OFFICE OF THE HEAD OF THE
CIVIL SERVICE OF THE FEDERATION
THE PRESIDENCY

FEDERAL PUBLIC SERVICE GUIDELINES

on

INCENTIVES AND CONSEQUENCE MANAGEMENT

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ABBREVIATIONS

ACRONYMS	MEANING
ICM	Incentives and Consequence Management
OHCSF	Office of the Head of the Civil Service of the Federation
CMO	Career Management Office
FCSSIP25	Federal Civil Service Strategy and Implementation Plan 2021 – 2025
PSR	Public Service Rules
FCS	Federal Civil Service
LMSP	Leadership Management and Succession Planning
HRM	Human Resource Management
KPIs	Key Performance Indicators
KRAs	Key Result Areas
MDAs	Ministries, Departments and Agencies
PMS	Performance Management System
MPMS	MDA Performance Management System
SPMS	Staff Performance Management System
PIP	Performance Improvement Plan

DEFINITIONS

Ethics	Ethics refers to the moral principles and standards that guide the behaviour of civil servants in the Nigerian Federal Public Service. It entails maintaining integrity, transparency, accountability, and professionalism in the discharge of duties.
Incentive	Incentives are external measures that are designed and established to influence behaviour, motivate and enhance the performance of individuals, groups, or organisations. These can be monetary (e.g. special allowance and bonuses) or non-monetary (e.g., public recognition, professional development opportunities).
Consequence Management	Consequence Management is a systematic approach to addressing the negative outcomes or consequences of actions, decisions, or events. It involves implementing measures to ho ld staff accountable for their performance, misconduct, or breaches of regulations.
General Inefficiency	This inefficiency is defined by a series of omissions or incompetence that hampers the officer's ability to perform duties effectively.
Performance Management	Performance Management is the systematic process by which an organisation involves its staff in improving organisational effectiveness through setting clear expectations, continuously monitoring performance, providing feedback, and taking necessary corrective actions.
Misconduct	Misconduct is defined as a specific act of wrongdoing or an improper behaviour which is inimical to the image of the service and which can be investigated and proved with the required consequences.
Motivation	Motivation refers to the internal and external factors that stimulate a person's desire and energy to achieve goals, complete tasks, or exhibit particular behaviours. It involves providing incentives or fostering a conducive environment that encourages staff to perform at their best.
Performance measurement	Performance Measurement is the process of assessing and quantifying a staff's work output, behaviours, and achievements against pre-defined standards or Key Performance Indicators (KPIs). It helps to objectively evaluate whether staff are meeting the desired levels of performance, providing data that informs decisions about rewards, recognition, or necessary consequences.
Performance Improvement Plan	A Performance Improvement Plan (PIP) is a structured document that outlines specific areas where a staff member's performance is not meeting expectations. It provides clear, actionable steps and a timeline for improvement, along with resources or support needed for the staff to improve.
Reward	Rewards a re given to staff as recognition for their service, effort, achievement of performance targets and good behaviour, after an action has taken place.
Recognition	Recognition is the acknowledgement of a staff member's efforts, achievements, or contributions to the organisation. Unlike rewards, recognition may not always involve material benefits but focuses on publicly or privately appreciating individuals or teams for their exemplary performance.
Serious Misconduct	Serious misconduct is a specific act of very serious wrongdoing and improper behaviour which is inimical to the image of the service and which can be investigated and if proven, may lead to dismissal.
Key Performance Indicators	Key Performance Indicators (KPIs) are measurable values that demonstrate how effectively a staff or team is achieving key business objectives.

Monitoring and Evaluation	Monitoring and evaluation are the processes that allow policy-makers and programme managers to assess: how an intervention evolves over time (monitoring); how effectively a programme was implemented and whether there are gaps between the planned and achieved results (evaluation)
Performance Metrics	Performance metrics are specific data points used to track the progress of staff performance and the achievement of goals. These metrics quantify aspects such as productivity, efficiency, quality, and customer satisfaction, and provide actionable insights into the effectiveness of both individuals and departments in the Federal Public Service.
Governance Tools	Governance tools refer to systems, policies, and frameworks that provide oversight, control, and guidance in managing performance, incentives, and consequences within the organisation.

FOREWORD

The Federal Public Service of Nigeria plays an important role in national governance and the delivery of public services, facilitating the implementation of government policies and programs. However, there is an urgent need for a structured and systematic approach to enhance accountability, promote performance excellence, and address compliance issues.

The Incentives and Consequence Management (ICM) Policy for the Nigerian Federal Public Service is part of a broader framework aimed at improving accountability, productivity and overall service delivery within the public sector.

The ICM Policy has been designed as a transformative framework to enhance service delivery, aligning it with the broader objectives outlined in the Federal Public Service Strategy and Implementation Plan (FCSSIP) 2021–2025. Built on the principles of fairness, transparency, and inclusivity, this policy introduces a dual approach to managing staff performance—rewarding exemplary conduct while also constructively addressing underperformance or ethical breaches.

The ICM Policy is a transformative initiative aimed at achieving key objectives:

a. Inspire and Retain Talent: - By providing both monetary and non-monetary rewards that recognise outstanding performance and foster innovation, we create an environment where talent is valued and nurtured;
b. Cultivate Accountability: - We establish clear expectations and consequences for actions that do not meet our high standards, ensuring accountability at every level;
c. Enhance Efficiency and Professionalism: - Our goal is to cultivate a culture of meritocracy where excellence is recognised, and high standards are consistently upheld; and
d. Strengthen Governance: - This policy aligns with existing frameworks such as the Public Service Rules (PSR) and the Performance Management System, creating a cohesive approach to staff management.

This document outlines the strategic framework, governance tools, and implementation plan necessary to elevate the Federal Public Service to a high-performing, citizen-focused institution. It reflects our unwavering commitment to ensure that every civil servant feels motivated, supported, and accountable in their roles.

I commend all stakeholders who played a crucial role in developing this important policy, and I strongly encourage its full implementation across all Ministries, Departments, and Agencies (MDAs). Together, we can forge a Federal Public Service that embodies the principles of integrity, transparency, and excellence in service.

Mrs. Didi Esther Walson-Jack, OON, mni
Head of the Civil Service of the Federation.

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1.0 BACKGROUND

The extent to which the Federal Public Service efficiency can be improved will partly depend on the extent to which its performance can be measured. Therefore, an Incentives and Consequence Management System will serve as a framework to ensure that actions, both positive and negative, are met with appropriate responses. The ICM will promote excellence, enhance performance, and simplify the handling of behaviour in the workplace.

Historically, the Performance Management Systems within the Federal Public Service (The then Annual Performance Evaluation Reporting System (APER) had faced challenges, including inconsistencies in the application of incentives, limited consequences for underperformance, and a lack of alignment between individual performance and organisational goals. These challenges have, at times, led to reduced motivation among staff, inefficiencies, and a gap between the services delivered and the expectations of citizens, with the implementation of the modern Performance Management System by the Federal Public Service in addressing the challenges from the use of APER, its implementation provides a renewed opportunity for the Federal Public Service to initiate and implement a staff Incentives and Consequence Management Initiative that is balanced in its approach to motivating, incentivising and addressing staff compliance.

The developed ICM framework is grounded on the principles of fairness, transparency, and meritocracy, ensuring that all civil servants' actions, activities, conduct and performance are evaluated and incentivised based on their contributions to achieving the overarching objectives and goals of the Federal Public Service. Ultimately, the agenda and key priorities of the Federal Government. It also emphasises the importance of developmental support, providing Staff with the necessary tools, training, and guidance to improve, while addressing non-compliance actions.

The Incentives and Consequence Management (ICM) Policy and framework represent a significant step forward in the ongoing efforts to modernise the Public Service. It reflects the Federal Public Service commitment to nurturing a professional, motivated, and accountable workforce, essential for driving Nigeria's socioeconomic development and achieving the aspirations of its citizens. By implementing this framework, the Federal Public Service of Nigeria aims to enhance productivity, foster a culture of high performance, and ultimately improve the quality of public service delivery. The framework is not only a tool for addressing ICM, but also a strategic instrument to drive the Public Service towards becoming a more agile, efficient, and citizen-focused institution, capable of responding effectively to the needs of the nation.

2.0 POLICY PROBLEM STATEMENT:

The Federal Public Service is seen as the engine of Government, with the mandate and responsibility to realise the objectives and goals of the Government, including its key priorities. The Reforms continue to position the Service for Efficiency, and Effective Service delivery. Despite these efforts, the Federal Public Service continues to be confronted with issues such as:

i. The absence of a structured Incentives and Consequence Management Mechanism has contributed to inadequate service delivery, due to staff's attitude and behaviour of feeling compelled not to go beyond basic expectations.
ii. Low motivation and morale, which has been exacerbated by the perceived insufficient Incentives and reward mechanism.
iii. Weak compliance mechanisms for governance and staff conduct have made it difficult to address underperformance and misconduct effectively, fostering a culture of impunity.
iv. Inconsistent performance standards resulting in gaps in how staff are evaluated and incentivised.
v. The inability to adequately incentivise high-performing staff, which has resulted in difficulties retaining talent, causing skilled workers to seek opportunities in the private sector or abroad.
vi. The inability to impose effective consequences for poor performance or unethical behaviour has allowed corruption and misconduct to persist, undermining the integrity of the Federal Public Service.

However, the institutionalisation of the Incentives and Consequence Management Policy for the Federal Public Service of Nigeria aims to create a more motivated workforce, enhance existing Incentives and Compliance mechanisms (Public Service Rule and the Performance Management system).

3.0 THE DIFFERENCE BETWEEN INCENTIVES AND REWARDS

Two important tools in fostering a motivated and engaged workforce are incentives and rewards. The Office of the Head of the Civil Service (OHCSF) is implementing several policies, some of which are the Incentives and Consequence Management (ICM) and Reward and Recognition Policy. Whilst reward and Incentives may sound similar, they serve different purposes and have different effects on staff. This framework provides a basis for understanding and managing the ICM initiative and its policy.

The fundamental difference between Rewards and Incentives lies in their timing and purpose: a Reward is a tangible item or recognition given to staff after they have achieved a specific goal or exhibited desired behaviour, serving to acknowledge and celebrate their accomplishment. Such as the Federal Public Service end-of-year award for achieved performance.

Whilst an Incentives is a motivating factor offered in advance to encourage staff to strive towards achieving performance goals or standards of behaviour. Such as the promise of an Incentives for achieving and exceeding the 'Work Turn Around Time' acts as an Incentives, motivating the staff to perform better.

4.0 GUIDING PRINCIPLES.

- Transparency and accountability.
- Consistency and continuity
- Buy-in of the management
- Equity and fairness

5.0 DIVERSITY AND INCLUSIVITY

The ICM Policy and Framework is committed to ensuring that all staff who are managed under ICM are not disadvantaged as a result of their diversity, which includes differences in race, ethnicity, gender, age, disability and religion.
In the context of ICM initiative, **Diversity Management** and **Inclusivity** would involve creating an environment that respects, values, and leverages on the unique attributes of all employees while ensuring fair and equitable participation and outcomes.

- MDAs are expected to put in place mechanisms, actions, processes, procedures and structures that allow for efficient delivery of ICM services to staff.
- Development and implementation of an annual staff satisfaction survey on diversity and inclusivity by OHCSF/SPSO and MDAs

6.0 PURPOSE

The ICM Framework and guidelines have been developed to strategically drive the effective and efficient implementation of the Federal Public Service Incentives and Consequence Management Policy.

The ICM Framework and guidelines aim to:

- Apply to all MDAs (Ministries, Extra-Ministerial Departments and Agencies) of the Federal Government.
- Provide guidance to all role-players in the implementation of the Incentives and Consequence Management Policy.
- Spell out specific roles and responsibilities of the institutional actors in the Federal Public Service.

7.0 OBJECTIVES

- Provide strategic direction for the operationalisation of the Incentives and Consequence Management Policy.
- Set standards for Incentives and Consequence Management Compliance mechanism.
- Provide processes, systems and structures for the Implementation of Incentives and Consequence Management.
- Enable an effective governance framework for the implementation of Incentives and consequence Management Policy.

8.0 BENEFITS

- Ensures a structured approach to the implementation of the ICM Policy and Framework across all levels.
- It provides clear expectations and standards.
- Communicates and provides clarity and consistency of messages.
- Strategic focus and guides actions.
- Provides a strategic roadmap for a successful implementation of the policy.

9.0 SCOPE:

The ICM Framework and Guideline is expected to be used to strategically drive the implementation of the ICM Policy Framework in all MDAs of the Federal Public Service. All MDAs are to adhere to the policy and adopt the ICM Framework and guidelines in all its ICM activities.

10.0 KEY COMPONENTS OF INCENTIVES AND CONSEQUENCE MANAGEMENT FRAMEWORK

- **Framework and Guidelines**
  - Develop comprehensive guidelines outlining expected behaviours, performance standards, and consequences for non-compliance.
  - Alignment with existing extant rules and regulations and other

compliance mechanisms of the Federal Public Service.

- **Performance Measurement**
  - Management of the ICM using the modern Performance Management System of the Federal Public Service.

- **Non-Compliance Actions**
  - Establishment of clear transparent procedures for addressing non-compliance, including investigation processes and potential penalties in line with the provisions of the Public Service Rules (PSR).

- **Training and Capacity Building**
  - Capacity building as a tool for managing ethical behaviour, performance expectations, and the Incentives and Consequence Management process.

- **Monitoring and Evaluation**
  - Set up a system for continuous monitoring of the ICM initiative's effectiveness, including feedback mechanisms to reflect changing circumstances or new insights.
  - Conduct regular evaluations of ICM adoption to assess the impact on staff behaviours and public trust.
  - Creation of channels for staff to provide feedback or report concerns regarding the policy and its implementation.

- **Stakeholder Engagement:**
  - Involvement of relevant stakeholders, including management, staff, and possibly external partners, to gather input and ensure buy-in.
  - Leadership commitment and support through consultations, including the Presidency and the Federal Civil Service Commission (FCSC).

- **Enforcement/Documentation:**
  - Definition of clear processes for enforcing the policy, including investigations and disciplinary measures.
  - Documentation of policy implementation, incidents, and outcomes to support transparency and accountability.

11.0 ICM GOVERNANCE TOOLS

The Public Service Rule (PSR) and the Performance Management Policy, including other identified tools drives the Governance mechanism for managing the Incentives and Consequence Management Policy Framework.

PMS stands as a cornerstone of Government reforms, serving as a vital tool for planning, budgeting, and enhancing accountability within the public sector. The Incentives and Consequence Management reform initiative is a critical area of activity that is geared to underpin and enable the achievement of the Federal Public Service Performance Management objectives and outcomes.

The Federal Public Service of Nigeria has institutionalised a modern Performance Management System (PMS) as a tool for appraising staff's performance in the Federal Public Service. The modern PMS provides a systematic process of planning work, setting targets, providing ongoing support to staff and measuring expectations. It also provides the framework for continuous tracking of staff's performance, for developing and improving their capacities to perform on their jobs and for motivating them for increased productivity and work accountability.

Therefore:

- The Performance management, Incentives and Consequence Management determinations in chapter 3 of the Public Service Rules (PSR) and the Federal Public Service Performance Management Policy act as a mechanism for both motivational Incentives Activities and Consequence Management Compliance actions.
- Incentives and Consequence Management expectation and actions will be applied consistently and fairly across all levels of staff to foster trust and reinforce the understanding that accountability is a shared responsibility.
- The Incentives and Consequence Management Policy Framework is linked to the performance management appraisal process, including the Performance Improvement Plan (PIP) in addition to other tools; they are to be used to document Incentives and Consequence Management outcomes.

12.0 ENABLERS FOR INCENTIVES AND CONSEQUENCE MANAGEMENT ACTIONS.

12.1 Enablers for Incentives Management

The following Incentives enablers underpin the implementation of Incentives management in the Federal Public Service. They are:

- Types of incentives (monetary and non-monetary)
- Criteria for awarding incentives
- Key Performance Indicators (KPIs) and metrics for evaluation
- Process for nomination and selection for incentives

12.2 Types of Incentives

TYPES	INCENTIVES	DESCRIPTIONS
Monetary:	Performance bonuses	Annual bonuses are tied to the achievement of specific targets or exceptional performance
	Special allowances	Periodic awards to boost morale in sustaining high performance and additional responsibilities.
Non-monetary:	Public recognition:	Recognising efforts in the FCS annual award, SERVICOM award, and any other award initiated by MDAs.
	Staff of the Month/Year	Public recognition through awards can boost morale and encourage others to emulate the behaviour of those recognised.
	Certificates and plaques	These non-monetary awards acknowledge contributions and achievements, reinforcing a culture of appreciation.
	Career advancement	Opportunities for promotion or lateral transfers to roles that provide career development.
	Training and development	Access to exclusive training programs, conferences, or professional development courses
	Work-life balance perks	Flexible working hours, additional leave days, or remote work opportunities.
	Praise	A culture of verbal appreciation.

12.3 Process for Nomination and Selection for Incentives

- Nomination and review: Staff can be nominated by their supervisors, peers, self-nomination, and stakeholders. A committee reviews nominations against set criteria.
- Approval: The relevant authority in the Federal Ministries approves the final list of Incentives recipients.
- Communication: Award recipients are notified, and incentives are publicly announced to promote a culture of recognition.

12.4 Criteria for Incentives

- Performance ratings: Based on performance outcomes, SERVICOM recommendations, and citizen feedback. Staff who receive ratings of "Excellent" or "Very Good" are eligible for incentives.
- Innovation and creativity: Staff who propose or implement innovative solutions that lead to significant improvements in processes or services.
- Leadership and team contribution: Recognising individuals who exhibit

outstanding leadership qualities or make significant contributions to team success.

- Customer/stakeholder satisfaction: Incentives for staff who receive exceptional feedback from internal or external stakeholders.

12.5 Concept Of Consequence Management

Consequence management is a systematic approach to addressing the negative outcomes or consequences of actions, decisions, or events. It:

- Involves implementing measures to hold civil servants accountable for their performance, non-compliance, and breach of regulations.
- Plays a critical role in promoting ethical behaviour, deterring misconduct, and maintaining a high level of efficiency within the public service.
- Aligns with the broader objectives of the Nigerian Public Service to achieve transparency, accountability, and effective service delivery.

The Federal Public Service Consequence Management Principles and approach is underpinned by the comprehensive compliance specifications of the PSR.
Misconduct is defined as a specific act of wrongdoing or an improper behaviour which is inimical to the image of the service and which can be investigated and proved with the required consequences. Management actions for misconduct in the civil service typically follow a structured disciplinary process based on established rules and regulations.

In considering the steps to be taken by management as it relates to Consequence Management actions, this framework focuses on the application of the Federal Public Service Performance Management appraisal process as a tool for documentation of staff non-compliance actions.

12.6 Principles Of Consequence Management

To ensure that the processes for managing compliance and inappropriate behaviour in the Federal Public Service workplace, and the consequences applied for the inappropriate behaviour are:

- Fair, appropriate, and proportionate to the conduct concerned, and that individual circumstances and other relevant factors are considered;
- Considers the relevant legislative, policy, and regulatory requirements such as the Public Service Rules and the Performance Management Policy.
- Transparent and applied consistently to support management to achieve the right outcomes; and

- Provides support and guidance for management and support functions in the workplace to fairly and reasonably manage inappropriate conduct.

12.7 Consequence Management Methodology and Approach

- Transparency in communication:
- Clearly communicate the consequences for non-compliance to all staff.
- Timely application of consequences is more effective in correcting behaviour and preventing the recurrence of violations.
- Apply fairness and objectivity:
- Avoid favouritism or bias in the application of consequences to maintain trust and credibility within the organisation.
- Facilitate consistency of Consequence Management Policy across the MDAs:
- Establish a standardised approach to handling non-compliance, ensuring that similar offences result in similar consequences.
- Proportionality to the actions: Ensure that consequences are proportionate to the severity of the actions as stipulated in the PSR.
- Appeal and due process: Establish a fair and transparent appeals process for staff to contest consequences if they believe the decision is unjust.
- Ensure that staff have the opportunity to present their side of the story and provide any relevant evidence.
- Training and awareness programs: Conduct regular training programs to educate staff about policies and expected standards of conduct.
- Positive reinforcement of compliance: Implement positive reinforcement strategies to acknowledge and reward staff who consistently adhere to policies and standards.
- Continuous evaluation and adjustment: Regularly evaluate the effectiveness of consequence management strategies.

12.8 Criteria for Consequence Management Actions.

- Performance ratings: Staff receiving ratings of "Unsatisfactory" or "Below Expectations" are subject to corrective actions.
- Behavioural issues: Consequences for noncompliance with the civil service code of conduct, including unethical behaviour, insubordination, or harassment.
- Attendance and punctuality: Repeated unexcused absences or habitual tardiness are grounds for corrective or disciplinary action.
- Failure to improve: Staff who do not show significant improvement after

being placed on a PIP.

12.9 Enablers For Consequence Management
Process for Implementing Consequences

- Documentation: All performance issues must be documented, including attempts to provide feedback and support.
- Progressive discipline: Consequences should be applied progressively, starting with the least severe actions and escalating as necessary.
- Right to appeal: Staff have the right to appeal disciplinary actions, and a fair review process must be in place.
- Confidentiality: All disciplinary actions relating to consequence management must be handled confidentially, with respect for the staff's privacy.

13.0 PUBLIC SERVICE RULES (PSR) ACTIONS NECESSITATING CONSEQUENCE MANAGEMENT ACTS:

i. **General Inefficiency:**
PSR Chapter 3, Section 2 provides details on actions necessitating Consequence Management actions the removal of officers for general inefficiency after three written warnings. This inefficiency is defined by a series of omissions or incompetence that hampers the officer's ability to perform duties effectively.

ii. **Misconduct and Serious Misconduct:**
PSR Chapter 3, Sections 3 and 4 covers issues of misconduct, including falsification of records, bribery, corruption, and unauthorised disclosure of official information, which can lead to disciplinary action. Serious misconduct may result in dismissal.

iii. **Financial Embarrassment:**
PSR chapter 3, section 4 covers issues where officers who fall into serious financial embarrassment are disqualified from promotion or acting in a higher appointment. Disciplinary action may be initiated if such financial issues affect their service.

iv. **Withholding of Increment:**
PSR chapter 4, section 2 stipulates that if an officer's performance is deemed unsatisfactory, their salary increment can be withheld or deferred. This action is a consequence of the officer's inability to meet performance expectations.

14.0 TYPES OF CONSEQUENCE MANAGEMENT ACTIONS.

Several types of Consequence Management interventions should be carried out after non-compliance. If a staff(s) is doing what they are committed to do, praise, encourage, and reward the staff(s). If they are not doing what they committed to, engage them in a conversation to understand the actions as follows:

i. **Motivation for compliance:** Positive behaviour recognition serves as a motivating factor for staff to adhere to policies and regulations. By acknowledging and rewarding compliance.

ii. **Alignment with organisational values:** Recognising adherence to policies reinforces the alignment of individual actions with the organisation's values. Send clear messages that Staff who embody these values are valued contributors to the organisational success.

iii. **Reinforcement of desired conduct:** Positive behaviour recognition reinforces the behaviours that the organisation wishes to see in the staff.

iv. **Cultivation of a compliance culture:** Recognition for adherence to policies contributes to the cultivation of a compliance culture within the organisation. It establishes a norm where staff understands the importance of following guidelines and regulations.

v. **Increased staff accountability:** Recognition and rewards for exemplary performance enhance individual accountability. Staff become more responsible for their actions, knowing that compliance and positive behaviour are valued and acknowledged.

vi. **Prevention of negative consequences:** By emphasising positive behaviour, organisations shall proactively prevent the need for corrective actions and consequences.

vii. **Training and development:** Provide ongoing training to reinforce expected behaviour. Support staff in understanding the importance of compliance.

viii**. Reporting mechanisms:** Establish clear procedures for reporting violations. Encourage a culture of reporting without fear of victimisation.

ix. **Continuous improvement:** Regularly review and update consequence management policies. Seek feedback from staff to identify areas for improvement.

x. **Specify repercussions for violations:** Clearly outline the specific consequences associated with non-compliance as in the Public Service Rules. This may include disciplinary actions, warnings, performance improvement plans, and other corrective measures.

xi. **Establish ongoing supervision of staff** to ensure that staff are aware of the potential consequences through comprehensive communication and training programs.

15.0 CONSEQUENCE MANAGEMENT INTERVENTIONS.

The Federal Public Service Consequence Management intervention is underpinned by the four consequences of behaviour which are:

- Positive reinforcement
- Negative reinforcement
- Positive consequence actions.
- Negative consequence actions.

It is expected that the four (4) Consequence management intervention mechanism will guide the intervention approach that will be used to intervene after the occurrence of a behaviour indicated.

15.1 Positive Reinforcement

Positive reinforcement refers to the application of incentives to encourage and promote desirable behaviours. Positive reinforcement may entail the use of incentives such as

- Special allowances
- Non-financial incentives (e.g., public recognition, or career development opportunities).
- It is aimed at motivating employees to continue performing well and inspire others to follow suit, thereby fostering a culture of excellence and commitment to service delivery.

15.2 Negative Reinforcement

Negative reinforcement may involve:

- The removal or avoidance of an undesirable condition to encourage positive behaviours. Such as when a staff member improves their performance or corrects a previously unacceptable behaviour, for example, meeting targets or turnaround time, certain restrictions or sanctions may be lifted. This could include removing extra supervision, etc. The goal is to motivate Staff to meet expectations by alleviating the discomfort or negative consequences associated with underperformance.

15.3 Positive Consequence Actions

Positive consequence actions should be taken to incentivise staff for outstanding performance after previous underperformance or exemplary conduct that exceeds the expectations.

- These actions are designed to acknowledge staff individual and team successes, by reinforcing behaviours that contribute to the behavioural modification.

- Positive consequence actions include commendation letters, public awards, and opportunities for advanced training or professional development. By formally recognising such behaviours, the Federal Public Service incentivises staff to strive for higher levels of performance.

15.4 Negative Consequence Actions

Negative consequence actions:

- Should apply in situations where compliance actions or penalties are applied, such as in circumstances in which staff fail to meet performance standards or engage in behaviours that violate the Federal Public Service's rules and regulations.
- These actions exist in the Public Service Rules and now underpin Consequence Management Interventions. They may include warnings, reassignment, suspension, etc., depending on the severity of the infraction.
- The aim of negative consequence actions is to correct undesirable behaviours and deter future violations by holding individuals accountable for their actions.

16.0 PROGRESSIVE CONSEQUENCE MANAGEMENT ACTIONS

Progressive discipline Consequences management actions may be used as a pre-motivational tool to avoid compliance interventions that may lead to misconduct or serious misconduct.

Corrective Actions	
Performance Improvement Plans (PIP):	The Performance Improvement plan, as stipulated in the Federal Public Service Performance Management Policy w ill provide progressive actions for management of the consequences of underperformance: • Staff with performance issues should be placed on a PIP that outlines specific areas for improvement and sets a timeline for achieving these goals. • Regular Reviews: Fre quent check-ins to monitor progress using the Performance appraisal processes such as the Monthly and Quarterly appraisal tools. • Consequences for non -improvement: If the staff fails to meet the PIP's objectives, further disciplinary action may be taken, potentially leading to termination following the PSR guideline.
Training and reskilling	Underperforming staff may be required to undergo additional training to address skill gaps.

Reassignment:	Role Reassignment: A staff member who fails to meet t he demands of their current role might be reassigned to other positions
Disciplinary actions:	Suspension: Temporary removal from duties, with or without pay, depending on the severity of the infraction.
	Verbal or Written Warnings: For minor infractions or first -time offences, staff receive a formal warning.
	Termination of Employment: Dismissal for continued underperformance or severe misconduct after all corrective measures have been exhausted.

17.0 FRAMEWORK FOR CONSEQUENCE MANAGEMENT INTERVENTIONS

The Framework for Consequence Management interventions further highlights the critical importance of embedding into the consequence management actions application the management supportive actions. These are necessary interventions for the avoidance of the application of serious consequence interventions as follows.

ACTIONS/CONDUCTS	TYPE	DESCRIPTION	MANAGEMENT SUPPORTIVE ACTIONS	PSR ACTIONS
Scandalous conducts such as **(i) Immoral behaviour;** **(ii) Unruly behaviour;** **(iii) Drunkenness;** **(iv) Foul language;** **(v) Assault;** **(vi) Battery**	Misconduct	Misconduct is defined as a specific act of wrong-doing or an improper behaviour which is inimical to the image of the service, and which can be investigated and proved.	• Engage staff on conduct, give verbal warning. • Document misconduct actions. • Provide mentoring	• Issuing query • Investigation and recommendation • Recommend actions of tribunals inquiry, such as written warning, termination of appointment etc. • Reporting misconduct Disciplinary procedure for misconduct and serious misconduct. • Notification in writing.
b) Refusal to proceed on transfer or to accept posting **(c) Habitual lateness to work (punctuality and attendance)**	Misconduct	Misconduct is defined as a specific act of wrongdoing or an improper behaviour which is inimical to the image of the service, and which can be investigated and proved.	• Advice • Engage and provide support. • Verbal warning • Place on PIP	• Issuing query • Investigation and recommendation • Disciplinary procedure for misconduct and serious misconduct. • Recommend actions of the tribunal's inquiry, such as a written warning, Termination of appointment e.t.c • Notification in writing.
Series of: • **Incompetence** • **Omissions**	General inefficiency	This inefficiency is defined by a series of omissions or incompetence that hampers the officer's ability to perform duties effectively.	• Place on PIP • Introduce mentoring for support. • Build capacity	Removal of officers after three written warnings.
Non-implementation of performance management activities	**General inefficiency**	**This refers to the failure of staff to carry out essential duties related to performance management. This includes neglecting tasks such as Non:** • **Development of a performance contract.** • **Setting of performance targets.** • **Conducting appraisals.** • **Provision of feedback.** • **Implementing Performance**	• **Increase supervisory oversight.** • **Place the individuals responsible for non-compliance under a PIP, outlining clear expectations and deadlines for remedying performance**	• **A written warnings after continuous placement on performance improvement plan (PIP)** • **Removal of officers after three written warnings.**

		Improvement Plans (PIP). • **Adherence to scheduled performance reviews.** **The absence of these activities can lead to poor staff accountability, decreased motivation, and hinder the overall effectiveness of the organisation in achieving its strategic goals.**	**management issues.** • **Withhold incentives, bonuses, or rewards tied to the completion of performance management activities until the tasks are properly executed.**	
(d) Deliberate delay in treating official document or Actions (Turnaround Time)	General inefficiency	Consistently ignoring Timelines and Targets	• Advice • Engage and provide support • Verbal warning • Place on PIP	• Issue query • Written warnings • Reassignment
(e) Failure to keep records	General inefficiency	• Consistently ignoring rules and procedures for record keeping. • Non-adherence to Electronic Content Management process and procedures (ECM)	• Advice • Capacity building • Verbal warning • Mentoring	• Issue query • Written warnings • Reassignment
SERIOUS MISCONDUCTS	SERIOUS MISCUNDUCTS	Serious misconduct is a specific act of very serious wrongdoing and improper behaviour which is inimical to the image of the service and which can be	Offences of Serious misconduct should be dealt with as per Public Service Rule (PSR).	Actions as per Public Service Rule (PSR).

18.0 KEY SUCCESS FACTORS

- Strong leadership Commitment.
- Comprehensive training for all stakeholders to understand and apply the ICM framework.
- Fair and transparent processes for Incentives and Consequence Management interventions.
- Integration with technology (Automated Performance Management System and Electronic Content Management System) for real-time performance tracking and reporting.

18.1 Key Performance Indicators

Key Performance Indicators (KPIs) are the critical indices for assessing progress towards achieving the stated ICM policy objective and outcomes. In order, therefore, to effectively monitor and assess progress of the ICM policy framework and guidelines implementation and impact, the following Key Performance Indicators (KPIs) are critical and are to be measured:

- Number of MDAs that have implemented the Incentives management systems.
- % of staff receiving performance-based incentives annually
- % Reduction in staff disciplinary actions as a result of the implementation of

the Incentives and Consequence management policy.

- % increase in staff satisfaction with incentives compared to baseline year (via annual survey)
- % of stakeholders with confidence in the policy in terms of fairness in implementation
- % reduction in stagnation and promotion blocks
- % of staff incentivised across the MDAs
- % increase in compliance with established Public Service Rules (PSR).
- % increase in the timeliness and quality of service delivery
- % increase in improved public perception of the Federal Public Service

18.2 ICM Dispute Resolution Mechanism

The Federal Public Service ICM dispute resolution mechanism is established to provide a fair and transparent consequence appeals process for staff to contest consequences. Appeals and dispute resolutions are necessary conditions for effective implementation of the ICM Policy Framework and Guidelines.

- The ICM dispute resolution mechanism is aligned with the appeals process of the Public Service Rules.
- ICM dispute resolution is in line with the Public Service Rule (PSR), dispute resolution mechanisms, such as the use of Heads of Departments, HRM Departments, senior and junior staff committee.
- Committee members are to be trained in conflict resolution and on the Incentives and Consequence Management policy framework and guidelines.

18.3 ICM Appeal Documentation:

- A system for documenting all decisions related to consequences and appeals to ensure transparency and ease of reference during the appeal process must be in place and in use.
- All appeal process documentation must include timelines, evidence presented, and justification for the initial consequence or disciplinary action.

18.4 Timeframes for Appeal Resolution:

- All appeals are resolved within 30 days to avoid delays in the resolution process.
- Immediate feedback to the staff member on the outcome of their appeal.

18.5 Training and Sensitisation:

- Regular training sessions to be conducted for both staff and supervisors to raise awareness about the appeals process and reinforce the importance of fairness and objectivity.
- Training on how to file appeals, what evidence is required, and how the process will be conducted to be carried out.

18.6 Anonymity and Protection Against Victimisation:

- OHCSF/MDAs to establish guidelines that protect staff who file appeals from victimisation, this is to ensure that the appeal process is safe and confidential.
- Staff will be given the option of anonymous feedback or third-party mediation if necessary to protect the interests of the staff.

18.7 Monitoring and Evaluation of the Appeals Process:

- A periodic review of the appeals processes to identify areas for improvement and ensure that it is being effectively implemented to be in place.
- Feedback from appeal cases will be used to improve future Consequence Management actions and processes to prevent similar issues from arising.

18.8 Monitoring and Evaluation of ICM Policy Implementation.

- **Regular Reviews:**
  Regular review of the ICM Policy Framework and Guidelines to ensure that they remain effective and fair.
- **Feedback Mechanisms:**
  Staff should have access to channels for providing feedback on the Incentives and Consequence Management Process, ensuring continuous improvement.
- **Reporting:**
  Departments must report on the implementation of the Consequence Management Framework, including data on incentives awarded and compliance interventions.

19.0 CHANGE MANAGEMENT ACCULTURATION MODEL FOR THE IMPLEMENTATION OF INCENTIVES AND CONSEQUENCE MANAGEMENT IN THE FEDERAL PUBLIC SERVICE OF NIGERIA

The implementation of the Incentives and Consequence Management Initiative in the MDAs will focus on the need to ensure that the acculturation of change management

should drive the implementation of the Federal Public Service ICM initiative.
The ICM change management principles and practices are derived from Kotter's 8 Step Change Management Model.

In this regard, it is expected that to drive effective knowledge sharing, knowledge infusion, and awareness about ICM, it is important to carry out the following activities.

- Integration of change management principles and practice into ICM capacity building training across all grade levels in the Federal Public Service.
- Branding and providing clarity of ICM implementation messages across the ministries to support its effective internalisation. This is to be displayed at critical locations where staff can see the ICM messages.
- All meetings both at the senior management and junior staff level across Departments, Divisions, and Units, must have a standing matter on the agenda on ICM implementation in the MDAs.

20.0 FRAMEWORK OF ACTIONS FOR THE IMPLEMENTATION OF INCENTIVES AND CONSEQUENCE MANAGEMENT POLICY.

Below is a structured framework of actions designed to ensure the effective implementation of the Incentives and Consequence Management (ICM) Framework and Guideline:

Component	Action	ACTIVITY	RESPONSIBLE
IMPLEMENT Incentive and Consequence	• OHCSF to validate the policy, framework, and guideline. • All Ministries to adopt the Federal Public Service ICM policy, framework, and guidelines.	• OHCSF to adopt the ICM Policy implementation roadmap. • Stakeholder engagement and validation • OHCSF to issue circulars on the implementation of the ICM Policy. • MDAs to set up a steering committee for the implementation of ICM.	OHCSF/SPSO OHCSF/SPSO OHCSF/SPSO MDAs
IMPLEMENT Incentive and Consequence MANAGEMENT	Adopt the ICM Policy framework and guideline.	• MDAs to develop Systems, processes, and structures to facilitate the implementation of ICM	OHCSF and MDAs
IMPLEMENT Incentive and Consequence Mechanisms	Adopt the specified incentives and consequence management interventions as in the ICM framework.	• MDAs to sensitise stakeholders. • Build the capacity of DHRM on the management and use of the ICM framework and interventions.	OHCSF, MDA leadership, labour unions, public service joint negotiating council.
Performance Measurement System	Develop and implement a robust performance measurement system that integrates with the ICM framework.	• Ensure performance metrics are well-defined, measurable, and aligned with the overall strategic objectives of MDAs. • Use Key Performance Indicators (KPIs), Service Level Agreements (SLAs), and balanced scorecards to assess individual and team performance.	MDAs, OHCSF, IT Departments (for system integration), Frandek International Consulting (for system design).
Communication and Stakeholder Engagement	Communicate the ICM Policy framework and Guideline to all relevant stakeholders and ensure understanding at all levels.	• Organise workshops, seminars, and town halls to educate staff on the ICM framework and their roles in it. • Engage with stakeholders such as labour unions and staff associations to ensure buy-in and avoid resistance.	OHCSF, MDAs, Labour Unions, staff Associations.

Capacity Building and Training	**Build the capacity of managers and relevant stakeholders to implement and comply with the ICM framework.**	• **Train senior and middle-level management on ICM policy, framework, and Guidelines.**	**OHCSF, training institutes, capacity-building consultants.**
Feedback and Continuous Improvement	Establish feedback mechanisms to review and refine the ICM framework.	• Collect feedback from staff and management on the effectiveness of the ICM system. • Use this feedback to continuously improve the framework, adjusting reward and consequence policies as necessary.	MDA Leadership, OHCSF, staff representatives, and external auditors.
Monitoring, Evaluation, and Reporting	• Set up a dedicated team to monitor and evaluate the impact of the ICM framework. • Use the performance management tool and other identified technological tools to track and monitor performance data in real-time.	• Track Key Performance Indicators related to the ICM framework, such as staff satisfaction, productivity, and retention. • Ministries to report on the implementation of the consequence management framework, including data on incentives awarded and disciplinary actions taken, to ensure transparency and accountability. • Prepare quarterly and annual reports on the implementation and outcomes of the framework, highlighting successes and areas for improvement. • OHCSF/SPSO in conjunction with MDAs to monitor the implementation of the ICM Policy Framework and Guidelines.	OHCSF/SPSO/MDAs.
Legal and Ethical Considerations	Ensure that the ICM framework adheres to legal and ethical standards.	• Review the framework to ensure compliance with Nigeria's labour laws, Public Service Rules, and relevant MDA-specific regulations.	Legal Departments, OHCSF, Labour Unions.

Note: Implementation shall be progressive and subject to administrative approvals and extant Government procedures.

20.1 Roadmap and Schedule for the Implementation of the ICM Policy and Framework and Guidelines.

	ACTIVITY	TIMELINE
Phase 1:	• Development of ICM Policy Framework and Guidelines.	
	• Stakeholder validation of the Policy Framework and Guidelines.	
	• Capacity building of selected MDAs for the pilot of the ICM Policy Framework and Guidelines.	
	• Monitoring and evaluation of implementation activities.	
Phase 2	• Adoption of the ICM Policy Framework and Guidelines by all MDAs.	
	• Development of processes, systems, and structures to facilitate implementation.	
	• Stakeholder engagement post-validation.	
	• Monitoring and evaluation of implementation activities with feedback mechanisms.	
Phase 3	• Measurement of impact using ICM Performance Measurement Matrices.	
Phase 4	• Implementation of lessons learnt and feedback.	
	• Refinement of the ICM Policy Framework and Guidelines based on feedback and performance data.	

UNITY AND FAITH, PEACE AND PROGRESS