



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

FEDERAL PUBLIC SERVICE
**ONCE-KNOWLEDGE
SYSTEM**

BROCHURE

Office of the Head of The Civil Service of the Federation (OHCSF)

ONCE-Knowledge System

From Vision to Execution

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FOREWORD

The Federal Civil Service continues to play a central role in the governance, stability and development of the Federal Republic of Nigeria. As the engine room of policy formulation, coordination and implementation, the Service must continuously adapt to emerging challenges, evolving citizen expectations, and the increasing complexity of public administration.

It is against this backdrop that the ONCE-Knowledge System was conceived. The system represents a deliberate and strategic response to the need for a unified, structured and sustainable approach to learning, leadership development and knowledge management across the Federal Civil Service. ONCE provides a lifecycle-based framework that supports officers from entry into the Service, through capability development and executive leadership, to structured exit and knowledge transfer.

The ONCE-Knowledge System reflects our commitment to building a competent, ethical, professional and digitally enabled Civil Service that is capable of delivering on national priorities and sustaining institutional excellence.



MRS. DIDI ESTHER WALSON-JACK, OON, mni
Head of the Civil Service of the Federation

By integrating onboarding, capability development, executive leadership and knowledge management into a single system, ONCE harmonises learning efforts, strengthens leadership pipelines and safeguards institutional memory.

I commend the Career Management Office and all stakeholders who contributed to the development of this framework in line with my directive. I encourage all Permanent Secretaries, Directors, Supervisors and public servants to fully embrace the ONCE-Knowledge System as a core instrument for strengthening performance, professionalism and service delivery across the Federal Civil Service.

PREFACE

The ONCE-Knowledge System represents the culmination of a structured effort to translate the vision of the Head of the Civil Service of the Federation into a practical, service-wide framework for lifelong learning and leadership development. Following the directive to develop a Concept Note that would actualise this vision, the Career Management Office initiated a process of consultation, design and refinement that led to the emergence of the ONCE-K System. The framework builds on earlier conceptual work under the ACE model, which focused on assimilation, capability development and executive leadership. Through continuous guidance and strategic direction, the framework was further refined and repositioned as the ONCE-Knowledge System, with a stronger emphasis on onboarding, structured capability pathways, executive leadership preparation and knowledge management as an enabling foundation.

This Foundational Policy Framework sets out the vision, intent, scope and guiding principles of the ONCE-Knowledge System. It establishes the policy basis upon which programme architecture, implementation frameworks and supporting instruments are built. The document is designed to guide Ministries, Departments and Agencies in aligning their learning and development efforts with a unified national framework. It is my hope that this framework will endure as a reference point for institutional learning and leadership development in the Federal Civil Service, and that it will continue to support the growth, professionalism and effectiveness of public servants across generations.



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EXECUTIVE SUMMARY

The ONCE-Knowledge System (ONCE) is the Federal Civil Service's unified policy framework for lifelong learning, leadership development and knowledge management. It responds to long-standing challenges associated with fragmented training interventions, inconsistent onboarding practices, weak leadership pipelines and the loss of institutional knowledge. The system is structured around four integrated components:

Onboarding

Navigation

Competency

Enterprise

and **K (Knowledge Management)**. Together, these components provide a coherent pathway that supports officers throughout their career lifecycle, ensuring that learning is timely, relevant, competency-based and aligned with performance expectations. This Foundational Policy Framework articulates the rationale, objectives, scope and guiding principles of the ONCE-Knowledge System. It serves as the anchor document for subsequent programme architecture, implementation guidelines and system enablers, and applies service-wide across all Federal Ministries, Departments and Agencies.

BACKGROUND AND RATIONALE

Over the years, the Federal Civil Service has implemented numerous training and development initiatives aimed at improving competence and performance. However, these efforts have often been characterised by fragmentation, uneven quality, limited linkage to performance management and weak coordination across MDAs.

In addition, gaps in structured onboarding, leadership succession planning and knowledge transfer have constrained the Service's ability to sustain institutional capacity and continuity. The absence of a unified learning architecture has also limited the effective use of digital platforms and data for workforce planning and capability development.

The ONCE-Knowledge System was therefore developed to address these gaps by providing a single, integrated framework that standardises learning pathways, strengthens leadership development and institutionalises knowledge management across the Service.

POLICY INTENT, OBJECTIVES, AND SCOPE

The policy intent of the ONCE-Knowledge System is to institutionalise a coherent, competency-based and technology-enabled approach to learning and leadership development across the Federal Civil Service.

The objectives of the policy are to promote lifelong learning, strengthen professional and leadership competencies, enhance ethical standards, support succession planning, improve performance outcomes and safeguard institutional memory.

The scope of the policy is service-wide and applies to all officers, cadres and duty posts across Federal Ministries, Departments and Agencies nationwide.

CONCEPTUAL FRAMEWORK OF ONCE-K

The ONCE-Knowledge System is structured around four interdependent components that together form a continuous learning and leadership pathway.

O (Onboarding)

focuses on structured induction and familiarisation of officers with the values, structure, rules and operational processes of the Public Service, ensuring seamless integration into their roles.

N (Navigation)

equips officers with the guidance, tools and institutional knowledge required to effectively manage career progression, administrative processes and service-wide systems.

C (Competency)

promotes continuous, competency-based learning and skills enhancement across all cadres to strengthen performance, professionalism and service delivery.

E (Enterprise)

Develops strategic leadership capacity, fosters innovation and institutional sustainability, and ensures orderly succession, exit management and knowledge transfer.

K (Knowledge Management)

serves as the enabling foundation, providing digital platforms, repositories and mechanisms for capturing, sharing and institutionalising knowledge.

GUIDING PRINCIPLES

The ONCE-Knowledge System is guided by principles of lifelong learning, relevance and alignment, ethical conduct, inclusivity, digital enablement, quality assurance, sustainability and citizen-centred impact. These principles inform the design, delivery and evaluation of all programmes under the system.

- 1. Relevance and Alignment:** All learning interventions are aligned to national priorities, organisational mandates, competency frameworks and the evolving needs of the Public Service.
- 2. Ethical Grounding and Public Service Values:** Programmes reinforce integrity, discipline, accountability and adherence to the Public Service Rules, ensuring that officers embody the values expected of public servants.
- 3. Progressive Sequencing:** Learning follows a clear, structured pathway beginning with onboarding, progressing through capability development, and advancing into executive leadership and exit management.
- 4. Competency-Based Learning:** Training is designed around clearly defined competencies, ensuring officers acquire the knowledge, skills and behaviours required for effective performance at each grade level.
- 5. Experiential and Action Learning:** The training programmes emphasize hands-on practice, real- life application, problem-solving, case studies, mentoring and coaching to deepen understanding and drive behavioural change.
- 6. Inclusivity and Accessibility:** Professional development programmes ensure universal and equitable access to all officers. Leveraging blended learning methodologies and modern digital platforms, opportunities are seamlessly delivered across every cadre, geographic location, professional specialization, and disability consideration.
- 7. Sustainability and Scalability:** The system promotes cost-effective, scalable, continuous learning models that can adapt to future needs and remain relevant over time.
- 8. Collaboration and Partnerships:** ONCE-K encourages collaboration with MDAs, MDIs, professional bodies, development partners and academic institutions to broaden learning options and ensure high standards.
- 9. Monitoring, Evaluation and Feedback:** Learning delivery incorporates continuous assessment, feedback loops, quality assurance mechanisms and data-driven decision-making.
- 10. Citizen-Centred:** Impact All learning interventions aim to strengthen the capacity of officers to deliver better services, support national development and improve outcomes for citizens

EXPECTED OUTCOMES OF THE ONCE-KNOWLEDGE SYSTEM

The implementation of the ONCE- Knowledge System is expected to strengthen institutional capability, enhance professionalism, and improve service delivery across the Federal Civil Service. The following outcomes reflect the long-term transformation desired for a modern, efficient and citizen-focused public service:

1. A More Professional and Competent Workforce.

Civil servants will possess the technical, behavioural, managerial and digital competencies required to perform effectively and uphold the highest standards of public administration.

2. A Strong and Sustainable Leadership Pipeline

High-performing officers will be systematically identified, developed and prepared for leadership roles, ensuring continuity, stability and readiness across strategic positions in the Service.

3. Enhanced Ethical Conduct and Public Service Values

Structured learning pathways will reinforce integrity, discipline, accountability and adherence to the Public Service Rules, strengthening trust and professionalism across MDAs.

4. Improved Performance and Service Delivery

By linking learning to performance management and job requirements, the ONCE-Knowledge System will enhance productivity, responsiveness and the quality of services delivered to citizens.

5. Standardised Training and Capacity Development Across MDAs

The ONCE-K architecture establishes a unified, consistent framework for training, ensuring that learning interventions are harmonised, high-quality and aligned with the needs of the Service.

6. Strengthened Digital Capability and Modern Work Practices

Through the Federal Civil Service Online Academy (LMS), officers will build the digital proficiency required to operate effectively in a technology-enabled government environment.

7. Robust Knowledge Management and Institutional Memory

Knowledge repositories, mentoring frameworks, communities of practice and structured exit programmes will ensure that critical knowledge is captured, retained and shared across the Service.

8. Reduced Skills Gaps and Enhanced Workforce Planning

Cadre-specific programmes, professional training and structured capability development will help MDAs anticipate skills needs and plan effectively for the future workforce.

9. Better Alignment of Learning with National Development Priorities for the future workforce.

The ONCE-Knowledge System ensures that all training and leadership development efforts support the mandates of government, national policies, and the evolving needs of the country.

CRITERIA FOR ONCE-KNOWLEDGE PATHWAY TRAINING DELIVERY

The ONCE-Knowledge Pathway Training Delivery criteria are as follows:

1. Training should be mandatory.
2. All training should be based on an Accrued Points System.
3. The curriculum pathway will determine the number of trainings to be attended Quarterly and Annually by each Grade Level.
4. The Points System will be linked to the Performance Management System (PMS) and serve as a documentary learning record.
5. The ONCE-Knowledge System Platform ensures that the e-learning modules are linked to PMS to enable real-time tracking of competencies, assessment of skill acquisition, and evaluation of individual and institutional performance.
6. Reward and Recognition, as well as the Consequence Management Policy, shall underpin the ONCE-Knowledge Pathway.

PERFORMANCE MANAGEMENT LINKAGE TO ONCE KNOWLEDGE

The Performance Management System “shall focus on measurable output and specified competencies i.e., the knowledge, skills and personal attributes needed to deliver job tasks.” Rule (PSR 2021 050202(b)).

ONCE Knowledge Training Learning outcomes shall be directly tied to the Performance Management System (PMS), ensuring that skills acquired translate into measurable performance improvements.

PMS should not only measure what staff deliver but also how they build capacity. ONCE learning shall become a mandatory performance enabler tied to Key Result Areas, PMS training needs, the Competency Framework of the Federal Civil Service, and Performance Improvement Plan (PIP).

The Federal Public Service Performance Management System (PMS) shall warehouse Employee ONCE Knowledge Accrued training points and data.

Key Linkage Mechanisms

- Competency-Based PMS: Each role has required competencies → mapped to ONCE courses
- Learning KPIs: Staff to complete a minimum number of ONCE learning points annually (e.g. 50 LPs for Grade Level 07-09)
- Performance Weighting: Learning contributes (e.g., 10–20%) to appraisal score
- Gap Closure: Identified PMS gaps trigger mandatory ONCE courses
- Staff Performance Appraisal can integrate compliance with the specified minimum annual points accrued from training as specified for each grade level.

ONCE Point System: Training Based on an Accrued Points System

The points-based system provides an objective framework to measure participation and learning outcomes. It aligns with the Federal Civil Service Comprehensive Competency Framework (2015), which emphasises measurable indicators of knowledge and behaviour at each proficiency level.

The accrued points system operationalises fairness and accountability in learning, ensuring Officers' development is quantifiable and linked to career outcomes.

Under the Points-Based system:

- Points can be earned via Face-to-Face Training Workshops, Online Academy, Executive Masterclasses, Short Courses and Certifications.
- Each completed course or activity attracts a specified number of points, determined by relevance, complexity and length.
- The total points accumulated within a review period (quarterly/annually) contribute to each officer's Competency and Training Records warehoused in the Performance Management System.
- Accrued Learning Points shall serve as evidence of continued professional development, complementing performance ratings under the Federal Civil Service Modern Performance Management System (PMS) (PSR Rule 050202).

ONCE Mandatory Points

The Mandatory Points component introduces and recommends minimum annual learning point requirements for all Officers as follows;

- Minimum annual points required per GL:
 - GL 07-09 → 50 LPs
 - GL 10-12 → 75 LPs
 - GL 13-14 → 100 LPs
 - GL 15-16 → 120 LPs
 - GL 17 → 150 LPs

ONCE Learning Points and Eligibility: Promotion

In the Federal Public Service of Nigeria, the ONCE Knowledge initiative and its accrued learning points shall act as a mandatory eligibility criterion for promotion.

Proposed Promotion Scoring Template:

Criteria	Weight (%)
Promotion Exams	60%
Years' Experience	10%
Performance Management (PMS)	20%
ONCE Accrued Learning Points	10%

ONCE-KNOWLEDGE SYSTEM DELIVERY METHODS

The ONCE-Knowledge System adopts flexible, modern and scalable delivery methods to ensure that learning is accessible, effective and responsive to the diverse needs of civil servants across Ministries, Departments and Agencies (MDAs).

These delivery methods combine technology, experiential learning, professional instruction and workplace- based development to provide high-quality learning opportunities nationwide.

1. Blended Learning (Hybrid Delivery). A combination of online modules, virtual sessions and face-to-face engagements that allows officers to learn at their own pace while benefiting from interactive, instructor-led sessions.

2. Digital and Self-Paced Learning. Courses delivered through the Civil Service On- line Academy (LMS), enabling:

- anytime, anywhere access;
- microlearning modules;
- digital literacy programmes;
- structured learning pathways linked to competencies.

3. Experiential and Action Learning Hands-on application through:

- case studies;
- simulations;
- problem-solving exercises;
- project assignments;
- real-life work challenges;
- on-the-job learning.

This deepens understanding and drives behavioural change.

4. Classroom and Instructor-Led Training (ILT)

Traditional in-person training delivered by MDIs, accredited institutions, professional bodies and technical experts, particularly for leadership, technical, cadre-specific and regulatory programmes.

5. Coaching and Mentoring.

Structured support from experienced officers and leaders to guide personal development, role mastery, leadership readiness, and knowledge transfer.

6. Communities of Practice (CoPs).

Peer-learning groups organised around functions, sectors or cadres, enabling officers to collaborate, share solutions and deepen professional expertise.

7. Workshops, Seminars and Masterclasses. Targeted engagements on emerging issues, re- forms, policy priorities and global best practices, designed especially for mid-career and senior officers.

8. Professional and Cadre-Specific Trainings. Delivered in partnership with regulatory councils, professional bodies, tertiary institutions and specialised academies to support professionalisation and sector competencies.

9. Leadership Exposure and Immersion Learning. Immersive programmes such as executive retreats, cross-MDA learning visits, high-level dialogues and international benchmarking (where applicable).

10. Knowledge Transfer and Exit Learning. Structured approaches to capturing tacit knowledge from departing officers, including:

- knowledge handover sessions;
- documentation;
- mentoring;
- succession preparation;
- institutional memory programmes.

These delivery methods ensure that learning is practical, inclusive, continuous and aligned with the competency and leadership demands of a modern Public Service.

THE JOURNEY



The ONCE-KNOWLEDGE SYSTEM is a strategic capacity-building initiative introduced by the Office of the Head of the Civil Service of the Federation (OHCSF) under the Federal Civil Service Strategy and Implementation Plan (FCSSIP 2021–2025). It is a structured learning framework that sequences training into four progressive stages. It is anchored on five major pillars (from entry to exit) that support career progression, capability development and knowledge management.

- **Onboarding** of newly recruited/newly promoted officers
- **Capability-development programmes** (e.g., SMAT-P – Structured Mandatory Assessment-Based Programme; LEAD-P – Leadership Enhancement & Development Programme) and cadre-specific training, digital literacy.
- **Executive masterclasses** for leadership (ministers, permanent secretaries, agency heads)
- **Exit management** protocols to preserve institutional memory and support retirees (e.g., entrepreneurship/agripreneurship)
- **Knowledge management strategy:** institutionalising learning, fostering communities of practice, preserving collective wisdom of the Service.



The ONCE-Knowledge System provides a structured and progressive journey that supports civil servants throughout their career lifecycle—from entry into the Service, through capability development, to executive leadership and even- eventual exit.

Together, these programme streams ensure that every civil servant receives the right development at the right time, supporting a modern, capable and high-performing Federal Civil Service.

ACCREDITATION AND QUALITY ASSURANCE FRAMEWORK

Accreditation and quality assurance mechanisms ensure that all programmes consolidated under ONCE-Knowledge System meet defined standards of relevance, integrity and effectiveness.

Accreditation of Providers, Programmes and Faculty

Training providers, programmes and faculty are accredited based on defined criteria relating to competence, content quality, delivery capacity and ethical standards. Accreditation reinforces consistency and protects the credibility of ONCE- Knowledge System programmes.

Assessment Integrity and Standards

Assessment processes are standardised to ensure fairness, transparency and credibility. Assessment outcomes are aligned with competency frameworks and support evidence-based decisions on progression and readiness.

Quality Monitoring and Continuous Improvement

Quality assurance is supported through regular reviews, participant feedback and performance data analysis. Findings inform continuous refinement of standards, curricula and delivery practices across the ONCE-Knowledge System.

SUSTAINABILITY AND INSTITUTIONALISATION

The sustainability of the ONCE-Knowledge System is anchored in strong institutional ownership, policy integration, digital enablement and continuous oversight. ONCE-Knowledge System is designed to endure beyond individual tenures and to evolve in response to the changing needs of the Federal Civil Service.

ONBOARDING AND CAPABILITY DEVELOPMENT

This brochure document sets out the Programme Architecture for the Onboarding) and Capability Development components of the ONCE-Knowledge System. It translates the Foundational Policy Framework into structured programme groupings that guide learning, professional development and early leadership formation across the Federal Civil Service. The programmes described herein apply service-wide and provide standardised pathways while allowing for contextual adaptation by Ministries, Departments and Agencies.

ONBOARDING PROGRAMMES

This component of the ONCE-Knowledge System focuses on structured onboarding and socialisation of officers into the Federal Civil Service and into new roles. It recognises that effective onboarding goes beyond administrative induction and must intentionally address values, ethics, organisational culture, task clarity and performance expectations. Onboarding programmes are therefore designed to support officers at critical transition points in their career.

Onboarding for New Entrants

This programme is designed for officers newly recruited into the Federal Civil Service. It provides a structured introduction to the mandate of the Service, the Public Service Rules, ethical standards, digital tools, organisational structures and the role of the civil servant in national development. The programme ensures that new entrants are properly socialised into the values, norms and expectations of public service and are equipped to function effectively in their assigned roles.

Induction for Newly Promoted Directors

This induction programme supports officers newly promoted to the Directorate cadre. It focuses on the transition from operational to strategic leadership and addresses governance responsibilities, people management, performance leadership, accountability, decision-making and inter-ministerial coordination. The programme prepares Directors to provide effective leadership and to serve as custodians of public service values.

Induction Training for Newly Employed Staff

The Induction Programme for Newly Employed Officers is designed to provide a solid foundation for entrants into the Federal Civil Service. It equips them with the knowledge, values, and digital skills required to perform effectively within the framework of Federal Civil Service reforms. This training ensures that new Officers understand the structure, ethics, and expectations of the Service,

while aligning their mindset with the ongoing transformation agenda anchored on ONCE KNOWLEDGE SYSTEM, Performance Management, Innovation, Digitalisation, and Staff Welfare.

Role of Line Directors and Supervisors in Onboarding

Line Directors and Supervisors play a critical role in the onboarding process. Under the ONCE-Knowledge System, they are responsible for workplace socialisation, mentoring and early performance support. This includes clarifying task expectations, reinforcing ethical standards, modelling appropriate behaviour and ensuring that new entrants and transitioning officers are effectively integrated into teams and organisational culture.

CAPABILITY DEVELOPMENT PROGRAMMES

The Capability Development component of the ONCE-Knowledge System provides structured, continuous and competency-based learning opportunities across the career lifecycle of civil servants. It is designed to strengthen technical, behavioural, managerial and digital competencies required for effective performance, career progression and leadership readiness.

Structured Mandatory Assessment-Based Training Programme (SMAT-P)

SMAT-P is a compulsory capability development programme delivered at defined career transition points. It consolidates core knowledge, reinforces public service values and assesses readiness for progression to higher responsibilities. The programme supports standardisation of competence and ethical grounding across the Service.

Leadership Enhancement and Development Programme (LEAD-P)

LEAD-P is a leadership pipeline programme designed to identify and develop high-performing officers with leadership potential. It provides targeted exposure, mentoring and leadership development experiences that prepare participants for future senior and executive roles within the Federal Civil Service.

Cadre-Specific and Professional Training

These programmes address the specialised competency needs of officers in professional and technical cadres. Delivered in collaboration with MDAs, professional bodies and accredited institutions, they ensure continuous professional development, compliance with statutory requirements and alignment with global standards.

Digital Capability and Future Skills Programmes

These programmes strengthen digital literacy, data skills and technology-enabled work practices across the Service. They support the transition to a modern, digitally enabled public service and equip officers with skills required for innovation, efficiency and effective service delivery.

Formal Education and Advanced Qualifications (Study Leave)

The ONCE-Knowledge System recognises formal education pursued under approved study leave as part of broader capability development. Graduate and postgraduate programmes undertaken in line with the Public Service Rules contribute to strengthening the talent pipeline, professional depth and long-term leadership capacity of the Service.

INTEGRATION WITH PERFORMANCE AND CAREER MANAGEMENT

All Onboarding and Capability Building programmes under the ONCE-Knowledge System are aligned with performance management, career progression and workforce planning processes. Participation, completion and competency gains inform performance discussions and support evidence-based talent management across the Federal Civil Service

OUTLINE OF ALL PROGRAMMES UNDER ONCE-KNOWLEDGE SYSTEM CURRICULUM PATHWAY

A. ONBOARDING PROGRAMME

1. Induction of New Employees
2. Induction of Directors
3. Induction of Newly Deployed Staff to MDAs
4. Induction of Permanent Secretaries

B. CAPABILITY DEVELOPMENT

1. SMAT-P
2. LEAD-P
3. Cadre Specific Training
4. Grade Level Specific Training
5. E-learning
6. ASCON Curriculum – DG ASCON
7. PSIN Curriculum – Administrative, PSIN
8. FTCs Curriculum Digital Literacy (NITDA)

9. AI Training

10. Productivity Training – MB AOR

C. EXECUTIVE LEADERSHIP DEVELOPMENT

1. Executive Masterclass for Ministers
2. Executive Masterclass for Permanent Secretaries
3. Executive Masterclass for CEOs of FG Agencies & Parastatals.

D. EXIT MANAGEMENT

1. Agri-preneurship Programme
2. Entrepreneurship Programme

E. KNOWLEDGE MANAGEMENT

ONCE-KNOWLEDGE SYSTEM TRAINING MODULES ONBOARDING PROGRAMMES:

A. ONBOARDING

INDUCTION TRAINING FOR MINISTERS

The Induction Programme for Honourable Ministers is designed to equip newly appointed Ministers with the knowledge, tools, and strategic insights needed to deliver effectively on the Administration's priorities. It provides a comprehensive understanding of governance processes, fiscal responsibility, and inter-ministerial coordination within the framework of reforms in the Federal Civil Service.

Aims

Strengthen the capacity of Honourable Ministers to provide visionary leadership, policy direction, and effective oversight of their Ministries in alignment with national priorities and the reform agenda of the Federal Government.

Expected Outcomes

1. Ministers demonstrate improved understanding of the Governance Architecture and Administrative Systems of the Federal Government.
2. Enhanced collaboration and alignment between Political Leadership and the Civil Service for effective Policy Delivery.
3. Strengthened Capacity for Evidence-Based Decision-Making, Fiscal Discipline, and Accountable Leadership.
4. Increased commitment to Ethical Governance, Transparency, and Citizen-Centered Service Delivery.
5. Improved performance tracking and reporting through integration with the Performance Management and Results Framework of the Civil Service.

Objectives

1. Familiarize Ministers with the structure, functions, and governance framework of the Federal Civil Service.
2. Provide insight into the Federal Civil Service Strategy and Implementation Plan (FCSSIP) and its implications for Ministerial Performance and Accountability.
3. Enhance understanding of Fiscal Discipline, Budgeting Processes, and Financial Management Practices within government operations.
4. Strengthen inter-ministerial Collaboration, Coordination, and Communication for integrated Policy Implementation.
5. Deepen awareness of Ethics, Transparency, and Good Governance Principles in Public Office.

MODULES

- Overview of Government Architecture and the Role of Ministers
- Policy Design, Implementation, and Monitoring
- Fiscal Responsibility and Financial Discipline
- Working with Permanent Secretaries and MDAs
- Federal Civil Service Reforms and Service Delivery Expectations
- Ethics, Accountability, and National Values
- Digital Governance and Innovation in the Public Sector
- Leadership and Stakeholder Engagement

Duration: 3 Days (LP): 150LP

INDUCTION TRAINING FOR PERMANENT SECRETARIES (PS)

This Induction Training provides a foundation for Permanent Secretaries, focusing on practical governance, financial discipline, and innovation. It ensures alignment with Federal Civil Service Reforms and prepares Executives for Advanced Leadership Responsibilities

AIMS

Equip Permanent Secretaries with the strategic, managerial, and leadership competencies required to effectively coordinate Ministerial Activities, implement Government Policies, and drive Institutional Reforms across the Federal Civil Service.

OBJECTIVES

1. Deepen understanding of the Governance, Policy, and Accountability Frameworks guiding Ministerial Administration.
2. Strengthen capacity for results-oriented leadership, fiscal discipline, and resource management.
3. Promote innovation, digital transformation, and data-driven decision-making within Ministries.
4. Enhance coordination and collaboration between political leaders and the Civil Service.
5. Reinforce the principles of Ethics, Transparency, And Integrity in Leadership.

EXPECTED OUTCOMES

1. Permanent Secretaries demonstrate enhanced strategic leadership and governance capacity.
2. Improved alignment of ministerial operations with national reform priorities and performance targets.
3. Strengthened Institutional Accountability and Financial Prudence.
4. Increased innovation and efficiency in Public Service Delivery.
5. A shared understanding of Ethical Leadership and Performance-Driven Management.

MODULES

- Public Service Orientation and Ethics
- Policy Formulation and Implementation
- Leadership and Change Management
- Public Financial Management
- Human Resource Management in the Civil Service
- Strategic Communication and Media Relations
- Digital Governance and Innovation
- National Security, Protocol, and International Relations
- Networking and Collaboration

Duration: 3 Days (LP: 100)

INDUCTION TRAINING FOR NEWLY EMPLOYED STAFF

The Induction Programme for Newly Employed Officers is designed to provide a solid foundation for entrants into the Federal Civil Service. It equips them with the knowledge, values, and digital skills required to perform effectively within the framework of Federal Civil Service reforms. This training ensures that new Officers understand the structure, ethics, and expectations of the Service, while aligning their mindset with the ongoing transformation agenda anchored on ONCE KNOWLEDGE SYSTEM, Performance Management, Innovation, Digitalisation, and Staff Welfare.

AIMS

Instill in newly recruited civil servants the foundational knowledge, behavioural values, and digital competencies necessary for effective integration, ethical conduct, and productive performance within the Federal Civil Service.

OBJECTIVES

1. Introduce officers to the vision, mission, and core values of the Federal Civil Service.
2. Provide an understanding of government structure, operations, and the role of the Civil Service in national development.
3. Promote awareness of Federal Civil Service Reforms and how they relate to Service Delivery and Staff Performance.
4. Inculcate the principles of Ethics, Integrity, and Accountability as the foundation of Public Service behaviour.
5. Introduce officers to the Performance Management System (PMS) and the expectations tied to Individual and Institutional Performance.

EXPECTED OUTCOMES

1. Newly employed officers demonstrate a clear understanding of the Federal Civil Service structure, processes, and reform agenda.
2. Officers display improved ethical orientation, discipline, and professionalism in their conduct.
3. Increased awareness and application of digital tools and e-governance systems.
4. Stronger alignment between individual performance and organizational objectives.
5. Enhanced capacity for communication, collaboration, and innovation at the entry level.

MODULES

- Public Service Orientation
- Ethics & Core Values
- Reforms (Current) Digital
- Literacy & e-Governance

Duration: 3 days (LP: 50)

INDUCTION TRAINING FOR NEWLY PROMOTED DIRECTORS

The Executive Development Programme for Newly Promoted Directors is designed to help them transition smoothly into their new responsibilities. It reinforces leadership capacity, accountability, and innovation while deepening understanding Federal Civil Service Reforms.

AIMS

Enhance the capacity of newly promoted directors to deliver effectively in their elevated roles, strengthen institutional leadership, and drive performance excellence in alignment with the reform priorities of the Federal Civil Service.

OBJECTIVES

1. Equip them with the leadership and managerial skills require for higher responsibilities.
2. Strengthen strategic communication, problem-solving, and team coordination capabilities.
3. Reinforce accountability, fiscal discipline, and ethical governance practices.
4. Enhance competence in the use of digital transformation tools for improved service delivery.
5. Promote innovation, creativity, and adaptability as drivers of reform implementation.

EXPECTED OUTCOMES

1. Newly promoted directors effectively assume their new roles with confidence and clarity of purpose.
2. Improved leadership and supervisory skills leading to better team coordination and staff motivation.
3. Greater accountability and responsible use of delegated authority in line with Public Service ethics.
4. Enhanced capacity to manage resources, budgets, and people efficiently.
5. Strengthened ability to apply digital tools and data-driven approaches in decision-making and service delivery.

MODULES

- Leadership & Team Management
- Strategic Communication
- Digital Transformation Tools
- Financial Discipline & Accountability
- Performance Management & Results Delivery
- Innovation in Public Service

Duration: 3 days (LP): 70

B. CAPABILITY DEVELOPMENT

SMAT-P (STRUCTURED MANDATORY ASSESSMENT-BASED TRAINING PROGRAMME)

The SMAT-P Programme provides structured, competency-based training to strengthen Officers' technical, managerial, and leadership capacity across all levels.

AIMS

1. Establish a Comprehensive Capacity-Building Framework for Federal Civil Servants through Structured and Mandatory Training.
2. Promote continuous learning and professional development across all cadres within the service.
3. Ensure standardized competency and assessment-based progression for civil servants.

OBJECTIVES

1. Enhance the knowledge, skills, and attitudes of public officers towards improved service delivery.
2. Prepare officers for promotion and higher responsibilities through merit-based assessment.
3. Institutionalize a culture of professionalism, ethics, and accountability within the civil service.
4. Support the implementation of the Leadership Enhancement and Development Programme (LEAD-P) by building a solid foundation for leadership development.

EXPECTED OUTCOMES

1. Improved Competence and Productivity among officers on Grade Levels 7–17.
2. Establishment of a Performance-Driven and Ethical Civil Service.
3. Enhanced Career Progression based on verified assessment and learning outcomes.
4. Promotion of a Merit-Based Public Service Culture aligned with the core values of Efficiency, Transparency, and Accountability.

MODULES

GL 15 – 17 (Advanced Level)

- Induction/Climate setting
- Governance and Public Policy
- Strategic Human Resource Management (SHRM)
- Strategic Leadership & Management
- Effective Service Delivery
- Public Financial Management
- Performance Management System
- Programme/Project Management
- Strategic Communication
- ICT for Managerial Efficiency and Effectiveness
- Planning for Retirement and Healthy Living (LP: 200)

GL 12-14 (Intermediate Level)

- Induction/Climate setting
- Public Service Reforms and Good Governance
- Policy Management
- Leadership and Management
- Performance Management
- Public Financial Management
- Service Delivery and Innovation
- Security and Information Management
- Effective Communication and Interpersonal Skills
- Registry Management
- Information and Communication Technology (LP: 150)

GL 07-10 (Basic Level)

- Induction and Climate Setting
- Effective Service Delivery and Innovation
- Good Governance & Public Service
- ICT Applications to Work Processes
- Leadership and Management
- Official Communication
- Performance Management System
- Planning for Retirement and Healthy Living
- Public Sector Planning & Strategy
- Registry Management
- Security Management
- Public Financial Management

Duration: 2 Weeks (LP: 100)

LEAD-P (LEADERSHIP ENHANCEMENT AND DEVELOPMENT PROGRAMME)

LEAD-P (Leadership Enhancement and Development Programme) is an advanced leadership training initiative of the Office of the Head of the Civil Service of the Federation (OHCSF) designed for senior officers in the Nigerian Public Service, particularly those on Grade Levels 10–14.

It is a structured Leadership Development Programme that builds on the foundations of the SMAT-P (Structured Mandatory Assessment-Based Training Programme) to prepare officers for top executive roles. LEAD-P integrates strategic leadership principles, governance, innovation, and sectoral expertise with modern management practices.

AIMS

Enhance leadership capacity and effectiveness across all cadres of the Federal Civil Service by equipping officers with the competencies, attitudes, and strategic thinking skills necessary to drive the Federal Government's reform agenda and deliver efficient Public Service outcomes.

OBJECTIVES

1. Prepare officers for higher responsibilities by developing leadership and managerial competencies.
2. Strengthen ethical values and performance culture within the Civil Service.
3. Foster innovation and accountability in decision-making and public sector management.
4. Align officers' capabilities with the goals of Federal Civil Service Reforms.
5. Institutionalize leadership succession planning within the service.

EXPECTED OUTCOMES

1. Demonstrate enhanced strategic and analytical thinking in management and policy implementation.
2. Exhibit strong ethical leadership, integrity, and accountability in public office.
3. Drive organizational transformation and service delivery improvement within their MDAs.
4. Contribute to a competent, citizen-centered, and results-oriented Federal Civil Service.

MODULES FOR THE PROGRAMME GL 10 – 14

1st Contact – Week 1: Generic Modules

- The Nigerian Public Service Environment
- Public Financial Management
- Strategic Human Resource Management
- Performance Management System
- Strategic Leadership and Management in the Public Service
- Conflict Management
- Presentation/Speech Writing Skills
- Emotional Intelligence
- Special Lecture on Federal Civil Service Reforms

1st Contact – Week 2: Sectoral Modules

- Strategic Management for Public Service
- Public Financial Management (Budget & Procurement)
- Economic Planning, Policy & Regulation (including National Development and Institution Building)
- Digital Skills
- Strategy and Governance
- Partnerships and Performance
- Public Communication
- Service Delivery

2nd Contact – Week 1: Generic Modules

- Project Management (with Monitoring & Evaluation)
- Workforce Planning and Budgeting
- Stakeholder Engagement and Communication Strategies
- Negotiation and Influencing Skills
- Self-Development (including Critical Thinking)
- Memo Writing, Minutes & Minuting (PSIN)
- Institution/Team Building
- Records Management (with Cloud Computing)

2nd Contact – Week 2: Sectoral Modules

- Integrated Planning, Design Thinking & Principles
- Engineering Project Development & Management
- E-Governance (with Artificial Intelligence)
- Data Analysis
- Social Research & Innovation
- Community Development
- Operations, Service Delivery & Compliance

3rd Contact – Week 1: Generic Modules

- Peer Review and Seminar (Practical Session on Writing & Presentation Skills)
- Coaching and Mentoring
- Effective Strategies for Performance Improvement in the Federal Civil Service

3rd Contact – Week 2: Sectoral Modules

- National Security Strategy
- Threats to National Security
- Defence and Security
- Military-Civilian Relations in National Security
- Contemporary Issues on National Security
- Personal Security Consciousness
- Digital Skills II

4th Contact

- New Public Management and Public Value Approaches
- Work Processes and Procedures in the Private Sector
- Target-Driven, Result-Oriented & Customer-Centric Services
- Concept of Leadership in Modern Organizations
- New Thinking on Public Service

Duration: 7 Weeks (Classroom presence in PSIN) (LP: 150)

PRE-PROMOTION TRAINING PROGRAMME (GL 14 OFFICERS)

This Pre-Promotion Programme is designed to prepare Grade Level 14 Officers for higher responsibilities by equipping them with strategic management, communication, and leadership skills needed at the Directorate level.

The programme emphasizes strategic thinking, people management, accountability, and innovation, ensuring that Officers are equipped to support Federal Civil Service reform objectives.

AIMS

Develop capable and forward-thinking senior officers who are prepared to assume directorate-level positions, demonstrating excellence in leadership, policy formulation, and performance-driven management.

OBJECTIVES

1. Strengthen understanding of governance structures, public policy formulation, and implementation processes.
2. Build strategic leadership and managerial capacity for effective decision-making at higher levels.
3. Reinforce competence in financial management, resource optimization, and accountability.
4. Enhance performance management skills for driving results and organizational excellence.
5. Promote innovation, digital literacy, and data-driven decision-making in work processes.

EXPECTED OUTCOMES

1. GL 14 Officers exhibit improved strategic leadership and managerial acumen for directorate-level responsibilities.
2. Strengthened capacity for formulating and implementing policies aligned with national development priorities.
3. Enhanced performance management and results delivery culture across departments.
4. Increased adherence to financial discipline, procurement best practices, and Civil Service Ethics.
5. Officers demonstrate readiness to lead innovation, digitalisation, and process improvement initiatives.

MODULES

- Induction/ Climate Setting
- Governance and Public Policy
- Strategic Human Resource Management (SHRM)
- Strategic Leadership & Management
- Effective Service Delivery
- Public Financial Management
- Performance Management System
- Programme/ Project Management
- Strategic Communication
- ICT Applications in Work Processes
- Planning for Retirement & Healthy Living
- Public Procurement Rules and Practices
- Strategic Public Sector Planning
- Rules and Regulations in the Federal Civil Service

Duration: 3 weeks (LP: 120)

CADRE-SPECIFIC TRAINING

The Cadre-Specific Training Programme focuses on the unique functional and technical competencies required within each professional cadre. It ensures that Officers acquire the specialised knowledge and skills necessary to perform effectively within their occupational groups while promoting uniform service standards across MDAs.

AIMS

Enhance cadre-specific capabilities that promote effective service delivery, innovation, and alignment with institutional mandates.

OBJECTIVES

1. Deepen functional and technical expertise relevant to each cadre.
2. Foster professional excellence and ethical standards in service delivery.
3. Strengthen collaboration, teamwork, and cross-departmental efficiency.
4. Reinforce linkages between individual competencies and organizational goals.

EXPECTED OUTCOMES

1. Improved Technical Competence and Job-Specific Performance.
2. Enhanced Operational Efficiency and Accountability.
3. Officers demonstrate increased confidence in executing Cadre-Related functions.
4. Stronger alignment of Cadre Competencies with Institutional Mandates and Federal Civil Service Reform objectives.

MODULES

- Administrative and Human Resource Management Cadre
- Finance and Accounts Cadre
- Planning, Research and Statistics Cadre
- Procurement Cadre
- Information and Communication Technology (ICT) Cadre
- Legal Cadre
- Engineering and Technical Services Cadre
- Information, Press and Public Relations Cadre etc.

(LP: 200)

GRADE LEVEL-SPECIFIC TRAINING

The Grade Level-Specific Training Programme is designed to address the progressive developmental needs of Officers at different stages of their career within the Civil Service. It ensures that learning interventions are aligned with the responsibilities, leadership expectations, and performance demands associated with each Grade Level, thereby promoting structured career growth, improved service delivery, and readiness for higher responsibilities across MDAs.

AIMS

Enhance competencies and leadership capabilities at each Grade Level to promote performance excellence, accountability, and career progression within the Civil Service.

OBJECTIVES

1. Strengthen role-based competencies aligned with responsibilities at each Grade Level.
2. Prepare Officers for increased leadership, supervisory, and strategic functions as they advance.
3. Promote continuous professional development and career progression planning.
4. Align individual performance expectations with institutional mandates and reform priorities.

EXPECTED OUTCOMES

1. Improved role clarity and performance effectiveness at all Grade Levels.
2. Enhanced leadership readiness and succession planning within MDAs.
3. Increased productivity, accountability, and professionalism across the Service.
4. Structured career progression supported by targeted competency development.

MODULES

- Grade Level 07–10: Foundational Public Service Orientation and Core Skills
- Grade Level 12–14: Strategic Thinking and Middle Management Leadership
- Grade Level 15–17: Executive Leadership, Policy Formulation, and Governance

(LP: 200)

PROFESSIONALISATION FOR SPECIFIC DISCIPLINES

Role-specific OHCSF-approved professional courses attended will earn training points after the provision of evidence of completion.

The Professionalisation Programme is designed to deepen expertise within defined professional streams such as HR, Administration, Finance, Procurement, ICT, Legal, and Engineering. It aligns Civil Service roles with professional certifications, licensing, and competency frameworks to enhance credibility, efficiency, and accountability in the Public Service.

Through structured partnerships with professional bodies, regulatory councils, and accredited training institutions, this module provides tailored learning pathways, continuous professional development programmes, and mandatory certification requirements for core disciplines in the Service.

AIMS

Institutionalise professionalism and standardise competence within critical disciplines in the Civil Service.

OBJECTIVES

1. Build specialised professional capacity aligned with Global and National Standards.
2. Encourage accreditation and certification across various occupational streams.
3. Promote Continuous Learning, Discipline-Specific Research, and Ethical Practice.
4. Strengthen linkages between Professional Competence and Institutional Performance.

EXPECTED OUTCOMES

1. A professionalised and globally competitive Public Service workforce.
2. Increased number of certified officers across disciplines.
3. Enhanced Credibility, Accountability, and Expertise in Technical Roles.
4. Stronger integration of professional bodies with Public Service-learning pathways.

MODULES

These include but are not limited to:

- Human Resource Management and Administration
- Procurement and Project Management
- Finance and Accounts
- Planning, Research and Statistics
- Information and Communication Technology (ICT)
- Legal Services
- Engineering and Technical Services
- Medical and Health Services
- Communication and Public Affairs
- Internal Audit and Risk Management, etc.

(LP: 250)

COLLABORATIVE TRAININGS IN CONJUNCTION WITH MANPOWER DEVELOPMENT INSTITUTIONS (MDIs)

ASCON TRAINING CURRICULUM

ASCON has evolved to meet the dynamic needs of governance and the Civil Service by developing a Training Curriculum that cuts across Personal Effectiveness, Administrative, Leadership, and Management Competencies.

AIMS

1. Build a competent, disciplined, and performance-driven workforce.
2. Provide structured learning pathways.
3. Promote continuous learning, leadership development, and ethical orientation.
4. Enhance the institutional capacity of MDAs.
5. Serve as a centre of excellence.

OBJECTIVES

1. The specific objectives of the ASCON Training Curriculum are to:
2. Equip public officers with Administrative, Leadership, and Managerial Competencies.
3. Strengthen Decision-Making, Problem-Solving, and Analytical Skills.
4. Foster a culture of Accountability, Transparency, and Ethical Behaviour.
5. Improve officers' capacity for Strategic Planning, Performance Management, and Results-Based Administration.
6. Support succession planning and leadership continuity in the Public Service.

EXPECTED OUTCOMES

1. A High-Performing and Professionalised Civil Service capable of delivering efficient And Citizen- Centred Services.
2. Enhanced Competencies and Productivity among public officers, measured through the Performance Management System (PMS).
3. Strengthened Institutional Governance and Service Delivery Mechanisms across MDAs.
4. Improved Ethical Standards, Accountability, and Transparency in Public Administration.
5. Increased adoption of Innovative Practices and Digital Solutions.

MODULES

- Leadership and Governance in the Public Sector
- Management and Planning
- Public Sector Financial Management
- Federal Civil Service Reforms
- Artificial Intelligence and Governance
- Effective Communication and Stakeholder Management
- Change Management and Innovation
- Performance Management Systems
- Entrepreneurial Leadership in the Public Sector

Duration: 14 days (LP: 150)

NOTE: See the ASCON Brochure for more details about the ASCON Executive Trainings

PUBLIC SERVICE INSTITUTE OF NIGERIA (PSIN) TRAINING CURRICULUM

PSIN as a Management Development Institute (MDI), is mandated to provide Training, Re-Training, and Reorientation for Public Servants across all levels of government.

PSIN drives Capacity Building and Human Resource Development in the Federal Civil Service, as such plays a pivotal role in strengthening the Competencies, Professionalism, And Ethical Standards of Public Servants.

The curriculum emphasizes Competency-Based Training, Leadership Development, Digital Literacy, and Performance Management to produce an Efficient, Productive, Incorruptible, and Citizen-Centred (EPIC) Civil Service.

AIMS

1. Institutionalize a Continuous Learning and Professional Development Culture in the Public Service.
2. Strengthen Managerial, Administrative, and Leadership Capabilities.
3. Promote Ethical Reorientation, Innovation, And Accountability across all cadres of the Civil Service.
4. Align human capacity development with the Performance Management System (PMS) for measurable performance outcomes.
5. Position PSIN as a Centre of Excellence for Public Sector Training, Research, And Consultancy in Nigeria and across Africa.

OBJECTIVES

1. Equip officers with Core Public Service Values, Competencies, and Digital Skills
2. Develop Strategic Leadership and Management Skills to enhance institutional efficiency and responsiveness.
3. Strengthen officers' understanding of Public Policy Processes, Programme Implementation, and Evaluation.
4. Promote Innovation and Change Management through exposure to Contemporary Management Techniques and Emerging Technologies.
5. Build officers' capacity for Evidence-Based Decision-Making, Accountability, and Performance Tracking.

EXPECTED OUTCOMES

1. A competent, motivated, and high-performing Federal Civil Service
2. Strengthened leadership pipeline and succession management.
3. Improved knowledge and application of modern management tools.
4. Enhanced service delivery, innovation, and citizen satisfaction in government operations.
5. Greater alignment between training outcomes and performance indicators under PMS.

MODULES

PSIN courses support both admin personnel effectiveness and management to institutionalize Human Resource efficiency in the Public Service.

Human Resource and Leadership Development courses

- Understanding Rules, Regulations, Processes and Procedures in the Public Service
- Human Resource (HR) Planning and Management
- Strategic Leadership Course
- Managing Change for Effective Results
- Leadership, Change and Organizational Effectiveness
- Performance Management and Evaluation
- Managing the Learning and Development Functions
- Managing Teams for Effective Results

NOTE: See the PSIN Brochure for more details about the PSIN Trainings

OTHER LEARNING PROGRAMMES IN COLLABORATION WITH STAKEHOLDERS

DIGITAL LITERACY PROGRAMME

The Digital Literacy Programme aims to build digital competency across the Civil Service by training Officers in the effective use of ICT tools, e-government applications, and online collaboration platforms. It promotes digital inclusion, operational efficiency, and readiness for technology-driven governance.

AIMS

Enhance digital competence and drive digital transformation within the Federal Civil Service.

OBJECTIVES

1. Strengthen officers' ability to use digital tools for efficiency and collaboration.
2. Promote e-Governance and paperless administrative processes.
3. Bridge digital skill gaps across all grade levels.
4. Foster innovation and adaptability in a digital Public Service.

EXPECTED OUTCOMES

1. Improved digital competence and ICT adoption across MDAs.
2. Increased efficiency through digital work processes.
3. Enhanced data-driven decision-making and online collaboration.
4. Civil servants empowered to engage effectively in e-Government systems.

MODULES

- Devices & Software Operation
- Information & Data Literacy
- Communication & Collaboration
- Digital Content Creation
- Safety
- Problem-Solving

(LP: 100)

DATA SECURITY AND DATA PROTECTION PROGRAMME

The Data Security and Protection Programme equips Officers with knowledge of data governance, privacy, and cybersecurity best practices. It enhances compliance with national and international data protection standards, ensuring the secure management of government and citizens' information in the digital era.

AIMS

Institutionalise data protection culture and strengthen digital security awareness in the Federal Civil Service.

OBJECTIVES

1. Build awareness of data privacy principles and compliance requirements.
2. Equip officers with the skills to identify and mitigate data security risks.
3. Promote ethical handling, storage, and transfer of government information.
4. Ensure compliance with the Nigeria Data Protection Act (NDPA) and global data governance standards.

EXPECTED OUTCOMES

1. Strengthened data security culture within Ministries, Departments, and Agencies.
2. Increased compliance with NDPA and other regulatory frameworks.
3. Reduction in data breaches and cyber risks across public institutions.
4. Officers demonstrate proficiency in secure data management practices.

MODULES

- Introduction to Data Protection and the Regulatory Framework
- Data Processing Principles and Legal Bases
- Technical Safeguards and Security Measures
- Organisational Measures and Compliance Management
- Incident Response and Breach Management
- Data Protection by Design and Default / Data Lifecycle Management
- Monitoring, Auditing and Continuous Improvement
- Data Governance and Third-Party/Processor Management
- Awareness Creation and Culture of Data Protection (LP: 100)

ONLINE ACADEMY PROGRAMME

The Online Academy Programme is designed to provide all Civil Servants with continuous access to structured learning opportunities that support professional growth. It provides a Unified Platform for all training and reinforcement of learning for all Public Service Officers. The Online Academy is underpinned by an Accrued point system to be earned by Staff of all grade levels.

AIMS

Establish a unified, accessible, and technology-driven learning platform that empowers Federal Civil Servants to pursue continuous professional development and learning reinforcement.

OBJECTIVES

1. Provide a centralised online platform for all Public Service learning and training initiatives.
2. Promote self-directed learning and continuous professional growth across all grade levels.
3. Reinforce knowledge gained from face-to-face and blended programmes through online
4. modules.
5. Support the accrued points system linking learning to performance, recognition, and progression.
6. Enhance accessibility, flexibility, and inclusivity in Federal Civil Service learning delivery.

EXPECTED OUTCOMES

1. All Federal Civil Servants have equitable access to continuous learning opportunities.
2. Strengthened knowledge retention and application through online learning reinforcement.
3. Improved digital literacy and familiarity with modern e-learning tools.
4. Enhanced performance outcomes through consistent learning engagement.
5. Institutionalisation of an evidence-based learning and reward culture.

MODULES

- ASCON Executive Training
- SMAT - P
- LEAD - P
- Executive Masterclasses
- Data Security Programme
- Pre-Promotion Training
- Exit Management Programme
- Other Commissioned Programmes

C. EXECUTIVE MASTERCLASSES

EXECUTIVE LEADERSHIP DEVELOPMENT EXECUTIVE MASTERCLASS FOR MINISTERS

The Executive Masterclass for Cabinet Ministers is a specialized training programme designed to equip newly appointed Nigerian Government Ministers and Senior Officials with essential knowledge in Governance, Ethical Leadership, and Public Service Administration. The programme aims to foster Accountability, Transparency, and Competence in Ministerial Roles, ensuring effective Governance and National Development.

AIMS

Strengthen Ministerial Leadership Capacity for Effective Policy Delivery, Governance Coordination, And Public Sector Transformation.

OBJECTIVES

1. Strengthen Governance Structures through transparency and accountability.
2. Equip ministers with knowledge of Public Financial Management and Legal Compliance.
3. Foster Ethical Leadership and Strategic Decision-Making.
4. Provide Practical Training on public service regulations and reforms.

EXPECTED OUTCOMES

1. Improve Leadership and Governance Skills.
2. Strengthen financial oversight and Risk Management.
3. Enhance Policy Formulation and Implementation Strategies.
4. Leverage Digital Solutions for Governance Efficiency.
5. Promote Ethical Leadership and National Values.

MODULES FOR THE PROGRAMME

- Understanding Governance and Ministerial Roles
- Ministerial Responsibilities & Relationship Management with Stakeholders
- Governance Structures: Public vs. Private Sector Leadership
- Key Public Service Reforms, Ministerial Roles and Responsibilities
- Financial Management & Transparency
- Auditing, Transparency & Anti-Corruption Measures
- Financial Regulations and Budgeting Cycles
- Public Procurement & Value-for-Money Strategies
- Nigerian Public Service Rules: Policies & Procedures
- Leveraging Technology for Efficient Public Service Delivery
- Cybersecurity & Digital Risk Management

Duration: 3 days (LP: 230)

EXECUTIVE MASTERCLASS FOR PERMANENT SECRETARIES

The Executive Masterclass for Permanent Secretaries is a structured training programme designed to enhance the Governance, Leadership, and Administrative competencies of Permanent Secretaries in Nigeria. This initiative aligns with international best practices while integrating the National Values Charter to promote integrity, transparency, and excellence in Public Service.

AIMS

Enhance the leadership, governance, and strategic management capacities of Permanent Secretaries in driving institutional performance and accountability.

OBJECTIVES

1. Strengthen leadership and governance capabilities.
2. Enhance financial management, risk analysis, and accountability mechanisms.
3. Leverage digital tools for governance and service delivery.
4. Foster stakeholder engagement and international collaboration.
5. Ensure compliance with legal and regulatory frameworks.

EXPECTED OUTCOMES

1. Strengthen leadership capabilities for ethical governance.
2. Improve financial oversight and risk management strategies.
3. Enhance policy formulation, planning, and implementation skills.
4. Leverage digital governance for efficient public service delivery.
5. Foster public engagement and uphold the principles of the National Values Charter.

MODULES FOR THE PROGRAMME

- Legal & Regulatory Compliance in Public Service
- Adaptive Leadership, Strategic Policy Formulation & Implementation
- Relationship Management & Stakeholder Engagement
- Stakeholder Engagement & Intergovernmental Collaboration
- Public Sector Risk Management & Crisis Response
- Crisis Management & Decision-Making Under Uncertainty
- Fundamentals of Public Sector Financial Management
- Financial Management & Transparency
- Procurement Strategies & Legal Compliance
- Public Service Delivery in A Resource-Constrained Environment

Duration: 3 days (LP: 200)

EXECUTIVE MASTERCLASS FOR CEOS AND DGS

The Executive Masterclass for Chief Executive Officers (CEOs) and Directors-General (DGs) is a structured training programme designed to enhance leadership, governance, and operational efficiency in Nigeria's public sector. This initiative aims to equip public sector executives with the necessary skills to drive national development while maintaining transparency, accountability, and ethical governance.

AIMS

Strengthen executive leadership, governance accountability, and performance-driven culture among CEOs and DGs.

OBJECTIVES

1. Provide a comprehensive understanding of the Nigerian public service structure, rules, and
2. governance frameworks.
3. Enhance the financial acumen of CEOs and DGs in budgeting, risk management, and fiscal responsibility.
4. Equip CEOs and DGs with strategies for managing relationships with supervisory ministries, governing councils, regulatory bodies, and employees.
5. Build leadership and decision-making capabilities aligned with public sector best practices.
6. Address procurement processes, ethics, and compliance with government financial regulations.

EXPECTED OUTCOMES

1. CEOs and DGs exhibit improved governance, leadership, and managerial effectiveness.
2. Enhanced institutional performance and accountability frameworks.
3. Strengthened capacity for inter-agency coordination and collaboration.
4. Greater alignment with Federal Civil Service Reforms and the National Values Charter.

MODULES FOR THE PROGRAMME

- Public Administration and Service Delivery
- Government Rules and Financial Regulations
- Strategic Leadership and High-Performance Teams
- Strategic Human Resource and Labour Relations
- Strategic Communication and Institutional Collaboration
- Advanced Public Sector Governance and Policy Implementation
- Ethical Leadership and Public Accountability
- Strategic Financial Management and Risk Assessment
- Institutional Transformation and Future Readiness

Duration: 3 days (LP: 210)

EXECUTIVE MASTERCLASS FOR AIDES

The Masterclass for Aides of Top Government Officials is a structured training programme designed to enhance the competencies of government aides in governance, leadership, policy advisory, financial management, and digital transformation.

AIMS

Enhance the competence and professionalism of Aides in supporting political and administrative leaders in the execution of government priorities.

OBJECTIVES

1. Understand and apply Nigerian governance frameworks and policies.
2. Demonstrate strategic leadership and decision-making capabilities.
3. Engage in evidence-based policy advisory and implementation.
4. Apply public financial management principles for budget oversight and fiscal discipline.
5. Integrate ethical leadership and national values into governance practices.
6. Comply with Nigerian Civil Service Rules and Reforms, including professional codes of conduct.

EXPECTED OUTCOME

1. Understand and apply Nigerian governance frameworks and policies.
2. Demonstrate strategic leadership and decision-making capabilities.
3. Engage in evidence-based policy advisory and implementation.
4. Apply public financial management principles for budget oversight and fiscal discipline.
5. Integrate ethical leadership and national values into governance practices.
6. Comply with Nigerian Civil Service Rules and Reforms, including professional codes of conduct.

MODULES FOR THE PROGRAMME

- Public Financial Management and Digital Governance
- Strategic Leadership and Decision-Making
- Governance, Policy, and National Values

Duration: 3 days (LP: 180)

D. EXIT MANAGEMENT PROGRAMME

The Exit Management Programme supports Officers approaching retirement or separation from service by preparing them for post-service life. It focuses on financial planning, wellness, entrepreneurship, and institutional memory transfer, ensuring a dignified transition while preserving knowledge for continuity within the Federal Civil Service. This programme is divided into two schemes:

- **Agripreneurship Programme**
- **Entrepreneurship Programme**

AGRIPRENEURSHIP PROGRAMME

Agripreneurship scheme for serving and retiring officers is tailored towards training of officers on various Agricultural businesses to provide income to enhance their livelihood.

AIMS

Empower serving and retiring officers of the Federal Civil Service with practical knowledge, entrepreneurial skills, and sustainable agricultural competencies that will enable them to generate income, achieve self-reliance, and enhance their livelihood during and after service.

OBJECTIVES

1. Build officers' capacity in modern Agricultural Production, Agribusiness Management, and
2. Value-Chain Development.
3. Promote Entrepreneurship, Financial Literacy, and Business Sustainability.
4. Foster partnerships with agricultural institutions, cooperatives, and financial agencies for
5. access to training, credit, and markets.
6. Support government efforts in Job Creation, Food Security, and Economic Diversification.
7. Prepare officers for a seamless transition into productive post-retirement life.

EXPECTED OUTCOMES

1. Officers acquire practical skills and establish viable agribusiness ventures.
2. Increased agricultural productivity and contribution to national food security.
3. Enhanced financial independence and post-retirement well-being of officers.
4. Creation of employment opportunities through agripreneurial activities.
5. Strengthened institutional collaboration for continuous agribusiness support.
6. Preservation of Institutional Memory protocols.

MODULES

- Entrepreneurship and Emotional Intelligence
- Grass Cutter Farming
- Livestock/Poultry Production and Fish Farming
- Overcoming Retirement Phobia (Life after Service)
- Mushroom Farming
- Introduction to Hands-on Training
- Entrepreneurial Mindset and Marketing
- Sources of Finance for Agricultural Ventures and Insurance – BOA, BOI, NAIC, Union Bank
- Financial literacy, ICT and other soft skills.
- Spice Production and Hydroponics
- Crop Farming
- Animal Husbandry
- Fish Farming

(LP: 100)

ENTREPRENEURSHIP PROGRAMME

The Entrepreneurship Programme is designed to develop the Innovative and Business Management Capacities of serving and retiring officers of the Federal Civil Service. It provides participants with the knowledge, tools, and mindset required to identify opportunities, start and manage viable enterprises, and contribute to national economic growth and self-reliance.

AIMS

Empower serving and retiring officers with entrepreneurial knowledge, creativity, and business management skills that enable them to establish, grow, and sustain income-generating ventures during and after service.

OBJECTIVES

1. Build participants' capacity in entrepreneurship development and innovation management.
2. Promote business creation and diversification through training in opportunity identification, feasibility analysis, and enterprise planning.
3. Enhance financial literacy and access to funding, credit, and investment opportunities
4. Encourage the adoption of digital tools and technology in business operations.
5. Support post-retirement sustainability through self-employment and wealth creation.

EXPECTED OUTCOMES

1. Officers acquire entrepreneurial and managerial competencies for establishing successful
2. enterprises.
3. Increased number of civil servants engaged in productive and innovative business ventures.
4. Improved financial independence and reduced reliance on paid employment or pensions.
5. Enhanced contribution of the Civil Service to national economic diversification and job creation.
6. Strengthened culture of innovation, productivity, and self-reliance within the Service.

MODULES

- Entrepreneurship Essentials/Fundamentals
- Introduction to Entrepreneurship
- Basic Element and Emotional Intelligence
- Overcoming Retirement Phobia
- Pension Matters
- Wellness Education
- Business Planning
- Financial Management
- Operations Management
- Customer Service
- Digital tools and Technology
- Leadership and Personal Development

Micro Business Trainings

- Soap and Cosmetic Production
- Fashion Ventures
- Tailoring Business
- Agro Processing Production and Packaging
- Catering/Food Services
- Online Selling
- Shuttle Services

Scalable Start-Up Businesses

- Event Planning
- Hospitality Services
- ICT/Online Ventures
- Distributorship Businesses
- Digital Marketing
- Logistics Business – Courier or Delivery
- Photography/Videography
- Cooking Gas distribution

Social Entrepreneurship

- Educational/Training Services
- Consulting Services
- Real Estate and Property Management
- Volunteering and Community Services
- Part-Time Lecturing
- Writing Books
- Digital Products (E-books, online courses/tutorials **(LP: 100)**)

MENTORSHIP

1. Mentorship of all Staff under the Mentoring Policy
2. Mentorship of all Staff under the Reward and Recognition Policy
3. Office Hours for Permanent Secretaries – A structured engagement between HCSF and Permanent Secretaries focusing on the sharing of ideas and problem-solving.
4. Office Hours for Directors – A structured engagement between Permanent Secretaries and Directors focusing on the sharing of ideas and problem-solving.
5. Rotational Overseeing of the Permanent Secretary's Office - Rotation of Directors while the Permanent Secretary is absent – Enabling Directors to oversee the Office of the Permanent Secretary in rotation, thereby deepening leadership exposure, decision-making experience, and institutional continuity.

Understudy Programmes:

1. Permanent Secretaries Understudying Permanent Secretaries – Facilitating peer- to-peer learning and succession planning.
2. Directors Understudying Directors – Strengthening leadership continuity and experiential learning within departments.

MONITORING AND EVALUATION (M&E) FRAMEWORK FOR THE ONCE- KNOWLEDGE SYSTEM

This Monitoring and Evaluation (MCE) document outlines the strategy for tracking the progress, measuring the impact, and ensuring the accountability of the ONCE-Knowledge System within the Federal Civil Service.

1. Program Overview and Objectives

ONCE-Knowledge System

The overarching goal of the ONCE-Knowledge System is to transform the Federal Civil Service, building a modern public service founded on competence, digital capability, performance, professionalism, and service excellence. It provides a lifelong learning and knowledge management architecture for every officer.

Core Components (Pillars)

The system is built around four integrated learning pillars, supported by a robust knowledge foundation:

- Onboarding (O)
- Navigation (N)
- Competency (C)
- Enterprise (E)

Expected Outcomes

The success of the ONCE-Knowledge System will be measured against the following expected outcomes:

- A professional, ethical, and service-oriented workforce that delivers improved governance
- and citizen outcomes.
- Continuity, stability, and readiness across strategic positions through a strong and sustainable leadership pipeline.
- Enhanced ethical conduct and public service values (integrity, discipline, accountability).
- Enhanced institutional performance and accountability frameworks, particularly for Chief Executives and Directors-General.
- Increased number of civil servants engaged in productive and innovative business ventures post- service (Exit Management).

Monitoring and Evaluation Strategy

The MCE strategy adopts a Results Framework approach, linking the programme's objectives to specific, measurable Key Performance Indicators (KPIs), data sources, and responsible parties.

The MCE Framework is an ongoing effort, with a dedicated MCE and Communications Subcommittee tasked with providing oversight, guidance, and recommendations on MCE approaches.

ONCE-Knowledge System Results Framework

The following matrix outlines the specific objectives, indicators, and measurement plans for each pillar of the ONCE-Knowledge System.

OVERVIEW OF THE ONCE KNOWLEDGE PROGRAMMES

Table 1: Summary of Programme Sequence for Induction of Honourable Ministers

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
Honourable Ministers	Executive orientation programme designed to strengthen policy leadership, coordination with Permanent Secretaries, and understanding of governance structures.	1. Overview of Government Architecture and the Role of Ministers 2. Policy Design, Implementation, and Monitoring 3. Fiscal Responsibility and Financial Discipline 4. Working with Permanent Secretaries and MDAs 5. Ministerial Mandate, FCSSIP Reforms and Service Delivery Expectations 6. Ethics, Accountability, and National Values 7. Digital Governance and Innovation in the Public Sector 8. Leadership and Stakeholder Engagement 9. Legacy	3 Days	Orientation → Core Modules → Peer Dialogue & Closing Session	150 LPs

Table 2: Summary of Programme Sequence for Induction of PSs

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
Permanent Secretaries	To equip Permanent Secretaries with the strategic, managerial, and leadership competencies required to effectively coordinate Ministerial Activities, implement Government Policies, and drive Institutional Reforms across the Federal Civil Service.	1. Public Service Orientation and Ethics 2. Policy Formulation and Implementation 3. Leadership and Change Management 4. Public Financial Management 5. Human Resource Management in the Civil Service 6. Strategic Communication and Media Relations 7. Digital Governance and Innovation 8. National Security, Protocol, and International Relations 9. Networking and Collaboration	3 Days	Orientation → Core Modules → Peer Dialogue & Closing Session	100 LPs

Table 3: Summary of Programme Sequence for ASCON

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
CEOs and DGs	The ASCON training to be taken by CEOs and DGs of Federal Government owned Parastatals and Agencies	1. Leadership and Governance in the Public Sector 2. Management and Planning 3. Public Sector Financial Management 4. FCSSIP Civil Service Reforms 5. Artificial Intelligence and Governance 6. Effective Communication and Stakeholder Management 7. Change Management and Innovation 8. Performance Management Systems 9. Entrepreneurial Leadership in the Public Sector	14 days	All CEOs And DGs have to attend the ASCON Induction Training Before the Executive masterclass	150 LPs

Table 4: Summary of Programme Sequence for Newly Employed Staff

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
Newly Employed Civil Servants	Foundational course introducing Officers to the Civil Service structure, values, and digital systems, aligned with FCSSIP and key reform pillars.	1. Public Service Orientation 2. Ethics & Core Values of the FCS 3. Civil Service Reforms 4. Digital Literacy & FCS Digital Tools 5. Communication & Teamwork 6. Performance Management Basics 7. Induction Tour ONCE-Knowledge	3 Days	Induction → Core Training → Post-Training Assessment	50 LPs

Table 5: Summary of Programme Sequence for Newly Promoted Staff

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
Newly Promoted Officers	Development course designed to prepare Officers for expanded leadership and managerial responsibilities, aligned with FCSSIP 25 reform priorities.	1. Leadership & Team Management 2. Strategic Communication 3. Digital Transformation Tools 4. Financial Discipline & Accountability 5. Performance Management & Results Delivery 6. Innovation in Public Service 7. Enterprise Content Management ECM	3 Days	Induction → Core Modules → Post-Training Evaluation	70 LPs

Table 6: Summary of Programme Sequence for SMAT-P

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
GL 15 – 17 (Advanced Level)	The SMAT-P Programme provides structured, competency-based training to strengthen Officers' technical, Managerial, and leadership capacity across all levels.	- Induction/Climate setting - Governance and Public Policy - Strategic Human Resource Management (SHRM) - Strategic Leadership & Management - Effective Service Delivery - Public Financial Management - Performance Management System - Programme/Project Management - Strategic Communication - Information and Communication Technology (ICT) - Planning for Retirement & Healthy Living - Artificial Intelligence (AI)	2 weeks	This training should be taken before LEAD - P	200 LPS
GL 12 – 14 (Intermediate Level)		- Induction/Climate Setting - Public Service Reforms and Good Governance - Policy Management - Leadership and Management - Performance Management - Public Financial Management - Service Delivery and Innovation - Security and Information Management	2 weeks	This training should be taken before LEAD - P	150 LPS

		- Communication and Interpersonal Skills - Registry Management - ICT Applications to work Processes - Planning for Retirement & Work Life Balance - ECM - FCS Digital Tools			
GL 7 – 10 (Basic Level)		- Induction/Climate Setting - Governance and the Public Service - Security Management - Registry Management - Official Communication - Service Delivery and Innovation - Public Financial Management - Information and Communication Technology (ICT) - Management and Leadership - Planning for Retirement - ONCE-Knowledge	2 weeks	This training should be taken before LEAD - P	100 LPs

Table 7: Summary of Programme Sequence for Pre-Promotion

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
GL 14	Pre-Promotion training to be taken by Grade level 14 Officers	-Induction/ Climate Setting -Governance and Public Policy -Strategic Human Resource Management (SHRM) -Strategic Leadership & Management -Effective Service Delivery -Public Financial Management -Performance Management System -Programme/ Project Management -Strategic Communication -ICT Applications in Work Processes -Planning for Retirement & Healthy Living -Public Procurement Rules and Practices -Strategic Public Sector Planning -Rules and Regulations in the Federal Civil Service	3 days	This training is to be taken before the Executive Masterclass	120 LPs

Table 8: Summary of Programme Sequence for LEAD-P

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
GL 10 - 14	This training is to be taken after SMAT - P	- The Nigerian Public Service Environment - Public Financial Management - Strategic Human Resource Management - Performance Management System - Strategic Leadership & Management in the Public Service - Conflict Management - Presentation/Speech Writing Skills - Emotional Intelligence - Special Lecture on FCSSIP	3 days	This training should be taken after SMAT - P	150 LPs

Table 9: Summary of Programme Sequence for Online Academy

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
All GLS	This is the Online Academy learning platform for all grade levels	- SMAT - P - LEAD - P - Executive Masterclasses - Cyber Security - Pre-Promotion Training - Other commissioned Programmes - Exit Management Programme	In line with the course curriculum and timeline	This training can be taken at any time as part of learning and learning reinforcement	SMAT -P 200LP LEAD-P 150LP Executive Masterclass: Ministers 230LP Perm Secs 210LP CEOs & DGs 180LP Aides 120LP Pre-Promotion 120LP Exit Management 150LP

Table 10: Summary of Programme Sequence for Ministers

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
Ministers	The Executive Master Class to be taken by Ministers	- Understanding Governance and Ministerial Roles - Financial Management & Transparency - Public Service Rules - Innovation and Digitalization - Whole Government Approach - Reforms and Results	3 Days	Induction Programmes to be completed first before the Executive Masterclass	230 LPs

Table 11: Summary of Programme Sequence for Permanent Secretaries

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
Permanent Secretaries	The Executive Master Class to be taken by Permanent Secretaries	- Legal & Regulatory Compliance in Public Service - Relationship Management & Stakeholder Engagement - Public Sector Risk Management & Crisis Response - Fundamentals of Public Sector Financial Management - Financial Management & Transparency - Procurement Strategies & Legal Compliance - Public Service Delivery in A Resource-Constrained Environment	3 Days	Induction Programmes to be completed first before the Executive Masterclass	210 LPs

Table 12: Summary of Programme Sequence for CEOs and DGs

TARGET PARTICIPANTS	DESCRIPTION	MODULES (INCLUDING ONLINE ACADEMY COURSES)	DURATION	PROGRAMME ORDER	POINTS: (PER YEAR)
CEOs and DGs	The Executive Master Class to be taken by CEOs and DGs	- Public Administration and Service Delivery - Government Rules and Financial Regulations - Strategic Leadership and High-Performance Teams - Strategic Human Resource and Labour Relations - Strategic Communication and Institutional Collaboration - Advanced Public Sector Governance and Policy Implementation - Ethical Leadership and Public Accountability - Strategic Financial Management and Risk Assessment - Institutional Transformation and Future Readiness	3 Days	All CEOs And DGs have to attend the ASCON Training Before the Executive masterclass	180 LPs

Table 13: Summary of Programme Sequence for AIDES

Level	Description	Courses (Including Online Academy Courses)	Duration	Programme Order	Points (per year)
Aides	The Executive Master Class to be taken by Aides.	- Public Financial Management and Digital Governance - Strategic Leadership and Decision-Making - Governance, Policy, and National Values - Building Relationships: Managing your Executive, Managing Meetings, Speaking Engagements etc.	3 days	This training should be taken before SMAT - P	120 LPs

Table 14: Summary of Programme Sequence for Exit Management

Level	Description	Courses (Including Online Academy Courses)	Duration	Programme Order	Points (Per year)
Retiring and Disengaging Public Servants	A transition-focused programme that prepares Officers for post-service life while ensuring continuity of institutional knowledge within the Civil Service.	Entrepreneurship • Introduction to Entrepreneurship • Basic Element and Emotional Intelligence • Overcoming Retirement Phobia • Pension Matters • Wellness Education • Business Planning Agripreneurship • Entrepreneurship and Emotional Intelligence • Grass Cutter Farming • Livestock/Poultry Production and Fish Farming • Overcoming Retirement Phobia (Life after Service) • Mushroom Farming	3 - 5 Days	Pre-Retirement Briefing → Core Sessions → Mentorship & Knowledge Transfer	200 LPs

FIGURE 1: GANTT CHART



