will note the report and forward a copy to the CEO/SRO.
- 22.6** The Supervisor will discuss with the Employee what progress has been made, on at least a six monthly basis. The Supervisor will report this progress to the CEO/SRO.
- 22.7** The CEO/SRO will include plans and progress in the Monitoring and Evaluation section of the Ministry / Enterprise HRD Plan. The HRPC Secretariat will summarise these sections in the National HRD Plan.
- 22.8** The HRPC Secretariat will also foster the establishment of a Kiribati Alumnus of graduates. The purpose of the Alumnus is for graduates to discuss their experiences on return to work and assist each other in the transition back to work. The Alumnus may also provide mentor support for current Award holders.
- 22.9** The HRPC Secretariat will organise an Alumnus meeting at least annually. One or two recent returnees will speak at this meeting on how they are progressing with implementing plans from their courses and how their experience may benefit others.
- 22.10** The HRPC Secretariat will report on the Alumnus in the National HRD Plan.



# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## Annex A 2008 Ministry HRD Plan Format

---

### ANNEX A 2007 MINISTRY HRD PLAN FORMAT

#### HRD PLANNING

From the Ministry / Enterprise Workforce plan, the preferred strategy for addressing some gaps may have been to provide training and development to your existing staff. Where this is the case, you must document these identified needs into the HRD Plan format. Your workforce planning process should have provided you with the reasons for including activities in the HRD Plan.

HRD needs may have also been identified through other means, these may come from your Annual Confidential Reports, Supervisor discussions, manager observations or requests from staff. The focus of the HRD plan is the ORGANISATIONAL NEEDS, personal preferences are also important, but do not over ride the needs of the organisation.

Although much of the information for the HRD Plan will come from the Workforce Plan, the HRD Plan is a stand alone document and must give the reader an understanding where of what your Ministry or Enterprise aims to achieve through its HRD activities. It is essential that it is prepared at the **MINISTRY OR ENTERPRISE LEVEL**, not at division level. PSO cannot determine the relative priorities between Divisions, this is the Ministry responsibility.

Where Ministries are responsible for the development of other sectors (such as the NGO or Private Sector), they should assist the representative bodies for these sectors to develop their own plans. HRD planning for the NGO sector should therefore not *come from* MISA, but should be *facilitated* by them into a separate plan.

The Ministry HRD Plan includes the following areas.

**Section 1, Introduction:** Briefly outline how the plan was developed and what was considered in developing the plan. Who was consulted should also be included here along with the relationship between the HRD plan and the Workforce Plan.

**Section 2, Reporting of HRD Activities:** For the previous year, provide a brief overview of what training has happened during the year and what the outcome of the training has been (not just who/how many attended, but the result for the Ministry of the training). Include some analysis of how training could be improved in the future and what you intend to do about it.

**Section 3, Detailed HRD Priorities:** This section is also divided into In-Country Programs; Short Term Overseas programs and Academic Programs.

**In-Country (short and long term) Programs:** these are programs which are being or which can be offered in-country. It is current Government of Kiribati policy to increase the number and range of programs that are available in-country, so Ministries are encouraged to think of what programs can viably be offered in-country.

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## Annex A 2008 Ministry HRD Plan Format

---

**Overseas (Short Term) Programs:** these are overseas programs of less than one academic year duration, which do not lead to an academic qualification. They may be courses, attachments, seminars, study tours or other similar activity. Please note that where PSO receives a number of requests for training in a similar area, they may coordinate these activities in order to develop an in-country program to meet the identified need.

**Academic Programs:** these are areas where specific skill gaps in your Ministry can only be filled through employing staff with a specific qualification. These areas would generally be identified through your workforce plan as specific gaps in your staffing profile.

Note that in 2006, Cabinet decided that the focus for In-Service Academic Awards would be on Post Graduate Programs and that the Open and Pre-Service Scholarships would focus on Under Graduate Programs. Therefore, if you list an undergraduate program as a priority, you must confirm whether it should be In-Service or Open/Pre-Service and why you have selected this category of award. Academic programs is the only area where Ministries will specify training that may be outside the In-Service area.

This section is presented in table format. Write a short description of why the activity has been included, the anticipated outcome of the training and its relative priority. In describing why the activity has been included, refer to the MOP or Workforce Plan or any other mechanism used in order to identify the need. List the activities in order of priority, starting at Priority One and moving through your priorities. Priorities must be determined at a MINISTRY OR ENTERPRISE LEVEL. Do not list a Priority One for each Division, it must be clear for PSO what is most important to your Ministry.

Specify the target group for the training. For example, the target group may be Registry Staff, or it may be Fisheries Officers. It is generally a job classification or job role. You also need to identify how many officers are in the target group. For each year of the plan, specify what actual activity will occur, for example you might run two workshops in Year One and two workshops in Year Two, specifying how many participants will attend in each year.

For all activities except Academic Awards, include the approximate costs of the training for each year of the plan, and the source of funding (WHO, PSO, other donors, departmental funds). Clearly specify whether the funds have been confirmed or if you need to seek funding.

### SUBMISSION OF PLANS

Public Enterprises should submit their own HRD Plan direct to PSO, with a copy to their Ministry. The Ministry DOES NOT need to incorporate these plans into the Ministry Plan, they remain as separate plans.

Ministries which have responsibility for other SECTORS, such as MISA for the NGO sector and MCIC for the private sector, should liaise with the relevant body for that sector (eg Chamber of Commerce) to assist them to write up a

# NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURES MANUAL 2007

## **Annex A 2008 Ministry HRD Plan Format**

---

simple plan of their needs, following the same format. This will enable PSO to incorporate the training needs of these sectors into the National Plan. DO NOT incorporate these needs into the Ministry Training Plan, it is necessary to keep Public Sector needs (In-Service) separate from the Open and Pre-Service categories.

## ANNEX B      In-Service Academic Award Application Form

<b>Full Name</b>			
<b>Date of Birth</b>		<b>Gender</b>	<b>M or F</b>
<b>Name of Ministry or Enterprise</b>			
<b>Current Position Title</b>			
<b>Name of Program</b> (from HRPC advertised List)			
<b>Priority of Program</b> (from HRPC advertised List)			
<b>University or Institution</b> (NB: Preference will be given to Regional Institutions)			
<b>Type of Award</b> (In-Country, On Campus Regional, Out of Region)			
<b>Duration of Course</b> (how long do you need to complete your program?)			
<b>Is your program by Research or Coursework?</b>	<b>Research</b>	<b>Coursework</b>	
<b>Qualifications already held</b> (Full transcripts must be attached)			
<b>Have you ever failed a Unit/Course or Program of Tertiary Study?</b>	<b>YES</b>	<b>NO</b>	
<b>If yes, have you subsequently passed a similar Unit/Course or Program of Tertiary Study?</b> (you must attach transcripts)	<b>YES</b>	<b>NO</b>	
<b>Documentation Check List</b>			
(All documents listed below <b>MUST</b> be attached to your application, tick each one you have attached)			
• Evidence of citizenship for the Republic of Kiribati			
• PSC/ Board letter confirming your <b>original</b> date of employment in the Public Sector (proof of more than 3 years experience)			
• ALL tertiary study records (transcripts only, no other documents)			
• Evidence that you have passed the ELSA or IELTS			
• Proof that you meet the entry requirements for the program			
• Post Graduate research proposal (if applicable)			

I certify that:

- The documents that I have provided are true and correct and they represent work done solely by me and no one else.
- I confirm that I have had no serious PSC/ Board disciplinary action against me from my employment in the Public Sector in the past three years.
- I confirm that I have had no long term absence from my work place (1 year or greater) for ANY PURPOSE (including study) in the past three years
- I understand that if my declaration is found to be false or misleading it will disqualify me from the scholarship process and I may be liable for further disciplinary action.
- If I am successful in my application I will continue with fulltime employment in an Agency within the Public Sector for the bonded period (1.5 times the period of the award) after I successfully complete the course of study.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# ANNEX C PRE-SCREENING CHECK LIST FOR IN-SERVICE ACADEMIC AWARD APPLICATIONS

NAME OF APPLICANT \_\_\_\_\_  
 MINISTRY \_\_\_\_\_

**ELIGIBILITY (Place a tick in the Yes or No column for each statement):**

CRITERIA	YES	NO
Is the Program on the HRPC Priority Programs List?		
Has the applicant supplied a certified copy of their Birth Certificate, Passport or Citizenship certificate?		
Is the applicant a Kiribati Citizen?		
Has the applicant supplied a certified copy of their INITIAL PSC/ Board confirmation of permanent employment letter?		
Has the applicant been employed permanently for at least three years? (or for PE, on continuous contract for at least three years)		
Has the applicant been at work for the past 3 years, with no absence for 1 year or longer (for any reason, including study)?		
Has the applicant received any serious PSC/ Board disciplinary sanction in the past 3 years?		
Has the applicant supplied certified transcripts for all previous Tertiary Study? (NOTE: letters are not acceptable, records must be official transcripts confirming all results and the final GPA)		
Is the program applied for at a higher level than any current qualification held?		
Has the applicant completed ELSA, IELTS or do they hold a Tertiary Degree from an English speaking country?		
Has the applicant ever failed a Tertiary course or program?		
If so, has the applicant passed a Tertiary course or program since their failure?		
Has the applicant had a program terminated, either by a sponsor or by the University?		
Does the applicant produce written proof that they meet their nominated Institution's minimum entry requirements? (if you can't tell, tick NO)		
Will the applicant be able to complete the bond (1.5 times the length of the award) following completion of the program?		
Is the applicant applying for a post graduate by research program?		
If YES, have they attached a research proposal of no more than 500 words?		

**A tick in a shaded box means the applicant is INELIGIBLE. Return the application to the applicant with this form.**

SUPERVISOR

SRO

Signature

Printed name of  
 Officer and date

## **ANNEX D PERFORMANCE ASSESSMENT FOR IN-SERVICE ACADEMIC AWARD APPLICANTS**

**APPLICANT NAME:** \_\_\_\_\_

**MINISTRY:** \_\_\_\_\_

- To be completed by the SUPERVISOR and the SRO, with the two scores added together to get the Total Score
- Please give your rating against the categories below, writing your score against the category. Refer to the guidelines below for assistance with scoring, each category is a score out of 10, with 10 being the highest.
- The total performance score is the total of the TOTAL column, with the highest possible score being 100.
- The research proposal score is only completed where the applicant has applied for a program by research and they have submitted their research proposal. Please refer to the guidelines for scoring.
- Discuss the performance assessment (and research proposal assessment) with the Applicant and have them sign the form.
- Attach the Performance Assessment to the application form and forward to PSO by the closing date.

Performance	SUPERVISOR	SRO/DELEGATE	TOTAL SCORE
Attendance			
Approach to Work			
Leadership			
Problem solving			
Report Writing			
<b>Total Performance Score (add your scores above together)</b>			
Additional	SUPERVISOR	SRO SCORE	TOTAL SCORE
RESEARCH PROPOSAL			
RELEVANCE OF THE PROGRAM			

	SUPERVISOR	SRO/CEO
<b>SIGNATURE</b>		
<b>PRINTED NAME/TITLE</b>		
<b>DATE</b>		
<b>APPLICANT SIGNATURE</b>		
<b>PRINTED NAME/TITLE</b>		
<b>DATE</b>		

# **ANNEX D PERFORMANCE ASSESSMENT FOR IN-SERVICE ACADEMIC AWARD APPLICANTS**

## **ASSESSMENT GUIDELINES**

### **Attendance**

- 10 Applicant consistently attends work, is always on time, does not take unauthorised leave and attends to their work while they are at work.
- 8 Applicant consistently attends work, is generally on time, does not take unauthorised leave and attends to their work while they are at work
- 6 Applicant generally attends work, is generally on time, does not take unauthorised leave and attends to their work while they are at work
- 4 Applicant generally attends work, is generally on time, occasionally takes unauthorised leave and generally attends to their work while they are at work
- 2 Applicant takes time off and does not advise of their absence, attends to tasks other than work while at work

### **Approach to work**

- 10 Applicant contributes to their team, often making suggestions for how the work could be improved or made more efficient and/or effective. Will offer to help others, will seek work to ensure team outcomes are achieved. Work is always of a consistently high standard, does not require rework. English is of a consistently high standard.
- 8 Applicant contributes to their team, sometimes making suggestions for how the work could be improved or made more efficient or effective. Will assist others if asked, will complete other's work if asked. Work is generally of a high standard, sometimes requires some rework. English is of a generally high standard.
- 6 Applicant completes their own work, does not offer suggestions to improve the team. Will reluctantly help others if asked, but always does their own work first, regardless of overall team priorities. Work is of a reasonably high standard, often requires some rework. English is of a reasonable standard.
- 4 Applicant generally completes their own work, often misses deadlines, will seek assistance only when deadlines are passed, does not offer to help others. Work is of a draft standard, always needs to be "polished". English is of an understandable standard, but grammar needs work.
- 2 Applicant does only their own work, does not take any interest in the overall work of the section or others in their area. Work is of a low standard, always needs to be corrected by others. English is of a minimum standard.

### **Leadership Potential**

- 10 Applicant demonstrates high leadership potential, always seeks additional responsibility, makes constructive suggestions regarding improving work in the section. Is willing to assist others and contributes to the overall objectives of the section/workplace.
- 8 Applicant demonstrates some leadership potential, sometimes seeks additional responsibility, makes constructive suggestions regarding improving work in the section. Is willing to assist others and contributes to the overall objectives of the section/workplace.
- 6 Applicant demonstrates some leadership potential, will accept additional responsibility if requested
- 4 Applicant demonstrates little leadership potential, will reluctantly accept additional responsibility
- 2 Applicant demonstrates little leadership potential, will avoid additional responsibility

### **Problem Solving Approach**

- 10 Applicant demonstrates sound ability to solve problems, looks for alternative solutions, considers the consequences of their solution and never passes problems onto others, will seek input from others to their solutions
- 8 Applicant demonstrates some ability to solve problems, sometimes looks for alternative solutions, does not always consider the consequences of their solution and will seek to solve the problem themselves, does not seek input from others to their solutions
- 6 Applicant demonstrates some ability to solve problems, rarely looks for alternative solutions, rarely considers the consequences of their solution (only thinks short term), does not involve others in the solution
- 4 Applicant demonstrates little ability to solve problems, avoids the problem, will generally seek guidance from others without forming possible solutions first
- 2 Applicant demonstrates little ability to solve problems, will either give the issue to someone else or ignore it

### **Report Writing**

## **ANNEX D PERFORMANCE ASSESSMENT FOR IN-SERVICE ACADEMIC AWARD APPLICANTS**

10 Applicant is able to research, analyse and write reports which consistently meet organisational requirements. Reports are never sent back for additional work. English is of a consistently high standard.

8 Applicant is able to research, analyse and write reports which sometimes meet the requirements of the organisation. Analysis is sometimes lacking. Reports are sometimes sent back for additional work. English is of a consistently high standard.

6 Applicant is not required to research, analyse or write reports. They show some potential through other work that they have contributed to. English is of an acceptable standard.

4 Applicant has sometimes demonstrated some ability to either research or analyse and/or write reports. They require guidance to get started but can generally then complete the task. English is generally of an acceptable standard, some corrections are required.

2 Applicant has not been required to research or analyse information for reporting purposes and has not demonstrated this ability. English is generally of a marginal standard.

### **Post graduate research proposal**

10 Research proposal strongly links to a priority of the NDS, MOP or other policy initiative of Government. Applicant shows sound understanding of NDS and MOP. Links are clear and the outcome of the research will contribute to the achievement of the priority stated.

8 Research proposal links to a priority of the NDS, MOP or other policy initiative. Applicant shows some understanding of either the NDS or the MOP. Outcomes are mentioned, but it is not clear how these outcomes will contribute to the achievement of the stated priority.

6 Research proposal has weak links to a stated priority in the NDS, MOP or other priority. Statement does not make it clear how the research will contribute to achieving the priority. Proposal is heavily based on theory with few outcomes.

4 Research proposal is valid academically, but does not demonstrate how the research will contribute to achieving a priority from the NDS, MOP or other source which is a priority to Kiribati. Applicant does not demonstrate their understanding of these documents.

2 Proposal is not clearly explained and there are no links to outcomes which would directly benefit Kiribati.

### **Relevance of the Program**

10 The program is a technical requirement for the current position of the applicant (must be held for licensing or registration).

8 The program is a desirable qualification for the current position of the applicant (to meet an MQR that is not a licensing or registration requirement).

6 The program is a technical requirement for a likely future position of the applicant (must be held for licensing or registration).

4 The program is a desirable qualification for a likely future position of the applicant (to meet an MQR that is not a licensing or registration requirement).

2 The program is a desirable qualification for a position within the Public Sector, but not for a position (or likely position) within the current Ministry.



**ANNEX E          APPLICANT LIST FOR IN-SERVICE  
ACADEMIC AWARD PROGRAMS**

<b>NAME OF MINISTRY/ENTERPRISE</b>			
<b>Eligible Applications Received, in order of Merit</b>			
<b>ORDER OF MERIT</b>	<b>APPLICANT NAME</b>	<b>PROGRAM APPLIED FOR</b>	<b>SRO PERFORMANCE SCORE</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			

I confirm that the above applicants have:

- Not taken leave or been on study for 1 year or more in the past three years
- Have had no disciplinary matters against them in the past five years

**SRO Signature**

\_\_\_\_\_

**Printed name of Officer and date**

\_\_\_\_\_

<b>IN-Eligible Applications Received</b>		
<b>APPLICANT NAME</b>	<b>PROGRAM APPLIED FOR</b>	<b>REASON</b>

**ANNEX F            APPLICANT MERIT SCORE WORKSHEET**

**TO BE COMPLETED BY PSO**

NAME OF APPLICANT \_\_\_\_\_

MINISTRY \_\_\_\_\_

NAME OF PROGRAM \_\_\_\_\_

The applicant has been confirmed as eligible by the Ministry?	<b>YES</b>	<b>NO</b>
---	------------	-----------

**SELECTION CRITERIA**

PERFORMANCE ASSESSMENT		Assessed	Checked
MINISTRY PERFORMANCE SCORE			
	POINTS	(1)	
<b>PRIORITY/RELEVANCE OF THE PROGRAM</b>			
PRIORITY	POINTS		
RELEVANCE	POINTS		
Total (add above together, multiply by 2 then multiply by .35)		(2)	
<b>TIME REQUESTED FOR THE PROGRAM</b>			
	POINTS	(3)	
<b>STUDY CAPACITY</b>			
Cumulative GPA			
	POINTS	(4)	
If the GPA is less than 3.0, the candidate is ineligible			
Add 1 to 4	TOTAL POINTS	(5)	

**Applicants for Post Graduate by Research**

MINISTRY ASSESSMENT OF PROPOSAL	
PSO ASSESSMENT OF PROPOSAL	
TOTAL (add scores together)	
POINTS (divide total by 2)	(6)
TOTAL SCORE (add Total Points (5) to Research Points (6))	(7)
Weighted Score (Total Score (7) ÷ 120 X 100)	

**FINAL Score for this applicant:**

	ASSESSED	CHECKED
PSO officer Signature		
Printed name of Officer and date		
Data Entered		

## **ANNEX G HRPC ORDER OF MERIT LISTING (spreadsheet format)**

1	2	3	4	5	6	7	8	9	10	11
<b>Applicant Name</b>							<b>PSO Total</b>			<b>Budget</b>
<b>First Name</b>	<b>Surname</b>	<b>Gender</b>	<b>Ministry</b>	<b>Program</b>	<b>Priority</b>	<b>R of OR</b>	<b>Score</b>	<b>Comments / Recommendations</b>	<b>Date Entered</b>	<b>Drawdown</b>

### **NOTES:**

The HRPC Order of Merit Listing is a Spreadsheet. Only eligible candidates will be entered on the Order of Merit Listing.

The Program (Column 5) should be exactly from the HRPC Priority List

The Priority (Column 6) should be exactly from the HRPC Priority List

R of OR (Column 7) is to indicate if the program is available in the Region (R) or only Out of the Region (OR)

PSO Total Score (Column 8) is from the PSO Worksheet

Comments / Recommendations (Column 9) provides HRPC with further information on the candidate, comments would include if a program has previously been failed and what has occurred since, when the last in-service was and any information that may be relevant to the recommendation. Comments would include any reasons for not following the Order of Merit (e.g. enough awards allocated to a particular program, or the program only available out of region so held for ADS award). The Recommendation would include which sponsor is recommended for the award.

Date Entered (Column 10) is the date the application is originally entered in PSO

Budget Drawdown (column 11) is the Government of Kiribati funds draw down from the budget available. Awards allocated to other sponsors would be NA in this column

The Spreadsheet should originally be sorted by Ministry, then by Program Priority, then by Name

After all scores are entered, the Spreadsheet should be sorted by R/OR, PSO Score, Program Priority, Ministry then Name

## **ANNEX H IN SERVICE AWARD PAYROLL NOTIFICATION**

### ***In-Service Award Payroll Notification***

TO:

FROM: Director, HRMC, PSO

RE: (Name of Candidate) In-Service Academic Award

I confirm that (Name of Candidate) has been allocated an In-Service Academic Award, Overseas/In Kiribati, by HRPC Meeting Number (number) on (date) commencing on (Date of Commencement). The duration of the Award approved by HRPC is (duration).

In Accordance with the conditions of the Award, (Name of Candidate), will not accrue Leave or Increments for the duration of the Award. Please note their payroll file accordingly.

(Name of Candidate) has elected to keep/not keep their housing in South Tarawa, so they will continue to make rental payments/cease rental payments for the duration of the Award.

Allowances will be paid by voucher from PSO on a quarterly basis OR

The following allowances should be paid fortnightly to (Name of Candidate)

Allowance	Amount per fortnight	Number of Fortnights

Signature

Name and Title

Date



**KIRIBATI PUBLIC SECTOR STUDY ASSISTANCE SCHEME  
APPLICATION FORM (B1)**

**ANNEX I APPLICATION FOR STUDY ASSISTANCE SCHEME**

<b>Full Name</b>			
<b>Date of Birth</b>		<b>Gender</b>	<b>M or F</b>
<b>Name of Employer</b>			
<b>Current Position Title</b>			
<b>Current Location</b>			
<b>Course of Study (eg unit MG303)</b>			
<b>Priority Program Name and Number (from HRD Plan)</b>			
<b>University or Institution</b> (NB: Must be recognised in Kiribati)			
<b>Semester and Year of Assistance</b>			
<b>Amount of anticipated reimbursement</b>	<b>Fees:</b>		
<b>State any anticipated time off required</b>			
<b>Documentation Check List</b>			
All documents listed below <b>MUST</b> be attached to your application, tick each one you have attached. All documents must be either the original or a certified copy.			
• A letter confirming your current employment and the date it started			
• Evidence of citizenship for the Republic of Kiribati			
• Current Performance Assessment from your Supervisor / Employer			

I certify that:

- The documents that I have provided are true and correct and they represent work done solely by me and no one else.
- I understand that if my declaration is found to be false or misleading it will disqualify me from the study assistance scheme and I may be liable for further disciplinary action.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



**STUDY ASSISTANCE SCHEME APPLICANT PERFORMANCE ASSESSMENT B2**

**ANNEX J PERFORMANCE ASSESSMENT**

**To be completed by the Supervisor and the Employer**

**APPLICANT NAME:** \_\_\_\_\_

**Place of Employment:** \_\_\_\_\_

- The Supervisor should give the rating against the categories below, writing the appropriate number in the box.
- Each category is a score out of 10, with 10 being the highest.
- Refer to the guidelines below for assistance with scoring.
- When completed, the Supervisor should sign, print their name and title and date the form, then forward it to the Employer for their completion.
- The Employer should repeat the process. Employer scores do not have to match Supervisor scores. Where the Employer does not have personal knowledge of the employee, they should delegate the assessment to a senior officer who does have that knowledge.
- The Employer totals the scores, and confirms the total performance score.
- The employee should sight and sign the assessment.
- The first page of the Assessment is forwarded to PSO, with the Employee's Application.

	<b>SUPERVISOR</b>	<b>SRO/DELEGATE</b>	<b>TOTAL SCORE</b>
<b>Attendance</b>			
<b>Approach to Work</b>			
<b>Leadership</b>			
<b>Problem solving</b>			
<b>Report Writing</b>			
<b>Total Performance Score (add your scores above together)</b>			

	<b>SUPERVISOR</b>	<b>SRO/CEO</b>
<b>SIGNATURE</b>		
<b>PRINTED NAME/TITLE</b>		
<b>DATE</b>		

<b>I acknowledge sighting the above performance assessment.</b>	
<b>APPLICANT SIGNATURE</b>	
<b>PRINTED NAME/TITLE</b>	
<b>DATE</b>	



## **STUDY ASSISTANCE SCHEME APPLICANT PERFORMANCE ASSESSMENT B2**

### **ASSESSMENT GUIDELINES**

#### **Attendance**

- 10 Applicant consistently attends work, is always on time, does not take unauthorised leave and attends to their work while they are at work.
- 8 Applicant consistently attends work, is generally on time, does not take unauthorised leave and attends to their work while they are at work
- 6 Applicant generally attends work, is generally on time, does not take unauthorised leave and attends to their work while they are at work
- 4 Applicant generally attends work, is generally on time, occasionally takes unauthorised leave and generally attends to their work while they are at work
- 2 Applicant takes time off and does not advise of their absence, attends to tasks other than work while at work

#### **Approach to work**

- 10 Applicant contributes to their team, often making suggestions for how the work could be improved or made more efficient and/or effective. Will offer to help others, will seek work to ensure team outcomes are achieved. Work is always of a consistently high standard, does not require rework. English is of a consistently high standard.
- 8 Applicant contributes to their team, sometimes making suggestions for how the work could be improved or made more efficient or effective. Will assist others if asked, will complete other's work if asked. Work is generally of a high standard, sometimes requires some rework. English is of a generally high standard.
- 6 Applicant completes their own work, does not offer suggestions to improve the team. Will reluctantly help others if asked, but always does their own work first, regardless of overall team priorities. Work is of a reasonably high standard, often requires some rework. English is of a reasonable standard.
- 4 Applicant generally completes their own work, often misses deadlines, will seek assistance only when deadlines are passed, does not offer to help others. Work is of a draft standard, always needs to be "polished". English is of an understandable standard, but grammar needs work.
- 2 Applicant does only their own work, does not take any interest in the overall work of the section or others in their area. Work is of a low standard, always needs to be corrected by others. English is of a minimum standard.

#### **Leadership Potential**

- 10 Applicant demonstrates high leadership potential, always seeks additional responsibility, makes constructive suggestions regarding improving work in the section. Is willing to assist others and contributes to the overall objectives of the section/workplace.
- 8 Applicant demonstrates some leadership potential, sometimes seeks additional responsibility, makes constructive suggestions regarding improving work in the section. Is willing to assist others and contributes to the overall objectives of the section/workplace.
- 6 Applicant demonstrates some leadership potential, will accept additional responsibility if requested
- 4 Applicant demonstrates little leadership potential, will reluctantly accept additional responsibility
- 2 Applicant demonstrates little leadership potential, will avoid additional responsibility

#### **Problem Solving Approach**

- 10 Applicant demonstrates sound ability to solve problems, looks for alternative solutions, considers the consequences of their solution and never passes problems onto others, will seek input from others to their solutions
- 8 Applicant demonstrates some ability to solve problems, sometimes looks for alternative solutions, does not always consider the consequences of their solution and will seek to solve the problem themselves, does not seek input from others to their solutions
- 6 Applicant demonstrates some ability to solve problems, rarely looks for alternative solutions, rarely considers the consequences of their solution (only thinks short term), does not involve others in the solution
- 4 Applicant demonstrates little ability to solve problems, avoids the problem, will generally seek guidance from others without forming possible solutions first
- 2 Applicant demonstrates little ability to solve problems, will either give the issue to someone else or ignore it

#### **Report Writing**

- 10 Applicant is able to research, analyse and write reports which consistently meet organisational requirements. Reports are never sent back for additional work. English is of a consistently high standard.
- 8 Applicant is able to research, analyse and write reports which sometimes meet the requirements of the organisation. Analysis is sometimes lacking. Reports are sometimes sent back for additional work. English is of a consistently high standard.
- 6 Applicant is not required to research, analyse or write reports. They show some potential through other work that they have contributed to. English is of an acceptable standard.
- 4 Applicant has sometimes demonstrated some ability to either research or analyse and/or write reports. They require guidance to get started but can generally then complete the task. English is generally of an acceptable standard, some corrections are required.
- 2 Applicant has not been required to research or analyse information for reporting purposes and has not demonstrated this ability. English is generally of a marginal standard.



**STUDY ASSISTANCE SCHEME APPLICANT ASSESSMENT (B3)**

**ANNEX K ELIGIBILITY CONFIRMATION  
ELIGIBILITY (to be completed by EMPLOYER)**

NAME OF APPLICANT \_\_\_\_\_  
MINISTRY \_\_\_\_\_  
NAME OF PROGRAM \_\_\_\_\_  
HRPC PRIORITY MET BY THIS PROGRAM \_\_\_\_\_

**Confirm the following documents are attached and the criteria is met:**

DOCUMENTATION	YES	NO	CRITERIA MET	YES	NO
Letter of Appointment	YES	NO	Applicant is employed?		
Birth Certificate/Passport	YES	NO	Applicant is a Kiribati Citizen	YES	NO
Enrolment confirmation	YES	NO	Course is post school?	YES	NO
			Course is with a recognised Institution?	YES	NO
			Course is in Kiribati?	YES	NO
Performance Assessment attached?	YES	NO	Minimum of 50 achieved in the performance assessment?	YES	NO

Applicant is eligible (based on the above pre-screening) **YES** **NO**

SIGNATURE OF EMPLOYER	
NAME OF EMPLOYER	
DATE	
EMPLOYER STAMP	

:





## STUDY ASSISTANCE SCHEME ASSESSMENT OF MERIT (B4)

### **ANNEX L ASSESSMENT OF MERIT**

TO BE COMPLETED IN PSO

**ASSESSMENT OF MERIT** (ONLY THOSE APPLICANTS WHO ARE ELIGIBLE SHOULD BE ASSESSED FOR MERIT)

<b>Selection Criteria 2:</b>	
The applicant is motivated and committed at work, and demonstrates a high standard of performance in the workplace (Take the total performance score and divide by 2)	<b>Performance Assessment Score</b>
<b>Selection Criteria 3:</b>	
The applicant has applied for a program that is a priority for the Kiribati Public Sector	<b>Program Priority Score</b>
<b>TOTAL APPLICANT SCORE (Add 2 &amp; 3 together)</b>	
<b>Secretary/CEO or delegate Signature</b>	
<b>Printed name of Officer and Title</b>	
<b>Date of Assessment</b>	
<b>PSO Checked Signature</b>	
<b>PSO Officer Name and Date</b>	
<b>PSO Entered Signature and Date</b>	



**APPLICATION FOR REIMBURSEMENT, STUDY ASSISTANCE SCHEME  
(B5)**

---

**ANNEX M APPLICATION FOR REIMBURSEMENT**

**This section should be completed by the Applicant:**

**APPLICANT NAME** \_\_\_\_\_  
**MINISTRY** \_\_\_\_\_  
**NAME OF PROGRAM** \_\_\_\_\_  
**APPROVAL REFERENCE** \_\_\_\_\_

I certify that I have successfully completed the courses below, in accordance with the approval given to me. I have attached my Statement of Results, receipts for expenses incurred and my Performance Assessment.

**Course Name** \_\_\_\_\_  
**Expenses Incurred** \_\_\_\_\_  
**Result Achieved** \_\_\_\_\_  
**Total Claimed** \_\_\_\_\_

<b>Course Name</b>	
<b>Expenses Incurred</b>	
<b>Result Achieved</b>	
<b>Total Claimed</b>	

**Signature of Claimant** \_\_\_\_\_

**Printed Name and Date** \_\_\_\_\_

**Forward your claim to your Secretary/CEO.**

**This section must be completed by the Secretary/CEO.** Where applicable, strike out the incorrect statement.

**I confirm that the applicant above**

1. **Has/Has Not** continued to work diligently
2. The work standard **has/has not** decreased, whilst pursuing their studies, as evidenced by the updated Performance Assessment.
3. I **recommend/do not recommend** payment be made in accordance with the above claim.

**Signature of Secretary/CEO** \_\_\_\_\_  
**Printed Name and Date** \_\_\_\_\_

**Forward the claim and all documentation to HRM Centre, PSO.**

**This section must be completed by PSO.**

I confirm that the above claim **is/is not** in accordance with the policy and therefore **is/ is not** correct for payment.

**Signature of PSO Officer** \_\_\_\_\_  
**Printed Name and Date** \_\_\_\_\_



**PSO REIMBURSEMENT SCHEME ORDER OF MERIT AND PAYMENT SPREADSHEET**

**ANNEX N PSO REIMBURSEMENT SCHEME ORDER OF MERIT AND PAYMENT SPREADSHEET**

<b>Applicant Name</b>										
<b>First Name</b>	<b>Surname</b>	<b>Gender</b>	<b>Ministry</b>	<b>Course/Program</b>	<b>Priority</b>	<b>PSO Total Score</b>	<b>Application Perf Score</b>	<b>Comments / Recommendations</b>	<b>Date Entered</b>	<b>Refund Amount</b>

**Page 1 NOTES:**

A new spreadsheet is created for each new Semester. Applications from previous semesters cannot be bought forward.

Page 1 is completed at the time of application.

The Projected Budget Drawdown on Page 2 is also completed at the time of Application. This column is a formula, which is the original budget less the refund amount.

Page 1 is sorted in order of PSO Total Score, then by Priority, then by Ministry.

<b>Applicant Name</b>								
<b>First Name</b>	<b>Surname</b>	<b>Projected Budget Drawdown</b>	<b>Refund Received Date</b>	<b>Updated Perf Score</b>	<b>Results Confirmed</b>	<b>Refund Amount Confirmed</b>	<b>Actual Budget Drawdown</b>	<b>Refund Paid Date</b>

0.00

0.00

**Page 2 NOTES**

Page 2 covers the confirmation of eligibility when applications for refund are received, and the payment of refunds.

The updated performance score is to be compared with the original performance score and must be the same or higher to qualify for a refund.

The actual result is to be entered in the Results Confirmed column

Refund amount comes from the claim made and should not exceed the estimate.

Actual budget drawdown is entered as a formula, and is the budget less the refund amount confirmed.

Refund paid date is the date NZAID confirms refunds have been paid.



**PSO 2007 Allowance Rates for Overseas Students**

---

***ANNEX O PSO 2007 ALLOWANCE RATES FOR OVERSEAS  
ACADEMIC AWARD STUDENTS***



**PSO 2007 Allowance Rates for Overseas Students**

---

***ANNEX P IN COUNTRY TRAINING PROGRESS REGISTER***