MINISTRY OF CLIMATE CHANGE

Internal Training and Development Guideline



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INTRODUCTION

The Ministry of Climate Change is a big ministry which is made up of 5 Departments: Vanuatu Meteorology & Geo-Hazards (VMGD), Department of Energy (DoE), Department of Environmental Protection & Conservation (DEPC), National Disaster Management Office (NDMO), Department of Climate Change (DoCC) including the Corporate Service unit which is headed by the Director General. As a big Ministry there a lot of staffs that are supporting the Ministry to achieve its vision and mission. The Ministry considers staff training and development as one of its key aspects in ensuring professional service delivery is provided.

Under section 4 of the Public Service Act, staff of the Public Service are to:

- Be responsive to the Government in providing timely advice and implementing the Government's policies and programs;
- Deliver services fairly, effectively, impartially and courteously to the public and visitors to Vanuatu; and
- Focus on achieving results and managing performance.

PURPOSE OF THIS GUIDELINE TO ENSURE:

- All staffs have a clear understanding on training and development processes

SECTION 2

Training needs arises when there is a good staff performance management process in place. The Public service is using the Performance appraisal (PSC FORM 10-2) to identify staff capacity gaps.

Procedures below outlines how a staff performance appraisal is done to identify staff capacity gaps.

Who is responsible	What do they need to do	
 Director General Directors Supervisors 	 Manage Staff Performance Provide appropriate development/training opportunities 	
• Individual Staffs	 (PSC FORM 5-2 &5-3) i) What to Include in the WP & D in relation to the Work Objectives ♦ ongoing tasks ♦ Projects 	

2.1 PROCEDURES OF THE DEVELOPMENT PLAN

- 1. Individual work plan performance;
 - Supervisor and staff discuss and develop Work Performance & Development work plan, stating specific work that the staff needs to perform

Important details to note;

- The performance indicators against which the staff member will be assessed;
- For not ongoing activities, deadline should be set.
- identified training/development needs the staff has in relation to the work in their WP&D or the Department's goals
- The staff member's and supervisor's comments & signs at the end of the WP&D Plan time period.
- Upon agreement on both parties, it is signed & submitted to the HR unit for record keeping, staffs & Supervisor should their record on the signed WP&D plan for future reference

2.2 REVIEWING THE WP&D PLAN AND THE STAFF MEMBER'S WORK PERFORMANCE

Review of the work plan

1. Every six months;

- Reviews on;
 - Tasks
 - Finishing dates
 - Training needs

2. <u>Staffs performance appraisails</u>

Discussions on;

a) The staff member's work performance in relation to the tasks and performance indicators listed in the WP&D Plan

b) The staff member's training and development needs

SECTION 3: PROCEDURES TO BE FOLLOWED IN DEVELOPING AND TRAINING EMPLOYEE.

Ministry Role is to:	Human Resource Development Unit is to:
 Conduct Training needs assessments in consultation Ministry Corporate plan (for long term training), annual business plan (short term) and individual staff appraisals (short- & long- term training). 	 Coordinate and facilitate training and development programs. Conduct Induction training after confirmation of appointment
• Conduct onboarding and orientations for new employees during probation period	 Provide advice and counselling in relations to training programs
• Select, nominate & recommend short and long-term training applications	 Pre-departure briefing for staffs attending overseas training. Conduct Training audits
	Outsource trainingConduct in service training

ROLES OF HRD UNIT AND MINISTRY

Training and Development

Training and development activities can be provided through a range of "on-the-job" learning experiences (for example, **secondments, job rotation and special projects**) as well as through "off-the-job" formal courses and programs (for example, **training courses, short- and long-term scholarship opportunities and conferences**).

Who are eligible to undertake training and	d development activities??
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Eligible for Overseas Training	Not Eligible for Overseas Training/Scholarship
Permanent officers	Probation Staffs Daily rated Temporary salaried Contract

Staffs who are eligible for internal training

- Permanent officers
- Daily rated
- Temporary salaried

Contract employees

A contract employee only attends short trainings for specific skills and knowledge required to accomplish tasks assigned during his or her contract tenure.

Assessing training and development activities

To ensure that the development and training activities meet genuine skills needs of staff member's, Supervisors, Managers, Directors and Director General must assess by using the following check list:

Activity	YES	NO
 Can the training or development be provided "on-the-job" instead of sending the staff member to an "off-the-job" course or activity? While it is recognized that focused off-the-job- training is essential in some areas (for example, specialist technical or professional training or high-level management training), as a general rule, Directors-General and Directors should consider how training can be provided "on the job" before approving staff attendance at "off-the-job" training courses or activities. 		
 2. Is there evidence of the staff member's capacity to benefit from this training activity? Examples of what should be considered include: Capacity to meet the entry criteria of the relevant study program? Job description and relevance of course of study? Record of previous local, in-country and overseas training that demonstrates commitment to ongoing development? Satisfactory academic performance (refer to previous training and development record, copies of academic qualification and grades)? Satisfactory work performance (current and past)? 		
 3. Is the proposed course or activity a cost-effective method for the Department? Are there cheaper options available? (For example, by having an 'in-house' course or using current staff to provide the training). Has the Ministry adequate resource to release the staff member at both a human resource and financial level? Has the costs of a staff member acting in the applicant's position been considered? 		

4. Is the proposed course or activity based on a careful analysis of training needs of staff member applying to do it?	
 Is it supported by their supervisor? Is it an identified training need in their Work Performance and Development Plan? 	
5. Will the proposed course or activity meet the genuine skill requirements of the Department, Ministry or, more broadly, the Public Service?	
 Will it increase the Department's ability to better meet its customer's needs? Will it has been as the standard standard	
 Will it lead to improved service by the Department? Is this a training or development need identified in the Ministry HRD Plan or Corporate Plan? 	
 In the case of a long-term scholarship does it address the Public Service scholarship priorities? 	
6. Have all staff been provided with a fair and reasonable opportunity to participate in appropriate development and training activities that enhance their work-related abilities?	
 Have the principles of fairness and equity been implemented in making this recommendation? Have gender and language equity considerations been applied? 	
7. Has the applicant's supervisor developed a plan with the applicant to ensure the optimal transfer of skills and knowledge after completion of the training and development activity?	

Training Duration and Approval Process Sponsored training.

Training Type	Types of formsto fill	Duration	<u>Approval</u>
Short term	PSC Form 5.2 &5.3	Less than 15 days	DG or Director
training		Less 6 months	Secretary OPSC
		Less than 12 months	
Long term	PSC Form 5.2	More than 12	Commission
training	&5.3	months	

It is very important to take note of the process outlined below for training programs 1 month and above.

• Once training notification comes to the supervisor and the Director, the director must immediately inform the Ministry HRO 6 weeks before the training begins.

• A permanent officer who wishes to attend an overseas residential component of a correspondence course that he or she is taking must apply for approval in accordance in this section

Criteria for long- and short-term training -private sponsorship

Table below outlines the process to follow when an officer is applying for a training program that is privately sponsored.

Classification	CRITERIAS	
A. Private sponsorship	Has to be;	
	 the organisation or agency initiative in consultation with the Ministry corporate plan. the employee commitment address the agency interest Receive strong support from the Director General, or Director and the approval of the PSC Private Sponsor has to meet Insurance Cover for the employee 	
B. Private sponsorship	Has to be:	
pursued by employee	Individual initiative	
for personal interest	• Focus on Personal interests	
	 Receive no support from Director General, Director and not approved by PSC Officer will be asked to resign. 	
C. Private sponsorship with other terms and conditions	It is an Individual & organisational initiative 50-60% personal benefit over 40-50 % benefits for the organisation 	
	\Box Where all the above criteria are silent. (Refer to the notes below)	
d. The request must be detailed in PSC Training and study leave approval Form" (PSC Form 5.2 &5.3)		
e. Private scholarship shall be subject to the endorsement of Director General or Director		
f. The Public Service Commission shall be responsible for approving all private scholarship and the request should reach <i>Commission 6 weeks prior to the commencement of the course.</i>		
g. Only Permanent and temporary employees are entitled to this type of training, The public service commission reserves the power to prescribe the terms and conditions of in- service trainings.		

SECTION 4: TERMINATION, WITHDRAWAL AND DEFFERMENT OF TRAINING

Table below outlines the process to follow when an officer is Terminated and withdraw form training programs.

<u>Recipients Duty</u>	Process	<u>Consequence</u>
Immediately notify the HRD Unit& Department Head by letter the recipient, sponsor or training institution.	 Resume duty within one working day of the termination or withdrawal date of the approved training as stated in the Termination, withdrawal or deferral letter. Recipient in consultation with the HRO Submit all documents to VIPAM 	 Staff Members who do not comply with this requirement will face disciplinary action. No additional allowance is payable after termination/withdrawal.

Consequence of incompletion of training

- Long term training: Staff Will not be considered for new training applications until a period of three years has elapsed.
- Short term: will be upon the Director or DG's discretion.

Process for extension or deferment of training programs

<u>Recipients Duty</u>	<u>Process</u>
 Sponsor: Immediately notify the HRD Unit& Department Head with a letter from the recipient, the sponsor and the training institution. Private sponsor: The recipient by letter will request directly to Director or Director General 	 HR-refer matter to commission Extensions or deferments will be subject to approval by the Commission. Approvals will <i>not</i> be automatically given and the Commission may impose certain conditions such as; return to work during academic

SECTION 5: REFUND OF TRAINING FEES FOR PRIVATE SPONSOR FOR SHORTTERM TRAINING.

- (a) Officers and daily rated workers wishing to undertake an accredited course at a local educational institution (for example, a local vocational or university course) or a correspondence course or short training in an area related to his or her official work may submit an application for approval to his or her director to undertake such courses using the prescribed *Study Leave and training Approval Form* (*PSC FORM 5-2& 5-3*).
- (b) Directors may approve up to three hours study leave per week on full salary for officers and daily rated workers enrolled in a work-related course at a local accredited educational or vocational institution.
- (c) On successful completion of any course/unit or module, the officer or daily rated worker may claim full reimbursement from his or her Department of any necessary course related expenses accrued during that training_(for example, costs of course fees and the cost of essential text books), upon production of receipts and a transcript of results for the subjects undertaken and approval by the Director.
- (d) Temporary salaried employees and contractor are not entitled to study leave or reimbursement of course costs.

SECTION 6: SALARY, LEAVE AND ALLOWANCES DURING TRAINING.

Training Duration	Salary & Allowances to be Received by Staff Member while training
12 months less	No deduction
Training exceeding 12 months	 50% percentage of the officer's salary will be paid Training allowance will be paid until Officers completes their training. Housing Allowance and Child Allowance will be at the discretion of the PSC Child, Spouse & other allowances covered by donor agency, matter will be referred to Commission & Salary may decrease according to the allowance amount.
	he Department of Finance of the appropriate training accordance with the Training Allowance Scheme

Table below outlines the entitlements of staffs on training programs.

Leave	earned while on Training		
Any training periods that do not incur a full salary	No Leave earning		
Any training will full salary (less than 12 months)	• Shall accrue leave at normal rate.		
Other Leave entitlements			
Completion of approved study of 12 months or more	• Entitled to five calendar days leave (special leave) at the end of the approved period of study, addition to any annual vacation leave		

SECTION 7: BACK TO OFFICE AFTER TRAINING

Training	Required	Not Required
During		to return to work during vacation period.
On Completion of study	To return to duty on the next working day unless leave arrangements have been approved. (If more than 12 months now/ 5 days special leave	

SECTION 8: BONDING AGREEMENT

3.6.1.1. Long Term Training Courses of more than one year duration

a. Bonding agreement?

The bonding agreement for employees on study leave for 1 years and more is 3 years

Training Records

Records to be Kept by	 Director General Director Ministry HRO Supervisor 	
Director General	 provide a report to the Commission 	
requirements from PSC	once every 12 months providing the	
	following information:	
	I. type of training undertaken by the staff of the Department;	
	II. The total cost of training provided by the department;	
	III. distribution of training amongst the staff by salary level and gender;	
	IV. Identified training needs and skill needs of the Department;	
	V. An assessment of the training undertaken by staff and how it meets	
	the training needs of the Department.	

RESPONSIBLITIES FOR TRAINING & DEVELOPMENT ACTIVITIES

Who is responsible	Task
Director General & Director	 Ensure that; 1. Cooperate Plan & Human Resource Development Plan is develop & published. 2. Staff's performance is manage & appropriate training & development opportunities available 3. Keep accurate records of all training undertaken by their staff, provide a report to commission once every 12 months as outline on the manual 4. Ensure that arrangements are in place to cover the officer's responsibility during study leave.
<u>Supervisors</u>	 Ensure that each staff member has a personal WP& D plan, including; Identified training Development needs in relation to the staffs WP& DP or in relation to Department goals Plan is developed to ensure officers who undertake training share their knowledge & skills within the Unit/department assisting staff to participate in appropriate, work- related training and development activities.
<u>Staffs</u>	 fully participate in activities both on the job and off the job, which will enhance them skills and assist them to perform the tasks associated with their position; and plan their individual career development program in consultation with their supervisor. maintain contact through e-mail with their department at least every six-months when undertaking long term training in regards to their progress, study program and ideas for utilising skills and knowledge on return to the workplace.

3.9 <u>LINKS BETWEEN TRAINING, DEVELOPMENT AND OTHER PEOPLE</u> <u>MANAGEMENT DEVELOPMENT ACTIVITIES</u>

Training & Development Activities	Human Resource Development Plans should include;
 Development activities in Public Service should Viewed in context such as; Recruitment; Selection; Work performance and development planning; Human resource planning; and Supervision. 	 greater clarity about skills required in the workplace; better targeting of training to achieve workplace competencies; integration of on-the-job and off-the-job learning; better matching of people to jobs; and structures for the transfer of skills to new areas of work

DEVELOPMENT PROGRAM

APPRENTICESHIP AND CADETSHIP PROGRAM

Program process:

Why this program?	To meet the Ministries Specific HR Needs
Who is Eligible for this program?	Year -12,13, 14 some field of expertise by provisions of awards at the public service salary Structure.
What is it?	 Work attachment agreement between Tertiary student & Director General Treated like other employment agreement Apply Performance Appraisal every six months (PSC Regulations)
Process	Apprenticeship & Cadetship to be sent to HRD Unit & Should receive PSC endorsement

<u>RESPONSIBILITY OF PSC HRD & TRAINING & SCHOLARSHIP</u> <u>COORDINATION UNIT</u>

• Develop and monitor the application of Cadetship and Apprenticeship programs.

Eligible Importance of this Program	Most promising year 12, 13 and 14 students to some field of expertise by provisions of awards at the public service Salary Structure Ministries may invest in potential students.
What type of program is this?	 work attachment agreement between a tertiary student and a Director General
Process	 I.Application for Apprenticeship and Cadetship should be sent to the HRD Unit and should receive the endorsement of the Public Service Commission. II.PSC HRD Unit and Training and Scholarship Coordination Unit (TSCU) are responsible to develop and monitor the application of Cadetship and Apprenticeship programs. III. The agreement should be treated as other employment agreement and should apply performance appraisal every six months in accordance with the PSC regulations

Succession planning

Importance	PROCESS
 Ministries ensure to identify the availability & sustainability of a supply of capable staff that are ready to undertake key or critical roles Ministries focus on building internal capability. Develop a Succession Plan that is appropriate and within their capacity and strength. 	• Succession Plan is to be approved by the Director General and endorse by the PSC HRD Unit.

TRAINING APPROVAL FORM 5-2

INFORMATION ON APPLICANT:

Name:	VNPF No:	
Post title:Salary grade:	:	
Permanent, daily rated worker or tempor	rary salaried status:	
Department:	Ministry:	
Date commenced in Public Service:		
PROPOSED TRAINING COURSE OR A		
What is the core content of this course?		
Training Provider/Institution:	Aid Donor (if applicable):	
Dates of the Course/Activity: From:	To:	
Is a Bonding Agreement required? YES/ (Bonding Agreements are required for all scholarshir	NO Location:	

TRAINING NEEDS ASSESSMENT (be completed by Department/Ministry):

I certify that in accordance with the criteria specified in Chapter 5, Section 3.1, the proposed training or development activity:

- □ cannot be provided as an "on-the-job" learning opportunity;
- □ is a cost-effective method for the Department and can be resourced by the Department/Ministry at both a human resource and financial level;
- □ is based on a careful analysis of the training and development needs of the staff member and their Work Performance and Development Plan or Performance Agreement;
- □ is based on evidence of the staff member's capacity to successfully undertake the level of study and benefit at a professional level;
- □ will meet the genuine skill requirements of the Department, Ministry or, more broadly, the Public Service; and
- □ will be used to ensure the optimal use of skills and knowledge transfer within the department on completion of the training and development activity.

SCHOLARSHIP APPLICATIONS (over 15 days) ONLY:

Is there a support in	g letter from	hthe Ministry	addressing th	e above criteria?
is there a supporting	5 10000 11011	i une ministry	uddi obbiling ti	

- □ Is the Corporate Plan or HRD Plan attached?
- □ Is the WP&D Plan or Performance Agreement or Job Description attached?
- □ Is there a record of previous study and training undertaken attached?

INDICATION OF FINANCIAL COSTING (to be completed by Department/Ministry):

Level of sponsorship (if applicable) i.e., fully funded or partially funded:

Details of sponsorship (if applicable) i.e. What costs are covered?

Estimated costs for duration of activity: Salary costs of Applicant:

Full salary costs of replacing officer: _____ Name of replacing officer:

Course Fees: _____

Accommodation, travel & subsistence costs of Applicant (*if not covered by sponsorship*):

Who will pay these costs? Department _____ Other _____

Please provide details as an attachment to this form if space provided is insufficient. Provide a full explanation on the financial arrangements and attach written information on sponsorship allowances. NB: Where accommodation, travel and subsistence allowance (irrespective of the amount) is funded by the sponsor, no additional allowances are payable.

APPLICANT AGREEMENT: I have read, understand and accept the financial arrangements and conditions of my proposed application:

Applicant - Name:	Signature:		
Date:			
TRAINING ACTIVITY RECOMMENDED: answer)	YES/NO (<i>Please circle appropriate</i>		
Supervisor/Manager - Name:	Signature:		

Date:

TRAINING ACTIVITY CONFIRM RECOMMENDATION: YES/NO (Please circle

appropriate answer)

Director/Director-General - Name: ______Signature:

Date:

(This form only needs a Director-General's confirmation of recommendation if a director is applying to do the training or if the training is conducted overseas and is of 15 working days or less in duration. It should be submitted at least six weeks before the course commences).

PUBLIC SERVICE COMMISSION APPROVAL:

Chairman/Secretary, PSC - Name: ______Signature______

Date:

(This form only needs the PSC's approval where the course is conducted overseas and is longer than 6 months in duration or where the application is from a Director-General. It should be submitted at least six weeks before the course commences).

Annex 2

STUDY LEAVE APPROVAL FORM 5-3

A new form is to be submitted at least two weeks before the beginning of each term or semester. Any approval given is only valid for <u>one semester or term</u> at a time.

INFORMATION ON APPLICANT

Name:	Payroll No:
Post title:	Salary grade:
Department:	Ministry:
PROPOSED STUDY COURSE DETAIL	LS
Name of course:	(please attachment proof of enrolment)
Name of organisation:	Location:
Dates of this Semester or Term:	
Days of the week and times you wish to tal	ke study leave:
Course fees:	Estimated text book costs:
Do you have any sponsorship for any of the	is cost? If yes, name of sponsor:
I certify that the above statement is true and enrolment.	d accurate and I have attached proof of my
Applicant's signature:	Date:
TRAINING NEEDS IDENTIFICATION	N (to be filled out by the Director):
What skill requirement of the Department of	or Ministry does this study activity meet?
What identified training need of the staff m	nember does this study activity meet?
STUDY LEAVE APPROVED: (Please circle the appropriate answer)	YES/NO Date:
	20

Director General/Director - Name:	Signature:
	Date:

ANNEX 3

BONDING AGREEMENT FORM 5-4

To be submitted in situations where a permanent officer is seeking approval to attend a training course under the Vanuatu government-sponsored (or partially sponsored) training scheme. This applies only were

SECTION A – DETAILS

PERMANENT OFFICER INFORMATION:

Name:		VNPF No:/ / / /
Post title:		Salary grade:
Department:		Ministry:
Mailing address:		
Telephone:	Fax:	Email:
EDUCATING INSTITUTION		
Name of educating institution:		
Faculty/Department:		
Mailing address:		
Telephone:	Fax:	Email:

TRAINING COURSE

Title of training course:

Commencement date of training course:

Date of completion*:

*Some post graduate courses require satisfactory completion of the first year before proceeding to the master's level. In such cases provide full details of these requirements. Duration of training course (mark X in appropriate box):

Exceeding twelve (12) months (proceed straight to section C). Please specify duration:

Twelve (12) months or less (proceed to section B). Please specify duration:

SECTION B – CONTRIBUTION OF THE GOVERNMENT OF VANUATU

Note: This section to be filled in only where the duration of the training course is twelve months or less **but** the cost to the Government of Vanuatu exceeds 1,500,000 VT.

Please specify contributing sponsoring agency/agencies (if any):

Expenditure items	Sponsor agency/agencies	Vanuatu Government	Other contributions
Tuition fees			
Accommodation			
Travel			
Subsistence (meals etc)			
Living allowance			
Salary			
Other (please specify)			
TOTAL			

SECTION C – BONDING PERIOD

Mark X in the appropriate box

\square Duration of the training course exceeds twelve (12) months

Bonding period is equivalent to the duration of the training course, which is:

Duration of the training course is twelve (12) months or less

Bonding period is calculated as follows:

 $BP = CVG \div MS$

Where: BP = Bonding period (months) CVG = Cost to the Government of Vanuatu (VT) MS = Monthly salary (VT/month)

Monthly salary (see Section A):

Cost to the Government of Vanuatu (see Section B):

Bonding period (see method of calculation above):

SECTION D – AGREEMENT

Date of departure from the Vanuatu Public Service:

Date of expected return to the Vanuatu Public Service:

- (1) I accept the contribution from the Government of Vanuatu under the Training Scheme and hereby agree to abide to the following conditions:
 - (a) I will attend the training course for its duration, in good faith and will not be absent without reasonable excuse.
 - (b) I will complete all academic requirements of the training course in good faith and will immediately submit any formal results obtained to the Approving Authority.
 - (c) I will immediately inform the Approving Authority if I become aware of any circumstances which may lead to me not completing the training course by the date of completion specified in Section A, (for example, I fail an academic requirement of the training course or there is a change to the training schedule).
 - (d) Any extension of time will need to be sought by a separate request for approval in accordance with PSC Form 5-2 or 5-3 as the case may be.
 - (e) Should an extension of time be granted, the Bonding Period specified in Section C will be extended accordingly.
 - (f) Upon completion of the training course, I will immediately return to Vanuatu to resume my position within the Vanuatu Public Service. Subject to the availability of positions the position may be the identical position occupied before departure for the training program or a position of equivalent rank elsewhere in the Vanuatu Public Service.

- (g) I will remain in my position or another position of equivalent rank in the Public Service for the Bonding Period specified in Section C, or if an extension of time is granted, for the extended Bonding Period.
- (h) I will immediately inform Approving Authority if I receive financial assistance (including from any employment) from any sources other than those specified in Section B.
- (i) I will maintain regular contact (at least every 6-months) with the Approving Authority in regards to my progress and study program.

Note: The Approving Authority is the person responsible for approving the attendance at the training course as specified in the Public Service Staff Manual, Chapter 5.

(2) If I fail to comply with any of the above conditions:

1 OCC

- (a) I will be required to reimburse, as a debt, the training and other costs incurred by the Government of Vanuatu.
- (b) The Government of Vanuatu will terminate the provision of financial assistance (study leave or any other form of financial assistance provided) to me.

Name of Permanent Officer:		
Signature:	Date:	
Approved:		
Director-General - Name:	Signature:	
Name of Ministry:	Date:	
Secretary - Name:	Signature:	
Public Service Commission	Date:	

