



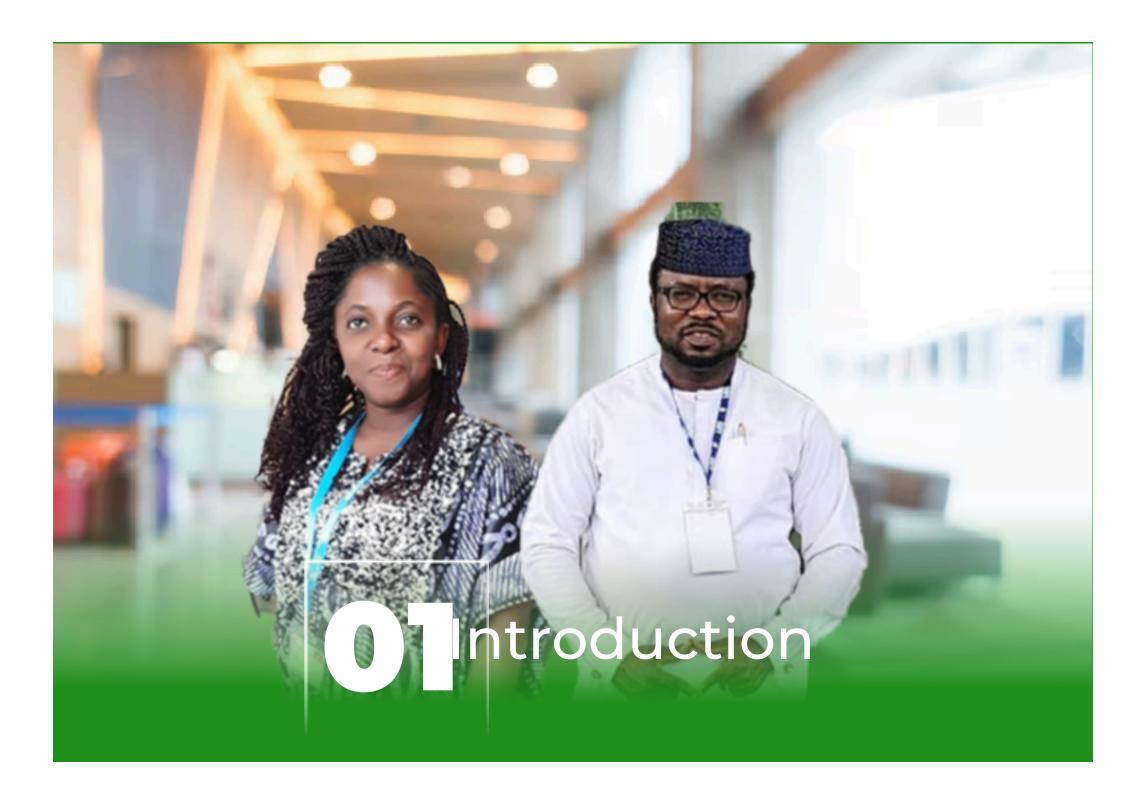
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1.0 INTRODUCTION

This culture handbook describes the culture of the Nigerian Federal Civil Service. It includes our history, vision, mission, values, beliefs, norms, value proposition, and practices. It is to help new officers understand and adapt to our culture, as well as reinforce and celebrate the positive culture among existing officers. It also helps to communicate our ethical codes and values to external stakeholders, such as customers, partners, or investors.

1.1 ABOUT THE FEDERAL CIVIL SERVICE

The Federal Civil Service was established by section 169 of the 1999 Constitution of 1.2 MISSION STATEMENT the Federal Republic of Nigeria (as amended) and is made up of officers in all Federal Ministries and Extra-Ministerial Departments. They are appointed into various positions or offices. functionaries of Government, directly by the Federal Civil Service Commission 1.3 OUR VISION (FCSC) or indirectly by other authorities within the Federal Civil Service, through its delegated powers.

The FCSC derives its powers to appoint 1.4 WHY A CULTURE HANDBOOK? officers into the Service from the third schedule part 1, section II, sub-section 1(a) – (b) of the 1999 Constitution of the Federal Republic of Nigeria, as amended.

Once appointed into the Federal Civil Service, the responsibility of managing the career of these officers lies in the Office of the Head of the Civil Service of the Federation (OHCSF).

The Head of the Civil Service of the Federation (HCSF) provides leadership; direction and guidance to the Federal Civil Service to enable it to continue to function efficiently, effectively and productively as the administrative machinery of Government. This is to ensure the delivery of Government's policies and programmes aimed at promoting the common good of the citizens.

We provide a professional and efficient workforce that is merit-based. accountable, and responsive to the citizens and other stakeholders.

To lead a world-class Service for accelerated national development.

As a Service, the past decades have been rife with challenges. We have learned, and we keep doing so, to re-position Civil







Servants to provide world-class service in our ever-changing and challenging world to achieve our nation's optimum development.

The Nigeria Civil Service seeks to build and maintain a high standard of Accountability, Meritocracy, Professionalism, Loyalty, and Efficiency among officers within and across entities (Ministries, Departments and Agencies (MDAs)). We also seek to uphold this standard when relating to citizens, businesses and partners.

We serve hundreds of millions of Nigerians and non-Nigerians within and outside the country, and this has its accompanying pressures. It is, however, an exciting and life-changing place to work and we pledge to keep it so.

A culture diagnostic carried out by the OHCSF from 2017 to 2019 revealed that most serving officers do not believe that their services had a significant impact on the well-being of the citizenry. This negative mindset is partly responsible for their poor work culture and a lack of innovation in rendering services efficiently and effectively to the people. The belief system and value proposition of the Service, which have been codified as our core values and principles, are meant to engender attitudinal and behavioural alignment with extant rules and regulations. This is to build a body of Civil

Servants who are passionate and just in the discharge of their official duties.

1.5 OUR VALUE PROPOSITION

What sets us apart from any other organisation is our mandate: we are the engine of governance with key contributory roles from the private sector as stakeholders in the development process. In this regard, the OHCSF creates platforms to promote public-private partnerships in the development of competencies and the exchange of professional ideas and knowledge.

The Civil Service is a diverse and inclusive workplace, and we want to help officers develop and actualize their full potential. In relation to this, the Service provides ample training opportunities for officers to grow and develop themselves using our various training facilities across the country, offering both physical and online training. We also enable paid study leave for as much as 4 years for undergraduate studies.

Additionally, we have a fluid team structure: people constantly get posted in, out, and around. Consequently, officers will get to meet and interact with lots of people and can build a strong network of talents during their time in the Federal Civil Service.







Our image refers to the global/public perception of the Service: our impression of ourselves and the impression others, (external to the Service) have about us. As Civil Servants, we ensure that we consistently project the right image both within and outside our work environment.

2.1 OUR IMAGE OF OURSELVES

The way we see ourselves has a direct impact on the quality of service we deliver. Our image is projected through our behaviour, attitude to work, integrity, ethics and depth of knowledge.

Our image of ourselves is also showcased in our appearance, which can determine how we are perceived, treated, addressed or received by others. As Civil Servants, our dressing should be neat and decent with properly groomed hair, beards and nails. An officer's dress should be appropriate for the event he/she is attending.

2.2 OUR DRESS CODE

In fostering our image, it is important to dress professionally in accordance with our work profile, the event we are attending and the culture of the Service. It is about projecting professionalism, confidence and respect for the workplace.

The details of the acceptable dress code in the Federal Civil Service are found in the Appendix (Dress Code) attached to this handbook.

2.3 OUR WORK ENVIRONMENT

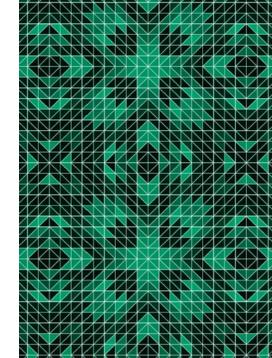
We operate in an environment that is cordial, safe and conducive for work. Our workspaces are clean and tidy, equipped with furniture and work tools that ensure maximum productivity. We strive to provide a work environment that is void of items and interactions that are toxic and hazardous to the physical, emotional and mental health of officers.

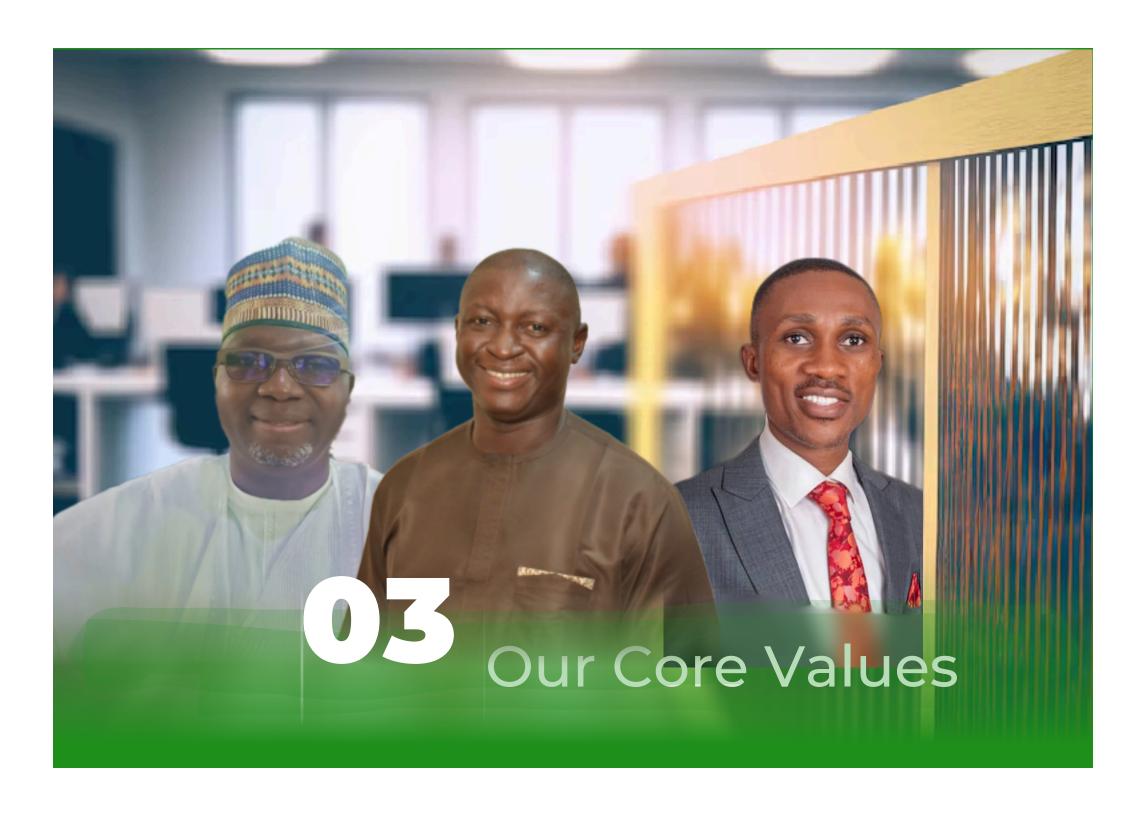
2.4 OUR STAKEHOLDERS

Our stakeholders are individuals and entities, Nigerian and non-Nigerian who interact with us in one way or the other; either by virtue of the service that we render, or their use of the information we provide. They also include those who support our work or those who will be affected in some way by the decisions we take and the things we do.

Our goal is to project the image of the Civil Servant as a courteous, helpful, result-oriented, high-performing and equitable individual who is determined to deliver excellent service to all stakeholders irrespective of their tribe, race, language, religion or belief system.









3.0 OUR CORE VALUES

The culture of the Service derives from a set of Core Values that also drive the achievement of our mission and it is important that every officer understands what is expected of him or her. The values are exemplified in our interactions with those within our workspaces: fellow

officers, our superiors and colleagues, as well as other stakeholders.

The Core Values of the Federal Civil Service are explained below:

3.1 ACCOUNTABILITY

Accountability, in terms of ethics and governance, affirms that we answerable. culpable. liable. and expected to render account of stewardship. We take personal responsibility for our actions or our promise to deliver on an agreed outcome: readiness to own up to our actions, inactions, judgments, and failures, and a willingness to subject ourselves to public scrutiny.

First, we are accountable to ourselves as officers in the Government establishment. Our pledge is to provide the best quality service to the citizens/people and we must hold ourselves

accountable for ensuring that we do so.

As Government employees and within our work environment, we are accountable both to our superiors and subordinates. For superiors, we must report promptly and honestly on what we have been assigned to do, and to subordinates, we must show them the right way to get things done in the Service, leading by example to create trust.

As public officers, we also have a responsibility towards our stakeholders. Because these groups of people are not with us every step of the way, it is our sacred responsibility to keep them abreast and updated, ensuring that our actions are visible and unambiguous.

We must always ensure that all the four core components of accountability (participation, evaluation, transparency, and feedback mechanisms) are present in our operations.

i. Participation

Ensure that expectations are clearly defined and goals that are realistic, measurable, attainable and time-bound are set.

ii. Evaluation

Assess and understand the relevance of the set goals and assign/delegate the tasks.

iii. Transparency

Clear and honest communication of goals, expectation, tasks, outcomes, shortcomings to those responsible, is key.



iv. Feedback Mechanism and Reward

We encourage a regular feedback system as this is essential for complete accountability. It creates an opportunity for exchange of ideas; provides progress/status reports and makes for proper guidance and minimal mistakes. Reward and Recognition of achievement is also our hallmark.

Accountability, therefore, is completely attained with all the four components above in play.

3.2 MERITOCRACY

In the Service, we provide opportunities to the most capable and talented individuals. That is, opportunities and rewards based on demonstrable performance. The Service is poised to promote accountability and discourage complacency, by emphasizing the importance of merit over inherited status. Positions and rewards are distributed according to merit. It recognizes the power of hard work, talent, and ambition, asserting that each individual, regardless of their background, has the potential to climb the Service ladder on the basis of their capabilities.

This means you get what you work for. We have a strong focus on evaluation, especially with the entrenchment of the Performance Management System in all Ministries, Departments and Agencies within the Service. To deliver on our responsibilities as an organisation, we all must work together, collaboratively, towards collective goals. So, we need every officer to put in his or her best effort when handling an assignment and to consistently seek to improve themselves and their performance. This is the only way to guarantee recognition and reward.

Seniors also have the responsibility to train and mentor their juniors and ensure that they improve their skills and competencies. Every officer is encouraged to reach out for help and request support when it is needed.

In our interactions and especially in the selection of vendors to work with, as officers, we must choose the best people based on agreed requirements and set criteria for selection. We do not encourage or tolerate any form of nepotism, tribalism, corruption, or unlawful use of power.

We do not lie, we do not cheat, and we do not propose any unfair practice or scheme.

3.3 PROFESSIONALISM

This refers to our conduct, behaviour, and attitudes in the workplace. As Civil Servants, what we do and don't do matters. We must conduct ourselves professionally. This relates to the way we speak, the way we dress, when we arrive at work, when we leave the office, how we do our work, etc. This also guides how we are treated within and outside the workplace.

It is therefore important to us in the Service that every officer takes professionalism seriously.

Within the work environment, every officer is expected to be organised and keep documents and workspace neat. We relate with colleagues, vendors, partners, citizens and all stakeholders, irrespective of their gender, grade level, social class or educational background in a respectful and professional manner. We exhibit professionalism in the following areas:



i. Our Knowledge and Competence

We are knowledgeable, skilled, competent and subject matter experts in our field and can deliver on assigned tasks.

ii. Our Conscientiousness

We carry out our work diligently and take our obligation to our stakeholders seriously.

iii. Our Attitude to Work

We are positive, goal-oriented, resultdriven and proactive team players. We do what it takes to get the job done right the first time. We have the right demeanour (physically and online). We are reliable, communicate politely and respond in a timely fashion to requests.

iv. Our Working Hours

Our official work hours are 8am to 4pm, Mondays to Fridays.

v. Our Ethics and Integrity

We are guided by principles and values that ensure we do the right things all the time in every circumstance, whether we are being watched or not.

When we interact with our stakeholders, we project professionalism in our conversation and in the neatness of our appearance.

3.4 LOYALTY

We are loyal and express our loyalty on six levels:

i. Loyalty to Country:

We are first, loyal to the constitution of the Federal Republic of Nigeria. We have a strong sense of allegiance to country.

ii. Loyalty to the Service:

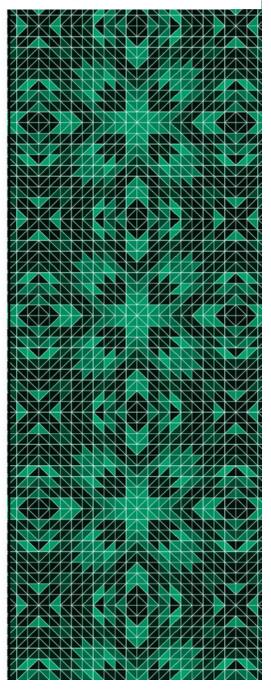
We are loyal to the Federal Civil Service of Nigeria. This is shown in our adherence to the rules and regulations as stated in the Public Service Rules (PSR).

iii. Loyalty to our Superiors:

We are loyal to our superiors showing commitment and dedication in the execution of tasks assigned to us. We ensure the work given to us succeeds.

iv. Loyalty to our Subordinates:

We are loyal to our subordinates ensuring that we provide leadership and mentorship to help minimize errors and mistakes. We also ensure our subordinates are carried along in the activities of the Office, Department, Division, Section or Unit. We protect the interest of those we lead.





v. Loyalty to our Colleagues:

We show loyalty to one another. We work as a team and help one another to achieve the goals of the organisation we work with. We also provide support and look out for the well-being of our colleagues.

vi. Loyalty to our Stakeholders:

Abiding by the rules and regulations of the Service all the time we render excellent service to the Citizens, Vendors and Partners. We are committed to providing quality service to our stakeholders and we carry out our tasks and responsibilities with excellence and in the best interest of all Nigerians.

We show pride and passion for Public Service by creating and engaging others in delivering a shared vision. We value difference, diversity, and inclusion and ensure fairness and opportunity for all. Our show of loyalty is in the order that is listed in this handbook. When in doubt, the one that is listed first supersedes the next one. That is, our first allegiance is to our Country, and this supersedes every other level of loyalty.

3.5. EFFICIENCY

Carrying out our tasks efficiently means working smarter to meet the set target and completing tasks in the least amount of time possible and within available resources, using time-saving strategies for increased productivity. This means that we are innovative in the way we carry out assigned tasks and the quality of our work is not compromised. The Service is committed to the digitalisation and automation of its work processes. It is therefore expected that all officers should be technology savvy and commit themselves to continuous improvement of their ICT skills.

We embrace innovation and encourage and reward officers who devise innovative means of carrying out their assigned tasks. We constantly seek ways to manage our time and other resources better, within our workspaces. Through our digitalised work platforms, we ensure that time and resource waste is eliminated.

We apply proactive, collaborative and effective time management techniques in carrying out our assign tasks/duties and work with our stakeholders to ensure excellent, timely and fit-for-purpose service delivery.







4.0 THE FUTURE OF THE SERVICE

The Service is as old as the nation, we have made our mark in Nigeria, and we will continue to do so. We have been through and survived administrations, both military and democratic, and our resilience has brought us this far.

Thanks to our high-performing officers, we will continue to evolve into the world-class Service we desire, capable of delivering sustainable development to our people. From experience, this is not an easy feat to achieve, and several obstacles will be encountered – but working hard with a strong commitment and with the support of our stakeholders and partners, we are confident of producing excellent results together. Our achievements thus far, should be celebrated by every officer in the Service and we should realize that every Officer has a role to play and is part of the future.

Our focus is to build a team of highly skilled, high performing Civil Servants who are using innovative work processes that are streamlined and digitalised; improved performance management systems; improved management of IPPIS using the Human Resources module and enhanced value proposition (staff welfare).

The future of the Service is in our hands. We must ensure that the Core Values of the Civil Service is imbibed and upheld by every Officer. This will lead to a paradigm shift and result in a transformed Civil Service poised to deliver a united and developed Nigeria.





DRESS CODE IN THE CIVIL SERVICE

Dress Code deals with acceptable dressing and physical appearance in the work place. This portrays a professional, decent and modest image of the Service.

Dressing goes beyond the clothes; the way the clothes are worn also matter. Dressing encompasses grooming, accessories, and overall presentation.

a. General Dress Code Standards

- A well-groomed appearance should always be maintained. Hair, beards, nails should be well kept and overall hygiene should be in check;
- Office wear must be in a subtle colour, clean and well ironed;
- Male shirts should be buttoned to the neck without exposing the chest, while females should avoid exposing their cleavage;
- Shoes must be polished and the colour and pattern must be decent.
 Women should endeavour to wear shoes with moderate heels;
- Subtle fragrances can be used to complement looks and leave a lasting impression;
- Accessories that enhance outfits.

without overpowering them, may be worn;

- Wrist watches, sleek belts, handbags can add sophistication to dressing;
- Makeup should be moderate and not loud;
- Male hair styles should be decently trimmed. Women should ensure their hair is well styled with neutral colouring;
- Facial hair should be trimmed and well-maintained. Men with beards or moustaches should keep them neatly groomed;
- Confidence is the ultimate accessory.
 Posture, poise, eye contact and firm handshake are important.

b. Western and Traditional Dressing

Corporate dressing etiquette is the art of dressing formally and professionally, in accordance with work profile and organisation culture. It is about projecting professionalism, confidence, and respect for the workplace.

Well-designed/tailored western outfits and traditional attires that reflect the cultural image of the Country are considered acceptable dressing in the Civil Service.







i. Western Dressing:
 Western inspired outfits for women include: skirts, blouses, dresses/ gowns, suits (skirts, dress and trouser suits), etc.

For men dress shirts, trousers, twopiece and three-piece suits, blazers/ iackets and ties, etc.

ii. Traditional Dressing:

For women, traditional corporate dressing includes: the use of traditional printed fabric to create modern, professional outfits such as blouses, skirts, and dresses. Local styled wrappers and blouses are permissible as long as the designs maintain a corporate look.

For men, this typically includes: formal two-piece outfits styled according to designs peculiar to various parts of the country or complete three-piece ensemble with matching cap and appropriate shoes.

iii. Religious dress codes regarding length of outfits and hair covering can be accommodated as long as the overall dressing maintains a professional, formal and corporate outlook.

c. Unacceptable Dressing

These are clothing items that are considered unprofessional and are not permissible in the workplace:

- i. Male and female clothing such as jeans, ripped jeans, t-shirts and sneakers, loud prints, vibrant hues or any graphics and logos; excessive and oversized accessories and jewellery; ill-fitting clothes; excessive and loud makeup; unkempt facial hair and hair generally; inappropriate hair colour in the work place i.e. colours that are unnatural.
- ii. Slippers, beanies, leather dusters, face-caps, imprinted shirts with logos, bow-ties, popped collars, sleeveless cloth, hoodies or any type of sport wear (except on sports days), political hats, shorts, furs, heavily distressed clothing, bling neckwear, sandals, etc.

d. Dressing Categorisation

An officer's dressing should be appropriate for the event he/she is attending. Events can be categorized as: Strictly Formal, Official and Informal.

See **Table 1** below for details on the accepted dressing for the various event categories.



Table 1: Acceptable Dressing for Various Events

	Event Category	Events	Attire Type	Gender	
				Female	Male
а	Strictly Formal	All Government functions and engagement including High-level meetings, Dinners, Inaugurations, Diplomatic engagements	Traditional Western	Attires made with local/traditional fabrics, e.g., wrapper and a blouse with headgear, skirt and blouse, kaftan, a dress (maxi, midi, but not above the knee and not sleeveless) with or without a head cover or Hijab. Footwear should be formal. Skirt, trouser, or dress suit, cocktail dress, dinner dress (maxi, midi, but not above the knee and not sleeveless), with or	Attires made with local/ traditional fabric into complete two or three-piece outfits - top (long or short sleeves) and trouser, kaftan, etc - all complemented with a cap. Footwear should be formal. Suit, complete with a shirt and tie (regular and bow tie), Tuxedo etc. NB: Neutral coloured suits are advised
		engagements		without hijab. Footwear should be formal.	Footwear should be formal.
ь	Formal	Work, Formal meetings, Official Assignments, Dinners	Traditional	Attires preferably made with local/ traditional fabrics e,g. skirt and blouse, kaftan, a dress maxi, midi but not above the knee and not sleeve-less) with or without head cover or Hijab. Footwear should be formal.	A top (long or short sleeves) and trouser made preferably with African fabric. Cap is optional. Footwear should be formal.
			Western	Skirt, trouser or dress suits. Skirt or trouser with a shirt or blouse Footwear should be formal.	A formal shirt and tie, advisably with a jacket (A jacket is a must for officers above G.L 12. French suits and blazers are permissive. Footwear should be formal.
С	Informal	Sporting, Office get-together	Traditional	Trousers and Three-Quarters, Jeans and T-shirt (short or long sleeves) and all (b) above	Trousers, Jeans and shirt (short or long sleeves) and all (b) above
			Western	Tracksuit, jeans and shirt, skirt and blouse	Tracksuit, jeans and shirt (short or long sleeves)





CULTURE HANDBOOK