



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

FEDERAL PUBLIC SERVICE POLICY



INCENTIVES AND CONSEQUENCE MANAGEMENT



**This document provides strategic information and direction on the
Federal Public Service
Incentives and Consequence Management Policy.**

ABBREVIATIONS

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

DEFINITIONS

Consequence Management	Consequence Management is a systematic approach to addressing the negative outcomes or consequence of actions, decisions, or events. It involves implementing measures to hold staff accountable for their performance, misconduct, or breach of regulations.
Ethics	Ethics refers to the moral principles and standards that guide the behaviour of public servants in the Nigerian Federal Civil Service. It entails maintaining integrity, transparency, accountability, and professionalism in the discharge of duties.
Governance Tools	Governance Tools refer to systems, policies, and frameworks that provide oversight, control, and guidance in managing performance, incentives, and consequence within the organisation. In this context, governance tools may include the Public Service Rules (PSR) and the Performance Management Policy.
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).
Key Performance Indicators	Key Performance Indicators (KPIs) are measurable values that demonstrate how effectively a staff member 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)
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 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.
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.

Performance measurement	Performance Measurement is the process of assessing and quantifying a staff member's work output, behaviours, and achievements against predefined 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 consequence.
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 civil service.
Recognition	Recognition is the acknowledgment of a staff member's efforts, achievements, or contributions to the organization. Unlike rewards, recognition may not always involve material benefits but focuses on publicly or privately appreciating individuals or teams for their exemplary performance.
Reward	Rewards are given to staff as recognition for their service, effort, achievement of performance targets and good behaviour after an action has taken place.
Targets	Targets are benchmarks that measure the extent to which a set objective and KPI are being achieved. They help to determine required adjustment to improve performance and results.

FOREWORD

The Federal Civil Service of Nigeria plays an important role in national governance and the delivery of public services, facilitating the implementation of government policies and programmes. 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 Civil Service Strategy and Implementation Plan 2021–2025 (FCSSIP25). Building the principles of fairness, transparency, and inclusivity, this policy introduces a dual approach to managing staff performance - rewarding exemplary conduct while also addressing underperformance or ethical breaches in a constructive manner.

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 recognize outstanding performance and foster innovation, we create an environment where talent is valued and nurtured;
- b. Cultivate Accountability - We establish clear expectations and consequence 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 recognized, 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 Civil 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.

DOCUMENT PROPERTIES

Authorization:

This version is approved by:

Name	Job Title	Signature	Date

Document Reference:

Document Name	Reference No.	Version	Effective Date
Federal Civil Service of Nigeria Policy on Incentives and Consequence Management			

Circulation:

The document should be circulated to Ministries, Extra-Ministerial Departments and Agencies, and placed on the OHCSF Official Website and Social Media Handles.

Information Classification:

Access to this document is unrestricted.

TABLE OF CONTENTS

ABBREVIATIONS	2
DEFINITIONS	3
FOREWORD	5
DOCUMENT PROPERTIES	7
1.0 Introduction.....	10
2.0 Problem Statement.....	11
3.0 Policy Objectives	12
4.0 Rationale	12
5.0 Strategies	13
6.0 Policy Thrust	13
7.0 Underlying Principles	14
8.0 Policy Outcomes.....	14
9.0 Scope of the Policy	15
10.0 Policy Inter-Linkages	15
11.0 Diversity and Inclusivity	16
12.0 Policy Statements	16
Policy Statement 1	16
Policy Statement 2	17
Policy Statement 3:	17
Policy Statement 4	18
Policy Statement 5	18
Objectives	18
Implementation Strategies.....	18
Policy Statement 6.....	19
Policy Statement 7 ICM Governance Tools	20
Policy Statement 8	20
Objectives	20
Implementation Strategies.....	21
Policy Statement 9.....	22
Policy Statement 10	22
Implementation Strategies.....	22
Policy Statement 11	23
Objectives	23
Policy Statement 12	24
Objectives	24
Implementation Strategies.....	24
Policy Statement 13.....	24
Policy Statement 14	25

13.0 ICM Documentation System26

14.0 Timeframes for Appeal Resolution (According to PSR).....27

15.0 Training and Sensitization27

16.0 Anonymity and Protection Against Retaliation27

17.0 Periodic Monitoring and Evaluation27

18.0 ICM Policy Implementation Strategies27

 a. Roadmap and Schedule for the Implementation of the ICM Policy in the Federal Civil
 Service.28

 b. Critical Success Factors (CSF)28

19.0 Institutional Arrangement and Ownership29

19.1 Ownership29

19.2 Governance and Administration29

19.3 Non-Compliance29

20.0 Monitoring, Evaluation, Review and Approval30

20.1 Monitoring30

20.2 Evaluation30

20.3 Review and Approval..... 30

1.0 Introduction

Successive governments in Nigeria have introduced reforms aimed at improving the efficiency and effectiveness of the Federal Public Service, yet the impact of the reforms remains limited turning the tide will demand the creation of a performance-based Incentives and Consequence Management (ICM) initiative that is linked to positive attitudinal change and improved performance outcomes.

The Federal Civil Service is seen as the engine of government with the mandate and responsibility to realise the objectives and goals of government. It is in this regard that concerted efforts have been made to modify the Public Service Rules as a major accountability tool. Its earlier review in 2021 and the most recent review in 2023 continues to focus on positioning the Public Service for excellence in the area of recruitment, appointments, deployment, discipline, and performance management.

A major instrument to drive the Federal Civil Service Reform is the development of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2017-2021 and the subsequent successor plan the 2021-2025 (FCSSIP25) which focused on a bouquet of six (6) reform pillars: Capability Building and Talent Management, Performance Management, IPPIS-Human Resource, Innovation, Digitalisation - Content Services, and Staff Welfare.

The Performance Management System, Pillar 2 of FCSSIP25, stands as a cornerstone of government reforms, serving as a vital tool for accountability both at institutional and individual levels in the Federal Civil Service. The Incentives and Consequence Management (ICM) reform initiative is a critical area of activity that is geared to underpin and enable the achievement of the Federal Civil Service Performance Management objectives and outcomes. ICM is a sub-initiative of FCSSIP pillar two (2) and an enabler for all the FCSSIP six (6) pillars.

The ICM Policy seeks to create a more structured and transparent approach to managing staff actions, conduct and performance by clearly defining the measures for good conducts, high performance, and compliance which established standards. The ICM dual approach is designed to not only motivate and retain talented civil servants, but also to address areas of underperformance in a constructive and supportive manner.

2.0 Problem Statement:

The Federal Civil Service is seen as the engine of government with the mandate and responsibility to realise the objectives and goals of government including its key priorities. The reforms continue to position the service for efficiency and effective service delivery. Despite these efforts, the Federal Civil 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' attitudes and behaviour, with employees feeling compelled not to go beyond basic expectations.
- ii. Low motivation and morale, which had been exacerbated by the perceived insufficiency of Incentives and reward mechanism.
- iii. Weak compliance mechanisms for governance and the management of staff behaviour and conduct had made it difficult to address under performance and misconduct effectively thereby contributing to a culture of impunity.
- iv. Inconsistent performance standards had resulted in gaps in how staff are evaluated and incentivised.
- v. The inability to adequately incentivise high-performing staff has resulted in difficulties in retaining talent, causing skilled workers to seek opportunities in the private sector or abroad.
- vi. The inability to impose effective consequence 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 and enhance existing Incentives and compliance mechanisms (Public Service Rules and the Performance Management System).

3.0 Policy Objectives

The objectives of this policy are to:

- i. Provide strategic direction and drive the implementation of the ICM initiative in the Federal Public Service.
- ii. Ensure integration of the ICM Policy into the strategic actions and day-to-day activities of the Federal Public Service and its MDAs.
- iii. Standardise the management of Incentives and Consequence Management interventions in the MDAs.
- iv. Harmonise the frameworks, tools and systems used by MDAs to implement ICM.
- v. Enhance the quality and efficiency of Public Service delivery to citizens, building trust in government institutions.
- vi. Foster a supportive and motivating workplace culture that values excellence, and integrity.

4.0 Rationale

The purpose of the Incentives and Consequence Management Policy is to establish a systematic approach to incentivising, addressing and regulating staff behaviour within the Federal Public Service, whether positive and negative.

It involves implementing a set of measures and actions to ensure that staff receive the necessary incentives and are also held accountable for their actions, with the understanding that there are consequence for behaviour that deviates from established norms or expectations.

5.0 Strategies

The Office of the Head of the Civil Service of the Federation, in conjunction with the MDAs shall:

- i. Implement a system of performance-based Incentives and Consequence Management that motivates civil servants to achieve high levels of productivity and compliance in their roles.
- ii. Implement the guidelines for consequence related to underperformance and misconduct, thereby promoting accountability and responsibility among staff.
- iii. Develop transparent criteria for the assessment of performance, ensuring equitable application of incentives and consequence across all levels.
- iv. Involve staff and relevant stakeholders in the development and implementation of the policy to ensure buy-in and address concerns.
- v. Utilise technology to effectively monitor performance metrics, streamline evaluations, and maintain accurate records that support fair assessments of the ICM Policy.
- vi. Provide the institutional framework for ICM coordination in the Federal Public Service; and
- vii. Provide a framework that ensures continuous monitoring of MDAs' compliance with approved guidelines, standards and procedures.

6.0 Policy Thrust

The thrust for the Incentives and Consequence Management Policy in the Federal Public Service of Nigeria is to promote a culture of meritocracy and accountability by establishing a performance-based Incentives and consequence management initiative that fosters transparency, fairness and professional development, thereby enhancing overall service delivery.

7.0 Underlying Principles.

- i. **Fairness and Transparency:** All criteria and tools for incentives and consequence must be applied consistently and fairly, with clear communication to all staff.
- ii. **Accountability:** Public Servants are accountable for their performance, and management is responsible for providing the necessary support and feedback, underpinned by incentives and compliance mechanisms.
- iii. **Meritocracy:** Incentives are based on merit, ensuring that high performers are appropriately incentivised.
- iv. **Developmental Focus:** Consequence for underperformance should be coupled with opportunities for improvement, including training and mentorship.

8.0 Policy Outcomes

The implementation of the ICM Policy shall ensure the following outcomes:

- i. **Increased Staff Performance:** Enhanced productivity and efficiency among civil servants, leading to improved service delivery
- ii. **Higher Accountability Levels:** A culture of accountability where staff take responsibility for their performance and conduct, reducing instances of misconduct.
- iii. **Enhanced Skill Sets:** A more skilled workforce through professional development and training opportunities, contributing to better public service outcomes.
- iv. **Greater Staff Satisfaction:** Increased job satisfaction and morale among staff resulting from recognition and rewards for their contributions.
- v. **Improved Public Trust:** Increased trust in public institutions due to transparency and fairness in the application of incentives and consequence.
- vi. **Sustainable Organisational Improvement:** Long-term improvements in the overall effectiveness and efficiency of the civil service, contributing to better governance and public service delivery.

9.0 Scope of the Policy

- i. The ICM policy applies to all staff of the Federal Public Service.
- ii. **Consequence Framework:** This policy is underpinned by the Public Service Rules (PSR) and the Federal Public Service Performance Management System.
- iii. **Incentives Structure:** The ICM Policy encompasses both monetary and non-monetary incentives, detailing the types of incentives available, such as bonuses, recognition programmes, work-life balance perks, and professional development opportunities.
- iv. **Training and Development:** It identifies provisions for training programmes as a mechanism for strengthening incentives and consequence management.
- v. **Stakeholder Engagement:** The policy emphasises the involvement of staff and relevant stakeholders in its implementation, including mechanisms for feedback and suggestions.
- vi. **Monitoring and Evaluation:** The policy outlines procedures for ongoing monitoring and evaluation of its effectiveness, including regular reviews of performance metrics and stakeholder feedback.
- vii. **Integration with Existing Policies:** The policy will align with other existing human resource and public service policies to ensure a cohesive approach to ICM management.
- viii. **Implementation Timeline:** It specifies the phases of implementation, including pilot programmes, full-scale rollout, and timelines for reviewing policy impact.
- ix. **Compliance and Reporting:** The policy establishes compliance requirements and reporting mechanisms to ensure adherence and accountability at all levels of the Federal Public Service.

10.0 Policy Inter-Linkages

The ICM Policy has linkages to the following policies and reference documents within the Federal Public Service:

- i. Public Service Rules, 2021

- ii. Federal Public Service Performance Management Policy and Guidelines, 2022
- iii. Rewards and Recognition Policy, 2025.
- iv. Leadership and Succession Planning Policy, 2012
- v. Code of Conduct Act, 2004
- vi. Any other related policy.

11.0 Diversity and Inclusivity

The ICM Policy and Framework are committed to ensuring that all staff members 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 the ICM initiative, diversity management and inclusivity involve creating an environment that respects, values, and leverages 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 allows for efficient delivery of ICM services to staff.

The development and implementation of annual staff satisfaction survey on diversity and inclusivity by OHCSF/SPSO and MDAs.

12.0 Policy Statements

The following policy statements are to support a shared understanding and provide guidance for the operationalisation of the Federal Public Service Incentives and Consequence Management Policy.

Policy Statement 1: In the context of this policy, Incentives and Consequence Management are defined as follow:

Incentives: External measures designed and established to influence behaviour,

motivate and enhance the performance of Staff in the Federal Civil Service.

Consequence Management: A systematic approach to addressing the negative outcomes or consequence of actions, decisions, or events. It involves implementing measures to hold staff accountable for their performance or breaches of regulations. The Federal Public Service Consequence Management intervention is based on constructive and supportive actions are underpinned by four principles of the consequence of behaviour, they are:

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

Policy Statement 2: The implementation of the ICM Policy shall ensure that implementers understand the difference between reward and Incentives as explained below:

Rewards are given to staff as recognition for their service, effort, achievement of performance targets and good behaviour, after an action has taken place.

Incentives are motivational tools used to encourage staff to achieve specific goals or objectives. They are typically offered in advance, creating anticipation that drives staff to focus on the desired outcomes.

Policy Statement 3: The Incentives and consequence management policy shall be aligned with the Reward and Recognition Policy of the Federal Public Service in its implementation and administration.

Policy Statement 4: This policy applies to all staff of the Federal Public Service.

Objectives

- Ensure uniform application across all MDAs.
- Promote fairness and inclusivity
- Strengthen workforce integration

Implementation Strategies

All employment contracts, including those for full-time, contract, and temporary staff, clearly reference and adhere to the Incentives and Consequence Management Policy.

- Set up periodic reviews to assess how the policy is being applied across the MDAs, different staff grade levels, and ensure adjustments are made to maintain fairness and inclusivity across the entire workforce.

Policy Statement 5: The primary goals of ICM shall be to deliver on effective service delivery through an efficient, productive, accountable and citizen-centred civil service.

Objectives

- Foster a culture of transparency and integrity, ensuring that staff and the public trust the fairness and credibility of the Public Service's ICM processes.
- Cultivate a work environment that discourages corruption by incentivising ethical behaviour and addressing underperformance and misconduct through consequence management.
- Align staff actions with the needs of citizens and also ensuring that Civil Servants are motivated to deliver high-quality services.

Implementation Strategies

- Facilitate Federal Public Service performance management mechanisms for tracking staff performance and behaviour, ensuring such mechanisms are clear, accessible and promote trust in the system by being fair and consistent across all levels.
- Embed principles of incorruptibility within the ICM structure, Incentives ethical and ensure appropriate consequence management for unprofessional conduct.
- Implement a feedback mechanism where citizens can provide input on service delivery, using their insights to inform decisions on incentives and areas needing improvement.
- Facilitate existing customer service feedback systems to incentivise staff who embody the core values and ethical behaviour of the Federal Public Service.

Policy Statement 6: The operationalisation of the Incentives and Consequence Management Policy shall be underpinned by the following criteria that:

- The Public Service Rules drives staff conducts, ethical behaviour and the values that ensure staff understand the principles that guide ICM decision-making and actions within the workplace.
- All Ministries, Departments and Agencies (MDAs) shall regularly communicate and reinforce ICM expectations through various channels such as induction sessions, training programmes, and internal communications.
- The Federal Public Service Performance Management Policy outlines the responsibilities of staff and ensures that every Staff Employee Performance Contract enables individual staff to understand their contributions to the success of the Federal Public Service including government goals and objectives.
- The Federal Public Service Incentives and Consequence Management Policy framework shall be driven and underpinned by the Federal Civil Service Diversity Management and Inclusivity Policy, a key element in creating a workplace culture where everyone feels valued, respected, and empowered.

Policy Statement 7: ICM Governance Tools

The Public Service Rules (PSR) and the Federal Civil Service Performance Management Policy shall be the governance tools that drive the Incentives and Consequence Management Policy. These tools constitute the existing Federal Civil Service ICM mechanisms.

Therefore:

• The Public Service Rules (PSR) and the Performance Management Policy shall act as a platform for Incentives and Consequence Management disciplinary actions, Performance Improvement Plans, and other corrective measures as highlighted.

Incentives and Consequence Management expectations and actions shall be applied consistently and fairly across all levels of staff to foster trust and reinforce the understanding that accountability is a shared responsibility.

Policy Statement 8: The Federal Public Service Incentives and Consequence Management Policy shall act as a motivation for compliance with rules, regulations and good conduct. It shall acknowledge and incentivise staff that consistently upholds the established standards and address instances of non-compliance actions.

Objectives

- Motivate staff to adhere to the established rules, regulations, and ethical standards of the Federal Public Service by linking compliance to rewards.
- Provide appropriate incentives for exemplary performance and behaviour that aligned with the Federal Public Service's values and objectives.
- Establish a clear and consistent system for Incentives and compliance, ensuring that staff understand the consequence of actions that deviate from established standards and norms.

- Foster an environment where compliance with regulations is consistently reinforced, encouraging ongoing development and improvement in staff behaviour and performance.
- Enhance productivity and efficiency within the Federal Public Service by recognising and reinforcing positive contributions while addressing behaviour that hinders organisational goals.
- Embed a results-oriented culture that emphasizes performance and the achievement of organisational goals through the use of well-defined incentives and consequence mechanisms.

Implementation Strategies

- Establish specific, measurable, and transparent criteria that outline the conditions under which staff are eligible for incentives, as well as the behaviours that will trigger disciplinary actions.
- Align the Incentives and Consequence Management Policy with the current Performance Management System to ensure cohesive evaluation and application of incentives and compliance mechanisms.
- Implement ongoing sensitisation initiatives to educate staff about the ICM Policy, the expectations for behaviour, and the consequence of non-compliance, ensuring full understanding at all levels.
- Implement a step-by-step incentives and consequence management mechanism that starts with warnings and corrective actions, escalating to more severe measures such as suspension or termination for repeated or severe violations.
- Use the Federal Civil Service Performance Management System (PMS) mechanism to monitor staff behaviour, track performance, and collect feedback regularly. PMS will ensure that the ICM Policy is applied consistently and that both positive and negative behaviours are appropriately addressed.
- Utilize digital tools and platforms such as the Federal Civil Service PMS and the Electronic Content Management System (ECMS) to facilitate real-time monitoring, reporting, and communication of incentives and consequence actions, thereby enhancing efficiency and transparency in the implementation process.

- Establish a regular review mechanism to assess the effectiveness of the ICM Policy and make adjustments where necessary, ensuring it remains relevant and aligned with the FCSSIP objectives.

Policy Statement 9: The ICM Policy and Framework are committed to ensuring that all staff members are managed under ICM are not disadvantaged as a result of their diversity which includes differences in race, ethnicity, gender, age, disability and religion.

Policy Statement 10: The Incentives and Consequence Management Policy shall be linked to the Federal Civil Service Performance Management Improvement Plan (PIP). In addition, it shall be used to document Incentives and consequence management actions and outcomes.

Objectives

- Ensure that the Incentives and Consequence Management Policy directly supports and reinforces the objectives of the Federal Civil Service Performance Management Policy.
- Use the Federal Civil Service Performance Management mechanisms to document and track incentives and consequence through tools such as the Performance Improvement Plan (PIP).

Implementation Strategies

- Build the ICM expectations around the Federal Public Service Performance Measures and tie them directly to Incentives initiatives, ensuring that staff who meet or exceed targets are continuously Incentivised.
- Use the Federal Civil Service Performance Improvement Plan (PIP) guidelines to trigger consequence, if performance expectations are not met within defined timelines.

Policy Statement 11: An ICM framework and guideline shall be developed and implemented to strategically Operationalise and drive the Federal Public Service Incentives and Consequence Management Policy.

Objectives

- Create a comprehensive framework and guidelines that outlines the key principles and actions needed to effectively drive the Incentives and Consequence Management Policy.
- Ensure that the principles governing incentives and consequence are well-defined, consistent, and applied uniformly across the Federal Civil Service.
- Promote structured decision-making processes that ensure fairness and transparency in the administration of incentives and consequence.
- Align the framework with long-term staff development, ensuring it contributes to the Federal Civil Service's overall strategic plan (FCSSIP).

Implementation Strategies

- Outline the guiding principles for the policy, including fairness, transparency, meritocracy, accountability, and inclusivity. These principles will serve as the foundation for decision-making and actions under the framework.
- Define a step-by-step set of actions for implementing the policy, including how incentives will be identified, awarded, and tracked, as well as how consequence will be administered for non-compliance or underperformance.
- Form a dedicated team or committee responsible for overseeing the application of the Incentives and Consequence Management Policy in all MDAs, ensuring that all actions are in line with the framework and principles.
- Link the Federal Civil Service performance metrics to the framework to provide objective criteria for determining when and how incentives or consequence should be applied.

Policy Statement 12: There shall be processes and procedures for ensuring thorough documentation of policy implementation, incidents, and outcomes to support transparency and accountability.

Objectives

- Establish clear processes for documenting all aspects of the policy's implementation, including incidents, actions taken, and outcomes, to provide an accurate record of activities.
- Promote transparency and accountability by maintaining thorough and accessible documentation that can be reviewed and audited as needed.
- Enable informed decision-making by providing documented evidence of how incentives and consequence are applied across the Federal Civil Service.

Implementation Strategies

- Integrate documentation with the Federal Civil Service Performance Management System by linking the documentation process to existing performance management tools to ensure that actions and outcomes are recorded in alignment with broader performance metrics.
- Ensure that all Incentives and consequence actions are clearly documented in the Performance Management system, providing an objective and transparent record of decisions made for ICM actions.
- Use the Performance Improvement Plan (PIP) to systematically document corrective actions for underperformance and to track the steps taken to improve performance before implementing consequence management actions.

Policy Statement 13: The Federal Civil Service shall establish a fair and transparent appeals and dispute resolution mechanism for staff to contest consequence if they believe the decision is unjust.

Objectives

- Ensure fairness and equity: To establish a transparent and impartial process that allows civil servants to contest disciplinary actions or negative consequence they believe are unjust, thereby promoting fairness in decision-making.
- Encourage open communication: To foster an environment of open dialogue where staff feel comfortable raising concerns about perceived injustices in the Incentives and consequence management process.
- Prevent misuse of authority: To ensure that disciplinary actions are not abused by providing a mechanism to review and rectify any potential misuse of authority.
- Strengthen organisational justice: To align with principles of justice within the Federal Civil Service by providing staff with access to a fair review process for all decisions affecting their professional standing.

Implementation Strategies

- Appeals and disputes resolutions are necessary conditions for the implementation of ICM Policy.
- The ICM dispute resolution mechanism is aligned with the appeals process of the Public Service Rules and other relevant regulations to ensure consistency in applying rules and outcomes.
- ICM dispute resolution process is in line with the Public Service Rules (PSR), dispute resolution mechanism, such as the use of Heads of Departments, HRM Departments, Junior and Senior Staff Committee.
- Committee members are to be trained in conflict resolution and in Incentives and Consequence Management Policy.

Policy Statement 14: To ensure the viability of the Incentives and Consequence Management initiative, the Federal Civil Service shall establish a staff Incentives fund that is performance related.

Objectives

- Ensure a standardised Incentives funding mechanism.
- Provide consistency, continuity, and commitment in the application of Incentives funding.
- Enable sustainability of the Incentives funding scheme.

Implementation Strategies

- Develop clear, measurable performance indicators that align with organisational goals. This may include productivity targets, quality of service, and employee engagement levels.
- Create a dedicated staff Incentives fund with transparent criteria for funding allocation. This may involve budget reviews and adjustments to ensure sustainable financing.
- Implement a communication plan to inform all employees about the initiative, its objectives, and how it operates. Ensure clarity on how performance will be assessed and rewards are distributed.
- Design a tiered Incentives structure that rewards different levels of performance, ensuring recognition for both individual and team contributions.
- Establish a system for employees to provide feedback on the Incentives programme, allowing for continuous improvement based on staff input.
- Continuously monitor the effectiveness of the Incentives fund, making adjustments based on performance outcomes and employee satisfaction to ensure long-term viability and alignment with organisational goals.

13.0 ICM Documentation System:

A system for documenting all decisions related to consequence 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.

14.0 Timeframes for Appeal Resolution (According to PSR):

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

15.0 Training and Sensitization:

- Conduct regular training sessions for both staff and management to raise awareness about the appeals process and reinforce the importance of fairness and objectivity.
- Provide training on how to file appeals, what evidence is required, and how the process will be conducted.

16.0 Anonymity and Protection Against Retaliation:

- 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 shall be given the option of providing anonymous feedback or seeking third-party mediation, if necessary to protect their interests.

17.0 Periodic Monitoring and Evaluation:

- A periodic review of the appeal process shall be conducted to identify areas for improvement and ensure that it is being effectively implemented.
- Feedback from appeal cases will be used to improve future consequence management actions and processes in order to prevent similar issues from arising.

18.0 ICM Policy Implementation Strategies

For effective implementation of the Incentives and Consequence Management Policy, the following implementation strategies shall be initiated and/or coordinated by the Office of the Head of the Civil Service of the Federation:

- i. A Policy Statement shall be issued by OHCSF to convey the Incentives and Consequence Management Policy decisions to all staff and stakeholders.

- ii. The Policy Statement shall be hosted on the websites of the Office of the Head of the Civil Service of the Federation.
- iii. A roadmap for implementation of the Incentives and Consequence Management Policy shall be developed and driven by the OHCSF.
- iv. The ICM framework shall be operationalised by the MDAs to enable its full implementation.
- v. An effective communication strategy shall be developed for wide publicity of the Policy and its guidelines including briefing sessions and workshops with key stakeholders to explain rationale and content of the Policy as well as printing and distribution of the Policy and its guidelines documents to all stakeholders.
- vi. The OHCSF shall directly involve and collaborate with all key stakeholders including designated officers in key organisations (e.g. FCSC, etc), Directors of Human Resource Management in MDAs and Management Development Institutes (e.g., ASCON, CMD, PSIN, etc) in order to facilitate ownership of processes relevant to them and to enhance knowledge and experience sharing.
- vii. The ICM Policy shall be validated at all identified levels, and lessons learnt shall inform the final draft of the Policy.

a. Roadmap and Schedule for the Implementation of the ICM Policy in the Federal Public Service.

ACTIVITY		TIMELINE
Phase 1:	• Development of the ICM Policy and Framework	
	• Stakeholder validation of the Policy	
	• Capacity building of selected MDAs for the pilot of the ICM Policy	
	• Monitoring and evaluation of implementation activities	
Phase 2	• Adoption of the ICM Policy by all MDAs	
	• Development of processers, 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 based on feedback and performance data	

Note: Implementation timeline shall be progressive and subject to administrative approvals and extant government procedures

19.0 Institutional Arrangement and Ownership

19.1 Ownership

The MDAs are responsible for the institutionalisation of the ICM Policy with a view to ensuring that the ICM Initiative is motivating and positioning staff for efficient and effective service delivery.

19.2 Governance and Administration

- i. The OHCSF shall have the responsibility for the management of the ICM Policy and its maintenance.
- ii. The Permanent Secretaries of MEMDs and Chief Executive Officers of Agencies through their Human Resource Departments shall be responsible for the implementation of the ICM Policy.
- iii. The OHCSF/SPSO shall be responsible for co-ordinating the implementation of the ICM Policy.
- iv. The OHCSF/SPSO in collaboration with the MDAs, shall be responsible for sensitisation, dissemination, and guidance of staff on the ICM actions.

19.3 Non-Compliance

All staff are expected to comply with the ICM Policy. Any breach thereof will be treated in accordance with the policy compliance mechanism of OHCSF.

The major stakeholders who are expected to make inputs and provide necessary support are:

1. Office of the Head of Civil Service of the Federation
2. Ministries, Departments and Agencies
3. National Council on Establishment
4. Federal Executive Council

20.0 Monitoring, Evaluation, Review and Approval

To ensure that the ICM Policy achieves its outcomes, there shall be a mechanism for monitoring and evaluating its implementation.

20.1 Monitoring

In order to ensure compliance with this Policy, implementation in all MDAs will be monitored regularly by the OHCSF/SPSO.

At the level of the MDAs, the Office of the Permanent Secretary and Reform Coordination and Service Improvement (RC&SI) Departments will be directly responsible for monitoring compliance with the Policy and for conducting periodic assessment of the MDAs. The RC&SI Departments shall ensure that the monitoring reports are made available to the OHCSF biennially.

20.2 Evaluation

All MDAs shall render periodic reports and statistical data on the ICM Policy to evaluate whether Policy implementation is on course, in order to make appropriate recommendation to the relevant stakeholders.

This is with a view to identifying lessons for improving the Policy implementation process and ensuring policy continuity.

20.3 Review and Approval

In view of the dynamics of the global, national and Public Service environment, the ICM Policy will be reviewed every three years in order to ensure that the intended policy outcomes are achieved. Such review should be subject to the approval of the Office of the Head of Civil Service of the Federation (OHCSF).

