

Lecture 1: The Promotion System in the Algerian Public Service

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For Students of 1 Master, HRM
Course: Wages and incentives Management 2

Lecture objectives

After completing the lecture, the student should understand the following:

- ▶ Types of promotions.
- ▶ Procedures for promotion by grade.
- ▶ Exceptions to promotion by grade.
- ▶ Types of promotion by rank.
- ▶ Procedures for promotion by rank.

1. Promotion definition

- ▶ An individual in any organization moves from one job to another according to three directions: upward, downward, or horizontal.
- ▶ Downward mobility is often punitive, while horizontal mobility involves transfer, or temporary assignment (job rotation).
- ▶ Upward or vertical transition is known as promotion, advancement, or assignment to a higher position, where an individual moves to a higher level in the career ladder, resulting in an increase in salary, an increase in authority, and a change in job importance.

2. Promotion Objectives

- ▶ Raise the Individuals morale.
- ▶ Break the monotony and boredom of work life.
- ▶ Change ideas and create opportunities for quality and improvement through changing individuals.
- ▶ Reduce expenses and minimize the size of the workforce.

3. Principles of the promotion system:

- ▶ The hierarchical structure to which the employee belongs: the larger the unit in which the employee works, and the higher its job levels, the greater the opportunities for promotion.
- ▶ One or more vacant positions are available that can be promoted to.
- ▶ The employee's academic qualifications, experience, and knowledge must be suitable for the higher position.
- ▶ Preparing and training the employee before promoting him to the position, so that he is able to perform the burdens and duties of the higher job before the promotion decision is issued.
- ▶ The promotion should result in a salary increase, so that the individual feels the financial return resulting from the promotion.
- ▶ Clarity in the authorities and responsibilities for each job.

4. Promotion system problems:

1. Disappointed by the lack of promotion:

- ▶ This occurs when a large number of employees are nominated for promotion, and a limited selection of candidates is made, leading to a decrease in the morale of some employees, and consequently a decrease in their productivity due to their belief that they are entitled to promotion.

2. Refused the promotion:

- ▶ Sometimes employees refuse promotions because they recognize their limitations and fear potential failure in the new role.
- ▶ Others are reluctant to leave their familiar work environment, viewing promotions as a move to a new group of people.

4. Promotion system problems:

3. Prohibit promotion

- ▶ Sometimes some managers fear that promoting employees in their departments will lead to a loss of competencies.

4. Lack of objectivity

- ▶ This occurs under an unclear system of promotions, in which some employees who are worthy of promotion may be overlooked, and those who are less competent or senior may be promoted.

4. Promotion system problems:

5. Unequal opportunities for promotion among employees

- ▶ This applies to professional and specialized employees, as their opportunities for career advancement are lower compared to other jobs.



5. Types of promotion in the Algerian public service:

- ▶ Promotion from one grade to another within the salary scale.
- ▶ Promotion from one rank to another within the same corps.
- ▶ Internal promotion from one corps to the next higher one.

Grade promotion:



1. Grade promotion:

- ▶ It means the promotion of an employee from one grade to the next higher grade in the same rank, after having the required seniority in the year in question, and according to the scoring of the authority that has the power to appoint, or after completing a training course.
- ▶ Employees who do not meet the seniority requirement but have undergone a training course that qualifies them to reach the required seniority to move to a higher grade can be promoted to a higher grade. (Order 133-66)
- ▶ Promotion in grade does not need a change in the job performed, but only an increase in salary.

1. Grade promotion:

- ▶ Presidential Decree No. 07-304 dated September 29, 2007, states in Article 10, “Promotion in grade consists of moving from one grade to the next higher grade, continuously, within a limit of 12 grades, according to a period ranging between 30 and 40 years.”
- ▶ Therefore, promotion to a higher grade is carried out continuously according to three rates: the minimum period, the average period, and the maximum period. These rates are distributed across 12 grades as shown in the following table:

1. Grade promotion:

Grade promotion	Minimum duration	Average duration	Maximum duration
From one level to the next higher level	2 years and 6 months	3 years	3 years and 6 months
Total 12 grades	30 years	36 years	42 years

2. Stages of the promotion process:

- ▶ The process of promotion in grades is prepared by the person in charge of managing the employees by preparing the status of the employees.
- ▶ Seniority is always closed to 31/12 of the year preceding the current year (Article 4, Decree 66-149 dated 02-06-1966).
- ▶ The scoring form is prepared from 0 to 20 according to the grades for those responsible for scoring, which differ from one grade to a higher grade (Article 02 of Decree No. 66-149).
- ▶ The scoring criteria are as follows: physical fitness (02 points), presense (04 points), behavior (03 points), accuracy in work (04 points), professional knowledge and qualifications (04 points), speed in carrying out the work (03 points).

2. Stages of the promotion process:

- ▶ The responsible for the promoting is the organization's manager after consulting with the direct supervisors.
- ▶ Check the latest promotion extract for each employee.
- ▶ After collecting all the necessary documents for the promotion process, all employees who have the minimum seniority that allows them to be promoted are extracted.
- ▶ Employees are ranked in promotion schedule according to the same rank and grade.

2. Stages of the promotion process:

- ▶ Based on the scoring and the rating given, employees are registered in the promotion table according to the first merit score because the basis of the ranking is the point given.
- ▶ The promotion schedule is prepared every year by the administration and referred to the joint committee for review. The authority that has the right to promote must close the said schedule by 12/15 of the year in question for which it was prepared (Article 04 of Decree No. 66-149).
- ▶ If employees are tied on the same point, they will be separated by the following criteria:
 - ▶ 1. Greatest seniority (refer to the date of the last promotion to determine who has the greatest seniority up to the seniority closing date 12/31).
 - ▶ 2. The oldest.

2. Stages of the promotion process:

- ▶ If the date of benefiting from the grade promotion falls between the 1st and 15th of the month, then the date to be considered is the 1st of the current month. However, if the date of benefiting from the promotion falls between the 16th and 30th of the month, then the date to be considered is the 1st of the following month (Correspondence No. 1021 dated 21-12-1993).
- ▶ As for the method of promotion in grade from 1 to 12, it is done according to the point and the general evaluation and according to the ratio of four, four, and two out of ten employees, and this means promoting 04 employees on the basis of the minimum period, 04 employees on the basis of the average period, and 02 employees on the basis of the maximum period.

2. Stages of the promotion process:

- ▶ Example: We have 07 employees in a certain rank from grade 2 to 3 and they meet all the conditions. The ranking is as follows: $7 \times 0.4 = 2.8$, $7 \times 0.4 = 2.8$, $7 \times 0.2 = 1.4$. Accordingly, out of 07 employees, 3 will be promoted in the minimum period, 3 in the average period, and 1 employee in the maximum period.
- ▶ We also note that if the basic laws stipulate only two promotion rates, the ratios will be six (06) and four (04) out of ten employees. That is, six (06) employees will be promoted based on the minimum length of service and four (04) employees based on the maximum length of service (Article 12 of Presidential Decree No. 07-304).

2. Stages of the promotion process:

- ▶ An employee who has been promoted to a higher rank shall be reclassified to the grade corresponding to the index number that is equal to or immediately above the index number of the grade he holds in his original rank.
- ▶ The employee retains the remaining seniority and it is taken into account when being promoted to the new rank (Article 15 of Presidential Decree 07-304). Example: An employee working at the rank of (Principal Attaché of the Regional Administration), Class 10, Grade 8, is promoted to the higher rank of (Regional Administrator), Class 12. This employee is reclassified to Grade 7 because the index number for this grade of the rank of (Regional Administrator) is higher than the index number for Grade 8 of the rank of (Principal Attaché of the Regional Administration), which is equal to 181 points.
- ▶ The appreciation of the professional experience acquired by the employee is embodied in the promotion to a higher grade by acquiring reference points that are multiplied by the value of the point 45 DZD and added to the salary.

3. Exceptions for promotion in grade:

- ▶ Employees placed on long-term sick leave benefit from the right to promotion in grades, based on the principle that they are within the scope of performing the service, and they are always promoted in the average period and outside the schedule.
- ▶ When an employee is on maternity leave, sick leave, or due to a work-related accident, and since the specialized authority cannot objectively evaluate the employee during these periods because they are not periods of actual work performed, the employee's last performance evaluation before being placed in one of the aforementioned situations should be used. (Correspondence No. 1076 dated 27-11-2013).

3. Exceptions for promotion in grade:

- ▶ The period of disability is not considered as professional experience for promotion in grades or promotion to a higher rank (Correspondence No. 449 dated 05-09-1992).
- ▶ The period of suspension from work due to a criminal conviction is considered a period of unfulfilled work, therefore it is not counted towards promotion and is not equivalent to a salary (Correspondence No. 1603 dated 11-01-2010).

3. Exceptions for promotion in grade:

- ▶ An employee who works in certain areas of the national territory benefits from a reduction in seniority for promotion to a higher position and advancement in grades:
- ▶ 1. Zone 1: 6 months of seniority for each year of actual service (applies to the southern provinces of Adrar, Tindouf, Illizi, and Tamanrasset).
- ▶ 2. Zone 2: 3 months of seniority for each year of actual service (applies to the provinces of Béchar, El Bayadh, Ouargla, Ghardaïa, Naâma, Laghouat, and El Oued).
- ▶ 3. Zone 3: Two months of seniority for each year of actual service (applies to the states of Khenchela, Tebessa, M'Sila, Saida, Guelma, Tiaret, Batna, Oum El Bouaghi, Tissemsilt, Souk Ahras, Biskra, and Djelfa).
- ▶ The seniority increase is granted only for a minimum of three years of residence in one of the following provinces: Adrar, Tamanrasset, Tindouf, or Illizi. However, if the residence period is less than three years, the increase is calculated according to the provisions of Decree 72-199.

3. Exceptions for promotion in grade:

- ▶ National education employees holding the ranks of tenured teacher, engineering teacher, secondary school teacher, primary school principal, bursar, head bursar, and assistant director of secondary school studies, as well as medical personnel specializing in public health, Higher education and scientific research staff who hold the rank of assistant professor or higher, are granted a seniority increase of two months for each year of actual service.
- ▶ This increase is taken into account for promotion in grades and in any appointment or promotion within the rank. However, this increase is only granted when the residency period is at least three years. In some areas, this increase may be extended to three months.

3. Exceptions for promotion in grade:

- ▶ Increases in professional experience as a result of training, retraining and level improvement: When the duration of training is between 9 and 12 months, the employee benefits from an additional grade.
- ▶ When the duration of training is between 6 months and less than 9 months, the employee undergoing training benefits from a reduction in seniority equal to the duration of the training undertaken, and this is used for promotion in grades.
- ▶ When the level improvement is between 3 and 6 months, the employee benefits from a reduction in seniority equal to the period spent in the level improvement (Publication No. 263 dated 09-08-1999).

3. Exceptions for promotion in grade:

- ▶ Those holding senior positions are entitled to benefit from the promotion in grades in the original promotion they held before assuming the senior position, always at the minimum pace and outside the promotion schedule.
- ▶ The seconded employee, throughout the duration of his secondment, may be promoted in his original rank in the grade based on the average period (Article 96 of Decree 85-59 dated 23-03-1985).

4. How to value previous years of seniority

- ▶ The professional experience acquired by the employee prior to their employment is determined as follows:

4. How to value previous years of seniority

- ▶ a. It is fully accounted for if the period occupied was performed in the public service sector in the same or equivalent rank.
- ▶ b. The full service period is accounted if the employee held a rank lower than their current rank, provided that the period was initially within the public sector and that they possessed the qualifications or certificates required for their current rank. If they did not possess the required qualifications or certificates, the period is accounted at half, with the following explanation:
 - ▶ If, during the period in which he held a position lower than the one he currently holds, he did not obtain the qualification or certificate required to join the rank, and then he obtained the qualification or certificate that enables him to join the same rank, then the period is accounted in full from the date of obtaining the certificate, while the period preceding the date of obtaining the certificate is accounted as half of the service period.

4. How to value previous years of seniority

- ▶ c. For employees who previously served in the ranks of the People's National Army, these agents benefit from the recognition of their professional seniority under the same conditions mentioned in paragraphs A and B.
- ▶ d. As for employees who practiced a profession before being employed in a lower rank in the public service sector, the professional experience acquired before employment is considered to be half.

4. How to value previous years of seniority

- ▶ e. As for seniority acquired in sectors other than the public service (industrial, economic, commercial and private sector), seniority acquired before employment is calculated at half, regardless of the job position the worker held or his qualification or certificate obtained before his employment (Publication No. 02 dated 13-03-1989, Publication No. 4589 dated 29-05-1988).
- ▶ After the previous professional experience is approved, the employee benefits from a promotion in grades according to the maximum rate only, and the rest of what remains is added to the seniority acquired in his new position to benefit from it (Publication 4589 dated 29-05-1988).

4. How to value previous years of seniority

- ▶ Professional experience acquired before employment cannot be considered as part of hourly teaching because it is considered a secondary activity (Correspondence No. 10867 dated 10-11-2013).
- ▶ Professional experience acquired before employment as a replacement teacher can be adopted (Correspondence No. 12185 dated 22-12-2014).

4. How to value previous years of seniority

- ▶ Promotion is calculated based on seniority (promotion in grade) for contract employees* as follows: 1.4% of the basic salary for each year of activity in public institutions and administrations, and 0.7% of the basic salary for each year of practice in other sectors of activity, up to a maximum of 60% of the basic salary (Issue 61, Official Gazette, September 30, 2007).



Promotion in rank



1. Promotion in rank

- ▶ It refers to the transfer of an employee from a job at a certain level, with a certain legal system, certain rights and duties, to another job of a higher rank. The latter is characterized by its association with greater duties and responsibilities, as well as higher financial rights and compensation commensurate with the size of these responsibilities.
- ▶ Order No. 06-03, which stipulated this type of promotion in its Article 107, stated: "Promotion in ranks consists of the employee's advancement in his career path by moving from one rank to the next higher rank in the same corps or in the corps immediately above it, according to the following methods:

1. Promotion in rank

- ▶ 1. Based on the certificate from among the employees who have obtained the required certificates and qualifications during their career path.
- ▶ 2. After a specialist training.
- ▶ 3. Through a professional examination.
- ▶ 4. By selecting from among employees who demonstrate the required seniority, after taking the opinion of the Joint Committee. (An employee cannot benefit from promotion by registering on the eligibility list twice consecutively.)

a. Promotion based on qualifications:

- ▶ The conditions for promotion based on the certificate are that employees obtain the required certificates and qualifications during their career path, as the law guarantees the employee the right to pursue university studies during the employee's employment, which allows him to obtain qualifications and certificates that allow him to assume higher positions, within the limits of vacant positions that correspond to his qualification or his new certificate (Publication No. 1710 dated 05-11-1996).

a. Promotion based on qualifications:

- ▶ Regarding the procedures for promotion based on the certificate, they are done at the request of the employee, with the submission of the obtained certificate to the administration. The employee who obtains certificates or qualifications is promoted directly to a higher rank by an individual decision starting from the date of its signing, while retaining the points for compensating the professional experience obtained in his original rank.

b. Promotion through specialized training:

- ▶ Regarding promotion through specialized training, the condition is that the administration is the one that grants its employees, during their career path, the opportunity to train in specialized institutes or schools to obtain a specific certificate, which is legally accredited, and after obtaining this certificate, they have the right to be promoted in this way.
- ▶ This promotion may be for specific positions. Specialized training is usually for positions that have special standards requiring quality, efficiency and the most effective performance. These are often specific positions, meaning that the employee must have at least a university degree, or training that allows him to perform administrative tasks in specific positions.

b. Promotion through specialized training:

- ▶ Regarding the procedures for promotion through specialized training, they have the same procedures as for promotion based on a certificate, except that they are automatic without submitting a request from the person concerned, and are done by an individual decision from the date of signing it, while retaining the points for compensating the professional experience obtained in his original rank.

c. Promotion through competitions and professional examinations:

- ▶ The conditions for promotion through a professional examination are subject to the same conditions for the conduct and organization of external recruitment examinations, but in this type of promotion, the percentages stipulated in the special laws regarding the number of vacant positions allocated for recruitment must not be exceeded, as well as the seniority requirement according to the special laws.
- ▶ This formula allows an employee to be promoted at a faster pace than promotion based on selection, and this type of promotion motivates effort and competition among employees.

c. Promotion through competitions and professional examinations:

- ▶ Promotion through examination or professional assessment takes place after the approval of the annual human resources management plan by the public service authorities, where the administration announces the conduct of promotion examinations for employees who meet the seniority requirements stipulated in the basic laws according to each job category.
- ▶ Employees who meet the seniority requirements submit an application to participate in the exam. After the competition is conducted, the results are announced, and then the successful employees are appointed, by individual decision, to their new ranks.

d. Promotion by selection:

- ▶ Promotion by selection is subject to seniority in rank, job qualifications, and finally, professional competence.
- ▶ The seniority requirement means that benefiting from optional promotion is linked to fulfilling the required number of years in the rank to which the employee belongs in order to aspire to optional promotion to the next higher rank. Since the basic law of the public service did not definitively decide on the seniority requirement, it left the task of determining the required seniority to special laws.
- ▶ Among them is Executive Decree No. 89-224 dated 05-12-1989 containing the special basic law applicable to employees belonging to the common corps of public institutions and administrations, as amended and supplemented by Executive Decree No. 90-229 dated 25-07-1990, Executive Decree No. 91-79 dated 23-03-1991 and Decree No. 08-04 dated 19-01-2008, which specified the seniority required in order to benefit from the optional promotion according to rank as ten (10) years of actual service.

d. Promotion by selection:

- ▶ The second element that complements the seniority element is the requirement to register employees who meet the seniority requirement in the qualification lists every year according to the vacant positions allocated for promotion within the limit of 10% after consulting the joint administrative committee.
- ▶ The selection promotion process involves a series of procedures:

d. Promotion by selection:

- ▶ The selection promotion process takes place after the approval of the annual human resources management plan by the public service authorities, and this is within the limit of 10% of the vacant positions.
- ▶ The relevant department compiles a list of employees who meet the legal requirements, i.e., who prove seniority in the workforce, which is estimated at 10 years, and then reviews the files of those concerned in order to issue appointment decisions.

d. Promotion by selection:

- ▶ After collecting all the candidates' files, the relevant department conducts a thorough and comprehensive review, based on which qualification lists are prepared. These lists are finalized on December 31st of the year preceding the fiscal year and published by posting the nominal lists according to rank and department in the appropriate work locations.
- ▶ The eligibility list is prepared after the candidates have registered, taking into account the order of seniority. The final eligibility lists are approved by the Joint Committee, and minutes are prepared accordingly.
- ▶ The decision to promote the person concerned, the effective date of which shall be from the first of the month in which the committee met or the following month.

e. Exceptional promotion:

- ▶ This type of promotion is for employees in certain sectors, and it is a reward for heroic actions or for the risks they face in carrying out their duties.
- ▶ It was initially established, in accordance with Article 57 of the Model Basic Law, which referred to the special basic laws, the possibility of precisely defining the ranks and corps to which these promotions may be applied, which cannot be implemented in all cases except within the limits of 5% of the number of positions to be filled.

e. Exceptional promotion:

- ▶ Instruction No. 240 dated May 15, 1995, issued by the Directorate General of Public Service, defined the scope of application of this article and surrounded it with restrictive procedural conditions that require:
 - ▶ □ Proof of having performed a recognized act of bravery or heroism, or proof of outstanding personal merit.
 - ▶ □ Submitting a reasoned and detailed report on the circumstances of performing this exceptional work or acquiring this personal entitlement.
 - ▶ □ Obtaining a unanimous opinion from the Joint Committee.

e. Exceptional promotion:

- ▶ These promotions are often issued on the occasion of honorary ceremonies organized by the relevant sectors in recognition of some of their employees (security personnel, firefighters, for example).
- ▶ The general basic law for the public service does not include anything to maintain this pattern of promotion, but the basic laws specific to the corps that usually benefit from this procedure, mainly security personnel and firefighters, can extend its application given the nature of the tasks assigned to their members.

