



National Conditions of Service

2020 Edition

(Effective 1st January, 2021)

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SECTION A

INTRODUCTION

Title

A1 These conditions shall be known as “National Conditions of Service (NCS) 2020 Edition” and shall come into effect on 1st January, 2021 with amendments when required thereafter.

English Version

A2 The National Conditions shall be published in English.

Validity

A3 This 2020 Edition of the National Conditions of Service (NCS) supersedes all past editions of:-

- (i) General Orders
- (ii) Government Unestablished staff conditions of Service
- (iii) G.I.D.A conditions of Service
- (iv) Previous NCS Editions

Conditions of Services and Application

A4 National Conditions of Service (NCS) applies to employees of the Government, and if necessary, to Statutory Bodies and Government Owned Companies of Kiribati and includes procedures for the conduct of business relating to those bodies, except where:-

- (i) the contrary intention appears in NCS;
- (ii) alternative provision is made for a particular employee in any Ordinance or in any regulation, rule, bye-law or order made under such Ordinance; or
- (iii) the terms of an employee’s appointment may prevent the operation of NCS or any other of them.

Delegation of Powers

A5 Except as otherwise stated in NCS, Te Beretitenti has delegated authority to administer National Conditions to the Secretary to the Cabinet as Head of the Public Service and to the Secretary, PSO as the officer responsible to the Secretary to the Cabinet for personnel matters. All communications relating to the terms of National Conditions and the personal affairs of officers should, however, be addressed to the Secretary to PSO (SPSO).

Errors in Administration

A6 (a) In the day to day administration of NCS, errors may occur. No employee will be allowed to lose or gain as a result of such errors nor may such errors be regarded as a precedent for granting similar treatment to any other employee. When an error results in an overpayment, the overpayment may be recovered by the employee through deductions from the concerned employee’s salary. When an error results in an underpayment, the underpayment shall be made good to the employee.

(b) No claim by an employee for allowance or any other awards in National Conditions will be entertained unless the claim is made within twelve months of the event which gives rise to the claim.

Amendments

A7 National condition may be supplemented or amended from time to time and such amendments and additions must include Cabinet resolutions and will have equal validity with National Conditions.

Duty of Employees

A8 Ignorance of the provisions of any National Condition shall be no excuse for its infringement for non-compliance. It is the duty of all employees to familiarise themselves with National Conditions as amended from time to time. It is the duty of all employees to access and understand NCS.

Maintenance of National Conditions

A9 (a) It is the duty of employees to whom copies of NCS are issued and to ensure that they are kept up to date and in good condition.

(b) National conditions are official documents and do not become the property of the employee to whom they are issued.

Conflict

A10 In the event of conflict between National Conditions and any law, the law shall prevail.

SECTION B

APPOINTMENTS (GENERAL)

Authority to appoint

- B1** The appointment and promotion of Government employees is by the Beretitenti acting in accordance with the advice of the Public Service Commission, except that:- (i) the filling of posts listed in Appendix B.1 shall be in accordance to procedures laid down in the Kiribati Constitution. (ii) The Public Service Commission may delegate to a Ministry, Secretary or Body, authority to make specified appointments.

Temporary Appointments

- B2** Recruitment of temporary or relieving appointees shall be conducted through the PSO Graduate Development Scheme, NER relievers' database, Ministries application records. All temporary appointees shall meet the PQR of the post concerned. Application for extension beyond 2 months shall be submitted to the PSC. (*Cabinet Minutes No. 29/11; OB Memo 107/11*)

Part Time Staff and Casual Employees

- B3** Appointments of employees on a part time basis must follow the procedures set out in *B4* except where alternative arrangements have been authorised under Condition *B1*.

Procedure for Filling a Vacancy

- B4** When a vacancy occurs, the SRO concerned will send details of the vacancy to the Secretary PSO on the prescribed form, (Appendix B.2) together with a Position Description (PD) of the post. Formal vacancy clearance must be released from the Secretary PSO to the NER and copied to SRO concerned. Concerned Ministry will send advertisement to Secretary MEHR. Recruitment will be conducted in the presence of PSC representative.

All established vacancies shall be filled through open competition and on merit based.

The procedure does not apply to:-

- (i) Teacher Trainees
- (ii) Nursing Trainees
- (iii) MTC and FTC Cadets
- (iv) Police new Recruits

- B5**
- (a) No appointment shall be made to a Government post unless provision for that post exists in the ER for that year, nor may the number in any category of post be increased to a number larger than that shown in the ER.
 - (b) Application for additional Government posts, or restructure, in Ministries and Statutory Body must be submitted by SRO to the Secretary PSO for Cabinet approval.

Procedure for Recruitment

B6

- (a) Ministry identifies and invites panel to discuss and agree on the selection/screening process to be applied in selecting the best candidate.

- (b) Ministry submits to PSC successful candidate selected for the post within 10 days after each Interview had been conducted.
- (c) PSC may/may not endorse panel's selection and issue the instrument to H.E. for approval. After obtaining the Beretimenti's approval on the Instrument, PSC then issues the letter of appointments to employees and Under First Sight (UFS) of respective SROs, copied to MFED, KNAO, PSO.

Procedure for Bulk Recruitment

- (a) PSO must classify or group positions that have same position descriptions with different salary level but same job nature in order to undergo a combined or bulk recruitment.
- (b) PSO must identify vacancies using workforce plans submitted and then confirms with Ministries.
- (c) When a vacancy occurs, the SRO concerned will send the request on the prescribed form, (Appendix B.2) together with a Position Description (PD) of the post to Secretary PSO.
- (c) PSO submits clearance and advertisement² to NER.
- (d) Applications for vacancies must be made in person to the NER. The applicant must provide for inspection any certificates, documents and references relating to his qualification experiences during registration. Secretary MLHRD will send the screening results of applicants to PSO.
- (e) PSO informs concerned Ministries and agree on the following: -
 - (i) Panel Members
 - (ii) Short listing/Screening of candidates
 - (iii) Logistics
 - (iv) Resources and costs
- (f) After the Ministry had received its allocated candidate, each concerned Ministry is responsible to prepare a Submission to PSC for the First Appointment as in the normal procedure.
- (g) PSC may endorse panel's selection. The validity of the Interview result is up to 6 months only which meets PSC's policy.

Application from Convicted Persons

- B7** The following criteria will apply when considering applications for appointment or reappointment from persons who have been convicted of a serious criminal offence:-
- (i) A person convicted of criminal charges involving embezzlement, fraud, forgery or loss of money for which that person was responsible will normally not be considered for employment.
 - (ii) A person convicted of an offence involving professional misconduct and dismissed from employment may be considered for employment in a different type of post.

Certificate of Medical Fitness

- B8** All appointments, other than temporary appointments, are subject to the submission of a certificate of medical fitness, by the appointee to the SRO of the recruiting organisation.

Terms of Appointment

- B9** Appointments shall be made on one or other of the following terms:-
- (i) On probation with a view to admission to the permanent establishment;
 - (ii) On contract;
 - (iii) On temporary terms for full time;

² Advertisement cost is to be met by PSO while concerned Ministries will JV costs equally shared later based on receipts that will be proved by PSO

- (iv) On temporary terms for part time.

Letter of Appointment

B10

(a) Appointees to the permanent establishment shall be given a letter of appointment in one of the Forms prescribed in Appendix B.3 of this Section. Appointees must notify in writing, their acceptance of the terms and conditions stated therein.

(b) It is compulsory for all new appointees to undergo and pass appropriate induction/trainings/examinations facilitated by PSO and the Ministry concerned prior admission to the permanent establishment

(c) Contract appointees shall be given an appropriate form of agreement prescribed in Appendix B.7 of this Section, for acceptance and signature

Date of Appointment

B11 The date of appointment refers to the date appears on the First Appointment Letter. In any case that the employee does not report to duty on that given date, it is the duty of the SRO to inform the Ministry of Finance so proper adjustment in salary is attended to in a timely manner.

Appointments on Probation

B12 An employee shall be confirmed to the permanent establishment after completing the probationary period as prescribed in the Appointment letter provided by PSC and after having reached the age of eighteen and passed any required examinations.

Procedure for Admission to Permanent Establishment

B13 Six weeks prior to the completion of an employee's probationary period, the employee shall be considered for admission to the permanent establishment of the concerned Ministry. Where the SRO considers the employee to be in all respects suitable for admission to the permanent establishment, he shall advise the employee accordingly in the form set out in Appendix B.5 with a copy to the SPSO.

Procedure if Not Suitable for Admission to the Permanent Establishment

B14 If, the employee is considered unsuitable for admission to the permanent establishment, the SRO shall inform the former accordingly, setting out his reasons and giving him ten days in which to submit representations. Upon receipt of such representations, or if no representations are received within the ten days, the SRO, if he still considers the employee unsuitable will either:-

- (i) extend the probationary period for six months in accordance with *B15* to give the employee time to remedy his deficiencies; or
- (ii) terminate the employee's services by giving him one month's notice in writing and advising him of his right of appeal to the PSC.

Extension of Probationary Period

B15 Extension of probationary period may be granted to an employee where the SRO sees necessary. The latter shall inform the former, in writing, of the extension, and indicate to the former areas of improving work or conduct. Six months after informing the employee of the decision to extend the probationary period, the SRO shall call for a report on the Staff Performance Appraisal (SPA) and, upon consideration of that report, the SRO either confirms the employee to the permanent establishment in accordance with *B.13*, or terminates the employee's services in accordance with *B14 (ii)*.

APPOINTMENT ON CONTRACT

Re-engagement of Contract Officer B16

- (a) When a government employee serving on contract applies for re-engagement the SRO shall submit the application in the prescribed form (Appendix B.6) to the Secretary PSO with a recommendation. The Secretary PSO shall forward the application to the PSC, together with any additional information. If the recommendation is that the employee should not be re-engaged, the SPSO would at the same time inform the employee accordingly and allow him ten days in which to make representations to the PSC. After ten days the PSC will consider as to whether or not the officer should be re-engaged.
- (b) SROs of Statutory Bodies will follow the procedure of (a) above except that an application and recommendation is sent directly to the PSC in the prescribed form.

Extension of Agreement

B17 An employee whose re-engagement is approved may be required to enter into a new agreement or may be offered an extension of his existing agreement on the same terms.

Part Time and Hourly Paid Staff

B18 Procedures for the employment of part time and hourly paid staff are the same as for full time employees who are paid a salary.

PROMOTIONS

Vacancies Not Necessarily Filled by Promotion

B19 The existence of a vacancy does not itself entitle an employee in a lower grade to be promoted to that vacancy nor is there any obligation or otherwise where the appropriate authority is satisfied that no suitable candidate exists.

Attempts to Influence Promotion

B20 No employee shall seek the influence of Members of the Maneaba ni Maungatabu or other prominent persons as a means of enhancing their prospects of promotion. Any attempts to obtain promotion by such means may debar the employee from consideration for the promotion concerned.

Merits for Promotion

B21 Merit shall be determined by;

- (i) Work experience and competence shown in performance of duties (SPA) previously carried out either in the service or elsewhere.
- (ii) Personal qualities characteristics and attributes relevant to the position to be filled; and
- (iii) Relevant educational and qualifications according to Position Qualification Requirement (PQR).

Provided that when two or more applicants for appointment to a position show equal merit under clauses (i), (ii) and (iii) above, then that applicant who has the longest permanent service shall be deemed to have the most merit for appointment.

Provided that in all cases except an appointment on contract of employment of a Kiribati citizen normally resident in an outer island, no recommendation for appointment from outside the service shall be made unless such applicant from outside the service is deemed to have clearly more merit for the position than any serving officer who is qualified and available for the position.

Procedure for Promotion

B22 When an SRO considers that a vacancy other than in the Accounting Cadre, should be filled by the promotion of a serving employee, he will follow the procedures laid down by the Public Service Commission, except that promotion to posts under Appendix B.1 are excluded from normal PSC procedures.

Common Cadre Posts – devolution of Authority to Ministries (Cabinet meeting No.70/18)

B23 As part of the reform in the public service, SROs have been delegated the authority to administer the Common cadre and Administrative cadre positions in line with the provisions in the Establishment Register effective 1st January, 2019.

Upgrading

B24 The upgrading of employees must be referred to the PSC or such Responsible Bodies delegated by the PSC.

Information about Upgrading and Promotions

B25 For Government posts the Secretary PSO will inform Secretaries and Statutory Bodies of promotions and upgrading within their Ministries. The effective dates, the adjusted salaries and incremental dates will be clearly stated.

Appointment to Act to Establish Suitability for Promotion**B26**

- (a) An employee selected for promotion will normally be appointed to act for a period of six months with a view to establishing suitability for the substantive promotion. At the end of the six months acting period, the SRO will submit a SPA report to the PSC recommending either:-
 - i. the employee's promotion confirmation,
 - ii. or that the acting period should be extended for a further period not exceeding six months, or
 - iii. that the employee should revert to his substantive rank, giving full reasons for his recommendation.
- (b) An employee who is selected for promotion to an organisation other than that in which he is serving must be released to take up his new appointment within a period of six weeks from the date on which his Organisation receives notifications of his selection for promotion.
- (c) An existing employee who applies and is successfully selected to take up a position in another Ministry, organisation or cadre, other than on transfer under B34, will be processed through a Submission to PSC for a Transfer on Promotion or a Transfer of Appointment if the salary level remains the same with his initial position. The normal probationary period in this case is six months.

Seniority

B27 Where it is necessary to determine seniority between two or more employees, the following rules will normally apply:-

- (i) In the case of employees of different grades, seniority will be determined by reference to the maximum salary level of the scale on which they are serving, the officer with the highest maximum point being the most senior.
- (ii) In the case of employees of the same grade, seniority will be determined by reference to

their date of appointment or promotion to that grade. The employee with the earliest date of appointment being the most senior.

- (iii) Where seniority cannot be determined in accordance with rules (i) and (ii) age may be taken into account, the oldest being the most senior.

ACTING APPOINTMENTS

Posts On and Above Salary Level 13

- B28** Appointments to act for specified periods of time no less than 30 consecutive days in posts carrying a salary L13 and above, other than with a view to establish suitability for promotion are made only through the procedures of the PSC.

Posts Below Salary Level 13

- B29** Appointments to act for specified periods of time no less than 30 consecutive days, in post carrying a salary below L13, other than with a view to establishing suitability for promotion, may be authorised by the SROs for Government posts.

TRANSFER AND POSTING

Liability

- B30** An employee may be posted to any station where his services are required. However, the SRO has to consider that working couples (employees) had to be posted together on one island to avoid inconveniences which may result in the poor service delivery by each employee.

To Another Organisation or Ministry

- B31** An employee who wishes to be considered to transfer to another Organisation or Ministry other than on promotion must apply to his SRO giving the reasons for his request and listing his qualifications for the post he wishes to fill. The SRO will send the application with his comments to the Organisation to which the employee wishes to transfer. If the application for such transfer is acceptable to the receiving Organisation, that Organisation will refer it, together with the comments of the employee's SRO, to the Secretary to the PSC for decision on whether or not the transfer should take place.

Within an Organisation

- B32** An employee who wishes to be considered for transfer, other than on promotion, to another Division of the same Organisation must apply to his Head of Division giving his reasons for the request and giving his qualification for the post he wishes to fill. The application will be sent, together with comments, to the Head of the receiving division who will refer it to the SRO. If the transfer is approved, the Secretary of the PSC will be informed of the transfer and the date it takes effect.

To a Post Carrying a Different Salary Scale

- B33** Any transfer which carried with it a higher salary level shall be dealt with under the procedures for promotion.

Officers Occupying Common/Admin Cadre Posts

- B34** The posting of employees occupying common cadre posts including Assistant Secretaries and Senior Assistant Secretaries from the Admin. Cadre will be at the discretion of the concerned SROs.

APPENDIX B.1 POSTS EXCLUDED FROM CONSIDERATION BY THE PSC

Chief Justice
The Attorney General
Judges of the High Court
Registrars and other officers of the High Court and Court of Appeal
Secretary to the Cabinet/Chief Secretary
Secretaries of Ministries
Managers of Statutory Bodies and Government Owned Companies
Commissioner of Police
Members of the Police Force below the Rank of Assistant Superintendent

Posts in respects of which emoluments are paid in whole or in part by Councils established under Section 3 of the Local Government Ordinance 1966.

APPENDIX B.2 VACANCY CLEARANCE FORM



VACANCY CLEARANCE FORM

To: Secretary, MLHRD	Cc:	File Ref:
Attn: NER Officer	From: Secretary, PSO	Date:

MINISTRY VACANCY CLEARANCE REQUEST DETAILS						PSO VACANCY & PQR CLEARANCE			
Position Title	Salary Level	No. of Vacancy	Position PQR	Clearance is for? (tick)		IT Vacancy Clearance		HRMC PQR Clearance: PQR is in line with PQR Framework? (tick)	
				Contract Appointment	Permanent Appointment	No. of Vacant Post confirmed	IT Comment	YES	NO (go to table 2).
1.									
2.									
Officer Name:			Position Title:		Ministry stamp:	PSO receiving stamp:	IT Officer Name:	HRM Name:	
Officer Signature:			Date:				Signature:	Post Title:	
							Date:	Signature: Date:	

TABLE 1:

Post Title	Amended/Final PQR	Was the PQR Waived?		Reasons for Waiving the post PQR	Name of Counterpart in Ministry
		No	Yes		
1.					
2.					

TABLE 2 – Finalization of PQR

Signature: _____

Name: _____

Date: _____

PSO Stamp: _____

For Secretary, PSO

APPENDIX B.3 ADMISSION TO PERMANENT ESTABLISHMENT**File Ref:** CPF: [PF Number]**Date:** [Date letter issued]**[Appointee Name]**

ufs: Secretary
Public Service Office

Dear Sir/Madam

Te Beretitenti acting in accordance with the advice of the Public Service Commission, has approved that you should be offered appointment to the permanent establishment as:~

[Post Title], [Level] w.e.f. **[effective date]** on probation for **[probation period]**. You will enter the salary scale at **[Salary Scale]** per annum and your incremental date will **[effective date]**.

2. Your appointment will be subject to the product of satisfactory Medical Certificate. You should arrange to be examined by a Government Medical Officer at the earliest opportunity, and forward the report to the Public Service Office.
3. You will be required to become a Member of the National Provident Fund and 7.5 percent of your salary will be automatically deducted each month as your contribution to the Fund.
4. Please complete the relevant KPF Form, which is an application for you to become a member of the Fund. This form must be returned to the Public Service Office. Your salary cannot be paid before the completed form has been received at the Public Service Office.
5. You will be subject to the provisions of National Conditions of Service and other terms and conditions of service and rulings as may be promulgated from time to time.
6. Although you will normally be employed in the above post you will be available for the discharge of any duties which may be allocated to you.
7. Your date of birth is **[Date of Birth]**.
8. For the purpose of leave and passage your home island will be **[Home Island]**.
9. In accordance with the current policy on compulsory retirement age of 60 years, this offer of appointment will formally end on **[Date of Retirement]** if not earlier terminated for disciplinary or any other reasons as the case may be.

I should be grateful if you would signify your acceptance or otherwise of his appointment on the terms and conditions set out in this letter. Failure to return within a reasonable period your acceptance of this appointment and the Medical Certificate required at Paragraph 3 above will invalidate this offer of appointment.

Yours faithfully,

cc: Chief Accountant, Bairiki
Auditor General, KNAO, Bairiki
Secretary, PSO, Bairiki

[Name]
Secretary
Public Service Commission

APPENDIX B.4 TEMPORARY APPOINTMENT FORM

TEMPORARY APPOINTMENT APPROVAL FORM AND TERMS AND CONDITIONS OF EMPLOYMENT			
Ministry:		Date:	
Branch/Location:			
Post to which temporary Appointment is required			
Reasons for Vacancy :			
Name of Nominated Appointee:		Period of employment required:	
Salary Scale of Post:		Salary Level:	
<u>Financial Provision</u> Please state how and when financial provision is to be sourced to cover for the salary of the post. For example, if the temporary appointment is to cover for long term training the salary will be source from Code related to Temporary appointment. If the post is permanent but filled temporary, then the salary is to be source from Code 21 – Salaries.			
<u>Terms and Conditions offered in this appointment:</u> During this temporary appointment of2..... Month(s) you will become a member of the KPF and 7.5% of your salary will be deducted as your contribution to the fund. This appointment may be terminated by both parties (employer and yourself) by giving 2 weeks' notice or 2 weeks pay in lieu, if your period of employment is more than 1 month. For periods less than one month 1 week notice or 1 week pay in lieu will apply. The duties of the post is attached and you are required to perform to the expected standard of a civil servant (i.e serving customers fully with care and politeness).			
Signed: Immediate Supervisor Signature Immediate Supervisor's Name and Position	Date:
I fully agree with the terms and conditions of this appointment: Signed by Temporary appointee			
Approved SRO Name/Title & Signature	Date:	

APPENDIX B.5 LETTER CONFIRMING PERMANENT ESTABLISHMENT

You have now completed the minimum period of one year's satisfactory service on probation and I consider that you are in all respects suitable and meet all the necessary requirements for admission to the permanent establishment. Accordingly, I have pleasure in advising you that you are confirmed in your appointment to the Government permanent/corporation establishment with effect from

.....

Yours faithfully,

Secretary

(Employing Ministry)

cc: Secretary, PSO
Accountant General, MFED
Auditor General, KNAO

APPENDIX B.6 RE- ENGAGEMENT OF CONTRACT OFFICER**Staff In-Confidence**

(submit 9 copies)

PSC Form 4

PSC

Recommendation for Re-engagement of Contract Officer

- (a) Organisation/Division:
- (b) Title of the Post:
- (c) Salary Scale of the Post:
- (d) Officer Name:
- (e) Qualifications/Experience required for the post:
- (f) Does the officer possess these qualifications/experiences?
- (g) Do you consider that there might be a suitable local candidate to fill the post from within the
 - 1. organisation?
- (h) Do you consider that there might be a suitable local candidate to fill the post from another
 - 2. organisation?
- (i) If the answer to question 6 and 7 is negative:
 - (j) What training arrangements to rectify the position are being or are proposed?
 - (k) By what approximate date is it expected that a suitable local officer will become available.
- (l) Is the holder a force for good in the Organisation?
- (m) Is he good at training local officers and has he a sympathetic approach to their advancement?
 - (n) What the officer's:
 - i. strongest points?
 - ii. weakest points?
- (o) Does the officer:
 - i. Invariably punctual?
 - ii. Attentive to his duties during working hours?
 - iii. Courteous to and co-operative with the public?
 - iv. Co-operative with officers in his own and other departments?
- (p)
- (q) I do/do not recommend an immediate officer of re-engagement of contract.
- (r) Length of contract recommended.

Signed:.....

Date:.....

Office:.....

APPENDIX B.7 REPUBLIC OF KIRIBATI AGREEMENT OF SERVICE

By this agreement made this _____ between the Government of Kiribati (hereinafter called “the Government”) and _____ (hereinafter called “the employee”), it is hereby agreed as follows:-

- | | |
|--|--|
| Period of Service | 1. The employee will diligently perform the duties of _____ or such other duties as the Government through the SRO may reasonably require for a period of _____ with effect from _____. |
| Duties | 2. The employee will:- <ul style="list-style-type: none"> a) act in all respects according to the directions given to him by the Government or his superior officers. b) during working hours, place his whole time at the disposal of the government and will not engage or be concerned in any other business; and c) save in so far as is otherwise provided herein or may be inconsistent herewith, be subject to and entitled to the benefits of the National Conditions of Service or other Government or Ministerial orders or instructions for the time being in force in so far as the same are applicable. |
| Salary | 3. The salary scale attributable to the officer is Level _____, the salary points of which are shown on the existing salary scales. The employee shall, however, commence to draw salary at the rate of \$_____ per year. The salary shall be payable fortnightly in arrears by the Government. |
| Taxation | 4. The employee shall be exempted from all direct taxes in the nature of income or personal taxes, except service tax, for the duration of this Agreement. |
| Leave | 5. The employee shall receive a leave entitlement of _____ working days for each complete month of service. This leave may be taken after one year of service, or earlier with the prior consent of the Government. |
| Quarters | 6. The employee shall be allowed to occupy Government quarters. The cost of utilities are to be borne by the employee. |
| Termination of Agreement by Government | 7. Without prejudice to the provisions of the National Conditions of Service relating to dismissal, and subject to any laws then in force and applicable, the Government may terminate the Agreement:- <ul style="list-style-type: none"> a) by giving the employee not less than one month's notice in writing of the date upon which the Agreement will be terminated; b) at any time by giving the employee the equivalent of one month's allowance in lieu of the notice aforesaid; or c) in the event of the employee being certified by a Government Medical Officer as medically unfit for service under this Agreement for reasons other than the employee's own misconduct |

by giving him one month's notice in writing of the date upon which the Agreement will be terminated.

Termination of Agreement by Employee 8. The employee may, after the expiration of three month's service, terminate this Agreement:

- a) by giving not less than one month's notice in writing of the date upon which the employee proposes to terminate the Agreement; or
- b) at any time by paying the Government the equivalent of one month's allowance.

Further Engagement 9. Six months prior to the completion of a tour of service under this Agreement the employee shall give notice in writing to the Government whether he desires to remain in its employment and the Government shall thereupon decide whether it will offer the employee further employment in which case the re-engagement will be on such terms and for such period as may be mutually agreed.

National Conditions 10. Matters not covered under the terms of this Agreement shall be of Service governed by the National Conditions of Service and Regulations of the Country for the time being in force.

As witness for hands the day and year above written.

Signed on behalf of the Government

In the presence of:

Signed by the Employee: In the presence of:

Address of the witness: Occupation:

SECTION C

TERMINATION OF APPOINTMENTS, RESIGNATION AND RETIREMENT

Employee on Probation and Permanent Employees

C1

- (a) The appointment of a permanent employee may be terminated at any time by giving him two months' notice in writing or by paying him one month's salary in lieu. *(Refer to C.7, C.8 and C.9). Termination of Appointments had to be recommended to PSC through a formal Submission.*
- (b) The appointment of an employee on probation may be terminated in accordance with B.13.

Contract Employee

C2

Unless the agreement otherwise provides, the appointment of an employee on contract may be terminated at any time by giving him one month's notice in writing or by paying him one month's salary in lieu.

Temporary Employee

C3

Temporary employee termination procedures:

- (a) Where the duration is for more than one month the appointment of a temporary employee may be terminated by giving him two weeks' notice in writing or paying him two weeks' salary in lieu. (Refer to C8 and C9).
- (b) Where the duration is less than one month the period applicable is one week.

Authority to Terminate

C4

All terminations of appointment shall be subject to the approval of the PSC, except that:-

- (i) The posts under Conditions listed in Appendix B.1 are excluded from consideration by the PSC.
- (ii) The termination of temporary or Part Time appointments is at the discretion of SROs.

Termination Not Necessarily a Disciplinary Measure

C5

The termination of employment is appropriate when:-

- (i) An employee's methods or manner of executing his duties are not compatible with the requirements of the Organisation.
- (ii) An employee lacks the skill required to carry out his duties;
- (iii) There are insufficient grounds for dismissal but it is desirable for an Organisation to be dispensed from the employee's services.

No Loss of Privileges

C6

An employee whose service is terminated by Government:-

- (a) Retains his/her entitlement to passage rights and non-accountable grants.

- (b) His/her leave entitlement will be on a pro rata basis. That is, one twelfth of the employee's numbers of days annual leave eligibility, for each completed month of service in that year, up to the date of his termination.

PROCEDURE

Permanent Employees

- C7** The SRO will notify the employee in writing that the termination of his appointment has been recommended to the PSC. The employee will be given full reasons for this recommendation and advised that should he wish to make representations to the PSC he must do so within 21 days of receipt of the letter.

The PSC will make further inquiry if necessary and on the basis of the total information shall decide whether or not the appointment of the employee is to be terminated.

Date of Commencement of Period of Notice

- C8** (i) For permanent employees the period of notice will commence from the date specified by the PSC.

Termination on the Grounds of Redundancy

(See Appendix C.1)

Retirement

- C9**
- (i) Except where statutory provisions otherwise provide, an employee must retire on reaching the age of 60 years of age. Upon reaching the age of 55, a medical checkup had to be made yearly to confirm that an employee is physically and mentally fit to work for the next five years. In addition, a staff performance Appraisal and close monitoring on the employee's performance is also important to form part of the assessment. No employee may continue in service after reaching the age of 60, except on reappointment on contract terms or on temporary terms if there is a need. *Effective date is 23rd June 2020. (Cabinet Meeting dated 15th October 2020)*
 - (ii) Repatriation has to be facilitated as soon as possible after the officer's retirement.
 - (iii) A permanent employee who produces second birth certificate will not be used for extension of service, unless the issue has been settled by court.

Withdrawal of Benefits from Kiribati Provident Fund (KPF)

C10

- (a) A permanent employee who wants to withdraw benefits from KPF must seek employer's supporting letter before clearance/approval sought from Secretary PSO.
- (b) An employee must clear all outstanding credits upon retirement, in particular if there is a salary overpayment, outstanding Imprest during the course of his employment and if recovery costs for the damage to the public property is required. In this case, the Ministry of Finance would assist that the total amount is deducted PRIOR the employee's KPF is released. Proper transaction to Government's account number has to be made with copies provided to the responsible SRO, copied to Secretary, PSO and KNAO respectively.

Termination on Medical Grounds

- C11** An employee's appointment will be terminated on medical grounds upon the advice of a Medical Board, that the employee is medically unfit for further service, the Medical Board is authorized to prepare the medical report. Composition of the Medical Board are appointed under *NCS I.6*.

Police Officers Below the Rank of Assistant Superintendent

- C12** The Commissioner of Police, in accordance with the provisions of the Police Ordinance, may at any time terminate the appointment of any Police Officer below the rank of Assistant Superintendent.

VOLUNTARY TERMINATION (RESIGNATIONS)**Permanent Employee**

- C13** A permanent employee may terminate his appointment at any time by giving two months' notice in writing or by paying one month's salary in lieu. Secretary PSO is to approve all resignations and to send copies to Secretary, PSC, Auditor General and MFED respectively.

Contract Employee and Employee on Probation

- C14** Unless the agreement otherwise provides, an employee serving on contract or an employee on probation may terminate his appointment at any time by giving one month's notice in writing or by paying one half month's salary in lieu.

Temporary Employee

- C15** An employee serving on temporary terms may terminate his appointment at any time by giving:
- (i) Two weeks' notice in writing, or two week's salary in lieu if the employee has served for more than one month or:-
 - (ii) One week's notice in writing or one week's salary in lieu if the employee has served for less than one month.

Voluntary Retirement

- C16** An employee may retire on giving two months' notice in writing at any time within the 5 years preceding his reaching the age of 60 years new retirement age that is effective from 23rd June, 2020. (Cabinet meeting No. 24/20 dated 15th October, 2020)

Notice Exclusive of Leave

- C17** All periods of notice given under this section must be exclusive of any period of leave.

Address of Notice

- C18** Notice given in accordance with National Conditions C.14 to C.17 should be addressed to the SRO or the employee's Ministry or Organisation.

Waiving of Notice

- C19** An SRO may recommend to the Secretary to the Cabinet that the period of notice prescribed in National Condition C.14 to C.17 be reduced or waived altogether if the circumstance is sufficiently exceptional to warrant such treatment.

TESTIMONIALS

Issue of Certificate of Service

- C20** On finally leaving Government Service or the Service of his Organisation, other than on dismissal, an employee may request a Certificate of Service.
- (i) In the case of Government employees other than Secretaries, Certificates will be prepared by the employee's Secretary for issue by the Secretary PSO.
 - (ii) Certificates in respect of Secretaries to Ministries will be issued by the Secretary to the Cabinet.

Letter of Appreciation

- C21** In addition to a Certificate of Service an employee proceeding on retirement leave or on final termination of contract whose conduct and efficiency have been exemplary may be issued with a letter of Appreciation. These will be issued on the same basis as Certificates of Service.

Purpose of Certificate of Service

- C22** A Certificate of Service provides for the assessment of an employee's efficiency and conduct as "Very Good," "Good" or "Fair". Since the object of the Certificate is to provide a reference covering the employee's service with Government or a Statutory body when he/she seeks employment elsewhere, the assessment should be the most favourable compatible with his standard of service. A specimen Certificate of Service is at Appendix C.II.

Copies of Certificate of Service and Letter of Appreciation

- C23** One copy of the Certificate of Service and, where issued, a letter of Appreciation, must be placed on the employee's personal file in his Ministry or Organisation and one in the Public Service Office.

APPENDIX C.I REDUNDANCY AGREEMENT

A. Intervention

- a. The parties to the agreement recognise that a prosperous and expanding economy, coupled with forward planning of labour requirements, are the surest guarantees of security of employment. Nevertheless circumstances arise, e.g. closure or partial closure of an operation due to a fall in demand, discontinuation of a service, the ending of an aid financed project, reorganisation following the introduction of new methods, which give rise to the redundancy.
- b. The entitlements of an unestablished employee who is laid off through redundancy are specified in the agreement is:-
 - (i) to set up a procedure for dealing with a redundancy situation when it arises, and,
 - (ii) to indicate the main entitlement of the employee under the agreement

B. Eligibility for redundancy treatment

An unestablished employee on hourly rates of pay as a classified worker whose continuous service with the Government exceeds six months, who is 18 years of age or over but under 55 years and who works at least 35 hours a week is eligible for the benefits prescribed by the Agreement. Benefits become due if he has been laid off because the need for the kind of work which he is employed to do has ceased or diminished through discontinuation of services, reorganisation, completion of projects and changes in methods of work or operation of service.

Note: An employee is not redundant if he completes a specific contract period of employment, is dismissed or discharged for some other cause e.g. inefficiency, unsuitability or health reasons or failure to pass prescribed tests, or who is summarily dismissed for misconduct.

C. Prevention and consultation in the event of redundancy

If the likelihood of redundancy is foreseen the Secretary of the employing Ministry will inform the Secretary to the Cabinet and the Union at least 3 months in advance of those anticipated explaining the reason, and will give consideration to taking appropriate measures to prevent redundancy, e.g. redeployment within Government and voluntary redundancies. If, despite these measures, redundancy arises, or if the measures proposed are not practicable, the Secretary to Cabinet will consult the union(s) at the earliest opportunity in order to reach agreement on which group of employees are liable to be made redundant according to division, job grades, or other categories. If at this stage the Secretary to the Cabinet and Union are unable to agree on the need for, or extent of, the redundancy proposed the union may ask the Minister for Labour and Human Resource Development to appoint a Board of Inquiry, whose membership is acceptable to both parties, to investigate the matter and such Board's findings shall be binding to both parties. No redundancy will take place until the Board's findings are made known.

D. Selection of redundant employees

Following the action in Clause C a d at the earliest opportunity, notification will be given to the employees concerned that redundancy is imminent. A redundant employee will be selected by joint consultation between the Secretary of the employing Ministry and the Union within the categories agreed on the basis of 'last in, first out'. This principle may not be used in the case of certain employees by agreement between the Secretary of the employing Ministry and the Union.

E. Offer of other work

The Secretary of the employing Ministry will, if possible, offer other work. The alternative work will be suitable to the employee. It will take effect without a break from the previous employment (or within four weeks of the expiration or termination of the employee's employment). If the employee refuses an offer of other work which meets these conditions he will forfeit his entitlement to a redundancy payment. At the time the employee is engaged by the Government it will be the responsibility of the Secretary of the Ministry concerned to arrange explanation to the employee the contract or terms and conditions of service and to obtain a signature from the employee that such an explanation has been given.

F. Acceptance of other work

An employee accepting another job will be regarded as redeployed.

G. Alternative employment

An employee for whom no work is available will be given an opportunity to look for an alternative employment. In the event of employment opportunities occurring with the employing Ministry at a later date, government undertakes to consider persons previously made redundant, prior to the filling of these vacancies.

H. Notice of termination of employment

This will be as follows:-

Up to two years service - two weeks

After two years service - four weeks

To be given after the joint consultation described in section C above.

I. Redundancy payments

These may be offered as follows in addition to gratuity and/or leave pay entitlement:-

Up to six months - no entitlement

From 1 year onwards - 2 weeks pay (a week is calculated as 5 days) for each year's service. Periods of service of less than 6 months or duration will count as a year. In addition to the above the employee will be offered a free passage for himself and his family to his home island, provided he takes this within one month or the first available ship.

J. Review

This agreement can be reviewed, in whole or in part, by either party giving three months' notice in writing to the other party. Such notice should state the reasons for requiring the review.

This agreement has been signed in 1975, between both parties and the BKATM Union agrees to publicise the contents of this agreement for information of its members.

For government

.....

For BKATM Union

.....

Name of employee

Employer

Period of Employment

Last Post Held

Cause of Termination of Employment.....

General Conduct

Secretary to the Cabinet Date.....

SECTION D

CONDUCT AND DISCIPLINE

Normal Working Hours

D1 Normal working hours will be prescribed by the SRO of each Organisation. A working week is 36.25 hours (36 hours and 25 minutes).

Office Hours

D2 SROs should ensure that offices within their organisation are kept open on working days between the following hours. Effective date is 4th January, 2021. (Cabinet Meeting No. 30/20 dated 18th November, 2020).

9.00 am to 12.30 pm

1.30 pm to 5.15pm

Liability to Comply with Orders and Instructions

D3 All employees are subject to the orders, regulations and general instructions issued by the Government from time to time and to lawful orders of senior officers. Failure to comply with such orders and instructions will be regarded as misconduct that may warrant disciplinary actions.

D4 Standard of Behaviour

All employees are subject to standard of behaviour outlined in the Codes of Conduct below.

Neat	Always be neat and tidy with work environment and dress standards (NCS. D5)
Impartiality	Always behave in an impartial manner by providing advice that is frank, honest, timely and based on merit and the best available evidence
Confidentiality	Do not disclose any information obtained in the course of employment for personal interest or others' interest other than those in appropriate authority
Ethical	Be ethical in all actions and decisions made and always seek to promote and uphold the good image of the public service
Honest	Acting honestly, being truthful and abiding by the laws of Kiribati
Efficient & Effective	Must be efficient and effective in providing services, advice and when using funds
Accountability	Being able to explain the reason for actions taken, and taking responsibility for those actions
Respect	Treat people/customers, the Government and colleagues with courtesy and respect
Transparency	Ensure that there's always transparency in the course of work and in decisions made

Standard of Dress

D5 Except where prevented by the nature of the work, an employee on duty must dress in a clean and tidy manner at all times. Apart from compulsory uniforms provided to specific job titles, these dress codes had to be observed:

Monday – White Top and Black Skirt/Sulu/Pants

Tuesday – Compulsory Necktie for men & Island Formal wear for ladies

Thursday – Full black

Friday - 'Mauri' Wear

Casual wear such as t-shirts or tee shirts, collar T-shirts or bright coloured shirts or jeans and trousers etc must be discouraged during office hours. Sandals, shoes and other things which contribute to tidiness and neatness should be encouraged as part of work dress requirement. It is the responsibility of supervising officers to ensure that employees who are required to wear uniform on duty do so and comply fully with any instruction issued in this respect.

Customer Service Standard

D6 All employees are expected to comply with the **Public Service Customer Service Standard (2014)** in dealing with the public at all times.

Liability to be employed on any other Duty

D7 When it is at the public interest or where the SRO requires, an employee may be employed temporarily on any duties irrespective of the normal duties of his post.

Attendance on Duty

D8

- (a) An employee's whole time is at the disposal of his Ministry or Organisation.
- (b) An employee must be present on duty during the whole of his normal working hours and may be required to work outside those hours when necessary, whether or not he occupies a post qualifying him for overtime payment.
- (c) An employee must not leave his place of work during normal working hours without the permission of his supervising officer.

Absence without Leave

D9

- (a) An employee must not absent himself from his duties without leave. Absence without leave will be regarded as serious misconduct and an employee who is absent without leave for at least 3 days is liable to be dismissed.
- (b) An employee who fails to produce satisfactory evidence justifying his absence will not receive salary for the period of his absence.
- (c) Supervising Officers must report all cases of absence without leave to the SRO for proper disciplinary actions.

Absence without Leave in excess of 3 consecutive working days

D10 In any case where an employee is absent without any apparent reason for a period in excess of three consecutive working days, the SRO must start disciplinary proceedings against the employee. As a first step he will attempt to contact and inform the employee of the action he

proposes to take.

Absence through Ill-Health Caused by Neglect or Misconduct

D11 Absence from duty on account of ill-health caused by an employee's own neglect or misconduct may be regarded as absence without leave and dealt with accordingly.

Unauthorised Disclosure

D12 Unauthorised disclosure by an employee of any information which he has obtained as a result of his position in his Ministry or Organisation, may be regarded as misconduct.

Contribution to the Press**D13**

- (a) No employee may contribute articles, letters or other materials for publication on any matter of a political nature or expressing views contrary to declared Government policies, whether under his own name, or under an SRO.
- (b) An employee does not require permission for publication in his own name of material relating to matters other than those covered in (a) above provided that in doing so will not embarrass the Government. If in doubt an employee should refer to his SRO for a ruling.

Broadcasts and Public Debate**D14**

- (a) Except in the course of his official duties, no employee may broadcast lecture or take part in public debate on any subject of a political nature of express views contrary to be declared Government policies without the permission of his SRO.
- (b) An employee does not require permission to broadcast, lecture or take part in public debate on subject other than those in (a) above provided in doing so will not embarrass the Government. If in doubt, an employee should refer to his SRO for a ruling.

Participation and Involvement in Politics**D15**

- (a) No employee in receipt of a salary in level 12 or above or who is employed in the District Administration or the Information, Broadcasting, Judicial, Police, or Prisons Divisions may be an office bearer or actively canvass support for a political party.
 - (b) No Government employee may nominate a candidate for election to the Maneaba ni Maungatabu or campaign or canvass support for candidates.
 - (c) An employee who wishes to stand for election to the Maneaba ni Maungatabu must notify his SRO who will be responsible for explaining the conditions under which he may stand.
 - (d) Employees are not allowed to involve in politics by contributing to any topic that is of political in nature in writing, public debate, broadcast and/or using social media that leads to embarrassing the Government, contradict to Government policies and providing wrong information to the public.
 - (e) This is considered a serious misconduct and shall be dealt with under Section D.
- 23.

Presents**D16**

- (a) Employees are forbidden to give or receive valuable presents, other than gifts from personal friends, whether in the form of money, goods, passages or any other benefits. This Condition applies not only to themselves, but also to their families and employees are responsible for ensuring that it is observed by their families.
- (b) Valuable presents received in the course of public duty which cannot be refused without giving offence, may be accepted, but must not be retained without the permission of the Secretary to the Cabinet. An employee must submit a full description of any such present to the Secretary to the Cabinet who shall issue instructions regarding its disposal after consultation with the SRO of the Ministry or Organisation concerned.
- (c) The provisions of (a) of this Condition may be relaxed with the consent of an SRO to permit a voluntary collection to be made for:-
 - (i) an employee leaving the Government service or his organisation after not less than five years' service.
 - (ii) The family of an employee who had died.

In approving a collection under this National Condition, the SRO must place a limit on the amount, which may be collected from any employee.

Official Vehicles**D17**

- (a) No employee, apart from those postholders that had been approved are entitled to drive and retain an official vehicle except under the following conditions:-
 - (i) he is possession of a valid driving license for the particular type of vehicle he is to drive;
 - (ii) he has not been refused a policy providing third party insurance cover, by any insurance company;
 - (iii) he has the permission of his SRO to drive the vehicle for an official purpose confirmed by producing a 'Vehicle Pass' to approved parties, as and when required
- (b) No employee may have the use of an official vehicle for private purposes. This is considered as a serious misconduct that would warrant disciplinary actions.
- (c) The SRO has to nominate 2 designated drivers to drive and possess the office vehicles subject to provision of vehicle pass approved by the SRO.
- (d) Additional list of positions to drive and possess government vehicles are the Officer In Charge, Accountant General, Private Secretary, and Mission Ambassadors.

Legal Proceedings**D18**

Except where authorised by any law, an employee may not institute legal proceedings on any matter connected with his official position or arising out of the discharge of his duties without the permission of the Attorney-General.

Serious Financial Difficulties**D19**

- (a) Serious financial difficulties, however caused, will be regarded as affecting an employee's efficiency and may result in disciplinary action being instigated against him.
- (b) When a supervising officer becomes aware that an employee is in serious financial difficulties he must immediately report the fact to his SRO who will inform the SPSO who may, without prejudice to (a) above, require the employee to state what action he proposes to take to meet his debts.
- (c) An order of a court of law that part of any wages or salaries payable to an employee shall be paid by his or her employer into court and applied towards judgment debt shall be prima facie evidence of the employee being in serious financial difficulties.

False Information**D20**

An employee who is found to have given false information & provide forged Certificates at the time of his appointment will be liable for dismissal and to forfeit all rights and privileges reserved to him by that appointment.

Corruption**D21**

- (a) An employee who is found to have abused entrusted power or authority for personal gain at the time of his appointment is subject to investigation.
- (b) Based on the investigation report in (a) above, the employee may be liable for dismissal and to forfeit all rights and privileges reserved to him by that appointment.

DISCIPLINE:**GENERAL****Appearances before a Court to be reported**

D22 The Chief Registrar must report to an employee's SRO and the Secretary PSO every instance in which an employee is charged before a Court with a serious offence. Where appropriate, the SRO will institute disciplinary action in accordance with National Conditions D.32 and D.33.

Punishments

D23 The following are the punishments for misconduct, which may be imposed

- a) Reprimand: to be given in writing to the employee, copied to the SPSO and Secretary for PSC.
- b) Suspension without Pay: for up to 20 working days.
- c) Stoppage of Increment: for one year. The stoppage must commence from the incremental date and the incremental date is retained.
- d) Dismissal after conviction for criminal offenses – endorsement of PSC
- e) Where SPSO considers that the disciplinary allegation is of seriousness that on proof of admission of charge, suspension or more serious disposition is likely, he may suspend the employee, with or without pay, pending resolution of the disciplinary proceedings.
- f) The Secretary shall inform the employee of his decision under sub paragraph (d) herein in writing with reasons.
- g) Where the Secretary suspends the employee with pay under sub paragraph (d) herein, the level of pay during the period of suspension shall be no more than 50% of the

normal salary payable to that employee.

- h) The employee shall have a right to appeal within 10 days in writing to PSC, against the decision or any part of the decision of the Secretary's notice to the employee under sub paragraph (d) herein; and the Secretary's notice to the employee under sub paragraph (e) above shall inform the employee:
 - (i) of that right of appeal, and
 - (ii) that the appeal it is to be made in writing, and
 - (iii) that the appeal must be filed with PSC and delivered to the Secretary within 10 days of the sub paragraph (d) notice
- i) On the hearing of an appeal by the PSC under sub paragraph (g) herein, and regardless of the nature of the appeal, the PSC shall have all the original authority of the Secretary under sub paragraph (d) herein; and in addition the PSC may order suspension at any level, including zero, of the employee's normal salary, pending the outcome of the disciplinary proceedings.
- j) Where the employee is under interim suspension under sub paragraph (d) or sub paragraph (h), the Secretary, or the NCS, as the case may be, may from time to time, on notice to the employee, review the question of continuing the interim suspension or continuing the salary payment during such suspension, and at what continued level; and on such review such order as to continue suspension or such level of payment (limited as to the Secretary to 50%) may be made as the decision maker in its discretion considers correct in the circumstances.
- k) The provisions herein concerning interim suspension and payment pending completion of disciplinary proceedings shall not apply to person listed in Appendix B.1 or holders of public office; but such analogous process shall be instituted by the proper disciplinary authority as to such employees as is appropriate in the circumstances.

Authority to Impose Punishment

D24

- a) An SRO may reprimand an employee holding a director post graded at level 3 or below. An SRO may also impose any of the punishments listed in *NCS D.25* on all employees, (Refer to procedures) except for officer listed in Appendix B.I, will be referred to the PSC.
- b) An SRO may suspend on reduced salary, in accordance with *NCS D.32*, any employee within his Ministry or Organisation.

Punishments to be Notified

D25

- a) An SRO must advise the PSC of any punishment imposed in accordance with *NSC D.26*.
- b) For Government employees, the Chief Accountant and Auditor General are to be notified of any punishments imposed except for reprimands.

Advice of Right to Appeal

D26 In imposing a punishment on an employee, and SRO must advise the employee of his right of appeal to the PSC (see *NCS D35 to D38*).

Procedure with Criminal Offence

D27

- (a) When on preliminary inquiry into the misconduct of an employee, an SRO immediately inform the police.
- (b) When the offence is believed to have been committed involves the misappropriation of funds, the SRO will also immediately inform the Auditor General.
- (c) If the police are unable to take action, the SRO will decide whether or not disciplinary action should be taken. The SRO has the full authority to proceed recommending the termination of the employee's appointment on poor performance as means to safeguard public funds if the employee had to stay longer or remain in the public service.

Criminal Proceeding

D28 If criminal proceedings are instituted against an employee, no disciplinary action shall be taken against the employee on any grounds connected with the criminal charge until the conclusion of the criminal proceedings and judgment on any appeal has been given. But the employee may be suspended in accordance with *NCS D.32 and D.33*.

Acquittal on Criminal Charge

D29 An employee being acquitted of a criminal charge shall not be punished on any charge on which he has been acquitted, and shall be reinstated to his substantive post. All employment benefits that he has forfeited as a result of the criminal charge, shall be fully recovered.

Suspension from duty for criminal offences

D30

- (a) When an employee is accused of misconduct involving criminal proceedings, or otherwise, likely to result in his dismissal, the SRO will:-
 - (i) consider whether it is in the interest of the organisation to suspend the employee from duty.
 - (ii) if he decides to suspend the employee, inform him in writing of his suspension and the reason therefore and he will not receive any salary during the period of his suspension.
- (b) The authority for suspension under paragraph (a) above rests with the SRO.

Dismissal as a result of a Criminal Offence

D31 When an employee is convicted of a criminal offence the SRO, with the endorsement from PSC:-

- (i) shall not reinstate the employee to his substantive post and all employment benefits shall be forfeited.
- (ii) if he has not already done so, dismiss the employee from duty and inform him in writing that his salary will be withheld in full from the date of his conviction.

DISCIPLINARY PROCEEDINGS

Proceedings against all employees except posts listed in B.1

D32

- (a) The SRO shall notify the employee of the charges against him and that a recommendation has been made to the PSC for disciplinary action to be taken. The employee will be advised that should he wish to make representations to the PSC he must do so within 10 days of receiving the letter.
- (b) If a Government employee is involved the SRO (i.e. Secretary) will copy all of the information to SPSO and propose an appropriate punishment. SPSO will forward these details

to the PSC, with his/her own recommendation.

- (c) After consideration of the recommendations and representations, if any, made by the employee, the PSC will decide the punishment to be imposed, if any, and notify the employer and employee accordingly.

Criminal Conviction of an Employee

D33 If an employee is convicted of a criminal offence, the concerned SRO shall:-

- (i) if the employee is on temporary basis, after consideration of the charge and judgment of the court, impose such punishment as he considers appropriate, except that if the employee is sentenced to a term of imprisonment, he will impose dismissal without the consent of the PSC.
- (ii) if the employee is a permanent employee, the SRO has to refer the case to the PSC with his recommendation on the Termination of Appointment. The list of charges and the judgment of the court must also be forwarded to the PSC.

Proceedings against a Contract Officer

D34 The procedure shall be the same as for any other employee except that the appointment may be terminated at any time according to the provisions of the contract, or Condition C.2.

SECTION E

E1 Salary Entitlements

E1.1 Authority

- (i) PSC (Functions) Act. Regulation: 13. The delegate may approve any deductions to be made from the pay of an employee.
- (ii) PSC (Functions) Act. Regulation: 14. The delegate may approve pay in advance.
- (iii) PSC (Functions) Act. Regulation: 15. The delegate may determine the suitability or otherwise of an employee to progress to the next increment within a pay band
- (iv) PSC (Functions) Act. Regulation: 16. The delegate may approve the increment at which an employee will be paid.

E1.2 Delegate

- (i) SRO
- (ii) Secretary PSO

E1.3 Limitations

- (i) This section applies only to employees of government Ministries and Agencies. It does not apply to employees of public companies or authorities, whose remuneration will be set by their Board.
- (ii) In accordance with the provisions of this policy the Secretary, PSO may approve the level of remuneration attached to a position within the structure of the salary levels in the pay schedule at Attachment 1.
- (iii) In accordance with the provisions of this policy the SRO may approve deductions to the pay of an employee.
- (iv) In accordance with the provisions of this policy the SRO may approve pay in advance.
- (v) In accordance with the provisions of this policy the SRO must determine the suitability or otherwise of an employee to progress to the next increment step within a pay level.
- (vi) In accordance with the provisions of this policy the SRO may approve the movement of an employee from one salary level to another within a broad banded position.
- (vii) In accordance with the provisions of this policy, the Secretary PSO may approve the Salary Level and Step for an employee on Promotion to a new position.
- (viii) In accordance with the provisions of this policy the Secretary PSO may approve recognition of prior service following the successful completion of a probationary period.

E1.4 Policy**E1.4(a) Work value and position classification**

- (i) The rate of pay for a position is determined by its classification. Employees occupy positions and are paid for the position so occupied. The full policy and procedure for Job Evaluation (determining the level of a position) is detailed in the Job Evaluation Policy and Procedure.
- (ii) The rate of pay and incremental range that is attached to a position will be documented in Appendix E.1 Salary Scale for all Public Service Posts.

E1.4(b) Salary schedules and rates of pay

- (i) Rates of pay and conditions of employment to compensate for wage rises may be varied by the Cabinet at any time on advice from the Secretary, PSO.
- (ii) Employees will be paid fortnightly, in arrears, for time worked. Full time employees will be paid the fortnightly equivalent of the yearly rate for the position they occupy (the yearly rate divided by 26)
- (iii) Full time employees are those who work 72.5 hours per fortnight (72 hours and 30 minutes a fortnight or 36 hours 15 minutes per week).
- (iv) Part time employees are those who are authorised to work less than 72.5 hours per fortnight. They will be paid pro rata for the number of hours they are authorised to work.
- (v) Casual employees will be paid the hourly rate for the position they are engaged against. The hourly rate will be calculated by dividing the fortnightly rate by 72.5.
- (vi) Contract employees will be paid at the rate specified in their contract.

E1.4(c) Payment of salary

- (i) Employees will have their salary paid fortnightly into their nominated bank account, unless they have approval for other payment arrangements.
- (ii) Approval for alternative payment arrangements will be made by the SRO in circumstances where the employee can demonstrate that there are no other available ways to have their salary paid to them.
- (iii) Employees on South Tarawa and Kiritimati Island who request alternative arrangements may be required to meet any additional costs incurred by the Government of Kiribati through such arrangements.

E1.4(d) Salary on initial appointment

- (i) Initial appointment to the Public Service is the appointment of a person who is not currently employed in a position in a Public Service Ministry or Agency. Persons who are reengaged are considered to be on initial appointments for each new engagement.
- (ii) On initial appointment to the public service payment of salary will be effective from the date on which the employee assumes duty.

- (iii) All employees must commence at the bottom step of the incremental range for their salary level. Where applicable, recognition of prior service and approved qualifications may be considered once the probationary period has been completed.

E1.4(e) Incremental date of appointment

- (i) On appointment, an employee's incremental date will be as follows:
 - a. if he assumes duty before the 16th of a month, the 1st of that month;
 - b. if he assumes duty on or after the 16th of a month, the 1st of the following month

E1.4(f) Recognition of prior service and approved qualifications

- (i) Upon the completion of the probationary period, the SRO may consider and recommend the award of increment(s) to an employee on initial appointment, in recognition of previous relevant experience and for approved qualifications, up to the maximum of the scale in that particular level.

E1.4(g) Salary on transfer to any new position

- (i) A transfer is the movement of an employee from one position within the public service to another position where substantially the same skills and qualifications are required. A transfer is effected through the procedures for transfer outlined in Section B.34 and B.35.
- (ii) If an employee is transferred to another position under NCS B.34 or B.35 their rate of pay and increment date will not change. All prior service is automatically recognised and their increment date remains their original increment date.

E1.4(h) Salary on promotion

- (i) A promotion is the appointment of an existing employee to a position that carries a higher salary scale than their current position or the merit based appointment of an existing public servant to another position within the public service that was not through a transfer process.

E1.4(i) Progression through the salary scale (increments)

- (i) Where an employee is appointed to a position carrying an incremental scale, their increment due date will be the anniversary of the date they commence duty in the position
- (ii) Progression through the incremental range (the steps for each salary level of a position) will occur annually on confirmation that the requirements of the performance management framework have been met.

The requirements for progression are to be submitted in Appendix L.2 Annual Staff Performance Appraisal Report to PSO.

- (iii) An employee who successfully completes an HRD activity of greater than three months which includes assessment, may be eligible for a one-off award of a single increment in recognition of their achievement. Application and approval of increment under HRD activity will follow Section A and Section B of the NCS K Policy and Procedures Manual.
- (iv) Progression under HRD activities may not take the employee across the "efficiency bar".

- (v) In accordance with Section K of the NCS, employees on long term study will not be eligible for increment progression for the duration of their study. On successful completion of a long term program of study, the employee will progress to the increment point they would have been on had they progressed on an annual basis. If the program is not successfully completed, the employee will resume duty on their previous increment level. In both cases, the increment due date will become the date the employee resumes duty. Employees may not cross from one Level to another Level (“crossing the bar”) under this provision.
- (vi) Except under the policy below for broad banded positions, employees may only progress to a new position level through promotion, no increment entitlement enables an employee to be paid above the increment scale for the position they occupy.

E1.4(j) Progression within a broad banded position (one level to another)

- (i) A broad banded position is one where the position level covers more than one level on the salary scale. For example, positions that are classified as 12-11 are broad banded, as are positions that are 12-11/10-9.
- (ii) An employee who occupies a position that is “broad-banded” may cross from one level to another level and or “cross the bar”, once they have served one year at the maximum salary point for their current level.

E1.4(k) Adjustment of increment for leave without pay periods

- (i) An employee who takes any period of leave without pay in excess of 1 month or 20 consecutive working days will have their incremental date adjusted by the full period of the absence. Adjustments will be based on calendar days.

E1.4(l) Entitlement calculations

- (i) No allowance will be taken into account as part of an employee’s salary for the purpose of calculating an entitlement to any condition of service that is related to the level of an employee’s salary.

E1.4(m) Salary deductions

- (i) All permanent, contract and temporary employees are required to be members of the Kiribati Provident Fund. 7.5% of salary will be automatically deducted each fortnight as KPF contribution.
- (ii) In accordance with *NCS A.6 a)* deductions from an employee's salary can be made to recover any overpayments resulting from employees’ error or errors in the administration of the NCS.
- (iii) An employee may also request for deductions to be made from his salary to cover loan and other repayments. Any costs associated with the deduction will be borne by the employee.

E1.4(n) Salary advance

- (i) An employee may apply to their SRO for an advance of salary in the following circumstances only;
 - a. when proceeding on annual leave
 - b. to pay for an approved correspondence course
 - c. on compassionate grounds.

E1.4(o) Charge allowance

- (i) Where an employee undertakes additional duties substantially more onerous than the

duties of his substantive office, either because of the absence of another employee or because of a temporary change in his Organisation, Ministry or Division, he may be paid a charge allowance, but only if the period is not less than 10 consecutive working days.

- (ii) This is applicable to cases where an employee is compelled to perform the duties of another employee with higher, parallel and lower salary scale subject to the prior approval of the SRO.
- (iii) Applicable rates are 75% difference between the officer's basic salary and bottom level of the post that he is performing and \$40.00 per fortnight, whichever the SRO approves.

E1.4(p) Acting allowance

- (i) An employee appointed to act with a view to establishing his suitability for promotion under B.26 may be paid an acting allowance from the date of that appointment as determined by the Public Service Commission.
- (ii) An employee in receipt of an acting allowance under B.26 will continue to draw acting allowance during any periods of authorised absence while he holds the acting appointment concerned.
- (iii) An employee appointed to act according to Condition B.28 or B.29, who acts for a period no less than 30 consecutive days, will be paid an acting allowance.
- (iv) An employee in receipt of an acting allowance under B.28 or B.29 who is absent for short periods while acting in a post may continue to draw acting allowance provided that:-
 - a. the periods of absence are authorised and do not exceed 15 consecutive working days
 - b. he performs the duties of the post in which he is appointed to act for a period of at least 30 consecutive working days exclusive of the period of absence, and that;
 - c. no other employee is appointed to act in the post.
- (v) An employee in receipt of an acting allowance under B.26 but not under B.31 or B.32, will be entitled to leave and other allowances as if he were already confirmed in the post occupied.

E1.5 Procedure

E1.5(a) Payment of Salary

- (i) Employees will be paid their salary fortnightly in arrears.
- (ii) An employee may apply to his SRO and MFED for the payment of his salary to a nominated bank account.
- (iii) An employee who wishes another form of payment other than those mentioned above will apply to his SRO, stating reasons for not wanting the arrangement to apply to him.
- (iv) Where the SRO has approved alternative arrangements, the SRO will advise MFED. MFED will advise the employee of any costs associated with the alternative arrangements and deduct these costs from the employee's salary.

- (v) Where an employee is posted in the outer islands, the SRO will approve the method of payment and ensure that the employee receives his fortnightly salary at his station or in his nominated bank account.

E1.5(b) Salary on initial appointment

- (i) The appointment letter will include the relevant starting salary rate for the employee. Recognition of prior service and approved qualifications achieved may be processed once the period of probation is successfully completed.
- (ii) The SRO may recommend the award of increment(s) up to the maximum level of the scale/particular level, in recognition of prior service and qualifications approved, for the approval of SPSO.

E1.5(c) Recognition of Prior Service and/or Approved Qualifications

- (i) Where an employee on initial appointment to the Public Service and has successfully completed his probationary period believes that he has relevant experience and/or qualification that warrant recognition, he may apply to his SRO for recognition of prior service and/or approved qualification achieved for increment purposes.
- (ii) Recognition of prior service will be considered where all of the following have been satisfied
 - a. The employee has successfully carried out equivalent duties to the position in an equivalent organisation, immediately prior to his initial appointment
 - b. The period of time for which the duties were performed is specified
 - c. The level of salary that was paid for those duties is equivalent to the current position
- (iii) Recognition of qualifications will be considered upon the production of documents that certify the achievement of the qualification to be recognised.
- (iv) The SRO will consider the relevance of prior service and/or qualification to the current post and recommend increment(s) up to the maximum of the scale. Recognition of prior service will be limited to an equivalent period of time in the equivalent position before initial appointment. The SRO will submit the recommendation to PSO.
- (v) Secretary PSO may approve recognition to the maximum step of the scale. Where the request is approved, PSO will forward the confirmation to MFED for increment of salary. The new increment date will take effect from the working day following the completion of the probationary period. No recognition is applicable where there are no increment steps in the salary level.
- (vi) An employee who is aggrieved at the decision of Secretary PSO in relation to recognition of prior service may appeal to the Secretary to Cabinet, within one month of notification of the outcome of their application. Appeals will be limited to process only, the employee may not introduce new

information in support of their request. There is no appeal on the date of effect for any new increment step.

E1.5(d) Salary on Transfer

- (i) The transfer letter will include the relevant salary rate (Level and Step) for the employee and will reconfirm the ongoing increment due date for the employee.

E1.5(e) Salary on Promotion

- (i) The promotion letter will include the relevant salary level for the employee (Level and Step) and the new increment due date that will apply for the employee.
- (ii) The Level and Step are determined by the previous salary rate for the employee in the following manner,
 - a. If immediately prior to promotion, the salary of the employee was less than the fixed salary of the new post, he shall receive the fixed salary.
 - b. If immediately prior to promotion, the salary of the employee was less than the minimum salary of his new post in an incremental scale, he will be paid the minimum salary and his date of promotion will become his future incremental date, subject to adjustment in accordance with E1.4 (e)
 - c. Subject to (iv) below, if immediately prior to promotion the salary of the employee was above the minimum salary of his new post, he will enter the new scale at the point immediately above his old salary point.
 - d. If immediately prior to promotion, the maximum salary of the employee was above the minimum salary of his new post and he had served on that maximum for a period in excess of twelve months, he will enter the scale at the point immediately above his former salary. Half the period in excess of twelve months will then be permitted to count towards his next increment except that no more than two increments will be granted in all. The date of the first increment on the new scale so calculated will become the employee's new incremental date subject to adjustment in accordance with E1.4 (e).
- (iii) Secretary, PSO will advise the MFED through copy of the promotion letter of the Level and Step that has been approved for the employee on promotion.
- (iv) Salary at the new rate will commence when the employee takes up duty in the new position.

E1.5(f) Progression through the salary scale (increments)

- (i) Upon the completion of SPA form for an employee, the SRO will confirm that the employee is performing at the required level for their position, and if so, will authorise the payment of an increment, allowing the employee to move from one step within their level to the next step within their level.
- (ii) The SRO will advise MFED with a copy to Secretary PSO that the employee's performance is

satisfactory and that they may progress to the next increment step. The PSO copy will include a copy of SPA form for the employee which is to be placed in the employee's PF.

- (iii) SROs will submit the completed SPAs for employees on L11 and above for PSO to analyse. Subject to the performance analysis outcome that PSO would send approval to MFED for salary increments..
- (iv) Payment of the increment will be made from the increment due date for the employee.
- (v) Where the employee's performance has not been to the required level, the increment will not be paid and the employee will be advised by the SRO on which areas of performance require improvement for any increment to then be paid.
- (vi) The employee may request a further performance appraisal be conducted, not less than six months after the previous appraisal was completed, in order to be reconsidered for their increment. If in this case the employee then receives a satisfactory performance appraisal, the employee will be paid their increment from the date of the completed satisfactory SPA.
- (vii) The SRO will notify PSO of the outcome of any subsequent Performance Appraisal (Appendix L.2 form) which is to be placed on the employee's PF. The SRO will notify MFED of the approval to pay an increment following a subsequent satisfactory performance appraisal.
- (viii) Application and approval of increment for HRD activities will follow Section A (in-country HRD activity) and Section B (overseas HRD activity) of the NCS K HRD Policy and Procedures Manual.
- (ix) Progression in this case is limited to one step within the salary scale for each overseas short term (6 to 11 months) training completed and recognised by the SRO but may not result in the movement to a new salary level.
- (x) Where approval is given, the SRO will notify MFED in writing of the approval, with a copy to PSO accompanied by the documentation for the approval.
- (xi) Where an employee is undertaking long term study, Secretary PSO will notify MFED that the increment payments for the employee are to cease until they resume duty. When the employee resumes duty, PSO will calculate the Step and Level for the employee to resume duty on in accordance with the provisions of Section K and advise the employee with a copy to MFED.
- (xii) An employee cannot move beyond the maximum step for their Level under this provision.

E1.5(g) Progression within a broad banded position (one level to another)

- (i) An employee who occupies a position that is "broad "banded may apply to their SRO for progression from one level to the next level, once they have served one year at the maximum salary point for their current level. Eg. an employee who occupies a broad banded position such as 12-11/10-9 may progress through incremental progress through the steps of Level 12, but to move to Level 11 must follow the policy outlined in E1.4(i). Similarly, to move from Level 11 to Level 10, the same policy is to be applied as well.

- (ii) Where an employee qualifies for progression from one level to another (within a broad banded position) the SRO will approve the progression and notify MFED with a copy to PSO of the decision.

E1.5(h) Adjustment of increment for leave without pay periods

- (i) The SRO will ensure that all periods of leave without pay are recorded in the Employee's PF. Where an employee takes any period of leave without pay in excess of 1 month or 20 consecutive working days, the SRO will immediately adjust the increment due date for that employee by the full calendar days of the leave without pay period.
- (ii) Where the increment date has been amended under the above condition, PSO is to be copied in the process.
- (iii) Leave without pay of one month or more will not qualify for increment except with the permission of the Secretary PSO. The incremental date of an employee granted leave without pay of one month or more will be deferred by a period equivalent to the number of complete months of such level and that date will become his future incremental date.

E1.5(i) Salary Deductions

- (i) Where an overpayment has been made to an employee, the SRO may authorise that the overpayment be recouped through regular deductions from the employee's salary. The SRO must consult the employee prior to determining the level of deductions, to agree on a reasonable repayment period and rate for deductions for the debt to the state.
- (ii) The employee may elect to repay any debt through lump sum rather than ongoing deduction to pay.
- (iii) Where the employee and the SRO cannot agree on a reasonable rate for repayment, the matter will be mediated by the Secretary PSO. The SRO will notify the employee in writing of the amount that will be deducted from their salary for repayment of the debt.
- (iv) An employee may request that deductions be made from their pay to cover loan and other repayments. Such requests must be made to the SRO at least one month prior to the anticipated start of any such deductions. The employee is responsible for supplying the SRO with all official correspondences from the body to whom the deduction is to be made, and for confirming when any deduction will cease.
- (v) Once authorised, deductions will continue until the employee advises in writing that they wish for the deductions to cease. The employee should provide such advice at least one month prior to the anticipated date for the cessation of the deductions.

- (vi) Any costs associated with the deductions will also be deducted from the employee's pay.

E1.5(j) Salary Advance

- (i) The SRO will consider and approve an application for salary advance in accordance with the criteria set out in E1.4 (m) and forward to Secretary MFED.

E1.5(k) Charge allowance

- (i) The SRO is required to submit letter of approval on the Charge Allowance Approval Form to MFED. Approval of allowance has to be processed within 12 months after the work has been undertaken.
- (ii) The rate of charge allowance shall be either no more than 75% of the difference between the employee's actual salary and the bottom point in the salary scale of the post cover per fortnight; or a fixed rate of \$40.00 per fortnight subject to the SRO's approval.
- (iii) An employee who is deprived of his allowance is required to make a representation to the Secretary PSO within the financial year. The Secretary PSO is required to consult with the SRO of the complainant in order to make an informed decision.
- (iv) The Secretary PSO is required to process the case to MFED if in order for payment.
- (v) If the complainant is not satisfied, the Secretary PSO is required to explain the case to the complainant within two weeks after receiving the complaint, and copied to the SRO of the complainant for information.

E1.5(l) Acting allowance

- (i) Acting allowance under B.26 will follow PSC procedures for promotion and will be approved by PSC.
- (ii) An application for Acting Allowance appointed under B.28 or B.29 is to be submitted in accordance with Condition B.28 or B.29 before the employee commences his acting appointment.
- (iii) The rate of acting allowance payable will normally be 100% difference between the employee's substantive salary and the minimum salary of the post in which he is appointed to act or \$40.00 per fortnight, whichever rate as considered appropriate by the SRO.
- (iv) Where an employee is appointed to act in a higher post, the minimum salary of which is below his substantive salary, the rate of allowance will be one increment above his substantive salary.

Appendix E.1 Salary Scale for all Public Servants. Effective from 1st January 2018.

Level	Gross
L19-1	\$ 6,151.60
L19-2	\$ 6,320.60
L19-3	\$ 6,489.60
L18-1	\$ 6,658.60
L18-2	\$ 6,827.60
L18-3	\$ 6,996.60
L17-1	\$ 7,165.60
L17-2	\$ 7,334.60
L17-3	\$ 7,503.60
L16-1	\$ 7,672.60
L16-2	\$ 7,841.60
L16-3	\$ 8,010.60
L15-1	\$ 8,247.20
L15-2	\$ 8,483.80
L15-3	\$ 8,720.40
L15-4	\$ 8,957.00
L14-1	\$ 9,193.60
L14-2	\$ 9,430.20
L14-3	\$ 9,666.80
L14-4	\$ 9,903.40
L13-1	\$ 10,140.00
L13-2	\$ 10,376.60
L13-3	\$ 10,613.20
L13-4	\$ 10,849.80
L12-1	\$ 11,086.40
L12-2	\$ 11,323.00
L12-3	\$ 11,559.60
L12-4	\$ 11,796.20
L11-1	\$ 12,100.40
L11-2	\$ 12,404.60
L11-3	\$ 12,708.80
L11-4	\$ 13,013.00
L10-1	\$ 13,317.20
L10-2	\$ 13,621.40
L10-3	\$ 13,925.60
L10-4	\$ 14,229.80
L9-1	\$ 14,534.00

L9-2	\$ 14,838.20
L9-3	\$ 15,142.40
L9-4	\$ 15,446.60
L8-1	\$ 15,750.80
L8-2	\$ 16,055.00
L7-1	\$ 16,359.20
L7-2	\$ 16,663.40
L6-1	\$ 17,035.20
L6-2	\$ 17,407.00
L5-1	\$ 17,778.80
L5-2	\$ 18,150.60
L4-1	\$ 18,522.40
L4-2	\$ 18,894.20
L3-1	\$ 20,381.40
L2-1	\$ 21,294.00

E2 Allowances to compensate for irregular hours or additional hours worked**E2.1 Authority:**

- (i) PSC (Functions) Act: Regulation 17. A delegate may approve the payment of an allowance to an employee.

E2.2 Delegate:

- (i) SRO
- (ii) Secretary PSO

E2.3 Limitations:

- (i) In accordance with the provisions of this policy an SRO may approve compensation for additional hours worked (time off in lieu or overtime)
- (ii) In accordance with the provisions of this policy an SRO may approve a shift allowance, additional shift payment, on-call and standby allowances.
- (iii) In accordance with the provisions of this policy SRO may approve “irregular hours” allowances

E2.4 Policy:

- (i) Definition of Allowance is “Compensation for duties or expenses incurred that are not part of the normal work for the occupation or class of employment”
- (ii) All allowances in this part require approval in advance. Allowances will not be paid where approval in advance was not given.
- (iii) Employees who are rostered to work shifts may not be authorized to work overtime or time off in lieu unless there are unavoidable circumstances that give rise to work overtime.
- (iv) Allowances in this section are not payable whilst travelling on duty.
- (v) Claims for payment of allowances must be made within one month of completion of the work.

E2.4(a) Overtime and Time off in Lieu

- (i) SROs had to identify positions within their workforce that, according to the nature of work cannot be avoided to work outside normal working hours to ensure an efficient service delivery is maintained.

- (ii) SROs may, if necessary readjust the working hours of an employee to suit the organization's need.
- (iii) Subject to (ii) above, that an employee is entitled to an abnormal allowance of 10% of the basic salary payable.
- (iv) Where overtime is required by an employee receiving an abnormal allowance, an employee's overtime cannot be a double hourly rate.

E2.4(b) Shift Allowance

- (i) An employee whom, because of the nature of their duties works the number of hours prescribed by Government plus additional hours outside normal hours and on Saturdays, Sundays and Public holidays on an organised shift basis will be paid an allowance at the rate of 15% of salary in respect of any full week worked on shift.
- (ii) To be eligible for shift allowance, employees must work on a rotational basis, according to the approved roster over a monthly period, required to be worked outside the normal office hours for the Agency.
- (iii) Overtime is payable at the rate of time and a half for hours worked in excess of 36.25 hours and on public holidays provided that no time off is taken to compensate for the hours worked on holidays.
- (iv) Employees who are authorised for shift allowance may be given time off in lieu for hours in excess of the normal working hours (with the exception detailed below where an employee works an unapproved extra shift).

E2.4(c) Extra Shift Allowance

- (i) A nursing officer and a police officer with a salary level above L12 who is required to supervise work on a shift basis over and above the normal fortnightly shift time load, due to an unforeseen shortage of staff may on the approval of the SRO be paid an extra shift allowance at the rate of 25 % of the gross salary for the fortnight which the officer takes the extra shift or shift. *Effective date is 1st January 2014 (Cabinet meeting dated 21st May 2014)*
- (ii) For operational reasons, the Supervisor will organise staff to work additional shifts, which must then be approved by the SRO in arrears. Where a supervisor authorises an additional shift, but the SRO subsequently does not approve the additional shift, the employee will be compensated through time off in lieu for time worked.

E2.4 (d) Sea Boarding Allowance for Kiribati Police Service Maritime Officers

- (i) Sea Boarding Allowance is applicable to KPS Maritime Officers only whose nature of work includes maritime securities, attend to marine related fisheries issues within the Kiribati Exclusive Economic Zone and transnational crime. The application for payment of this allowance will be given to Maritime Officers at the rate of \$25.00 per boarding each foreign vessel. The effective date is 1st January 2021 - (Cabinet meeting dated 27th October 2020).

E2.4 (e) Abnormal Working Hours

- (i) Where the SRO requires an employee to work the normal number of hours, but in an irregular pattern or across a spread of hours greater than that required of the majority of employees in the Agency, the SRO may approve payment of an abnormal hours allowance at the rate of 10% of salary in respect of any week during which they are employed on this basis.
- (ii) Abnormal hours are defined as hours that are substantially different, on an ongoing basis, to those worked by the majority of staff in the Agency.

E2.4 (f) On-Call and Standby Allowances**The On-Call and Standby Allowances for Medical/General practitioners**

- (i) Where the SRO requires that a general practitioner or a specialist be rostered on call or an officer be rostered on standby, they may be paid the on call and standby allowances. Rosters must be approved at least monthly in advance, and may only be approved to meet the operational requirements of the Agency.
- (ii) An on-call allowance is payable where the medical practitioner is rostered to work hours in addition to the standard 72.5 hours in a fortnight, where they must sleep at the hospital and be available for work as required by the hospital. The on-call allowance will be paid at the rate of \$7.50 per hour for the hours required. Where a specialist is rostered to be on call, he/she will be paid an allowance of \$10 per hour for the hours so rostered.
- (iii) A standby allowance is payable where the medical practitioner is rostered to be available on standby to work hours in addition to the standard 72.5 hours in a fortnight. The standby allowance will be paid at the rate of 15% of basic salary for each week the officer is rostered to be available on standby. Rosters must be approved by the SRO in advance, to meet the operational requirements of the agency and cannot be approved in arrears.
- (iv) Where a Medical Practitioner who is rostered to be on standby is called to attend a medical emergency, he/she will be paid for the additional hours worked at the rate of 1.5 times his/her normal hourly rate.
- (v) On call allowances payable to general or specialist doctors should also apply to doctors manning Kiritimati hospital provided the conditions applicable to TCH Nowerewere, in particular, the need for the on call doctor to stay in the hospital premise for 15.45 hours is fulfilled at the rate of 50% of the rate payable to doctors manning Nowerewere and Betio.

Call back/Standby for Police Officers

- (vi) Where a police officer is required and/or recalled back to duty under the instruction of the Commissioner of Police to be on standby duties for the purpose of security during public unrest or crisis, a standby allowance of 15% of basic salary for each week the officer is rostered to be available on standby. In addition, where a police officer who is rostered to be on standby is called to attend the crime scene/emergency/fire/riot, he/she will be paid for the additional hours worked at the rate of 1.5 times his/her normal hourly rate. (Cabinet Meeting No. 26/20 dated 27th October, 2020).

E2.4 (g) Working Conditions for Security Guards (PSO Memo dated 28th, April 2009)

- (i) The new rate of Security guards was created in 2002 to replace the post of watchman in government Ministries.
- (ii) The Security Guards is paid on L19-18, and required to work normal working hours of 7 and a quarter (7 ¼) hours per day.
- (iii) If work is not arranged on a shift basis, abnormal hours allowance is then payable to compensate for hours of work that are not normal such as midnight and weekends and Public holidays.
- (iv) Either shift or abnormal hours may be given depending on how the duty is arranged, therefore both cannot go together.

E2.5 Procedure**E2.5(a) Overtime and time off in lieu**

Overtime is applicable only to positions identified by the SRO according to the nature of work and salary level to be within the range of L19-12. Time off in lieu is applicable for employees above L12.

E2.5(b) Abnormal Working Hours

- (i) The SRO will determine which positions require substantially different working hours those worked by the majority of staff in the Agency. The SRO will confirm with the affected employees, their regular hours of duty on an ongoing, daily basis.
- (ii) For example, cleaners may be required to work 7 a.m. to 11 p.m. and 3 p.m. to 6.15 p.m. (a total of 7 hours 15 minutes in a day). They would be entitled to Abnormal Working Hours allowance, but no overtime, time off in lieu or shift allowances.
- (iii) The SRO will advise the MFED (Payroll) of which employees have been authorised to work Abnormal Hours on an ongoing basis. MFED (Payroll) will pay the allowance as part of the normal salary; no claims are required from the employee.

E2.5(c) Shift, on call and stand by allowances

- (i) Shift rosters must be approved at least a week in advance.
- (ii) The SRO will determine the need for shift, overtime, on call and stand by allowances, to meet operational requirements and budget availability. The SRO will approve shift, on call and stand by rosters at least monthly, in advance.
- (iii) The supervisor will certify the roster that was worked fortnightly, in arrears, as soon as the period of shift, on call or standby has been completed. Payment of the allowance will be made through submission of the confirmed roster and time worked, through the normal salary cycle. Individual claims from staff are not required.
- (iv) Where additional hours were worked by staff "on standby", they will submit a claim for the hours worked to the supervisor, who will certify that the work was completed and submit the claim to the SRO for approval. Claims will be forwarded to MFED (Payroll) within two weeks of the end of the month, and will be paid in the fortnightly salary following submission of the claim.

E2.5(d) Extra Shift Allowance

- (i) The supervisor will identify the need for additional shifts, where the absence of an employee creates a duty of care situation or where a project requires additional staff be rostered to work. The supervisor will forward the recommended additional shifts to the SRO weekly in arrears. The SRO will approve a request for an employee to work an additional shift, where the request meets operational requirements.
- (ii) Where an employee has worked an additional shift, but the SRO does not believe it was in accordance with operational requirements, the SRO may approve time off in lieu for the employee, rather than the additional shift payment. In such cases, time off in lieu will be compensated at the rate of time worked only.
- (iii) The supervisor will certify what additional shifts were worked each fortnight, in arrears, as soon as the fortnightly period is ended. The SRO will approve the additional shifts as authorised and certified. Certification will be forwarded to MFED (Payroll), who will make payment of the additional shift allowance through the normal salary cycle.
- (iv) Where the additional shift was not approved, the SRO will advise the employee accordingly, and will authorise time off in lieu to compensate for the time worked.

E2.5(e) Working Conditions for Security Guards

- (i) The SRO will determine the hours to be given, and to authorise arrangement of duties to be performed and/or additional hours if required.
- (ii) Overtime for Security Guards will be treated under the requirements under shift and abnormal allowances.

E2.5 (f) Explosive (EOD) Allowance

(i) An allowance payable to qualified police officers who directly involved in the handling, transporting, storage and disposal of Explosive Ordinance and Improvised Devices at the rate of \$25.00 per day for volunteers and \$50.00 per day for Experts. *Effective date is 1st January 2014 (Cabinet Minutes No. 20/14; OB No. 117/14)*

E2.5 (g) Medical Internship Supervisory Allowance

(i) Medical Internship Supervisory Allowance is payable ONLY to I-Kiribati Specialists, Consultants and Heads of Specialists who are qualified to undertake the Internship Training Supervision that is conducted in Kiribati. These include Supervisors working at Kieia Ataei, TabNorth and Christmas Hospitals. Numbers in each category and the approved rate is provided in a Table below:

SPECIALIST (3)	Number	Rate per Hour	Maximum Hours claimable
O & G	1	\$10.00	8

Emergency	1	\$10.00	8
Medicine	1	\$10.00	8
CONSULTANTS (3)			
O & G	1	\$15.00	8
Anaesthesia	1	\$15.00	8
Multi-Skilled	1	\$15.00	8
HEAD of SPECIALTY (7)			
Surgery	1	\$20.00	8
O & G	1	\$20.00	8
Anaesthesia	1	\$20.00	8
Paediatric	1	\$20.00	8
Ophthalmology	1	\$20.00	8
Psychiatry	1	\$20.00	8
Medicine	1	\$20.00	8

E3 Special duties allowances

E3.1 Authority

- (i) PSC (Functions) Act: Regulation 17. A delegate may approve the payment of an allowance to an employee.

E3.2 Delegate

- (i) SRO

E3.3 Limitations

- (i) In accordance with the provisions of this policy an SRO may approve payment of any of the special duties allowances.

E3.4 Policy

- (i) Special duties allowances are defined as those allowances that are payable to employees to compensate for the duties performed that are more hazardous.
- (ii) Wherever possible, the SRO will strive to provide a safe and healthy work environment.
- (iii) Payment of an allowance to compensate for **hazardous** duties does not mitigate the responsibility to provide a safe working environment. As a principle, the SRO will attempt to remove the hazard from the work place rather than pay an allowance to an employee for taking a risk. When the hazard is removed, the allowance will cease.
- (iv) At least on an annual basis, the SRO will review the need for special duties allowances and

which positions they are attached to.

- (v) Special duties allowances are attached to a position, and may be paid either through the normal fortnightly salary for employees who occupy positions approved for the specific allowances or on submission of a claim where the allowance is not payable on an ongoing basis.
- (vi) The SRO will confirm which positions within their establishment are required to perform the duties that would entitle the incumbent to any of the special duties allowances. The SRO will budget for special duties allowances and will ensure that the budget is adhered to.

E3.4(a) Manual Duties Allowances

- (i) Where employees in the course of their duties are expected to work in a difficult environment or whose nature of work involve working with materials that require special handling (refer to table below), they will be paid an allowance at the rates corresponding to the duties as specified in the table below. Such allowance will be paid as part of the normal fortnightly salary for positions approved for the allowance, no claims are necessary for this allowance.
- (ii) Entitlement to this allowance will be reviewed at least annually, as part of the budget cycle.
- (iii) Duties and positions in this category will be determined by the SRO of the concerned ministries.

Duties	Position	Rate
Painting in an Open and Confined space	As approved by SRO	\$0.05 and \$0.63 per hour respectively
Garbage collection	As approved by SRO	\$0.25 per hour
Cleaning of waste and waste apparatus & sewerage	As approved by SRO	\$0.63 per hour
Working with Hazardous chemicals	As approved by SRO	\$0.25 per hour
Shifting sacks of by hand: in an Open or Confined space	As approved by SRO	\$0.31 and \$0.63 per hour respectively
Sanding of fibre glass	As approved by SRO	As approved by SRO
Under water slipping of vessels	As approved by SRO	\$0.25 per hour
Cleaning of manholes	As approved by SRO	\$2.20 per hour
Cleaning of septic tanks	As approved by SRO	\$2.20 per hour
Welding in an Open or Confined space	As approved by SRO	\$1.25 and \$1.50 per hour respectively
Plain clothes allowance	KPS non-uniform officers	\$7.80
Band allowance for Band Master & Ordinary member	KPS Band Master and Band members	\$7.50 and \$6.00 a month
Police Investigating	KPS, officers of Criminal Investigation Divisions Constables and non-commissioned officers	\$7.80 a month.
Fire brigade allowance	Constables and non-	\$6.25 and \$9.40 per month

	commissioned officers	respectively
Saw dusts allowance	Joinery - MPWU	\$0.20 an hour

E3.4(b) Tool Allowance

- (i) The SRO has to provide necessary tools for the civil servant to perform his duties while a civil servant shall have the knowledge and skills to perform the duties.
- (ii) No employee is allowed to bring in his personal tools with a view to make a claim to the concerned Ministry/Agency.

E3.4(c) Sea Going Allowance

- (i) Employees directed to work on maritime duties on a vessel at sea will be paid a sea-going allowance of 30% of basic salary. This allowance is payable for the actual time spent, as crew of a vessel, at sea.
- (ii) Employees, who are required to work on shifts during a period of maritime service, will be eligible for shift allowance for the periods scheduled on shift roster.

E3.4(d) Weekend at sea

- (i) Weekend at sea allowance of \$10/day will be paid to those civil servants who are tasked to carry out some official duty during sea travel.

E3.4(e) Diving Allowance

- (i) Where an employee is directed to undertake underwater diving duties that are in excess of 2 hours per day, they will be paid an allowance at the rate of \$11.00 per day for any such day.

E3.4(f) Uniforms

- (i) Uniforms will be compulsory where the public interest requires that employees of an agency can be readily identified through their uniform (e.g. Police, Nurses, Immigration Officers, Custom Officers, Prison Officers).
- (ii) An employee whose duties require that they must wear a uniform will have the uniform provided by the employing agency in accordance with the schedule of issues (replacement schedule) for the uniform being used by the concerned ministry.

E3.4(g) Head of Department Allowance (Education)

- (i) Payable to the following employees at the rate of \$25.00 per month
 - Senior Master and Senior Mistress at Government senior secondary schools
 - HODs at Government senior secondary schools
 - Senior Lecturers at KTC and KIT

E3.4(h) Casual Tutoring or Teaching

- (i) Employees may, subject to the PRIOR APPROVAL of the SRO undertake casual tutoring or teaching at KIT and KSON, provided that the work will be undertaken outside the normal operating hours of their Ministry or Agency and will not interfere with their normal allocated duties. Institutions will pay employees' tutoring allowances.
- (ii) The rate for tutoring is double the gross hourly rate of the employee's basic salary.
- (iii) Such engagements will be considered as "second jobs" and will not be paid as part of the employee's permanent salary.

E3.4(i) Sitting Allowance

- (i) An employee who is designated to sit on a Committee, Board, Taskforce, or other bodies must have that appointment approved by their SRO prior to taking up the role. Sitting allowance is to be made payable at the rate of the organizing Agency. Except for Board meetings where the rate is decided by the Board.
- (ii) Sitting Allowance is not payable for lunch hour meetings, except for those convened after hours (1715pm onwards) – Cabinet Meeting No. 8/19. Sitting Allowance rates are \$55.00 for the Chairperson and \$50.00 for ordinary members.

E3.4(j) Kilometric Allowance

- (i) After obtaining approval of SRO, an employee who is required to use their personal vehicle for official purposes will be paid kilometric allowance at the following rates:
 - a. Motorcycles 10 cents per kilometre
 - b. Cars 20 cents per kilometre
- (ii) No provision is allowed under this clause for travel to and from work, official purposes is defined as use of the vehicle in providing the normal work of the Ministry or agency (such as attending meetings, or transport between official sites of the Ministry).

E3.4(k) House to Office

- (i) An employee being allocated a government house other than at his own request and living more than 4.5 Kilometers from his/her place of work or an employee who is not allocated a government house and is living more than 4.5 Kilometers from his place of work and uses his own motor vehicle for house to office journeys may be paid an allowance of \$25.00 a month (unless there is an official transport provided by the organization).
- (ii) Payment of the allowance will be made on a calendar month basis and payment for part months should be calculated as follows: -

a.	Less than 1 week	-	no allowance
b.	1 to 2 weeks	-	\$ 6.25
c.	2 to 3 weeks	-	\$12.50

d.	3 to 4 weeks	-	\$18.75
e.	4 weeks and beyond	-	\$25.00

No allowance may be paid to an employee who has had the use of official transport or has been provided with tickets for public transport.

E3.4(l) Transport to Work Allowance

(Cabinet Memo No. 45/2012)

- (i) a flat rate of \$0.50 one way, or the prevailing boat fare used, whichever is lower, is applicable to those who are living at Abatao or the first village not connected by the island main road. Residents in the second, up to the last village, are to be eligible to a flat rate of \$1.00 one way that may also be subject to changes in boat fare.
- (ii) The above rates are refundable to employees, provided sufficient support documents are provided for boat fare and motor vehicle fuel, paying particular attention to the Attendance Register.
- (iii) Claims for these transports allowance to work and back should be submitted monthly to the Senior Responsible Officer through Head of Division who shall certify that all journeys were actually undertaken with support documents (including certification from Eutan Tarawa Council (ETC) that they are permanent residents)
- (iv) It is further recommended that it will be at the discretion of the SRO of a Ministry to decide whether or not to approve such allowance to cover passage or lagoon transport of employees who display poor punctuality habits where attendance to work is concerned as well as poor staff performance.

E3.4(m) Rural Area Incentive

- (i) Employees who are posted to an area outside South Tarawa (or on the outer island) will be entitled to Rural Area Incentive allowance, at the rate of \$20.00 per fortnight effective from 1st January 2011. The allowance will cease immediately where the employee is no longer resident in the location and no longer undertaking the duties of the eligible post.
- (ii) The allowance is also applicable to Kiritimati and the rest of the Line Groups
- (iii) Employees who are recruited from the island are not entitled to the allowance.
- (iv) The allowance will be paid fortnightly, in arrears, for the duration of the posting. Claims are not required for the allowance, it will commence on confirmation that the employee has commenced in the designated location.

E3.5 Procedure**E3.5(a) Manual Duties Allowances**

- (i) Where an employee is occupying an eligible position for a manual duties allowance, the SRO will annually confirm that the employee is required to undertake the designated duties in a difficult environment. The average will be calculated based on the known duties of the position, and the anticipated work for the coming year.
- (ii) The SRO will budget for the allocated allowances as part of the annual budget cycle. Allocation of the allowance will be based on the need for the allocated duties.
- (iii) The SRO will approve the allowance on an annual basis, and notify Payroll that the employee is required to undertake the duties and therefore eligible for the allowance. A copy of the approval will be forwarded to PSO to be placed on the employee's PF. PSO will update the HRIS accordingly.
- (iv) Payroll will pay the allowance as part of the normal salary for the employee. Annually, all allowances in this category will cease until a new approval is received from the SRO.
- (v) Where the employee moves to another position, the allowance will be ceased, as the allowance is attached to a position. The SRO will confirm with MFED (Payroll) that the allowance has ceased, as part of the notification of change of position for the employee.

E3.5(b) Tool Allowance

- (i) It is the duty of the employing Ministry/Agency to provide necessary tools to the employee.
- (ii) There is no claim to be approved where an employee elects to bring his/her own tool with a view to make a claim.

E3.5(c) Sea Going Allowance

- (i) The SRO will confirm on an annual basis those employees occupying positions that are entitled to the sea going allowance, and the budget available for payment of the sea going allowance.
- (ii) When a vessel is required to go out to sea, the SRO will confirm the names of the crew and the duration of the anticipated journey. The SRO will notify MFED (Payroll) of the approved crew and the period of the anticipated journey. A copy of the notification will be sent to PSO, who will note the HRIS and place the notification on the relevant employee PF's.
- (iii) On return of the vessel, the SRO will verify the duration of the journey and make any required adjustments to the allowances paid to the crew. The SRO will then authorise payment of the applicable allowances for the crew. MFED will pay the approved allowances in the next available fortnightly pay.
- (iv) Claims must be accompanied by the prior approval and direction to undertake the maritime duties.

E3.5(d) Weekend at sea

- (i) The SRO will confirm those land-based employees occupying positions and identify periods where the employees may engage in carrying out official duties during sea travel.
- (ii) The SRO will also provide approval of such duties to employee a week in advance of the trip with a schedule, scope of work and a list of land -based employees who will join the trip.
- (iii) Where the SRO sees necessary, employees travelling on leave/transfer may also be required to carry out official duties during sea travel.
- (iv) Upon return from the trip, the concerned employees will submit a claim for the allowance along with proof that he actually carried out the duties at sea and the dates involved.

E3.5(e) Diving Allowance

- (i) The SRO will determine on an annual basis, those positions which are required to undertake diving duties, and an estimate of the number of hours that will be required for the diving duties. The estimate will be used to allocate the appropriate budget in the budget cycle.
- (ii) The SRO will ensure that all employees directed to undertake diving hold a current diving certification.
- (iii) Where an employee is required to undertake under water diving duties in accordance with this policy, the SRO will confirm that requirement in advance of the diving duties. The employee will notify the SRO of the need for the duties, and the SRO will approve that the duties be undertaken. A copy of the approval will be sent to MFED (Payroll) and PSO. PSO will note the HRIS and place the notification on the employee's PF.
- (iv) On completion of the approved duties, the employee will submit a claim on a payment voucher, certified by the supervisor, to the SRO. The SRO will approve the claim in accordance with the prior approval of the duties. Claims must be submitted within one fortnight of the duties being undertaken. Payment will be made by MFED (payroll) will be included in the fortnightly salary.
- (v) The SRO may not approve claims for payment without prior consent has not be sought before the diving was carried out.

E3.5(f) Uniforms

- (i) Only positions that require the wearing of a uniform in the Public Interest will be approved for provision of uniform under this policy.

E3.5(g) Head of Department Allowance (Education)

- (i) The SRO may determine the number of heads of department required in any school or educational institution. The determination will be based on the criteria to be developed by the SRO, and will be budgeted for each year as part of the budget cycle.

E3.5(h) Casual tutoring or teaching

- (i) An employee who wishes to engage in casual tutoring or teaching must inform their SRO prior to taking up the role. These roles are to be considered in the same manner as any other alternative employment and as such must not constitute a conflict of interest and must not interfere with the employee's ability to perform the duties of their position with the government.
- (ii) Claims for payment will be made to the institute concerned, and will be considered to be a separate employment engagement. Payment must not be made as part of the employee's salary. Where the institute is a government institution, payment may be authorised through a payment voucher, which will be processed and paid separately. The payment will be shown clearly as an additional engagement, with payment for hours worked at the casual rate determined by the institution.

E3.5(i) Sitting Allowance

- (i) An employee who is designated to sit on a Committee, Board, Taskforce or other bodies must have that appointment approved by their SRO prior to taking up the role. Sitting allowance is to be made payable at the rate as approved by the organizing Agency. Except for Board meeting where the rate is decided by the Board.
- (ii) The appointment is to be considered a private arrangement of the employee. Any payment of sitting fees will be made by the body that has contracted the employee to the committee or Board. Payment will therefore be governed by the rules of the Board on which the employee serves

E3.5(j) Kilometric Allowance

- (i) Where the SRO determines that use of a private vehicle is necessary for the operations of the Ministry, they will consult the concerned employee and secure their agreement to the use of the vehicle for official purposes.
- (ii) Where an employee agrees to use their vehicle for official purposes, they must provide proof to the SRO that the vehicle is fully insured. Costs of insurance will be met by the employee, no contribution is payable from the Government of Kiribati.
- (iii) The SRO will approve the use of the Private Vehicle, stating the official purpose for which it is required, the duration of the approval and the maximum number of kilometres that may be claimed. Approval may not be for duration of more than a calendar year.
- (iv) The employee will keep a logbook of trips made under the approval, and will submit claims fortnightly, in arrears, for the distance approved. Each claim must have a copy of the approval and the logbook attached. Payment vouchers will be authorised by the SRO in accordance with the approval given, and forwarded to MFED (Payroll) for payment in the following fortnightly pay.
- (v) The SRO will monitor the kilometres claimed and ensure that a running total is kept. When the employee has utilised 90% of the kilometres approved, the SRO will advise the employee accordingly and will review whether a further approval is required and possible within budget requirements.
- (vi) Claims that exceed the kilometres approved will not be processed or paid.

E3.5(k) House to Office

- (i) The SRO will identify employees eligible for this allowance for inclusion in the annual budget.
- (ii) An employee will make a claim to the SRO for this allowance for approval of payment.
- (iii) The employee will submit claims on a fortnightly basis to his/her ministry and to be processed to MFED for payment.
- (iv) The SRO will regularly update records of eligible employees under this allowance for any change in circumstances that may disqualify an employee for the allowance.

E3.5(l) Rural Area Incentive

- (i) The SRO will budget for the Rural Area Incentive allowance as part of the annual budget cycle.
- (ii) When the SRO approves the transfer of an employee to a designated eligible location (outside South Tarawa), the SRO will include in the transfer notification the entitlement to the Rural Area Incentive allowance and the rate at which it will be paid.
- (iii) A copy of the approval will be forwarded to MFED (Payroll) and PSO. PSO will note the HRIS and place the approval on the employee's PF. MFED will commence the allowance effective from the confirmation that the employee has taken up duty in the eligible location.
- (iv) The allowance will cease as soon as the Employee is no longer employed in the eligible location.
- (v) When an employee who was employed in an eligible location is transferred to South Tarawa, their transfer notification will include notification that the Rural Area Incentive will cease and the effective date. A copy of that notification will be sent to MFED (Payroll) and to PSO. PSO will note the HRIS and place the copy on the PF. MFED will take action to cease the allowance.

E4 Allowances when travelling on duty within Kiribati**E4.1 Authority**

- (i) PSC (Functions) Act: Regulation 17. The delegate may approve the payment of an allowance to an employee.
- (ii) PSC (Functions) Act: Regulation: 18. The delegate may approve the mode of transport that an employee may use.
- (iii) PSC (Functions) Act: Regulation: 19. The delegate may approve periods of temporary duty on another island for longer than 3 months.

E4.2 Delegate

- i. SRO
- ii. Secretary PSO

E4.3 Limitations

- (i) In accordance with the provisions of this policy an SRO may approve the mode of transport to be used by an employee.
- (ii) In accordance with the provisions of this policy an SRO may approve the payment of travel allowances when an employee is assigned to temporary duties on another island for periods of 1 month maximum.)
- (iii) In accordance with the provisions of this policy the SRO may arrange for a temporary posting of an employee if the assigned duty is to be longer than 1 month.

E4.4 Policy**E4.4(a) Approval of Travel**

- (i) All official travels by employees must be approved by the SRO prior to the travel being undertaken. Travels will only be approved where a budget is available to cover the necessary expenses of the travel including fares and allowances due to the employee.

E4.4(b) Mode of Transport

- (i) For all travel within Kiribati, unless provided for in a separate contract of employment, employees will be entitled to travel by sea or air.
- (ii) The SRO will approve the mode of transport required, taking into account the most cost effective means considering both time and expense of passage.
- (iii) All passages for employees travelling on official duty will be paid by the employing Ministry or Agency.

E4.4(c) Dependents

- (i) Unless provided for in a separate contract of employment, employees on duty travel may not be accompanied by dependants at the expense of the Government of Kiribati.

E4.4(d) Payment in Advance

- (i) Where an employee is required to travel on duty, they may apply for any allowances due in advance of the travel. Such allowances will be acquitted within two weeks of the employee's return to their normal duty station.

E4.4(e) Travel on Duty for Official Purposes

- (i) Where an employee is required to travel on duty by boat/vessel for official purposes, he will be entitled to subsistence allowance for the approved duration of the travel at \$70.00 per day at sea. Subsistence for official travel to outer islands including Kiritimati is payable at a flat rate of \$70.00 per day.
- (ii) A temporary transfer for an employee would be facilitated, where accommodation and transfer costs of up to 4 adults fare would be provided by the Agency to avoid excessive costs implication to pay for \$70.00 per day. Salaries of the employee would also be transferred. The SRO has the authority to decide on the best approach depending on the duration of the work required in the outer island, cost implications and budget provision. (Cabinet meeting No. 15/17)
- (iii) Non-Government officials who attend workshops/meetings/seminars/witness to high court sessions in Tarawa and Kiritimati are entitled to subsistence allowance of \$70.00 per day payable from the organizing Agency when they travel from the outer islands.
- (iv) Subsistence allowance for overseas attract different rates as approved by Cabinet and circulated by PSO.

E4.4(f) Transit and hospitality allowances

- (i) Hospitality allowance
 - a) An employee who is requested by Government to accommodate a visitor other than another employee or Government officer may be paid hospitality allowance at the rate of \$10.00 a day.
- (ii) Transit allowance
 - a) A person who is required to accommodate an employee who is on transfer or travelling on leave and who is transiting awaiting transportation to his/her new station or home island, may be paid a transit allowance in accordance with the special circumstance of the employee as follows:
 - i. If Single \$3.75 a day
 - ii. If married \$6.25 a day.
 - b) Where an employee is required to travel on official duty and that travel requires transit through a foreign country, the employee will be entitled to subsistence allowances for the period of transit at the rates and conditions applicable for International Travel.
- (iii) Transit Allowance is only applicable to cases which involve travelling on transfer or on leave and where an employee is on transit awaiting transportation to duty station or home island. Only those who provide accommodation to employees who have not reached their duty/leave destination are entitled to apply for such allowance. This allowance is not applicable to persons accommodating employees who have reached their final duty or leave destination.
- (iv) SROs are to ensure that proper planning for the transfers and postings are facilitated to

avoid unnecessary cost implications.

E4.4(g) Incidental Expenses

- (i) Where an employee incurs a legitimate work related expense during a period of travel within Kiribati, such as telephone or radio calls for official purposes, they will be reimbursed for that expenditure if it was authorised by the SRO. Expenses incurred without authorisation do not attract an automatic reimbursement.
- (ii) Reimbursement of private expenses is not permitted.

E4.4(h) Variations and Disruptions to the Itinerary

- (i) If the travel arrangements of an employee are disrupted through no fault of the employee or if for valid work reasons significant amendments need to be made to the itinerary after travel has commenced, the employee needs to seek approval from the SRO for the amendments to the itinerary.
- (ii) The employee will be entitled to additional subsistence allowances for additional nights they are required to be absent from their normal duty station.
- (iii) Where any change to an itinerary is at the request of the employee and the SRO does not approve the variation, no additional allowances will be payable.

E4.4(i) Accounting for Expenditure

- (i) A budget estimate should be prepared that itemises the costs of travel, allowances and temporary duty will be approved by the SRO prior to the commencement of any travel by an employee.

E4.5 Procedure

- (i) All duty travel will be submitted to the SRO for approval prior to the commencement of the travel. Requests for approval will include a budget and the source of funding for the travel.
- (ii) Where travel is approved by the SRO, the employee will be required to undertake the travel in accordance with their duties and the allowances provided for in this section.
- (iii) The employee will submit a claim for allowances at least one week in advance of the travel, based on the approved travel itinerary. The allowances request will be approved by the Financial Delegate in the Ministry. The allowances will be paid to the employee no less than 1 day prior to the travel.
- (iv) Within two weeks of return to their normal duty station, the employee will acquit the allowances paid, substantiating the acquittal with proof of travel (boarding passes, tickets) and proof of accommodation in a registered hotel where required.
- (v) Any amendment to the allowances due will be rectified within two weeks of the submission of the acquittal.

E5 Allowances when travelling on duty overseas

E5.1 Authority

- (i) PSC (Functions) Act: Regulation 17. The delegate may approve the payment of an allowance to an employee.
- (ii) PSC (Functions) Act: Regulation: 20. The delegate may approve an employee to travel overseas.

E5.2 Delegate

- (i) SRO
- (ii) Secretary to Cabinet
- (iii) Te Beretitenti

E5.3 Limitations

- (i) The delegate may approve travel overseas to meet the needs of the Ministry or Agency, where funding is available to cover the requirements of such overseas travel. However, the Travel Policy had to be observed and enforced at all times to avoid unnecessary cost implications. Effective date is 1st October, 2016.
- (ii) All overseas travel will be budgeted by the SRO through the annual budget cycle.
- (iii) In accordance with the provisions of this policy the SRO may approve overseas travel for employees from within their Ministry/Agency and the payment of allowances for travel on duty overseas.
- (iv) In accordance with the provisions of this policy, the Secretary to Cabinet may approve overseas travel for an SRO, and the payment of allowances for travel on duty overseas.
- (v) In accordance with the provisions of this policy, Te Beretitenti may approve overseas travel for the Secretary to Cabinet, and the payment of allowances for travel on duty overseas.
- (vi) Payment of allowances in all instances are limited to the provisions of this policy, except where an individual contract of employment provides for a different entitlement.
- (vii) Employees who travel overseas to attend training activities has to be approved by Secretary, PSO in consultation to the training needs identified in the HRD Plan by each Ministry/Agency. This is effective 1st January, 2019.

E5.4 Policy

E5.4(a) Applications for and Approval of Travel on Duty Overseas

- (i) All employees must provide an application for overseas travel (absence form) and have this endorsed by the delegate, prior to making any arrangements or bookings for overseas travel. All applications must be accompanied by written confirmation of available budget and source of funds.

E5.4(b) Mode of Transport

- (i) All official travels by air will be economy class unless otherwise specified in a contract of employment.
- (ii) Visa processing would be sought from MFAI at least 2 weeks prior to the travel to avoid unnecessary cost implications.

E5.4(c) Travel by dependents

- (i) Employees who travel on duty may not be accompanied by any dependents at the expense of the Government of Kiribati, unless there is a specific entitlement under a contract of employment.

E5.4(d) Payment in advance

- (i) An employee approved to travel on duty overseas may apply for their eligible travel allowance to be paid in advance based on the budget estimate they provide to the delegate.
- (ii) Applications for payment in advance must be made a minimum of 1 week prior to the anticipated date of travel. Payment of the eligible allowances will be made at least 1 day prior to the anticipated day of travel.

E5.4(e) Subsistence allowance for travelling on duty outside Kiribati

- (i) Subsistence allowance to cover living expenses during the travel will be paid at the rate specified in the international per diems schedule approved by the Secretary PSO, which prevails at the time of travel, for each night spent away from the employee's duty station.
- (ii) Sections E5.4(e)(ii)a-g are all abolished as per *Cabinet meeting No.31/17 effective from 1st October 2016*
- (iii) Subsistence allowances must be acquitted within 2 weeks of return to the duty station, against the actual travel itinerary, with provision of accommodation receipts for the accommodation portion. Where the rate of accommodation exceeds the allowance rate, no additional payment is allowed, unless prior approval has been given to exceed the scheduled rate. Approvals will be given only where the employee is compelled for official reasons to stay in a more expensive hotel (for example, when travelling with Te Beretitenti). Refer to the provisions for "Allowance Inadequate".
- (iv) An employee, travelling on duty who is accompanied by his wife, will not normally be eligible for subsistence allowance in respect of wife unless his wife's passage to accompany her husband has also been properly authorised. In these instances, the rate of subsistence allowance will be 1.5 times the standard rate. This section only applies to wives whom accompanying their husband on authorised duty visits. Wives who are employed, when travelling on duty other than travelling as a wife will be eligible to receive subsistence allowance at the normal single rate.
- (v) An employee required to travel on duty in circumstances where he is eligible for subsistence allowance may be granted a special imprest of an amount sufficient to cover his anticipated expenses. Applications for the grant of a special imprest should be made to the Accountant General in accordance

with the provisions of chapter 11 of the Financial Regulations.

E5.4(f) Additional allowable expenses (incidentals)

- (i) Employees may be entitled to reimbursement of additional expenses that are incurred as a result of official travel overseas. These expenses must be estimated and detailed in the request for approval, and approved by the delegate prior to the travel. Expenses will be limited to:
 - a. Laundry
 - b. Visa costs
 - c. Airport transfers
 - d. Business communication costs (fax, telephone and internet for work related purposes only)
 - e. Airport taxes that are not included in the ticket price.
 - f. Tip
 - g. Commissions & taxable goods
 - h. Hotel Tax
 - i. Loss in exchange *Effective 10th May 2017 (Cabinet meeting No.30/17)*
- (ii) Employees, while accommodated in a hotel, a tip of \$1 a day is applicable. Except for Te Beretitenti, Kauoman ni Beretitenti, or Ministers where a single tip shall not exceed \$10 per pay or per meal or each time luggage in respect of any of them is assisted. This also applies to support staffs making tips in respect of Te Beretitenti, Te Kauoman and Ministers.
- (iii) Employees are expected to keep any additional expenses to a minimum. Reimbursement will be payable on production of official receipts for the expenditure. Reimbursement is not possible without receipts or other official proof of payment (in the case of visas).

E5.4(g) Outfit Allowance

- (i) An employee who is required to travel overseas on duty may be paid a non-accountable cash allowance of A\$300 for the purchase of suitable clothing and equipment, provided the employee has not received an outfit allowance from any source during the preceding three years from the date that travel is due to commence.
- (ii) The allowance will be applied for and approved by the Delegate as part of the approval to travel procedure. The allowance is payable by the employing Ministry or Agency.
- (iii) Outfit allowance is not payable for travel that is for the purpose of training as defined within these conditions of service.
- (iv) Overseas trainings of less than 1 month would be treated as overseas duty travel and the condition for outfit applies.
- (v) Overseas training over 1 month would be treated under NCS K.

E5.4(h) Allowance Inadequate Provisions

This is to cater for Local and Overseas Partially funded official trips. (Cabinet meeting No. 66/18) and to be effective 11th September, 2018.

- (i) An employee who is compelled by official circumstances to lodge in a hotel with a room rate that is equal to or higher than 2/3 of the daily subsistence allowance may be entitled with the approval of the delegate to an additional allowance equivalent to 1/3 of the daily subsistence rate prescribed and have all his/her additional costs on accommodation, meals and other approved incidental expenses over and above the standard rate of subsistence allowance met from Public funds on the production of receipts. Only if such additional expenses do not exceed 1/3 of the subsistence rate prescribed they will be disregarded.
- (ii) In a case where a partially funded trip is involved without cash allowance, an employee is entitled to a 1/3 of the country's Daisy Subsistence Allowance (DSA) rate per day throughout the duration of the official commitment.

E5.4(i) Variations and Disruptions to the Itinerary

- (i) If the travel arrangements of an employee are disrupted through no fault of the employee or significant amendments need to be made to the itinerary after travel has commenced the employee should seek the approval of the delegate to vary the Itinerary.
- (ii) Where approval is given, the employee may claim the additional subsistence allowances and other reimbursable expenditure on return to their duty station.
- (iii) Where the disruption to the itinerary was caused through no fault of the employee, additional subsistence allowance is payable to the employee upon return.

E5.4(j) Accounting for Expenditure

- (i) The employee must acquit all allowances against their approved itinerary within 2 weeks of return to their duty station. Official receipts must be produced for hotel accommodation. Tickets and boarding passes must be provided with the acquittal as proof of travel undertaken.
- (ii) All claims for reimbursable expenses are to be made at the same time as the employee acquits their allowances that have already been paid. For reimbursable expenses, all invoices and receipts are to be kept to justify payment and they should be clearly itemised. Original receipts must be provided with the claim for payment. If receipts are not provided, payment of any outstanding moneys owing to the employee will not be made.
- (iii) Any adjustment to the payment received by the employee must be made within 2 weeks of submission of the acquittal.
- (iv) Payment of any outstanding allowances will not be made until the employee has submitted a brief report to the Delegate detailing the travel undertaken and the outcomes of the travel. The Delegate will not approve the payment of additional allowances or reimbursable until such report is received.

E5.5 Procedure

- (i) The employee will apply to the Delegate for approval to travel. At a minimum the travel application must include:

- a. The purpose and benefits that are expected to be gained from the visit.
 - b. The relevance of the visit to the Government policy, strategy or the duties of the employee.
 - c. A detailed itinerary including for example visits to organisations, meetings with individuals or conferences that are to be attended.
 - d. Travel times and intended accommodation.
 - e. The names of people who are to travel
 - f. A full budget estimate with a breakdown of costs in \$AUD (Allowing for exchange rates) for all those who intend to travel. The estimate should include , but not be limited to:
 - g. Airfares including all airport taxes.
 - h. Transfers.
 - i. Costs of required visas.
 - j. Subsistence allowances.
 - k. Clothing allowance.
 - l. Conference fees if applicable.
 - m. Travel insurance including, but not limited to health and repatriation to Kiribati.
- (ii) The budget estimate should include the budget source and also itemise the components of the itinerary that are to be funded by a donor and those to be funded from the budget of any sponsoring Government agency.
- (iii) On receipt of an application from an employee to travel on duty outside the Republic of Kiribati the delegate must review the costing to ensure that it is consistent with the provisions of this policy. The delegate may then approve the travel, budget estimate and payment of travel allowances, in writing.
- (iv) The employee may then proceed to make the travel arrangements and claim any payments in advance as per their entitlements.
- (v) The employee commences travel and retains all receipts during this time.
- (vi) The employee should seek and gain the prior approval of the delegate to lodge in the accommodation required as stated in E5.4(h)
- (vii) On return the employee, within 2 weeks presents a report on the outcomes of travel to the Delegate, along with their reconciliation of their travel itinerary and any claim for reimbursable

expenses.

- (viii) The Delegate will approve any adjustments to allowances to be paid, in accordance with this policy. Any adjustments are to be settled within 2 weeks of the Delegate's approval.

E6 Travel on initial appointment, transfer or promotion to another island within Kiribati

E6.1 Authority

- (i) PSC (Functions) Act: Regulation 17. The delegate may approve the payment of an allowance to an employee.
- (ii) PSC (Functions) Act: Regulation: 18. The delegate may approve the mode of transport that an employee may use.

E6.2 Delegate

- (i) SRO

E6.3 Limitations

- (i) In accordance with the provisions of this policy the SRO may approve the payment of allowances to an employee who vacates their residence and is travelling to their first appointment or is being legally transferred or promoted to a position on another Island from their current work location or residence.
- (ii) The provisions of this policy do not apply for transfers within South Tarawa, no expenses are payable to employees who transfer within South Tarawa.
- (iii) In accordance with the provisions of this policy the SRO may approve the mode of transport to be used by an employee.

E6.4 Policy

- (i) Where an employee is appointed to a position on an Island other than their current Island, where the appointment requires a change in residence, the employee will be eligible for payment of the allowances within this section.
- (ii) This section does not apply to appointments of any type within South Tarawa.
- (iii) Where an employee is permanently appointed to a position in another country, they will be eligible for payment of the allowances within this section.
- (iv) Contract employees will be entitled to the allowances provided for in this section, unless their contract stipulates different entitlements to allowances.
- (v) Employees on transfer will not be entitled to seagoing and week end at sea unless instruction has been given by SRO to perform duties while at sea.

E6.4(a) Mode of Transport

- (i) Employees and their immediate family members will be entitled to transport to their new location. Immediate family members will be limited to the spouse and up to 4 children, as declared by the employee. Dependents may be any declared family members, who are dependent upon the employee for their accommodation and sustenance. Expenses will be limited to the employee and the equivalent of 3 additional adult fares.
- (ii) Travel will be by sea, unless there is an urgent requirement for the employee to take up duties in the new location, in which case the SRO may approve transport by air. Where transport by air is approved, such transport will be limited to the employee only, their dependents will travel by sea unless it is proven to be more economical to travel by air.
- (iii) Where transport is by sea, it will be by class entitlement according to salary level as stated in Appendix H.1.
- (iv) Where travel by air is approved, it will be in economy class, unless otherwise provided for in a specific contract of employment.

E6.4(b) Subsistence Allowances

- (i) No subsistence allowances are payable to employees and their families during travel associated with appointments, except for transit allowances as described below. Subsistence allowance is only payable when transiting through another country (outside Kiribati).

E6.4(c) Transit Allowances

- (i) If the journey to the work location on another island requires an eligible employee to stay overnight in another country the employee is entitled to the payment of subsistence allowance in accordance with the policy for International Travel contained within this section.
- (ii) Where the employee is authorised to travel with their family while on transfer, and the journey requires transit in another country, subsistence allowances will be payable for each accompanying member at the rate of 50% for accompanying adults and 20% for accompanying children, to the maximum of the equivalent of 3 adult accompanying dependents.
- (iii) No subsistence allowance is payable in respect of periods spent in transit where meals and accommodation are provided at the expense of the carrier or another organisation. No subsistence allowance is payable where the night is spent on a ship or an aircraft.

E6.4(d) Incidental Expenses

- (i) An eligible employee may claim reimbursement for incidental expenses incurred as a result of travel to a new permanent work location, if those expenses are work related and have been approved by the SRO prior to the employee incurring the expense. Expenses will be limited to essential work related telephone calls or other business related expenditure. Incidentals are not payable for personal expenditure items.

E6.4(e) Variations and Disruptions to the Itinerary

- (i) If the travel arrangements of an employee are disrupted through no fault of the employee or if for valid work reasons significant amendments need to be made to the itinerary after travel has commenced, the employee must seek approval from the SRO for the amendments to the itinerary.

E6.4(f) Baggage Allowance

- (i) An eligible employee who is proceeding to their new work station by sea is eligible for payment for shipment of personal effects of up to 400 cubic ft . There are no limitations on what the employee may take, but if there are special rates applicable for certain goods, the employee will only be entitled to the minimum rate for the entire 400 cubic ft
- (ii) The employee may not commute the entitlement to cash. If the employee does not wish to transport personal effects, there is no payment to the employee instead of the entitlement. If the employee wishes to use air freight, the SRO may approve the use of air freight to an equivalent value of the sea freight.
- (iii) The baggage allowance is payable once every three years and may not be paid if the transfer is at the request of the employee to meet the compassionate circumstances of the employee.

E6.4(g) Disturbance Allowance

- (i) An employee who is transferred from one station to another for a period of not less than two months and who vacates his quarters at his former station will be entitled to payment of a disturbance allowance at the following rates:
 - a. \$31.25 for a married employee, or a single employee with dependent children
 - b. \$25.00 for a single employee.
- (ii) The disturbance allowance is payable once in 6 months and may not be paid if the change of location is at the request of the employee to meet the compassionate circumstances of the employee.
- (iii) An employee who receives the disturbance allowance and resigns within a month of receipt of the allowance will repay the allowance to the Government of Kiribati.

E6.4(h) Payment in Advance

- (i) Where an eligible employee is entitled to allowances under this section, they will be permitted to claim those allowances in advance of their travel to their new location if they are already permanently employed by the Government of Kiribati. Initial appointments may not be paid allowances in advance of taking up duty, all allowances will be payable on arrival and on taking up duty.
- (ii) The employee will acquit all allowances paid in advance, through providing proof of taking up duty in the new location and evidence of travel undertaken (boarding passes, tickets).

- (iii) Acquittals will be submitted within 2 weeks of arrival in the new location. Any correction to the allowances due will be made within 2 weeks of receipt of the acquittal.

E6.5 Procedure

- (i) The SRO will confirm in writing what transfer or appointment expenses will be payable to an employee, as part of the appointment/transfer letter.
- (ii) The employee will submit their claim for allowances to the SRO at least two weeks prior to departure, or immediately upon notification if less than two weeks' notice of the move has been given. Where allowances are payable in advance of travel, the Ministry will ensure that they are paid at least 3 days prior to the employee's planned travel.
- (iii) Payment of the entitlement to baggage will be made direct to the supplier. The employee will supply quote/s to verify the amount due, and payment will be made on production of the invoice from the shipping company.
- (iv) Where an employee resigns and owes a debt to the Government of Kiribati as a result of transfer expenses paid, the SRO will ensure that the debt is deducted from the employee's final payment.
The last alternative is to ensure deduction from KPF prior employee's retirement and withdrawal of KPF.

E7 Repatriation to home island within Kiribati at the end of service

E7.1 Authority

- (i) PSC (Functions) Act: Regulation 17. The delegate may approve the payment of an allowance to an employee.
- (ii) PSC (Functions) Act: Regulation: 18. A delegate may approve the mode of transport that an employee may use.

E7.2 Delegate

- (i) SRO

E7.3 Limitations

- (i) In accordance with the provisions of this policy the SRO may approve allowances to be paid for the repatriation of an employee who upon completion of service, elects to return to his/her home island
- (ii) In accordance with the provisions of this policy the SRO may approve the mode of transport to be used by an employee.

E7.4 Policy

- (i) An employee who has completed his service will be entitled to repatriation for

himself, his wife and all his children and in the class appropriate to the employee's position, in accordance with NCS H.15.

- (ii) An employee who resigns without giving 2 months' notice will not be entitled to repatriation, unless the Secretary to Cabinet waives the 2 months' notice
- (iii) The widow/widower of an employee who died in the service, will be entitled to repatriation and all his/her children to either the home island of the deceased employee or the widow/widower.
- (iv) An employee who is dismissed from the service of the Government of Kiribati will not be entitled to any repatriation expenses unless otherwise directed by the Secretary to Cabinet
- (v) An employee who is being repatriated by sea will be covered up to 600 cubic feet of personal effects at the expense of Government.
- (vi) An employee travelling to or from Kiritimati under this clause is entitled to the personal effects allowance for sea freight as in *iv* above or air freight up to the equivalent monetary value of the surface allowance
- (vii) There is no limit on the type of effects which may qualify for allowances under *vi*. except that if a special rate is charged for any item the amount payable by Government must not exceed the amount payable at the personal effects rate.
- (viii) Repatriation and transport of personal effects under this section must take place within 1 month of the employee's last day of duty.

E7.5 Procedure

- (i) The SRO will plan in advance for the timely repatriation of concerned employees/individuals.
- (ii) Where an employee has died in the service, the SRO (of the deceased) will provide assistance to the widow/widower to ensure efficient and timely repatriation and transportation of eligible family members and personal effects respectively and in accordance to *E7.4 (vii)* and *E7.4 (viii)* above .
- (iii) All repatriation costs are to be paid to the Carrier (Air Kiribati/Shipping) and is not to be claimed or refunded by an employee if he elects not to be repatriated to his/her home island.
- (iv) SROs are to ensure that retired employees are repatriated as soon as possible after the employee retires to avoid unnecessary claims by the employee.

E8 Leave allowances

E8.1 Authority:

- (i) PSC (Functions) Act: Regulation 17. The delegate may approve the payment of allowance of an employee.

E8.2 Delegate:

- (i) SRO

E8.3 Limitations:

- (i) In accordance with the provisions of this policy the SRO may approve an employee's leave grant.
- (ii) In accordance with the provisions of this policy and subject to the terms of an employee's contract, the SRO may approve leave entitlements to the contract employee.

E8.4 Policy

- (i) All permanent employees are entitled to a flat rate leave grant of \$3,000 effective 1st January, 2021 for each full year of service
- (ii) Any period of leave without pay will affect the amount of leave grant payable. The calculations will be the same as for changes to increment due date under E.1
- (iii) Employees on long term study (one year or more) are not entitled to leave grant for the duration of their study.

E8.5 Procedure

- (i) As part of the annual budget cycle, the SRO will budget for the leave entitlements of all staff in the Ministry or Agency and monitor the leave of employees.
- (ii) Staff will roster their leave in accordance with the Leave section of this Conditions of Service.
- (iii) Payment of the leave grant will be approved by the SRO, on a list detailing the due date for the payment. The approved list will be forwarded to Accounts for payment in accordance with the stated dates.
- (iv) The SRO will ensure that any leave without pay taken by the employee is noted on the PF and that the entitlements to the leave grant are adjusted accordingly.

SECTION F

ANNUAL LEAVE

Leave Rates

F1.

- a) An employee in full time employment is eligible for annual leave according to his salary level at the rates set out in the following table:-

Salary	Working Days
L19-17	14
L16-15	18
L14-12	22
L11-10	26
L9-1	30

Working days are Mondays to Fridays, not including Public Holidays.

- b) An employee in part time employment is eligible for one working days' leave in respect of each complete month served.
- c) A security guard is eligible for 18 working days per annum.
- d) Leave entitlements for teachers in Primary, JSS and Senior Secondary Schools is explained in F.22

Leave Year

- F2. The leave year is from the 1st January to the 31st December and annual leave may be taken at anytime during the leave year, subject to the prior approval of the employee's Head of Division and SRO.

Change in Leave Rates

- F3. When, during the course of a leave year, an employee becomes entitled to a higher leave rate, his entitlement in that year will be the higher leave rate.

Incomplete Leave Year

- F4. An employee who will not complete a full leave year either because of his appointment during the year or because of his leaving the service during the year may be granted one-twelfth of the number of working days leave for each complete month of service and pro-rata for part month, during the leave year. The value of any excess leave taken during an incomplete leave year may be recovered from the employee.

Accumulation of Leave**F5.**

- a) Annual leave should, be taken during a leave year. An SRO may approve or require the accumulation of annual leave for a maximum of two years only. Leave balances beyond 2 years shall be forfeited.
- b) SROs are to ensure an employee takes leave in a calendar year to avoid accumulation of leave.

F6 Annual leave may be taken in more than one period or in single days subject to the **prior approval** of the employee's SRO.

Leave Records and Leave Rosters**F7**

- a) SROs will arrange for a record to be kept of all annual leave taken by each employee in the manner shown at Appendix F.1. When an employee is transferred to another Ministry or Organisation his leave record should be transferred also.
- b) SROs are responsible for ensuring that leave rosters are prepared in respect of all employees in their Ministries or Organisation. Copies of all leave rosters should be widely circulated within the Ministry or Organisations concerned. Well co-ordinated and planned leave rosters are essential if the absence from duty of too many employees on leave at any one time is to be avoided.

Transfer between Statutory Bodies or Ministries

F8 When an employee is transferred he may take pro-rate leave as under *NCS F.4*

Leave Application**F9**

- a) For Government employees, leave applications in the form shown in Appendix F.2 must be submitted to the Chief Accountant, Director of Audit and the SPSO.
- b) The Form to be used by Contract Officers is shown in Appendix F.III.

Extension of Leave

F10 The SPSO may extend leave on full pay or without pay in the public interest.

Leave Without Pay**F11**

- a) On the recommendation of an SRO, the SPSO may grant leave without pay to a Government employee who has exhausted his annual leave. Leave without pay will only be approved where there

are compassionate or other special reasons.

(b) For Statutory Bodies, applications from employees for leave without pay should be referred to responsible Ministries.

(i) Short Term Leave without Pay:

The duration of this leave without pay shall be up to 6 months only. This shall be applicable to temporary situations only on compassionate or other special reasons that any employee may be confronted with from time to time.

(ii) Long Term Leave without Pay:

The duration of this leave without pay may be more than 6 months but cannot be more than 3 years. This shall be applicable only to the following categories:

- (i) In-service trainees and their working spouses.
- (ii) Severe medical grounds of an employee's immediate family member supported by regular medical references.
- (iii) Certified Churches' request or obligations.

(iii) Long Term Leave Without Pay for Secondment – Cabinet meeting No. 37/17

The maximum duration of secondment, through leave without pay is one year period based on the following conditions:

- a) An employee who, at his/her own initiative and interest, become successful in getting a position outside the public service, in Kiribati or abroad, can be allowed a one year leave without pay.
- b) An employee has to convey his/her interest to return to his substantive post or to resign from the public service before the end of the secondment period;
- c) The SRO has the authority to arrange for a permanent replacement of the employee during the secondment period if the need arise. In this case, employees who are replaced during their secondment period can apply for any vacant positions upon completion of their secondment that is subject to available established positions, their qualifications and experience, and the need of the Ministry/Agency that they can be re-engaged.
- d) An employee seconded by Government as part of its obligation or contribution to agreements or contracts – the SRO must provide full information to Cabinet in seeking approval to waive the one year leave without pay period.
- e) An employee returning from inservice training and is serving his/her Bond is not eligible for Secondment unless he/she pays back the value of the scholarship that they have not served under the Bond.

Training Course

- F12** Periods spent by employees on approved training course will be regarded as duty. Employees sent on such courses will retain their entitlement to annual leave except that an employee who is absent on an extended training course must take his annual leave when entitled to a home visit.

Sickness During Leave

- F13** On the recommendation of the Chief Medical Officer, the SRO may grant an employee who falls sick during his annual leave an extension of leave to cover the period of his sickness. This extension will be regarded as sick leave provided that an employee provides Medical Certificates for sick days.

Death in the Service

- F14** When an employee dies in the service, Secretary PSO will consider the monetary value of any earned leave may be paid to his/her widow/widower or if he/she leaves no widow/widower, to his/her estate.

Forfeiture of Leave

- F15** An employee who is dismissed, resigned, on leave without pay, on self secondment or who leaves the service without giving due notice will forfeit any annual leave not taken.

Leave Salary

- F16** An employee may be paid leave salary in advance in accordance with Condition E1.4 (m).

Travelling Time

- F17** An SRO or Head of Division may grant an employee who travels to his home island by ship or by air, for his leave, sufficient travelling time by the most direct route.
- F18** An employee who travels to a destination other than his home island may be granted travelling time compatible with the ships sailing schedules at that time:-
- (i) sufficient for the journey to his destination by most direct route, or
 - (ii) the travelling time which would have been necessary for him to visit his home island by the most direct route.
- F19** An employee granted travelling time shall report the date of his arrival at his destination to his Head of Division.

Travel by Air**F20**

- a) No travelling time shall be granted to an employee travelling indirect to his home island by air.
- b) An employee stationed on outer islands when travelling by air to and from leave to his home island, through Tarawa shall be granted a maximum of 2 days travelling time each way.

Overstayed Leave - Employee Unable to Return**F21**

- a) An employee who is prevented from returning from leave on the due day must report the circumstances to his Head of Division. Overstayed leave will be treated as leave without pay unless and until an employee provides an acceptable explanation.
- b) If an acceptable explanation is provided, the overstayed leave may be deducted from the employee's future leave entitlement or the employee may opt to have it granted as leave without pay, unless the SRO accepts the explanation provided for the delay of the employee to return to work.
- c) An employee who overstays his leave without an acceptable explanation is liable for disciplinary action in accordance with National Condition D.9.

Leave entitlements for teachers in Primary, JSS and Senior Secondary Schools.**F22**

- a) A teacher is required to work during Term 1 and 2 breaks and 2 weeks after Term 3 break and 2 weeks before Term 1 starts in the following year.
- b) During Christmas break, a teacher is required to take leave starting from the 3rd week of December in the current year until the 2nd week of January in the New Year. The total number of leave involved is 19 working days
- c) A teacher who is engaged in an organized and approved workshop from the Ministry during the 19 days period will have the number of working days spent added to his/her leave entitlements
- d) A teacher is eligible to utilize his/her leave balances at any time during the year, subject to the approval of the SRO especially for medical reasons and compassionate grounds.

SICK LEAVE**Sick Leave****F23**

- a) Subject to the provisions (b) of this Condition and of Condition and F.30, periods during which an employee is absent from duty because of illness will be regarded as sick leave.
- b) An employee who is absent through illness arising from his own negligence or misconduct will not be granted sick leave and shall not be paid for the period concerned.
- c) An employee who is absent from work because of illness shall immediately report the fact to his immediate Supervisor who will inform departments, as appropriate.

- d) SROs shall report their own sickness to the Secretary to the Cabinet or employing Authority.

Medical Certificates

F24

- a) An employee who is absent through illness should whenever possible report to a Government medical officer within 24 hours of absenting himself, with a view to obtaining a Certificate to the effect that his absence is justified through ill health.
- b) It is the employee's responsibility to ensure that the medical certificate is received by his Immediate Supervisor.

Recording Sick Leave

F25

- a) Heads of Divisions shall maintain a record of all absences on medical grounds, of employees in their Divisions, in order to control the allowance of sick leave authorised in these National Conditions.
- b) When an employee's absence through sickness exceeds 30 working days in one year, he is considered sickly and unproductive.
- c) Close monitoring on the employee's performance and attendance is required prior the Medical Board is arranged to assess the employee's health.
- d) Termination on Medical grounds is subject to the Medical Board's Report.
- e) The SRO has to inform the Accounts Division for proper salary deduction.

Short Term Illness

- F26** On the recommendation of a medical officer, SROs may grant an employee, other than a Temporary employee, 30 working days sick leave in any period of 12 months.

Extended Illness

F27

- a) This Condition applies only to Permanent Employees and employees on contracts of 2 years or more.
- b) In case of serious illness extending beyond 30 working days' continuous absence from duty, the SPSO in respect of Government employees, or Managers in consultation with Ministries in respect of Statutory Bodies, may grant sick leave in accordance with the following procedure:-
- (i) the first 10 working days will be regarded as sick leave on full pay;
 - (ii) the employee will then be required to use up any annual leave standing to his credit.
- c) Further absences beyond his annual leave credit would be treated as leave without pay for a maximum of 10 days only, after which, a Medical Board shall be convened to determine the employee's suitability to work or to retire on Medical grounds.
- d) It is the duty of the responsible SRO or Manager to obtain the Medical Report and provide a copy to Secretary PSO.

Recurrence of Sickness

F28 When an employee who has been granted the maximum period of paid sick leave falls sick within 2 weeks of the date of his return to duty, the period of sickness shall be regarded as continuous with the period of sickness for which sick leave was last granted. Leave without pay is applicable prior to convening a Medical Board.

Sick Leave for Contract Employees

F29 Sick leave granted to Contract Employees does not earn leave and any period of sick leave must be deducted from the total of an Employee's residential service.

Sick Leave for Temporary Employees

F30

- a) A temporary employee in full time employment may be granted sick leave of up to seven days in any one calendar year. Thereafter he may take earned annual leave. If he cannot resume duty after this period, his appointment should be terminated by giving due notice.
- b) The grant of sick leave under this Condition is at the discretion of the SRO.

Sick Leave for Part Time Employees

F31 A part time employee may be granted sick leave of up to 4 working days in any one calendar year. Thereafter he may take earned annual leave. If he cannot resume duty after this period, his appointment should be terminated by giving due notice.

Injury on Duty

F32

- (a) An employee in **full time** employment who is absent from duty because of illness due to injury sustained in the actual discharge of his duty without his own fault, may be granted the sick leave at the maximum of 30 working days.
- (b) The employee is also entitled to proper compensation in line with the Workmen's compensation administered by the Ministry of Employment and Human Resources.

COMPASSIONATE LEAVE

F34 An SRO may grant an employee up to 3 working days' compassionate leave in a year, on full pay and leave in excess of 3 days will be without pay. Paid compassionate leave is normally applicable in the event of the death or serious illness of a wife, husband, parent or a child of an employee, but not for a relative.

MATERNITY LEAVE

F35

- a) An SRO may, upon compelling medical grounds grant a female employee who has completed at least six months service, maternity leave for a period commencing six weeks before the

baby is due and ending six weeks after the baby's birth (to be supported by a Birth Certificate). Maternity leave forms must be completed on all occasions.

- b) Maternity Leave will be on full pay for up to two occasions only. Any further maternity leave will be without pay.

FAILURE TO RESUME DUTY ON DUE DATE

- F36** An employee who fails to return to duty within 60 days of the birth of her child will be deemed to have resigned unless there are medical reasons justifying the grant of sick leave. Any period of absence not covered by maternity leave, annual leave or sick leave will be unpaid.

MISSING AT SEA

F37

- a) An employee who goes out to sea in an open boat and fails to reach land within 14 days of his departure shall from that date will be deemed to be missing at sea. From that date:
- (i) the first 30 days will be regarded as sick leave on full pay.
 - (ii) further days will be regarded as annual leave standing to the employee's credit; and
 - (iii) thereafter no salary is payable.
- b) If the employee is found alive after the period referred to in F.36 (a) (ii), then days after that date shall be credited against the employee's future leave entitlement until such period has been utilised by way of leave entitlement.

SPECIAL LEAVE – (Cabinet meeting No.40/16)

F38

- a) The special leave is applicable for civil servants who are spouses of the Speaker, Ministers, Members of Parliament and Secretaries to allow them accompany their spouses on **one** official overseas travel or for Parliament meeting in a calendar year.
- b) The working spouse is required to consult and seek approval from his/her SRO on the planned overseas official trip or Parliament meeting to accompany his/her spouse.
- c) The absence of the working spouse shall be treated as Special Leave for such a purpose for one trip only per year.
- d) Effective date was 27th September 2016

APPENDIX F.I ANNUAL LEAVE RECORD FORM

GOVERNMENT OF KIRIBATI

ANNUAL LEAVE FORM
Name of Officer: _____ **PF NO:** _____

Post and Division: _____

Leave earning rate: _____

Home Island: _____

Leave B/F	Annual Entitlement	Leave Eligibility	Date Leaving station	Date of return to duty	Number of days taken	Balance	Leave overstayed	Comments

Closed and Checked

Endorsed

Auditor General_____
Secretary**Date:**

SECTION G

HOUSING

Control

G1

- (a) Overall control of the allocation of Government housing on South Tarawa, other than institutional housing, is vested in the Kiribati Housing Corporation Management and with the Secretary for Line and Phoenix Islands Development for the Government quarters in Kiritimati.
- (b) Control of allocation of Government institutional housing accommodation is vested in the SRO of the Ministry or Organisation concerned.

Housing Management

- G2** Subject to the general and specific directions of the Kiribati Housing Corporation Board, houses will be allocated by KHC Management and MLPID respectively.

Factors to be taken into account

- G3** In allocating houses, the Housing Management will take into account:-

- (i) the employee's salary
- (ii) his length of service
- (iii) his family circumstances
- (iv) his position in the service, or his Organisation
- (v) any period during which he has been unhoused (length of time on waiting list).

Eligibility

- G4** A married couple both in approved employment may aggregate their substantive basic salaries. Except for temporary and contract employees, all employees are eligible for Government housing, but no employee has a right to a house or to any particular class of house.

- G5** An employee's basic eligibility for types of housing is as follows:-

Employees carrying the maximum salary of:	House Types:
3 to 1	A
9 to 4	B and all modern C
14 to 10	Old C, All D types, E
19 to 15	F

Absence for Period in Excess of 12 months**G6**

- (a) An employee who will be absent from his stations for a period in excess of 12 months will normally be required to vacate his house except that those under training should be covered under NCS K. 10(a).
- (b) An employee who is on earned leave will not be required to vacate his house whether he leaves his station or not.

Re-occupation of Houses**G7**

An employee who is required to vacate his house in accordance with National Condition G.6 may apply to the Housing Management for permission to reoccupy the house on his return. The Housing Management will meet such requests where practicable but no guarantee may be given.

Taking up Allocation**G8**

An employee who has been allocated a Government house by KHC Management & MLPID must occupy that house within a reasonable period. If he objects to the allocation made, he may appeal in writing through his Responsible Senior Officer to the SPSO. If after a decision on his appeal, an employee still fails to occupy a house allocated to him, the allocation has to be revoked.

Change of House**G9**

- (a) An employee may apply to the Housing Management for a change of House at any time. Subject to housing availability in a preferred area, that his claim will be considered along with those of other employees. An employee may apply for a change of house if;
 - (i) he becomes eligible for a higher class of house as a result of promotion or re-grading;
 - (ii) he has moved his place of work; in such case he will be given priority by the Housing Management to whose area he has moved;
 - (iii) there is a change in his family circumstances.

Hotel and Transit Units**G10**

A public employee may not be accommodated in the Captain Cook Hotel, Otintaai Hotel and other hostels on a semi permanent basis for longer than two weeks without the prior approval of the Secretary. An employee being accommodated on a semi-permanent basis will be required to contribute towards the cost of his accommodation at the following rates:-

	Meals	Without Meals
Single occupancy	\$10	\$3
Double occupancy	\$15	\$4
Each child accommodated separately	\$5	\$2
Each child accommodated with parents	\$4	\$1

These amounts will be deducted from the employee's claim for refund of hotel expenses where local purchase orders are no longer accepted for settlement of hotel bills.

Shared Accommodation

G11 Single employees may be required to share a house. When such an arrangement is necessary, arrangement should be made in consultation with the employee involved.

ALLOCATION OF HOUSING OTHER THAN ON SOUTH TARAWA

Control

G12

- (a) Overall control of the allocation of non-institutional Government housing at stations other than South Tarawa is vested in the Secretary to the Cabinet. In exercising this control, the principles referred to for the allocation of housing on South Tarawa will be followed wherever practicable.
- (b) Overall control of the allocation of institutional housing at stations other than South Tarawa is vested in the SRO concerned.

RENTS

Classification

G13 Houses are classified by the Secretary to the Cabinet for the purpose of assessing rents. These classifications and rents in force on 1st January 1980 are set out in Appendix I to this section.

Shared Houses

G14 If two or more employees are allocated a single house, the rent will be shared proportionately between them.

Rent Adjustment

G15 If an employee is allocated a house of a classification higher than that appropriate to his basic eligibility other than at his own wish, he will pay rent at the rate appropriate to his highest normal classification. If he is allocated a house of a lower classification to his basic eligibility, he will pay the rent appropriate to that house.

Rent where house is retained

G16 An employee who retains a house during a period of absence will continue to pay rent unless arrangements are made for it to be occupied, or to be available for occupation by another employee, who will pay the relevant period.

Rent Free Accommodation

G17

- (a) Caretakers of institutional housing are entitled to rent free accommodation.
- (b) Nursing staff occupying institutional accommodation on South Tarawa and persons at the Kiribati Teachers' College on in-service training courses will receive food and accommodation free of charge, but will not be eligible for subsistence allowance.

Takeover and Handover

G18

- (a) The takeover and handover of houses and furniture on South Tarawa will be supervised by the Housing Services Officer. The Officer will check the inventory and inspect the condition of the house in the presence of the incoming employee and in the presence of the outgoing employee.
- (b) The takeover and handover of houses and furniture at stations other than South Tarawa will be in accordance with arrangements prescribed by the KHC Management from time to time.

Responsibility of Occupant

Upon occupying a Government house, an employee becomes the tenant, and is required:-

- (i) to keep the house and grounds in proper order;
- (ii) to permit entry and inspection of any part of the house and surrounds to authorized personnel from the Housing Corporation, the Ministry of Health and Medical Services, the Public Service Office and the Public Utilities Board;
- (iii) to report the need for repairs of maintenance;
- (iv) to report the need for repairs to or replacement of furniture;
- (v) not to carry out any structural alternations or modifications of any kind to the electrical or

other service installations or to the furniture or fittings without the prior consent of KHC. In the event of consent being given, any addition to the structure, or any fixtures will become the property of the Government and no compensation will be paid to the employee on termination of his occupancy;

- (vi) to comply with the requirements of any bye-law or other instruction regarding rubbish collection or health measures.
- (vii) To ensure that the house is kept reasonably secure;
- (viii) To ensure that his conduct and that of his family is not such as to create a nuisance to his neighbours;
- (ix) To ensure that animals which he own do not create a nuisance;
- (x) To pay any service charges including charges for electricity and a telephone;
- (xi) To ensure that any electrical appliances are in a safe working condition and properly connected;
- (xii) Not to let or sublet his house.

Liability to Make Good Loss or Damage

G19 An employee is responsible for the care of the house allocated to him and will be required to meet the cost of replacing any loss, or making good any damage other than that arising from fair wear and tear.

Vacation of Houses

G20

- (a) When an employee proposes to vacate a house he shall inform the Housing Officer for proper check out.
- (b) It is the responsibility of an employee to inform the Public Utilities Board of his intention to vacate his house, to ensure sufficient time to enable the electricity meter to be read.

MAINTENANCE OF HOUSING ON SOUTH TARAWA

Routine Maintenance

G21

- (a) Redecoration of houses will be carried out at periodic intervals and applications for the routine redecorations of a house are not necessary, but an employee who believes such redecoration to be overdue may apply to the CEO for KHC to arrange an inspection.
- (b) If redecoration is required in advance of the due date, and the need does not result from the negligence of the employee occupying the house, the CEO for KHC may authorise the work. If the CEO for KHC considers that redecoration is not necessary he may nevertheless allow the employee to carry out the work at his own expense but without claiming for refund to the KHC.

Alterations

G22

Requests for alterations to houses should be addressed to the CEO for KHC. Requests for alterations at Government expenses will only be approved in exceptional circumstances and after consultation with the CEO for KHC and Secretary to the Cabinet. Requests for alterations at the employee's own expense will be approved at the discretion of the CEO for KHC.

Contingency Maintenance

G23

Requests for contingency repairs to houses should be addressed to the Maintenance Officer at Betio, Bairiki or Bikenibeu, as appropriate, in the prescribed form.

Complaints

G24

Complaints regarding the maintenance of houses should be addressed to the Maintenance Officer in the first instance. If this achieves no result, an employee may address his complaint to the CEO for KHC.

MAINTENANCE OF HOUSING OTHER THAN ON SOUTH TARAWA

Maintenance Arrangements

- G25** Subject to the general and specific directions of the Government of the day, for which the Secretary to the Cabinet would execute, responsibility for arranging the maintenance of housing other than on South Tarawa rests with the SRO of the employee to whom the house is allocated.

FURNITURE

Purchase or hire of Furniture

- G26** Furniture may be purchased from the Kiribati Housing Corporation on such term as may be agreed, or may be hired at the going rate at the time of hire.

Transfer of Furniture

- G27** Furniture may not be removed from or transferred between houses without the consent in writing of the CEO for KHC, or in the case of houses other than on South Tarawa, the consent of the Island Council Clerk for the government. Where consent is given, the inventory must be amended accordingly.

Loss or Damage

- G28** An employee may be required to make good for any loss or damage of furniture in his care.

APPENDIX G.I CLASSIFICATION AND RENTS - GOVERNMENT HOUSING

Rents per fortnight on types of housing is reflected in the Kiribati Housing Corporation approved rent.

SECTION H

TRANSPORT

TRANSPORT - GENERAL

Class of Accommodation

H1

- (a) The class of accommodation for which an employee will normally be eligible when travelling at Government or Organisation is at the discretion of the SRO.
- (b) The SPSO may direct in the public interest that any employee or class of employee may travel in a higher or lower class than that for which he is eligible.

TRANSPORT ON APPOINTMENT

Entitlement

H2

An employee travelling on first appointment is entitled to transport for himself, his wife and children between his home and the place where he is to assume duty, in the class determined by the SRO, up to a maximum of 4 adult fares.

Refunds

H3

An employee who voluntarily leaves the service within twelve months of his appointment will be required to refund one twelfth of the transport costs including baggage costs in respect of each month by which his service falls short of twelve months.

TRANSPORT ON TRANSFER

Entitlement

H4

- (a) An employee travelling on transfer, is entitled to transport for himself/herself, spouse, and up to four children between the employee's former station and the new station concerned, in the class appropriate to his post.
- (b) A single employee with no children to maintain may be allowed a paid passage for himself/herself and one adult fare only when travelling on transfer at Government expense. For a single parent employee with children to maintain, he/she may be allowed to take his/her dependents up to 4 adult fares at Government expenses.

TRANSPORT ON DUTY

Within Kiribati

- H5** An employee travelling within Kiribati on duty will be granted transport by sea or air in the class as determined by the SRO.

Employee Accompanied by spouse

- H6** An employee travelling on duty within Kiribati by sea or air who wishes his wife to accompany him shall meet full travel expenses out of his own pocket

- (a) The provisions of this National Condition apply equally to the husband of a female employee.

Outside Kiribati

H7

- (a) An employee travelling outside Kiribati on duty will be entitled to transport by sea or air in the class as set out in Appendix H1.

TRANSPORT ON COMPLETION OF SERVICE

Entitlement

- H8** An employee travelling on retirement or on termination of appointment other than on dismissal, and on completion of contract, is entitled to transport for himself, his wife and all of his children from place of duty to his home island as determined by the SRO.
- H9** Payment of fares and freight would be paid to the Carrier and it is the duty of the SRO to ensure an employee does not arrange for refund of the Repatriation costs.
- H10** An employee who elects to retire at his duty station has to inform the SRO in writing of his preference and is not entitled to repatriation nor to claim at a later date.

H11 On Resignation

- H12** An employee who resigns without giving due notice and within six months of last being granted passages, will not be granted further transport privileges unless the Secretary to the Cabinet directs otherwise.

On Dismissal

- H13** An employee who is dismissed or terminated as a result of serious misconducts will not be granted transport privileges.

TRANSPORT OF FAMILY OF DECEASED EMPLOYEE

Widow and Children of a Deceased Employee

H14

- a. The widow of an employee who dies in the service may be granted transport for herself and her children as arranged by the SRO, either to her own home island or to that of her deceased husband provided the passages are taken up within 1 month of her husband's death.
- b. The passage will be booked by the Ministry or Agency and paid direct to the carrier.

COMPENSATION

Injury

- H15** An employee who is injured while travelling on first appointment, on transfer or on duty, will be regarded as having received that injury on duty in the actual course of duty and, provided the injury was not incurred through his own default, will be entitled to the appropriate benefits.
- H16** All SROs are to pay for the Travel Policy with Kiribati Insurance Corporation for their employees travelling on overseas duty visits.

Personal Effects

H17

- (a) An employee travelling either on first appointment, on transfer or on duty, who suffers loss or damage to his personal effects without his own default may, with the consent of the Secretary for Finance, be awarded compensation for the losses or damage, subject to the following conditions:-
 - (i) the carriers cannot be held liable for the damage or loss;
 - (ii) there is a witness to the extent of the damage or loss;
 - (iii) a full statement of claim is provided.
- (b) The amount payable by way of compensation for loss or damage to personal effects shall be assessed by the Secretary for Finance and Economic Development in consultation with the Secretary to Cabinet having regard to the items involved, but shall in no case exceed two thirds of the replacement value of the goods lost or damaged, nor shall a sum in excess of \$180 be paid in respect of any one item.

APPENDIX H.1 CLASS OF ACCOMMODATION WHEN TRAVELLING

By Air

The Secretary to Cabinet, the Attorney-General and the Chief Justice will be entitled to first class air passages when available. Secretaries to Ministries will be entitled to 'business class'.

All other employees will be entitled to 'economy class'.

An employee travelling by sea on non-Kiribati vessels may travel by any class of accommodation provided that the liability to the Government or Organisation shall be no more than the cost of the appropriate air passage.

By Sea: On Kiribati Vessels

An employee travelling by sea on Kiribati vessels may travel using accommodation available at the rate provided by the carrier and at the discretion of the SRO

SECTION I

MEDICAL TREATMENT WITHIN KIRIBATI

Entitlement

- I1** Except as otherwise provided in these orders, all employees, their wives and children are entitled to free medical and dental treatment by Government medical staff. Essential medicines and surgical materials provided by the Medical and Health Services will be supplied free or charge on prescription by Government medical staff.

Contribution for Maintenance

- I2** An employee or a member of his family who is accommodated in the fee-paying ward (private room ward) of the Central Hospital, will be required to pay charges at the amount approved by Government, which are available and enforced by the Ministry of Health and Medical Services.

MEDICAL TREATMENT OUTSIDE KIRIBATI

I3

- (a) An employee travelling on duty outside Kiribati to a country where free medical treatment is unlikely to be available through the Health Service of the country concerned, should arrange to take out health insurance for the expected period of his absence. The cost of Health Insurance will be met from Government or Organisation funds. Spouse of Minister can claim for overseas medical treatment.
- (b) The entire period of absence from duty for medical examination or treatment outside Kiribati, including any period necessary for travel, will be treated as sick leave in accordance with the provisions of National Conditions.

MEDICAL: GENERAL

Refusal to Undergo Treatment

- I4** An employee who refuses to undergo treatment provided by Government or to enter hospital when a Government medical officer has so recommended will not be eligible for sick leave.

Medical Boards

- I5** The SPSO may at any time, and if an employer so requests, ask the Secretary for Health and Medical Services to appoint a Medical Board to examine the employee and report on whether he is medically fit to perform the duties of his post.

Constitution of Board**I6**

- (a) A Medical Board shall be appointed by the Secretary for Health Medical Services and will consist of a Chairman and either one or two members, all of whom will be registered medical practitioners. The terms of reference of the Board will be laid down by the Secretary.
- (b) When an employee is not in Kiribati, the Secretary for Health and Medical Services will make such arrangement, as he considers appropriate for examination of the employee concerned.

Report of Board**I7**

The report of the Board shall be forwarded under secret cover to the SPSO. Neither the report nor any part of it will be communicated to the employee concerned.

I8

SPSO would forward the Medical Report to the Ministry concerned for their necessary action.

Retirement and Termination on Medical Grounds**I9**

- (a) An employee who has been admitted to the permanent establishment and who is found by a Medical Board to be unfit for further service may be required to retire on medical grounds.
- (b) The appointment of a contract officer who is found by a Medical Board to be unfit for further service may be terminated in accordance with the provisions of his agreement.
- (c) The appointment of a temporary employee who is found by a Medical Board to be unfit for further service may be terminated by an SRO by giving due notice.

CASUALTIES**Notification of Next of Kin****I10**

On first appointment an employee must notify his SRO and the SPSO, of the name and address of next of kin. Any change in next of kin must also be notified.

Serious Illness**I11**

If an employee is seriously ill, the medical officer in charge of the case shall immediately inform the employee's SRO who will take steps to inform the next of kin where necessary and the SPSO, of the serious illness of the employee and of the action he has taken.

I12

The SRO of the Employee's Ministry or Organisations and the SPSO, must be informed immediately of the death of an employee.

SECTION J

EXAMINATIONS AND REWARDS

Examination Liability

- J1** An employee may be required to pass an examination as a condition to:-
- (i) admission to the permanent establishment
 - (ii) promotion in a cadre
 - (iii) incremental progress beyond a certain point in the scale

Examination in National Conditions, Financial Regulations and Stores Regulations

- J2** A pass in an examination in National Conditions, Financial Regulations and Stores Regulations may be taken into considerations in assessing an employee's suitability for promotion.

SECTION K

Human Resource Development

This section reflects Human resource development policies, guidelines and conditions and is subject to change in accordance with the decisions of the Human Resource Planning Committee.

K1 General

- (1) 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 HRD activities must be consistent with the National Human Resource Development Plan (the National HRD Plan).
- (2) An employee participating in an HRD activity is expected to use the skills and knowledge gained to benefit his or her organisation and Kiribati as a whole.
- (3) The HRD activities covered by this section are those undertaken by existing permanent, full-time employees. Part-time employees, temporary employees and other employees on contract are not eligible to undertake HRD activities under this section.
- (4) This section does not apply to an HRD activity undertaken by a person who is not an employee, even though the activity may be intended to prepare that person for subsequent employment by Government, nor does it apply to an HRD activity undertaken by a former employee who has resigned in order to undertake the activity.
- (5)
 - (a) This section applies to HRD activities of greater than one month's duration.
 - (b) HRD activities of up to one month in duration are not covered by this section. Sections E, F and H apply to these activities.
 - (c) Where an HRD activity is one to which this section applies, the provisions of this section take precedence over the other sections of the National Conditions of Service.
- (6) Where an employee has signed a Bond as a consequence of having received an In-Service Academic Award then, and where any conflict exists between the terms of that Bond and this section, the terms of the Bond shall prevail.
- (7)
 - (a) The HRPC will adopt and maintain a National HRD Policy and Procedures Manual which must not be inconsistent with the National Conditions of Service.

- (b) The Manual is to cover such matters as are contemplated by or necessary for giving full effect to this section and for its due administration.
- (c) The Secretary for PSO must ensure that copies of the Manual are widely available and kept up-to-date.

K2 Definitions

In this section, unless the context otherwise requires;

An HRD activity is an approved course of study, attachment or other training programme that aims to up grade the skills and/or qualifications of an employee to meet the organisational needs of the Government;

The HRPC is the Human Resource Planning Committee;

An In-Service Academic Award is an award under which an employee pursues a course of study leading to the conferral of a formal, post-secondary qualification from a recognised university or institution;

A long-term HRD activity is an HRD activity of more than one year's duration; The Manual is the National HRD Policy and Procedures Manual;

A recognised institution is a university or other post-secondary institution which has been recognised by the HRPC as providing a valid qualification relevant to the National HRD Plan;

A short-term HRD activity is an HRD activity with duration of more than one month but less than one year;

A year, in relation to an In-Service Academic Award, is an academic year, normally consisting of two semesters or three trimesters;

K3 Approval, advertisement of HRD opportunities and selection

- (1) Approval must be obtained from the relevant authority (as provided for in the Manual) prior to an employee participating in any HRD activity.
- (2) The availability of HRD opportunities must be advertised in the manner provided for in the Manual.
- (3) Selection of employees for participation in HRD activities must be based on merit, assessed in accordance with pre-determined criteria.

K4 Salary matters

- (1) An employee participating in an HRD activity will continue to receive his or her normal salary.
- (2)
 - (a) An employee participating in a long-term HRD activity will not receive a salary increment for

the duration of the activity.

- (b) 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 his or her absence. Payment of salary at that salary point will commence from the date of the employee's return to duty.
 - (c) Where the activity is not completed successfully, on the employee's return to duty he or she will continue to be paid salary at the same salary point as at the time of his or her departure.
 - (d) The incremental date of an employee who returns to duty following participation in a long-term HRD activity (regardless of whether or not the activity has been successfully completed) will be adjusted as if the employee had been appointed to his or her post on the date of his or her return to duty.
- (3)
- (a) An employee who successfully completes an HRD activity of greater than three months' duration, which includes assessment, may be eligible for a one-off award of a single salary increment in recognition of the employee's achievement.
 - (b) The decision whether or not to award the salary increment will be made by the Secretary for the PSO, following consultation with the employee's SRO, in accordance with any guidelines adopted for this purpose by the HRPC and published in the Manual.
 - (c) The additional salary increment will take effect from the employee's next incremental date.
 - (d) Nothing in this sub-clause permits an employee to be awarded a salary greater than the maximum salary for the employee's position.
- (4) The provisions of section E as they pertain to advances of salary shall continue to apply to employees participating in HRD activities.

K5 Other employment whilst participating in HRD activities

An employee participating in an HRD activity is considered to be on duty for the duration of the activity and therefore should not 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).

K6 Travel

- (1) Travel arrangements associated with HRD activities will be made by the approving authority. Tickets may not be changed by the employee without the prior written approval of the approving authority. The employee may not redeem the tickets for cash.
- (2) For international travel, employees will be provided with economy class air travel, by the most direct and economical route, together with subsistence allowance (calculated in accordance with clause

E.37) in respect of any necessary overnight stops en route.

- (3) For domestic travel, whether within the country in which the activity is being undertaken or within Kiribati, travel will be by the most direct and economical means, having regarded both to the cost of the travel and the time required for the travel.
- (4)
- (a) An employee participating in an HRD activity outside Kiribati of more than two year's duration will be provided with one return economy class air ticket by the most direct and economical route to Kiribati at the end of each academic year, as long as the period remaining before completion of the activity is at least nine months.
- (b) An employee returning home under paragraph (a) is not required to report for duty during a home visit.
- (5) Any unused tickets must be returned to the approving authority within 10 days of the employee's return to Kiribati.

K7 Leave

- (1)
- (a) An employee participating in a long-term HRD activity will not accrue leave for the duration of the activity. The employee will not be entitled to claim either a leave grant or leave passage for the duration of the activity.
- (b) Upon completion or termination of a long-term HRD activity, an employee is required to return to duty:
- (i) Where the activity was undertaken outside Kiribati - within one week of his or her return to Kiribati; or
- (ii) Where the activity was undertaken in Kiribati - within one week of completion or termination of the activity.
- (c) Upon successful completion of a long-term HRD activity within the period initially allowed for completion, the employee will be awarded 5 working day's leave, to be taken immediately, from the date on which the employee would have returned to duty under paragraph (b).
- (2) The provisions of section F continue to apply to employees participating in short term HRD activities.

K8 Dependents

- (1)
- (a) Where an HRD activity is funded by the Government of Kiribati, no funding is provided for the employee's spouse or any dependants. Where an employee wishes to be accompanied by his or her family, the employee will be fully responsible for all costs incurred as a result.

- (b) Where an HRD activity is funded by a donor or sponsor, the rules of the donor or sponsor as they relate to accompanying dependants will apply.

(2)

- (a) An employee participating in an HRD activity of more than two years' duration is entitled to transport for his or her spouse and dependent children from the employee's place of duty to his or her home island in the class appropriate to the employee's post, up to the equivalent value of three adult fares to that island, provided the passages are taken up within three months of the commencement of the activity.
- (b) Upon successful completion of the activity an employee who availed himself or herself of the entitlement referred to in paragraph (a) will be entitled to transport for his or her spouse and dependent children from the employee's home island to his or her place of duty in the class appropriate to the employee's post, up to the equivalent value of three adult fares from that island.
- (c) The spouse and dependent children of an employee who avails himself or herself of the entitlement referred to in paragraphs (a) and (b) are entitled to the baggage allowance referred to in clause E.46.
- (d) The cost of the passage and baggage entitlements referred to above will be met by the employee's Ministry or employer.
- (e) An employee who avails himself or herself of the entitlement referred to in paragraph (a), and who has been allocated Housing Corporation house, must vacate the house.

K9 Financial assistance

- (1) An employee participating in an HRD activity other than an activity which is covered by sub-clause (4) will have all tuition and compulsory fees paid. Any fines imposed upon an employee by an institution will be the responsibility of the employee.
- (2) An employee participating in an HRD activity funded by the Government of Kiribati will be paid such allowances at the rates and at the times provided for in the Manual. The allowances will be sufficient to ensure that the employee is not left 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.
- (3) Where an HRD activity is funded by a donor or sponsor, the employee will be paid such allowances as are provided for under the terms of the award.
- (4)
 - (a) Employees wishing to undertake study at their own expense (whether in Kiribati or by correspondence), either to meet eligibility criteria or to improve their skills and/or knowledge, may be eligible to have their fees reimbursed, on meeting the following criteria:
 - (i) The employee must, prior to commencing the course of study, have the written approval

of the Secretary for the PSO, given after consultation with the employee's SRO;

- (ii) The employee must undertake the study in their own time, whilst maintaining their performance at work;
 - (iii) The employee will only be reimbursed for course fees paid with respect to subjects successfully completed. There will be no reimbursement for any other expenses incurred.
- (b) Reimbursement will be made in accordance with Government's priorities at the time, taking into account available funding and any available contributions from donors. Even if an employee can satisfy all of the above criteria, there is no guarantee of reimbursement.

K10 Conduct and performance

- (1) The opportunity to participate in an HRD activity is a privilege - not a right - and the employee's personal conduct must be of the highest standard at all times.
- (2) An employee participating in an HRD activity must not act in a manner that may embarrass Kiribati, the country in which the activity is being undertaken, the donor or sponsor (if any), the employee's family or the employee himself or herself.
- (3) An employee participating in an HRD activity overseas must obey the laws of the country in which the activity is being undertaken.
- (4) An employee participating in an HRD activity must comply with any terms and conditions that pertain to the activity.
- (5) Failure to comply with the requirements of this section will be considered misconduct and will be dealt with under the provisions of section D.

K11 Return of service

- (1) An employee participating in a long-term HRD activity will be bonded and the employee must sign a Bond prior to departure. The required period of bonded service will be detailed in the Bond.
- (2) All HRD activities carry an expectation of return of service, commensurate with the duration of the activity. Upon completion of an activity an employee is required to report in writing on the outcomes and achievements of the activity, in the manner provided for in the Manual.

K12 Termination of an HRD activity

An employee's participation in an HRD Activity may be terminated by the approving authority for that activity, under the following circumstances -

- (a) Failure to comply with the specific terms and conditions that pertain to the activity;
- (b) Suspension or expulsion from the institution on academic or conduct grounds, or cancellation of

the program by the institution;

- (c) Conviction for an offence resulting in imprisonment or deportation;
- (d) Advice that the employee does not intend to return to employment in the Kiribati public sector;
- (e) Prolonged illness resulting in the deferral of the program for more than one semester;
- (f) Withdrawal of funds by the donor.

K13 Private Awards

- (1) Employees are encouraged to identify opportunities for HRD activities through their own efforts. Where an opportunity arises, an employee may apply for leave without pay to undertake the activity. Such leave will ordinarily be granted unless it interferes with the operational effectiveness of the employing Ministry or organisation.
- (2)
 - (a) Where leave without pay has been approved under sub-clause (1) for an employee to undertake a course of study at a recognised institution, it may be possible for the activity to be deemed an In-Service Academic Award, if the following criteria are satisfied -
 - (i) The course of study is 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
 - (ii) Conversion to an In-Service Academic Award is supported by the employee's SRO.
 - (b) An employee participating in an HRD activity that is deemed to be an In-Service Academic Award under paragraph (a) will be required to sign the Bond and will be bound by its terms.
 - (c) It is expected that the employee will continue to receive any private sources of funding previously secured by the employee. The only additional payment that will be made is that of the employee's salary, and then only from the date on which it is decided that the activity will be deemed an In-Service Academic Award.

APPENDIX K.1 BOND

SECTION L

MISCELLANEOUS

REPRESENTATIONS AND PETITIONS

Channels of Communication

- L1** An employee who considers he has cause for complaint or who wishes to raise an issue concerning his work shall first address his Head of Division. If he does not achieve satisfaction he may then address the SRO through his Head of Division.

Representations to the Secretary to the Cabinet

- L2** On matters relating to his conditions of service an employee may address the Secretary to the Cabinet through his Head of Division, and his SRO

INTERVIEWS

Interviews with Officers' Head of Division or SRO

- L3** An employee may at any time request an interview with his Head of Division or his SRO.

Interview with the Secretary to the Cabinet

- L4** An employee may request an interview with the Secretary to the Cabinet.

STAFF ASSOCIATIONS

Membership

- L5** All employees are free to join a recognised staff association or Union.

Office Holders

L6

- (a) Except as provided in (b) of this Condition, any employee, may hold office in a recognised staff association or Union.
- (b) Employees in the Public Service Office and officers occupying posts where they are likely to represent Government in negotiations with staff associations should not hold office in such associations.

No administrative officer or employee drawing a salary in Level 9 or above may hold office in an Association or Union without the approval of the Secretary to the Cabinet.

Consultation

- L7** The Government will consult Staff Associations and Unions on proposals affecting conditions of service whenever practicable.

Activities of Associations and Unions

- L8** Except for negotiations between Government and Associations, or Unions, activities will not be carried out during normal working hours.

STAFF PERFORMANCE APPRAISAL**Submission of Reports****L9**

- (a) Staff Performance Appraisal on all Government employees will be prepared and submitted to the Secretary PSO at the times shown below.

Staff Performance Appraisal on Statutory Body employees will be submitted by Managers to their Boards.

- (i) Staff Performance Appraisal for all permanent employees shall be submitted to PSO on a biannual basis (Jan-Jun & Jul-Dec).
- (b) Staff Performance Appraisal should be prepared in duplicate in the prescribed form. The personal particulars section should be completed by the employee and the remainder of the form by the employee's Head of Division or Responsible Senior Officer, as appropriate.
- (c) Staff Performance Appraisal for Secretaries should be sent to the Secretary to Cabinet.
- (d) Staff Performance Appraisal should be sent to their Boards.

Unsatisfactory Reports

- L10** When the Staff Performance Appraisal indicates any weakness the report should be discussed with the employee and a note made on the report form that this has been done, or exceptionally, of the reason why it has not been done.

APPENDIX L1 STAFF PERFORMANCE APPRAISAL

REPUBLIC OF KIRIBATI

STAFF PERFORMANCE APPRAISAL (SPA)*Confidential Report*

Name of Employee:		Date of Birth:		Gender:	
Position Title:		Salary Level:		PF Number:	
Immediate Supervisor's Name:		Date First Appointed:		Date of Current Appointment:	
6 months review period:				Date of review:	

OVERVIEW OF THE ROLE OF PERFORMANCE MANAGEMENT

The Performance management process is designed to monitor our performance against key objectives to see whether we are delivering better outcomes for our people and to help identify what might be done to improve performance. The Staff Performance Appraisal documents the expectations of the individual employee and ministry performance, by providing a meaningful process by which employee can be assessed for noteworthy contributions to the public service, and provide a mechanism to improve individual/ministry performance as necessary, and assist in identifying training and development needs of individual employee.

MAIN OBJECTIVE OF THE SPA

- ❖ Provide a frank and honest assessment of the employee's contribution and achievements over the past twelve months against agreed project tasks and major duties of the post.
- ❖ Recognize employee's strengths and identify any areas where further training & development may contribute to enhanced performance.
- ❖ Where appropriate, establish project task for the employee to complete during the next 12 months.

TWO SECTIONS OF THE SPA:

❖ Section A

- **PART 1-** provides for a systematic review by the immediate supervisor of the employee's performance against his/her major duties and responsibility of the position and agreed project tasks. It also involve reviewing the overall personal behavior and other performance factors of the employee that contributes to achieving results of the post.
- **PART 2 -** requires the appraiser to provide an OVERALL PERFORMANCE RATING of the employee's performance in relation to project tasks and key duties and responsibilities of the position. This section also requires comments and the signatures of both the immediate supervisor and the employee.

❖ Section B

- Provides the opportunity for both parties to develop a work development plan

PERFORMANCE RATINGS, CODES & DEFINITIONS

Performance Ratings	Codes	Definition
Excellent	E	Performance is far above the defined job expectations. The employee consistently does excellent work, regularly going far beyond what is expected of employee in this job
Very Satisfactory	VS	Performance meets the defined job expectations and in many instances exceeds job expectations. The employee generally is doing a very good job. Performance that exceeds expectations
Satisfactory	S	Performance meets the defined job expectations. The employee generally performs according to the expectations doing a good job. The employee is doing the job at the level expected for employees in this position. The good performance is due to the employee's own effort and skill.
Unsatisfactory	U	Performance generally fails to meet the defined expectations or requires frequent, close supervision and/or the redoing of work. The employee is not doing the job at the level expected for employees in this position.

Abbreviations: (E) – Employee (S) - Supervisor

SECTION A: WORK PERFORMANCE REVIEW (You will need the work plan as a relevant document to use in the review process). This part is to be completed by the employee and immediate supervisor at the end of the 6 months period. Indicate the level of performance against the agreed performance indicators by placing ticks in the appropriate boxes for each project tasks and major duties of the posts. The space on Comment is provided as it is a useful guide for next review period).

PART 1: MAJOR DUTIES & RESPONSIBILITIES

PART 1a: Key duties, responsibilities & Projects									
Rating	Unsatisfactory		Satisfactory		Very Satisfactory		Excellent		SUPERVISOR'S COMMENTS
Employee/Supervisor	E	S	E	S	E	S	E	S	
1. Administration of National Condition of Services									
2. Engaging in recruitment of civil servants									
3. Analysis of civil servants personnel matters									
4. Drafting of Policy Proposals									

PART 1b: Employee Performance Factors									
Rating	Unsatisfactory		Satisfactory		Very Satisfactory		Excellent		Supervisor's Comments
Employee/ Supervisor	E	S	E	S	E	S	E	S	
1. Quality and quantity of work									
2. Knowledge of the job able to provide accurate advice									
3. Initiative and resourcefulness									
4. Judgment									
5. Degree of supervision required									
6. Ability to communicate (Oral)									
7. Ability to communicate (Written)									
8. Organization and timeliness									
9. Attitude, patience, tolerance									
10. Attendance and punctuality									
11. Supervisory ability and showing responsibility									
12. Overall customer Service to both internal and external customers									

PART 1c: Code of Conduct									
Rating	Unsatisfactory		Satisfactory		Very Satisfactory		Excellent		Supervisor's Comments
Employee/ Supervisor	E	S	E	S	E	S	E	S	
Neat (work & dress)									
Impartiality									
Confidentiality									
Ethical									
Honest									
Efficient & Effective									
Accountable									
Respect									
Transparent									

PART 2: PERFORMANCE SUMMARY: Overall Performance Rating (Please tick the appropriate box)

Unsatisfactory	Satisfactory	Very satisfactory	Excellent

IMMEDIATE SUPERVISOR'S COMMENTS: Comment on the employee's performance

Signed.....Date.....

EMPLOYEE'S COMMENTS:

Signed _____ Date_____

SECTION B: CAPACITY DEVELOPMENT PLAN (to be completed together by the supervisor and the employee each 12 months and reviewed every 6 months)

MAJOR DUTIES	OPPORTUNITIES FOR IMPROVEMENT	IDENTIFIED TRAINING AND DEVELOPMENT NEEDS	TARGET DATE	IMMEDIATE SUPERVISOR’S COMMENT

Signed by employee _____ Date _____

Signed by HOD _____ Date:_____

HOD Comments:

.....

.....

SRO Signature _____ Date _____

