

**HUMAN RESOURCE MANAGEMENT
POLICY FRAMEWORK AND MANUAL
FOR
THE GHANA PUBLIC SERVICES**



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REFERENCES

Alternative Dispute Resolution Act, 2010 (Act 798)
Civil Service Law, 1993 (P.N.D.C. L. 327)
Commission on Human Rights and Administrative Justice Act, 1993 (Act 456)
Fair Wages and Salaries Commission Act, 2007 (Act 737)
Financial Administration Act, 2003 (Act 654)
Financial Administration Regulations, 2004 (L. I. 1802)
Ghana National Fire Service Act, 1997 (Act 537)
Internal Audit Agency Act, 2003 (Act 658)
Labour Act, 2003 (Act 651)
Labour Regulations, 2003 (L.I. 1833)
Local Government Service Act, 2003 (Act 656)
National Development Planning Commission, 1994 (Act 479)
National Development Planning System, 1994 (Act 480)
National Labour Commission Regulations, 2006 (L.I. 1822)
Performance Management Policy Framework for the Public Services of Ghana, 2011
Persons with Disability Act, 2006 (Act 715)
Public Office Holders (Declaration of Assets and Disqualification Act, 1998 (Act 550)
Public Procurement Act, 2003 (Act 663)
Public Services Commission Act, 1994 (Act 482)
State Enterprise Commission Law, 1987(PNDCL 170)
The 1992 Constitution of the Republic of Ghana
Workmen's Compensation Act, 1987 (PNDCL 178)



Appendix 7: Guidelines on the preparation of job description

JOB DESCRIPTION

Job Title:

Grade:

Immediate Supervisor:

Immediate Subordinates:

Objective of Position:

Main Tasks: 1.

2.

3.

4.

5.

Scope of Job (Interaction Line):

Academic and Professional Qualifications:

Knowledge and Experience:

Key Competencies and Skills:

Personal Attributes:

FOREWORD

The status of Ghana as a lower middle income country, the emerging vocal and discerning civil society and the obvious attendant development imperatives coupled with the rapid technological advancement worldwide, leave the Public Service of Ghana with no choice than to transform itself into an ethical, responsive and citizen-oriented Service that provides high quality and timeous services to the Ghanaian public.

The most critical resource for economic transformation is the human resource, which must be managed well. In order to accomplish this, a comprehensive Human Resources Management Policy Framework and Manual has been developed, with the aim of achieving a fundamental paradigm shift from inward-looking, bureaucratic systems, processes and attitudes, and reliance on long service as a standard for recognition to a Service which is based on merit and performance and which, puts the needs of the public first, conducts its business professionally, transparently and ethically and holds public servants accountable for their actions.

In the current circumstances where about 70% of tax revenue goes into Public Servants emoluments, managing human resources effectively and strategically must be the cornerstone of the wider transformation of the Public Service.

The objectives of this Human Resource Management Policy Framework and Manual for the Ghana Public Services are among others to

- (a) provide a framework for equal treatment of all public servants by applying the same standards and principles in matters that concern public servants;
- (b) plan for staffing, human resource development and organizational capacity building tailored to service delivery needs;
- (c) develop a culture of customer care and of approaches to service delivery that are sensitive to the needs of the public, especially the poor and the vulnerable through training;
- (d) implement monitoring and evaluation mechanisms and structures designed to measure performance and reward high performance while sanctioning persistent poor performance;
- (e) form partnerships with the Private Sector and Civil Society Organisations to ensure better service delivery.

The Scope of the Policy Framework and Manual

This Policy Framework and Manual is directly applicable to all public service organisations covered under Article 190 of the 1992 Republican Constitution of Ghana. Those public service organisations which may have already developed Human Resource Management Manuals are enjoined to review and amend them in line with the provisions of this Policy Framework and Manual.

While some of the measures introduced in this Policy Framework and Manual may not overnight transform the public service, it is my fervent hope that all public service leadership would



immediately adopt and implement this Policy Framework and Manual.

The Public Service Commission wishes to acknowledge the immense contribution made by a number of organisations (both public and private) and individuals in the development of this Manual. Special appreciation goes to the Department of Foreign Affairs, Trade and Development (DFATD) - formerly the Canadian International Development Agency (CIDA) - and the Institute of Public Administration of Canada (IPAC) for their financial and technical support. We also acknowledge the support of the Cabinet in undertaking the project, and also giving approval for the use of the Manual throughout the public services. The contributions of the following key stakeholders are also appreciated: The Attorney-General's Department (for reviewing the draft document), the Office of the Head of Civil Service, the Ministry of Finance, the Institute of HRM Practitioners, Ghana, HRM Practitioners in the Ghana Public Service, Public Service Organised Labour and Gamey and Gamey Academy.

Bridget Katsriku (Mrs)
Chairman
Public Services Commission
(2015)



A collaborative project by the Public Services Commission (Ghana), Department of Foreign Affairs, Trade and Development of Canada and the Institute of Public Administration of Canada



- region or district;
- Relevant application procedure;
- Selection procedure;

5.0 Organizational and Staff Development Procedure for Each Level of Class

Organization and Staff Development means enhancement of the performance of the organization and the staff in a holistic manner. It refers to undertaking positive change to changing circumstances. It is based on the concept that any organization needs to continuously improve on its performance while ensuring that it can be a better place to work in.

In determining the procedure for organisation and staff development for each class or group, the following important questions should be answered:

- Who identifies the need for organization and Staff Development?
- How are organization and Staff Development needs identified?
- How can we balance organizational requirements with individual development aspirations?

For each of the grades concerned state the training requirements, the courses to be attended, new qualifications need/training needed to proceed to the next level of promotion and types of training



ii. Assistant Director IIA
iii. Assistant Director I
iv. Deputy Director
v. Director

4.2 Objective(s) of Each Grading

These are the aims, goals and for each occupational grouping. They are developed within the framework of the corporate objectives. These should relate to each occupational class.

4.3 Functions

These span a variety of specific management tasks falling within the broad groups. They can be put under (a) those that demand the capability to e.g. design, manage, operate, advise, liaise and (b) the general operations e.g. maintain, classify, prepare, identify, assist, implement and collate.

4.4 Responsibilities:

This normally is concerned with which authority directs a given charge for certain areas of work.

- i. Indicate for each grade the officer to whom the post holder will be responsible to
- ii. State other responsibilities for which the officer will be assigned.
- iii. State the training for which the officer would need and for which the institution is responsible e.g. on-the-job training, induction or orientation training.

4.5 Duties

The duties attached to each grade should be clearly spelt out and should be detailed enough and relevant to the grade level. It refers to the specific work or tasks or activities assigned to a person to do on a day-to-day basis.

4.6 Entry qualification and Career progression within each class

a. Requirement for Appointment for First Entrants

- Age limit (if necessary)
- Academic, vocational, or, professional qualification;
- Minimum periods of service, including any requirements such as service in the outlying region or district (experience)

b. Career Progression: Requirements for Progression for In-Service

- Availability of vacancies
- Additional academic, vocational, or, professional qualifications;
- Minimum periods of satisfactory service at each level;
- Job training and/or experience requirement;
- Promotion procedures;
- Success at an assessment interview; and
- Approval by appointing authority.

c. Entry Requirements for Direct Entry

- Age limit (if necessary)
- Academic, vocational, or, professional qualification;
- Minimum periods of service, including any requirements such as service in the outlying

LIST OF ACRONYMS

AU	—	Africa Union
CA	—	Collective Agreement
CAGD	—	Controller and Accountant General's Department
CHRAJ	—	Commission on Human Rights and Administrative Justice
CLOGSAG	—	Civil and Local Government Staff Association of Ghana
CMAs	—	Central Management Agencies
CSTC	—	Civil Service Training Centre
ECOWAS	—	Economic Community of West African States
ECS	—	Employee Counselling Services
FWSC	—	Fair Wages and Salaries Commission
GEA	—	Ghana Employers' Association
GDP	—	Gross Domestic Product
GIMPA	—	Ghana Institute of Management and Public Administration
GNAT	—	Ghana National Association of Teachers
HIV/AIDS	—	Human Immune Virus/Acquired Immune Deficiency Syndrome
HRM	—	Human Resource Management
HRMIS	—	Human Resource Management Information System
ICMS	—	Informal Conflict Management System
ILGS	—	Institute of Local Government Studies
ILO	—	International Labour Organisation
JUSSAG	—	Judicial Service Staff Association of Ghana
LGS	—	Local Government Service
MDAs	—	Ministries, Departments and Agencies
MELR	—	Ministry of Employment and Labour Relations
MDPI	—	Management Development and Productivity Institute
MMDAs	—	Metropolitan, Municipal and District Assemblies
MOF	—	Ministry of Finance
NAGRAT	—	National Association of Graduate Teachers
NDPC	—	National Development Planning Commission
NHIS	—	National Health Insurance Scheme
NITA	—	National Information Technology Agency
OHCS	—	Office of the Head of the Civil Service
PMS	—	Performance Management System
PNDCL	—	Provisional National Defence Council Law
POCC	—	Potentials, Opportunities, Constraints and Challenges
PRAAD	—	Public Records and Archives Administration Department
PSC	—	Public Services Commission
PSWU	—	Public Service Workers' Union
SEC	—	State Enterprises Commission
SIT	—	Staff-Initiated Training
SPRAF	—	Staff Performance Review and Appraisal Form
SSNIT	—	Social Security and National Insurance Trust
SWOT	—	Strengths, Weaknesses, Opportunities and Threats
TEWU	—	Teachers and Education Workers Union
UN	—	United Nations



CHAPTER ONE

POLICY FRAMEWORK FOR HUMAN RESOURCE MANAGEMENT

1.0.0 Effective Date

1.0.1 This Framework is effective as of **April 30, 2015** and applies to the public services of Ghana as defined by Article 190 of the 1992 Constitution of the Republic of Ghana.

1.1.0 Context

1.1.1 The public service undertakes diverse work, developing policies and delivering programmes and services to Ghanaians. Effective human resource management is a cornerstone of a high performing public service and a key enabler in building Ghanaians' trust in, and satisfaction with government.

1.1.2 Human Resource Management is a key component to the strengthening of the overall capacity of the Ghanaian Public Service for effective service delivery. This in turn contributes to the enhancement of the democratic process and economic development.

1.1.3 One of the objectives of this policy framework is to respond to the long-standing view that the Human Resource Management regime of the public service needs to improve through the streamlining and alignment of existing human resource management principles, processes, procedures and practices. Additionally, the framework seeks to clarify roles, responsibilities, accountabilities, structures and standards.

1.1.4 Human Resource Management needs to continuously evolve to keep pace with new challenges posed by fast-paced change, globalisation, increasingly more complex, diverse situations and fiscal considerations, to ensure continuing excellence in public service.

1.1.5 Human Resource Management goes beyond the transactional activities associated with human resources to building a culture of excellence on foundations such as leadership, management, values and ethics and employee engagement, deployment and development. It is an integral part of achieving operational objectives and requires sustained leadership and investment of time and resources. It also requires the engagement of managers, workers, human resource management practitioners, central management agencies and bargaining agents and unions.

1.1.6 This Framework outlines an approach to human resource management that builds on past practices, procedures, reform initiatives and international standards that enable organisations to manage people in a way that best accomplishes their objectives. It also incorporates provisions in various relevant statutory instruments, conditions of service, schemes of service, administrative instructions, circulars and other guidelines, common principles and practices currently being applied in the public services. It has involved extensive collaboration among all stakeholders concerned with, and practising human resource management in the public service of Ghana and outside Ghana.

1.1.7 The application of this approach is expected to achieve a public service that

- (a) attracts, recruits and retains talented and qualified individuals, and maximises the potential of its workforce to meet both current and future organisational needs;
- (b) provides a workplace where workers have meaningful work in a fair, safe, supportive and ethical



Appendix 6: Guidelines on the Preparation of Scheme of Service

AFRAMEWORK OF A SCHEME OF SERVICE

1. Preface

This is a generalized statement on the broad functions of the department; and the role that officers of the particular department are expected to play within the total governmental business.

2. Objectives of the Scheme of Service

This section should spell out the main objectives of the Scheme of Service, for example it may be to

- (a) attract qualified and eligible persons to perform specified duties within the Department;
- (b) ensure uniform standards, procedures and quality of work;
- (c) prescribe realistic requirement need;
- (d) maintain professional standard;
- (e) provide a structure to cater for the professional, management and technical skills needed for the work so required;
- (f) spell out Career (Progression) path; and,
- (g) outline available training opportunities for officers within the Department.

3. Sections

A Scheme of Service must be divided into sections, each of which will be devoted to an occupational class of personnel engaged on homogeneous duties. For example, in one particular department the pattern for its support staff may be the

- (a) clerical class;
- (b) secretarial class;
- (c) accounting class;
- (d) procurement class;
- (e) telephone exchange class;
- (f) library class; and
- (g) transport class.

All the occupational classes are to be shown separately. The number of sections is determined by the number of such identifiable groups.

Provisions may be made for occupational groupings that are regarded as the General Class type. But care must be taken so that material information stated is the same as would be provided for in any general Scheme of Service.

For example, all material facts about Executive class, or Stores Class, should be a production of what is stated about the Executive Class or Stores Class in the General Scheme of Service.

4. Contents of Sections

Each section of the scheme will provide the following information in respect of established grades:

4.1 Composition:

This is a statement of the designation of all grades included in the Part, the salary or salary scales attached to each grade, arranged in such a way that it would begin with the lowest grade. For example, the Administrative Class hierarchy has the following grading structure

- i. Assistant Director IIB



SECTION F: Next-of-Kin

Please provide details of your Next-of-Kin

Title: Prof. Dr. Mr. Mrs. Ms. Other (Please Specify) _____

Surname: _____ First Name: _____

Other Name(s): _____

Relationship to you: _____ Residence Address/ House No.: _____

Postal Address: _____

City/ Town: _____ Country: _____

Telephone Number (country code/state or regional code/Number): _____

SECTION G: Declaration

I declare that the information given on this form is correct. I understand that giving incorrect or misleading information, or any omission made with the intention of misleading the Government of Ghana, may lead to my dismissal, whenever it is discovered. I accept the conditions governing this

I certify that:

I completed this form in my own handwriting [Please tick (✓) box]

EMPLOYEE SIGNATURE	THUMB PRINT (LEFT)	DATE(dd/mm/yyyy)

PERSONAL DATA FORM

CONFIDENTIAL

PAGE 3 OF 3



PERSONAL DATA FORM

CONFIDENTIAL

PAGE 1 OF 3

- environment;
- (c) fosters leadership that sets clear direction, engages workers and demonstrates and promotes the public service values and ethics;
- (d) invests in an infrastructure of people and systems that enables high quality human resource management services; and
- (e) has, as its foundation, a clear code of values and ethics fundamental to the ethical health of the service.

1.2.0 Purpose

1.2.1 The Framework sets out the principles that will guide the approach to human resource management, governance and the development of human resource management policy in the public service. It also sets out the principles that will effectively foster excellence in people management.

1.2.2 Furthermore, the Framework details the complementarities of the roles and responsibilities of the

- (a) Public Services Commission (PSC),
- (b) Office of the Head of Civil Service (OHCS),
- (c) Fair Wages and Salaries Commission (FWSC),
- (d) Local Government Service (LGS),
- (e) State Enterprises Commission (SEC),
- (f) National Development Planning Commission (NDPC),
- (g) Commission on Human Rights and Administrative Justice (CHRAJ),
- (h) National Labour Commission (NLC),
- (i) Ministry of Employment and Labour Relations (Labour Department, Factories Inspectorate Department, National Secretariat of the Tripartite Committee),
- (j) chief executives,
- (k) heads of departments and governing boards or councils of the public services, and
- (l) several other stakeholders, in shaping human resource management.

1.2.3 This Framework is set in the context of the provisions in Article 195 (1) of the Constitution which vest in the President the power to appoint persons to hold or to act in an office in the public service and Article 195 (2) which provides that the President may delegate some of his human resource responsibilities to governing bodies and other public servants. Article 196 of the Constitution also defines the mandate of the PSC while section 4 of the Public Services Commission Act, 1994 (Act 482) specifies the functions of the Commission.

1.3.0 Principles

1.3.1 The following principles are fundamental to human resource management:

- (a) Governance which recognises that
 - (i) there exists an inter-dependency between the role of the PSC, the Office of the President, the governing boards or councils, Local Government Service, State Enterprises Commission; and
 - (ii) chief executives, chief directors and other heads of department have a responsibility in supporting the corporate human resource management agenda for the public service.
- (b) Human Resource Management Policy Development which involves the following:
 - (i) focus on priorities, areas of high risk or issues where a common approach is warranted;
 - (ii) respect for the primary role and authority of Heads of Ministries, Departments and Agencies



(MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) in exercising their responsibilities for managing their workers;

(iii) providing departments and agencies with human resource management flexibilities to respond to their organisational needs; and

(iv) ensuring that human resource management activities are monitored and evaluated periodically.

(c) Human Resource Management Practice which involves the following:

(I) the fostering, at all levels of the organisation of leadership empowerment and employee engagement;

(ii) taking into account the constitutional provision on the directive principles of state policy and gender mainstreaming;

(iii) the fostering of a respectful workplace through inclusiveness and meaningful dialogue with all parties;

(iv) the cultivation of trust and a spirit of horizontal and vertical collaboration;

(v) the nurturing and recognition of innovation and creativity;

(vi) the support of organisational success and accountabilities through an effective human resource management information infrastructure; and

(vii) the adoption of best practices and international labour standards.

(d) Total Compensation which involves

(i) matching remuneration with productivity; and

(ii) giving equal pay for equal work.

1.4.0 Roles and Responsibilities

1.4.1 Chief Executives and Heads of Department have primary responsibility for the effective management of the people in their organisations. In accordance with the principles set out in sections 1.2 and 1.3 as well as Sections 8 and 9 of the Labour Act, 2003 (Act 651) and other relevant Acts, they are also responsible for planning and implementing human resource management practices that deliver on their corporate and operational objectives and for assessing their organisation's human resource management performance. They are also responsible for working individually and collectively to foster a culture of human resource management excellence in the public service by working with their respective human resource management departments as strategic partners.

1.4.2 The PSC supervises, regulates, consults and advises Central Management Agencies (CMAs) (MOF, FWSC, OHCS, SEC, LGS) and other public service agencies on matters regarding human resource management. This enables heads of department and agencies to fulfil their roles and responsibilities for human resource management by:

(a) developing broad policy directions;

(b) assessing and preparing reports on the state of human resource management in the public service;

(c) working with HRM practitioners to develop capacity and to advance relevant corporate priorities; and

(d) establishing common processes and shared systems.

1.4.3 The FWSC is responsible for ensuring fair, transparent and systematic implementation of the Government's public service pay policy. It also develops and advises government on, and ensures that, decisions are implemented on matters related to:

(a) salaries, wages and grading classification;

(b) job analysis and job evaluation;



SECTION B: Details of Previous Employment

Date	Institution	Position/Grade	Staff No.
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

SECTION C: Family Information (* if applicable)

Name (s) of Spouse	Occupation	Address	Name(s) of Children
_____	_____	_____	_____
_____	_____	_____	_____

SECTION D: Physical Disability

Please provide details of any physical disability of which we should be aware of.

(Tick the appropriate box)

Not Applicable Physically Challenged Hearing Impaired Blind

Other (Please specify): _____

SECTION E: Emergency Contacts

Please give details of the person who should be contacted in the event of an accident or emergency.

Name(s): _____

Telephone: _____

Residential Address: _____

Email: _____



Appendix 5: Employee Data Form



PUBLIC SERVICES EMPLOYEE DATA FORM



SECTION A: Personal Information

STAFF NUMBER

FOR OFFICE USE ONLY

Pls tick (✓) boxes as appropriate

Title Prof.Dr. Mr. Mrs. Ms. Other (Please Specify) _____

Surname: _____ First Name: _____

Other Name(s): _____

Maiden Name (If Any): _____

Date of Birth (dd/mm/yyyy): _____ Place of Birth: _____

Nationality: _____

Sex Male Female Marital Status: Single Married Divorced Separated Widowed

Permanent Postal Address: _____

Residential Address/ House No: _____

Telephone No.: _____ Cell Phone No.: _____

E-Mail: _____ Social Security No. (SSSN): _____

ACADEMIC BACKGROUND

Institution	Year (yyyy)	Programme	Qualification
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

PROFESSIONAL QUALIFICATION(S)

Institution	Year (yyyy)	Programme	Qualification
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

- (c) performance management and indicators, and
- (d) allowances and benefits in the public service.

1.4.4 The LGS has responsibility for the effective administration and management of local government in the country through, among others, the conduct of organisational and job analysis for the Regional Coordinating Councils and District Assemblies and the design and coordination of management systems and processes. It is also responsible for the setting of performance standards within the MMDAs, the development of policy guidelines on matters relating to recruitment, training, promotion, discipline, arbitration and petition in the service enshrined in the principles established within this framework.

1.4.5 The Office of the Head of the Civil Service has responsibility for the management of human resources of the civil service. It is also to ensure the general efficiency of the Civil Service, have overall charge of the Civil Service and ensure effective implementation of government policies and planning.

1.4.6 The Ministry of Finance is responsible for the proper funding and allocation of resources for the management of human resources particularly as applies to wages, benefits and associated operating expenditure. It is also responsible for Ghana's public financial management system, including allocation of funds, accounts and reports, cash flow management, assets management, debt management, internal controls, procurement and financial statements – to manage public resources and public spending judiciously.

1.4.7 The National Development Planning Commission is responsible for the formulation of comprehensive national development planning strategies, including human resource development.

1.4.8 The State Enterprises Commission is to promote the efficiency and profitable operation of specified bodies and advise government on the criteria for the establishment of new state enterprises and where necessary advise the sector Ministries on state enterprise rationalisation and rehabilitation programmes.

1.4.9 Heads of Human Resource Departments and Units, have an essential role as strategic partners to departmental heads in fulfilling their responsibilities, as well as departmental managers and supervisors, who are responsible for ensuring effective human resource management.

1.4.10 Trade Unions represent workers in the workplace. They are engaged in lawful consultations and labour management cooperation with the CMAs in areas of human resource management and policy development that affect membership of the union. They include CLOGSAG, GNAT, NAGRAT, PSWU, TEWU and JUSSAG and any other union.

1.4.11 Public Service Training Institutions, such as the Ghana Institute of Management and Public Administration (GIMPA), the Civil Service Training Centre (CSTC), the Management Development and Productivity Institute (MDPI) as well as the Institute of Local Government Studies (ILGS) are mandated to provide career development training, and learning in the public service and to assist supervisors in meeting the learning needs of their organisations.

1.4.12 Professional Bodies within the HRM profession such as Institute of Human Resource Management Practitioners and other professional bodies are responsible for training, certification, examination and professional regulatory guidelines of HRM Practices.



1.4.13 Other Parties: A number of other parties such as Commissions and Boards or Councils have important roles and responsibilities related to human resource management, as defined in the Constitution and other legal instruments. These include the Commission for Human Rights and Administrative Justice (CHRAJ), National Labour Commission, Controller and Accountant General's Department (CAGD), Ministry of Employment and Labour Relations (MELR).

1.5.0 **Monitoring and Reporting**

1.5.1 Specific monitoring and reporting requirements are described in the individual policy instruments associated with this Framework.

1.5.2 The PSC, in collaboration with Ministries, Departments, Agencies, Metropolitan, Municipal and District Assemblies is required to use information gathered through its monitoring and evaluation activities to assess and report on the human resource management of individual organisations. It is also expected to submit to the Office of the President, an annual report on the administration of the public services, in accordance with section 15 of the Public Service Commission Act, 1994 (Act 482).

1.6.0 **Consequences for non-compliance**

1.6.1 The PSC is vested with the statutory authority to address breaches in monitoring and reporting in the following terms:

“A public officer who without reasonable excuse fails to appear before the Commission when notified to do so, or who fails to comply with any request lawfully and properly made by or on behalf of the Commission or who obstructs the Commission or any member or officer of the Commission in the performance of a function under this section commits a misconduct.” (Section 12, Public Services Commission Act, 1994 (Act 482))

1.6.2 Similar authority rests with other Central Management Agencies in accordance with their enabling Acts.

SCHEDULE 3

INDIVIDUAL CAPACITY DEVELOPMENT PLAN

Competencies: What competencies would you require to improve your performance?
Learning Opportunities - How do you plan to attain these learning competencies?



SCHEDULE 2

AGENCY–SPECIFIC OUTPUTS AND DELIVERABLES

These are to be detailed by the Agency under the headings as follows:

1. The specific targets/outputs relating to the Ghana Development Agenda.
2. Targets or outputs specified in the Ministry's Annual Budget Estimates for the Agency.
Note: All these must be limited to the top priorities stated in para. 2.2 of the Agreement.
3. The Ministry-specific reform initiatives being undertaken.

CHAPTER TWO

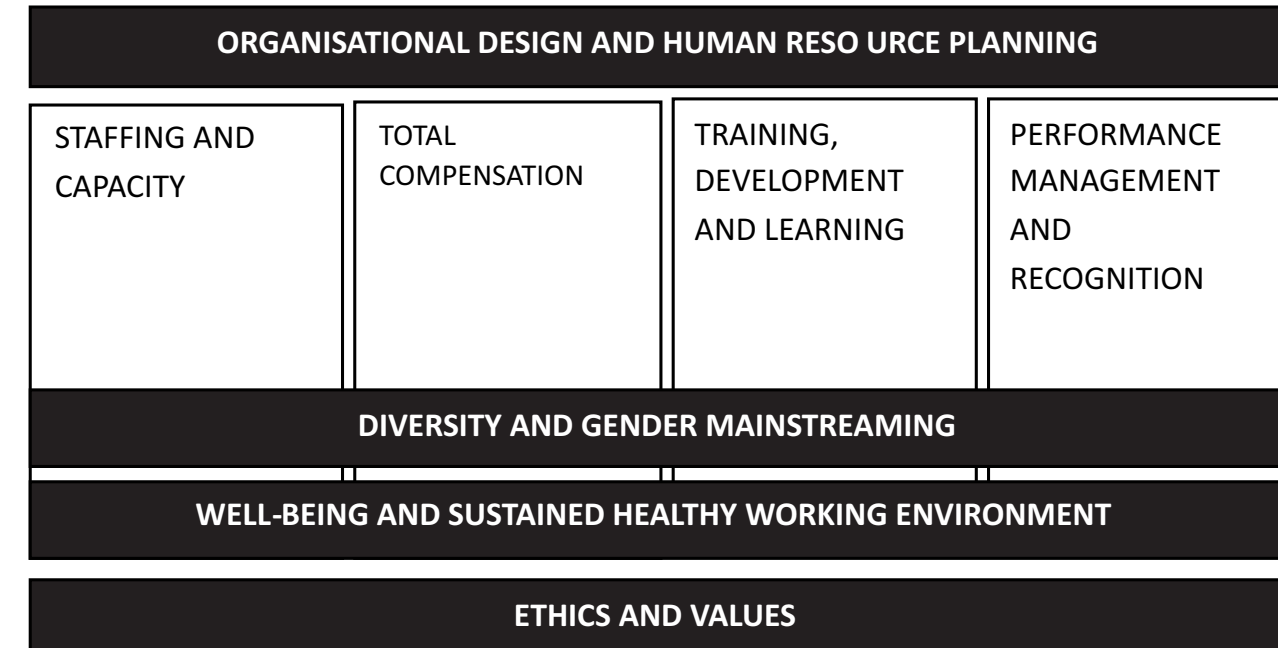
HUMAN RESOURCE MANAGEMENT: MODEL AND POLICY STATEMENTS

2.0.0 The Model

2.0.1 The model provided below offers a foundational backdrop that is made up of the eight key pillars of the HRM functions of the Ghana public services.

2.0.2 It comprises all major facets of a modern human resource life cycle. It is constructed in a manner that reflects the inter-relationship and interdependency of each element, which further strengthens the model as a whole.

2.0.3 Each pillar is a precursor to a specific policy statement and procedural guidance that forms a comprehensive summary of policies, procedures and



2.1.0.0 Organisational Design and Human Resource Planning

2.1.1.1 Policy Statement

2.1.1.1 In the Ghana Public Service, an effective and integrated HRM plan shall consider all aspects of managing people and shall be directly linked to business priorities and key environmental factors, including relevant trends and risks based on POCC analyses. The planning process shall be strategic, integrated and practical and consider both short-term and long-term requirements.

2.1.1.2 Organisational structures shall be developed and updated in a manner that is consistent with the MDAs' and MMDAs' mandates and priorities. The design ensures structural stability, optimal layering and appropriate span of control, taking into account current and future operational requirements. Each position, which is appropriately classified according to Public Services Commission standards, shall contribute to the cost-effective and efficient delivery of the



organisation's programmes and services.

2.1.2.0 Monitoring and Reporting

2.1.2.1 In accordance with its statutory mandate, the PSC will monitor performance of all public service organisations in respect to human resource management and development and report annually to the President. The report will serve to provide an insight into the overall state of human resource management to enable government to conduct analysis and adjust future strategies accordingly. The PSC will therefore be expected to receive reports from public service agencies on matters related to this policy.

2.1.2.2 Public service agencies are obliged to provide adequate information to enable the PSC prepare and submit its report to the President.

2.2.0.0 Staffing and Capacity

2.2.1.0 Policy Statement

2.2.1.1 In building organisational capacity through staffing (recruitment, promotion and posting among others), the Employer through the PSC shall embrace the flexibility and innovation inherent in the Constitution and the PSC Act while respecting the values of merit, non-partisanship, fairness, access, transparency and diversity. The MDAs and MMDAs in consultation with the PSC shall ensure that the right persons are in the right jobs, in the right numbers and at the right time within the approved establishment levels and that the required financial clearance is obtained.

2.2.1.2 In order to ensure a competent and sustainable workforce, the MDAs and MMDAs shall ensure that future needs and vacancies are forecasted and strategies identified to address these needs as part of the integrated planning process. The MDAs and MMDAs shall also develop succession planning and knowledge transfer strategies as well as ensure the effective on-boarding, induction and orientation of all new public servants.

2.3.0.0 Total Compensation

2.3.1.0 Policy Statement

2.3.1.1 In the management of compensation and benefits, the Employer, through the Fair Wages and Salaries Commission, shall be committed to a fair and equitable compensation scheme based on comprehensive job evaluation and classification system. Sound management of total compensation shall be in accordance with existing pay policy, legislative requirements, effective communication, best practices, collective agreements, central agency directives and service standards.

2.3.1.2 Compensation serves, with other key frameworks, to attract, retain, motivate and renew the work force required to deliver results to Ghanaians.

2.3.1.3 Compensation decisions by the Employer in its various roles will be guided by five overarching principles

- (a) External Comparability which requires compensation schemes shall be competitive with, but not necessarily lead to, those provided for similar work in relevant labour markets;
- (b) Internal Relativity and Equity which requires compensation to reflect the relative value to the Employer of the work performed;

Key Results Area: Organizational Efficiency:

14. Efficiency gains in organizational operations

- (i) reduction in proportion of staff days lost due to sickness or absenteeism;
- (ii) reduction in utility cost in real terms (water, electricity, telephone, among others); and
- (iii) meeting reporting deadlines (Submission of Timely Reports, Arrangements of Meetings, among others.).



SCHEDULE 1

KEY OUTPUTS AND DELIVERABLES

The Chief Director shall deliver the following key outputs:

Key Results Area: Human Resource Management:

1. A record showing that staff appraisal forms for(year) have been completed for staff in the Ministry and its Divisions or Department, and analysed by the end of March,(year)
2. Comprehensive staff list compiled by March(year)
3. Records of Scheme of Service training programmes delivered.
4. A record of actions showing evaluation of Performance of Heads of Divisions and Departments completed by end of March (year).
5. Records of new recruitments, promotions, retirements, transfers, secondments, resignation, deaths and etc.

Key Results Area: Performance Reporting:

6. Annual report of the Ministry for year under review and produced by the end of March of the ensuing year.
7. Record of Mid-Year Performance Monitoring/Evaluation meetings and follow up actions submitted to the Governing Body by August(year) etc.

Key Results Area: Financial Management:

8. A record of Audit Review Implementation Committee (ARIC) meetings and actions taken to redress audit queries raised in the previous year.
9. Ministry's Annual Procurement Plan developed in the year under review.
10. Ministry's approved Annual Budgets and releases for the year under review.
11. Ministry's Financial Report (Audited).

Key Results Area: Customer Service Initiatives

12. Client Services Improvement Initiatives
 - (i) Reports of Client Service Units (complaints, petitions, actions taken, among others.);
 - (ii) Updated Service Delivery Charters of the Agency;
 - (iii) Service Delivery Brochures; and
 - (iv) Functional Interactive website.

Key Results Area: Work Environment Improvements Initiatives

13. Work Environment Improvement initiatives of the Agency
 - (i) Functional Environmental Improvement Plan;
 - (ii) Half-yearly Reports on Implementation of the Plan; and
 - (iii) Occupational Security and Health Initiatives.

- (c) Individual and Group Performance which require compensation to reward performance, where appropriate and practicable, based on individual or group contributions to business results;
- (d) Sustainability which requires the cost of compensation to be affordable within the context of the commitment to provide services to Ghanaians, the fiscal circumstances, and the state of the Ghanaian economy;
- (e) Match Remuneration with Productivity which pursuant to section 98(g) of the Labour Act, 2003 (Act 651), requires compensation in the public service to be matched to productivity.

2.3.2.0 Monitoring and Reporting

2.3.2.1 In accordance with its statutory mandate, the PSC, in collaboration with the FWSC will monitor performance of all public service organisations in respect of human resource management and development and report annually to the President on the general administration of the public service.

2.3.2.2 This report among other things shall indicate the existence of a fair, transparent, and systemic implementation of public service pay policy. Accordingly, the PSC will be expected to receive reports from public service agencies on matters related to this policy.

2.3.2.3 Public service agencies are obliged to provide needed information to enable the PSC prepare and submit its report to the President.

2.4.0.0 Training, Development and Learning

2.4.1.0 Policy Statement

2.4.1.1 The Employer shall promote, at all levels, a culture that supports and enables organisational and individual learning in alignment with current and future organisational needs and departmental objectives. Training, development and learning are based on competencies, and encompass worker and career development, coaching, mentoring, knowledge transfer and leadership development at all levels.

2.4.1.2 Training, development and learning are a shared responsibility, which requires the commitment of management and workers at all levels.

2.4.1.3 This policy covers all learning activities both formal and informal. The learning domain includes department-wide scheme of service training activities (learning related to knowledge and competencies that apply across the organisation and the public service) and professional or technical learning that is job or branch or division specific.

2.4.2.0 Monitoring and Reporting

2.4.2.1 It is incumbent on the MDAs and MMDAs to implement and monitor training activities and report to the Public Services Commission to enable it to perform its statutory function of ensuring career planning and career development in the public services. Reports from MDAs and MMDAs on training, development and learning of their personnel will serve to provide government with information on future strategies regarding investment in workers. Accordingly, the PSC will expect to receive reports from public service agencies on matters related to this policy.

2.4.2.2 Public service agencies are obliged to provide relevant information to enable the PSC prepare



and submit its report to the President.

2.5.0.0 Performance Management and Recognition

2.5.1.0 Policy Statement

2.5.1.1 The Employer shall encourage effective human resource management by ensuring clear and regular communication between supervisors and workers.

2.5.1.2 The heads of MDAs and MMDAs through the heads of human resource management shall promote excellence in the workplace by setting clear and attainable work objectives aligned with organisational priorities while enhancing employee development and contributing, where possible, to career planning. The heads of human resource management shall institute measures in order to recognise the achievements and exemplary behaviour of workers in a fair, timely and transparent manner. Unsatisfactory performance and related behaviours shall be dealt with in accordance with the overall performance management policy.

2.5.1.3 Each employee has individual responsibility for performance and behaviour and is expected to contribute to the Employer's success in accordance with the values of excellence, integrity, respect and leadership.

2.5.2.0 Monitoring and Reporting

2.5.2.1 In accordance with the statutory mandates of the PSC and the FWSC, the two Commissions will collaborate in monitoring the performance of all public service organisations.

2.5.2.2 It is incumbent on the MDAs and MMDAs to implement and monitor performance management activities and report to the PSC to enable it to perform its statutory functions as it relates to the promotion of efficiency, accountability and integrity in the public services.

2.5.2.3 Reports from MDAs and MMDAs on performance management of their personnel will serve to provide government with information on future strategies regarding investment in workers. Accordingly, the PSC will expect to receive reports from public service agencies on matters related to this policy.

2.5.2.3 Public service agencies are obliged to provide relevant information to enable the PSC prepare and submit its report to the President.

2.6.0 Diversity and Gender Mainstreaming

2.6.1.0 Policy Statement

2.6.1.1 The Employer shall create a workplace supportive of human rights and employment equity. The Employer shall be an exemplary employer who embraces, fosters and respects the diversity of the Ghanaian population it serves.

2.6.1.2 The MDAs and MMDAs shall have a diverse workforce representative of the Ghanaian population and shall provide Ghanaians with equal opportunities for employment and career advancement.

Governing Body. The evaluation shall be based on this Performance Contract and shall assess performance against measurable objectives for the (Ministry).....and the Chief Director, taking into account the financial and human resources available.

The performance assessment shall be completed no later than the 3rd month after the end of the contract term. In the event that the Chief Director's performance is found to be unsatisfactory, the Chairman of Governing Body shall describe in writing, in reasonable detail specific instances for such unsatisfactory performance. Upon the conclusion of the annual evaluation, the Governing Body shall determine the reward or sanctions as prescribed in the Performance Management Policy Document.

8.0 ARBITRATION AND SETTLEMENT OF DISPUTES

In the event of disagreement between the parties to this Agreement, either party may apply to the Public Services Commission for settlement. The Public Service Commission shall constitute an arbitration panel which shall consult with both parties and make a ruling within one month of the application. The Public Services Commission's ruling shall be binding on both parties.

.....
CHAIRMAN, CIVIL SERVICE/
COUNCIL

.....
SIGNATURE:

.....
DATE

.....
CHIEF DIRECTOR

.....
SIGNATURE:

.....
DATE

.....
CHAIRMAN, PSC/REPRESENTATIVE

.....
SIGNATURE

.....
DATE

WITNESS 5



Internal

(viii)

(ix)

(x)

These are obstacles (External and Internal) to the organization and business environment for which the Chief Director has no control over. The Chief Director will however, be expected to devise and implement strategies which will minimize the constraints within the context of goal attainment.

The major assumption is that the Ministry of Finance (MOF) will not cut-back on the approved budget and will release funds in a timely fashion. In the event of this occurring the agreed deliverables will be revised accordingly with the Governing Body.

3.0 KEY RESULTS AREA

The Chief Director shall be expected to deliver the outputs and deliverables listed in Schedule 1 to 3 of this Agreement.

4.0 UNDERTAKINGS OF THE CHIEF DIRECTOR TO THE GOVERNING BODY

The Chief Director accepts responsibility for the overall performance of the Ministry as a whole and undertakes to

- (a) ensure that Public Sector Core values such as client sensitivity, cost effectiveness In service delivery, gender sensitivity, discipline and performance orientation, are instilled in the staff of the Sector Ministry;
- (b) adopt and apply the most up-to-date and appropriate management techniques in conducting the affairs of the Ministry and in supervising its Division and subordinate Departments and to ensure that the Ministry achieves the level of performance indicated in this Agreement;
- (c) ensure that the tangible assets within the Ministry are maintained in the most efficient manner and safeguarded against loss or abuse; and
- (d) notify the Governing Body promptly of any conditions, which interfere with or threaten the achievement of the performance targets, listed in this Agreement.

5.0 UNDERTAKINGS OF THE GOVERNING BODY TO THE CHIEF DIRECTOR

The Governing Body accepts that its oversight responsibility over the Ministry is to be effected through the Chief Director with the aid of this Performance Agreement. As far as practicable, the Governing Body shall not issue directives that will limit the Ministry's ability to achieve the agreed performance targets.

6.0 PERFORMANCE INCENTIVES AND SANCTIONS

Merit Awards will be considered for those Chief Directors who achieve over 90% of their deliverables. The Chief Director is expected to produce at least 70% of the deliverables to avoid prescribed sanctions.

7.0 PERFORMANCE EVALUATION UNDER THE AGREEMENT

Evaluation and assessment of the performance of the Chief Director shall be conducted by the



2.6.1.2 In order to maintain an inclusive, representative and barrier-free workplace, the MDAs and MMDAs shall demonstrate the necessary leadership at all levels.

2.6.2.0 Monitoring and Reporting

2.6.2.1 It is incumbent on the MDAs and MMDAs to implement and monitor diversity and gender mainstreaming in order to ensure fairness in the workplace.

2.6.2.2 Reports from MDAs and MMDAs on diversity and gender mainstreaming will serve to provide government with information on future strategies regarding diversity and gender sensitivity. Accordingly, the PSC will expect to receive reports from public service agencies on matters related to this policy.

2.6.2.3 Public service agencies are obliged to provide relevant information to enable the PSC prepare and submit its report to the President.

2.7.0.0 Well-Being and Sustained Healthy Working Environment

2.7.1.0 Policy Statement

2.7.1.1 The Employer shall enable and reinforce a culture of well-being in order to support its workforce in achieving organisational goals. Management, workers and unions must take into account the values and ethics as included in the Code of Conduct of Public Officers. Management, workers and unions have an essential role to play in creating a healthy and safe environment to ensure individual and organisational well-being, which is an integral part of employee engagement. Special attention will be focused on fostering a dynamic workforce and a healthy workplace to increase organisational efficiency and effectiveness, adaptability and cohesion in accordance with the public service code of conduct.

2.7.1.2 In order to support this, the heads of MDAs and MMDAs through the heads of human resource management shall strive to promote initiatives such as annual leave, flexible hours of work, change management, employee counselling and informal conflict resolution services, services on preventing and addressing all forms of harassment, bullying, victimisation and violence in the workplace, as well as health and safety services.

2.7.2.0 Monitoring and Reporting

2.7.2.1 It is incumbent on the MDAs and MMDAs to implement and monitor well-being and sustained healthy environment in order to ensure overall organisational efficiency and effectiveness.

2.7.2.2 Reports from MDAs and MMDAs on well-being and sustained healthy environment will serve to provide government with information on future strategies regarding organisational health and fiscal sustainability. Accordingly, the PSC in conjunction with CHRAJ will expect to receive reports from public service agencies on matters related to this policy.

2.7.2.3 Furthermore, public service agencies are obliged to provide relevant information to enable the PSC prepare and submit its report to the President.

2.8.0.0 Ethics and Values

2.8.1.0 Policy Statement



2.8.1.1 Ethical behaviour is very critical in the public service. Chapter 24 of the Constitution enjoins public officials to avoid unethical behaviour and conduct such as conflict of interest, illicit enrichment and other improper conduct. Public servants exercise authority on behalf of the Employer and manage significant financial and other resources on behalf of the Employer. Their actions directly affect the lives of the public and the confidence that the public has in Government. The Ghanaian public, quite rightly, demands high standards of behaviour and ethical conduct from the people entrusted with this responsibility.

2.8.1.2 The importance of the role of public servants in providing advice and assistance to government in the performance of their functions is well-recognised and accepted. Their closeness to the most significant decisions of government and implementation of programmes is a privilege that carries the obligation to act with integrity at all times and to be aware of the expectations of the Ghanaian public that the highest standards of conduct are required.

2.8.1.3 The Constitution further prescribes certain oaths of office for public servants which further entrenches the said values and standards for public servants.

2.8.1.4 The Code of Conduct for Public servants of Ghana and Guidelines on Conflict of Interest developed by the CHRAJ provides the framework to guide heads of organisations to develop and implement procedures that promote public service values and ensure compliance with the Code.

2.8.2.0 Monitoring and Reporting

2.8.2.1 Under the Constitution, the Public Services Commission Act, 1994 (Act 482), the Labour Act 2003 (Act 651), the Commission on Human Rights and Administrative Justice Act, 1993 (Act 456), the various Conditions of Service and Collective Agreements (CAs), the CHRAJ, PSC, MDAs and MMDAs share responsibility to ensure that these policies and guidelines are implemented.

2.8.2.2 CHRAJ, PSC, governing boards or councils and heads of MDAs and MMDAs, organised labour, civil society organisations among others are required to provide the enabling environment needed for public servants to achieve organisational, professional and personal goals based on high values, ethics, integrity and service-oriented culture.

2.8.2.3 CHRAJ and PSC are to monitor the compliance of this policy as part of their mandate.

2.8.2.4 MDAs and MMDAs are required to submit mandatory annual reports to the PSC and CHRAJ on compliance with this policy, and other reports should include details of major implementation challenges. Based on these reports, CHRAJ in collaboration with PSC shall periodically review these guidelines.

2.9 Compliance

Failure to comply with these policies will lead to appropriate sanctions as provided in the various Conditions of Service, Administrative Instructions or Collective Agreements.



APPENDIX 4

1.0 PREAMBLE

This AGREEMENT dated in the year Two Thousand and(year) effective 1st January – 31st December.....(year) between “The Employer” acting by its Lawful Attorney on the one part, and the Chief Director, hereinafter called “the Employee” on the other part.

2.0 CONDITIONS OF AGREEMENT

The performance of the Chief Director shall be assessed on the basis of the achievement of specified key outputs/deliverables set out under Schedule 1- 3 over the agreed Performance Appraisal period of 1st January, – 31st December This agreement is entered into by both parties in good faith and it is therefore not intended to create legal relations.

2.1 CORPORATE DIRECTION, STATEMENT AND OBJECTIVES

Vision:

Mission:

Core Values:

Corporate Objectives for (year)

2.2 TOP CORPORATE PRIORITIES FOR THE PERIOD OF THE AGREEMENT

The Top Priorities of the Agency for the period of the Agreement (Jan. – Dec.....) are to be taken from the Strategic or Corporate Plan, the Medium Term Plan and the approved Annual Budget Estimates.

(i)

(ii)

(iii)

(iv)

2.3 ENVIRONMENTAL SCAN OR MAJOR ASSUMPTIONS

The Social, Economic and Environmental issues likely to impact on the performance of the specific responsibilities and Key Result Areas are outlined below:

External

(v)

(vi)

(vii)



SECTION 8: Assessment Decision

Assess the Appraiser's potential to perform the duties of the next grade, taking account of the assessment of performance in Section 2 above.)

- Outstanding—should be promoted as soon as possible
- Suitable for promotion
- Likely to be ready for promotion in 2 to 3 years
- Not ready for promotion for at least 3years.
- Unlikely to be promoted further

SECTION 9: Appraiser's Comments

APPRAISEE'S SIGNATURE

DATE (dd/mm/yyyy)

SECTION 10: Head of Department's/Division's (HOD) Comments

HOD'S SIGNATURE

DATE (dd/mm/yyyy)



CHAPTER THREE

3.0 ORGANISATIONAL DESIGN AND HUMAN RESOURCE PLANNING

3.1.0 Policy Statement

3.1.1 The Employer recognises the need for sound organisational design and HRM planning to ensure effective utilisation of the country's human resources for sustainable service delivery to the people of Ghana.

3.1.2 Organisation design is a formal, guided process for integrating the people, information and technology of an organisation. It is used to match the form of the organisation as closely as possible to the purpose the organisation seeks to achieve. Through the design process, organisations act to improve the probability of the success of the collective efforts of public servants.

3.2.0 Scope

3.2.1 The purpose of this policy is to provide consistency, uniformity and fairness in the organisational design, HRM planning and classification. To this end it seeks to clearly provide guidelines to heads of departments and agencies, policy makers and human resource practitioners on establishment and changes in organisational design and size, classification of positions and the need for HRM planning.

3.2.2 In organisational design and human resource planning, the following must be taken into account:

- (a) the enactment that establishes the organisation;
- (b) mandate or functions;
- (c) geographical coverage;
- (d) span of control and levels;
- (e) resource availability (numbers and skills);
- (f) labour affordability (conditions of service);
- (g) roles and responsibilities (job descriptions);
- (h) inter-agency collaboration and coordination;
- (i) career progression and development;
- (j) work processes and flow of information;
- (k) grading and classification standards;
- (l) integration of organisational goals and HRM planning; and
- (m) labour-management cooperation.

3.3.0.0 Organisational Design

3.3.1.0 Job Classification

3.3.1.1 The objective of the job classification system is to establish the relative value of all work in the public service in an equitable, consistent and effective manner and to provide a basis for the compensation of public servants.

3.3.1.2 Job classification standards determine the relative value of work. The FWSC has the mandate to develop and issue guidelines with respect to the management and monitoring of the job



classification system and the implementation of this policy.

- A. The level of each position shall be established by the evaluation of the work description for that position through the use of the appropriate job classification standard for the occupational group.
- B. The FWSC is required to develop, publish, review and update job classification standards for purposes of compensation, as required, in consultation with departments and other stakeholders.
- C. The PSC is required to develop and issue guidelines for the preparation and approval of job descriptions, schemes of service and conditions of service.

3.3.2 Job Classification System

To ensure excellence in people management, the Public Service of the 21st Century must have an organisation and job classification system that creates clear pathways for the development of future leaders and contributes directly to well-managed organisations. In setting up the job classification system, relevant CMAs shall take into consideration the following steps:

- (a) define and review occupational group structures;
- (b) review classification and qualification standards for all occupational groups;
- (c) work with organisations on job classification monitoring to give heads of organisations the information they need to exercise their delegated job classification authority;
- (d) implement a renewed suite of job classification policies and guidelines;
- (e) represent the Employer (government) in all job classification grievances;
- (f) build and support a vibrant and professional job classification family with a competency profile and learning curriculum; and
- (g) monitor the effectiveness of the job classification system and the manner in which it is implemented.

3.4.0.0 Procedures for Organisational Design and HRM Planning

3.4.1.0 The procedure for organisational design and HRM planning comprises the following three stages:

- (a) determining of organisational goals and objectives;
- (b) organisational design (scanning the environment); and
- (c) monitoring, evaluation and reporting.

3.4.1.1 Determination of Organisational Goals and Objectives

A solid understanding of organisational priorities and planning cycle is critical for the effective alignment of human resources and organisational goals. To begin the integrated HRM and organisation planning, the following questions which are guiding questions must be asked:

- (a) what are the government's key priorities in the National Development Plan?
- (b) what is your organisation's or sector's strategic medium term plan?
- (c) what are your organisational HRM priorities?
- (d) have you reviewed the Annual Performance Report, Audit Report, Employee Survey Findings and Performance Reports?
- (e) what emerging directions and changes will have an impact on HRM issues?
- (f) what legislative reforms relevant to your mandate need to be considered (for example HRM modernisation)?
- (g) have all necessary strategic partnerships been established to facilitate the integration of HRM and organisational planning efforts (for example corporate or programme sector)?
- (h) are the developmental plans being developed in consideration of accountability



SECTION 6: Annual Appraisal

(Continuation)

Appraiser's Comments on Work plan Achievements

(Comment on Work Plan achievements and additional contributions made)

APPRAISER'S SIGNATURE

DATE (dd/mm/yyyy)

SECTION 7: Career Development

Training and Development -Comments and Plan

(To be completed by the Appraiser in discussion with the employee)



SECTION 5: Annual Appraisal		(Continuation)		
B. NON-CORE COMPETENCIES	(W) weight	(S) Score on Scale	W × S	COMMENTS
(xi) Ability to Develop Staff.				
■ Able to develop others (subordinates)	0.1	-1- -2- -3- -4- -5-		Total.....
■ Able to provide guidance and support to staff for their development	0.1	-1- -2- -3- -4- -5-		Average.....
(xii) Commitment to Own Personal Development and Training				
■ Eagerness for self development.	0.1	-1- -2- -3- -4- -5-		Total.....
■ Inner drive to supplement training from organization.	0.1	-1- -2- -3- -4- -5-		Average.....
(xiii) Delivering Results and Ensuring Customer Satisfaction				
■ Ensuring customer satisfaction	0.1	-1- -2- -3- -4- -5-		Total.....
■ Ensuring the delivery of quality service and products.	0.1	-1- -2- -3- -4- -5-		Average.....
(xiv) Following Instructions and Working Towards Organisational Goals:				
■ Keeping to laid-down regulations and procedures	0.1	-1- -2- -3- -4- -5-		Total.....
■ Willingness to act on 'customer feedback' for customer satisfaction	0.1	-1- -2- -3- -4- -5-		Average.....
(xv) Respect and Commitment				
■ Respect for superiors, colleagues and customers.	0.1	-1- -2- -3- -4- -5-		Total.....
■ Commitment to work and Organisational Development.	0.1	-1- -2- -3- -4- -5-		Average.....
(xvi) Ability to Work Effectively in a Team				Total.....
■ Ability to function in a team.	0.1	-1- -2- -3- -4- -5-		Average.....
■ Ability to work in a team.	0.1	-1- -2- -3- -4- -5-		

Average of ALL averages for NON-CORE COMPETENCES (O) = _____



requirements and HRM supporting material (for example Management Accountability Framework, People Component of the Management Accountability Framework, the Integrated HRM and Business Planning Calendar)?

3.4.1.2 Organisational Design (Scanning the environment)

The organisational design shall provide for

- (a) workforce analysis;
- (b) internal scan;
- (c) external scan;
- (d) conduct gap analysis; and
- (e) setting HRM priorities.

A. Workforce Analysis

A key component of integrated planning is understanding the workforce and planning for projected shortages and surpluses in specific occupations and skills sets. The following employment information shall be analysed for various occupational categories:

- (a) demographics and employment characteristics (for example diversity, age profile, early retirement, post retirement, length of service, employment type, leave usage, reasons for leaving, absenteeism, grievances, transfers);
- (b) skills and competencies (for example training and learning data, performance management data, language competencies); and
- (c) internal workforce trends (for example eligibility for retirement, vacancy rates, turnover rates, internal staff mobility such as deployments through posting, job rotation, promotions, secondments and engagement of casual workers, national service persons and interns).

B. Internal Scan

Internal involves the identification of factors internal to the organisation that may affect HRM capacity to meet organisational goals. These include

- (a) changes in legislation, policies, programme delivery;
- (b) labour management relations;
- (c) changes to collective agreements;
- (d) employee engagement;
- (e) HRM initiatives (for example diversity);
- (f) anticipated changes to funding levels;
- (g) changes in leadership and priorities;
- (h) organisational re-structuring;
- (i) well defined job descriptions;
- (j) corporate culture change;
- (k) capacity and quality of information systems;
- (l) health and safety;
- (m) availability of resources; and
- (n) employee profile.

C. External Scan

In the process of external scan, the most important environmental factors expected to affect workforce capacity are determined in the light of known operational and HRM priorities and emerging issues. These factors include

- (a) current workforce trends;
- (b) demand and supply of workers in growing occupations;
- (c) current and projected economic conditions;



- (d) technological advancements which may make certain occupational positions obsolete or create new employment;
- (e) international policies that may affect your workforce capacity;
- (f) immigration or regional migration patterns that may affect your workforce capacity;
- (g) sources of recruitment;
- (h) client satisfaction;
- (i) funding; and
- (j) political interference in recruitment and appointments.

D. Conduct of Gap Analysis

In the conduct of gap analysis, the organisation's current and future HRM needs are determined on the basis of the analysis of the environmental scan, determine. In making the determination the following shall be taken into consideration:

- (a) possible skills shortage or excess in specific occupational groups;
- (b) whether changes in programme delivery require the acquisition of new skills;
- (c) availability of qualified staff at all levels;
- (d) whether employment diversity obligations have been met (gender and disability); and
- (e) any risk or threat associated with the environmental scan.

E. Setting HRM Priorities

The organisation's HRM needs have to be prioritised on the basis of the gap analysis by taking into consideration the environmental scan and gap analysis to determine

- (a) the strategic plan;
- (b) the major HRM priorities;
- (c) the strategies to achieve the desired outcomes; and\
- (d) work plans which may include strategies on the following:
 - (i) recruitment and staffing;
 - (ii) retention;
 - (iii) mobility and redeployment;
 - (iv) employment diversity;
 - (v) classification;
 - (vi) change management;
 - (vii) systems capacity [HRMIS];
 - (viii) leadership development;
 - (ix) learning, training and development;
 - (x) performance management systems;
 - (xi) competency and skills development;
 - (xii) succession planning and management and contingency plans;
 - (xiii) pre-retirement planning;
 - (xiv) corporate knowledge retention;
 - (xv) health and safety;
 - (xvi) HRM planning;
 - (xvii) worker engagement;
 - (xviii) reward and recognition;
 - (xix) workplace well-being;
 - (xx) workplace accommodation;
 - (xxi) labour-management relations;
 - (xxii) values and ethics;
 - (xxiii) organisational development; and



SECTION 5: Annual Appraisal (Continuation)

OVERALL ASSESSMENT

PERFORMANCE ASSESSMENT (M) = _____

CORE COMPETENCIES ASSESSMENT (N) = _____

NONCORE COMPETENCIES ASSESSMENT (O) = _____

OVERALL TOTAL (T) = _____

OVERALL ASSESSMENT/SCORE = T/5 × 100 = _____%

OVERALL RATINGS AND DESCRIPTIONS

The table below provides descriptions for overall ratings and descriptions

Rating	Rating Description	Evidence/ support required
<input type="checkbox"/> 5	Exceptional, exceeded expectations	Behavioural competencies and/or work performance consistently far exceeded expectations due to exceptionally high quality of work performed in all essential areas of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or made an exceptional or unique contribution in support of unit, department, or organisational objectives. The employee truly stands out and
<input type="checkbox"/> 4	Exceeded Expectations	Demonstration of behavioural competencies and work performance consistently exceeded expectations in all essential areas of responsibility, and the quality of work overall was excellent. Achievements are regularly above expected level.
<input type="checkbox"/> 3	Met all Expectations	Behavioural competencies and/or work performance consistently fully met expectations in all essential areas of responsibility, and the quality of work overall was very good. While minor deviations may occur, the overall level of performance meets all standards
<input type="checkbox"/> 2	Below Expectation	Behavioural competencies and/or work performance did not consistently meet expectations – performance failed to meet expectations in one or more essential areas of responsibility, and
<input type="checkbox"/> 1	Unacceptable	Behavioural competencies and/or work performance was consistently below expectations in most essential areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in three or more important areas. The employee is not meeting the job standards. There are not less than three (3) particular cases that can be cited to support

OVERALL RATING SCALE

Score	80% above	79-65 %	64-50%	49-41%	40% & below
Rating	5	4	3	2	1
Description	Exceptional, exceeded expectations	Exceeded Expectations	Met all Expectations	Below Expectation	Unacceptable

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SECTION 5: Annual Appraisal

Assessment of Core Competencies

Rating Explanation

- 5 – **Exceptional, exceeds expectations:** Exhibits the highest level of performance. Exceeds goals and objectives.
- 4 – **Exceeds Expectations:** Performance above standard level. Job performance clearly more than satisfactory. Meets all goals and exceeds several.
- 3 – **Meets Expectations:** A solid, consistent performance. Meets most goals and exceeds some.
- 2 – **Below Expectation:** Performance needs to be improved in several major areas. Did not meet many goals.
- 1 – **Unacceptable:** Performance is below job requirements and needs definite and significant improvement. Did not meet most goals.

A/. CORE COMPETENCIES	(W) weight	(S) Score on Scale	W × S	COMMENTS
(i) Organisation and Management				
<input type="checkbox"/> Ability to plan, organise and manage work load.	0.3	-1- 2- 3- 4- 5-		Total..... Average.....
<input type="checkbox"/> Ability to work systematically and maintain quality.	0.3	-1- 2- 3- 4- 5-		
<input type="checkbox"/> Ability to manage others to achieve shared goals.	0.3	-1- 2- 3- 4- 5-		
(ii) Innovation and Strategic Thinking				
■ Support for organisational change	0.3	-1- 2- 3- 4- 5-		Total..... Average.....
■ Ability to think broadly and demonstrate creativity.	0.3	-1- 2- 3- 4- 5-		
■ Originality in thinking	0.3	-1- 2- 3- 4- 5-		
(iii) Leadership and Decision Making				
■ Ability to initiate action and provide direction to others	0.3	-1- 2- 3- 4- 5-		Total..... Average.....
■ Acceptance of responsibility and decision making.	0.3	-1- 2- 3- 4- 5-		
■ Ability to exercise good judgment	0.3	-1- 2- 3- 4- 5-		
(iv) Developing and Improving				
■ Commitment to organization development	0.3	-1- 2- 3- 4- 5-		Total..... Average.....
■ Commitment to customer satisfaction	0.3	-1- 2- 3- 4- 5-		
■ Commitment to personnel development	0.3	-1- 2- 3- 4- 5-		
(v) Communication (oral, written & electronic)				
■ Ability to communicate decisions clearly and fluently	0.3	-1- 2- 3- 4- 5-		Total..... Average.....
■ Ability to negotiate and manage conflict effectively.	0.3	-1- 2- 3- 4- 5-		
■ Ability to relate and network across different levels and departments	0.3	-1- 2- 3- 4- 5-		
(vi) Job Knowledge and Technical Skills				
■ Demonstration of correct mental, physical and manual skills.	0.3	-1- 2- 3- 4- 5-		Total..... Average.....
■ Demonstration of cross-functional awareness.	0.3	-1- 2- 3- 4- 5-		
■ Building, applying and sharing of necessary expertise and technology.	0.3	-1- 2- 3- 4- 5-		
(vii) Supporting and Cooperating				
■ Ability to work effectively with teams, clients and staff.	0.3	-1- 2- 3- 4- 5-		Total..... Average.....
■ Ability to show support to others.	0.3	-1- 2- 3- 4- 5-		
■ Ability to adhere to organisation's principles, ethics and values.	0.3	-1- 2- 3- 4- 5-		
(viii) Maximising and maintaining Productivity				
■ Ability to motivate and inspire others.	0.3	-1- 2- 3- 4- 5-		Total..... Average.....
■ Ability to accept challenges and execute them with confidence.	0.3	-1- 2- 3- 4- 5-		
■ Ability to manage pressure and setbacks effectively.	0.3	-1- 2- 3- 4- 5-		
(ix) Developing / Managing budgets and saving cost:				
■ Firm awareness of financial issues and accountabilities	0.3	-1- 2- 3- 4- 5-		Total..... Average.....
■ Understanding of business processes and customer priorities	0.3	-1- 2- 3- 4- 5-		
■ Executing result based actions.	0.3	-1- 2- 3- 4- 5-		

Average of ALL averages for CORE COMPETENCES (N) = _____

(xxiv) disability management.

3.4.1.3 Monitoring, Evaluation and Reporting

Monitoring, evaluation and reporting on HRM performance outcomes are key to assessing progress in targets set, improving organisational learning and determining future priorities. These must include

- (a) setting clear and measurable HRM-related goals;
- (b) aligning HRM performance measurements with compensation indicators provided;
- (c) establishing systems to track performance indicators and cost benefit analysis;
- (d) analysis of performance indicators to assist in priority setting for the next fiscal year;
- (e) inclusion of degree of success of integrated planning and management-related efforts in the performance report; and
- (f) analysis of data elements under formal reporting requirements to include diversity.

3.4.2 In the design of an organisation, the head of the organisation shall

- (a) ensure that the design incorporates
 - (i) instrument of establishment of the organisation;
 - (ii) Human Resource Development Plan;
 - (iii) conditions of service;
 - (iv) job descriptions;
 - (v) succession plan;
 - (vi) schemes of service; and
 - (vii) collective agreement;
- (b) establish appropriate measures in consultation with FWSC for the classification and grading system to ensure effective internal control through monitoring, review, auditing as well as the institution and implementation of corrective measures;
- (c) ensure the establishment of guidelines and manuals for the training of human resource managers and practitioners;
- (d) establish a process to effectively handle situations within the organisation where there is an impasse in classification determination due to disagreements between workers and HRM managers; and
- (e) establish procedures for the resolution of anomalies in the classification of positions.

3.4.3 Human Resource Planning

In the planning of the human resource, the head of organisation

- (a) shall assess the human resource required to perform the organisation's functions, with particular reference to
 - (i) the establishment levels;
 - (ii) the professional competencies; and
 - (iii) the employment status (whether permanent or temporary);
- (b) shall assess the existing human resources by gender and disability as well as by occupational category, organisational component and grade with the view of capacity development;
- (c) shall assess the likely changes in the organisational structure taking into consideration the following:
 - (i) the existing organisational structure;
 - (ii) new organisational structure;
 - (iii) functions of the new divisions, departments and units;
 - (iv) scheme of service;
 - (v) a comprehensive job description of the new post; and



- (vi) procedure of finance clearance by the MOF;
- (d) shall determine job titles for new positions within the organisation;
- (e) shall determine job descriptions for each post or group of posts, in consultation with the PSC, in line with the following format:
 - (i) job title;
 - (ii) location;
 - (iii) division;
 - (iv) unit;
 - (v) salary scale;
 - (vi) responsibility for;
 - (vii) accountability to;
 - (viii) job summary;
 - (ix) key working relationships;
 - (x) main duties;
 - (xi) responsibility for financial and physical resources;
 - (xii) staff responsibility;
 - (xiii) general statement;
 - (xiv) person specification;
 - (xv) academic and professional qualification;
 - (xvi) knowledge and experience;
 - (xvii) skills and competencies; and
 - (xviii) attributes;
- (b) shall review at least once every five years or as and when necessary, the job descriptions to ensure that they remain appropriate and current to the mandate of the organisation;
- (c) shall collaborate with the FWSC to determine the band of remuneration for the specific occupational category based on the occupational classification system, job content and job evaluation;
- (d) shall have job evaluation undertaken to ensure that work of equal value is remunerated equally and furthermore ensure that job evaluation is increasingly used to assist in achieving cost-effective work organisation; and to determine appropriate remuneration;
- (e) may also request for an evaluation or re-evaluation of any job in the organisation based on acceptable justification; and
- (f) shall ensure the development of a Scheme of Service for the organisation in line with the following format:
 - (i) job title;
 - (ii) geographical location;
 - (iii) location within the organisation;
 - (iv) reporting responsibilities;
 - (v) objective or purpose of the post;
 - (vi) duties and responsibilities;
 - (vii) entry requirements for direct entry;
 - (viii) requirements for career progression within each class (in-service); and
 - (ix) required competencies for the job.

3.4.4.0 The Role of FWSC in Human Resource Planning

3.4.4.1 The FWSC shall determine

- (a) job evaluation system or systems that are to be utilised in the public service;
- (b) range of job weights derived from the system or systems for each salary range on a salary scale;



SECTION 4: End -of-Year Review Form

This is to be completed in December by the Appraiser and Appraisee.
■ Please refer to page 6 of the manual for guidance to the scoring .

END-OF-YEAR REVIEW FORM

TARGETS

NO. TARGET	PERFORMANCE ASSESSMENT	WEIGHT OF TARGET	SCORE	COMMENTS
		5		
		5		
		5		
		5		
		5		
		5		
		5		
		5		
		5		
		5		
		5		
TOTAL (Q)		=		
(A) AVERAGE (Q/n)		=		
(M) = (A) x 0.6		=		

APPRAISEE'S SIGNATURE

DATE (dd/mm/yyyy)

APPRAISER'S SIGNATURE

DATE (dd/mm/yyyy)



This is to be completed in July by the Appraiser and Appraisee

Progress has been discussed and Agreements have been reached as detailed below.

MID-YEAR REVIEW

NO.	TARGET	PROGRESS REVIEW	REMARKS

NO.	COMPETENCY	PROGRESS REVIEW	REMARKS

	APPRAISEE'S SIGNATURE
	DATE (dd/mm/yyyy)

	APPRaiser'S SIGNATURE
	DATE (dd/mm/yyyy)

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- and
(c) job or category of jobs that a head of organisation must evaluate.

3.4.4.2 The FWSC shall

- issue directives on the application of the job evaluation system or systems;
- review and approve the application of job evaluation in the public service;
- evaluate any job; and
- direct an organisation to take measures to enhance the quality of the system, including the re-evaluation of jobs, the restructuring of the component responsible for job evaluation and further training of workers responsible for job evaluation in the organisation.

3.5.0 Conversion of a Civil Service Department into a Public Service Agency

3.5.1. Where the government decides to convert a civil service department into a public service agency, the following procedure or conditions shall apply:

- the sector ministry shall submit proposals to Parliament through Cabinet for the enactment of appropriate legislation;
- civil servants engaged in the department shall exercise the option to either transfer to the agency or be redeployed elsewhere within the public service subject to the availability of vacancy;
- a civil servant who opts for the new agency shall be placed on the position commensurate with the civil servant's qualification and experience in accordance with the scheme of service of the new agency;
- a civil servant on transfer or redeployed shall be credited with the number of years of service that civil servant has rendered to the previous department;
- the agency shall take over all existing assets or resources, including personnel records and files;
- the head of the agency shall take appropriate steps to ensure the proper organisational design and HRM planning specified in section 3.4; and
- the transfer of funds shall take place in accordance with the requirements of the Financial Administration Act, 2003 (Act 654).

3.6.0 Transfer of Functions between Organisations

3.6.1. When Government decides to transfer part of the functions of an existing organisation to another organisation, the following procedure or conditions shall apply:

- Government shall communicate the decision to both the relinquishing and the recipient organisations with an indication of the effective date of implementation;
- the relinquishing organisation shall transfer the functions, all concomitant resources, including personnel and funds to the receiving organisation;
- the recipient organisation shall accept responsibility for the functions from the date of the transfer;
- the relinquishing organisation shall retain responsibility for matters originating before the date of transfer;
- the transfer of personnel shall take place with due regard to their grades and no personnel shall be reduced in rank;
- the transfer of funds shall take place in accordance with the requirements of the Financial Administration Act, 2003 (Act 654).

3.7.0 Transfer of Part of the Functions of an Existing Organisation to Create a New Agency

3.7.1. Where the Government decides to transfer part of the functions of an existing organisation to create a new organisation to perform those functions, the following procedure or conditions shall

apply:

- (a) Government shall communicate the decision to both the relinquishing and the recipient organisation with an indication of the effective date of implementation;
- (b) the relinquishing organisation shall transfer the functions, all concomitant resources, including personnel and funds to the receiving organisation;
- (c) the recipient organisation shall accept responsibility for the functions from the date of the transfer;
- (d) the relinquishing organisation shall retain responsibility for matters originating before the date of transfer;
- (e) the transfer of personnel shall take place with due regard to their grades and no personnel shall be reduced in rank;
- (f) the transfer of funds shall take place in accordance with the requirements of the Financial Administration Act, 2003 (Act 654); and
- (g) The head of the Agency shall take appropriate steps to ensure the proper organisational design and HRM Planning specified in section 3.4.

3.8.0 Responsibilities and Accountabilities

3.8.1. Heads of public service organisations shall, in every four (4) years, review their organisational designs and human resource plans in consultation with and in accordance with policy guidelines and standards developed and issued by the PSC.



SECTION 2: Performance Planning Form

To be agreed between the appraiser and the appraisee at the start of the annual appraisal cycle or when a new employee commences.

KEY RESULT AREAS (Not more than 5 - To be drawn from employees Job Descriptor)	TARGETS (Results to be achieved. Should be specific, measurable, realistic, framed)	RESOURCES REQUIRED

Key Competencies Required:

APPRAISEE'S SIGNATURE

APPRAISER'S SIGNATURE



PROGRESS REVIEW PROCESSThe Progress Review Meeting

The Progress review Stage of the performance appraisal cycle provides a formal mechanism by which appraisers and appraisee meet to review progress on targets. The appraiser will arrange a mid-year progress review meeting in July. At least a week's notice must be given to the appraisee specifying the date, time and place of the meeting. The review process should be as follows:

- (a) appraiser and appraisee discuss progress of work in relation to targets set, one target after the other. If conclusions reached at the meeting necessitate changes or adjustments in targets, these modifications should be specified on the mid-year review form;
- (b) appraiser and appraisee discuss the extent to which competencies are being demonstrated; one competency after the other;
- (c) appraiser and appraisee agree on additions and deletions to targets and modifications where necessary;
- (d) appraiser records the changes if any and comments on the Mid-year Review Form;
- (e) appraiser and appraisee sign the Mid-year Review Form; and
- (f) appraiser and appraisee take copies and the original document sent to the HR.

THE END-OF-YEAR REVIEW AND APPRAISAL PROCESSThe End-of-Year Review and Appraisal Meeting

The End-of-Year Review and Appraisal Process shall span the period of December 1st to December 31st. The process is in three parts, namely before the interview, during the interview and after the interview

Stage 1 - Before the Meeting:

- Step 1 – Appraiser should give at least one week notice to the Appraisee of the meeting.
- Step 2 – Appraiser should write down on a separate sheet appraisee's performance in terms of targets achieved and targets not achieved with reasons.
- Step 3 – Appraiser should write down appraisees performance in terms of competencies demonstrated and not demonstrated with reason(s).
- Step 4 – The appraisee should review the performance and list the main achievements.
- Step 5 – The appraisee should prepare for the discussion with the appraiser.

Stage 2 - During the Meeting:

- Step 1 – The appraiser should welcome the appraisee and state the purpose for the meeting.
- Step 2 – The appraiser should discuss the targets achieved one after the other.
- Step 3 – The appraiser should discuss the targets not achieved one after the other
- Step 4 – The appraiser should discuss the competencies demonstrated one after the other
- Step 5 – The appraiser should discuss the competences not demonstrated one after the other.
- Step 6 – The appraiser should summarise the observation of the appraiser.
- Step 7 – The appraiser should communicate the overall performance rating to the appraisee.

Stage 3 - After the Meeting

- Step 1 – The appraiser fills the form within three working days.
- Step 2 – The appraiser invites the appraisee to read, provide comments on the appraisal and sign the End-of-Year Form (section 7).

DECISION-MAKING

Performance Improvement or Enhancement plan is put in place by an autonomous body at the Human Resources Division to identify and list ways to enhance performance as well as any training or development or new challenges sought. The phase involves management ensuring that a plan of action is carried out such as coaching, counselling, salary increase, bonus and training programmes, which the employee will need during the next twelve months to continue growth, to develop new skills or to improve various aspects of job performance.

CHAPTER FOUR**STAFFING AND CAPACITY****4.0.0 Policy Statement**

4.0.1 The Employer recognises the need to adequately staff the public services, at all levels through open recruitment, promotion, transfer and posting to ensure the availability of qualified personnel for an effective public service. This process must be open, transparent and based on the principle of merit.

4.0.2 In drawing up their staffing and capacity building plans, heads of MDAs and MMDAs through heads of human resource management shall seek to achieve specific employment equity objectives, particularly gender and disability balance and the attraction of skills and competencies necessary to meet the organisation's mandate.

4.0.3 Recruitment is not only one of the most important ways in which the Public Service meets its human resource capacity requirements; it is also the prime mechanism for achieving employment equity by opening up the Public Service to all sections of society.

4.1.0 Scope and Authorities

4.1.1 This policy applies to all public service organisations as defined by Article 190 of the Constitution.

4.1.2 The power to appoint persons to hold or act in an office in the public services is vested in the President, acting in accordance with the advice of the governing boards or councils of the Services concerned, given in consultation with the PSC (Article 195 (1)).

4.1.3 The PSC has a regulatory and supervisory responsibility to ensure that recruitment into the public services of Ghana is guided by the principles of merit and transparency.

4.2.0 Procedures**4.2.1.0 Attraction**

4.2.1.1 One of the most important activities for the success of an organisation is the attraction of high-quality individuals. An organisation that fails to attract qualified applicants may end up paying the ultimate price of organisational failure.

4.2.1.2 Once the job purpose has been clarified and the required skills and competencies have been articulated, the next step is to attract potential candidates who are suitably qualified and experienced.

4.2.1.3 Attraction in this respect may be defined as getting potential applicants to view the organisation as a positive place to work. This may include the following components:

- (a) having a positive attitude towards the organisation;
- (b) viewing the organisation as a desirable entity to work in; and
- (c) making effort to work for the organisation.

4.2.1.4 Measures of attraction include

- (a) diligently applying for job;
- (b) actually offering oneself to be interviewed;
- (c) willingness to accept a job offer;
- (d) actually accepting a job offer.

4.2.1.5 For heads of organisations to attract potential and qualified public servants, they must remain abreast of the make-up of and the changes in the workforce and job market. Consequently, they must monitor the demographics of the employable population in order to effectively market their jobs and select new public servants.

4.2.1.6 Given the development and widespread use of technology, especially the internet, organisations shall explore the use of this medium to attract and recruit their human resources, in addition to the traditional newspaper advertisements, word of mouth, campus recruiting, trade organisations and job fairs to attract applicants.

4.2.1.7 The use of the internet can have several key advantages, including

- (a) a low-cost alternative to traditional recruitment strategies for both organisations and applicants;
- (b) information on the organisation's website can highlight unique aspects of the corporate culture that may attract individuals who would fit well within the organisation;
- (c) when used as a recruitment tool, the website can form a positive initial impression and counteract any pre-existing stereotypes that may deter applicants;
- (d) expediting the selection process; and
- (e) the on-line recruitment cycle fosters the interest of potential applicants, builds relationship between them and the organisation and also provides feedback to improve recruitment strategies.

4.2.2.0 Recruitment

4.2.2.1 The Employer recognises that the preferred recruitment method is through an open and competitive process. In general, applications will be considered when a specific position, or a pool of positions, is being staffed. However, when unsolicited applications are submitted, the MDAs and MMDAs shall keep a database of the applications for consideration alongside other applications through advertisement.

4.2.2.2 Recruitment and selection are combined and called the employment function in many HRM departments. It is a process by which an organisation chooses from a list of applicants the person or persons who best meets the selection criteria for the positions available, considering the current environment and conditions

4.2.3.0 The Recruitment process

4.2.3.1 The decision to proceed with a recruitment process should be preceded by the existence of

- (a) an organisational HRM plan;
- (b) existence of vacancy;
- (c) job description;
- (d) an approved scheme of service;
- (e) financial clearance; and
- (f) an establishment schedule and clearance (legitimate vacancy).

Employee Guidance Notes

■ Phase One–Performance Planning

Planning and setting of individual performance targets through work plans derived from the organisation's strategic plans and objectives set at the corporate, divisional, departmental and unit

■ Phase Two–Progress Reviews

Discussion and communication between appraiser and appraisee on progress of work, and adjustment of targets if necessary, through the provision of formal feedback.

■ Phase-Three Review and Appraisal

Evaluation of appraisee's performance at the end of the performance management period.

■ Phase Four-Decision-Making

Deciding on courses of action, including recognition or reward, training plans, promotion prospects, career development plans and counseling and sanctions.

PERFORMANCE PLANNING

- Performance Planning is the process of defining an employee's job and setting performance expectations for the annual review. It is important that the appraisee is involved and the input of the appraisee and in setting targets to ensure ownership by the appraisee. The process consists of three steps included on the appraisal form (all in Section 2):
 - Key results areas

For example, you will define the overall requirements of the job by identifying the three to five key responsibilities. A **key responsibility** may consist of:

Stage 1 - Before the Meeting

- Step 1:** Appraiser and Appraisee identify key results areas
- Step 2:** Appraiser and Appraisee identify targets
- Step 3:** Appraiser and Appraisee should exchange notes

Stage 2 - During the Meeting

- Step 1:** Appraiser and Appraisee discuss and agree on key result areas identified for the appraisee
- Step 2:** Appraiser and Appraisee discuss and agree on targets
- Step 3:** Appraiser explains competencies as in section 4
- Step 4:** Appraiser and Appraisee discuss key resources required for the attainment of targets
- Step 5:** Appraiser fills out the Performance Plan Form
- Step 6:** Appraiser and Appraisee sign the Performance Planning Form and a copy of the page given to the Appraisee and original document returned to the HR.

Stage 3 –After the Meeting

- Step 1:** Appraiser fills out the Performance Planning Form
- Step 2:** Appraiser and Appraisee sign the Performance Planning Form
- Step 3:** Appraiser gives a copy of the page to the appraisee and returns the original document to the HR.



Appendix 3: Staff Performance Planning Review and Appraisal Form



PUBLIC SERVICES PERFORMANCE MANAGEMENT
(STAFF PERFORMANCE PLANNING, REVIEW AND APPRAISAL FORM)

STRICTLY CONFIDENTIAL



SECTION I- A: Appraisee Personal Information

PERIOD OF REPORT	From (dd/mm/yyyy):	To: (dd/mm/yyyy):
Title: <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Ms. <input type="checkbox"/> Other (Pls. specify): _____		
Surname: _____		First Name: _____
Other Name(s): _____		
Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female		
Present Job Title/Position: _____		
Department/ Division: _____		
Date of Appointment to Present Grade (dd/mm/yyyy): _____		
TRAINING RECEIVED DURING THE YEAR UNDER REVIEW		
Institution	Date (dd-mm-yyyy)	Programme
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SECTION - B: Appraiser Information

Title: Mr. Mrs. Ms. Other (Pls. specify): _____

Surname: _____ First Name: _____

Other Name(s): _____

Position of Appraiser: _____

Guidance Notes

COMPLETION OF STAFF PERFORMANCE MANAGEMENT FORM

The Performance Management System is designed to evaluate how well you are doing in your present position in relation to results achieved within the period of appraisal to enable the organization to achieve its goals and objectives. The Performance Management System is also aimed at assisting you to improve upon your performance and ensure your career development. The Performance Management System is an annual cycle involving four key phases. All members of Staff/Heads of Divisions, Departments/Units and Appraisers should read the Guidelines below before filling the Form

4.2.3.2 Where there is an expansion or contraction in an organisation, the head of the organisation shall apply to PSC for manpower hearing to determine the appropriate number of public servants for the organisation. The recruitment process may include some or all of the following:

- (a) advertisement of the position (internal and external);
- (b) receipt of applications;
- (c) short-listing of applicants;
- (d) employment test including where necessary psychometric test, knowledge test, performance test, graphic response test, attitude and honesty test;
- (e) selection interview;
- (f) hiring decision by the appointing authority;
- (g) reference and background checks;
- (h) medical examination;
- (i) offer of appointment by which the successful candidate is given a letter of appointment;
- (j) setting out in clear terms the conditions of employment;
- (k) acceptance or otherwise of offer of appointment by candidate within the specified time; and
- (l) contacting unsuccessful candidate as a matter of courtesy.

C. In drawing up advertisements, the following steps shall be applied:

- (a) the advertisement shall include a brief and accurate description of the duties and responsibilities to be undertaken, as well as the essential criteria which will be applied in the selection process;
- (b) qualifications must be delineated between those that are essential and those that are desirable and for this purpose,
- (c) essential qualifications comprise educational attainment, professional qualifications or affiliations and required experience which together with knowledge, skills and attributes form the basis for assessment for selection;
- (d) identifying and attracting suitable applicants which should depend on the effectiveness of departmental advertisement, both in terms of the substance of the advertisement and the extent to which it reaches the target audience;
- (e) desirable qualifications are specified to be used to refine the pre-screening or selection process;
- (f) the advertisement shall make it clear that the Public Service is committed to employment equity and that applications from women and persons with disability are encouraged;
- (g) advertisements shall be designed to reach the widest possible number of people within the target groups in the most cost-effective manner and new and innovative methods of advertising including the internet shall be explored to reach those unlikely to respond to traditional methods such as newspaper advertisements;
- (h) the effectiveness of advertising methods or mechanisms shall be reviewed from time to time in order to improve future recruitment efforts;
- (i) the requirement for additional health or security clearances, where these are justified by the inherent nature of the work, shall be clearly stated in the advertisement;
- (j) the desirability or appropriateness or otherwise of organisations disclosing their identity when publicly advertising shall be carefully considered after weighing the pros and cons of adopting the strategy.

4.2.4.0 Recruitment through Headhunting

4.2.4.1 Skills search, or “head-hunting,” may be used to identify candidates for senior posts or where skills are scarce. Where this process is chosen, it shall be demonstrated that the qualifications and special requirements of the position in question cannot be obtained through the normal process of



initially considering eligible serving officers within the organisation and open advertisement. Once candidates have been identified through headhunting however, the principles of selection on merit shall be applied, as required in the case of other methods of recruitment.

4.2.4.2 Selection interviews

A. For Directors and above, the short-listed candidates shall be invited in writing to appear before an interview panel constituted by the appointing authority whilst for Chief Director, Chief Executive, Deputy Chief Executive and Director positions, the membership of the selection panel shall be as follows:

- (a) the chairperson of the PSC or a representative of the chairperson who shall not be of a position below a Commissioner;
- (b) the chairperson of the governing board or council or a representative of the chairperson;
- (c) the bureaucratic head of the sector ministry;
- (d) in the case of
 - (i) Chief Executive position, a retired Chief Executive of the organisation concerned or a Chief Executive of a comparable organisation;
 - (ii) Chief Director, the Head of Civil Service; and
 - (iii) Deputy Chief Director or Director, the Chief Executive of the organisation concerned; and
 - (iv) an external assessor who shall be an expert in the relevant field.

B. For positions of below the grade of Director, the short-listed candidates shall be invited in writing to appear before an interview panel constituted by the appointing authority and the panel shall be constituted as follows:

- (a) a chairperson who shall be the head of service or organisation or a representative of the chairperson not below the grade of a Director;
- (b) the head of the division into which the officer is being recruited or a representative of that Head not below the grade of the officer being recruited;
- (c) one representative of the Sector Ministry in the case of senior officers;
- (d) one representative of the PSC; and
- (e) one external assessor who shall be an expert in the relevant field.

C. In the case of a junior officer position, any three (3) of the above including a representative of PSC.

D. All candidates shall be given equal opportunities during the interview.

4.3.0 Other Conditions for Employment

4.3.1.0 In addition to the stated qualifications, experiences and competencies required for the job, the requirements in respect of the following must be satisfied for employment into the Public Service:

- (a) citizenship;
- (b) age;
- (c) health;
- (d) core values of the Public Service and the organisation; and
- (e) background investigation and check.

4.3.1.1 Citizenship

Positions in the Public Service shall be reserved for Ghanaians, including those who have legally

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 Signature..... Date

****WITNESS**

Name
 Occupation/Position
 Organisation
 Address

 Signature..... Date

**The witness shall be a Senior Public Servant not below the rank of a Director, a legal practitioner, or a head of religious organisation.



PRINCIPAL OBLIGOR

Name.....

Occupation/Position.....

Organisation.....

Address.....

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.....

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Signature..... Date

SECOND OBLIGOR

Name.....

Occupation/Position.....

Organisation.....

Address.....

.....

.....

.....

Signature..... Date

THIRD OBLIGOR

Name.....

Occupation/Position.....

Organisation

Address

.....

.....

acquired citizenship but non-Ghanaian citizens may be employed on fixed-term contracts for up to a maximum of three years on the following conditions:

- (a) must have acquired valid work and residential permits;
- (b) the position must be in non-sensitive areas of the Public Service; and
- (c) the possession of special skills not available in Ghana.

4.3.1.2 Age

Eligibility for employment into the Public Service on 'permanent' basis other than renewable contract terms, is open to persons aged sixteen (16) years and above, subject to the exigencies of the service and the 1992 Constitution.

4.3.1.3 Health

Pre-employment health certification, except HIV/AIDS checks, will be required. Particular care shall be exercised, however, to ensure that people with disabilities are not discriminated against simply because the organisation's infrastructure is not disability friendly. Reasonable steps shall be taken to accommodate them. Where particular health or physical requirements are essential for the performance of the job, these shall be clearly stated in the advertisement. Public servants whose services are terminated due to ill-health will have to undergo a medical examination as a pre-condition for re-appointment in the Public Service, subject to availability of vacancy.

4.3.1.4 Core values of the Public Service and the organisation

Applicants for employment shall be of good character, be law abiding and prepared to abide by the provisions in the Code of Conduct for Public Servants. This is essential to protect the public interest and the image of the public service. Potential workers may therefore be required to provide information about past convictions or misdemeanours which could have a bearing on their suitability for employment in the Public Service. However, such incidents shall not necessarily be a bar to employment, if it can be demonstrated that the nature of the incident poses no threat to the public interest, and the person's subsequent behaviour indicates that the person is now rehabilitated. Core values are further defined in section 10.3 of Chapter Ten.

4.3.1.5 Background investigation and checks

Potential public servants shall go through background investigation and checks as a means of ensuring due diligence in hiring. These checks are intended to provide factual information about candidates, discourage applicants who may have something to hide and encourage applicants to be honest on application forms and during interviews. These checks, which shall be conducted before the end of the probationary period, shall include the following:

- (a) security;
- (b) references; and
- (c) medical fitness.

A. Security

Nominal vetting shall be conducted on all public servants by designated security agencies. Positive vetting shall however be conducted on candidates whose positions require that they handle sensitive information and take sensitive decisions in the interest of the State. Where security clearance is a requirement of the position, this shall be clearly stated in the letter of appointment.



B. References

A candidate shall be required to provide the names and contact addresses of persons who will be prepared to voluntarily give frank, honest and objective attestation of the candidate's qualifications, work, conduct, among others. The information shall be treated with utmost confidentiality by the appointing authority. The referees provided by the candidate shall include persons from academic institutions attended, previous place of employment and persons who have deep knowledge of the candidate's background. The employer reserves the right to verify any academic or professional certificate submitted in support of the application for employment.

C. Medical fitness

A candidate seeking employment in the Public Service must be certified as medically fit by a qualified medical practitioner or by a medical officer designated by the particular organisation. The request for the conduct of a medical examination shall specify the following:

- (a) the position to which the applicant is being considered;
- (b) the nature of the tasks or jobs to be performed by the applicants;
- (c) that persons with disability shall not be discriminated against; and
- (d) that it will be an offence if the medical practitioner knowingly provides a false medical report on the applicant.

4.4.0 Contents of an Appointment Letter

4.4.1 A letter of appointment shall contain at least the following features:

- (a) a reference number;
- (b) the date of issue of the letter;
- (c) the appointing authority;
- (d) the position to be appointed to;
- (e) the tenure of appointment;(where applicable)
- (f) the effective date of appointment;
- (g) the probationary period;
- (h) duties and responsibilities (attach detailed job description);
- (i) the salary scale attached to the post and salary point of entry;
- (j) annual leave;
- (k) benefits and entitlements;
- (l) notification for exit;
- (m) social security contribution where applicable;
- (n) assets declaration (where applicable);
- (o) reference to the relevant rules and regulations of the organisation;
- (p) medical report;
- (q) checks (security, previous place of work and referees);
- (r) other conditions associated to the position;
- (s) the period for acceptance of the offer of appointment; and
- (t) offices to which the appointment letter to is be copied.

4.5.0 Employee Personal Record Form

4.5.1 For each new appointment an employee shall, within a period of one month, be required to complete an employee data form (with a passport picture affixed) detailing the following:

- (a) the full name;
- (b) the SSNIT number;
- (c) the national identification number;

THIS BOND is made on this day of 20.....

We, the undersigned:

1. Principal Obligor (Beneficiary of the award)

Name

Organisation

2. Second Obligor (Guarantor)

Name

Occupation/Position

Organisation

3. Third Obligor (Guarantor)

Name

Occupation/Position

Organisation

We, the obligors(names of all three obligors) hereby acknowledge ourselves to be jointly and severally bound as heirs or executors to the (name of organisation) in the entire cost of sponsorship including salaries and allowances received during the period of study of the Principal Obligor, revised for inflation and currency fluctuation plus a compound interest at the prevailing interest rate to be paid by us to the obligee (name of organisation).

The condition of this bond as stated above is that, if the Principal Obligor serves the required bond period after being sponsored by the organisation, then the obligation of the obligors under this bond shall be void, otherwise it shall remain in full force and effect.

Signed:



Appendix 2: Bond Form

A public service organisation may sponsor an eligible serving officer to undertake various programmes of study. The sponsorship shall be in the form of a fellowship, scholarship or the continued payment of salary to the officer during the entire period of the study.

The head of the organisation is the final authority for approving the grant of study leave. A beneficiary of the study leave facility shall be bound by the rules and conditions laid out in this bond form.

i) Declaration

Mr./Ms/Mrs./Dr./Prof/.....

agree to be sponsored by the (Name of the organisation) under the terms stated to pursue.....

(Name of training programme) at

(Name of training institution or venue) for a period of years.

I agree also to avail myself to serve the

(Name of organisation) for a period of years immediately after the completion of my programme of study.

In the case of default, I agree to pay the full bond sum which would be equivalent to the cost of sponsorship package as spelt out in the conditions of the bond.

The (Name of organisation) shall take legal action against me to redeem the bond, in the event that I breach any of the conditions.

Signature..... Date

Address.....

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- (d) the date of birth (copy of birth certificate);
- (e) the sex;
- (f) the hometown;
- (g) the home address;
- (h) the E-mail address;
- (i) the telephone number (fixed line and mobile);
- (j) the address (postal, residential);
- (k) the previous employer (if any);
- (l) the educational background;
- (m) the marital status;
- (n) the name of spouse;
- (o) children if any (names and dates of birth);
- (p) the next-of-kin (name, address and telephone number); and
- (q) any other relevant information.

4.6.2 Concealment of any facts or the intentional provision of false statement by an applicant may be considered sufficient grounds for an applicant not being offered employment or where the applicant is employed, for subsequent dismissal from employment.

4.6.0 Placement

4.7.1 Placement strategies shall be devised in line with the overall strategic and human resource plans and organisation needs, taking into consideration the qualification, background, and competencies of available or expected personnel.

4.7.0 Induction and Job Orientation

4.7.1 Induction and job orientation shall be provided to introduce new workers to the organisation, its office facilities, functions, structure, policies, rules, procedures, work ethics, job descriptions and filing of tax returns. It is also meant to enable the worker to have a sense of belongingness to the organisation and to settle down as quickly as possible.

4.7.2 The public servants shall also be administered the Oaths of Allegiance and Secrecy by the head of the organisation.

4.8.0 Probation

4.8.1 Probation is a period of review and appraisal of the work and conduct of a newly employed public servant to determine whether that person is capable of performing the duties and responsibilities attached to the position to which that person has been appointed.

4.8.2 The probation shall be for a period of six (6) months for junior officers and nine (9) months for senior officers. However, in both cases, the Employer may extend the probation for a period of three (3) months for stated reasons upon performance appraisal.

- 4.8.3 During the probationary period, the public servant shall
- (a) be given job description, appropriate training, instructions, orientation, guidance, appropriate resources and counselling, where necessary, to enable the public servant execute the duties assigned and the public servant shall be subject to evaluation; and
 - (b) be given clear and written indication on what and how the public servant will be assessed



during the probationary period.

4.9.0 Confirmation of Appointment

4.9.1 A written confirmation of appointment shall be given to a worker on satisfactory completion of the period of probation. Confirmation shall be preceded by an appraisal of the work and conduct of the worker, three months to the end of the probationary period. The appraisal must be based on predetermined targets set and agreed between the worker and the supervisor of the worker.

4.9.2 For categories “A” and “B” positions, confirmation of appointments shall be done by the President of the Republic of Ghana, or by the governing board or council of the organisation of the worker concerned, by delegation in writing by the President, in accordance with Article 195 (2) of the 1992 Constitution.

4.9.3 The supervisor shall communicate the result of the appraisal to the head of human resource management within one (1) month after the appraisal has been conducted.

4.9.4 The head of human resource management shall in turn recommend the confirmation or otherwise of the worker for the consideration of the head of organisation.

4.9.5 Unless the head of organisation informs the worker in writing to the contrary, one (1) month after the expiry of the worker's probationary period, it shall be deemed that the worker has been confirmed in the worker's post.

4.9.6 A head of organisation who fails to assess a worker on probation for confirmation within the defined time period is liable to appropriate sanction.

4.10.0 Appointment on Temporary Terms

4.10.1 A head of a department may, depending on the exigencies of the service, appoint a temporary worker.

4.10.2 A temporary worker shall

- (a) go through an assessment process;
- (b) be given wages that is commensurate with qualifications and skills;
- (c) abide by the rules and regulations of work as the permanent worker;
- (d) receive a basic monthly salary, but shall not enjoy any appropriate benefits and allowances payable to permanent workers; and
- (e) contribute to social security and be liable to tax deductions.

4.11.0 Appointments on Casual Terms

4.11.1 A head of department may depending on the exigencies of the service appoint a casual worker.

4.11.2 A casual worker shall

- (a) be given wages that is commensurate with qualifications and skills;
- (b) have access to any medical facility made available to other workers;
- (c) be entitled to be paid for overtime work;
- (d) abide by the rules and regulations of work; and
- (e) be paid minimum remuneration for each day on which the worker attends work.

(4) Execution of Bond

Where the officer fails to fulfil the terms of their bond, the guarantors shall be required to execute the bond by paying the total amount expended in sponsoring the officer, with interest.

12. Post or promotion for which a public servant is eligible after training

Where a public servant, who successfully completes a course is eligible for appointment or promotion to a particular post, that post shall be specified in the scheme of service, e.g. a nurse in training may be appointed as a Staff Nurse, SRN or QRN depending on the type of course taken. Efficiency courses, by themselves, do not qualify officers for promotion.

13. Appointment for which a public servant is eligible on completion of training

The award of the training facility shall be subject to the specification of posts for appointment and promotion to which the candidates will be eligible after the course.



of the organisation.

7. Place and Duration of Training

Indicate the training institution where the particular training programme is to be conducted and the duration of the course. Note that the training does not necessarily have to be an outside institution; it could be within the organisation itself. For example, some of the key points to note regarding the “place” and “duration” of training are the following:

- (a) training institutions;
- (b) period of course - the duration for a course depends largely on the nature of the knowledge or skills required for the job and the level of study (subject or course);
- (c) induction and orientation course (1-5 days);
- (d) functional course (up to three (3) months);
- (e) external training (up to three (3) years); and
- (f) in-service, or on the job training in the organisation.

8. Scope of Training

The scope of the training programme shall be specified. This would generally be a summary of the contents of the course.

9. Terms of Award

- (a) Indicate whether the training award will be on “Training Allowances’, ‘Scholarship’ or ‘Salary’ terms, and also specify the rate of allowance, if possible. The terms of the Training Awards should depend on the place, duration and requirements for the training. The trainee may be provided with full salary, allowances, textbooks, and stationery, among others.
- (b) For Local Training, allowances may be given to cover residential and non-residential courses including transportation allowance. Where textbooks and stationery are included in the course fees, the training institutions shall supply them. The training institution shall be required to refund the cost of the text and stationery to the sponsoring institution in the event that it is unable to supply them to the participant or officer.
- (c) For Overseas Training, sponsorships shall include tuition, accommodation, meals, health and travel insurance, cost of transportation and warm clothing allowance where applicable.

10. Qualification to be acquired

Specify the type of qualification to be acquired at the end of the course. For training schemes which do not lead to any formal certification, indicate that candidates are required to complete the course satisfactorily.

11. Bond

- (1) It is sometimes necessary to bond officers to serve the organisation for a specified period and wherever this applies, it should be stated in the scheme of training.

(2) Obligation of Bonding or Signing a Bond

A sponsored officer shall sign a bond to serve the organisation for periods stipulated in the bond. There shall be two (2) guarantors for each bond.

(3) Length of Service of the Bond

The period of service shall not exceed twice the duration of the sponsored training of the officer. Bonding periods shall not exceed five (5) years.

4.12.0 Part-time Employment

4.12.1 The public services may engage the services of part-time workers when the need arises. This may take place where, for example, the required expertise is not immediately available in the public services or where the engagement will be cost-effective and may not last longer than one (1) year.

4.12.2 A heads of department may, depending on the exigencies of the service, appoint part-time employees. A part-time worker shall

- (a) go through the recruitment process;
- (b) be given salaries or wages that are commensurate with the qualifications and skills of that worker and
- (c) not enjoy any benefits and allowances payable to permanent workers but shall contribute to social security and be liable to tax deductions.

4.13.0 Acting Appointments

4.13.1 Acting appointment is an administrative arrangement that allows for the continuous performance of duties attached to a position when unpredictable and unavoidable circumstances render the incumbent temporarily or permanently unavailable to perform of the duties of that worker.

4.13.2 Succession plans shall be seriously pursued by all organisations. This is to ensure that there is a worker groomed, ready, and able to take over from outgoing incumbents, thereby minimising the incidence of acting appointments.

4.13.3 Categories of acting appointment: there are two main categories of acting appointment namely, acting assignment and formal acting appointment.

4.13.4 Acting assignment is usually arranged internally by the head of institution as a stopgap measure. Situations which prompt this action include the following:

- (a) interdiction of the incumbent;
- (b) dismissal;
- (c) termination or removal of the incumbent;
- (d) death;
- (e) leave;
- (f) indisposition;
- (g) short residential course at home or abroad; and
- (h) short-term attachment to an external organisation.

4.13.5 Acting assignments are temporary arrangements not expected to last more than six (6) months and are not subject to confirmation. Usually, it is the most senior and available subordinate worker who is one step below the position or grade who is assigned in an acting capacity, unless the efficiency and effectiveness of that worker are in serious doubt. In the absence of such a senior worker, a worker two steps below the grade or position may be requested to act in that grade. In all instances, acting assignments are not expected to confer advantage for purposes of promotion.

4.13.6 In cases where the substantive incumbent is not likely or expected to resume duty, as in the case of dismissal, removal or sudden death, action shall be taken for substantive appointment within three (3) months, and in any case not later than six (6) months.

4.13.7 In cases where the substantive incumbent may resume work, as in the case of an interdiction,



leave, indisposition, training course, temporary assignment, the acting assignment period of six (6) months may be extended, but not beyond one (1) year.

4.13.8 An acting assignment shall attract compensation in the form of an allowance equivalent to the difference between the minimum salary point of the salary scale attached to the acting position and the acting worker's own salary. In a situation where the salary of the acting worker is higher than the minimum salary point attached to the position, the acting worker shall be paid ten percent (10%) of the minimum salary point attached to the position in allowances.

4.13.9 Formal acting appointments are occasioned by various situations. For instance,

- (a) the occurrence of a vacancy when a successor has not been groomed to take over due to lack of a succession plan;
- (b) where the next in command is not preferred on grounds of proven unreliability, incompetence and doubtful integrity and accountability; and
- (c) where the sensitivity of the post demands that the credibility and integrity of the person being considered for appointment is observed further or more time is needed to affirm the suitability of the person for substantive appointment, beyond all reasonable doubt.

4.13.10 All acting appointments have to be formally authorised by the appropriate appointing authority in accordance with Article 195 of the Constitution. Accordingly for categories A and B positions, acting appointments shall be made by the President on the advice of the governing board or council, given in consultation with the PSC.

4.13.11 For other categories of posts, acting appointments shall be made by the governing board or council or any authorised person(s) in consultation with the PSC. Usually, it is the most senior and available subordinate officer who is one step below the position or grade who is assigned in an acting capacity, unless the efficiency and effectiveness of that worker are in serious doubt. In the absence of such a senior worker, a worker two steps below the grade or position may be requested to act in that grade.

4.13.12 In all instances, acting appointments are not expected to confer advantage for purposes of promotion. Where the worker is assigned from outside the organisation to act in a category A or B position, the worker may subsequently be considered for confirmation or otherwise by the appointing authority.

4.13.13 An acting worker qualifies for compensation with effect from the date of assumption of duty. The acting appointee shall enjoy the full pay and fringe benefits attached to the post. This is because more often than not a worker who is given such an acting appointment comes from outside the organisation and is therefore not part of the promotion structure of the organisation.

4.13.14 However, where the acting appointee is already a serving public worker in another area in the Public Service that acting appointee upon moving to the new acting position, is not to be made worse off in terms of salary and fringe benefits. If the acting appointee is within the organisation, the acting appointee shall be paid the difference between the minimum salary point of the salary scale attached to the acting position and the acting appointee's own salary.

4.13.15 In a situation where the salary of the acting worker is higher than the minimum salary point attached to the position, the acting worker shall be paid ten percent (10%) of the minimum salary point attached to the position as allowance in addition to all other fringe benefits attached to the post.



APPENDICES

Appendix 1: Training Scheme Template

1. Preparation of Training Scheme

A training scheme is normally provided or prepared based on the requirements of specific positions. The training scheme shall be prepared under the following main headings:

2. Purpose or Objective

The purpose of instituting the training scheme.

3. Type of Training

Training may be given in-house (group) or individual(s) attending courses in local institutions or abroad. It is important also to state what type of training the particular programme will be, for example:

- (a) induction and orientation;
- (b) organisation specific training or scheme of service training;
- (c) on-the-job training;
- (d) academic;
- (e) professional;
- (f) vocational;
- (g) workshop or seminar; or
- (h) self-development.

4. Eligibility

Specify the grades of officers for whom the training scheme has been designed.

5. Selection Process

State the type of selection process that will be used to assess the claims of applicants for the training. It has to be remembered that the selection of candidates or officers for a course require the prior approval of the appointing authority for the grade concerned to which those who successfully complete the course will be appointed. The selection machinery shall, therefore, include a provision for the consent of the appropriate appointing authority to be obtained. That is to say that the selection for training shall be subject to approval by the appointing authority for the grade to which candidates will be appointed after the course.

The training scheme shall be system-based, on equity and fairness and on competence and seniority.

6. Eligibility for consideration for training

An officer may be considered for training on satisfying the following conditions:

- (a) applicant's status (whether confirmed or not);
- (b) number of years done in the service;
- (c) place, content and duration of the course;
- (d) relevance of the course to the individual's work and the organisation's core business;
- (e) details of courses attended by applicant within the previous one (1) year;
- (f) liability for funding participation in the course;
- (g) details of applicant's outstanding financial or other obligations to Government, if applicable;
- (h) whether there is a pending disciplinary case against the applicant; and
- (I) an undertaking by the applicant to successfully complete the course and return to the service



Temporary Employee: A worker who is employed for a continuous period of not less than one (1) month and is not a permanent worker or employed for a work that is seasonal in character.

Trial Period: Refers to a one (1) year period for testing or assessing an employee on promotion to determine the employee's suitability for the new position.

4.13.16 A worker formally appointed to act in a specific position may be required to serve in that acting capacity for a period not exceeding one (1) year. In the course of the year, unless the work and conduct of the worker has been proven to be unsatisfactory, the requisite steps shall be initiated by the governing board or council to confirm that worker or otherwise. In the case of a worker holding a substantive position two steps below an acting position, the appointing authority shall within one year take the necessary steps to appoint a substantive worker for the position in accordance with the stipulated recruitment process.

4.13.17 Under no circumstance shall a worker serve in an acting capacity for more than one (1) year. Heads of organisation shall be held personally liable for failure to comply with this provision.

4.13.18 The procedure for the confirmation of a worker in a formal acting capacity is as follows:

- (a) the governing board or council of the employing organisation, in the course of the acting period (not later than nine (9) months from the date of commencement of the acting appointment) shall initiate action for the confirmation of the worker;
- (b) in the case of a Category "A" or "B" position, if the work and conduct of the worker over the acting period are adjudged unsatisfactory for confirmation, the appointing authority shall be promptly informed by the governing board or council concerned, through the PSC to enable a decision to be taken on the matter;
- (c) for all other categories, the head of the organisation shall inform the governing board or council of the need to confirm or otherwise to enable a decision to be taken on the matter, and after a decision has been taken notify the PSC to update its records;
- (d) in respect of a category 'A' and 'B' worker
 - (i) the governing board or council shall assess the candidate;
 - (ii) the governing board or council; shall submit recommendations with relevant documents (including performance appraisal report and confidential report, curriculum vitae and job description) to the PSC;
 - (iii) the PSC shall assess the worker through an interview;
 - (iv) the governing board or council shall endorse the recommendations of interview report;
 - (v) the governing board or council shall prepare and submit an advice paper to the chairman of the governing board or council for signature;
 - (vi) the PSC shall submit an advice paper to the President;
 - (vii) the President is to authorise the appointment;
 - (viii) the PSC shall issue the appointment letter;
 - (ix) the appointee shall accept the offer of appointment.
- (e) where a vacancy for a position designated as head of unit or section below Category 'B' occurs, the head of the organisation shall initiate the following procedure for confirmation of the officer:
 - (i) the head of the organisation shall assess the performance of the candidate;
 - (ii) the head of the organisation shall submit recommendations with relevant documents (including staff performance appraisal report, curriculum vitae and job description) to the governing board or council;
 - (iii) the governing board or council may approve the recommendation;
 - (iv) a panel constituted in line with section 4.2.4.2 shall assess the officer through an interview;
 - (v) the governing board or council shall approve the interview report;
 - (vi) the head of the organisation shall issue an appointment letter; and
 - (vii) the appointee shall accept the offer of appointment.

4.14.0 Re-Appointment

4.14.1 An officer who has resigned, been granted leave of absence or retired voluntarily, may be re-appointed into the organisation subject to the following conditions:



- (a) availability of vacancy;
- (b) must have left the employment of the organisation in good standing;
- (c) must have applied for the post;
- (d) must have passed an interview;
- (e) must have been declared medically fit; and
- (f) must have passed security and other checks.

4.14.2 Previous service will be taken into account in selection only in as far as it demonstrates the officer's suitability to undertake the duties of the post for which the officer is applying. Accordingly, it is not automatic that the officer will be employed into the grade from which the officer originally left, or positions in which his or her previous seniority colleagues are currently encumbering. The following procedure shall be followed for the re-appointment of officers:

A. The procedure for the re-appointment of a former Category "A" or "B" post holder is as follows:

- (a) the applicant shall submit an application;
- (b) the governing board or council shall make an appropriate recommendation to the PSC;
- (c) the PSC shall consider the recommendation and interview the officer where appropriate;
- (d) the PSC shall prepare and submit the interview report to the governing board or council for consideration;
- (e) the governing board or council shall consider the report and indicate to the PSC in writing its acceptance or otherwise of the recommendation;
- (f) the PSC shall submit an interview report to the governing board for consideration
- (g) the governing board or council shall consider the report and indicate to the PSC its acceptance un writing or otherwise of the recommendation;
- (h) where the governing board or council accepts the recommendations, the PSC shall submit an appropriate Advice Paper to the governing board or council and thereafter to the President for consideration;
- (i) the President may authorise the appointment by signing the Advice Paper and returning the Advice Paper to the PSC for further action;
- (e) the PSC shall issue the letter of promotion to the officer;
- (f) the applicant shall accept in writing the offer of appointment.

B. The procedure for the reappointment of a holder of other Category of Post below Category "B" is as follows:

- (a) the applicant shall submit an application;
- (b) the head of organisation shall make a recommendation to the governing board or council;
- (c) the governing board or council shall consider the request and determine whether or not to approve the recommendation;
- (d) the governing board or council shall authorise the conduct of an interview where appropriate;
- (e) the head of organisation shall prepare the interview report for consideration by the governing board or council;
- (f) the governing board or council shall consider the recommendation and authorise the appointment where appropriate;
- (g) the head of organisation shall issue the letter of appointment to the applicant;
- (h) the applicant shall accept in writing the offer of appointment.

4.14.3 All conditions in relation to new appointment equally apply to re-appointment.

4.15.0 Re-Engagement

4.15.1 It is not automatic that an officer who has reached the compulsory retirement age will be re-

DEFINITIONS

Complaint: It is a formal allegation of unfair treatment at the work place submitted in writing to management for redress

Casual Employee: A public servant engaged on a work which is seasonal or intermittent and not for a continuous period of more than six (6) months and whose remuneration is calculated on a daily basis.

Department: Any division of a public service organisation established by the Employer in accordance with the Constitution and other Statutory Instrument.

Disciplinary Authority: Disciplinary authority refers to the appointing authority as may be delegated, to impose specific penalty on a public servant for misconduct.

Employee: Employee refers to a worker employed by Government of Ghana, other than political appointees, for a continuous, part-time, temporary or casual basis and who draws remuneration from the Consolidated Fund.

Employer: Employer refers to the Government of Ghana

Employee Counselling Service: This is a programme designed to assist workers to address their personal or work-related problems that could affect their performance and well-being.

Employee Counselling Services Coordinator: An individual designated by an agency to manage the ECS.

Mediation: It is a voluntary process used to resolve conflict by having a neutral person assist the disputing parties arrive at a mutually acceptable solution.

Merit: It refers to the criteria for assessing applicants for employment in the Public Service based on competency and ability to perform rather than any other consideration.

Next-of-Kin: The closest living relative nominated by an employee for benefits and other emergencies.

Permanent Employment: Refers to engagement of a worker without a pre-determined time limit.

Probation: It is a period of review and appraisal of the work and conduct of a newly employed public servant to determine whether or not that public servant is capable of performing the duties and responsibilities attached to the position, into which that person has been appointed. The probation shall be for a period of six (6) months for junior officers and nine (9) months for senior officer.

Referral: An oral or written recommendation to an employee to seek assistance in resolving personal or work-related problems that may affect performance, from departmental ECS or other comparable services.

Short-term Counselling: Discussions leading to identification of clients' problems and referral to appropriate resources, normally up to three sessions.



12.5.0.0 Methods of Investigation

12.5.1.0 Investigations shall be conducted by the PSC using various methods and procedures. These may include interviews, meetings and written submissions.

12.5.1.1 Interviews

Persons to be interviewed might include the Head of Organisation, the affected persons, the HRM, the person who brought the matter to the attention of the PSC and other persons who have direct knowledge concerning the issues.

12.5.1.2 Meetings

Meetings may be conducted face to face, by teleconference or video conference, or a combination of these.

12.5.1.3 Written submissions

Comments may be invited from affected persons, or specific questions may be posed to them for their responses. This may be a useful method if those involved are in different geographic locations.

12.5.2 Corrective Action Phase

If the conclusion of the investigation indicates that the case has merit, PSC shall recommend corrective action to be taken.

12.5.3.0 Follow-up on corrective actions

12.5.3.1 The PSC shall follow-up to ensure that the recommended corrective action is implemented. If the corrective action is not implemented, the PSC shall apply appropriate sanctions.

12.5.3.2 Decisions of each investigation shall be communicated to the head of agency or the authority that requested for it or who raised the issue of concern. Any of the above parties may request for the full investigation report at a cost.

engaged that officer may be re-engaged on limited terms (post retirement contract) in accordance with Article 199(4). of the Constitution and subject to the following conditions:

- (a) exigencies of the service;
- (b) must have retired from the organisation in good standing;
- (c) must have been recommended by the organisation; and
- (d) must be declared medically fit.

4.15.2 The officer shall be put on a flat salary based on the point of the salary scale which that officer retired on. The above notwithstanding, succession plans shall be pursued by all organisations. This is to ensure that there is an officer ready and able to take over from the outgoing incumbent, thereby minimising the incidence of post retirement contract.

4.15.3 The following procedure shall be followed in the re-engagement of an officer on limited terms:

- (a) the governing board or council or head of the organisation shall make a recommendation to the appointing authority, as the case may be;
- (b) the officer to be re-engaged shall provide evidence of medical fitness;
- (c) the governing board or council or the President shall consider and approve the recommendation as the case may be;
- (d) the head of the organisation or the PSC as the case may be shall issue the letter of appointment; and
- (e) the officer shall accept the offer of appointment.

4.16.0 Re-Instatement

4.16.1 An officer who has left the service as a result of unfair termination or disciplinary decision shall be offered appointment on re-instatement terms subject to one of the following:

- (a) approval of a petition or an appeal against the decision of the disciplinary authority by the head of organisation or the governing board for holder of a post below Category “B”;
- (b) grant of official pardon by the President for a Category “A” or “B” post holder;
- (c) favourable ruling by a court of competent jurisdiction;
- (d) on the order of the National Labour Commission (Section 64 of the Labour Act, 2003 (Act 651)).

4.16.2 In terms of the condition in paragraph (a), the grade of re-entry as well as the salary and other related conditions will be informed by the decision of the disciplinary authority granting the petition or appeal. In terms of the conditions in paragraph (b), the grade as well as salary and other related conditions will depend on the terms and conditions of the pardon. With respect to the condition in paragraph (c), the terms of the judgement will apply.

4.16.3 The following procedure shall be followed in appointing officers on re-instatement terms:

- (a) the aggrieved officer shall submit a petition or an appeal to the disciplinary authority;
- (b) the disciplinary authority or court may uphold the petition or grant the appeal or grant the remedy sought in the writ or grants pardon; and
- (c) the officer shall be re-instated where the petition is upheld, the appeal is granted or the remedy sought in the writ is granted or a pardon is granted..



4.17.0 Movement of public servant within the Public Service

4.17.1 Posting

Posting is the movement of a public servant from one geographical area or location to another within the same organisation or service to perform duties relating to the class of post that the public servant belongs. It may or may not imply increased responsibilities. The public servant may be stationed wherever the service of the public servant is considered most useful, subject to the conditions or considerations stated.

4.17.2 Considerations for posting

Where it becomes necessary to post a public servant, the following considerations shall guide the head of the organisation:

- (a) reasonable notice, consistent with the exigencies of the Service, shall be given to the public servant concerned before the officer moves to a new station;
- (b) posting shall not be resorted to as punitive measure;
- (c) as much as possible, public servants shall be rotated at least once every five (5) years;
- (d) postings shall be done as much as possible to coincide with the academic calendar to enable public servants place their wards in schools at the new locations; and
- (e) heads of organisations shall give every assistance possible to ensure that the public servants are properly relocated and settled in their new stations.

4.17.3 Posting of married public servants

Where a public servant is married to another public servant within or outside the service, the public servant shall, where the exigencies of the service allow it, upon request, be posted to or closer to the same geographical area as that public servant's spouse.

4.17.4 Posting while on course

Where a public servant is undergoing an approved course of study, the public servant shall not be posted out of the public servant's station before the end of the study.

4.18.0 Transfer

4.18.1 Transfer in the public service is a movement of a public servant from one of the services within the public service to another or from one class of posts to another class of posts within the same or different service. This may involve a change of designation and duties. The head of organisation shall approve the transfer of a public servant where the exigencies of the service require the transfer to be made.

4.18.2. A public servant who seeks approval for transfer to an approved employment may be permitted to transfer subject to the following:

- (a) availability of vacancy in the grade into which the public servant is seeking the transfer;
- (b) agreement between the parent organisation and the foster (receiving) organisation;
- (c) compliance with all the requirements and procedures for recruitment;
- (d) severance of relationship with the parent organisation by the public servant transferred. In effect, the appointing authority and the terms and conditions for employment are changed.

4.19.0 Secondment

4.19.1 Secondment is one of several ways of filling vacancies, albeit temporarily, especially where organisations are in dire need of certain skills which are urgently required to enable them function to the optimum. Through secondment, the public service makes provision for an organisation which

- (a) agreement, with the recommendation and a commitment to undertake action;
- (b) agreement, with the recommendation and an explanation as to why the action cannot be undertaken at the time; or,
- (c) disagreement with a brief explanation.

12.3.6 Release of PSC's HRM Audit Reports

The PSC may publish its audit reports annually with the Annual Report.

12.3.7 Follow-Up Audits

The follow-up phase plays an important role in PSC audits. It completes the circle in the auditing process by reporting on action the organisation has taken in response to audit findings and recommendations contained in previous reports, and on the progress made toward the implementation of these actions.

Follow-up audits shall

- (a) be conducted not later than two years after the completion of an audit; and,
- (b) provide an assessment report on the adequacy of the corrective action taken to resolve previously reported issues.

12.4.0 Investigations into Improper HRM Practices

12.4.1 The HRM investigation responsibilities are a vital part of the PSC's oversight function and are designed to ensure that the provisions in this manual are carried out.

12.4.2 The PSC may receive information about concerns relating to HRM matters from a variety of sources such as HR audit findings, individuals (including bargaining agents such as unions), media reports and others.

12.4.3 Once a concern has been brought to the attention of the PSC, the PSC shall exercise its own judgement and discretionary authority and determine if an investigation is warranted. The PSC shall not be required to conduct an investigation into every concern brought to its attention. In considering what course of action to follow, if any, the PSC may consider the following questions:

- (a) What is the nature of the concern?
- (b) Is there another body that has the authority to address the concern?
- (c) If the concern raised is found to be true, what would be the consequences of not addressing it? and
- (d) Is the concern limited to a specific situation or does it raise issues related to the broader application of public service values and the application of merit?

12.4.4 In conducting administrative investigations into HRM matters, the PSC will implement the following principles:

- (a) investigations will be conducted as thoroughly and expeditiously as possible;
- (b) investigations will be carried out in a manner which conforms to the requirements of procedural fairness.

The principles of procedural fairness consist of

- (a) the right to be heard;
- (b) the right to an impartial investigation;
- (c) the right to be represented;
- (d) the right to have a decision with reasons; and
- (e) the right to timely communication of decisions to all parties concerned.



inputs to audit selection. The choice of an HRM audit issue shall depend, among others, on the following:

- (a) significance and importance of the issue;
- (b) contribution to PSC's audit priorities;
- (c) specific direction from the President or the Commission;
- (d) findings from previous audits or studies;
- (e) requests by stakeholders;
- (f) urgency due to risk;
- (g) need to follow up;
- (h) availability of audit resources;
- (i) audit cycle; and,
- (j) coverage desired.

12.3.2 PSC shall embark on an audit exercise based on knowledge obtained from a number of sources, including the following:

- (a) PSC's reports on monitoring and evaluation of public service agencies;
- (b) websites of public service organisations;
- (c) attendance at conferences, interviews, seminars, meetings and workshops;
- (d) reports such as departmental performance reports, reports on plans and priorities, annual reports, reports by the Auditor General, internal and external audit reports, CHRAJ, performance reports and Performance Contracts;
- (e) requests and directives from the Office of the President;
- (f) parliamentary committee hearings and reports;
- (g) various media sources;
- (h) recommendations for recruitment, promotion, among others; and,
- (i) petitions and requests for advice from Heads of Departments and individual public servants.

12.3.3 Terms of Reference for HRM Audit

Recommended terms of reference for HRM Audit shall include

- (a) the objectives, nature, scope and period covered by the audit;
- (b) the professional standards and ethics to be adhered to by the auditors;
- (c) any disagreement with management of the audited entity on their suitability;
- (d) the observations made;
- (e) the conclusions reached regarding each audit objective;
- (f) the recommendations that were made to guide corrective action; and,
- (g) comments provided by management of the audited entity, including planned action in response to the audit and any differences of opinion.

12.3.4.0 Issues outside the jurisdiction of the PSC

12.3.4.1 Where the audit team, during the course of an audit, comes across a potential issue that is outside the jurisdiction of the PSC, a recommendation shall be made to the appropriate authority to address the issue.

12.3.4.2 The PSC's audit team shall collect sufficient evidence to be able to explain to the appropriate authority why the issue is being referred to it.

12.3.5 Management response to recommendations

The audit report should contain entity management responses to each recommendation, indicating whether there is:

has the requisite skilled personnel to spare, to loan that personnel to another organisation at the request of the recipient organisation, or upon government directive.

4.19.2 Unlike transfer, the seconded public servant does not sever the public servant's relationship with the parent organisation, department or class. A public servant on secondment retains the service rights and privileges as if that public servant were still serving in the substantive post. The public servant is expected to carry out the instructions of the superior in the organisation to which the public servant is seconded. Even though the officer is not a permanent employee of that organisation, the public servant is subject to its disciplinary procedures. However, where disciplinary action may lead to a major penalty, that action shall be taken only in consultation with the head of the public servant's parent organisation.

4.19.3 The following principles apply to a public servant on secondment:

- (a) the parent organisation shall continue to pay the salary and allowances of the seconded public servant but, the public servant shall be entitled to any allowances enjoyed by public servant in the foster organisation, provided they do not duplicate what the public servant is receiving from the parent organisation;
- (b) the public servant shall not seek promotion within the foster organisation and thus, the promotion prospects of the public servant remain intact in the parent organisation and the public servant shall therefore be considered for promotion by the parent organisation during the currency of the secondment;
- (c) secondment shall not exceed two years but, the receiving organisation may request for an extension of one more year in consultation with the parent organisation and the public servant;
- (d) three months to the expiration of the secondment period, the public servant shall exercise the option to either return to the parent organisation or remain with the foster organisation and where the latter option is preferred, steps shall be taken to have the public servant transferred formally to the foster organisation; and
- (e) three (3) months after the expiration of the secondment period, if the public servant does not return to the parent organisation, the parent organisation shall serve notice of over-stay of the secondment period on the public servant and where the public servant fails to report to the parent organisation for duty within ten (10) working days after the notice has been served, the public servant shall be deemed to have been permanently transferred to the 'receiving' organisation and the parent organisation shall accordingly take the necessary steps to stop the payment of salaries and other entitlements to the public servant.

4.20.0 Secondment to an International Organisation

4.20.1 A public servant may be seconded to an international organisation. e.g., a foreign Government, the UN the AU, ECOWAS, any of the specialised international agencies or any other approved international organisation.

4.20.2 The authority for approving the secondment is the President, acting on the advice of the governing board or council of the public servant's organisation given in consultation with the PSC.

4.20.3 Conditions for the grant of secondment to foreign entities are

- (a) the foreign entity shall submit a formal request to the agency concerned through the Ministry of Foreign Affairs;
- (b) the governing board or council shall consider the request taking into consideration the exigencies of work within the organisation and where appropriate recommend to the President through the PSC for approval; and



- (c) the PSC shall convey the approval to the governing body with a clear statement of the terms and conditions attached to the secondment.

4.21.0 Consultancy Engagement

4.21.1 Consultants may be engaged in accordance with the Public Procurement Act, 2003 (Act 663) by public service organisations to offer specialised professional and advisory services for specified contract periods.

4.21.2 The consultant shall be expected to meet the terms of the contractual agreement. These shall include time schedules for the execution of the agreed assignment, regular reporting on the status of work, regular communication with the contracting agency, and the submission of an end-of-assignment report on schedule.

4.21.3 Payment for consulting services shall be determined in relation to the nature and scope of work to be undertaken, and in comparison with the current or prevailing rates of local and international consulting firms.

4.22.0 Succession Planning

4.22.1 Succession planning is a vital strategic HRM tool that shall not be ignored by the public service. It deals with projecting future changes by anticipating vacancies and then determining how to meet these challenges.

4.22.2 Succession planning is a systematic process where managers identify, assess and develop their personnel to ensure that they are ready and capable of assuming key roles within the organisation. Having this process in place is vital to the success of the organisation because the individual public servant who is identified in the plan will eventually be responsible for ensuring that the organisation is able to tackle future challenges effectively.

4.22.3 The “high potential” personnel must be selected carefully and provided training and development including mentoring and coaching to give them the skills and the core competencies needed for the organisation's future environment and goals. Succession planning creates an effective process for recognising, developing and retaining top leadership talent that is ready to assume leadership roles in the organisation when the need arises.

4.22.4 Succession planning and development of a future leader for the organisation need to reflect the organisation's strategic goals. The following key issues shall be considered when implementing an effective succession plan:

- (a) the support and backing of the organisation's senior level management staff shall be obtained;
- (b) the plan must be part of the integrated Human Resource process that includes training, development and performance appraisal;
- (c) identifying the skills needed by the organisation in the short, medium and long term;
- (d) identifying critical positions for inclusion in the organisation's succession planning programme;
- (e) identifying high-performers that are almost ready to step into the critical positions;
- (f) analysing the workforce and identifying personnel who will be eligible for retirement within the next five (5) years;
- (g) identifying the responsibilities, skills and competencies that will be needed by the replacements;
- (h) establishing a system for communicating succession planning information to heads of departments, division and units;

CHAPTER TWELVE

OVERSIGHT

12.0.0 Background

12.0.1 Under article 196 of the Constitution, the PSC is mandated to exercise regulatory, supervisory and advisory powers in matters relating to human resource management and development in the Public Services. Its role is to safeguard the integrity of the Public Services through the promotion of sound human resource management practices. This involves, among other things, developing policies, setting standards, guidelines and ensuring that they are complied with and reporting to the President on the state of human resource management in the Public Services of Ghana.

12.0.2 Ghanaians will continue to benefit from a public service whose HRM practices are based on merit, integrity, excellence and non-partisanship and in which these values are independently safeguarded. Those to whom authority is delegated exercise it within a framework that ensures that they are accountable for its proper use to the appointing authority. The Government of Ghana is committed to a public service that is characterised by fair, transparent human resource management practices, respect for employees, effective dialogue aimed at resolving people management issues.

12.1.0 PSC's Oversight Role

12.1.1 The PSC's oversight role includes

- (a) monitoring the performance of HRM practices in the public services;
- (b) carrying out human resource management audits to ensure optimum deployment of personnel; and,
- (c) conducting investigations into improper human resource management practices.

12.2.0 Monitoring the HRM Practice

12.2.1 Human Resource Management Audit

12.2.2 Human Resource Management Audit is an objective, systematic and independent assessment of the performance and management of the HRM activities. The purpose is to provide objective information, advice and assurance to management and the appointing authority for the effective functioning of the organisation.

12.2.3 An audit report may include recommendations for corrective action. A recommendation may address a single deficiency or a number of related deficiencies. Heads of organisations are responsible for taking action to implement recommendations to improve management practices.

12.2.4 The PSC shall carry out audits that result in findings, conclusions and recommendations to Public Services Agencies. The agencies shall implement the recommendations that may lead to improvement in HRM practises.

12.3.0 Basis for Audit Selection

12.3.1 Knowledge of public service organisations and HRM issues, and risk analysis are the key



CHAPTER ELEVEN

MISCELLANEOUS

11.0.0 Delegation of Authority

11.0.1 Delegation, Authorisation and Responsibility

11.0.1.1 The appointing authority shall provide the Head of the organisation with appropriate power and authority for the effective and efficient management of the organisation.

11.0.1.2 In the same vein, a head of an organisation shall empower **public servants** by means of appropriate delegation and authorisation, where necessary.

11.0.1.3 A head of an organisation who delegates a function to a subordinate officer shall record the delegation or authorisation in writing, giving date and time within which to expect results.

11.1.0 Declaration of Assets and Liabilities

In accordance with article 286(1) of the Constitution, “a person who holds a public office.....shall submit to the Auditor-General a written declaration of all property or assets owned by or liabilities owed by him whether directly or indirectly.....”

11.2.0 Compliance

11.2.1 A head of organisation shall

(a) ensure that the workers within the organisation comply with the provisions as contained in the HR Policy Framework and Manual, Collective Bargaining Agreements, Conditions of Service and any other applicable rules, regulations and administrative regulation; and

(b) deal immediately and effectively with any breach of the provision.

11.2.2 A head of organisation shall exercise the power to perform the duties and obligations under these guidelines, subject to any other regulations or Government directives

- (i) establishing a systematic approach for identifying, nominating and selecting potential successors;
- (j) reviewing background information on successors such as their education, experience, skills, appraisals and prospects;
- (k) determining the training and development requirements of potential successors;
- (l) developing the skills of potential successors through work experiences, job rotation, projects and other challenging assignments;
- (m) establishing a system for monitoring the progress of the personnel's development plan by senior management;
- (n) establishing a system of feedback and encouragement to potential successors; and
- (o) ensuring that the succession plan belongs to the organisation and not the HRM Department or Unit so as to ensure that the plan receives the attention that it deserves.

4.23.0 Promotions

4.23.1 Promotion is the progression from one position to another of a higher level, usually with a higher responsibility. In line with the principles of fairness and merit, an officer shall be promoted only if the officer satisfies the prescribed conditions for advancement into the next higher grade in which a vacancy has been declared.

4.23.2 Eligibility for promotion

An officer will be eligible for consideration for promotion upon satisfying the conditions specified in the relevant Scheme of Service or Collective Agreement of the organisation. These include

- (a) availability of vacancy in the promotion grade;
- (b) confirmation of employee;
- (c) serving the required number of years in the grade;
- (d) satisfactory work and conduct;
- (e) passing a prescribed examination, where necessary;
- (f) membership of a professional body, where necessary; and
- (g) success at interview where necessary.

4.23.3 Promotion Procedure

4.23.3.1 The procedure for promotion of Categories “A” and “B” posts is as follows:

- (g) the governing board or council declares a vacancy;
- (h) the head of organisation or HRM compiles a seniority list of eligible officers for promotion;
- (i) the governing board or council advertises the position internally, if applicable;
- (j) the governing board or council, head of organisation or HRM receives applications from all eligible officers;
- (k) the governing board or council submits a performance appraisal reports on short listed candidates to the PSC for consideration;
- (l) the PSC shall constitute a panel to interview qualified candidates for consideration for promotion and select the best candidate;
- (m) the PSC shall submit an interview report to the governing board for consideration
- (n) the governing board or council shall consider the report and indicate to the PSC its acceptance in writing or otherwise of the recommendation;
- (o) where the governing board or council accepts the recommendations, the PSC shall submit an appropriate Advice Paper to the governing board or council and thereafter to the President for consideration;
- (p) the President may authorise the promotion by signing the Advice Paper and return the Advice Paper to the PSC;



(q) the PSC shall issue the letter of promotion to the officer through the governing board or council.

4.23.3.2 The procedure for promotion of other Category of Post below Category “B” is as follows:

- (i) the Head of Organisation declares a vacancy;
- (j) the head of HRM compiles a seniority list of eligible officers for promotion;
- (k) the governing board or council advertises the position internally, if applicable or causes the vacancy to be filled in accordance with the provisions of the approved Scheme of Service of the organisation;
- (l) the governing board or council shall authorise the conduct of an interview for qualified officers;
- (m) the head of organisation shall prepare the interview report for consideration by the governing board or council;
- (n) the governing board or council shall consider the interview report and approve the report, where appropriate for necessary action;
- (o) the head of organisation shall issue the letter of promotion to the successful officer on behalf of the governing board or council.

4.23.4.0 Promotion of officers on approved study leave

4.23.4.1 Officers on approved study leave of more than one (1) year duration abroad shall not be considered for promotion until they return to their posts and upon availability of vacancies.

4.23.4.2 Officers proceeding on an approved study leave or in the case of Foreign Service officers, who are eligible when vacancies are declared, may be considered for promotion before they proceed abroad on the study leave or posting.

4.23.4.3 Officers sponsored under departmental training schemes by their establishments for courses in local educational or professional institutions, may be considered for promotion while on the course.

4.23.5 Promotion while on extended sick leave

An officer who has been on sick leave for more than one (1) year is not eligible for promotion.

4.23.6 Promotion out of turn

While promotion based on the scheme of service is encouraged, note has to be taken of officers whose performance is exceptionally remarkable. Such promotions shall be approved by the PSC on a case by case basis. The identification of officers with exceptional performance shall be such that the process is not abused.

4.23.7 Failure to appear for promotion interview

A candidate who fails to appear before the selection board or panel when that candidate has been duly invited, shall explain in writing to the appointing authority for consideration, through the head of department, the reasons of the inability of the candidate to attend.

4.23.8 Unsuccessful candidates at promotion interviews

4.23.8.1 An unsuccessful candidate shall, on the recommendation of the head of department, join the immediate subordinate officers of the candidate who are due for promotion, when vacancies occur. The effective date of promotion of the previously unsuccessful candidate shall be the date on which the new vacancy occurred and not necessarily the date given to that candidate's original senior colleagues. An unsuccessful candidate shall be duly informed.

10.3.12.4 Complaint Procedures for sexual harassment

The complaint procedure for sexual harassment may be either informal or formal

A. Informal Process

Under the informal complaint procedure

- (a) a public servant who has a complaint of sexual harassment may approach the supervisory personnel, association representative, or other contact person of the organisation to discuss potential means of resolving the complaint and to request assistance in resolving the matter; and
- (b) where the matter is dealt with to the complainant's satisfaction, the matter shall be considered resolved.

B. Formal Process

The formal complaint procedure is applicable where a complaint made under the informal complaint procedure is not resolved to the complainant's satisfaction, or where the complainant chooses not to proceed informally. Under this procedure,

- (a) a complainant is required to lodge a complaint in writing, within six (6) months, of the alleged occurrence to the next level of Management not involved in the matter;
- (b) Management shall provide a copy of the complaint to the respondent, investigate the allegation and take steps to resolve the concern as appropriate within thirty (30) days from the date the issue is reported by the complainant;
- (c) both the complainant and the respondent may have a representation present at the proceedings;
- (d) if the resolution proposed as a result of the management review is not acceptable to the complainant, the complainant may refer the matter, in writing, to the head of organisation within thirty (30) days after receiving the manager's written response or after the response was due;
- (e) the complainant may seek assistance through the human resources personnel or union or association representative;
- (f) the head of organisation shall acknowledge, in writing, the receipt of the written complaint, provide a copy of the complaint to the respondent, and have the matter investigated;
- (g) the complainant and union or association representative, if applicable, shall be advised in writing of the decision within thirty (30) days from the date the head of organisation receives the written complaint or at a mutually agreed date.

10.4.0 Responsibilities and Accountabilities

10.4.1 Under the Constitution, the Public Services Commission Act, 1994 (Act 482), the Labour Act 2003 (Act 651), the Commission on Human Rights and Administrative Justice Act, 1993 (Act 456), Alternative Dispute Resolution Act 2010 (Act 798), the various Conditions of Service and Collective Bargaining Agreements (CBAs), the CHRAJ, PSC, MDAs and MMDAs share the responsibility to ensure that these policies and guidelines are implemented.

10.4.2 CHRAJ, PSC, governing boards or councils and heads of MDAs and MMDAs, organised labour and civil society organisations shall provide the enabling environment needed for public servants to achieve organisational, professional and personal goals based on high values, ethics, integrity and service-oriented culture.

10.4.3 CHRAJ and PSC shall monitor the compliance of this policy as part of their mandate.

10.4.4 MDAs and MMDAs shall submit mandatory annual reports to the PSC and CHRAJ on compliance with this policy, including major implementation challenges. Based on these reports, the CHRAJ in collaboration with PSC shall periodically review these guidelines.



10.3.9.5 A public servant shall not, in that public servant's official capacity, criticise Government policy at a public gathering or in a publication, or in the print, electronic or other media.

10.3.10.0 **Handling of official information and documents**

10.3.10.1 Effective management of official information and documents is essential for good governance. Heads of organisations shall therefore build the capacity to manage records in their organisations. This means having the appropriate structures, systems and processes, adequate and qualified staff, resources and rules for the creation, use, storage, preservation, retrieval and disposal of records, both manual and electronic in line with PRAAD guidelines.

10.3.10.2 A public servant shall not release official information or documents to the public without the necessary authority.

10.3.11.0 **Information Communication Technology**

10.3.11.1 Information and Communication Technology (ICT) is the integration of telecommunication (telephone lines and wireless signals), computers, hardware as well as necessary software, storage and audio visual systems, which enable users to create, access, store, transmit and manipulate information.

10.3.11.2 For the efficient and effective management of public service organisations in the 21st century, ICT is very essential.

10.3.11.3 Heads of organisations shall develop appropriate policies in line with the National ICT Policy and National Information Technology Agency (NITA) guidelines for the use of ICT.

10.3.12.0 **Sexual Harassment**

10.3.12.1 Sexual harassment is defined as any unwelcome comment or conduct of a sexual nature that may detrimentally affect the work environment or lead to adverse job related consequences for the victim of the harassment.

10.3.12.2 Examples of sexual harassment include

- (a) a person in authority asking an employee for sexual favours in return for being hired or receiving promotions or other employment benefits;
- (b) sexual advances with actual or implied work related consequences;
- (c) unwelcome remarks, questions, jokes or innuendoes of a sexual nature including sexist comments or sexual invitations;
- (d) verbal abuse, intimidation or threats of a sexual nature;
- (e) leering, staring or making sexual gestures;
- (f) display of pornographic or other sexual materials;
- (g) offensive pictures, graffiti, cartoons or sayings;
- (h) unwanted physical contact such as touching, patting, pinching or hugging; and
- (i) physical assault of a sexual nature.

10.3.12.3 The definition of sexual harassment is not meant to inhibit interactions or relationships based on mutual consent or normal social contact between workers.

4.23.8.2 A candidate who fails a promotion interview for two (2) consecutive times shall remain at that candidate's position for another two (2) years within which the candidate will be put on a Performance Improvement Programme (PIP) before re-applying for consideration for promotion if vacancies are declared. Where a candidate fails an interview for the third time, the appointment of that candidate shall be terminated.

4.23.9 **Promotion based on success at examinations**

Passing an examination does not automatically qualify one for promotion unless it is a requirement in the Scheme of Service and there is a vacancy in the promotion grade.

4.23.10 **Wait-listing of successful candidates**

Where an officer is placed on the waiting list after success at a promotion interview, the officer shall be promoted immediately a vacancy occurs in the promotion grade within a period of twelve (12) months from the date of the interview. In that case, the effective date will be the date on which the vacancy occurs. Where a vacancy occurs after twelve (12) months, the officer shall be re-interviewed along-side other eligible officers.

4.23.11 **Effective dates of promotion**

4.23.11.1 The effective date of promotion shall be determined by the appointing authority taking into account the date on which the officer became eligible for consideration after satisfactory appraisal and availability of vacancies, as specified in the Scheme of Service.

4.23.11.2 The effective date of promotion of an officer may be backdated under the conditions specified in the section.

A. After sponsored courses: An officer, who goes on a departmentally-sponsored or approved course, may have that officer's promotion back-dated with notional effect from the effective date of the respective seniority group but the substantive date of the promotion shall be the date of resumption of duty. However where the officer exceeds the normal duration of the course, on the officer's own accord without due notification or approval from their head of department, the officer shall lose the seniority and the effective date of the promotion shall be the date of the promotion interview.

B. After interdiction: Where an officer is on interdiction, the officer shall not be eligible for promotion but the officer if acquitted of any wrong doing shall be considered for promotion after satisfying all requisite conditions. The effective date of promotion shall be made notional or substantive.

C. After ill-health: An officer who is on sick leave and unable to work for more than one (1) year, but not exceeding two (2) years, shall be required to serve for a period of one (1) year after which the officer will be appraised and interviewed for purposes of promotion. The effective date of promotion shall be the date the officer assumed duty after the sick leave.

4.23.12.0 **Substantive effective date of promotion**

4.23.12.1 The appointing authority may decide that an officer's promotion shall take retroactive effect substantively when, in its opinion, there is a justification for back-dating the promotion. The decision to back date shall be in line with the prevailing Government policy.

4.23.12.2 When an officer's effective date of promotion takes retrospective effect, the officer is



entitled to receive arrears of salary to which the officer would have been entitled if the promotion had been effected earlier. In such a situation, the appointing authority shall seek approval from the Ministry of Finance for the payment of salary arrears in accordance with existing directives.

4.23.13.0 Notional effective date of promotion

4.23.13.1 Notional effective date of promotion is meant to maintain seniority relationship among officers. No arrears of salary shall be paid in this case.

4.23.14 Trial Period

4.23.14.1 Upon promotion, an officer shall serve a trial period of six (6) months during which period the officer's performance on the higher grade is observed and assessed. At the end of the trial period, steps shall be taken to confirm the officer in the new position. A Performance Improvement Plan will be implemented to assist any officer who fails the performance evaluation of the trial period. Failure to improve performance after the performance improvement plan may result in the reversal of the promotion.

4.23.14.2 An officer who cannot serve the mandatory trial period before compulsory retirement shall not be promoted. However, where the promotion is likely to be backdated beyond one year from the date of compulsory retirement of the officer, the officer shall be promoted.

4.24.0 Conversion and Upgrading

4.24.1 Circumstances for conversion and upgrading

An officer may be converted if upon obtaining a higher academic or professional qualification the officer applies to the head of the officer's organisation, to move from the current class of posts to another one within the same organisation (for example, from the Secretarial Class to the Administrative Class) in which the officer has expressed interest. Upgrading on the other hand, applies to a situation where an officer, upon acquiring a qualification or certification, from an approved training programme is moved to a higher position or grade within the hierarchy of the officer's class of posts.

4.24.2 Conditions for conversion or upgrading

A serving officer, who acquires a high academic and professional qualification, either through an approved self-initiated course of study or a sponsored training programme may be converted if

- (a) the provisions in the Scheme of Service of the particular organisation permit or shall be used to provide for the conversion;
- (b) there is a vacancy in the position or grade into which the officer is to be considered for conversion or upgrading;
- (c) the course of study is relevant to the requirements of the organisation, the officer's current or future job, and has been approved by the officer's Head of Organisation before its commencement;
- (d) the course is among those approved by the officer's organisation;
- (e) there is no pending disciplinary case against the officer;
- (f) evidence is provided to show that the officer is, where bonded to complete the training and return to work in the organisation for a specified period of time, has started serving the bond;
- (g) the certification awarded to the officer has been verified, and its equivalence determined where the head of the organisation or appointing authority is unable to determine the right equivalence of the certificate;

that personal relationship if the personal relationship is likely to compromise objectivity or to be perceived to compromise objectivity.

10.3.6.2 For example, public servants who are direct relatives or who permanently reside together may not be employed in situations where

- (a) a reporting relationship exists where one has influence, input, or decision-making power over the other's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- (b) the working relationship affords an opportunity for collusion between the two public servants that would have a detrimental effect on the organisation's interest.

10.3.7 Human Resource Decisions

A public servant shall not participate in any human resource management decision if the objectivity of that public servant would be compromised for any reason or a benefit or perceived benefit could accrue to that public servant.

10.3.8.0 Outside remunerative and volunteer work

10.3.8.1 A public servant may provide a service outside the permanent employment of that public servant or carry on business, receive remuneration from public funds for activities outside the position of the public servant or engage in volunteer activities, if the service, business or activity does not

- (a) interfere with the performance of the duty as a public servant;
- (b) bring the public service into disrepute;
- (c) create a conflict of interest or the reasonable perception of a conflict of interest;
- (d) appear to represent government opinion or policy;
- (e) involve the unauthorised use of work time or government premises, services, equipment, or supplies; or
- (f) enable the public servant to gain an advantage that is derived from the employment of the public servant with the public service.

10.3.8.2 A public servant shall not receive any additional remuneration beyond the reimbursement of appropriate travel and refreshment expenses.

10.3.9.0 Effective communication at the workplace

10.3.9.1 Effective communication is essential for the attainment of organisational goals. As much as possible, there must be clearly defined communication channels as well as reporting relationships that shall be respected by both superior and subordinate officers.

10.3.9.2 If a subordinate officer has to communicate with the head of organisation on a matter that falls within the head of organisation's powers and duties, the subordinate officer shall communicate through the head of department or division, or through any officer acting on behalf of the head of department or division, unless the head of organisation categorically requests the officer not to do so.

10.3.9.3 If the head of organisation requests a subordinate officer who is not a head of division or department to do an assignment, the officer shall inform the head of division or department about it.

10.3.9.4 The head of organisation shall establish a policy on how officers in the organisation may communicate with the print, electronic or other media.



from, a government transaction over which the public servant can influence decisions (for example, investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);

- (g) acceptance by a public servant from an individual, corporation, or organisation, directly or indirectly, a personal gift of value or benefit that arises out of employment in the public service, where the acceptance is not in the nature of
- the exchange of hospitality between persons doing business together;
 - tokens exchanged as part of protocol;
 - the normal presentation of gifts to persons participating in public functions; or
 - the normal exchange of gifts between friends;
 - acceptance of gifts, donations or free services for work-related leisure activities other than in the situations specified in paragraph (a) to (f) and in the CHRAJ Guidelines on Conflicts of Interest (2006).

10.3.3.6 The following criteria are intended to guide the judgment of public servants who are considering the acceptance of a gift:

- the benefit is of nominal value;
- the exchange creates no obligation;
- reciprocation is easy; and
- It occurs infrequently.

10.3.3.7 A public servant shall not solicit a gift, benefit, or service on behalf of that public servant on behalf of another public servant.

10.3.4 Allegations of wrong doing

10.3.4.1 A public servant has a duty to report any situation relevant to the public service that the public servant believes contravenes the law, and may result in misuse of public funds or assets, or represents a danger to public health and safety or a significant danger to the environment.

10.3.4.2 A public servant shall expect such matters to be treated in confidence, unless disclosure of information is authorised or required by law (for example, the Whistleblowers Act, 2006 (Act 720)).

10.3.4.3 A public servant shall not be subject to discipline or reprisal for revealing in good faith, allegations of wrongdoing in accordance with this policy statement.

10.3.5.0 Legal proceedings

10.3.5.1 A public servant shall not sign for use in court proceedings an affidavit relating to facts that have come to the knowledge of that public servant in the course of duty unless the affidavit has been prepared by a lawyer acting for the organisation or the Attorney General's Department.

10.3.5.2 A public servant shall cooperate with lawyers defending the Government's interest during legal proceedings.

10.3.5.3 A written opinion prepared on behalf of government by legal counsel is privileged and is, therefore, not to be released without the approval of the Attorney General's Department.

10.3.6.0 Working relationships

10.3.6.1 A public servant who is in a personal relationship with another public servant in the same workplace shall avoid being placed in a direct reporting relationship to the other public servant in

(h) the officer is successful at an interview, or a prescribed graduate-entry examination, where necessary or applicable.

4.24.3.0 Placement on and effective date for conversion or upgrading

4.24.3.1 An officer in the sub-professional cadre of a class of posts, upon acquiring a degree from an accredited tertiary institution and other recognised professional body shall be placed on the initial grade of the professional cadres of the class of posts. Where the salary level of the officer in the sub-grade is higher than the salary point of the initial grade of the professional cadre, the officer, upon conversion or upgrading, shall have the salary made personal to the officer.

4.24.3.2 The effective date of conversion or upgrading shall not be tied to the date of the award of the certificate, but rather to the date of availability of vacancy in the grade, as well as the date of the interview for the conversion or upgrading.

4.25.0 Leave

4.25.1 Leave is a vital human resource management mechanism that ensures the promotion of a healthy and productive workforce and organisational development. In accordance with the Labour Act, 2003 (Act 651), all public servants are entitled to leave.

4.25.2 A public servant may for one reason or another be absent from the office for a period of time. When this happens, another public servant shall be assigned to take over the duties of that public servant temporarily. The following are the types of leave and their duration:

Types of Leave	Duration
(a) Annual Leave (Management Level)	36 working days
(b) Annual Leave (Senior Level)	28 working days
(c) Annual Leave (Junior Level)	21 working days
(d) Sick Leave (full pay)	one year (maximum)
(e) Sick Leave (half pay)	one year (maximum)
(f) Study Leave (with pay)	course duration as specified in the admission letter
(g) Study Leave (without pay)	course duration as specified in the admission letter
(h) Maternity Leave	12 weeks
(i) Paternity Leave	5 working days
(j) Compassionate or Casual Leave	10 working days
(k) Examinations Leave	10 working days
(l) Sports Leave	5 working days
(m) Leave of Absence	2 years maximum (may be extended in special circumstances)
(n) Embarkation and Disembarkation Leave	2 working days (for a period of absence of upto 6 months)
(o) Embarkation and Disembarkation Leave	10 working days (for a period of absence above 6 months)

4.25.1.1 Annual Leave

A public servant is entitled to paid annual leave. Annual leave must be earned and therefore is calculated from the date a public servant starts work and accrues for twelve (12) months. Annual leave entitlement depends on the following categorisation of staff:



- a. Management – Director and above (SSS salary level L23 and above)
- b. Senior Staff – Deputy Director to Senior Executive Officer and analogous grades (SSS salary level L22- L15)
- c. Junior Staff – Higher Executive Officer and below and analogous grades (SSS salary level L 14 and below).

4.25.1.2 Guidelines for the management of Annual Leave

A. Heads of human resource management shall cause the head of departments to prepare by the 15th November of each year, a draft leave roster for review showing dates on which public servants are to proceed on leave for the ensuing year and the number of days' entitlements of each public servant. The head of human resource management shall submit the final leave roster to the head of organisation for implementation by the 15th December.

B. The head of HRM shall circulate the approved leave roster to all public servants by the end of the 20th December.

C. A newly recruited public servant, who has worked continuously for six (6) months is entitled to an annual leave on pro rata basis. However, the employer may allow the public servant to proceed on leave earlier before the leave is earned under exceptional circumstances. The exceptions shall be limited in nature.

D. A public servant, at least two (2) weeks before the commencement of leave, shall apply for leave using the leave application form.

E. Notice of approval of leave shall be given to a public servant in writing at least one (1) week before the approved date of commencement of the leave.

F. A public servant shall prepare and submit handing over notes to a designated public servant before commencement of leave, where appropriate.

G. Leave granted but not utilised is forfeited, unless it is rescheduled or deferred with the written approval of Management.

H. Absence from work with or without permission shall be counted and shall be recorded and deducted from the annual leave entitlement.

I. There shall be no accrual of annual leave beyond two years including the current year for public servant both in management and staff positions. Where the exigencies of work do not permit or allow for the annual leave to be taken, appropriate approval should be sought from the governing boards or councils as in the case of management staff and from the Heads of Public Service Institutions, Chief Directors, Chief Executives and Heads of Departments for the senior and junior staffs. The reason(s) for the leave accrual should be properly documented in writing by the approving authority. Payment for any accrual, which shall not exceed two (2) years of accumulation of annual leave, and can only be enjoyed at the end of one's service, shall apply only to holders of Categories "A" and "B" positions.

J. A public servant who is unable to resume duty due to ill health may be considered as absent on excuse duty provided the person is able to produce a medical certificate endorsed by a registered medical practitioner recognised by the management on or before the expected resumption date.

10.3.2.2 Accordingly, a public servant shall not openly participate in partisan political activities, seek political office whilst still in the public service or use government facilities, equipment, or resources to assist any candidate seeking elected political office.

10.3.2.4 A public servant who wishes to identify with a political party or seek political office shall resign from the public service.

10.3.2.5 Governing Boards/Councils and Heads of Organisation shall take necessary steps to sanction any public servants who violate the provisions in this Section.

10.3.2.6 Partisan politics shall not be introduced into or practised at the workplace.

10.3.3.0 Conflicts of Interest

10.3.3.1 A public servant shall not act in a manner or assume a position that puts that public servant in a conflict of interest situation.

10.3.3.2 A conflict of interest situation occurs when a public servant's private affairs or financial interests conflict with or are likely to result in conflict with the public servant's duties or responsibilities to the extent that

- (a) the public servant's ability to act in the public interest could be impaired;
- (b) the public servant's actions or conduct could undermine or compromise
 - (i) the confidence of the public in the public servant's ability to discharge official responsibilities; or
 - (ii) the trust that the public places in the service.

10.3.3.3 The government recognises the right of public servants to be involved in activities as citizens of the community. However, there must not be any conflict between a public servant's private interests and the discharge of official duties.

10.3.3.4 Upon appointment to the public service, a public servant must conduct the private affairs of that public servant in a manner that will prevent conflict of interest, or the perception of conflict of interest, from arising.

10.3.3.5 A public servant who discovers an actual, perceived or potential conflict of interest situation in relation to that public servant must disclose the matter to the supervisor and manager of that public servant. Examples of conflict of interest include the following:

- (a) the use by a public servant of government property or equipment or the public servant's position, office, or government affiliation to pursue personal interests or the interests of another organisation;
- (b) a situation where a public servant is under obligation to a person who might benefit from or seek to gain special consideration or favour;
- © the giving of preferential treatment by an employee, in the performance of official duties, to an individual, corporation, or organisation, including a non-profit organisation, in which the public servant, or a relative or friend of the public servant, has an interest, financial or otherwise;
- (d) the receipt of benefits from the use of information acquired solely by reason of the public servant's employment;
- (e) a public servant acting in a manner which leads the public to perceive the public servant as having benefitted from information acquired solely by reason of the public servant's employment;
- (f) a public servant benefiting from, or being reasonably perceived by the public to have benefited



- (vi) display high ethical standards;
 - (vii) show accountability in taking action, within the framework of the public servant's responsibilities;
 - (viii) be responsive to the government in providing frank, honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programmes;
 - (ix) be fair, effective, impartial and courteous in the delivery of services and show sensitivity to the diversity of the public;
 - (x) display high leadership quality;
 - (xi) create conditions for effective workplace communication, consultation, partnership and cooperation;
 - (xii) create a fair, flexible, safe and rewarding workplace;
 - (xiii) be results-oriented and client-focused in the delivery of services; and
 - (xiv) display high professionalism to enhance the effectiveness of service delivery; and
- (b) in respect of principles relating to the Code of Conduct and Ethics, the public servant is required to
- (i) display honesty and integrity in the course of employment;
 - (ii) be diligent in the course of the course of employment;
 - (iii) be respectful and courteous;
 - (iv) be compliant with all applicable Ghanaian laws;
 - (v) be compliant with any lawful and authorised directive;
 - (vi) display confidentiality in the handling of official matters;
 - (vii) avoid any conflict of interest;
 - (viii) be judicious in the use of state resources;
 - (ix) provide accurate and truthful information in response to a request for information that is made for official purposes in connection with the employment of the public servant;
 - (x) avoid improper use of official information, position, status, power or authority for personal gain;
 - (xi) uphold the values of the public service in a manner that will not bring the public service into disrepute; and
 - (xii) dress in a decent and appropriate manner.

10.3.0 Specific Conduct

10.3.1 Public Comments

10.3.1.1 A public servant may comment on public issues but must not engage in any activity or speak publicly on an issue where this could be perceived as an official act or representation.

10.3.1.2 A public servant must not jeopardise the perception of impartiality in the performance of duties through making public comments or entering into public debate regarding official policies.

10.3.1.3 A public servant must not use that public servant's official positions to lend weight to the public expression of a personal opinion.

10.3.2.0 Political Activity

10.3.2.1 A public servant shall not act in a manner or assume a position that results or is likely to result in the personal or political interest of that public servant being in conflict or being likely to be in conflict with the performance of the functions of office.

K. A public servant who overstays the approved leave without reasonable cause shall forfeit that salary for the period of absence. Management at its discretion shall institute disciplinary action against that public servant and may, in serious cases, summarily dismiss that public servant from the organisation. Where a public servant defaults with respect to the requirements in (B), (D) and (E), the inaction shall be considered as misconduct and appropriate sanctions shall be imposed accordingly.

L. A public servant who feels that that public servant's leave has been unreasonably denied leave (all types of leave) or who feels victimized for requesting for leave shall in the first instance raise the matter with the HRM and if dissatisfied with the decision of the HRM shall petition the head of the organisation.

4.25.1.3 Interruption of leave

A. Although every public servant is entitled to enjoy an unbroken period of leave, Management, in cases of urgent necessity or exigencies of the service, may require a public servant to interrupt that public servant's leave and return to work.

B. Where a public servant is required by Management to interrupt that public servant's leave in the circumstances specified above, that public servant shall not forfeit the right to the remainder of the leave but shall take the leave anytime after the interruption with the approval of Management.

Where Management requires a public servant to interrupt that public servant's annual leave in the circumstances stated above, Management shall make up to the public servant any reasonable expense incurred on account of the interruption and resumption of the leave by the public servant.

2.28.1.4 Casual Leave

A. A public servant is eligible for casual leave after exhausting that public servant's annual leave entitlement for the year. Casual leave shall not be counted against a public servant's annual leave entitlements for the ensuing year. Every public servant is entitled to a maximum of ten (10) working days casual leave within a calendar year subject to the exigencies of the organisation.

B. Casual leave is not to be regarded as a supplement to annual leave. It is intended to be used to attend to urgent private and personal affairs. The onus of proof of the genuineness of the reason for such leave shall strictly be on the public servant.

C. Management may approve applications for casual leave when all requirements for the approval have been satisfied.

D. Casual leave may be denied or withheld from a public servant who has a poor record of attendance and poor performance.

E. Casual leave shall not be accumulated from year to year.

4.25.1.5 Compassionate Leave

A. Under special circumstances, for example in the case of a tragedy involving a public servant or the immediate family (father, mother, spouse, children and ward) of the public servant, that public servant may be granted compassionate leave not exceeding ten working days and that compassionate leave shall not be deducted from annual leave.

B. Compassionate leave shall not be accumulated from year to year. If it is found that a public servant



gave false information in an application for compassionate leave, that public servant is liable to the forfeiture of pay for the period during which that public servant was granted the compassionate leave.

4.25.1.6. Sick Leave

A. A public servant is entitled to a paid sick leave. A public servant shall notify the supervisor of that public servant as soon as possible if that public servant is unable to attend work due to illness or injury. The public servant shall submit to the head of organisation a medical report duly signed by an approved government qualified medical or registered traditional medicine practitioner.

B. A public servant who does not attend work because of illness but who fails to submit the report shall be considered as absent from work and is subject to appropriate sanctions.

C. A public servant who has been sick for a period of up to one (1) year shall be paid the full salary subject to periodic review and recommendation by a recognised qualified medical practitioner. At the end of the one (1) year period, if the medical practitioner certifies that further absence of duty is necessary, that public servant shall be granted another period of sick leave not exceeding one (1) year on half salary.

D. Two months before the end of the second year, the organisation shall request for the constitution of a medical board to evaluate the condition of that public servant. If the board finds that public servant not fit to work, it shall recommend to the head of the organisation for the discharge of that public servant at the end of the second year. Payment of salary to that public servant shall cease immediately after the discharge of the public servant.

4.25.1.7 Maternity or Paternity Leave

A. A female public servant on production of a medical report issued by a qualified medical practitioner or a midwife indicating the expected date of that public servant's confinement is entitled to a period of maternity leave of at least twelve (12) weeks in addition to any period of annual leave that female public servant is entitled to after that period of confinement.

B. A female public servant on maternity leave is entitled to be paid full remuneration and other benefits to which that public servant is otherwise entitled.

C. The period of maternity leave may be extended for at least two additional weeks where the confinement is abnormal or where in the course of the same confinement two or more babies are born.

D. Where an illness, medically certified by a medical practitioner, results from the pregnancy, the female public servant is entitled to additional leave as certified by the medical practitioner.

E. Where an illness, medically certified by a medical practitioner, results from the confinement, the female public servant is entitled to the extension of the leave as certified by the medical practitioner.

F. A nursing mother is entitled to interrupt her work for an hour during her working hours to nurse her baby where a crèche facility is within the workplace. Interruptions of work by a nursing mother for the purpose of nursing her baby shall be treated as working hours and paid for accordingly.

G. The head of an organisation shall not dismiss a female public servant because of her absence from work for maternity leave.



CHAPTER TEN

ETHICS, VALUES AND CODE OF CONDUCT

10.0.0 Policy Statement

10.0.1 Public servants exercise authority on behalf of the Government and manage significant financial and other resources on Government's behalf. Their actions directly affect the lives of the public and the confidence that the public has in Government. The Ghanaian public, quite rightly, demands high standards of behaviour and ethical conduct from the people entrusted with this responsibility.

10.0.2 The importance of the role of public servants in providing advice and assistance to government in the performance of their functions is well recognised and accepted. Their involvement in government policy decision-making and programme implementation, as well as the expectations and demand by the public for the highest standards of conduct, carry with it the obligation to act at all times with integrity.

10.0.3 Ethical behaviour is critical in the public service. The provisions in Chapter 24 of the Constitution with respect to the Code of Conduct for Public Officers require public servants to avoid unethical behaviour or conduct, such as conflict of interest, illicit enrichment and other improper conduct.

10.0.4 The Constitution prescribes certain oaths of office for public servants which further entrench the values and standards for public servants.

10.0.5 The Code of Conduct for Public Officers of Ghana and Guidelines on Conflict of Interest developed by CHRAJ provide the framework to guide heads of organisations to develop and implement procedures that promote public service values and ensure compliance with the code.

10.1.0 Scope and Authorities

10.1.1 This policy applies to all public service organisations as defined by article 190 of the Constitution.

10.1.2 CHRAJ has a supervisory responsibility, in consultation and collaboration with PSC, for ensuring that these policies are adopted and adhered to.

10.2.0 General Principles

10.2.1 In accordance with the Code of Conduct and Conflict of Interest Guidelines provided by CHRAJ and other existing rules and regulations, the following principles apply:

- (a) In respect of the principles relating to values, the public servant is required to
 - (i) show loyalty to the Government of the day;
 - (ii) display high level of integrity;
 - (iii) be apolitical, that is performing the functions of office in an impartial and professional manner;
 - (iv) apply equity and merit-based employment decision-making;
 - (v) create a free and non-discriminatory work environment that recognises and utilises the diversity of the Ghanaian community it serves;



the date on which the decision complained of is communicated to the public servant. However, the authority deciding the petition or appeal may, at its discretion, extend the limit, if it considers that the circumstances warrant it.

9.4.15.4 An appeal submitted within six (6) months of the date of the decision after an earlier appeal may be admitted if the authority considering that second appeal is satisfied that there appears in that second appeal, new and material facts which have affected the former decision and adequate reasons for the non-disclosure of those facts at an earlier date have been given.

9.4.15.5 An appeal from an aggrieved public servant shall be addressed to the next level of Disciplinary Authority, who shall appoint a panel to consider the appeal and submit a report for consideration.

9.4.15.6 If the aggrieved public servant is not satisfied with the outcome of the appeal to the next higher level specified above, that public servant may appeal to the governing board or council through the head of organisation.

9.4.15.7 A decision taken on a petition shall be communicated to the petitioner not later than one (1) week from the date of the decision.

9.4.15.8 An appeal shall not lie against a decision taken, or confirmed by, the President of the Republic of Ghana unless the complainant considers it necessary to seek redress in court of competent jurisdiction.

9.5.0 Responsibilities and Accountabilities

9.5.1 Under the Constitution, the Public Services Commission Act, 1994 (Act 482), the Labour Act 2003 (Act 651), Labour Regulations (Reg.1833), Alternative Dispute Resolution Act, 2010 (Act 798), the Commission on Human Rights and Administrative Justice Act, 1993 (Act 456), the various Schemes of Service, Conditions of Service and Collective Agreements (CBA), the PSC, MDAs and MMDAs share the responsibility to ensure that these policies are implemented.

9.5.2 The PSC, CHRAJ, governing boards or councils and heads of MDAs and MMDAs, organised labour, and civil society organisations among others shall provide the enabling environment needed for public servants to achieve organisational, professional and personal goals based on high values, ethics, integrity and service-oriented culture.

9.5.3 The PSC shall monitor the compliance of this policy as part of its overall mandate in ensuring human resource management of the public services.

9.5.4 MDAs and MMDAs shall submit mandatory annual reports to the PSC and CHRAJ on compliance with this policy, including major implementation challenges. Based on these reports, the PSC in collaboration with CHRAJ shall periodically review these guidelines.

H. On returning to duty after maternity leave, a female public servant shall be permitted to go home each day after six (6) hours of duty for a period of nine (9) months to nurse the baby.

I. Maternity leave is additional to annual and casual leave entitlements and shall count towards increment and retiring awards.

J. A male public servant on production of medical report issued by a qualified medical practitioner or a midwife indicating the expected date of confinement of his wife is entitled to a period of paternity leave of a maximum of five (5) working days, in addition to any period of annual leave to which that public servant is entitled.

4.25.1.8 Study Leave

A. Study leave is a facility that is provided to a public servant to enable the public servant to undertake an approved course of study in a local or overseas training institution. This is to enable the public servant keep abreast of current trends and broaden the scope and experiences of the public servant for the benefit of the organisation. There are two types of study leave: (a) study leave with pay and (b) study leave without pay.

B. Study leave with pay- A public servant shall benefit from study leave with pay for courses in local or overseas educational institutions. The public servant is deemed to be on duty and is therefore entitled to salary and other benefits and entitlements while on the course.

The authority for approving the grant of study leave with pay is the head of the organisation. Eligibility for the facility: A public servant is eligible for study leave with pay if that public servant

- (a) is a permanent staff;
- (b) has been confirmed in the appointment;
- (c) has served the organisation for a period of not less than three (3) continuous years;
- (d) has completed serving a previous bond where applicable;

However, the requirement in paragraph (c) may be waived in the case of beneficiaries of donor-sponsored programmes or scholarship or fellowship awarded by the Ghana Government or foreign organisations through fair and transparent selection processes.

In determining eligibility for study leave with pay, preference shall be given to a public servant who is a first time applicant over previous beneficiaries.

Procedure for the grant of study leave with pay — the following procedure shall apply for the grant of study leave with pay:

- (a) a public servant shall apply for the grant of study leave with the following supporting documents:
 - (i) admission letter for the course;
 - (ii) first appointment letter;
 - (iii) last promotion letter, if necessary; and
 - (iv) recent pay slip;
- (b) a statement of the objectives and scope of the course and its relevance to the mandate of the organisation and the duties and responsibilities of the applicant.
- (c) the head of HRM shall thoroughly examine the application in the first instance and forward it with comments to the head of the organisation for consideration and the comments shall cover the following:



- (i) the applicant's status (whether confirmed or not);
 - (ii) the number of years of service with the organisation;
 - (iii) the place, content and duration of the course;
 - (iv) the relevance of the course to the applicant's work and the organisation's cor mandate;
 - (v) the details of courses attended by applicant within the last one (1) year;
 - (vi) the cost of funding for participation in the course;
 - (vii) the details of applicant's outstanding financial or other obligations to the organisation and Government, if applicable;
 - (viii) whether there is a pending disciplinary case against the applicant;
 - (ix) an undertaking by the applicant to successfully complete the course and return to the organisation; and
 - (x) whether a bonding agreement between the employer and the applicant has been signed by both parties to the agreement.
- (d) the application shall be forwarded to management for consideration and approval at least one month before the commencement date of the course; and
- (e) the applicant shall prepare and submit handing over notes to a designated public servant.

Conditions for the Grant of Study Leave with Pay — Study leave with pay for courses to be undertaken abroad shall be approved only if the course of study is not locally available. However, this requirement may be waived in the case of beneficiaries of donor-sponsored programmes or scholarship or fellowship awarded by the Ghana Government or foreign organisations through a fair and transparent selection process. The grant of study leave with pay is subject to the following:

- (a) study leave approval shall be subject to signing of a bonding agreement by the employer and the applicant;
- (b) the approved course shall not be changed without the written permission of the organisation;
- (c) a beneficiary shall not, on completion of the approved course, pursue an additional course of study without explicit approval from the organisation;
- (d) the facility will be enjoyed for the normal duration of the course and the continued enjoyment of the facility is dependent on the beneficiary's satisfactory performance while on the course;
- (e) the beneficiary shall cause to be transmitted by the training institution to the sponsoring organisation, semester reports on the performance of the beneficiary during the course of the training;
- (f) a beneficiary shall not modify the duration of the course without the written permission of the organisation;
- (g) in the event of breach of the conditions spelt out above, the promotion of the beneficiary shall be put on hold for the number of years that the beneficiary was on the study leave and similarly, a certificate acquired by the beneficiary in the event of a change in course shall not be recognised by the organisation; and
- (h) the period of study leave with pay is leave-consuming and not leave-earning that is, no leave credits are earned for the period of the study leave.

C. Study Leave without pay - Study leave without pay shall be granted as an alternative to resignation in a situation where study leave with pay cannot be granted. The grant of study leave without pay is subject to the following:

- (a) the authority for approving the grant of study leave without pay is the head of the organisation;
- (b) the period of study leave without pay is leave-consuming and not leave-earning, that is, no leave credits are earned for the period of the study leave without pay; and
- (c) a qualification acquired by the public servant shall not automatically qualify that public servant for promotion and after the study leave without pay, that person can only be reappointed subject to availability of vacancy.

purposes.

9.4.13.5 Where the Disciplinary Authority considers that the degree of disrepute brought upon the organisation by the member's conviction is such as to warrant the institution of disciplinary proceedings, the Disciplinary Authority shall, unless an appeal against the conviction is pending, cause the public servant to be called upon in writing to show cause why that public servant shall not be dismissed or punished for having brought the organisation into disrepute.

9.4.13.6 The date and time for the public servant who is accused to show cause shall be specified.

9.4.13.7 Where the public servant who is accused fails to show cause by the specified date or time the disciplinary authority may assume that the public servant who is accused has no representation to make.

9.4.13.8 On receipt of the public servant's response, if any, the disciplinary authority shall impose a penalty as the Disciplinary Authority considers fit.

9.4.14 Sanctions and penalties

The Disciplinary Authority may impose any of the following sanctions or penalties on a public servant of the organisation who is found guilty of a charge of misconduct:

- (a) dismissal — that is, the termination of appointment with forfeiture of retirement benefits excluding statutory retirement benefits, if any;
- (b) termination or removal — that is, the termination of appointment, with or without a reduction in retirement benefits, where applicable;
- (c) reduction in rank or demotion — that is, removal from the public servant's current grade to a lower rank or grade, with an immediate reduction of salary and other benefits;
- (d) surcharge — that is, requesting the public servant to make good any consequential loss to the organisation as a result of the misconduct;
- (e) reduction in salary — that is, an immediate adjustment of salary to a lower step in the salary level attached to the public servant's grade;
- (f) deferment of increment — that is, the postponement of the date on which the next increment is due, with corresponding postponements in subsequent years;
- (g) stoppage of increment — that is, non-payment for a specified period of an increment otherwise due;
- (h) suspension from duty for a maximum period of two weeks with loss of pay and allowances; and
- (i) reprimand or warning — that is, official rebuke of a public servant either in writing or verbally.

Dismissal, termination or removal and reduction in rank are major sanctions or penalties, and all other sanctions or penalties specified above are minor penalties.

9.4.15.0 Petitions and appeals

9.4.15.1 A public servant of the organisation, who is dissatisfied with any sanction or penalty imposed on that member, may submit a written petition to the Disciplinary Authority which imposed the sanction or penalty for the review of the decision.

9.4.15.2 A public servant who wishes to appeal may be given a copy of the report of the disciplinary proceedings including, where reasonable, copies of documents tendered in evidence or the relevant parts.

9.4.15.3 A petition or appeal shall not be entertained unless it is submitted within four (4) weeks of



template provided in appendix eight (8) should guide Disciplinary Authorities in the preparation of interdiction letters. In all cases, the interdiction shall not last for more than three (3) months. Where there is the need for the interdiction period to be extended, the disciplinary committee shall inform the disciplinary authority who shall in turn seek the approval of the PSC.

9.4.12.3 A public servant who has been interdicted shall hand over all properties belonging to the organisation including value books, laptops but excluding accommodation and official vehicle in the public servant's possession charge, to a public servant as directed by the head of organisation. Any official vehicle allocated to the public servant for the performance of his/her official duties shall be returned to the organisation, if the interdiction lasts for more than three (3) months.

9.4.12.4. A public servant who is interdicted shall be paid 50% of that public servant's salary. If the outcome of the disciplinary proceedings does not result in dismissal/termination, the remaining 50% of the salary withheld shall be restored with interest at the prevailing rate when the final decision is made.

9.4.12.5 All allowances enjoyed by the public servant shall be forfeited on account of the interdiction.

9.4.12.6 An interdicted public servant shall not visit the premises of the organisation except with the express permission of the Disciplinary Authority.

9.4.12.7 A public servant who is on interdiction shall not travel outside Ghana without the express permission of the Disciplinary Authority who interdicted that public servant. The public servant shall also not be permitted to resign until the case is determined.

9.4.12.8 A public servant who attains the compulsory/voluntary retirement age whilst on interdiction shall continue to make him/herself available for the final resolution of the process.

9.4.12.9 A public servant who is convicted of a criminal offence involving fraud or theft or who is sentenced to imprisonment shall automatically be dismissed from the organisation.

9.4.13.0 **Disciplinary matters before a court of law**

9.4.13.1 A public servant who is acquitted of a criminal charge in any court shall not be dismissed or otherwise punished on the charge upon which that member has been acquitted. However, that public servant may be dismissed or otherwise punished on any other charges arising out of that public servant's conduct in the matter, unless the charges in substance raise an issue upon which that public servant has been acquitted.

9.4.13.2 Where a public servant is dismissed in consequence of a conviction for an offence which involves fraud or theft, or for which that public servant is sentenced to imprisonment, the dismissal shall take effect from the date of the judgement of the court.

9.4.13.3 Where a public servant is convicted by a court to be guilty of a criminal charge, the head of organisation shall request for a copy of the charges and the judgement of the court from the Court Registrar.

9.4.13.4 Where an appeal against the conviction is filed by the public servant, the head of organisation shall request the Registrar of the Court for a copy of the ruling on the appeal for record

Eligibility for Study Leave without Pay - To be eligible for study leave without pay, a public servant shall

- (a) be a permanent staff;
- (b) have been confirmed in the appointment;
- (c) have served the organisation for a period of not less than three (3) continuous years; and
- (d) have completed serving a previous bond, where applicable.

Procedure for grant of study leave without pay -The following procedure shall apply for the grant of study leave without pay:

- (a) the application for the grant of study leave without pay shall be accompanied with the following supporting documents:
 - (i) admission letter for the course;
 - (ii) first appointment letter into the organisation;
 - (iii) last promotion letter, if necessary;
 - (iv) recent pay slip;
 - (v) a statement of the objectives and scope of the course and its relevance to the mandate of the organisation and the duties and responsibilities of the applicant;
- (b) the Head of HRM shall thoroughly examine the application in the first instance and forward it with comments to Management for consideration and the comments shall cover the following:
 - (i) applicant's status (whether confirmed or not);
 - (ii) number of years of service with the organisation;
 - (iii) place, content and duration of the course;
 - (iv) details of courses attended by applicant within the previous one (1) year;
 - (v) statement or evidence of ability to fund the course;
 - (vi) the details of applicant's outstanding financial or other obligations to the organisation and Government, if applicable; and
 - (vii) whether there is a pending disciplinary case against the applicant;
- (c) the application shall be forwarded to Management for consideration and approval at least one month before the commencement date of the course;
- (d) on approval of the application, the Head of the Finance shall be requested to initiate the necessary steps to stop or freeze the payment of salary of the applicant; and
- (e) the applicant must prepare and submit handing over notes to a designated public servant.

4.25.1.9 **Leave of Absence**

Leave of absence up to a maximum of two (2) years may be approved for a public servant where necessary. However, under special circumstances, longer period may be approved. On approval of the leave, the Head of Finance shall be requested to initiate the necessary steps to stop or freeze the payment of salary of the public servant. After leave of absence, that public servant can only be reappointed subject to availability of vacancy. A public servant on leave of absence who is reappointed shall serve a minimum of four (4) years on the return to post before becoming eligible for consideration for another leave of absence or study leave without pay.

4.25.1.10 **Disembarkation Leave**

A public servant who returns from abroad to resume duty after a course of study or duty tour shall be granted disembarkation leave. The effective date of the disembarkation leave shall be from the day following the date of disembarkation. The public servant shall communicate the notice of arrival to the organisation the next day after disembarkation.

4.25.1.11 **Examination Leave**

A. A public servant shall be granted leave, on application, to enable that public servant sit for an



examination. The examination leave shall not exceed ten (10) working days and is additional to the public servant's annual leave entitlement. The following conditions apply for the grant of examination leave:

- (a) the programme of study must have been approved by Management;
- (b) the public servant shall attach a copy of the official examination time table to the application for examination leave to Management at least five (5) working days before the commencement of the examinations.

B. If the permissible ten-day (10) examination leave is insufficient to cover the duration of the examinations as provided for in the examination time table, the public servant may apply for annual leave or for casual leave in the event that the annual leave is exhausted. If the public servant has exhausted both the casual leave and annual leave, the public servant may apply for additional days. The additional days shall be deducted from the public servant's leave entitlements for the ensuing year.

4.26.0 Leaving the Public Service

4.26.1 Compulsory Retirement

Compulsory retirement in the public service is subject to the following rules:

- (a) a public servant shall retire compulsorily from the service on attaining the age of sixty (60) years in accordance with Article 199(1) of the Constitution;
- (b) the public servant shall be advised of the terminal leave and any other entitlements at least six months before the date of compulsory retirement of that public servant, but failure by the organisation to give the advice shall not affect the compulsory retirement.

4.26.2 Voluntary Retirement

The following rules apply to voluntary retirement in the public service:

- (a) a public servant may retire voluntarily from the service at any time after attaining the age of forty-five (45) years in accordance with Article 199 (2) of the Constitution;
- (b) a public servant wishing to retire voluntarily shall give three (3) months' notice in writing, before the commencement of the proposed date for retirement and the head of the organisation shall approve the application for voluntary retirement unless criminal or disciplinary proceedings have been or are about to be instituted against the public servant.

4.26.3 Resignation

The following rules apply to resignation from the public service:

- (a) a public servant who wishes to resign from the Service shall give notice as specified in the letter of appointment of the public servant (in respect of the length of notification or payment of salary in lieu of such notice) before the date on which the public servant wishes to cease work and the notice shall be addressed to the head of the organisation through the head of HRM and copied to the head of division or unit;
- (b) when a head of HRM receives an application for resignation, that head shall submit a report containing the recommendations of that head to the head of the organisation and where the resignation is accepted, the head of human resource management shall inform the public servant and the organisation's head of finance of the effective date of resignation;
- (c) a head of organisation may not accept a resignation where criminal or disciplinary proceedings have been, or are about to be instituted against the public servant and in the event that the public servant fails to comply with the directive, appropriate legal action may be taken against the public servant;
- (d) a public servant who ceases to attend duty before that public servant's resignation is accepted, or

- adequate opportunity to examine the documents;
- (q) the accused officer shall be allowed to cross-examine witnesses and to call witnesses on behalf of the accused officer;
- (r) a full record of the evidence shall be kept in writing;
- (s) if during the course of the inquiry the inquiry officer or disciplinary committee considers that an additional charge or charges should be preferred, The Disciplinary Authority shall inform the inquiry officer or disciplinary committee who shall adopt the same procedure as adopted in preferring the original charge or charges;
- (t) on completion of the inquiry, the inquiry officer or disciplinary committee shall submit to the Disciplinary Authority a report of their findings and recommendations which shall include the record of proceedings and any document or material tendered in as evidence;
- (u) if the Disciplinary Authority is satisfied that the charge or charges are established, the Disciplinary Authority shall consider what sanction or penalty, if any, to be imposed;
- (v) the accused officer shall be informed in writing as to whether the charge or charges are established and the sanctions that are to be applied;
- (w) if criminal proceedings are instituted against a public servant in any court of competent jurisdiction, disciplinary proceedings upon any grounds involved in the criminal charge shall be suspended until the conclusion of the criminal proceedings and the determination by any appeal;
- (x) disciplinary proceedings may, however, be instituted before, during or after trial, if the criminal offence also amounts to an infringement of the Organisation's rules or regulations.

9.4.11.2 Summary Proceedings

Summary proceedings shall be instituted where the misconduct may result in a major penalty. These proceedings shall be adopted when cases are to be adjudged promptly, without any elaborate format. Summary proceedings shall be conducted as follows:

- (a) the disciplinary authority either investigates the alleged misconduct or causes an investigation to be conducted by a committee of at least three (3) members holding permanent public service posts which are higher than that of the accused officer. Where the Disciplinary Authority considers it necessary, a non public servant with requisite expertise and competence in the matter may be invited to serve on the committee.
- (b) as much as possible, the proceedings shall not last more than one (1) month;
- (c) the Disciplinary Authority shall communicate details of the charges or allegations of misconduct to the accused officer in writing;
- (d) the accused officer shall respond to the charge or charges within the specified period;
- (e) the Disciplinary Authority shall study the response and decide what steps to take next;
- (f) where the response from the accused officer is considered unsatisfactory, the Disciplinary Authority shall make the sanction or penalty known to the accused officer, stating reasons for the decision; and
- (g) a record of the investigation shall be kept showing the charge or charges, a brief summary of the facts of the case, the findings of the investigations, the decision of the Disciplinary Authority as to whether or not the charge or charges has been proven and the penalty imposed, if any.

9.4.12.0 Interdiction

9.4.12.1 Where the Disciplinary Authority considers that it is in the interest of the organisation that an accused officer shall cease forthwith to exercise the powers and functions of that officer's office, the Disciplinary Authority may interdict that officer.

9.4.12.2 A written notice of interdiction shall be given to the employee concerned. The notice shall state the date from which the interdiction takes effect and the reasons for the interdiction. The



9.4.11.0 Disciplinary procedure

9.4.11.1 Two types of disciplinary proceedings shall be adopted in dealing with cases of misconduct. These are formal and summary proceedings.

A. In formal proceedings, the following procedure shall be used by the Disciplinary Authority:

- (a) the Disciplinary Authority shall institute preliminary investigations into a case of alleged misconduct that is brought to the attention of the Authority;
- (b) if the conclusions of the preliminary investigations establish possible wrong-doing, the Disciplinary Authority shall prefer a charge against the accused officer in writing and where necessary, the Attorney-General's Department may be consulted with regard to the terms of the charge;
- (c) where the Disciplinary Authority considers it necessary, the accused officer shall be interdicted before the commencement or in the course of the inquiry;
- (d) the accused officer shall be served with a copy of the charge, together with a brief statement of the allegations on which the charge is based;
- (e) the accused officer shall be informed in writing of the date, time and venue of the inquiry and of the right of the officer to counsel and to call any number of witnesses during the inquiry;
- (f) the accused officer shall respond in writing within a specified period not exceeding ten (10) working days, stating any grounds upon which the officer wishes to rely to be exonerate from the charges;
- (g) if the accused officer does not respond by the specified date without reasonable explanation or without requesting for and being granted an extension of time to respond, it may be construed that the officer does not wish to make any statement;
- (h) the Disciplinary Authority shall, if not satisfied with the accused officer's response, appoint a public servant or group of officers of ranks higher than that of the accused officer and a representative of the union if the accused officer involved is a union member, to inquire into the matter and report and the public servant or group of officers, shall be known as the Inquiry Officer or Committee of Inquiry or the Disciplinary Committee, as the case may be;
 - (i) as much as possible, the proceedings shall not last more than three (3) months;
 - (j) where the evidence may involve professional or technical matters, the Inquiry Officer or Committee may be assisted, on request or by direction of the Disciplinary Authority, by not more than two public servants;
 - (k) the Inquiry Officer or Disciplinary Committee shall determine the date, time and venue for the hearings and invite the accused officer in writing accordingly;
 - (l) before the inquiry is held, the inquiry officer or disciplinary committee shall call on the accused officer to provide a list of persons whom the accused officer wishes to call to give evidence or to produce exhibits on the accused officer's own behalf and the accused officer shall also provide a brief statement of what each witness is expected to give or the exhibits to be tendered;
 - (m) documentary evidence shall not be used at, or for the purposes of, a disciplinary inquiry unless the accused officer has been served with a copy of the document before the inquiry;
 - (n) if the inquiry officer or disciplinary committee is satisfied that the evidence or exhibit is material to the charge in question, the inquiry officer or disciplinary committee shall make appropriate arrangements for those persons to be called to attend the inquiry;
 - (o) at the discretion of the inquiry officer or disciplinary committee, the accused officer shall, as much as possible, be permitted to be present at the inquiry and if the accused officer is absent without reasonable cause, then at the discretion of the inquiry officer or disciplinary committee, the inquiry may proceed without the accused officer;
 - (p) if after the commencement of the inquiry, further documents are introduced in evidence, the inquiry officer or disciplinary committee shall adjourn the inquiry to allow the accused officer

- fails to give the required notice shall be regarded as having vacated post;
- (e) before leaving the service, a public servant shall be required to prepare and submit comprehensive handing over notes to the head of the organisation through the head of the division or unit of that officer, not later than fifteen (15) days before departure; and
- (f) these requirements must be satisfied before payment of any benefits is authorised by the head of the organisation.

4.26.4 Termination (Removal)

Termination is the removal of a public servant from the service of the employer on grounds of proven misconduct with or without a reduction of end of service or similar benefit, where applicable. (Sections 15 and 62 of the Labour Act, 2003 (Act 651)).

4.26.5 Dismissal

Dismissal is the legal separation of a public servant from the service of the organisation for proven gross misconduct with a forfeiture of all end of service or similar benefits. The following rules apply in respect of a dismissal from the public service.

- (a) a public servant shall leave the service on dismissal for proven gross misconduct and the dismissal shall take effect from the date specified in the dismissal letter;
- (b) in view of the fact that dismissal is a major penalty, a head of organisation shall only impose the penalty after instituting an enquiry into the allegation of gross misconduct levelled against the public servant and upon the establishment of the allegation beyond reasonable doubt.

4.26.6 Retirement on medical grounds

Retirement from the public service on medical grounds is subject to the following rules:

- (a) a public servant shall retire if a recognised Medical Officer has declared the public servant incapable by reason of infirmity of mind or body of discharging the duties of office, and the infirmity is likely to be prolonged;
- (b) the public servant shall be requested to undergo an examination by a medical board set up for that purpose and the board shall be composed of three medical officers, each nominated by the employer, SSNIT and the union or workers representative and after the examination, a medical certificate shall be issued by the medical board declaring the officer either fit or unfit for duty; and
- (c) a public servant required to retire on medical grounds shall be granted, in addition to any earned leave, any retirement benefits due to that public servant.

4.26.7 Redundancy

The Employer shall undertake redundancy as and when necessary in line with Section 65 of the Labour Act, 2003 (Act 651).

4.26.8 Transfers to any other public service

A public servant may apply for transfer to an approved establishment in another public service organisation. A public servant who is under a bond is not eligible for transfer.

4.26.9 Abolition of Post

The following rules apply to abolition of post in the public service:

- (a) a public servant shall cease to be a staff of the organisation where the post which that public servant is encumbering is abolished;
- (b) a public service post may be abolished
 - (i) by a decision taken by the Government;
 - (ii) on the recommendation of a commission of enquiry;
 - (iii) by a decision taken by the organisation;



- (iv) as a result of re-organisation, realignment or amalgamation of the organisation; or
- (v) as a result of the close-down of the organisation; and
- (c) a public servant whose post is abolished shall be dealt with in the manner provided in section 65 (2)(b) of the Labour Act, 2003 (Act 651).

4.26.10 Handing Over Notes

In respect of handing over and handing over notes in the public service, the following rules apply:

- (a) a public servant leaving the service shall be required to prepare and submit comprehensive handing over notes through the head of division to the head of the organisation;
- (b) the handing over notes shall give a detailed statement, in writing, regarding matters relating to the duties of that public servant, in particular outstanding matters, those for which special attention shall be given by the public servant taking over;
- (c) a public servant leaving the service shall hand over to that public servant's immediate superior any property of the organisation in the possession of the public servant and an inventory shall be taken where the out-going public servant is responsible for cash and other assets;
- (d) the out-going public servant will sign the relevant papers and books of inventory as having handed over and the in-coming public servant will sign the same as having taken over.

4.26.11 Clearance Form

Each public servant shall complete a clearance form as approved by the head of the organisation and countersigned by the head of HRM before the public servant leaves the service of the organisation.

4.26.12 Death of a public servant

A public servant who dies in the course of employment shall qualify for all entitlements due to that public servant in accordance with government policy and as specified in the Conditions of Service of the organisation, where applicable. The following rules apply on the death of a public servant in the course of employment:

- (a) where a public servant dies in service, the Employer shall make cash donations as contained in the Conditions of Service to the deceased family towards the purchase of a coffin, shroud, drinks and provision of transport to convey the deceased to the place of burial;
- (b) the spouse or children of a deceased public servant shall be allowed to live in the house or other living accommodation provided by the Employer which the deceased was occupying at the time of death for a maximum of six (6) months from the date of the death of the public servant;
- (c) the HRM and divisional heads shall assist the deceased public servant's family to take inventory of and return all other organisational properties in family's custody;
- (d) the employer shall facilitate the processing of payment of salaries and other emoluments due to the deceased public servant to the nominated beneficiary.

4.26.13 Certificate of Service

A public servant on leaving the service on compulsory retirement shall be issued with a certificate of service stating the length of employment by the organisation.

4.26.14 Pension Scheme

A public servant who retires compulsorily from the service shall qualify to draw pension under the appropriate pension scheme.

4.26.15 Condonation of Break in Service.
In the normal course of a career in the public service, public servants may, under certain circumstances break service in one or more organisations. The PSC and, to some extent the Civil Service under section 426(3) of the Civil Service Regulations, 1961 (L.I. 139) have the authority to condone a break in the service career of former or serving public servants. The following rules apply in respect of condonation of break in service:

- (a) an application that one's broken service shall be added to another service in a different

organisation;

- (h) failure to submit reports or information or both as prescribed by the organisation;
- (i) unauthorised disclosure of classified and unclassified official information or document or both, to a private person, or to an unauthorised public servant of the organisation;
- (j) failure to maintain the strictest secrecy regarding the affairs of the organisation and its clients;
- (k) receiving, in the public servant's personal capacity, any payments on behalf of the organisation, or as an agent of the organisation, from any member of the public without the written approval of the head of organisation;
- (l) receiving or soliciting any contribution, fee, gift of value or emolument of any kind from any person for services rendered in the discharge of the public servant's official duties;
- (m) receiving gifts of value (in accordance with prevailing national policy);
- (n) misappropriation of funds;
- (o) malingering or dereliction of duty;
- (p) forgery or fraudulent misrepresentation;
- (q) coercion, intimidation or threatening of a fellow public servant or use of insulting language towards another public servant;
- (r) spreading of malicious and false information about a public servant or the organisation;
- (s) failure to comply with laid down safety regulations;
- (t) habitual lateness to work; and,
- (u) borrowing money from or in any way placing one's self under pecuniary obligation to firm or person having business dealings with the organisation.

9.4.10 Disciplinary Authorities

The following table specifies the disciplinary authorities for different categories of public servants working in the organisation.

DISCIPLINARY AUTHORITY	STAFF CATEGORY
The President of the Republic of Ghana through the Governing Board or Council	Chief Directors; Chief Executives, Deputy Chief Executives; Directors and Analogous Grades
The Governing Board or Council acting on the advice of the Head of Organisation.	Deputy Directors and Analogous Grades.
The Head of Organisation, acting on the advice of Heads of Division or Department.	All other public servants



the matter up with the immediate superior of the public servant, in writing.

9.4.6.2 If the matter remains unresolved, the aggrieved public servant shall take the matter up in writing with the next level of the disciplinary authority until the matter is resolved.

9.4.7.0 Disciplinary Matters

9.4.7.1 All public servants shall be responsible for their personal actions and conduct. They shall be expected to observe the organisation's code of conduct, rules and regulations, comply with administrative and official instructions and act in the general interest of the organisation in the performance of their duties.

9.4.7.2 Each supervisor is responsible for maintaining order and discipline among the public servant under the supervision of that supervisor. The supervisor is responsible for ensuring that

- (a) the public servants know, understand and comply with the official rules, instructions and procedures;
- (b) the instructions of the supervisor are carried out; and
- (c) any violations are dealt with in accordance with the organisation's established disciplinary procedures.

9.4.8.0 Misconduct

9.4.8.1 A public servant of an organisation shall be considered to have engaged in misconduct if, without reasonable cause, the public servant engages in an act which

- (a) amounts to a failure to perform in a proper manner, any duty imposed on that public servant;
- (b) contravenes any enactment relating to the organisation
- (c) is detrimental to the efficient conduct of the functions of the organisation; or
- (d) tends to bring the organisation into disrepute.

9.4.8.2 For the avoidance of doubt, the conviction of a public servant of the organisation for any offence involving fraud, dishonesty or moral turpitude shall be considered as bringing the organisation into disrepute.

9.4.9 Types of misconduct

The following acts and omissions constitute misconduct by a public servant of the organisation:

- (a) absence from duty without leave or reasonable excuse;
- (b) insubordination including disobeying, disregarding or wilfully defaulting in carrying out any lawful or reasonable order or instruction given by any person, committee or board having the authority to give the order or instruction and any other similar action which may be considered to be misconduct;
- (c) rudeness;
- (d) drinking an alcoholic beverage or getting intoxicated during office hours;
- (e) to use, for some purpose not connected with the public servant's official duties and without the consent of the prescribed authority, any property or facility provided by the organisation;
- (f) engagement in any gainful occupation outside the organisation which conflicts with the mandate or functions of the organisation without the consent of the prescribed authority or taking up, without the written approval of the head of organisation, any other employment during official working hours;
- (g) engagement in any activity outside the public servant's official duties which is likely to lead to the public servant taking improper advantage of the position of that public servant within the

organisation within the public service to make it continuous, for purposes of calculating the public servant's retirement benefits, is known as a request for condonation of break in service;

- (b) invariably, an application for condonation of break in service is to enable the applicant benefit from the Pensions Ordinance (Cap 30) therefore, a public servant is not eligible to apply for condonation of break in service if that office does not qualify for pension under Cap 30, that is, that public servant shall unless provided in any other enactment, have held a pensionable grade before 1st January, 1972;
- (c) regarding principles, the following principles of general application apply:
 - (i) where a break was occasioned by disciplinary action arising from misconduct or criminal action, application for condonation shall not be granted;
 - (ii) where a public servant breaks service to take up an appointment in a public corporation or with a private firm, application for condonation shall not be granted because that private firms and public corporations normally operate their own superannuation schemes and it sounds rather inequitable to allow a public servant to have the best of both worlds
 - (iii) where a break was occasioned by circumstances entirely beyond the control of a public servant, for example, sudden illness, abolition of post or re-structuring of the organisation, condonation may be granted;
 - (iv) where a break was to enable a public servant to proceed for further studies and the public servant returns immediately to any part of the public service after the studies, condonation may be granted but to qualify for condonation, a public servant must have proceeded immediately on the course of studies and returned without unwarranted delay for example without working for some time before or after embarking on the course;
- (d) regarding requirements, the supporting documents for an application for condonation of break in service include
 - (i) the applicant's first letter of appointment or promotion to a pensionable post in the public service indicating that the appointment or promotion took effect before 1st January, 1972 or on a date otherwise provided in an enactment;
 - (ii) documentary proof that the applicant broke service honourably, that is, through resignation, retirement or in rare cases, circumstances beyond the control of the applicant such as illness, or where the applicant's office was abolished;
 - (iii) a letter of resignation which is only considered complete when it is officially accepted, and proof of this must be provided by the applicant and this piece of evidence is required every time the applicant leaves a public service organisation;
- (e) with regard to subparagraph (iii) of paragraph (d), a resignation may normally be for any of the following reasons:
 - (i) to take up another appointment in the public service organisation that has a similar pension as the public servant's previous organisation;
 - (ii) to further one's education; or
 - (iii) on marital grounds;
- (f) cases which involve vacation of post may be considered only when the applicant, having been appointed to a pensionable post before 1st January, 1972 had served a minimum of ten years before that public servant vacated post but in such cases, however, the affected officer may be considered for payment of benefits under Cap 30 for only the ten-year or more period before the vacation of post occurred;
- (g) in respect to the procedure for condonation, an application for condonation of break in service shall be submitted to the PSC or the Office of the Head of Civil Service (in the case of civil servants) through the applicant's head of department or unit with the following attestation:
 - (i) that public service organisation where the applicant worked on leaving the previous place of work, operated or operates a pension scheme similar to that of the public service; and
 - (ii) that the applicant has not yet accessed that pension.



CHAPTER FIVE

TOTAL COMPENSATION

5.0.0 Policy Statement

5.0.1 The Employer recognises, and is committed to the sound management of public service total compensation as an essential component in the effective management of personnel in the public service of Ghana. This is to ensure cost-effectiveness, efficient and effective formulation and implementation of government policies and programmes. Total compensation consists of both salary and non-salary elements. Salary elements include base salary and performance awards. Non-salary elements include benefits such as retirement on medical grounds, disability allowance, pension, job specific allowances and death-related benefits.

5.0.2 The purpose of this policy is to provide for an equitable and consistent application of both salary and non-salary elements of total compensation, and to define the requirements for the administration of compensation for public servants. This is to ensure the attraction and acquisition of qualified personnel, retention of performing workers, rewarding desired behaviour, controlling costs, complying with legal regulations, facilitating understanding and promoting administrative efficiency.

5.0.3 In drawing up a total compensation plan, the FWSC, in collaboration with the MOF, MELR, the Public Service Joint Standing Negotiating Committee and organised labour, shall seek to achieve the objectives of equity, fairness, consistency, transparency efficiency, macro-economic stability and optimum allocation of labour.

5.0.4 In computing total compensation, the following elements, among others, shall be taken into consideration:

- (a) existing compensation policy;
- (b) job analysis and evaluation;
- (c) analysis of contingent factors;
- (d) compensation plan;
- (e) approved manpower ceiling;
- (f) Labour Act, 2003 (Act 651);
- (g) collective agreements;
- (h) conditions of service;
- (i) tripartite agreements (determination of national minimum wage);
- (j) national budgetary appropriation;
- (k) total public sector pay and GDP ratios;
- (l) public servants' performance;
- (m) competitive recruitment and retention of personnel; and
- (n) approved establishment ceilings.

5.1.0 Scope and Authorities

5.1.1 This policy applies to all public service organisations as defined by Article 190 of the Constitution.

5.1.2 The FWSC has the primary responsibility to ensure fair, transparent and systematic

- (f) ensure that the health promotion programme includes an effective internal communication strategy.

9.3.15.11 Monitoring and Evaluation

Heads of organisation shall, in consultation and collaboration with the Ghana AIDS Commission, introduce appropriate measures for monitoring and evaluating the impact of the health promotion programme among the public servants who work in the organisation.

9.4.0 Labour Relations and Discipline

9.4.1 Labour relations refer to the interaction between management and workers about employment conditions.

9.4.2 Labour relations and discipline are mechanisms by which the organisation and its staff are united as one big and happy family to achieve collective and individual goals and objectives based on the principles of social justice and equity.

9.4.3 The objectives of labour relations and discipline are to

- (a) secure mutual relationship and respect between management and staff;
- (b) avoid disputes and create a harmonised relationship among staff of the organisation;
- (c) establish and maintain organisational democracy and ensure that staff share in the gains and personal development of one another;
- (d) provide and promote opportunities for the staff to have a say in the management and decision-making within the organisation;
- (e) secure the highest level of mutual understanding and goodwill among the work force;
- (f) create a conducive environment for increased staff performance and satisfactory service delivery;
- (g) ensure that members of staff conduct themselves in accordance with the code of conduct and ethics of the public service;
- (h) inform members of staff on applicable rules governing negotiations and the management of grievances in accordance with sections 101 (2) and 103 (4) of the Labour Act, 2003 (Act 651);
- (i) inform members of staff on regulations, procedures, legislations, collective agreements, rights of appeal and protection;
- (j) provide an avenue for the redress of grievances of staff to enable them maintain trust in the organisation; and
- (k) inform members of staff of the legal consequences of embarking on illegal strikes as provided in section 168 of Labour Act, 2003 (Act 651).

9.4.4 To attain the above objectives, the organisation shall make adequate information available to members of staff with a view to promoting a better understanding of the organisational goals and policies.

9.4.5 Furthermore, no public servant shall solicit the assistance or intervention of members of the governing board or council, members of any committee of the organisation, management or of persons outside the organisation to unduly influence matters connected with discipline or conditions of service or with a view to obtaining considerations for appointment, transfer or promotion, among others

9.4.6.0 Grievance Procedure

9.4.6.1 In the event of any grievance or dispute, the aggrieved public servant shall as a first step take



- nature of their work, are at high risk of contracting HIV and other related diseases, and take reasonable steps to reduce the risk;
- (b) take all reasonable steps to facilitate timely access to voluntary counselling and testing and post-exposure prophylaxis in line with prevailing guidelines and protocols for public servants who have been exposed to HIV as a result of an occupational incident; and
 - (c) where the testing referred to in paragraph (b) indicates that a public servant has become HIV-positive as a result of the occupational incident, ensure that the public servant is assisted to apply for compensation and free medical treatment.

In the event that the public servant is permanently incapacitated as a result of the exposure, the Workmen's Compensation Act, 1987 (PNDCL 178) shall apply.

9.3.15.7 Non-discrimination

Heads of organisations shall

- (a) ensure that a public servant or prospective public servant is not unfairly discriminated against on the basis of that employee's HIV status, or perceived HIV status, in any employment policy or practice; and
- (b) take appropriate measures to actively promote non-discrimination and to protect HIV-positive public servants and public servants perceived to be HIV-positive from discrimination.

9.3.15.8 HIV Testing

A head of an organisation shall

- (a) encourage voluntary counselling and testing for HIV and other related health conditions and, wherever possible, facilitate access to such services for public servants in the organisation; and
- (b) ensure that no public servant or a prospective public servant of the organisation is required to take an HIV test unless such testing has been ordered by a court of competent jurisdiction.

9.3.15.9 Confidentiality and Disclosure

Public servants in an organisation shall treat information on an employee's HIV status as confidential and shall not disclose that information to any other person without the public servant's written consent.

9.3.15.10 Health Promotion Programme

Heads of organisation shall

- (a) introduce appropriate education, prevention and treatment programmes on HIV/AIDS and other sexually transmitted infections for the workers in the organisation and where possible, integrate their families into those programmes that promote the health and well-being of public servants;
- (b) create mechanisms within the workplace to encourage openness, acceptance, care and support for HIV-positive public servants and ensure that the mechanisms shall preferably form part of a comprehensive employee assistance programme or health promotion programme;
- (c) designate a member of the Senior Management with adequate skills to support the implementation of HIV/AIDS programmes in the organisation and ensure that the public servant so designated is held accountable by means of the performance agreement for the implementation of the programmes;
- (d) allocate adequate human and financial resources to implement the programme, and, where appropriate, form partnerships with other organisations and individuals who are able to assist with health promotion programmes;
- (e) establish an HIV/AIDS committee for the organisation with adequate representation and support from all relevant stakeholders, including trade union representatives, to facilitate the effectiveness of the programme; and

implementation of Government's public service total compensation policy to ensure the matching of productivity with remuneration for the efficient management of the public service salary administration. In accordance with sections 11 and 12 of the Fair Wages and Salaries Commission Act, 2007 (Act 737), the FWSC shall perform its functions in consultation with the MELR and in collaboration with other relevant bodies.

5.1.3 All public service institutions shall be covered by the government pay and compensation policy. The FWSC by Act 737, shall engage the unions and other certified bodies in negotiating their conditions of service on behalf of the Employer, applying any regulations and rules under sections 101 (2) and 103(4) of the Labour Act, 2003 (Act 651).

5.1.4 All disputes arising out of the negotiation and implementation shall be resolved by FWSC, unions and other certified bodies and the Employer at the organisation level. Where the parties are unable or fail to resolve any of these matters, any of the two parties shall report the matter to the National Labour Commission (NLC) or the Alternative Dispute Resolution Centre (ADRC) under Alternative Dispute Resolution Act, 2010 (Act 798).

5.2.0 Procedures for the Management of Negotiations for Determining Total Compensation

5.2.1 Negotiations shall cover base pay, pay point relativity, allowances and benefits and other negotiations where compensation is financed from public funds. The procedures are as follows:

5.2.2 The following provisions specify the mandate and the process of management of negotiations:

- (a) the FWSC shall work with organised labour and associations to negotiate pay of public service institutions;
- (b) negotiations for allowances and benefits shall be done by FWSC using approved arrangements put in place under the policy;
- (c) negotiations shall therefore be regulated by the Labour Act and the rules governing the negotiations;
- (d) unions and associations shall negotiate with FWSC within any arrangements put in place under the policy;
- (e) a governing board or council or head of institution shall not enter into any negotiations where compensation is financed from public funds; and
- (f) the FWSC shall negotiate wages and compensations based on financial mandate given by the Ministry responsible for Finance.

5.2.3 Regarding implementation of negotiated salaries and allowances, salaries and allowances negotiated by parties shall be implemented by all organisations.

5.2.4 With respect to compensation for workers, remuneration in the public service is intended to promote efficient and effective services delivery, provide appropriate incentives for workers and ensure equal pay for work of equal value and other labour standards. In this regard

- (a) the FWSC shall determine the grade of a post to correspond with its job weight as determined by the job evaluation; and
- (b) the head of department or institution shall set the salary entry point of a public servant on the appropriate notch based on the Scheme of Service and other considerations.

5.3.0 Notice of Collective Agreements to Workers

The parties to the negotiations shall bring the terms of the concluded collective agreement to the notice of all the workers concerned in line with section 106 of the Labour Act, 2003 (Act 651).



5.4.0 Contract Appointment

5.4.1 Contract appointees shall be paid compensation based on the terms of the negotiated contract with the individual contractor.

5.5.0 Pay slip information

5.5.0 Pay slips shall be provided by the Controller and Accountant General's Department to public servants through heads of human resource management and the heads of accounts departments. The information on the pay slip include the following:

- (a) the department's name and address;
- (b) the public servant's name;
- (c) the public servant's job title and occupational category in terms of the band;
- (d) the public servant's salary notch;
- (e) any other form of compensation that the department pays directly to the public servant on a monthly basis;
- (f) the period for which payment is made;
- (g) the amount and purpose of any deductions;
- (h) the actual amount paid to the public servant; and
- (I) social security contributions.

9.3.15.2 The Employer, through the Ghana AIDS Commission, is committed to addressing the issue of HIV/AIDS through a multi-sectoral approach, including the formulation and implementation of workplace HIV/AIDS policy.

9.3.15.3 The objectives of the Workplace HIV/AIDS Policy shall include measures to

- (a) prevent the spread of HIV/AIDS among public servants;
- (b) provide protection from discrimination in the workplace for people living with HIV/AIDS; and
- (c) provide relevant information for care, support and counselling services for those infected and affected.

9.3.15.4 **Principles** —The policy is guided by key principles as developed by the International Labour Organisation (ILO) Code of Practice on HIV/AIDS and the World of Work. These key principles are

- (a) recognising HIV/AIDS as a workplace issue that should be treated like any other serious illness or condition in the workplace;
- (b) ensuring non-discrimination against public servants on the basis of real or perceived HIV status;
- (c) recognising gender equality;
- (d) promoting a healthy work environment that is safe in order to prevent transmission of HIV/AIDS;
- (e) promoting social dialogue among heads of organisations, workers and their representatives;
- (f) prohibiting screening for purposes of exclusion from employment or work processes;
- (g) ensuring confidentiality regarding all medical information including HIV/AIDS status;
- (h) ensuring continuation of employment relationship by
 - (i) making rules and regulations to prevent the employer from terminating the appointment of a public servant solely on the grounds that the public servant has HIV/AIDS, and
 - (ii) giving public servants living with HIV/AIDS equal opportunities as those given to other public servants;
- (i) preventing new infections;
- (j) providing care and support to public servants with HIV/AIDS;
- (k) making disclosure of HIV/AIDS status non-obligatory for public servants;
- (l) promoting dissemination of information on HIV/AIDS in the workplace;
- (m) ensuring that protective devices including condoms, where appropriate, are made available at the workplace to prevent the spread of HIV/AIDS and other infections;
- (n) promoting access to public servants and their families to information and educational programmes on HIV/AIDS as well as to relevant counselling and referral services;
- (o) providing reasonable and alternative working arrangements or assignments for persons whose health is impaired by HIV/AIDS illness; and
- (p) ensuring that HIV/AIDS infected persons are allowed to work for as long as they are medically fit for work.

9.3.15.5 Approaches to achieving the objective

In order to attain the broad objectives, heads of organisation shall

- (a) develop concrete response to identified risks at the workplace;
- (b) promote processes of dialogue, consultations, negotiations and all forms of cooperation between public servants, management and other stakeholders;
- (c) reflect the policy content in national and international laws, policies and programmes of action and workplace or enterprise agreements.

9.3.15.6 Occupational exposure

A head of an organisation shall

- (a) identify public servants within the organisation or units of the organisation who because of the



violence, the head of organisation shall try to resolve the matter normally within one month.

9.3.13.0 Procedures for responding to workplace violence

9.3.13.1 The following procedures shall be adopted in dealing with emergency situations of workplace violence:

- (a) heads of organisation must develop written emergency notification procedures and implement them to summon assistance where immediate assistance is required in response to workplace violence in order to minimise the impact of incidents and ensure the protection of the health and safety of public servants;
- (b) emergency notification procedures shall be made known to public servants;
- (c) heads of organisation shall post the text of the procedures at a location readily accessible to public servants; and
- (d) depending on the nature of the violent incident, the police may be notified of its occurrence.

9.3.12.2 In the case of non-emergency situations of workplace violence, the following procedure shall apply:

- (a) where the head of organisation becomes aware of “non-emergency” occurrence of workplace violence or alleged workplace violence, the head of organisation shall try to resolve the matter with the public servant normally within two months;
- (b) in situations where the matter is not resolved, the head of organisation shall appoint a senior public servant to investigate the workplace violence;
- (c) the person appointed to investigate the violence shall
 - (i) be impartial and be seen by the parties to be impartial; and
 - (ii) have knowledge, training, experience and knowledge of legislation in issues relating to workplace violence;
- (d) the senior public servant shall investigate and provide the head of organisation with a written report with conclusions and recommendations; and
- (e) the head of organisation shall provide the workplace Grievance and Disciplinary Committee with a copy of the report, if the disclosure of the information contained in the report is not prohibited by law or would not reveal the identity of the persons involved without their consent.

9.3.14 Control measures to minimise workplace violence

The following measures shall be instituted to minimise workplace violence:

- (a) the head of organisation shall identify all factors which contribute to workplace violence and assess the potential for workplace violence;
- (b) once an assessment of the potential for workplace violence has been carried out, the head of organisation shall develop and implement systematic controls to eliminate or minimize workplace violence or a risk of workplace violence; and
- (c) the controls shall be developed and implemented as soon as practicable, but not later than ninety (90) days after the day on which the risk of workplace violence has been assessed.

9.3.15.0 Prevention and treatment of HIV/AIDS and related diseases

9.3.15.1 HIV/AIDS is a major threat to the world of work. It is affecting the most productive segment of the labour force and reducing earnings. The impact of HIV/AIDS is seen through increasing health care bills, increasing labour cost, declining productivity due to increasing staff absenteeism amongst others. Additionally, the issue of HIV/AIDS is creating unwarranted stigmatisation of and discrimination against public servants and people living with and affected by HIV/AIDS.

CHAPTER SIX

TRAINING, DEVELOPMENT AND LEARNING

6.0 Policy Statement

6.1 Training, development and learning are key to ensuring that the public service is equipped to meet present and future needs and challenges. The acquisition of skills and knowledge and the development of managerial and leadership know-how is critical for the effective management of the public service. It is the foundation of a responsive, accountable and innovative government.

6.2 The Government of Ghana as the Employer is committed to ensuring a continuous learning environment for its workers. This is to ensure that the citizenry are served by a skilled, well-trained, professional workforce. It recognises that foundational learning is required within the public service in support of this objective.

6.3 Public service agencies are required to produce training policies and manuals. In drawing up their learning and development plans, heads of organisations and HRM shall identify training needs and gaps relevant to the mandate of the institutions, taking into account budgetary allocations. This is to ensure that workers have the necessary knowledge, understanding, skills and core competencies to effectively carry out their duties. This is fundamental to strengthening the capacity of organisations to deliver on their mandate. The objective of this policy is to strengthen organisational leadership and to adopt leading-edge management practices to encourage innovation and continuous improvements in performance.

6.4 Staff development is an essential ingredient to promote efficiency, quality and timely service delivery. Heads of public service agencies shall ensure that each member of the public service receives at least five days (40 hours) of formal training each year.

6.5 The decision to proceed with training, development and learning must be based on the existence of the following:

- (a) organisational HRM Plan;
- (b) scheme of service;
- (c) training Policy;
- (d) training plan based on needs assessment;
- (e) conditions of service;
- (f) performance management system;
- (g) collective agreements; and
- (h) budgetary allocation.

6.1.0 Scope and Authorities

6.1.1 This policy applies to all public service organisations as defined by Article 190 of the Constitution.

6.1.2 The PSC has the primary responsibility to oversee human resource development activities of public service organisations to ensure career planning and development in the public services to promote higher productivity and efficiency in service delivery.



6.1.3 The PSC has the statutory mandate to issue directives, standards and guidelines concerning the training and development of public servants.

6.1.4 This policy is to ensure uniformity of standards and guidelines for Heads of Public Service Institutions to develop and administer their own training, development and learning policies.

6.1.5 Heads of human resource management shall be responsible for planning, implementation, monitoring and evaluation of training and development for the organisation.

6.2.0 Training, Development and Learning Opportunities

6.2.1 The forms of training, development and learning opportunities include the following:

- (a) induction and orientation;
- (b) scheme of service training;
- (c) internship and attachments;
- (d) coaching and mentoring;
- (e) preceptorship (in the case of health service personnel);
- (f) study tours;
- (g) job rotation;
- (h) conferences, seminars, retreats and workshops; and
- (i) e-learning (formal or informal).

6.2.2.0 Induction and Orientation

6.2.2.1 A public servant on the first appointment shall be required to go through an induction and orientation programme within the first month upon assumption of duty to introduce them into their roles and to acquaint themselves with the operations and administrative procedures, as well as office set-up and general environment of the organisation.

6.2.2.2 The duration, venue, time and programme content of the induction course shall be determined by the head of organisation and coordinated by the head of human resource.

6.2.3.0 Scheme of Service Training

6.2.3.1 Serving public servants shall be trained to acquire requisite academic, professional and vocational knowledge, skills, and competencies relevant to the performance of their jobs.

6.2.3.2 Schemes of service provide specific areas of training, development and learning for serving public servants to build their capacity. This enables them perform effectively and efficiently, as well as prepare them to take up higher responsibilities.

6.2.3.3 Scheme of service training can take the following forms:

- (a) Degree, diploma or certificate courses;
- (b) On-the-job training;
- (c) Continuous professional development courses;
- (d) Competency and proficiency-based programmes.

6.2.3.4 Heads of organisations, through the head of human resource, shall prepare scheme of service training schedules and plans, and ensure that they are strictly adhered to.

that public servant.

9.3.9.2 It also includes bullying, teasing and other aggressive behaviour, which are components of psychological violence. The word “person” includes both individuals who work in the workplace as well as others who may enter the workplace, such as clients.

9.3.9.3 The protection of public servants from violence in the workplace is of critical importance within the Public Service. Although violence does not normally occur at the workplace, violence can happen in any workplace and it can have a serious negative impact on those affected and their families. For this reason, measures must be put in place to protect public servants in the workplace against violence in the public service and provide relief where violence occurs.

9.3.10 Obligations of Heads of Organisations

In respect of violence in the workplace the heads of organisation shall

- (a) develop a workplace violence prevention policy;
- (b) identify all factors that contribute to workplace violence;
- (c) assess the potential for workplace violence;
- (d) develop and implement systematic controls to prevent, eliminate or minimize workplace violence;
- (e) review the effectiveness of the workplace violence prevention measures;
- (f) develop and implement written notification procedures in response to emergency situations of workplace violence as well as measures to assist workers who have experienced it;
- (g) resolve cases of workplace violence, and failing this, appoint a competent person to investigate the matter;
- (h) provide information, instruction and training on the factors that contribute to workplace violence to each public servant exposed to workplace violence or at risk of workplace violence; and
- (i) maintain signed records on the information, instruction and training provided to each public servant.

9.3.11 Content of Workplace Violence Prevention Policy

Workplace violence prevention policies may vary from organisation to organisation. However, as a general rule the policy shall normally include the following elements:

- (a) a statement to the effect that the head of organisation is committed to providing a violence free workplace;
- (b) a statement to the effect that workplace violence, including, but not limited to, bullying, teasing, and abuse and other aggressive behavior, will not be tolerated in the workplace;
- (c) a commitment to share with the public servants, any information which the head of organisation possesses concerning the factors which contribute to workplace violence;
- (d) a commitment to assist workers who have been exposed to workplace violence;
- (e) procedures to be followed should an employee be subjected to workplace violence; and
- (f) a telephone hotline number where public servants can get assistance in the event of violence at the workplace.

9.3.12.0 Reporting Workplace Violence

9.3.12.1 A public servant shall report to the head of organisation any conduct or circumstance in a workplace that is likely to negatively affect the health or safety of the public servants, or other persons with authorised access to the workplace.

9.3.12.1 Once the head of organisation becomes aware of workplace violence or alleged workplace



writing on the appropriate criteria to follow and where the complainant fails to comply, the schedule officer shall decline further processing of the complaint and may where appropriate, advise the complainant of other options to resolve the issue.

I. Step 3 — Review of the complaint

Once the complaint has been acknowledged, the schedule officer shall review the complaint and if necessary, seek additional information to determine if the allegations are related to harassment.

If the schedule officer concludes that the complaint is not related to harassment, the schedule officer shall inform the complainant and the respondent in writing. The schedule officer shall re-direct the complainant to the appropriate avenue of recourse or suggest other means of resolving the issue.

If the allegations are related to harassment, the schedule officer shall determine what efforts have been made to resolve the problem, identify immediate avenues of resolution if any, and shall take appropriate action.

J. Step 4 — Mediation

If the harassment complaint remains unresolved, the schedule officer (mediator) shall propose mediation. If the parties agree to mediation, the schedule officer (mediator) shall arrange mediation services accordingly.

K. Step 5 — Further Mediation

If mediation does not resolve the complaint, the schedule officer (mediator) shall report the case to a higher authority for further action.

L. Step 6 — Decision

The schedule officer (mediator) shall review all the relevant information and shall recommend appropriate action for the consideration of the head of organisation. The schedule officer shall then inform the parties in writing of the decision and ensure that corrective or disciplinary measures or both are taken, where necessary.

9.3.8.9 Resource Institutions

The PSC in consultation with the CHRAJ, NLC and other key stakeholders shall develop guidelines for the prevention and resolution of harassment in the workplace.

9.3.8.10 Other Recourse

Assaults, including sexual assault are covered by the Criminal Offences Act, 1960 (Act 29) and in such cases the police shall be contacted.

If a complaint on the same issue is or has been dealt with through another avenue of recourse, the complaint process under this policy will not proceed further and the file will be closed.

9.3.8.11 Monitoring

The PSC, together with heads of MDAs and MMDAs, shall work together to monitor results in achieving the policy objective and statement.

9.3.9.0 Violence at the workplace

9.3.9.1 Workplace violence means any action, conduct, threat or gesture of a person towards another public servant in their workplace that can reasonably be expected to cause harm, injury or illness to

6.2.3.5 Heads of divisions and units shall be required to provide inputs for the preparation of training schemes to meet individual needs. A Training Scheme template is provided as Appendix 1 to guide heads of organisations.

6.2.4.0 Attachment and Internship

6.2.4.1 For the purposes of mentoring, coaching and imparting skills, attachment and internship may be allowed for short periods. However it is advisable that interns shall not work in sensitive areas of the organisation because of the temporary nature of their work.

6.2.4.2 In all cases, there must be formal letters of introduction from the requesting head of organisation through the head of HRM and acceptance by the recipient organisation.

6.2.4.3 It is a structured, credit-bearing work experience in a professional work setting during which the trainee applies and acquires knowledge and skills. It involves the application of learned skills in an organisation related to the trainee's major subject.

6.2.5.0 Mentoring and Coaching

6.2.5.1 Mentoring is a dynamic and reciprocal relationship in a work environment where a more experienced, advanced and skilful career incumbent (mentor) helps a less experienced, less advanced and less skilful individual (mentee) who has the potential to develop in some specified capacity in order to contribute to the attainment of the goals of the organisation.

6.2.5.2 Coaching is a systematically planned and direct guidance of an individual or group of individuals by a coach to learn and develop specific skills that are applied in the workplace, and therefore translates to clearly defined performance outcomes that are achieved over a short period of time.

6.2.6.0 Preceptoring

A form of coaching where skilled health practitioners supervise newly qualified health personnel in clinical setting to allow practical experiences with patients.

6.2.7.0 Study Tour

A study tour is a travel experience with specific learning goals. The learning goals of each study tour vary, but are always spelt out in the terms of reference of the study tour that is distributed to each learner, before the tour.

6.2.8.0 Staff and job rotation

6.2.8.1 Staff and job rotation is a means of moving personnel in a series of planned job rotations in various divisions or sections in an organisation. This brings about the flexibility of choosing personnel to perform various duties and tasks.

6.2.8.2 It is in the interest of good management, in terms of both the organisation's operational effectiveness and the employee's development, that workers, from time to time, are rotated between different jobs within their departments. Lower to middle level staff including new entrants are usually the targeted categories of staff.



6.2.8.3 Job rotation helps to meet organisational training needs, improve competencies and skills of workers and motivate work force. It facilitates sound staff development, develops an adaptable and skilled workforce, and helps organisations to avoid loss of production during periods of training and absence for valid reasons. Job rotation shall be done in accordance with an approved job rotation plan. Job rotation shall, however, not be used as a punitive measure.

6.2.9 E-Learning

E-learning is the use of technology to enable people to learn anytime and anywhere and this includes all forms of electronically supported learning and teaching materials.

6.2.10 Organisations shall determine, arrange and facilitate the participation of eligible public servants in training, development and learning programmes, taking into consideration the provisions in their schemes of service, availability of funds, identified capacity building needs of the public servant as indicated in the annual performance appraisal report, and other relevant conditions or circumstances of the organisation.

6.3.0 Procedure for Training

6.3.1 Public service organisations shall periodically assess their critical human resource capacity building needs and challenges. This will enable them determine the required knowledge, skills, expertise and appropriate attitudinal orientation to achieve their objectives.

6.3.2 The following procedure shall be adopted in determining and addressing human capacity needs:

- (a) the heads of HRM in consultation with heads of division assess the human resource capacity needs of their organisation;
- (b) the heads of HRM in consultation with the heads of division shall prepare annual plans for the training, development and learning of staff based on needs assessment (performance appraisal reports, training gap analysis), and the plans shall specify among others the following:
 - (i) training, development and learning programmes;
 - (ii) institutions offering those programmes;
 - (iii) dates and durations and programmes;
 - (iv) costs of the programme; and
 - (v) beneficiaries; and
- (c) upon approval of the training, development and learning plans, the head of HRM shall coordinate and implement the plans.

6.4.0 Selection for Training, Development and Learning

The selection of an officer of the organisation for training and development shall be done in a transparent manner, bearing in mind the length of service of the staff concerned, the grade, position and training history of the officer as well as the exigencies of the service.

At no time shall the number of officers approved for training affect the performance of the organisation adversely.

6.5.0 Funding of Training, Development and Learning

6.5.1 Possible sources for funding for training programmes may include the following:

- (a) the organisation's annual training, development and learning budget;

- (b) if the problem is not resolved or if the offended person does not want to speak directly with the person who committed the offence, the offended person shall, in an attempt to find a solution and resolve the problem, meet with a supervisor, or with another manager, or seek advice from the person who is designated by the department or organisation to provide information on harassment, and
- (c) management must make every effort to resolve the issue between the parties as quickly as possible, if necessary with the assistance of a resource person.

9.3.8.8 Complaint process

A. The complaint process as defined in this policy applies to all public servants. Where other persons who work for the Public Service cannot access the complaint process described in the policy, managers are expected to abide by the spirit of the policy and ensure that the concerns of those other persons are addressed.

B. The complaint process applies to public servants. Other persons working for the Public Service who believe they have been harassed may report the incident to their supervisor or manager, or, if necessary, to another appropriate manager who will address the situation and take appropriate action.

C. If early resolution is not successful or is not considered appropriate, a public servant may file a complaint with the schedule officer who is the mediator. All steps shall be completed without undue delay, normally within three months. Organisations must establish appropriate time frames in consultation with the relevant parties, where necessary.

D. The sharing of information related to the harassment complaint with the parties must comply with the principles of privacy.

E. The policy does not apply to complaints from the public. The responsibility for follow-up on such complaints lies with departments or organisations.

F. The complaint resolution process shall be as provided in G to L.

G. Step 1 — Filing a complaint

The complainant shall submit a complaint in writing to the head of the organisation, or to the governing board or council (if the head of organisation is the subject or victim of the complaint) within three months of the alleged harassment. The complaint must include the nature of the allegations; the name of the respondent; the relationship of the respondent to the complainant (for example supervisor, colleague); the date and a description of the incident and, if applicable, the names of witnesses. The information provided shall be as precise as possible.

H. Step 2 — Screening and acknowledgement of complaint

Upon receipt of the complaint, the schedule officer (mediator) shall screen and acknowledge receipt of the complaint. The criteria used in the screening are that the complaint:

- (a) must be filed within six months of the alleged harassment unless there are extenuating circumstances to warrant a delay in filing the complaint; and
- (b) must include the information noted in Step 1;
- (c) if these criteria are met, the schedule officer (mediator) shall inform the respondent that a complaint has been received and provide the respondent with the particulars of the complaint in writing; and
- (d) if these criteria are not met, the schedule officer (mediator) shall advise the complainant in



- of harassment and in conflict resolution;
 - (iii) they are expected to ensure that public servants are aware of the policy and to remind them of its contents where necessary;
 - (iv) they are expected to ensure that public servants have access to learning opportunities on the prevention and resolution of harassment in the workplace;
 - (v) they are expected to intervene promptly when they become aware of improper or offensive conduct and to involve the parties in resolving the problem and this applies to situations that involve public servants as well as other persons working for the public service;
 - (vi) they are expected to handle all harassment cases confidentially and to ensure that others present at the proceedings act accordingly; and
 - (vii) they are expected to address the needs of the parties concerned and the working unit following a complaint with the assistance of a specialist as needed, in order to establish or re-establish harmonious working relationships;
- (d) In the case of a schedule officer, who is a mediator, that officer
- (i) is expected to be impartial in any complaint process in which that officer is involved;
 - (ii) should have access to learning opportunities related to the roles and responsibilities of a schedule officer;
 - (iii) shall apply the established steps in the complaint process;
 - (iv) shall take the necessary action to ensure the confidentiality of complaint resolution process;
 - (v) shall ensure that both complainants and respondents have access to support and advice during any resolution process associated with the complaint;
 - (vi) shall offer mediation and ensure that the co-mediators, if any, meet the requirements of conflict resolution in the workplace;
 - (vii) shall separate the complainant and respondent physically, for the duration of the complaint process, where necessary;
 - (viii) shall provide the terms of reference for the investigator and ensure that persons conducting investigations are qualified in conflict resolution and that they are impartial, have no supervisory relationship with the parties, and that they are not in a position of conflict of interest;
 - (ix) shall recommend corrective or disciplinary measures or both measures, where warranted; and
 - (x) shall ensure that no documents relating to the harassment complaint are placed in the personal file of either party, other than a disciplinary letter in the file of the public servant who is subject to a disciplinary measure and that all documents relating to the complaint are placed on a confidential file and kept under lock and key.

9.3.8.7 Early Problem Resolution

A. The objective of early resolution is to resolve any situation or conflict as soon as possible, in a fair and respectful manner without having to resort to the complaint process. Every effort shall be made to resolve the problem early with open communication and in a co-operative manner.

B. The use of problem resolution mechanisms such as coaching, counselling and facilitation can in many instances, resolve the issue and prevent the situation from escalating to the point where filing a complaint is necessary.

C. An allegation of harassment is serious. If a person working in the public service believes that he or she has been harassed, the following actions shall be taken:

- (a) the person who feels offended by the actions of another person working for the public service is encouraged to make the feeling known to that other person as soon as possible in an attempt to resolve the problem;



- (b) fellowships or scholarships from development partners and exchange programmes;
- (c) other sources as may be available to the organisation including Internally Generated Funds.

6.5.2 Subject to the availability of funds, the organisation shall bear the cost of Scheme of Service training of its officers. Accordingly, the organisation shall, on an annual basis, budget for critical manpower development.

6.5.3 The organisation shall also endeavour to source funding for training opportunities and sponsorship from both local and international bodies, in collaboration with MOF, Ministry of Foreign Affairs and Regional Intergration, the Scholarship Secretariat and other development partners.

6.5.4 A public servant selected for a sponsored course outside Ghana shall, in addition to the payment of the tuition and other relevant costs associated with the training programme, be paid approved allowances (including warm clothing allowance where appropriate). Warm clothing allowance is to be paid once every five (5) years to a public servant whose training programme is organised in a country located in the temperate zone of the world.

6.5.5 Top-up allowance shall be paid to a public servant on a partly-sponsored programme, or programmes for which external sponsorship falls below government approved rates.

6.5.6 Financial support may be offered for data collection for research, thesis and long essays where necessary.

6.5.7 To ensure cost effectiveness in training, a trainer of trainees programme may be adopted, making use of the organisation's own expertise to provide resource persons, where necessary.

6.5.8 Applicants who are unable to secure sponsorship from the organisation may apply for leave without pay for the duration of the course. A letter of non-sponsorship shall be written to the public servant, stating grounds for the decision.

6.5.9 An applicant who fails to complete the relevant course shall redeem any obligation in terms of the bond either through service, or repayment of the financial assistance plus interest rate determined by MOF.

6.6.0 Staff-Initiated Training (SIT)

6.6.1 In view of the growing desire of public servants to add value to themselves to remain competitive in an environment of limited job opportunities, there is an increasing number of public servants who, through their own individual efforts, gain admission into institutions of higher learning and take up the payment of tuition and other fees themselves.

6.6.2 This category of public servants may be eligible for the payment of their salaries under this policy. The organisation may consider applications for Staff-Initiated Training (SIT). The training may be full-time or part-time. The part-time training may include distance learning and sandwich programmes which are relevant to the public servant's current job, duties and responsibilities as well as the future career development of the public servant.

6.6.3 To be eligible for consideration, an applicant shall

- (a) have served the organisation for not less than three years (exclusive of probation period);



- (b) have exhibited good performance and conduct for the last two years;
- (c) provide proof or justification that the proposed programme is relevant to the individual's current job or to a higher job in the organisation for which the individual has demonstrated potential.

6.6.4 The following guidelines and procedure apply in respect of SIT:

- (a) a public servant shall submit an application together with a duly completed training form and admission letter from the relevant training institution to the head of HRM through the head of division or unit, at least three months before the commencement of the programme and where the admission letter is not available within the specified period, it shall be submitted to the head of HRM not later than on the date of the commencement of the course;
- (b) the head of HRM shall collate all applications for training for submission to the head of organisation for consideration and approval within two months;
- (c) the public servant shall not, under any circumstances, proceed on any training without the approval of the appropriate authority;
- (d) the acquisition of a qualification through SIT shall NOT confer on the public servant an automatic eligibility for promotion, placement, upgrading or conversion and where the programme is considered relevant, promotion, placement, upgrading or conversion shall be based on availability of vacancy;
- (e) in the case of a public servant who undertakes part-time study, that public servant shall redeem the financial assistance and or time taken off the job by serving the organisation for at least one year after attaining the relevant qualification.

6.6.5 Submission of training reports, attestations and certificates

The public servant shall submit to the head of HRM upon completion of the training, the original proof of completion, training reports and certificates from the training institution.

6.7.0 Resolution of Grievances Related to Training

6.7.1 A public servant who feels or suspects that that member has been treated unfairly in the selection, nomination or approval for training, development and learning may petition the head of organisation for redress.

6.7.2 If the aggrieved public servant is dissatisfied with the decision taken on the petition by the head of organisation, that public servant may appeal to the governing board or council within two weeks of receipt of the decision and the governing board or council shall respond within two weeks.

6.7.3 If the aggrieved public servant is dissatisfied with the decision taken on the petition by the governing board or council, that public servant may appeal to the PSC. The PSC shall respond to the petition within two weeks.

6.7.4 If the aggrieved public servant is dissatisfied with the decision taken on the petition by the PSC, that public servant may appeal to the NLC or ADRC.

6.8.0 Study leave

Issues relating to procedures for grant of study leave with or without pay shall be dealt with in accordance with Chapter Four.

- (ii) anyone who interferes with the resolution of a complaint by threats, intimidation or retaliation; or
- (iii) anyone who files a complaint that is frivolous or in bad faith;

- (j) if a complainant of harassment is dissatisfied with the resolution of the problem at the organisational level, the complainant may seek redress with agencies such as CHRAJ, PSC, Labour Commission, as well as the law courts.

9.3.8.5 Responsibility and authority

The ultimate responsibility and authority for applying this policy rests with the head of organisation and the authorised representative of the head of the organisation.

9.3.8.6 Expectations

The following are the expectation for the implementation of the harassment policy:

- (a) in respect of public servants
 - (i) they are expected to act towards other individuals professionally and respectfully;
 - (ii) where they have been treated in an improper and offensive manner are expected to communicate to the offending party, as soon as possible, directly or through a supervisor or manager, their disapproval or unease and they should be assured of help or guidance from the supervisor, the person designated by the department or organisation, or the union;
 - (iii) they should expect prompt action if they report an incident of harassment to their supervisor or manager or if necessary, to another appropriate supervisor or manager;
 - (iv) they should expect not to be subjected to embarrassment or reprisal when dealing with a harassment situation or involved in the resolution of a complaint;
 - (v) they should be encouraged to participate in a problem resolution process before proceeding with the complaint process;
 - (vi) they should expect to have access to learning opportunities on the prevention and resolution of harassment and in conflict resolution;
- (b) in respect of complainants, respondents and witnesses,
 - (i) they are expected to provide information as required in the steps noted under the "Complaint process";
 - (ii) they are expected to co-operate in the complaint process if and when called upon to do so;
 - (iii) they are expected to limit the discussion of the complaint to those who need to know;
 - (iv) they should expect to review their statements as recorded by the investigator(s), to confirm their accuracy, before the submission of the final reports;
 - (v) they should receive information related to the complaint in writing, including allegations, as noted in the steps below, under "Complaint process", and in accordance with the principles of procedural fairness;
 - (vi) they may have a representative of their choice present at the proceedings during meetings and interviews related to the resolution of the complaint;
 - (vii) they should be informed in writing of the outcome of the investigation and should receive a copy of the final report; and
 - (viii) they should be informed in writing on corrective or disciplinary measures, where necessary, which are to be taken as a result of the investigation;
- (c) in the case of supervisors or managers,
 - (i) they are expected to lead by example and to act respectfully in dealings with public servants and other persons working for the public service;
 - (ii) they should expect to have access to learning opportunities on the prevention and resolution



Ghanaians.

9.3.8.0 Workplace harassment

9.3.8.1 Meaning of harassment

Harassment is any improper conduct by an individual that is directed at, and offensive to, another person or persons in the workplace, and that the individual knows or ought reasonably to know would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat. Harassment in the workplace adversely affects the well-being of the individual. It is unacceptable and will not be tolerated.

9.3.8.2 Workplace to be harassment free

All persons working for the Public Service, whether or not they are public servants, shall enjoy a harassment-free workplace. The Employer is committed to providing a work environment where all persons working for the Public Service are treated with respect and dignity.

9.3.8.1 Handling harassment issues

Dealing with harassment can be a complex matter. What one person may consider to be proper behaviour, another may believe to be harassment. However, the proper exercise of one's authority or responsibility does not generally constitute harassment. Harassment needs to be addressed with sensitivity, promptness and discretion. Open communication and early intervention are essential in preventing and resolving harassment.

9.3.8.3 Purpose of harassment policy

This policy aims at preventing harassment by promoting increased awareness, early problem resolution and the use of mediation. The application of this policy shall help create a work environment where all are treated with respect and dignity. It shall not only promote the well-being of all in the workplace, but also reinforce the values of integrity and trust that are the foundation of a sound organisation.

9.3.8.4 Principles of handling harassment

The following principles apply to matters that relate to harassment in the workplace:

- (a) heads of organisations are responsible for fostering a work environment free of harassment;
- (b) public servants must be informed of the policy on harassment;
- (c) learning opportunities related to harassment must be made available to public servants and managers as well as supervisors;
- (d) the public servant must be informed of the name, title and address of the officer designated to handle issues of harassment in the organisation;
- (e) early action shall be taken to resolve problems at the outset;
- (f) mediation must be offered (failing which an investigation shall be initiated);
- (g) the complaint process, including the investigation if necessary, shall be completed without undue delay, normally within three months;
- (h) corrective action must be timely in all situations of harassment, whether it involves public servants or other persons working for the public service;
 - (i) harassment may result in corrective or disciplinary measures being taken, up to and including termination of employment and disciplinary or corrective measures may also be taken against the following:
 - (i) any supervisor who is formally notified of a harassment situation and who fails to take corrective action;



6.9.0 Bonding

6.9.1 Sponsored training programmes (tuition, salaries, accommodation etc. paid by the organisation and any other awarding body) exceeding three months' duration shall generally attract a bond. Before proceeding for the training programme, a beneficiary shall be required to enter into a bond to complete the training programme satisfactorily, return to the service and serve in the sponsoring organisation for the period specified in the bond. There shall be two (2) guarantors for each bond.

6.9.2 A sample bond form is provided in this manual as Appendix 2.

6.9.3 The period of the bond will depend on the duration and location of the training programme. Local training programmes shall attract a bond period amounting to one and a half times of the duration of the programme. International training programmes, on the other hand, shall attract a bond period of two times of the duration of the programme.

6.9.4 Heads of organisations through the head of HRM shall, before granting approval for the study leave facility to an applicant, ensure the completion and signing of the bond forms by the applicants. A public servant who submits an application for upgrading or conversion shall enclose a copy of completed bond form as part of the supporting documents.

6.9.5.0 Redemption of Bond

6.9.5.1 A sponsored public servant who defaults in serving the required bond period shall be made to pay the full bond sum for the number of years in default. This is by way of liquidating damages and not a penalty.

6.9.5.2 A sponsored public servant who, voluntarily, does not complete the period of study shall pay the full cost of training including any salaries and allowances received for the number of years spent on the course. The total amount shall be revised for inflation and currency fluctuation plus a compound interest at the prevailing interest rate.

6.9.5.3 A sponsored public servant who has completed the course of study and fails to return to work in the organisation shall be liable to redeem the bond. The value of the bond shall be equivalent to the full cost of training including salaries and allowances received during the period, revised for inflation and currency fluctuations plus a compound interest at the prevailing interest rate.

6.9.10.0 Obligation of bonding

6.9.10.1 Where the public servant fails to fulfil the terms of the bond, the guarantors of the public servant officer shall be required to redeem the bond by paying, with interest, the total amount expended in sponsoring the public servant.

6.9.10.2 In addition, legal action will be taken against an officer who breaches any of the conditions of the bond.

6.10.0 Responsibilities and Accountabilities

6.10.1 Learning is a shared responsibility of public servants, managers at all levels and heads of public service organisations. Workers are responsible for acquiring and maintaining the knowledge,



skills and competencies related to their level and functions, and for developing and pursuing learning plans that are aligned with departmental business priorities and that prepare them to do the next job.

6.10.2 Managers at all levels and heads of organisations are responsible for ensuring the timely completion of training that supports departmental priorities and the government's management improvement objectives.

6.10.3 The PSC, in its strategic role as Central Management Agency responsible for the human resource management of the public services, has the responsibility for establishing policies, in collaboration with key stakeholders, standards and guidelines for the acquisition of knowledge, skills and competencies needed for effective management of the public service.

6.10.4 Heads of organisation through the head of HRM have the authority, pursuant to their training, development and learning policies and programmes, schemes and conditions of service to determine the learning, training and development requirements of persons employed in the public service and fix the terms on which the training, development and learning may be carried out.

E. Disposal of records

Protected-ECS case files must be retained and disposed of in accordance with schedules approved by the Public Records and Archives Administration Department (PRAAD). ECS case files shall be disposed of in an appropriate manner, which may involve burning under controlled conditions, pulping, pulverizing, shredding or other destruction methods using equipment appropriate to the level of sensitivity of the information involved. The organisation's Records and Information Management staff shall provide guidance on the measures to apply.

F. Transfer of records

In situations where the client or the ECS practitioner involved is leaving the organisation, the ECS case files may only be transferred to the new practitioner or the new organisation with the client's consent.

9.3.7.0 Conflict resolution

9.3.7.1 Conflict is bound to arise at the workplace for various reasons. Heads of organisations shall put in place Informal Conflict Management System (ICMS) to prevent or resolve conflicts. These mechanisms shall support a culture of effective conflict management that emphasises honest discussion and collaborative problem-solving between people who are involved in conflicts.

9.3.7.2 These mechanisms shall aim at building productive working relationships amongst people. In addition to providing managers and public servants with various options to deal with conflict issues (including coaching, mediation and facilitation), the mechanisms shall include training that allows them to develop conflict resolution and management skills and to build a common understanding for working through a wide array of conflict situations.

9.3.7.3 The benefits of this training are significant in terms of reducing stress, boosting morale, and promoting the collaborative relationships among managers and workers on the one hand, and between public servants on the other. These are critical to foster teamwork for improved service delivery and productivity to achieve organisational goals.

9.3.7.4 An ICMS best practice entails a well-designed mechanism, developed in collaboration with the unions and associations to accomplish the following:

- (a) the creation of a culture that encourages resolution of conflict at the lowest level through face-to-face dialogue between the parties in conflict;
- (b) making available conflict management training for managers and public servants to foster individual responsibility to deal with conflict quickly;
- (c) providing multiple access points to allow public servants to readily identify and access a knowledgeable person whom they trust for advice about the ICMS in their organisation;
- (d) offering informal recourse options for addressing conflict resolution, coaching, facilitation, mediation, conflict assessments, group intervention;
- (e) allowing public servants to move from formal processes (grievances and harassment complaints) to informal recourse options without infringing upon their rights to return to the formal processes if they wish to do so; and
- (f) providing structures that support training and the multiple informal processes that integrate effective conflict management into the organisation's every day operations.

9.3.7.5 Benefits of ICMS — ICMS helps managers and public servants interact better with each other and thrive together in a respectful and harmonious workplace. This will create the type of quality work environment in which public servants can be better engaged in providing services to



between the organisation and the majority of public servants affected.

9.3.6 Employee counselling services

9.3.6.1 The government recognises that it is possible in the work environment to identify public servants with problems, such as family related problems, alcohol and drug abuse, work performance related problems and to motivate them to seek assistance or treatment at an early stage. Although there are numerous organisations in the country set up to help people with various problems, assistance is often required to determine the most appropriate resource.

9.3.6.2 The government shall establish for public servants a confidential and voluntary Employee Counselling Service (ECS) within the public services to foster and maintain the well-being and productivity of workers by providing confidential assistance or short-term counselling to public servants who experience personal or work-related problems. This shall be without prejudice to their job security or career progression.

9.3.6.3 To ensure effective employee counselling services, the following principles shall be taken into consideration:

- (a) confidentiality and privacy;
- (b) information security;
- (c) release of information;
- (d) access to personal information;
- (e) disposal of records; and
- (f) transfer of records.

A. Confidentiality and Privacy

Personal information collected by an agency providing counselling services under contract to an organisation is deemed to be personal information under the control of that organisation. Organisations shall protect the confidentiality of such personal information at all times.

B. Information Security

The National Security Policy and standards require that sensitive personal information receive maximum protection. Files, both hard and soft copies shall be protected by particular storage and transmittal standards. All clients' case files and sensitive programme information require the use of approved locked storage space and containers. Only authorised personnel shall have access to ECS case files.

C. Release of Information

Personal information relating to individual case files of ECS clients shall be released only with the written consent of the client or where the existing law requires or permits the release of such information. Written consent shall include the following:

- (i) the name of the person or organisation to whom the information is to be released;
- (ii) the specific information to be released;
- (iii) the date of consent;
- (iv) the client's signature; and
- (v) the expiry date of the consent.

D. Access to personal information

ECS practitioners shall allow clients to view, to the extent possible, the information that concerns them without obliging them to present an official request.

CHAPTER SEVEN

PERFORMANCE MANAGEMENT AND RECOGNITION

7.0.0 Policy Statement

7.0.1 Performance management is an integral part of the human resource management system and ensures that public service organisations deliver on their mandate. An effective performance management system is one of the most important ways of building a work environment that strives for and rewards high performance, maximises flexibility and encourages employee professional growth and development. It incorporates the principles of clear and regular communication, effective work planning and employee development, resource allocation, feedback, recognition and reward, fairness and transparency.

7.0.2 Performance management is a process by which an organisation assesses whether it is delivering the right services to the right people, at the right time and cost in accordance with its mission and objectives. Performance management enables managers and policy-makers to learn from performance information and make better rational decisions for the future, based on empirical evidence.

7.0.3 The success of the public service in delivering on its operational and developmental goals depends primarily on the efficiency and effectiveness with which workers carry out their duties. Managing performance is therefore a key human resource management tool to ensure that

- (a) public servants know what is expected of them;
- (b) adequate resources are provided;
- (c) managers know whether the public servant's performance is delivering the required objectives;
- (d) capacity gaps are identified and bridged;
- (e) poor or unsatisfactory performance is identified and managed; and
- (f) outstanding performance is recognised and rewarded.

7.0.4 This policy statement supports the core policy objective of ensuring that public servants understand their roles, how their work contributes to achieving the goals of government and their organisations, and are focused on results.

7.0.5 The Employer through the PSC and the FWSC recognises the need to provide policy guidelines for public sector organisations to appraise the performance of public servants and reward outstanding performance to ensure effective and efficient service delivery in the public services.

7.1.0 Scope and Authorities

7.1.1 This policy applies to all public service organisations as defined in Article 190 of the Constitution.

7.1.2 The PSC and the FWSC have the primary responsibility to develop frameworks, guidelines, policies, processes, indicators and procedures for the evaluation of the performance of public servants, the provision of a working environment that acknowledges their contribution and builds capacity to ensure organisational effectiveness.

7.1.3 In accordance with section 3(i) and (j) of the Fair Wages and Salaries Commission Act, 2007 (Act 737) and Section 4(j) of the Public Services Commission Act, 1994 (Act 482), the PSC in



collaboration with the Fair Wages and Salaries Commission shall ensure that performance in the public service is monitored. Outstanding performance shall be rewarded and poor or unsatisfactory performance managed or sanctioned.

7.2.0 Principles

Performance Management is based on the principles of accountability, transparency, equity, results-orientation and ownership.

7.3.0 Accountability

Each individual, unit, department or division in the public service is to be held accountable on a continuous basis to the superiors of that individual, unit, department or division and the public and beneficiaries of services. This is to ensure that national development goals and value for money for resources are attained. Within this context, every individual including each head of a public service, Chief Executive Officer, Chief Director, Head of Departments and Director is to have annual performance targets the attainment of which will be enforced by appropriate combinations of incentives and sanctions.

7.4.0 Transparency

7.4.1. The process for holding an individual, team and public service institution accountable shall as much as possible, be transparent. This implies among others the following:

- (a) setting of performance targets at both the individual, team, and institutional level and based on a participatory process between the appraisee and the appraiser;
- (b) at the institutional level, service beneficiaries shall be part of both the process and outcome of the assessment;
- (c) assessment outcomes shall be discussed between the appraisee and appraiser. Where necessary, divergent perceptions shall be recorded for review by a superior authority; and
- (d) forms and formats for the assessment process shall be clear and precise in terms of what has to be done and shall be easily available to all.

7.5.0 Equity

7.5.1 Equity in the context of this policy implies the following:

- (a) the system shall not be discriminatory with respect to gender, ethnicity, geographical location, disability, religion, health status, among others;
- (b) there shall be equity in the assessment process across grades in the public service; and
- (c) frequency and use of assessment outcomes shall be the same for all categories of staff in the public service.

7.6.0 Ownership

7.6.1 The process and outcome of the assessment mechanism must be owned by the appraisee, the appraiser and stakeholders. This implies that

- (a) at the individual level of assessment
 - (i) the appraisee and the appraiser shall set and agree on the targets;
 - (ii) the appraisee and the appraiser shall agree on the assessment mechanism;
 - (iii) the appraisee and the appraiser shall be made aware of the incentives and sanctions framework; and
 - (iv) the personal development plan shall be part of the assessment framework; and
- (b) at the institutional level, ownership shall entail public service institutions and their stakeholders
 - (i) setting the performance targets together;

9.3.2.2 All public servants, their spouses and up to four (4) dependent children under eighteen (18) years shall subscribe to, and take full advantage of the benefits provided under the National Health Insurance Scheme (NHIS). However, MDAs and MMDAs may pay the costs of treatment not covered under the NHIS. Payment would be made in respect of private hospitals only where the cases are referred to them by a government medical facility.

9.3.2.3 Alternatively, organisations may subscribe to private health insurance, where possible.

9.3.2.4 The head of the organisation shall ensure that protective clothing and other safety devices and equipment are provided and used.

9.3.2.4 Upon the advice of a duly constituted medical board, the organisation may bear the cost of any public servant's travel and treatment outside Ghana. Where necessary, the travelling expenses of an accompanying member of the family shall be borne by the organisation.

9.3.2.5 In line with the Government's free maternal care policy, midwifery fees or delivery charges shall not be borne by the organisation.

9.3.2.6 As much as possible, organisations must subscribe to travel and health insurance for a public servant travelling abroad on official duty. Unless otherwise provided, if a public servant travelling overseas on official duty falls ill and is admitted to hospital, the organisation shall bear the cost of medical treatment and evacuation in the event of death.

9.3.3 Working Hours

Generally the working hours of public servants shall be from 8.00 am to 5.00 pm with one (1) hour break between 12.30 pm to 1.30 pm (8 hours a day) or forty (40) hours a week. However, where the exigencies of the service demand, the head of organisation in consultation with leadership of the public servant shall determine

- (a) the work week and daily hours of work for public servants; and
- (b) the opening and closing times of places of work under the control of the head, taking into account
 - (i) the needs of the public in the context of the department's service delivery; and
 - (ii) the needs and circumstances of workers, including family obligations and transport arrangements.

9.3.4 Work outside normal working hours

The head of organisation may require a public servant to perform work outside normal working hours. This may arise where work must be performed without delay owing to circumstances beyond the control of the head of organisation and which the head could not reasonably have been expected to make provision for.

In such circumstances the head of organisation shall compensate the public servant in line with prevailing government policy.

Work outside the normal working hours shall be approved by the head of the organisation.

9.3.5 Flexible hours of work

Notwithstanding the provisions in 9.3.4, it may be operationally advantageous to implement work schedules for public servants that differ from those specified above. Any special arrangement may be at the request of either the head of the organisation or public servants, and must be mutually agreed



and strategies.

9.2.2 While each organisation's plans and strategies shall reflect the peculiar nature of the workplace and operations, all programmes shall meet the following principles and the requirements in the Labour Act 2003 (Act 651) National Labour Commission Regulations, 2006 (L.I. 1822) and Labour Regulations, 2003 (L.I. 1833), Alternative Dispute Resolution Act, 2010 (Act 798), Workmen's Compensation Act, 1987 (PNDCL 187), Fire Precaution (Premises) Regulations, 2003 (L.I. 1724) and various collective agreements as well as any other relevant legislation.

9.2.3 Every worker has a right to

- (a) safe and healthy work environment;
- (b) conditions of work consistent with well-being and human dignity; and
- (c) work which offers real possibilities for personal achievement, self-fulfilment and service to society.

9.2.4 Promoting good and healthy living at the workplace shall be a central element for well-being and in this regard each public service organisation shall

- (a) collect accurate data or information on well-being and sustained healthy environment, which are critical for the formulation of policies and programmes;
- (b) formulate, communicate and implement occupational health and safety policies and programmes in consultation with key social partners and stakeholders, including public servants;
- (c) take pro-active measures to identify workplace hazards and risks to reduce or eliminate associated employee injury or illness;
- (d) take preventive and protective measures that are necessary for the implementation of health and safety policies and programmes;
- (e) provide access to effective and efficient health service to all public servants;
- (f) provide compensation, rehabilitation and curative services to public servants who suffer occupational injuries, accidents and work-related diseases;
- (g) make safety a primary consideration in workplace activities and decisions for all public servants; and
- (h) assign clear responsibilities for ensuring well-being and sustained healthy working environment at each level within the organisation.

9.3.0.0 Elements for the Promotion of Well-Being and Sustained Healthy Work Environment

9.3.1.0 Working environment

The working environment shall support effective and efficient service delivery while, as far as reasonably possible, taking into account public servants' personal circumstances, including disability, HIV and AIDS, other health conditions and facilities that promote good health and well-being.

9.3.2.0 Health, safety and life insurance

9.3.2.1 The Government is committed to the promotion and maintenance of the physical and mental health of public service workers and the provision of adequate risk cover for the public servants and the work environment. In pursuance of this objective, the Government shall ensure that every public servant works under satisfactory, safe and healthy conditions.

- (ii) agreeing on the assessment mechanisms within a government policy framework;
- (iii) ensuring that their strategic, corporate and sector plans are part of the assessment framework, and
- (iv) ensuring that unsatisfactory performance is managed in line with the Performance Improvement Plan (PIP) of the organisation.

7.7.0 Result Orientation

7.7.1 The public servant's performance shall be assessed on the basis of a work plan covering a specified period, setting out clearly the responsibilities of the worker and the objectives to be achieved. These objectives shall be expressed in terms of outputs to be delivered within a given timeframe, and shall include personal development as well as operational objectives. The work plan shall be mutually agreed between the worker and the supervisor of the worker.

7.7.2 To achieve effectiveness and efficiency, both supervisors and public servants must actively participate in the performance management process, and have open, frank and honest discussions about the public servant's performance. In addition, supervisors must provide on-going feedback to public servants on their performance.

7.7.3 Performance management is a cyclical process repeated annually. At a minimum, the process consists of the following five phases: performance planning, performance measurement, performance monitoring, performance evaluation and annual performance reporting.

7.7.4 In drawing up their performance management plans and systems, heads of MDAs and MMDAs through heads of human resource management shall among other objectives

- (a) provide a clear direction for workers by ensuring that work is aligned with the strategic efforts and directions of the organisation;
- (b) assist public servants to improve performance by providing them with
 - (i) clarity regarding roles, responsibilities and performance expectations;
 - (ii) rewards for strong performance and assisting to improve performance; and
 - (iii) training, development and learning relevant to individual performance areas, professional aspirations and long term organisational needs;
- (c) provide an equitable and transparent framework for regular and constructive discussions between supervisors and public servants about
 - (i) future organisational developments, operational plans and their alignment with individual work plans, goals and priorities;
 - (ii) past performance efforts, giving recognition to significant achievements and defining strategies to address identified performance issues and gaps; and
 - (iii) career aspirations and long term professional development plan; and
- (d) provide criteria for determining how high performance is to be rewarded, performance improvement managed and unsatisfactory performance identified.

7.8.0 Planning, Work Organisation and Annual Reporting

7.8.1 The performance management system shall be based on a strategic plan. This involves planning, measurement, monitoring and evaluation at both the organisational and individual levels.

7.8.2 The head of organisation, shall, in order to provide services with the best value for money, review or develop, within the national development framework, a medium to long term strategic plan by working with all stakeholders, in line with the National Development Planning Commission



guidelines.

7.8.3 This plan shall contain the mission, vision, measurable objectives, strategies and activities. The head of the organisation shall ensure the optimal utilisation of the organisation's human and other resources while making customer satisfaction through service delivery the optimum goal.

7.8.4 To permit oversight by the government and the public, the head of the organisation shall publish an annual report giving key information on the performance of the organisation.

7.9 .0 **Harnessing Available Human and Material Resources to Aid the Implementation of the Plans**

7.9.1. Based on the strategic plan, the head of the organisation, shall

- (a) determine the organisational structure necessary to lead to achievement of set objectives in terms of its core and supporting functions;
- (b) propose new positions, if necessary, in accordance with Chapter Two;
- (c) define the posts necessary to perform the relevant functions; and
- (d) deploy the requisite personnel either from within or from other public service organisations to meet the human resource needs.

7.10.0 **Annual Plan**

7.10.1 A head of an organisation shall prepare an annual plan derived from the strategic plan in tandem with budget guidelines issued by MOF. The annual plan shall include

- (a) the organisation's core objectives, based on Constitutional and other legislative mandates and service delivery improvement programmes;
- (b) the core and supporting activities necessary to achieve the main objectives;
- (c) specific functions the organisation will perform internally and those it will contract out;
- (d) the targets to be attained in the budget period;
- (e) performance indicators; and
- (f) monitoring and evaluation system to track the progress made towards achieving those targets and core objectives.

7.11.0 **Service Delivery Improvement Programme**

7.11.1 A head of organisation shall establish and sustain a service delivery improvement programme for the organisation by

- (a) developing and reviewing the service charter, specifying the main service to be provided to the different types of actual and potential customers, as identified by the organisation;
- (b) conducting annual customer satisfaction surveys;
- (c) instituting and utilising consultation mechanisms with the organisation's actual and potential customers with a view to progressively removing barriers and increasing access to services;
- (d) instituting measures on how information about the organisation's services are to be accessed; and
- (e) establishing a system or mechanisms for complaints and grievance redress.

7.12.0 **Procedures**

7.12.1 The commencement of the performance management process requires the availability of the following documents:

- (a) Policy Framework for Human Resource Management;



CHAPTER NINE

WELL-BEING AND SUSTAINED HEALTHY WORKING ENVIRONMENT

9.0.0 **Policy Statement**

9.0.1 The Constitution of the Republic of Ghana under Article 24 enjoins government to ensure that every person has the right to work under satisfactory, safe and healthy conditions and that every worker shall be assured of rest, leisure and reasonable limitation of working hours and periods of holidays with pay, as well as remuneration for public holidays. Employee well-being at its simplest level is about personal happiness that is, feeling good and living safely and healthily. This means that work must not be allowed to undermine basic purposes and needs in the lives of workers, and by extension those of worker's families.

9.0.2 Many aspects of work do not necessarily impact directly on our core life needs. This however, cannot be said for well-being and stress, whose implications run very deep — affecting mind, body and soul.

9.0.3 The government, through the PSC, Heads of organisations, trade unions, civil society organisations among others, shall provide the enabling environment needed for public servants to achieve organisational, professional and personal goals based on high values, ethics, integrity and service-oriented culture.

9.0.4 In drawing up policies and plans on well-being and sustained healthy environment for organisations, MDAs and MMDAs shall seek to achieve the specific objective of creating a workplace environment and culture that nurtures safety, morality, political impartiality, gender sensitivity, loyalty, confidentiality, respect, dignity, integrity, honesty, openness, leadership, confidence and trust to improve productivity.

9.0.5 Heads of organisations must accommodate individuals and groups of individuals to the point of undue hardship to both the individual and the organisation, considering issues of health, safety and cost.

9.1.0 **Scope and Authorities**

9.1.1 This policy applies to all Public Service Organisations as defined by Article 190 of the Constitution. Well-being and sustained healthy environment requires the formulation of policies and programmes which are translated into circulars, manuals and guidelines to guide heads of MDAs and MMDAs, public servants, the general public and other stakeholders.

9.1.2 The PSC has a supervisory responsibility in consultation and collaboration with governing boards or councils and Heads of MDAs and MMDAs for ensuring that these principles and directives are adhered to.

9.2.0 **Principles**

9.2.1 The policy statement supports the core policy objectives of ensuring that Public Service Organisations create and promote conducive working environments for efficient service delivery. Each organisation therefore shall be required to develop, implement and maintain appropriate plans



8.3.0 Responsibilities and Accountabilities

8.3.1 Under the Constitution, the Public Services Commission Act, 1994 (Act 482), the Labour Act 2003 (Act 651) and the various schemes of service and conditions of service, the PSC, MDAs and MMDAs share the responsibility to ensure that these policies are implemented.

8.3.2 The PSC, governing boards or councils and heads of MDAs and MMDAs shall

- (a) ensure that standards for selection and assessment do not discriminate on any prohibited grounds of discrimination, including disability, unless the requirement is a bona fide occupational prerequisite;
- (b) ensure that all employment opportunities are generally advertised;
- (c) ensure that assessment methods or tools used in the selection process, including tests and interviews, accurately assess the qualifications required and do not constitute barriers to the assessment of candidates fairly;
- (d) inform all candidates, in a timely manner, of the type or nature of tests or other evaluation methods that will be used in the selection process;
- (e) respect candidates' right to privacy and confidentiality;
- (f) accommodate the needs of individual candidates with disabilities up to the point of undue hardship;
- (g) create and maintain an inclusive, conducive and safe barrier free work environment that is accessible to all;
- (h) ensure that all managers within the organisation abide by this policy;
- (i) make available the resources necessary for implementing this policy; and
- (j) provide training to public servants to address issues on diversity and gender mainstreaming.

8.2.3 The PSC shall monitor compliance with this policy as part of its overall mandate in ensuring human resource management of the public services.

8.2.4 MDAs and MMDAs shall submit mandatory annual reports to the PSC on compliance with this policy, including major implementation challenges. Based on these reports, the PSC shall periodically review these guidelines.

- (b) job descriptions;
- (c) Staff Performance Appraisal Manual;
- (d) Staff Performance Appraisal Form;
- (e) Sector Medium Term Development Plan;
- (f) Strategic Plan;
- (g) Annual Work Plan and Budget;
- (h) Service Charter; and
- (i) Code of Conduct and Ethics.

7.12.2 The main procedures involved in the performance management process are the following:

- (a) performance planning which
 - (i) is the process of defining a public servant's job, setting performance standards, targets and allocating resources to ensure effective performance within a specific period and which requires an agreement on the targets set to ensure ownership;
 - (ii) involves supervisors meeting with their subordinates to establish key work goals, objectives and behaviours that support achievement of the organisation's strategic plan.
 - (iii) includes preparing a written staff performance and development plan for achieving the key work goals, objectives and behaviours of which the key objectives are specific, measurable, achievable, realistic and time-bound (SMART) and behaviours are demonstrable;
 - (iv) in the planning phase, requires both the supervisor and public servant to discuss the public servant's career goals, aspirations, and any related development activities within the month of January of each year;
 - (v) requires that where a superior or manager changes a public servant's performance plan during the performance cycle, the worker would be evaluated based on the performance plan in effect during each phase of the cycle;
 - (vi) consists of three basic inter-related elements namely: key results areas, targets and resources required; and
 - (vii) requires key results areas, targets and resources to be defined in line with the mission and vision of the organisation, the annual work plan and budget.
- (b) performance measurement which
 - (i) is the regular collection and reporting of data to track work produced and results achieved;
 - (ii) requires the use of the tools of competency frameworks, key performance indicators, metrics (scaling, ratings), annual appraisal or assessment system, probationary reviews, observation on the job, psychometric tests and other behavioural assessments;
 - (iii) provides results which are used to review and set new performance objectives as well as prioritise resource allocations and are also to inform managers on programme directions to enable them confirm or review current programme and activities to meet the goals and objectives of the organisation;
- (c) performance monitoring which
 - (i) in the case of monitoring involves consistent of measurement of performance and provisions of appropriate feedback to the public servant and work groups on their progress toward reaching their objectives and continually monitoring programmes and activities to ensure effective performance;
 - (ii) includes the conduct of progress reviews with public servants and comparison of their performance against their set targets and standards;
 - (iii) an ongoing process that provides the opportunity to check how well public servants are meeting predetermined targets and standards; and
 - (iv) permits changes to be made where necessary thus enables unacceptable performance to be



identified at any time during the appraisal cycle and assistance to be provided to address a performance rather than waiting until the end of the period when the final evaluation is done;

(d) performance evaluation which

- (i) provides a fair measurement of a public servant's contribution to the organisation and an accurate appraisal documentation to protect the interests of both the public servant and the organisation, as well as produce an account of performance and productivity levels;
- (ii) motivates public servants to do their best for themselves and the organisation to improve workplace communication;
- (iii) promotes staff recognition and which requires evaluation to be conducted fairly, consistently and objectively; and
- (iv) is effective if it has standardised evaluation forms, performance measures, feedback guidelines and disciplinary procedures.

7.13.0 Mid-Year Review

7.13.1 Supervisors shall meet with their subordinate staff half-way through the year under review (July) to review the progress in achieving the objectives and targets set out in the plan, provide initial feedback, and make any required adjustments to the written plan. Supervisors and subordinate staff shall carry out on-going conversations throughout the year relating to job performance.

7.14.0 End-of-Year Review and Reporting

7.14.1 During the final evaluation, supervisors will provide a written evaluation of their subordinate staff's performance in achieving the goals, objectives and behaviours set out in the plan for the year.

7.14.2 The evaluation shall be objective and shall be based on the agreed measures of performance. The common evaluation standard as outlined in the Staff Performance Review and Appraisal Form (SPRAF) will be used (see Appendix 3). Outstanding performance shall be recognised and managed, while unsatisfactory or poor performance shall be consistently managed and sanctioned.

7.14.3 The final written evaluation which takes place in December of the year under review shall become a permanent part of the public servant's record. The end of year review shall entail the following:

- (a) assessment process;
- (b) outcome and communication of evaluation results; and
- (c) interim evaluation by supervisor.

7.14.3.1 Assessment process

The assessment process shall include both a written assessment completed at not less than yearly intervals, and regular discussions during this period to monitor progress and take remedial action where necessary. The head of human resource management or supervisor shall

- (a) indicate in writing the period (performance cycle) in respect of which performance is to be assessed and which includes the appeal process;
- (b) before the assessment cycle commences or within one month after appointment or promotion to a post, explain the performance assessment procedure to the staff; and inform the worker of the criteria used for the performance assessment;
- (c) set a specific date for assessment of performance.



8.0.10 The second objective is to promote improved human resource management, based on merit where all public servants feel included and valued, to enable them contribute to the achievement of organisational goals.

8.0.11 The formulation of policies and procedures relating to diversity, especially gender and disability mainstreaming, must take into account the following and any other legislations that may be enacted:

- (a) Persons with Disability Act, 2006 (Act 715);
- (b) The Labour Act, 2003 (Act 651);
- (c) Directive Principles of State Policy in Chapter 6 of the 1992 Constitution;
- (d) national and international conventions on human rights;
- (e) Gender Mainstreaming Policy Framework; and
- (f) United Nations Convention on the Rights of Persons with Disabilities.

8.1.0 Scope and Authorities

8.1.1 This policy applies to all public service organisations as defined by Article 190 of the 1992 Constitution.

8.1.2 Diversity and gender mainstreaming in practice requires that the strategy is translated into concrete practice in policy creation, planning, and other programmes which affect public servants by developing manuals, guidelines, toolkits, among others to guide heads of MDAs and MMDAs who are obliged to work with the strategy.

8.1.3 The PSC has a supervisory responsibility, in consultation and collaboration with governing boards or councils and heads of MDAs and MMDAs, for ensuring that these principles and policies are adhered to.

8.2.0 Principles for Promoting Diversity

8.2.1 All heads of MDAs and MMDAs shall

- (a) reasonably accommodate the needs of all persons through all stages of the recruitment process to address undue hardships and disadvantages arising from discrimination;
- (b) demonstrate commitment to the implementation of decisions on recruitment inline with the organisation's human resource plan so that there is no discrimination against anybody or groups of persons;
- (c) comply with existing legislations and other administrative instructions, which require, among other things, that organisations institute appropriate positive policies and practices to ensure that persons covered by this policy are accorded the requisite recognition, acceptability and opportunities within the public service to enable them perform to the maximum of their ability;
- (d) respect human rights policies which prohibit discriminatory practices on the basis of ethnic origin, religion, age, sex, marital status, family status, disability or conviction for an offence for which a pardon has been granted;
- (e) uphold principles and policies which provide all individuals with equal protection and equal benefit of the law without discrimination; and
- (f) ensure that the Human Resource Department or Unit promotes workplace diversity training to foster communication between diverse groups and introduce new strategies for collaboration and problem solving.



CHAPTER EIGHT

DIVERSITY AND GENDER MAINSTREAMING

8.0.0 Policy Statement

8.0.1 The Employer is committed to the provision of quality services to all Ghanaians by establishing, within the public service, a diversified workforce of qualified workers while ensuring that its obligations under the Labour Act and the Directive Principles of State Policy, as enshrined in Chapter 6 of the 1992 Constitution, are met.

8.0.2 The concept of diversity encompasses acceptance, respect and recognition of our unique individual differences. These are within the areas of ethnicity, gender, marital status, family status, socio-economic status, age, disabilities, HIV/AIDS/TB status, (and other diseases that could lead to stigmatisation), religious beliefs, political beliefs, cultural differences and conviction for an offence for which a pardon has been granted. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity in each individual.

8.0.3 Promoting diversity in the workplace reduces discrimination and improves productivity among workers. A working environment where cooperation and communication is encouraged and fostered will also naturally attract a more diverse group of potential public servants.

8.0.4 Diversity needs to be woven into hiring and promotion policies and practices, based on meritocracy — a system in which public servants are hired and promoted based on their merit and performance and not on gender, disability, political or any other considerations.

8.0.5 Mainstreaming diversity, especially gender and disability, can go a long way towards eliminating discriminatory policies and attitudes in the work environment.

8.0.6 Gender and disability mainstreaming is the process of assessing the implications for women, men and persons with disabilities, of any planned action, including legislation, policies or programmes, in any area and at all levels.

8.0.7 It is a strategy for making concerns and experiences of men, women and persons with disabilities an integral part of the design, implementation, monitoring and evaluation of the policies and programmes in all political, economic and societal spheres so that they benefit equally. The ultimate goal of gender and disability mainstreaming is to achieve equality for all at the workplace.

8.0.8 The Government through the PSC will therefore ensure the development of an inclusive, barrier-free work environment in which all persons, irrespective of age, disabilities, race, ethnicity, religion or beliefs, family status or political views have equal access to opportunities in the public service. Accordingly, diversity shall be integrated into the routine operations and core functions of all public service organisations.

8.0.9 In drawing up their human resource management policies in line with the Model in Chapter Two of this Manual, MDAs and MMDAs shall seek to achieve the principal objective of ensuring that the public service reflects and respects the diverse Ghanaian society so that no person is denied employment opportunities or benefits for reasons unrelated to ability.

7.14.3.2 In respect of outcome and communication of evaluation results for which the following rules apply

- (a) the supervisor shall inform the appraisee of the outcome of evaluation indicating that it is subject to management review;
- (b) the supervisor shall submit the evaluation report to the head of HRM for review, compilation and submission to the head of MDA or MMDA;
- (c) the head of the organisation shall convene a management meeting for final review and approval;
- (d) the head of HRM shall communicate the final evaluation results to the appraisee and supervisor;
- (e) the supervisor shall not communicate the outcome of an appraisee's performance evaluation results to any unauthorised person without the consent of the appraisee in writing;
- (f) where the appraisee is not satisfied with the outcome of the evaluation, the appraisee shall appeal to management through the supervisor stating in writing the grounds or reasons for disagreement with the evaluation in line with the provisions of the Public Service Staff Performance Planning, Review and Decision-making Handbook.

7.14.3.3 Interim Evaluation

The following rules apply to interim evaluation in respect of the performance of a public servant:

- (a) a supervisor shall complete an interim evaluation of a public servant's where the supervisor leaves the position of supervisor during the public servant's performance appraisal period;
- (b) where the supervisor is unable to complete the interim evaluation report because the period for evaluation is insufficient, the supervisor shall take into account the performance of the public servant for the previous year in addition to any available information of the performance of the current year;
- (c) where after six (6) months into the performance period, a public servant is to be posted, transferred, seconded, promoted or demoted into a new position or department with a different supervisor, the supervisor shall complete the interim evaluation before the departure of that public servant;
- (d) a supervisor shall complete the interim evaluation of performance in the original form where a public servant is posted, seconded and transferred to another public service organisation and send the evaluation with the personal file of the public servant to the new workplace for retention by the new supervisor.

7.15.0 Performance Incentives, Rewards and Sanctions

7.15.1 Rewarding Good Performance

7.15.1.1 It is important to recognise and reward a public servant who performs well in order to encourage that public servant to improve on their performance. The reward may include recognition, promotion, training, offer of recreation, among others. However, any financial reward shall be in tandem with existing national pay policy on matching remuneration with productivity.

7.15.1.2 Heads of organisations shall make adequate provisions in the annual budget to establish financial and other incentive schemes for staff performance.

7.15.1.3 To establish an organisational performance incentive scheme, a head of organisation shall, in consultation with, and approval of the FWSC

- (a) determine the nature, rules and control measures of the scheme,
- (b) communicate the nature and rules of the scheme to all staff; and
- (c) ensure that a public servant who implements the quality and quantity control measures of the scheme is not entrusted with the implementation of that scheme in relation to that public servant.



7.15.2.0 **Rewarding Outstanding Performance**

7.15.2.1 Supervisors are to be encouraged to recognise incidents of staff performance that truly are extraordinary and are duly recorded and used during the annual performance evaluation.

7.15.2.2 If the public servant receives an overall annual evaluation of extraordinary performance, the written record must be attached to the assessed annual evaluation form to support the performance scores. (See PMP)

7.15.3.0 **Managing sub-standard performance**

7.15.3.1 Supervisors shall immediately identify poor, substandard, or unacceptable performance. Supervisors normally shall address first-time minor or marginal performance issues through performance counselling and coaching.

7.15.3.2 In the case of major substandard performance, the Head of organisation in collaboration with the Supervisor and the HR Manager shall

- (a) develop performance improvement plan including interventions such as career counselling, coaching, mentoring, retraining, developmental opportunities and re-assignment where appropriate; and
- (b) dismiss the public servant on grounds of inefficiency if desired improvement is not realised within two (2) years.

7.15.3 **Reward for Innovations**

If a public servant creates an innovation or invention of exceptional value to the organisation or the public service as a whole, the State shall

- (a) have the right of use of the innovation or invention;
- (b) reward the public servant through:
 - (i) any non-monetary reward;
 - (ii) a cash award as may be determined; or
 - (iii) both.

7.15.4 **Appeals**

If a public servant disagrees with an evaluation and cannot resolve the disagreement with the supervisor, the public servant may appeal for a review of the evaluation based on the appeal process provided in the Public Service Staff Performance Planning, Review and Decision-making Handbook.

7.15.5 **Dispute Resolutions**

The Heads of the Public Services, Chief Executive Officers or Chief Directors shall resolve disputes in accordance with the provision in the Public Service Staff Performance Planning, Review and Decision-making Handbook.

7.15.6 **Performance Agreement**

In the case of Chief Directors or Chief Executives and their immediate deputies, the assessment tool shall be a performance agreement which shall be written and agreed upon by both the officials and their individual governing boards or councils. Samples of the performance agreement are attached as Appendix 4.

7.15.7 Procedure for evaluating performance of chief executives
(see Performance Management Policy Framework and Manual at www.psc.gov.gh)

7.16.0 **Responsibilities and Accountabilities**

7.16.1 The governance mechanisms capture the roles, responsibilities, authority relationships and how these processes or relationships would ensure the sustainability of the Performance Management System (PMS).

7.16.2 By its mandate, the PSC, in collaboration with the FWSC is responsible for developing the guidelines and standards, which shall provide the framework for institutionalisation of the PMS in public service organisations.

7.16.3 Governing councils or boards are responsible for the administration and evaluation of Performance Agreements signed with Chief Directors and Chief Executive Officers.

7.16.4 The Chief Directors or Chief Executives and Heads of the Public Services are responsible for the administration and enforcement of the PMS in their respective organisations.

7.16.5 The MELR, MOF, the NDPC and the FWSC shall provide national annual performance indicators and measures and productivity indices to determine incentives and rewards for high productivity.

7.16.6 The PSC and the FWSC shall put in place monitoring and evaluation mechanism to ensure compliance with this policy by all institutions.

