

CIRCULAR

Ref. No. HCSF/3065/V.I/278

Office of the Head of the Civil
Service of the Federation,
Federal Secretariat Complex,
Phase II, Shehu Shagari Way,
Three Arms Zone, Abuja.

14th August 2026

**All Permanent Secretaries
Accountant-General of the Federation
Auditor-General for the Federation
Heads of Extra-Ministerial Departments
All Civil Servants**

SERVICE-WIDE ONLINE SURVEY FOR THE REDESIGN OF THE FEDERAL CIVIL SERVICE STRATEGY AND IMPLEMENTATION PLAN 2026–2030 (FCSSIP30)

The Office of the Head of the Civil Service of the Federation has commenced the redesign of the Federal Civil Service Strategy and Implementation Plan 2026–2030 (FCSSIP30), which will provide the strategic framework for the next phase of reform and transformation of the Federal Civil Service.

2. A central principle guiding the development of FCSSIP30 is that the Strategy should be informed by the experiences, perspectives and aspirations of the Civil Servants who will ultimately be responsible for its implementation. Accordingly, the Office is undertaking a Service-wide consultative exercise to obtain direct input from officers across the Federal Civil Service.

3. As part of this exercise, **two complementary surveys** are being administered:

- i. **FCSSIP30 Design Survey:** to obtain the views of Civil Servants on the priorities, challenges, interventions and outcomes that should shape the Federal Civil Service over the 2026–2030 strategy period; and
- ii. **Federal Civil Service Organisational Culture Diagnostic Survey 2026:** to assess the prevailing behaviours, values and organisational culture across the Service and identify areas requiring deliberate attention under FCSSIP30.

4. It may be recalled that the Federal Civil Service undertook an **Organisational Culture Assessment in 2018** to establish a baseline for the culture-change programme towards an **Efficient, Productive, Incorruptible and Citizen-Centred (EPIC) Civil Service**. Eight years thereafter, it has become necessary to undertake a fresh diagnostic to determine the current state of organisational culture, assess progress made, identify persistent and emerging gaps, and establish an updated baseline to guide the next phase of culture reform under FCSSIP30.

5. All Federal Civil Servants are therefore expected to participate in **both online surveys. The surveys are to be completed and submitted not later than Thursday, 20th August 2026**. Officers are to access the dedicated FCSSIP30 webpage at www.ohcsf.gov.ng/fcssip30design which provides separate links to the:

- i. **FCSSIP30 Design Survey; and**
- ii. **Federal Civil Service Organisational Culture Diagnostic Survey 2026.**

6. To facilitate broad and effective participation across the Service, **Thursday, 20th August 2026**, shall be utilised as the principal Service-wide mobilisation day for the exercise. Permanent Secretaries and Heads of Extra-Ministerial Departments are requested to leverage the **Thursday Performance Management Day** to mobilise all officers under their supervision and provide them with the opportunity to access and complete both surveys.

7. Officers are to provide **candid, thoughtful and objective responses**. The surveys are intended to provide an authentic Service-wide evidence base for the redesign of FCSSIP30 and for shaping the culture, systems, capabilities and reforms required to build a more efficient, professional, productive, accountable and citizen-centred Federal Civil Service.

8. Permanent Secretaries and Heads of Extra-Ministerial Departments are requested to give this Circular the widest possible circulation and bring the contents of this Circular to the attention of all Federal Civil Servants for immediate and full compliance.

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