

LOCAL GOVERNMENT SERVICE



HUMAN RESOURCE OPERATIONAL

MANUAL

FOR

METROPOLITAN, MUNICIPAL & DISTRICT

ASSEMBLIES

LOCAL GOVERNMENT SERVICE SECRETARIAT

ACCRA, GHANA

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LIST OF ABBREVIATIONS & ACRONYMS

CLOSAG	Civil and Local Government Service Association of Ghana
CV	Curriculum Vitae
DDU	Department, Division and Unit
DCD	District Coordinating Director
DPs	Development Partners
ECS	Employee Counseling Service
GoG	Government of Ghana
GIMPA	Ghana Institute of Management and Public Administration
HR	Human Resource
HROM	Human Resource Operational Manual
ILGS	Institute of Local Government Studies
LGWU	Local Government Workers Union
LGS	Local Government Service
MDAs	Ministries, Departments and Agencies
MMDA	Metropolitan/Municipal/District Assembly
MFA	Ministry of Foreign Affairs
MoFEP	Ministry of Finance and Economic Planning
NRCD	National Redemption Council Decree
NVTI	National Vocational Training Institute
OJT	On the job training
PNDCL	Provisional National Defense Council Law
PSC	Public Services Commission
RCD	Regional Coordinating Director
RCC	Regional Coordinating Council
SGC	Staff Grievance Committee
SIT	Staff-Initiated Training

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FOREWORD

The enactment of Legislative Instrument 1961 (LI 1961) and the Local Government Act, 2003 (Act 656) marked the commencement of the functioning of the decentralized Departments at the Metropolitan, Municipal and District level as Departments of the various Assemblies. The LI 1961 also transferred the staff of the decentralized Departments of the Metropolitan, Municipal and Districts from the Civil Service to the Local Government Service. This places the Local Government Service at the centre of Administrative Decentralization in the country with enormous responsibility of managing and developing the Human Resource of the Assemblies.

The Service recognizes that meeting its mandate of securing effective administration and management of Local Government in Ghana could be both exciting and challenging. It is against this backdrop that the Service has produced this comprehensive Human Resource Operational Manual (HROM). The aim of this manual is to provide clear and well structured treatment of Human Resource Management and Development in the LGS. It is also intended to serve as a quick reference to the staff of LGS particularly Human Resource Managers and Senior Managers who have been entrusted with the responsibility of managing staff. Nonetheless the primary sources of information in this manual are extracts from the protocols of the Service namely; Conditions of Service, Scheme of Service, Code of Conduct and other relevant legislations of the Service. The manual is not supposed to substitute the protocols of the Service; it's to be used alongside these protocols and legislations of the Service.

The Local Government Service would want to thank the GIZ/SFDR and all those who have contributed in diverse ways to the production of this manual.

CALLISTUS MAHAMA, PhD
HEAD OF SERVICE

September, 2013

PART ONE

1.0. INTRODUCTION

1.1. General

The general purpose of this Human Resource Operational Manual (HROM) is to communicate the basic personnel policies, practices and procedures to aid the managerial employees in the efficient and effective management of the business of the Local Government Service. The Manual covers Recruitment, Selection and Retention of employees, Training and Capacity Building, Promotion, Human Resource Planning, Posting and Transfers, Performance Management, Compensation, Diversity and Gender Main Streaming, Code of Ethics/Discipline, Leaving the Local Government Service, among others.

The Local Government Service Act, 2003 (Act 656), the Scheme of Service and Conditions of Service are the primary sources of information for the development of this manual.

1.2. Interpretation

The interpretation of the terms and conditions of this manual shall be made by the Head of Service, subject to the approval of the Local Government Service Council, unless the context requires otherwise.

1.3. Definitions

- i. **Service** means Local Government Service (LGS);
- ii. **Council** means the governing body of the Service as established under Section 6 of the Local Government Service Act, 2003 Act 656;
- iii. **Head of Service** means the Head of the Local Government Service appointed under Section 16 of the Local Government Service Act 2003 Act 656 and includes in her/his absence, the officer appointed to act for him/her;
- iv. **Director** means the officer appointed by the Service and charged with the supervision of a Department, Division or Unit (DDU) of the Service;
- v. **Senior staff** means the holder of a professional or administrative appointment with appropriate qualification not below the grade of an Assistant Director 11B or analogous grade;

- vi. **Junior Staff** means any officer appointed by the Service to a post below the grade of an Assistant Director 11B or analogous grade;
- vii. **Temporary Employee** means an officer who is employed for a continuous period of not less than one month and is not a permanent employee or employed for a work that is seasonal in character;
- viii. **Permanent Employee** means an officer whose continuous stay with the Service is limited by the compulsory retiring age as determined by the 1992 Constitution of Ghana;
- ix. **Contract Employee** means an Officer engaged for a specified period of time which may include an option of renewal;
- x. **Family** means the Officer, spouse and up to (4) biological or legally adopted children up to 18 years;
- xi. **Spouse:** means the wife or husband as the case may be of the officer who is registered with the Service;
- xii. **Child of an Officer includes** Offspring of own issue; step child; legally adopted child and ward;
- xiii. **Misconduct** means any act or omission on the part of an officer which amounts to a failure to perform in proper manner, any duty imposed upon him/her as such or which contravenes any statute, or any rules or regulations of the Service, or an officers behavior or action which is prejudicial to the efficient work of the Service and which brings the Service into disrepute.

1.4. Procedure for Amendments

The Head of Service reserves the right of adding to, amending or canceling from time to time any parts of this manual detailed out here as policies, procedures, laws, national regulations and trends in Human resource management change. The Head of Service shall follow an open, consultative process when developing and reviewing the Manual.

PART TWO

2.0. RECRUITMENT, SELECTION AND RETENTION

2.1. Introduction

Recruitment, Selection and Retention are the most critical and significant Human Resource function. Unless the Local Government Service (LGS) has the best available employees, it will not be able to grow and deliver efficient services to its clients. The drive and motivational levels of the employees need to be high to enable the Service to attain its goals. All the steps of the Recruitment, Selection and Retention processes are equally important in attracting and retaining the right talent.

- i. Recruitment is a process of searching for prospective employees and stimulating them to apply for jobs in the Service.
- ii. Selection refers to the process of choosing the right person for the right job in the Service.
- iii. Retention refers to the ability of the Service to retain or make employees stay in the Service setting.

2.2. Policy Statement

It is the policy of the Service to recruit, select and retain the right staff at the right time, for the right roles to deliver quality services to the people and to achieve its mandate and targets. The process in recruitment, selection and retention must be open, transparent, effective, accountable, career based, merit-oriented and well documented.

The Service is an equal opportunity employer. It does not discriminate against employees or applicants for employment on the basis of gender, race, colour, ethnic origin, religion, creed or social or economic status. The Service will strive to ensure that the staffing levels reflect the national character and that all members of staff are committed to equal employment opportunities practice.

2.3. Purpose/Objectives

Recruitment, selection and retention can fulfill the following objectives:

- i. Reviewing the list of objectives of the Service and to achieve them by promoting the Service in the minds of public;
- ii. Forecasting how many people will be required in the Service; and,

- iii. Enabling the Service to advertise itself and attract adequately qualified and competent employees so that the Service can achieve its mandate and targets.

2.4 Scope/Coverage

The policy and procedures in Recruitment, Selection and Retention shall apply to all categories of posts in the Service as indicated under section 2.5 below.

2.5 Responsibility/Authority

The appointing authorities have the responsibility and accountability to ensure that recruitment, selection and retention in the Service are guided by the policy and principles stated in **2.2 (Policy Statement)**. The appointing authorities and the major job categories are listed in the **LGS Conditions of Service**.

2.6 Procedures:

2.6.1 Vacancy Identification:

The appointing authority, in filling any vacancy within the Service, must first take into consideration the following:

- i. The organizational Human Resource Plan;
- ii. The existence of vacancy;
- iii. The approved Scheme of Service (**see the Scheme of Service**);
- iv. Existing establishment schedule Vs. Actual staff strength;
- v. Exit of the existing employees/ replacement;
- vi. New positions on account of Service expansion;
- vii. Identified talent gaps;
- viii. Job descriptions for positions; and,
- ix. Manpower/Financial clearance by Head of Service/ Ministry of Finance and Economic Planning; and,
- x. Consultation with the Public Services Commission and Sector Ministries as appropriate

2.6.2 Sources and Methods of Recruitment

The Service adopts the following methods of recruitment for filling vacant positions in the Service:

1. **Internal sources**

Internal sources of recruitment refer to obtaining people for a job from inside the Service. The advantages of internal recruitment are:

- i. Internal methods are time saving
- ii. No separate induction program is required. The method increases loyalty and reduces labor turnover; and
- iii. This method is less expensive.

2. **External sources**

External sources of recruitment refer to methods of recruitment to obtain people from outside the Service. These methods are:

- i. Fresh intake of personnel into employment through external advertisement;
- ii. Secondment of officers from other Public Service organizations/ agencies; and,
- iii. Transfer from other Public Service organizations/ agencies.

The advantages of external recruitment are:

- i. Injection of new talents and skills;
- ii. The method encourages competition;
- iii. There is lesser chance of partiality through this method; and,
- iv. It has the advantage of employing fresh graduates, thus increasing employment opportunities in the national economy.

2.6.3 Procedures for Internal Recruitment

- i. Heads of DDU's who need to fill job vacancies should submit an employment requisition to the Human Resource Department for review and approval.
- ii. In certain circumstances, the Service will fill job openings above entry level through promotion, if qualified internal applicants are available.

2.6.3.1 Internal Advertisement

- i. The general rule in all internal recruitments is that all vacancies in Departments, Divisions and Units shall be advertised on the notice board i.e. in-service notice to all serving officers.

- ii. Interested employees who qualify may apply through their Heads of Department, Division and Unit. Where there is no such employee to fill the vacancy, the post shall be filled from external sources.

2.6.3.2 Selection Interviews

- i. If candidates from within the Service are to be considered for the vacancies, the Human Resource Department will facilitate and process in accordance with procedures outlined in Section 5.0 (Promotions, Postings and Transfers).

2.6.3.3 Departmental Examinations

- i. Heads of DDUs may use Departmental examinations to select employees for higher level posts as provided in the Scheme of Service.
- ii. Interested employees who respond to internal advertisements shall send their applications to the Human Resource (HR) department and appear for the examination.
- iii. Successful candidates are given the higher level job. The method ensures proper selection and impartiality.
- v. The Head of Service shall, in consultation with the Public Services Commission and the relevant sector Ministries, determine the nature, standard and content of a written examination to suit the particular requirements of the post being filled.
- vi. The Controller of Examinations of the Public Services Commission may be consulted. The Public Services Commission/Accredited training institutions shall have general responsibility for the conduct of examinations for category “D” and “E” posts in the Local Government Service.

2.6.3.4 Transfers

- i. The Service may also adopt transfer as a method of recruitment. The idea is to select talented personnel from other branches of the Service or from other Public Services and transfer them to the branches where there are shortages of staff or specific skills.
- ii. Heads of DDUs may recommend employees who are aware of the working conditions in the Service and can adjust to the situation. Transfers shall be in

accordance with the procedures outlined in Section **5.0 (Promotions, Postings and Transfers)**).

2.6.4 Procedures for External Recruitment

- i. Heads of DDUs who need to fill job vacancies or want to add a new job position should submit an employment requisition to the Head of Service for approval. All requisitions will be reviewed, but those for new job positions will be evaluated in greater detail before being approved.
- ii. Heads of DDUs shall demonstrate availability of vacancies in the grades to be filled in accordance with Section **2.6.1 (Vacancy Identification)**.
- iii. It must always be established why fresh /new recruitment should be a preferred option to filling a vacancy through promotion from within.

2.6.4.1 External Advertisement

- i. Open advertisement i.e. public advertisement should be a general rule in all external recruitments.
- ii. All advertisements for recruitments must state clearly the name of the job, entry qualifications and qualities required, salary, other fringe benefits, progression and above all the duties and responsibilities of the position, the last date for application and the address to which the application must be sent etc.
- iii. All advertisements shall make it clear that the Service is committed to equal opportunities employment practice.
- iv. Candidates shall normally apply in response to an advertisement.
- v. Applicants shall be free to apply for consideration for appointment into an appropriate Department/Division/Unit, depending on availability of vacancies by completing the official application forms, (see **2.8.1 PSC F 2 www.psc.gov.gh**) to provide the Service with the necessary information about their education, training, experience, and references.
- vi. Candidates must have the requisite qualification and/or experience as may be laid down from time to time by the Service in its Scheme of Service.
- vii. Candidates shall submit applications with Curriculum Vitae (CV) and qualifications (Certificates), evidence of completion of National Service, the names of two (2) referees, one (1) of who shall be from institutions where the

candidates concerned pursued their studies or acquired their relevant professional or industrial experience, or from the immediate past employer.

- viii. Candidates CVs, qualifications (Certificates) and references must be critically examined and cross-checked to avoid falsification of credentials.
- ix. The Head of Service shall consult with the appropriate sector Ministry in respect of sector specific Professional/Technical grade candidates (i.e. Agriculture, Education, Health etc) on the qualifications and requirements for such positions.
- x. The Head of Service and Heads of DDU's may consult with the National Accreditation Board of the Ministry of Education for the determination of relevant equivalences of Certificates, Diplomas and Degrees.
- xi. Upon completion of the application, the candidate becomes an applicant for purpose of Service recordkeeping.
- xii. No discrimination in recruiting or during employment will be made on the basis of gender, race, color, ethnic origin, religion, creed or social or economic status or because of disability.

2.6.4.2 Headhunting

- i. Skills search may be used to identify candidates for senior posts or where skills are scarce.
- ii. This method applies only if it can 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 DDU and/or open advertisement.

2.6.4.3 Competitive Entry Examinations

- i. A competitive written examination shall be conducted in respect of recruitments to all entry level grades in Category "C" and "D" posts in the Service.
- ii. The Head of Service shall, in consultation with the Public Services Commission, determine the nature, standards and content of a written examination to suit the particular requirements of the post being filled.

- iii. Short-listing/Merit-listing of candidates shall be on the basis of the number of applications received, selection method used, cut-off marks decided and the performance of candidates.
- iv. The process of short listing ensures that time is spent only on interviewing applicants who meet the criteria required to do the job.

2.6.4.4 Selection Interviews

- i. Short-listed applicants will be interviewed by a properly constituted Interview Panel to determine whether they have the technical qualifications for the positions and meet the other job-related criteria necessary to perform the jobs.
- ii. The Head of Service/Heads of DDU's shall determine the composition and size of the Selection panel for Categories D and F which should normally not be below three and not more than five panelists.
- iii. The Head of Service shall consult with sector Ministries concerned especially in respect of technical/professional grade applicants for representation on the Selection panel.
- iv. As a rule, all members of a Selection panel should be senior or superior in status relative to the grade to which a candidate is being recruited.
- v. There shall be a secretary to the Selection panel who shall be appointed from within the Human resource Departments of the DDU's.
- vi. In respect of Category "A 2" posts i.e. District Coordinating Directors and National, or District level Directors, the membership of the Selection Panels shall be as follows:
 - 1. Chairman of Public Services Commission or his/her representative who shall be a Commissioner.
 - 2. Chairman of the Council or his/her representative
 - 3. Head of Service or his/her representative
 - 4. Representative of sector Ministry which the professional/technical officer is being recruited
 - 5. External Assessor who shall be an expert in the relevant field.
- vii. For new entry into Categories C posts, the membership of the Selection Panel shall be as follows:
 - 1. Chairman - Head of Service or his/her representative

2. Head of the Department, Division or Unit into which the officer is being recruited or his/her representative
 3. Representative of the Sector Ministry
 4. Representative of the Public Services Commission
 5. External Assessor who shall be an expert in the relevant field
- viii. Selection Panel should sign their Selection Reports before dispersing, i.e. they must be thoroughly satisfied with the selection they have made and sign the scored aggregate results which should be attached to the main report when ready. This is to ensure that there are no delays in transmitting the Selection Panel Reports and also guarantee the credibility of the Report.
- ix. The candidates who emerge as the most suitable are the ones considered for appointment.
- x. The Service may maintain a waiting-list of candidates up to a period of one year. Candidates from the list may be recruited to fill the vacancy from the same batch or new vacancy arising in the Service. Number of candidates to be maintained in the waiting-list may be in the ratio of 2:1 i.e. 2 candidates for each post for which recruitment has been made.

2.6.5 Terms of employment

Conditions of employment of all employees will be:

- i. The terms set out in the letters of appointment will be valid when the appointment is acknowledged and accepted in writing by the applicant within 21 days; and
- ii. Under the terms set out in this manual, there shall be supremacy of the rules and regulations over the letters of appointment.
- iii. The Head of Service shall make appointments to positions required for effective and efficient management of the Service and when necessary in consultation with the Council and the Public Services Commission, setting out the terms and conditions of employment.

- iv. Unless decided otherwise, no appointment shall be made to any post for which no provision is made in the approved establishment of posts and in the annual estimates of the Service.
- v. Positions in the Service are reserved for Ghanaians. Non-Ghanaians may be employed on fixed-term contracts for up to a maximum of three years on the following conditions:
 - 1. Must have acquired valid work and resident permits
 - 2. Position must be in non-sensitive areas of the Service, and
 - 3. The possession of special skills not available in Ghana
- vi. The effective date of appointment shall be the date of assumption of duty/report for duty.
- vii. The minimum age limit for recruitment of applicants to entry level grades in Category “C” and “D” posts shall be 18 years of age and maximum 35 years. The age limit for recruitment of officers in other grades shall be fixed by the Council.
- viii. After obtaining approval for appointment, offer letters shall be issued to successful applicants, specifying the terms and conditions of appointment.
Refer to Conditions of Service and Section 2.8.2 (Specimen Offer Letter of Appointment).
- ix. Appointments shall be valid only when accepted in writing and upon passing medical examinations conducted by a specified government medical officer.

2.6.6 Induction

- i. The successful applicant becomes an employee of the Service on assumption duty.
- iii. Induction is the process of introducing newly recruited employees to the Service.
- iv. Heads of DDU's shall arrange to introduce new employees to the Department/Division/Unit, the staff, office facilities, functions, structure, policies, rules, procedures, work ethics, benefits offered by the Service, job descriptions and other information of value and interest.

- v. Induction program may be conducted for staff in-house or at a convenient place that may be determined by the Service depending on the number of new employees involved.

2.6.7 Placement

- i. After a new employee has been served with the offer/letter of employment and gone through an induction program, the employee is given a specific job and a station in the Service.
- ii. Placement strategies should take into consideration the qualification, background, competencies of the available personnel.

2.6.8. Probation/Confirmation of appointment

- i. All appointments shall be made in the first instance on probation for six months to allow time to see how the new employee settles into the new role and thereby giving the appointing Authority some protection if problems arise.
- ii. On successful completion of probation period, officers are required to be confirmed in the Service by their respective Heads of Department, Division/Unit.
- iii. While processing the proposal for confirmation, compliance with satisfactory Half-yearly Appraisal Reports on their work and conduct are required to be considered after which a formal letter confirming the appointment may be issued to the officer, **refer to 2.8.3 (Specimen Formal Letter of Appointment)**.
- iv. If the employees' work is unsatisfactory at that point, the Heads of DDU's can extend the probationary period for three months to allow the employees more time to reach the required standards with further training and support, or terminate the employment if no further improvement can be made.
- v. The Service may at any time terminate the appointment of a probationer for unsatisfactory service without notice.
- vi. Where the termination of appointment is not due to the employee's misconduct, he or she shall receive one calendar month's notice or one month's pay in lieu of notice. Termination of such an appointment should be referred to the appropriate appointing authority for a decision.

2.6.10. Declaration to Be Made On Appointment

It is the policy of the Service to maintain personnel records for applicants, employees, and past employees in order to document employment-related decisions, evaluate and assess policies, and comply with Government record keeping and reporting requirements.

- a. The Human Resource Divisions/Units shall be responsible for overseeing record keeping of all personnel information and will specify what information should be collected and how it should be stored, secured and disposed of or destroyed.
- b. On assumption of duty, every new employee shall be required to submit the following documents:
 1. Form of Declaration of Age, refer to Section **2.8.4 (Specimen Form of Declaration of Age)**
 2. Staff Registration and Attestation Form, refer to Section **2.8.5 (Specimen Staff Registration and Attestation Form)**
 3. Copy of relieving order from the previous employer, if any
- c. Concealment of facts or any intentional false statement will be considered sufficient grounds for summary dismissal.

2.6.11. Medical Examination

- i. Appointment to any post is subject to evidence of satisfactory health on a medical Certificate issued by a Medical Officer of Government medical facility.
- ii. Notwithstanding the provisions of subsection (i), if within an employee's probationary period, it is established that he/she suffers from a major disease, which should have been detected at the time of the medical examination and which is likely to seriously interfere with his work, his appointment may be terminated.

2.6.12 Scheme of Service

The approved Scheme of Service covering the entire staff of LGS shall be reviewed from time to time in line with changing trends in policy and Human Resource management. Revisions shall cover the following:

- i. Title of post
- ii. Grade

- iii. Qualification/Requirements for entry into the post/grade
- iv. Duties assigned to each post
- v. Salary scales assigned to each grade or post
- vi. Scheme of progression
- vii. Training Programme/schedule

2.6.13 Types of Appointments

2.6.13.1 Full Time Appointment

Except where otherwise specifically stated, all appointments in the Service shall be full time. Any activities outside the scope of the appointment, carrying additional remuneration can only be accepted or undertaken with the permission of the Council.

2.6.13.2 Contract Appointments

- i. All limited engagements shall be initiated by Heads of DDU's and approved by the Appointing Authority.
- ii. The limited engagement of any person into category "A" Post shall be made by the President on the advice of the Public Services Commission given in consultation with the Council.
- iii. Requests for the engagement of a retired person on limited engagement into a Category "A" Post shall include the following conditions:
 - a. that there is no serving officer eligible as immediate replacement;
 - b. the justification for the retention of the skills and experience of the officer;
 - c. that the retention of the officer shall not impede the smooth progress or promotion of serving officers.
- iv. Where the services of a retired Officer with requisite knowledge, skills and experience are needed, the Appointing Authority may offer him/her contract appointment in accordance with the provisions of Act 527 Constitutional Amendment Act 1999.
- v. Appointment on contract may be made in respect of assignments required to be completed within a specified period of time and in respect of posts which are not considered expedient to fill permanently.
- vi. Limited engagement in the Service shall be on month-to-month or year-to-year basis with the option of renewal.

- vii. All limited engagement for of less than six months duration shall not qualify for annual vacation leave.
- viii. No limited engagement shall be offered to a candidate 60 years and above without a satisfactory medical report from a Government Medical Officer.
- ix. Contract personnel below the age of sixty (60) years shall be placed on the same salary levels as their permanent colleagues and will contribute towards the Social Security Scheme.
- x. A Ghanaian or non-Ghanaian Advisor or Consultant shall be engaged on limited terms, not exceeding two years in the first instance.
- xi. The salary and other conditions of an Advisor or Consultant shall be negotiated under prevailing approved rates and the agreement containing the reasons for preferring an Advisor or Consultant, conditions of payment, source of funding, etc. approved by Cabinet prior to the engagement.

2.6.12.3. Acting Appointments and Acting Assignments

- i. Acting Appointments and assignments are unavoidable in the Service. They are resorted to as a stop gap measure to avoid disruption of work and authority arising from such events as:
 - a. Interdiction of the substantive Officer;
 - b. Sudden dismissal, removal or discharge of the substantive officer;
 - c. Absence of the substantive Officer on annual leave, casual leave or sick leave, death or travel outside the country, or
 - d. The assignment of the substantive Officer to other full-time duties.
- ii. All acting appointments or assignments are necessarily temporary and Heads of DDUs are expected to initiate action to fill the vacant position which may occur as in (b), (c), or (d).
- iii. All such vacancies shall immediately be reported to the Head of Service within 48 hours.
- iv. All officers who shall be conferred in Acting Positions must be suitably qualified for promotion to the post and must therefore;
 - a. be confirmed in their substantive grade,
 - b. possess the requisite academic, professional/technical qualifications and experience necessary for entry to the active post;

- c. have satisfactory Staff Performance Appraisal Report.
- v. In the event of a vacancy suddenly occurring in a DDU, the most eligible person available at post shall assume the office immediately and, on the recommendation of the Head of the DDU, the officer shall be confirmed in the post by the Head of Service.
- vi. The minimum period of service to qualify for Acting Allowance shall not be less than six weeks.
- vii. All Acting Appointments shall attract acting allowance equivalent to the difference between the officer's substantive salary and the minimum salary of the post in which the officer is acting.
- viii. Officers who act in positions two or more grades above their substantive position shall be eligible to Charge Allowance equivalent to the difference between the officer's substantive salary and the minimum salary of the grade immediately above the officer's grade.

2.6.12.4 Consultancy Engagement

- i. The Service may engage Consultants to offer specialized professional and advisory services for specified contract periods. In procuring the services of a consultant the Service shall comply with the provisions of the Public Procurement Act, 2003 (Act 663).
- iii. The Service shall ensure that the terms and conditions of the contractual agreement are fully complied with.

2.6.12.5 Re-Appointment

Officers who have resigned or retired voluntarily or prematurely or have been granted leave without pay may be re-employed into the Service subject to the following conditions:

- a) Availability of vacancy
- b) Must have left the employment of the Service in good standing
- c) Must have applied for the post
- d) Must have been declared medically fit
- e) Must have passed an interview
- f) Must pass security and other checks

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 he or she is applying. Accordingly, it is not automatic that the officer will be employed

into the grade from which he or she originally left, or positions in which his or her previous seniority colleagues are currently encumbering.

2.6.12.6.1 Procedures

The following procedure shall be followed for the re-appointment of officers:

- a) Submission of application by the former officer
- b) Recommendation by the head of department to the appointing authority
- c) Consideration and approval of recommendation by appointing authority
- d) Conduct of interview
- e) Preparation and submission of interview report to the appointing authority-Council or Head of Service or Public Services Commission where appropriate for endorsement.
- f) Submission of Advice Paper to the President by the Public Services Commission
- g) Authorization of the Appointment by the President
- h) Issuance of letter of appointment by the Public Services Commission or Head of Service where appropriate.
- i) Acceptance of offer of appointment by Applicant.

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

2.6.12.7 Re-engagement

It is not automatic that an officer who has reached the compulsory retirement age will be re-engaged. Such an officer may be re-engaged on limited terms (post retirement contract) in line with the provisions of the Constitution and subject to the following conditions:

- a. Exigencies of the Service;
- b. Must have retired from the Service in good standing;
- c. Must have been recommended by the Service;
- d. Must be declared medically fit;

The officer shall be put on a flat salary based on the point of the salary scale on which he/she retired on.

2.6.12.7.1 Procedures

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

- a. Recommendation by Council or Head of DDU to the appointing authority, as the case may be;
- b. Provision of evidence of medical fitness;
- c. Consideration and approval of recommendation by the Council or the President as the case may be;
- d. Issuance of letter of appointment by the Head of Service or the Public Services Commission as the case may be;
- e. Acceptance of offer of appointment by the officer.

2.6.12.8 Re-instatement

An officer who has left the Service as a result of a disciplinary decision may be offered appointment on re-instatement terms subject to one or more of the following conditions:

- a. Approval of petition or appeal against the decision of the disciplinary authority
- b. Grant of official pardon by the President
- c. Favorable ruling by a court of competent jurisdiction.

In terms of condition (a) above, 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 (b), the grade as well as salary and other related conditions will depend on the terms and conditions of the pardon. With respect to (c), the terms of the judgment will apply.

2.6.12.8.1 Procedures:

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

- a. Submission of petition or appeal by the aggrieved officer to the disciplinary authority
- b. Disciplinary authority/court upholds the petition/appeals/writ or grants pardon
- c. The officer is re-instated

2.7. Duties

The duties of every employee shall be specified in the job description, Conditions of Service, Scheme of Service and other documents of the Service within the provisions of this Manual.

2.8. Forms/Templates

2.8.1. PSC F 2 – (www.psc.gov.gh) Application For Appointment to A Post in the Ghana Public Services

2.8.2. Specimen Offer Letter of Appointment

Dear Sir/Madame

I have the honor to inform you that the Local Government Service Council has decide to offer you appointment in the Local Government Service asin theclass (Please Specify) subject to medical fitness and other checks with effect from the date of your assumption of duty.

2. The basic salary scale attached to the post is level.... i.e. GH¢per annum. You will enter the scale at the initial point of GH¢per annum and, subject to satisfactory work and conduct, be eligible to receive annual increment in the scale on your incremental date, which will be the anniversary of the date of your assumption of duty, provided you assume duty on a first day of a month. Otherwise your incremental date will be the first day of the month following the effective date of your assumption duty.

3. You will be on probation for a period of six months after which you will be eligible for confirmation in your appointment.

4. Your terms and conditions of service will be subject to the Local Government Service Act 2003, Act 656, and to other general or departmental instructions and administrative directives for the time being in force.

5. You will be required under the Social Security Law of 1991, PNDCL 247, to contribute five percent of your salary towards your retiring benefits.

6. If you have not already been medically examined at the request of this Office, please arrange to do so immediately by presenting this letter to the nearest Government Medical Officer as an authority for the examination. If you are found medically fit, the medical officer will, in addition to forwarding the medical report straight to the Head of the Local Service in confidence, also endorse the reverse of this letter to that effect and affix an official stamp. When the endorsement is made, you should report immediately to the Head of the Local Government Service and present this letter with the endorsement for scrutiny.

7. You will then be instructed as to when and where you are to report for duty, provided the checks referred to in the paragraph above you are satisfactory.

8. This letter also serves as authority for the payment of your salary with effect from the date of your assumption of duty.

9. You are requested to state as early as possible whether you accept the appointment on these terms. If no response is received from you by, it will be presumed that you do not wish to accept the offer which will automatically lapse.

Yours Faithfully,

HEAD OF SERVICE

MR./MRS./MISS/DR

cc: The Minister
Ministry of Finance and Economic Planning
The Chairman
Local Government Service Council
LGSS
The Controller & Acct-General
Accountant-General's Department
The Auditor General
Ghana Audit Service
Director/MIS,
LGSS.

2.8.3. Specimen Formal Letter of Confirmation

Dear Sir/Madame

I have the honor to inform you that you have been confirmed in your appointment in the grade of ----- in the Local Government Service, National, Metropolitan, Municipal District Assembly (MMDA) (specify) on the terms and conditions set out in my offer letter No----- dated-----

2. Your appointment takes effect from-----
3. Your incremental date will be-----
4. Please accept my congratulations on your confirmation.

Yours faithfully

Head of Service

MR./MRS./MISS/DR

cc: The Minister
Ministry of Finance and Economic Planning
The Chairman
Local Government Service Council
LGSS
The Controller & Acct-General
Accountant-General's Department
The Auditor General
Ghana Audit Service
Director/MIS,
LGSS.

2.8.4. Form of Declaration of Age

Dear Sir,

I hereby declare that my date of birth is----- . I have verified the same and request that the Service may accept the same as my date of birth for the purpose of appointment in the Service.

2. I also declare that I will not apply for change in the date of birth at any time during my service and on the strength of this declaration; the Service may accept my date of birth as declared above and appoint me in the Service.

3. As proof my date of birth, I enclose -----

Yours faithfully,

Signature

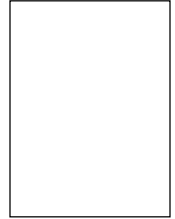
Name in full.....

Date

Encl:

2.8.5. Staff Registration and Attestation Form

Photograph



Staff/number: _____

Full Name: _____

(Last)

(First)

(Middle)

Hometown: -----

Date of Birth: ----- Place of Birth: -----

Permanent Home Address: -----

Present Address in full -----

Telephone/Cell numbers: -----

Personal e-mail Address: -----

Banking Details:

• Account No:-----

• Account Name: -----

• Bank Address: -----

Social Security and National Insurance Trust No: -----

National Health Insurance No: -----

National Identification Number: -----

Passport Type and No: -----

Name of spouse-----

Address in full-----

Personal e-mail Address: -----

Telephone numbers: -----

Names of children:

1 Name: -----

Date of Birth----- Age-----

Occupation/Status: -----

Telephone/Cell No's: -----

Personal email address: -----

Address in full: -----

--

2 Name: -----

Date of Birth: ----- Age-----

----- Occupation/Status: -----

----- Telephone/Cell No's: -----

----- Personal email address-----

----- Address in full: -----

3 Name: -----

Date of Birth: ----- Age-----

Occupation/Status: -----

Telephone/Cell No's: -----

Personal email address-----

Address in full: -----

4 Name: -----

Date of Birth: ----- **Age**-----

Occupation/Status: -----

Telephone/Cell No's: -----

Personal email address-----

Address in full: -----

Persons to be notified in case of emergency:

1. Name: -----

Relationship: -----

Address: -----

Telephone No's: -----

Personal email address: -----

2. Name: -----

Relationship: -----

Address: -----

Telephone/Cell No's: -----

Personal email address: -----

Name and address of next of kin: -----

Names of both parents: Father's name: -----

Address: -----

Telephone/Cell No's: -----

Mother's name: -----

Address: -----

Telephone/Cell No's: -----

Names of Beneficiary and designations for any of the Service's

Insurance, disability, pension etc: -----

Attachments:

- i. Curriculum Vitae with Copies of Education Certificates.
- ii. Completed Form of Declaration of Age
- iii. Whether he/she has been employed by any other institution or by the Government of Ghana and reasons for leaving; Copy of relieving order from the previous employer, if any.
- iv Whether he/she has been convicted of a criminal offence.
- v. Any other relevant information

WARNING:

- 1. Furnishing of false information or suppression of any factual information in this Attestation Form would be a disqualification and is likely to render the candidate unfit for employment in the Service.
- 2. If detained, arrested, prosecuted, bound down, fined, convicted, debarred, acquitted, etc., subsequent to the completion and submission of this form, the details should be communicated immediately to the Head of DDU to whom the attestation form has been sent earlier, failing which it will be deemed to be suppression of factual information.
- 3. If the fact that false information has been furnished or that there has been any suppression of any factual information in the attestation form, comes to notice of the Service at any time during the service of a person, his/her service would be liable to be terminated.

Full Name: -----

Signature: -----

Date: -----

PART THREE

3.0 LEARNING, TRAINING AND DEVELOPMENT

3.1 Introduction

Learning, training and development are key to ensuring that the Local Government Service is equipped to meet present and future Human Resource Development needs and challenges. The acquisition of skills and knowledge and the development of managerial and leadership capacity is critical for the effective management of the Service; it is the foundation of a responsive, accountable and innovative institution.

The Local Government Service is committed to ensuring a life-long learning environment for its employees. This is to ensure that the citizenry are served by a skilled and well-trained professional workforce. It recognizes that foundational learning is required within the service in support of this objective.

Training is the process of imparting specific knowledge and developing skills of staff to make them perform their jobs effectively.

Development is the process of preparing staff not only to perform their present jobs better but to be able to take up future responsibilities.

Learning is the process whereby individuals acquire knowledge, skills and attitudes through experience, reflection, study or instruction.

Staff training and development are essential ingredients to promote efficiency, quality, good work habits and timely service delivery.

3.2 Policy Statement

The basic policy in administering and implementing any type of training, development or learning activity is in accordance with the strategic vision and mission of the Local Government Service. It is the policy of the Service to provide suitable job-related training for all staff where such training is expected to facilitate greater competency in the job performance and develop the potential of staff to assume higher positions in the future.

The Service shall strive to create a learning organization to facilitate staff training and development at all levels. In this regard, Heads of DDUs shall ensure that each member of the service receives at least 5 days (40 hours) of training each year.

3.3 Purpose/ Objectives

The main objective of training, development and learning in the Local Government Service is to help develop key competencies which enable individuals to perform current or future jobs successfully. In this regard, all training and development programmes organized by the Service will be geared towards the following objectives:

- i. upgrading the knowledge and job skills of staff;
- ii. inculcating positive attitudes/mindsets in the staff;
- iii. improving operational efficiency and productivity; and/or
- iv. developing the potential of staff for maximizing mutual benefit to individuals and the Local Government Service.

3.4 Scope/ Coverage

This Policy applies to all Local Government Service DDUs and all levels of staff.

3.5 Responsibility/ Authority

The Council has oversight responsibility and authority in the implementation of this Policy. The Human Resource Directorate will work closely with Heads of DDUs in assessing areas that need learning, training and development support.

It must be noted, however, that learning is a shared responsibility of employees, managers at all levels and Heads of DDUs. Employees 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 prepare them to do the next job. Managers at all levels and heads of DDUs are responsible for ensuring the timely completion of training that supports departmental priorities and the Service's management improvement objectives.

3.6 Procedures:

The decision to proceed with training, development and learning must be proceeded by the existence of:

- a. Organizational HR Plan
- b. Scheme of Service
- c. Organization Training Policy
- d. Conditions of Service
- e. Performance Appraisal Report (including identified training needs)
- f. Collective Bargaining Agreement
- g. Budgetary Allocation
- h. Legislative requirement

3.6.1 Forms of Training, Development and Learning.

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

- a) Orientation and Induction;
- b) Scheme-of-Service training;
- c) Internship/Attachments;
- d) Coaching, Mentoring/Preceptoring, etc.
- e) Study Tours;
- f) Job Rotation;
- g) Conferences/Seminars/Retreats/Workshops.

Heads of DDUs shall determine, arrange and facilitate the participation of eligible officers in training, development and learning programmes, taking into consideration the provisions in their Schemes of Service, availability of funds, identified capacity building needs of officers as indicated in the annual performance appraisal report, and other relevant conditions/circumstances of the DDU.

a. Orientation and Induction

All staff on first appointment shall be required to go through an induction and orientation programme while on probation to acquaint themselves with the operations and administrative procedures, office set-up and general environment of the organization. The duration, venue, time and programme content of the induction

course shall be determined by the Head of DDU. This shall happen at the early stage of staff joining the Service.

b. Scheme-of-Service Training

Serving officers shall be trained to acquire requisite academic, professional and vocational knowledge, skills, and competencies relevant to the performance of their jobs. Schemes of Service provide specific areas of training, development and learning for serving officers to build their capacity. This will enable them perform effectively and efficiently, as well as prepare them to take up higher responsibilities. Scheme of Service training can take the following forms:

- a) continuous professional development courses
- b) degree, diploma or certificate courses
- c) Competency/proficiency-based programmes;

Heads of DDUs shall prepare Scheme of Service training schedules/plans and ensure that they are strictly adhered to. Heads of DDUs shall be required to prepare training schemes to meet individual needs.

c. Internship/Attachment

Internship/Attachment 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 a DDU related to the trainee's major subject.

Internship/attachment may be allowed for short periods. However it is advisable that interns should not work in sensitive areas of the DDU because of the temporary nature of their work. In all cases, there must be formal letters of introduction from the requesting Head of DDU or unit and acceptance by the recipient agency.

d. Coaching, Mentoring/perceptoring

This refers to the methods, programmes, tools, techniques and assessment systems that support human development at the individual level in an organization. It includes the following activities:

- a) defining and executing personal development plans;

- b) developing strengths and talents; and,
- c) building human capital/capacity.

Coaching is derived from a conscious recognition that people are able to learn from everything they do. Coaching, by a manager or more experienced colleagues, can support the learner's development by helping them solve a problem or to carry out a task more efficiently than before. It is focused on developing the individual to meet the objectives of the job.

The Service considers coaching as a positive and proven approach for helping employees develop their skills and abilities, and for resolving issues before they become serious. The fundamental "rules" of coaching in the Service are:

- i. Coaching in the Service shall be founded on Confidentiality and Trust. Coaching can be successful only if coachees are able to discuss every aspect of an issue or challenge with their coach. This requires that the officer coach may need to listen to personal problems or private information that must be kept confidential.
- ii. The most powerful way of helping people to change is to recognize that the solution to the Coachee's problem lies within him/her. This means that the background of an issue and the options available are generally known to the coachee. Therefore the coach's job is to ask the right questions to help coachees arrive at their own conclusions. Of course, the coach can provide helpful inputs or suggestions, but the best answers usually come from the coachee.
- iii. For a coaching session to work well, there should be a lot of relaxed conversation, and the session should be free from the fear of judgment and should not follow any set pattern. At the same time, coaching conversations must be focused in order to be effective.
- iv. The coachee should have a general idea or outline of the objectives of the coaching, both within the specific session and in the longer term. The coach then helps the coachee arrive at that destination by whatever route seems appropriate. The coach should check with the coachee during the session to determine if they're both moving in the right direction.

- v. The best coaching conversations are set up so that the coach and coachee are equal partners, whatever relationship and hierarchy might exist in the workplace. The coachee will define the actual issue, while the coach will use his or her skills to help deal with the issue.
- vi. Coaching typically should be looking for some change to the performance, career, or life direction of the coachee. Determining the right path may require the coachee to look at past experiences and decisions. However, the most positive coaching experiences are sessions that conclude with an agreed set of next steps or actions to take.

Mentoring is a process by which the mentor and mentee or protégé work together to discover and develop the protégé's knowledge, skills, and abilities, usually in a particular area. The mentor acts as a teacher, coach and advisor, offering knowledge, wisdom, insight, or perspective that is especially useful to the protégé's personal and professional development. The mentor is a role model; he does not need to be the direct supervisor.

Mentoring is usually a formal or informal relationship between two people—a senior mentor (usually outside the protégé's chain of supervision) and a junior protégé. Mentoring has been identified as an important influence in professional development in both the public and private sector. Benefits of mentoring include increased employee performance, retention, commitment to the organization, and knowledge sharing. Mentoring is a helpful relationship based upon mutual trust and respect.

Formal mentoring programs have structure, clear and specific organizational goals.

The Service shall implement formal mentoring programs for the following purposes:

- a. To help new employees settle into the Service
- b. To create a knowledge sharing environment
- c. To develop mission critical skills
- d. To help accelerate one's career
- e. To improve retention

In developing a formal mentoring program the Service adopts the following practices:

- i. **Conduct Needs Assessment:** the Service shall create a business case and address why this program is needed, what the Service hopes to gain, and what components the program should include.

e. **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 course syllabus that is distributed to each learner, before the tour. The Service shall encourage study tours across the country among MMDAs and where possible to overseas local government authorities for the exchange of ideas, experiences and good practices

f. **Staff/Job Rotation**

This is a means of moving staff in a series of planned job rotations in various Departments, Divisions or Units in the Service. This brings about the flexibility of choosing staff to perform various duties/tasks. It should, however, not be used without a rotation plan or as a punitive measure.

g. **Conferences/Seminars/Retreats/Workshops**

- i. A **conference** is a meeting of people who "confer" about a topic or subject matter. Conferences often feature keynote presentations delivered to all attendees, as well as multiple break-out sessions. Attendees often expect to receive information about sector, industry, academic or professional trends and developments. Conferences are more than people just presenting information, data, and statistics. Conferences offer attendees an opportunity to learn from those you may have more experience than you in a specific area, or to even share your experiences with others.
- ii. A **Seminar** may be defined as a gathering of people for the purpose of discussing a stated topic. Such gatherings are usually interactive sessions where the participants engage in discussions about the delineated topic. The sessions are usually headed or led by one or two presenters who serve to steer the discussion along the desired path.

- iii. A **Workshop** consists of educational and work sessions. Hands-on-workshops typically involve participants doing work on a particular issue during the program. The promise is that when they leave, they'll have at least a rough plan or tools in place to address the challenge.

Purposes for workshops may vary such as: Informing, Problem-solving or Training. In a workshop, participants play a more active role and there are times when personalized help and assistance is forthcoming from the facilitator/trainer. Individual attention on participants is possible because typically in a workshop, the number of participants is kept low purposely. Lectures play a lesser role in a workshop and more attention is given to impart the knowledge through practical mode

- iv. **Retreats** are frequently off-site, though they do not necessarily have to be. But the key difference between a retreat and other types of meetings is not location; rather it is the purpose and complexity. The essence of a retreat is the creation of physical and psychological space for a work group to “get away” from the day-to-day and “retreat” to where they can be more reflective and expansive in their thinking.

In all circumstances, staff must seek approval from the appropriate authority before organizing any of the above programs.

Informal mentoring is another option for employees to enter into a mentor/protégé relationship. An informal mentoring partnership has less structure and can occur at any time in one's career. The relationship is usually initiated by the mentor or protégé. The Service shall encourage the initiation of informal mentoring relationship in the following ways:

- i. A senior employee may identify a relevant talent in a subordinate and provide guidance and support to develop such an employee in their career development;
- ii. An employee may identify a role model in the organization and together they work to develop a working relationship;
- iii. A supervisor may recommend a specific employee to the protégé to receive mentoring.

3.6.2 Procedure for Training

DDUs 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. The following procedure shall be adopted:

- a) Heads of Human Resource Directorates in consultation with Heads of DDUs shall assess the training needs of their staff.
- b) Heads of Human Resource Directorates in consultation with Heads of DDUs shall prepare annual training plans based on needs assessment. 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
- c) Upon approval of the training, development and learning plans, the Heads of the Human Resource Directorate shall coordinate and implement the plans.

i) Selection for Training, Development and Learning

The selection of staff of the DDU for training and development shall be done in a transparent manner, bearing in mind the length of service of the staff concerned, his/her grade, position and training, history of the officer as well as the exigencies of the service. At no time should the number of staff approved for training affect the performance of the DDU adversely.

ii) Funding of Training, Development and Learning

Possible sources for funding for training programmes may include the following:

- i. the DDU's annual training, development and learning budget
- ii. Government of Ghana (GoG);
- iii. Metropolitan/Municipal/District Assembly (MMDAs) Budget;
- iv. fellowships/ scholarships from Development Partners; and
- v. other sources as may be available to the Service.

Subject to the availability of funds, the DDU shall bear the cost of Scheme of Service training of its staff members. Accordingly, DDUs shall, on an annual basis, budget for critical manpower development. The DDU shall also endeavor to source funding for training opportunities/sponsorship from both local and international bodies, in collaboration with the Ministry of Finance and Economic Planning (MoFEP), Ministry of Foreign Affairs (MFA), the Scholarship Secretariat and other Development Partners (DPs).

iii) Sponsorship for overseas Training

A staff 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 appropriate allowances, including warm clothing allowance at the prevailing government rates. **Warm clothing allowance** is to be paid once every five (5) years to a staff whose training programme is organized in a country located in the temperate zone of the world.

Top-up allowance shall be paid to a staff on a partly-sponsored Programme, or programmes for which external sponsorship falls below government approved rates. Financial support may be offered for data collection for research, thesis and long essays, where necessary. Applicants who are unable to secure sponsorship from the Service may apply for leave without pay for the duration of the course. A letter of non-sponsorship shall be written to the officer, stating grounds for the decision.

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 at a rate determined by the MoFEP.

iv) Training of trainers programme

To ensure cost effectiveness in training, a trainer of trainees programme may be adopted, exploiting the use of the Service's own expertise as resource persons, where necessary.

v) **Staff-Initiated Training (SIT)**

In view of the growing desire of officers to add value to themselves in order to remain competitive in an environment of limited job opportunities, there is an increasing number of officers who, through their own individual efforts, gain admission into institutions of higher learning and take up the payment of tuition and other fees themselves.

This category of officers may be eligible for the payment of their salaries under this policy. The Service 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 employee's current job, duties and responsibilities as well as his/her future career development.

To be eligible for consideration, an applicant must satisfy the following conditions:

- a) shall have served the Service for not less than three years (exclusive of probation period);
- b) shall have exhibited good conduct for the last two years; and,
- c) shall provide proof or justification that the proposed programme is relevant to the individual's current job or to a higher job in the Service for which he or she has demonstrated potential.

1) **Guidelines/ Procedure for SIT**

- a) A staff shall submit an application together with a duly completed training form to his or her Head of DDU through the Head of HR at least three months before the commencement of the programme;
- b) An application for approval to undertake the course shall be submitted by the employee. A copy of the admission letter issued by the training institution shall be submitted to Management upon receipt;
- c) The Head of DDU shall forward the application, together with his/her comments thereon to the Head of HR;

- d) The Head of HR shall collate all applications for training for submission to DCD, RCD or Head of Service for consideration and approval;
- e) The employee shall not, under any circumstances, proceed on any training without the prior approval of the appropriate authority;

The acquisition of a qualification through SIT shall **NOT** confer on the staff an automatic eligibility for promotion, placement etc. Where the programme is considered relevant, placement, upgrading or conversion shall be based on availability of vacancy. In the case of an officer who undertakes part-time study, he or she will redeem the financial assistance and or time taken off the job by serving the Service for at least one year after attaining the relevant qualification.

iii) Resolution of Grievances Related to Training

- a) Any member of staff who feels or suspects that he/she had been treated unfairly in the selection, nomination or approval for training, development and learning may petition the Head of DDU, DCD or RCD for redress.
- b) If the aggrieved staff is dissatisfied with the decision taken on the petition by the Head of DDU, DCD or RCD, he/she may appeal to the Head of Service and ultimately to the Council.

iv) Study Leave

Issues relating to procedures for grant of study leave with or without pay shall be dealt with in accordance with provisions in Part Ten – Leave of this manual.

v) Bonding

Fully sponsored training programmes exceeding three months' duration shall generally attract a bond. Prior to 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 DDU for the period specified in the bond. There shall be two (2) guarantors for each bond.

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 twice the duration of the programme. International training programmes, on the other hand, shall attract a bond period of two and a half times the duration of the programme.

DDUs shall, prior to approval of the study leave facility to applicants, ensure the completion and signing of the bond forms by the officers (applicants). Officers submitting applications for upgrading or conversion shall enclose a copy of completed bond form as part of the supporting documents.

A sample bond form is provided in this manual under Forms/Templates. Staff are advised to use the Public Service Standard Bond Form which can be obtained from Ghana Publishing, Assembly Press.

a) Redemption of Bond

A sponsored staff 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. A beneficiary who, on his/her own volition, 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.

The beneficiary who has completed the course of study and fails to return to work in the Service 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. The above stated conditions for redeeming the bond shall be void if the beneficiary fulfils all obligations.

b) Obligation of Bonding

Where the officer fails to fulfill the terms of the bond, his/her guarantors shall be required to execute the bond by paying the total amount expended in sponsoring the officer, with interest. However, legal action will be taken against any officer who shall breach any of the conditions.

3.7 Forms/Templates

3.7.1 Bond Form

The Service may sponsor eligible serving Officers to undertake various programmes of study. The sponsorship shall be in the form of a fellowship/scholarship and/or the continued payment of salary to the Officer during the entire period of the study. The Head of the Agency is the final authority for approving the grant of study leave. All beneficiaries 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 organization) under the terms
stated to pursue

.....
...(name of training programme) at(name of training
institution/venue) for a period of years.

I agree also to avail myself to serve the(name of
organization) 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 organization) shall take legal action against me
to redeem the bond, in the event that I breach any of the conditions.

Signature..... Date

Address

THIS BOND is made on this day of20.....

We the undersigned

1. Principal Obligor (Beneficiary of the award)

Name

Organization

2. Second Obligor (Guarantor)

Name
Occupation/Position
Organization

3. Third Obligor (Guarantor)

Name
Occupation/Position
Organization

We, the obligors(names of all three obligors) hereby acknowledge ourselves to be jointly and severally bound as heirs/executors to the (name of organization) 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 organization).

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

Signed:

PRINCIPAL OBLIGOR

SECOND OBLIGOR

THIRD OBLIGOR

****IN THE PRESENCE OF (WITNESS)**

Name
Occupation/Position
Organization
Address

.....
.....
.....

Signature Date

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

3.7.2 Training Plan

Programme / Course Title	Objectives	Target Group	Contents	Methodology	Type of Training	Course Duration	Organizers / Providers	Estimated Costs in GH¢
Communication/ Skills	To enable participants develop/improve on their communication skills	10 First Line Managers of Public, Private and Non-Governmental Organizations	Types of Communication - Written Communication - Verbal/Non verbal communication - Assertiveness and influencing Skills - Styles of Communication - Barriers to effective communication	<ul style="list-style-type: none"> ▪ Lectures, ▪ Case Studies ▪ Role play ▪ Group Exercises ▪ Individual Assignments ▪ Plenary Session 	On- the – job (OJT) Off- the- job	5 days	GIMP A	10,000-

3.7.3 Training Scheme Template

i) Preparation of Training Scheme

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

ii) Purpose/Objective

The purpose of instituting the Training Scheme.

iii) 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 the type of training the particular programme will be, for example:

- Induction and orientation;
- Organization specific training or Scheme of Service training;
- on-the-job training;
- Academic;
- Professional;
- Vocational;
- Workshop/Seminar; and,
- Self-development.

iv) Eligibility

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

v) Selection Process

State the type of selection process that will be used to assess the claims of applicants for the training. It should 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 should, therefore, include a provision for the consent of the appropriate Appointing Authority to

be obtained. That is to say that the selection for training should be subject to approval by the Appointing Authority for the grade to which candidates will be appointed after the course. The training scheme should be system-based, on equity and fairness and on competence/seniority.

vi) 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 organization's core business.
- (e) Details of courses attended by applicant within the last 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.
- (i) An undertaking by the applicant to successfully complete the course and return to the service of the organization.

vii) 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 organization 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 (2) years); and,
- (f) In-service, or on the job training in the organization

viii) Scope of Training

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

ix) Terms of Award

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, etc.

- a. For Local Training, allowances may be given to cover residential and non-residential courses including transportation allowance. Where text books 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/officer.
- b. For Overseas Training, sponsorships shall include tuition, accommodation, meals, health and travel insurance, cost of transportation and warm clothing allowance, where applicable.

ix) 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.

x) Bond

It is sometimes necessary to bond officers to serve the organization for a specified period. Wherever this applies, it should be stated in the scheme of training.

(a) Obligation of Bonding/Signing a Bond

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

(b) 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 should not exceed five (5) years.

(c) Execution of Bond

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

xi) Post/Promotion for which staff is eligible after training

Where an officer, who successfully completes a course is eligible for appointment or promotion to a particular post, that post should 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.

xii) Appointment for which eligible on completion of training

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

PART FOUR

4.0 HUMAN RESOURCE PLANNING

4.1 Introduction

The Local Government Service's human resource (workforce) is one of its greatest assets and investments and, as such, it is imperative to plan it properly. Systematic Human Resource Planning improves DDU's decision making and investment in the workforce which ultimately improve workforce and organizational effectiveness.

The Local Government Service requires skills and capabilities, and therefore people to deliver its core business outcomes. In today's knowledge-intensive work environment, people are vital to the effective functioning of the Service. Consequently, a shortage or surplus of people poses a significant threat to the Service's ability to deliver its organizational outcomes within budget. Human Resource Planning enables the Service to identify and mitigate these workforce-related risks. Thus work force planning can be seen as an important component of the Local Government Service's risk management process. Work Force Planning is about knowing the LGS's core business and using this knowledge to position it to deliver the business outcomes and manage human resource- related risks.

It is a process of identifying the workforce capacity and capability the LGS needs to meet its objectives, now and into the future. It aims at ensuring that the right people – those with the skills and capabilities necessary for the work are available in the right numbers, in the right employment types, in the right place and at the right time to deliver the core business outcomes.

The Local Government Service faces challenges in the following areas and hence the need for work force planning:

- i. revenue generation and overall funding level;
- ii. delivery of public services;
- iii. anticipated skill shortages in certain areas;
- iv. the need to respond to demographic and social change, for example the aging population and aging workforce;

- v. increasing demands for modern flexible services; greater efficiency savings and maintaining excellent service delivery;
- vi. responding to changes in technology;
- vii. working collaboratively with partners to deliver more innovative and efficient services;

4.2 Policy Statement

The Local Government Service aims at addressing the challenges of future service delivery demands with an effective human resource planning process in place. Heads of DDUs shall incorporate Work Force Planning into the Assembly's Medium Term Strategic Planning processes. Human Resource (HR) strategies, in turn, should be informed by work force planning to ensure they are correctly prioritized and to respond to current and future workforce issues.

4.3 Policy Objectives

1. The principal objective of this policy is to have an effective Human Resource Planning system in place to ensure that the organization has the right people, with the right skills, in the right place at the right time in order to deliver its objectives and ultimately on its mandate.
2. Human Resource Planning and development will help the organization to:
 - i. Deliver improved services by linking organizational strategy to people management and development plans. Human Resource Planning is a key stage of the Service's planning process;
 - ii. Be more proactive with equality and diversity issues and linked to this, having a better understanding of the demographics of the workforce and comparing this to the local labour market;
 - iii. Identify the knowledge, skills and abilities which are held in-house and identify what learning and development will be needed for the future.
 - iv. Manage change more effectively by being able to prepare for restructurings in advance which could involve the need to either expand or reduce the workforce.
3. **Work Force Planning increases public value** i.e. the ability to increase the level of citizen confidence in the Local Government Service to deliver effective and efficient services that meet their personal, physical, welfare and

security needs.

- 4 It promotes value for money** i.e the ability to reduce costs of operations and transactions associated with delivering service to the community, while fulfilling requirements of organizational revenues and expenditure.
- 5 It improves the likelihood of the attainment of the organization's core business outcomes** i.e. the ability to maintain and improve the quality and effectiveness of services while reducing risks associated with service delivery. This encompasses the ability to ensure business continuity while responding quickly to changes in business delivery to meet citizen needs.
- 6 Increases capability and capacity** -the ability to meet citizen and government demands and expectations, while building trust in the ongoing delivery of outputs and outcomes into the future.
- 7 Improves decision-making**-the ability to make business and investment decisions that take into account the workforce capacity and capability required to deliver successful outcomes.

4.4 Scope/Coverage

The Policy applies to all Local Government Service DDUs

4.5 Responsibility/Authority

The Local Government Service Council has oversight responsibility in the implementation of this Policy

4.6 Procedure

4.6.1 Determining Workforce Needs

The process of Human Resource Planning consists of a number of key stages:

- i. **Analyzing the current workforce.** This involves analyzing the current workforce, their knowledge, skills and abilities to deliver services now and in the future
- ii. **Future Workforce Requirements.** When considering the future requirements a gap analysis will need to be carried out. Staff shortages, surpluses, equality targets, competency gaps and the need for succession planning may need to be listed for attention.

- iii. **Action Planning to meet Future Requirements.** This determines how any skills gaps are going to be met to satisfy necessary demands.
- iv. An Annual Action Plan and a Strategic Plan will be produced each year.
- v. During the Human Resource Planning process and through the use of workforce profile detail, the organization can also establish its position from an equalities perspective and compare this to the local labour market.

4.7 Methodology

- a. All Heads of DDUs are responsible for ensuring a work force planning questionnaire is completed for all service areas. This will then be collated as organizational Human Resource Plan/action plan which will then be developed into a corporate Human Resource Plan/action plan.
- b. Heads of DDUs shall consider the following documents in conducting work force planning:
 - Strategic Plan;
 - Workforce Data, including established posts and structure charts;
 - Record of employees who have left in last twelve months;
 - Planned retirements;
 - Absences such as maternity leave or career break ;
 - Equality and Diversity Information. Analysis must be made of the equalities profile of each DDU;
 - Records on sickness absence; and
 - Training Plan for Section.
- c. The Human Resource Plan must be completed by February of each year for the next financial year.
- d. The Workforce Action Plan will inform any discussions regarding the future shape of the Local Government Service DDUs and any potential redundancy situations which may arise in future years.
- e. The Workforce Action Plan for the DDUs shall involve the views of staff.

4.8 Succession Planning

1. A critical skill is one that, if not present, results in a task not being completed to a satisfactory level, if at all. The lack of a critical skill causes problems, but

the possession of it allows work to continue. A key component which will determine the success of Human Resource Planning is succession planning at all levels where a critical skill is essential.

2. Succession planning is a process during which development activities are planned for employees to ensure the organization retains a satisfactory level of critical skills which may be lost during turnover. The benefit is that the organization will retain institutional knowledge, experience and skills.
3. In support of the Workforce Change plan a development framework will exist. Its purpose is to provide support for the objectives of workforce change in relation to retention of skill.
4. The Development Framework will cover all jobs requiring a critical skill and employees will be involved in both participating in development activities and providing development activities.

4.8.1 The aims of the Development Framework are to:

- i. Provide additional responsibilities within the job role to develop new skills and experience, such as supervising or people management skills;
- ii. Arrange for work shadowing of officers in senior roles in specific situations;
- iii. Setting up of projects and secondment to allow experience of working at a higher level;
- iv. To promote the establishment of cross-functional and inter-departmental working groups and project groups;
- v. To provide coaching or mentoring with other staff to develop knowledge in different areas of the authority;
- vi. To promote attendance at Committees for training purposes; and,
- vii. Provision of specific and relevant internal or external courses.

4.8.2 A selection process is necessary, through the Appraisal system, to ensure equality of opportunity to participate in the Development framework.

4.8.3 Evaluation

1. Human Resource Planning is an on-going process of forecasting, clarifying and identifying organizational service needs. The Human Resource Plan acts as a map for heads of organizations to ensure that the right people, with the

right skills, are in the right jobs.

2. It is important that actions are reviewed and achievements assessed. Some key questions may include:
 - i. Were the actions completed?
 - ii. Did they achieve the required targets and outcomes?
 - iii. Were the targets and outcomes the right ones?
 - iv. What were the lessons learnt from the exercise so they can be taken into consideration when developing future plans?
3. In addition to the above, the Human Resource Planning process should also be evaluated to check whether or not each of the component parts is still operating effectively and if not, recommend the changes which need to be made.
4. Heads of organizations shall ensure that the implementation of the Human Resource Plan shall be evaluated at the end of each financial year by management.

4.9 Forms/Templates

The following three Forms shall be completed as part of the strategic planning process: They are as follows:

4.9.2 Form 2: Future Workforce Profile, and

Post State the exact post. Grade A-P	Any likely increase /decrease in activity /workload If yes State what and why: 1. 2. 3		Any service delivery changes e.g., changes in where and how the services are delivered. If yes State what and why: 1. 2. 3		Any changes to service provider. If yes, please state what and why		Any changes because of technological advances? If yes, state what or why	
	what effect, if any, will this have on staff numbers	what effect, if any, will this have on skills required	what effect, if any, will this have on staff numbers	what effect, if any, will this have on skills required	what effect, if any, will this have on staff numbers	what effect, if any, will this have on skills required	what effect, if any, will this have on staff numbers	what effect, if any, will this have on skills required

4.9.3 Form 3: The Work Force Action Plan

Post State the exact post: Grade A-P	Changes in professional working practices and job roles, integration with other agencies. If yes, state what or why 1. 2. 3.		Changes in the way individuals work e.g, working time regulations etc. If yes, yes state what and why: 1. 2. 3.		Anticipated Retirement /Leaves	
	What effect, if any, will this have on staff numbers?	What effect, if any, will this have on skills required?	What effect, if any, will this have on staff numbers?	What effect, if any, will this have on skills required?	What effect, if any, will this have on staff numbers?	What effect, if any, will this have on skills required?

PART FIVE

5.0 PROMOTIONS, POSTINGS AND TRANSFERS

5.1 Promotions

5.1.1 Introduction

A promotion is normally a move by an employee to a vacant position at a higher grade level within a class in a Department, Division or Unit of the Service. Promotions generally result in taking up a higher responsibility and a salary increase at the time of promotion.

5.1.2 Policy Statement

- i. The Service will attempt to fill vacancies when appropriate, by promotions from within the Departments, Divisions and Units.
- ii. The Service shall offer employees promotions to higher level positions based on fairness and merit.
- iii. Employees shall be promoted subject to satisfying the conditions for advancement specified in the relevant Scheme of Service for the Class.
- iv. As a general rule, Heads of DDU's shall spend as much time and effort on promotion decisions as it does on the initial hiring process to ensure that only deserving candidates are promoted.

5.1.3 Purpose/Objectives

The Service policy on promotions shall aim at:

- i. Providing employees with the opportunity to obtain personal advancement, greater job security and career growth;
- ii. Increasing efficiency in work processes.
- iii. Raising the levels of remuneration and fringe benefits;
- iv. Generating loyalty through the recognition of individual merit and rewarding for proven industry and capability; and
- v. Improving morale and self-esteem by fulfilling employees' need for increased status.

5.1.4 Scope/Coverage

The policy and procedures in Promotion outlined in this part of the manual shall apply to all categories of posts in the Service as listed in the Conditions of Service.

5.1.5 Responsibility/Authority

The Council, Head of Service, Heads of DDU's and Human Resource Directors have the responsibility and accountability to ensure that all employees are encouraged to seek advancement opportunities and obtain promotion and career guidance.

5.1.6 Procedures

Promotion is an important exercise having bearing on the career of the officers. It is, therefore, necessary to ensure that adequate care is taken to obviate possibility of any error or omission while conducting a Promotion exercise.

5.1.6.1 Eligibility for Promotion

Promotion shall be considered only when there is a vacancy in the approved establishment and upon satisfying the conditions specified in the relevant Scheme of Service. An employee shall be considered for promotion when the following conditions are met.

- a. Promotion shall be made on merit to be competed for by eligible officers in the grade.
- b. In determining merit, account shall be taken of efficiency, job-related qualifications, potential, experience, sense of responsibility, ability to co-operate with others, initiative, attitude towards work, general behavior, conduct and leadership qualities.
- c. He/she is a confirmed employee with the Service.
- d. He/she has served the required number of years in the grade.
- e. Promotions in categories 'D' 'C' and 'B' shall be based on the satisfactory completion of a minimum period of service as specified in the Scheme of Service and where applicable upon membership of a Recognized Professional Body as specified in the Professional Bodies Registration Decree, 1973 (NRCD 143).
- f. He/she has passed the prescribed examination, where necessary.

- g. He/she has undergone a prescribed relevant training programme specified in the Scheme of Service.
- h. He/she has passed the interview where necessary.
- i. He/she is not on leave without pay for a period exceeding one year.
- j. The work and conduct of the recommended candidates are satisfactory as confirmed by the last two consecutive Staff Performance Appraisal Reports.
- k. He/she must not have any disciplinary actions during the same period.
- l. Seniority shall be taken into consideration only when all other things are at par.
- m. Seniority between officers of the Service holding posts with the same salary scale shall be determined according to their respective appointment/promotion dates, or if these dates are the same, according to their previous seniority. In this respect previous seniority in relation to an employee of the Service means seniority immediately before he/she attained the current position.
- n. Employees on study leave of more than one-year duration shall not be considered for promotion until they return to their posts.
- o. Employees proceeding on study leave and who are eligible for promotion may apply for consideration for promotion before they leave.

5.1.6.2 Promotion in the Service

Broadly, the following steps will be necessary in Promotion exercise.

- a. Assess the vacant posts/vacancies available in each category of posts for which a promotion exercise is to be held.
- b. Prepare list of the officers who are eligible for promotion under the promotion policy.
- c. Put-up the proposal(s) for approval of the appropriate authority for conducting the promotion exercise and constitution of Staff Promotions/Interview Committees.
- d. Obtain 'No Objection' in respect of the eligible officers from the appropriate authority.
- e. Prepare profile of the eligible officers, indicating qualification, experience, appraisal marks, leave records, excellence/deficiency in service etc.

- f. Issue request letters to the duly constituted Interview Committee Members after its constitution by the appropriate authority.
- g. Issue interview letters to the eligible officers.
- g. Review arrangements for the Interview a day or two in advance.
- h. Handover folders containing profile of candidates and other documents to the Interview Committee Members before commencement of interviews.
- i. To facilitate decisions by the Interview Committee Members, a detailed Information Sheet is made available to the Interview Members.
- j. Similarly, a Marks Sheet is made available to the Interview Committee Members for indicating marks obtained by the candidate during the Interview. Sample marks sheet is provided in Section 5.5.1. (**Interview Assessment Format**).
- k. Mark sheets should be taken from all the Committee Members duly filled in and signed by the members at the end of the interview.
- l. Prepare Final-Results after adding performance appraisal mark, qualification marks and interview marks.
- m. Put-up Final Results to the Appointment Authority for approval. Sample Selection Board Assessment Report is provided in, **Section 5.5.2. (Selection Board Assessment Report)**.
- n. Issue promotion letters to successful officers.
- o. Copy of the Promotion letters/orders shall be placed in the personal files of the successful officers.
- p. Workout pay fixation of the promoted officers, obtain approval and issue proper fixation order.

5.1.6.3 Promotion Registers

Heads of Department/Division/Unit shall compile and update regularly Promotion Registers which shall contain personnel details, including Date of Birth, Date of first appointment, Grade and expected promotion date of staff in all classes.

5.1.6.4 Promotion Schedules

DDUs shall prepare Promotion Schedules, out of Promotion Registers, of all eligible officers due for promotion in the ensuing year, by the end of November each year and forward same to the Local Government Service Secretariat and the Council.

5.1.6.5 Initiation of Promotion Process/ Promotion Authority:

Category “A” Posts

Promotion to category “A” Posts shall be initiated by:

- i. National Level – Head of Service
- ii. Regional Level- Regional Coordinating Director
- iii. District Level - District Coordinating Director

Recommendation for promotion which shall be submitted to the Head of Service for processing shall indicate:

- i. List of officers in the grade showing dates of their previous promotion;
- ii. Vacancies in the grade; and,
- iii. Submission of the last two consecutive years Staff Performance Appraisal Reports on the candidates, submitted at least six months before their recommendations.

The Head of Service shall submit the proposals with comments to the Council which shall, in consultation with the Public Services Commission make appropriate recommendations to the President as to their suitability

Category “B” and “C”

Promotions to Category “B” and “C” Posts shall be initiated by:

- i. National Level - Chief Director/Head of DDU;
- ii. Regional Level- Regional Coordinating Director; and
- iii. District Level- District Coordinating Director.

The specified authorities shall ensure that candidates meet fully the eligibility criteria for promotion.

Category “D” and “E” Posts

Promotions to Category “D” to “E” posts shall be initiated by:

- i. National Level – Chief Director/Head of DDU ;
- ii. Regional Level - Regional Coordinating Director/Head of DDU; and,
- iii. District Level - District Coordinating Director/Head of DDU.

The specified authorities shall ensure that candidates meet fully the eligibility criteria for promotion.

5.1.6.6 Methods of Promotion

Promotions in the Service shall be by any of the following methods which shall be determined by the specified authority:

a. Assessment interviews

The specified authorities shall determine the composition of an Assessment Interview Panel which may be varied to suit the special requirements of a DDU or local conditions. The membership which may not be less than three shall include:

- i. Chief Director/Head of DDU or representative as chairman;
- ii. A member from the DDU who shall be senior in rank to the candidate(s), or;
- iii. A member representing the relevant sector Ministry;
- iv. A member representing the related recognized Professional Association;
- v. A representative of the Public Services Commission at the appropriate level should be part of Assessment of Candidates at Interviews;
- vi. In order to ensure uniform standard assessment of Category “B” and “C” candidates, Promotion Assessment Interviews shall be organized at the regional Headquarters at the instance of the Regional Coordinating Directors.
- vii. Assessment may be in conformity with the Assessment Format as in Section 5.5.1 (Interview Assessment Format).

b. Promotions based on Results of Prescribed Examinations

- i. Lists of Examination Grades in the Service are prescribed in the approved Scheme of Service for job Classes in the Service.
- ii. No Examination shall be conducted for grades where there are no vacancies.
- iii. Heads of DDUs are obliged to organize in-service and other pre-examination courses for their staff.
- iv. The results of prescribed examinations shall be the basis for all promotions. The prescribed examinations shall include:
 - a. Limited and Competitive Examinations conducted by the Public Services Commission
 - b. Promotion Examinations conducted by the Public Services Commission

- c. Secretarial Examinations conducted by the Government Secretarial School, NACVET, NVTI
- d. Vocational Examinations conducted by NVTI- National Craftsmen Certificate, Trade Test Certificates and Proficiency Certificates
- e. Technical and Vocational Examinations by Ministry of Education (Technical Education Division and Polytechnics), Higher National Diploma, City and Guilds Certificates

5.2. Postings

5.2.1 Introduction

A posting is a change of an officer's location within the Service and it may or may not imply increased responsibilities. An employee's movement may be effected with the same grade or on promotion or on the expiry of a duty tour.

5.2.2 Policy Statement

It is the policy of the Service to post employees to where their services are considered to be most appropriate in the interest of the Service. Posting of employees shall be kept to the minimum to ensure stability of tenure and compatibility with efficiency, productivity and the exigencies of the Service. Where an officer is undergoing an approved course of study, he/she shall not be posted out of his/ her station without his /her consent.

5.2.3 Purpose/Objectives:

- i. To ensure a rational and even distribution of skills in the Local Government Service;
- ii. To enable the sustainability of system-wide operations of the Local Governance Machinery.
- iii. To promote career development, acquisition of experience and progression of employees in the Local Government Service.
- iv. To ensure stability of tenure compatible with efficiency, productivity and the exigencies of the Service.
- v. To encourage employees to offer service in every part of the country including rural areas.

5.2.4 Scope/Coverage

The policy and procedures in posting outlined in this part of the manual shall apply to all categories of posts in the Service as listed in Conditions of Service.

5.2.5 Responsibility/Authority

The Council, Head of Service, Heads of DDU's and Human Resource Directors have the responsibility and accountability to ensure that there is justice and equity in all postings.

5.2.6 Procedures

5.2.6.1 Period of Tour

- i. A posting is the movement of an officer to any station in the Local Government Service with the same grade or on promotion or on the expiry of a tour.
- ii. A tour is a specified period an officer may remain at a posting.
- iv. A tour shall be for a period of four years for all employees in the Local Government Service.
- v. No posting shall be for more than two tours or eight years in the case of senior officers and not more than three tours or twelve years in the case of junior officers.
- vi. All officers of the Local Government Service shall serve for a minimum of one tour in the Regional Coordinating Council and two tours in two Districts within a Region.
- vii. Officers of the Local Government Service shall serve in the Districts in at least three Regions in the course of their career.

5.2.6.2 Previous Posting

- i. All postings shall take account of an officer's postings history.
- ii. An officer shall not be expected to be posted to a previous duty station except in another capacity or the exigencies of the Service so demand.

5.2.6.3 Reposting during a Tour

An officer may be re-posted during the period of a tour to another Local Government Service DDU on stated grounds consistent with the policy of the Government and the Rules and Regulations of the Service.

5.2.6.4 Request for Posting on Personal Grounds

A request from an officer for posting on personal or health grounds or to join spouse may be considered subject to the exigencies of the Service

5.2.6.5 Notice of Posting

- i. A reasonable notice of not less than two weeks and not exceeding one month shall be given to an officer prior to posting.
- ii. All regular postings shall, as much as possible, coincide with the academic year to ensure that officers have sufficient time to make satisfactory arrangements for the relocation and/or admission of their wards in schools at their new stations or nearer their posting as they may consider appropriate.

5.2.6.6 Posting of Officers with Physical Disability

- i. Posting of Officers with physical disabilities shall as far as practicable be minimal except for reasons of Public Policy or poor health.
- ii. In the specific case of poor health, posting shall be at the discretion of the posting authority or at the request of the officer concerned.

5.2.6.7 Posting of Married Couples

- i. Married couples, both of whom are Local Government Service employees, shall, as far as practicable, be posted to the same station or near enough to each other's station.
- ii. All requests for postings to join or to be near to a spouse's posting shall be sponsored by the couple.

5.2.6.8 Release of Officers on Posting

- i. Regional Coordinating Directors and District Coordinating Directors are to inform and release immediately, officers under their authority who have been selected for posting.
- ii. Copies of the release letters should be sent to the Head of Service.
- iii. No applications for leave from officers selected for posting should be entertained by Assemblies from which the officers are being posted. Such applications should rather be considered by the stations to which the officers have been posted.

5.2.6.9 Receiving Officers on Posting

It shall be the responsibility of the Chief Directors, Regional Coordinating Directors and the District Coordinating Directors receiving officers on posting, to as much as practicable, arrange transit accommodation and hospitality for such officers pending their final settlement.

5.2.6.10 Payment of the Salary of Officers on Posting

Chief Directors, Regional Coordinating Directors and District Coordinating Directors receiving officers on posting shall immediately on arrival of the officers ensure the completion and submission of IPPD (PERS11) Posting and Transfer Form, to which shall be attached a copy of the posting instructions, to the IPPD Unit at the Local Government Service Secretariat.

5.2.6.11 Rewards and Benefits in Respect of Postings

5.2.6.11.1 Posting (Transfer) Grant

- i. All Officers who proceed on posting from one Region or District to another shall be entitled to the payment of a posting (Transfer) Grant of one month gross salary on arrival at their new stations. This is to be facilitated by the receiving station.

5.2.6.11.2 Traveling and Transport

- i. All Officers on posting shall be entitled to the transportation of their luggage (personal effects) and those of their dependants to their new stations at cost to the Service.
- ii. The entitlements of Officers on posting shall be:

- a. Director and above - 20 metric tonne luggage.
- b. Deputy Director, Assistant Director1 and Analogous grades - 15 metric tonne luggage
- c. Officers below Assistant Director 1 and Analogous grades - 10 metric tonne luggage
- iii. The entitlements to transportation expenses shall be as follows:
 - a. Director and above - Officer, spouse, 4 children and 2 house –helps
 - b. Deputy Director, Assistant Director I and Analogous grades-Officer, spouse, 4 children and 1 house - help
 - c. Officers below Asst. Director 1 and Analogous grades - Officer, spouse and 4 children
- iv. DDU's to which officers are posted shall be responsible for the payment of all rewards and benefits.

5.2.6.12 Posting of Category “E” and “F” Personnel

Category “E” and “F” personnel shall not be posted unless the exigencies of the Service so demand.

5.2.6.13 Non-Compliance with Posting Instructions

- i. Disciplinary proceeding shall follow the same procedures as outlined in Local Government Service Rules and Regulations.
- ii. It shall be misconduct on the part of any employee to:
 - a. refuse to comply with posting instructions;
 - b. refuse to release an officer affected by posting instructions;
 - c. conceal posting instructions from the Regional Coordinating Director, District Coordinating Director or the officers affected;
 - d. fail to hand over properly prior to proceeding on posting;
 - e. withhold unreasonably the transfer of the salary of an officer on posting or;
 - f. fail to delete the name of an officer who has refused to proceed on posting after 20 days of release.

5.2.6.14 Consultation in respect of Posting

- i. Notwithstanding the foregoing, the Head of Service may be consulted in any posting to be made by the Regional Coordinating Director and the District Coordinating Director.
- ii. The Head of Service should be served with copies of all posting instructions emanating from the Regional and District Coordinating Directors
- iii. Similarly, the Head of Service may consult with the Regional Coordinating Director and District Coordinating Director, as the case may be, in respect of the posting of Local Government Service employees.

5.2.6.15 Responsibility for Disciplinary Process

- i. The Regional Coordinating Director or District Coordinating Director expected to receive an officer posted to that Regional Coordinating Council or Assembly shall be responsible for initiating any disciplinary processes that may arise out of any posting instructions and the Head of Service informed immediately of the outcome.
- ii. For the avoidance of doubt, an officer who fails to comply with posting instruction shall be deemed to have vacated his/her post 20 days after the officer has been duly released to report at the new station.
- iii. The former head of the affected officer shall accordingly be informed to place embargo on the payment of salary to the officer.

5.2.6.16 Grievances Against Postings

5.2.6.16.1 Petitions

- i. All petitions and complaints from aggrieved Local Government Service employees against postings shall be routed through Regional Coordinating Director and District Coordinating Director to the Posting Authority for consideration.
- ii. All petitions against postings shall be lodged with the appropriate Posting Authority within 7 days of the date of the posting instructions and shall be dealt with before the expiry of the effective date of the posting or within a month of posting instructions.

5.2.6.16.2 Appellate Authority

The following authorities shall consider appeals on petitions in respect of posting in the Service:

- i. Petitions against nation-wide posting of staff – Local Government Service Council.
- ii. Petitions against intra-Regional posting – Head of the Local Government Service.
- iii. Petition against intra-District posting – Regional Coordinating Director

5.3 Transfers and Secondment

5.3.1 Introduction

- i. A transfer within the Local Government Service is usually a movement of an officer from one Department/Division/Unit or class to a vacant position in another DDU class or to another Public Service Organization and normally involves change of designation and duties.
- ii. Secondment is the movement of a Local Government Service employee to a Public Service organization for a specified period with the option for renewal.

5.3.2. Policy Statement

- i. It is the policy of the Service that it may at its discretion initiate or approve employee transfers from one class to another or from the Service to another Public Service organization.
- ii. The Service may also approve employee request to make a temporary or permanent transfer or secondment to other Public Service organizations.
- iii. The Service shall attempt to limit the number and duration of transfers or secondment to other organizations.

5.3.3 Purpose/Objectives

Transfers initiated by the Service or employees may be necessary because of:

- i. the need to rotate employees to gain new or broader experience;
- ii. dislocations caused by reductions in work force;
- iii. the friction and disputes among co-workers;
- iv. the desire by employees to use their skills better in other areas;

5.3.4 Scope/Coverage

These rules and regulations apply to all Categories A, B, C and D grade officers.

5.3.5 Responsibility/Authority

The Council, Head of Service, Heads of DDUs and Human Resource Directors have the responsibility and accountability to ensure that all transfer decisions are based on objective criteria and approved procedures that are clearly communicated to employees.

5.3.6 Procedures

5.3.6.1 Eligibility for transfers or secondment

To be eligible for a transfer or secondment employees normally must:

- i. meet the requirements of the new position;
- ii. have held their current position for at least one year and have been confirmed in their appointment;
- iv. have a satisfactory performance record;
- iv have no disciplinary actions against them during the same period.

5.3.6.2 Transfers and Secondment in the Service

Requests for transfer or secondment normally should be handled as follows.

- i. An application for transfer or secondment shall be addressed to the Head of Service for determination.
- ii. All applications for transfer or secondment shall be routed through the Regional Coordinating Director and District Coordinating Director to the Head of Service for consideration.
- iii. All requests should include the reason for the transfer or secondment and the department and specific job that the employee wants.
- iv. The RCD/DCD should determine if the requested job or a suitable job vacancy exists and whether the employee is eligible, before forwarding the request to the Head of Service with a recommendation for approval or disapproval.

- v. All transfers and secondments to and from the Service to other Public Service organizations shall be approved by the Head of Service.
 - a. Secondment may be granted for two years in the first instance and renewable for a further period of one year only on application to the Head of Service.
 - b. The details of the grant of any secondment shall be spelt out in each case.
 - c. No transfers or secondment to other Public Services shall be effected unless a firm offer of appointment has been made to the officer/applicant.
 - d. Pay for transferred employees generally will be handled as follows:
 - (a) Employees transferred to a job within the same salary range will continue to receive their existing rate of pay;
 - (b) Employees transferred to a job in a higher salary range will be paid at the higher rate;
 - (c) Employees transferred, for management's convenience; to a job in a lower salary range usually will be paid at their former rate.
 - (d) Employees transferred for disciplinary reasons, lack of work, reorganization, or at their own request to a job in a lower salary range will be paid at the lower rate when they begin the new job.
 - (e) Transfers involving employees moving into, out of, or within any unit covered by a labor contract will follow the provisions of the contract.

5.3.6.3 Posting Authority in the Service

5.3.6.3.1 The Head of Service

The Head of Service shall be responsible for the posting of all Local Government employees nation-wide to the Regional Coordinating Councils.

5.3.6.3.2 Regional Coordinating Director

The Regional Coordinating Director shall be responsible for the intra-regional postings of all Local Government Service employees within the region.

5.3.6.3.3 District Coordinating Director

The District Coordinating Director shall be responsible for the intra -District postings of all local Government Service employees within the District.

5.4. Handing Over Notes

- i. Regional Coordinating Director and District Coordinating Director are to ensure that officers selected for posting, transfer and secondment hand over their duties comprehensively in accordance with prevailing regulations before their final departure.
- ii. On no account shall the inability of an officer to hand over comprehensively within the specified period of posting be accepted as an excuse for non-compliance with posting instructions.

5.5 Forms/Template

5.5.1. Interview Assessment Format

Candidates at interviews shall be assessed on the following criteria:

- i. Appearance**
 - a. Dressing
 - b. Grooming
 - c. Comportment
 - d. Speech
 - e. Manners
 - f. Alertness
 - g. Responsiveness
 - h. Maturity of outlook
 - i. Self Confidence
 - j. Equanimity of temperament
- ii. Background**
 - a. Education
 - b. Relevant training
 - c. Career pattern
 - d. Employment history
 - e. Social orientation (interest in Community Affairs)
 - f. Hobby
 - g. Self development
- iii. Experience**

- a. General knowledge of employment and organizational setting
- b. Specific knowledge of function of the post to which the officer is to be appointed/promoted
- c. Career interest and prospects
- d. Emotional stability
- iv. **Intellect**
 - a. Mental alertness
 - b. Clarity of thought
 - c. Power of comprehension
 - d. Analysis of problems
 - e. Reasoning ability
 - f. Intellectual curiosity
 - g. Originality
- v. **General Knowledge**
 - a. Knowledge of current events
 - b. Understanding of current events at the national and international scene
 - c. Ability to appreciate the significance and implication of events in the country.

Note:- Total scoring is at 100% and percentage weighing may be carried depending on the grade and type of post.

5.5.2 Selection Panel Assessment Report

Local Government Selection Panel

Promotion to the Grade of (Please Specify)

A selection Panel constituted at the instance of the (Please Specify DDU/RCC/MMDA) met at the (Please specify **date(s) at time & day**) to interview (Please Specify **Number**) of Candidates listed in Paragraph 3 below for consideration for promotion to the grade of (**Please Specify**) in the Local Government Service.

2. The Vacancy (ies) in the grade declared by the (Please Specify **DDU/RCC/MMDA** is ---.

3. The following constituted the selection Panel:

CHAIRMAN -

MEMBER -

MEMBER -

SECRETARY -

(A minimum of 3 including the Chairman constitute a quorum)

4. The list of (Please Specify **number**) candidates submitted to the selection Board comprise the following:

No.	Name	Age	Posting

5. Based on the Assessment criteria in the Guidelines for Appointments and Promotions in the Local Government Service, the selection Panel assessed the candidates over a total of Please Specify **marks** with ---- as the average pass marks awarded by each Panel Member.

6. At the end of the interview the results according to order of merit is as follows:

No.	Name	Marks obtained	Merit

7. The under-mentioned (Please Specify **number**) candidates were absent and no reasons have been received up to date to justify their absence. There was however evidence that they were duly invited to the interview through their respective DDUs

No.	Name	DDU	Posting

8. On the basis of the assessment stipulated in Paragraph 5 above the Selection Panel was satisfied that the candidate(s) No(s) (**Please Specify**) were successful and deserve to be promoted to the grade of (**Please Specify**).

9. The Selection Panel does not consider candidate(s) No(s) (**Please Specify**) suitable for promotion in the current exercise and may be considered for assessment 6months from the date of interview.

10. The Selection Panel recommends accordingly to the (Please Specify **DDU/RCC/MMDA**)
as in Paragraphs 7 and 8 above for consideration and approval.

Duly signed by the Selection Panel .

CHAIRMAN.....

MEMBER.....

MEMBER.....

SECRETARY.....

Date:

(This Format may be amended to suit conditions and circumstances prevailing, e.g. if
there are no absentees or unsuccessful candidates the relevant Paragraphs should be
deleted).

PART SIX

6.0 DISCIPLINE AND GRIEVANCE PROCEDURES

6.1 Introduction

Disciplinary procedures are instituted by the LGS to correct staff misconduct, to resolve matters of low performance, to ensure that rules and regulations are obeyed, to correct unacceptable behavior and to protect hard working and obedient staff. Through the disciplinary process therefore, the Service is able to maintain a good workplace environment.

Grievance procedures, on the other hand, are essentially tools employed by the staff to seek redress in work places in areas of discrimination, harassment, unfair treatment and other related grievances.

Disciplinary and grievance procedures are therefore necessary frameworks which provide transparent channels for both employer and employee to deal with difficulties that may arise at work places from either employer's or employee's perspective.

6.2 Policy Statement.

It is the policy of the LGS to support and encourage Staff to improve job performance, sustain high standards of conduct and reduce absenteeism. It further allows management to apply non-discrimination and fairness in the procedures in a consistent and effective manner.

The Human Resource Units shall ensure that all staff are made aware of the policy and procedures and also that matters emanating from disciplinary and grievance procedures are kept very confidential.

6.2.1 Key Principles.

- i. During disciplinary procedures staff/offender has the right to be accompanied by a colleague or union representative, and offender involved will also be duly informed of details of allegation against them as well as the stage/level of misconduct being considered.

- ii. The staff will be assured that they will be given the opportunity to state their case fully and that they have a right of appeal.
- iii. Management level Staff and staff involved in disciplinary meetings should make it a point to be present in order to complete the assignment with dispatch. However, those unable to attend must give adequate notice and reasons in writing.
- iv. Should a Staff/offender have objection for the presence of a senior officer in the meeting, such an objection should be forwarded in writing to the Chair of the disciplinary meeting three days before the meeting.
- v. Unless the case of summary dismissal, no offender will be dismissed for a first instance of misconduct.
- vi. Essentially, procedures may commence from verbal warning, to first written warning up to final written warning and finally to dismissal, keeping in view that opportunities exist for appeals in each case.
- vii. This policy and procedures will be reviewed periodically.

6.3. Purpose/Objectives.

The objective of these grievance procedures is to provide employees with a fair and expeditious means of resolving complaints they have regarding their working relationships or employment conditions. The objective is pursued through the use of both informal discourse and, if necessary, a formal hearing process. Discipline in the work places will correct unacceptable behavior and establish a conducive work environment. Management is reminded to be consistent in the application of the procedures to achieve transparency at work places.

6.4 Scope /Coverage.

This policy is applicable to all DDUs working under the LGS.

6.5 Responsibility/ Authority.

It is the mandate of the LGSC and the Head of Service to see to the implementation of the policy. District Coordinating Directors, Regional Coordinating Directors and Regional and District Heads of DDUs will implement the policy as a delegated function of the LGS.

6.6 Procedures.

6.6.1 Disciplinary Procedure.

Generally, the purpose of a disciplinary procedure is to achieve improvements by workers where failures and shortcomings have been identified.

6.6.2 Informal Procedure

This procedure should be applicable to conduct that is considered as minor. An informal advisory meeting is usually called and discussions are brisk because the object is for the offender to recognize and accept shortcomings and agree to change. A note of this discussion should be kept for record purposes. As a matter of fact, informal procedures are a part of everyday administrative work that seek to bring about corrective measures.

6.6.3 Formal Procedures

This Process is applicable where an offender does not respond to informal action. Conduct at this stage is considered unsatisfactory and therefore to be dealt with as a misconduct.

a. Termination of Appointment

- i. Notwithstanding the provisions of section 9.5, the Head of Service may terminate the appointment of any employee, where she/he is satisfied that on the basis of results of investigation or inquiry, it is in the interest of the Service to do so.
- ii. Notwithstanding the termination of his/her appointment, an employee shall be allowed to continue to stay in the Service premises for a period not exceeding one (1) month, and shall be provided with transport to his home town.
- iii. The Head of Service may at any time and for sufficient reason terminate the appointment of any employee on trial or probation.

b. Reduction In Rank

- i. Where on disciplinary grounds, a major penalty other than dismissal is the appropriate penalty to be imposed on any employee; such employee may be reduced in rank.

- ii. Any employee reduced in rank shall be removed to a lower grade with subsequent reduction in salary.

c. Deferment of Increment

- i. Any employee's salary increment may be withheld on grounds of inefficient work or conduct.
- ii. The Head of Service shall notify the employee of the Service intention to defer his/her increment and shall assign reasons for such action and shall indicate the duration of the deferment of the increment.
- iii. Where an employee has not earned his annual increment and his Head of Division/Unit is satisfied that the employee's increment may be deferred, the Head of Division/Unit shall inform the Head of Service with a full statement of reasons for recommending the deferment of the employee's increment.
- iv. Upon conviction of a criminal offence, an employee shall be dismissed with effect from the date on which she/he was convicted.
- v. Any employee who has had his increment deferred may have the increment restored to him/her, where the Head of Division/Unit is satisfied that the employee has earned its restoration by an improvement in the standard of his work and conduct.
- vi. Any employee whose increment is deferred shall lose the amount of increment which otherwise would have drawn interest for the period during which the increment was withheld.

d. Suspension

- i. Where the disciplinary authority is satisfied that an employee has committed an offence, the disciplinary authority may suspend the employee from duty without pay for a period not exceeding fourteen (14) days.
- ii. It shall be unlawful for any employee so suspended to carry out his duties or visit his place of work without the express permission of the Head of Service.
- iii. Where an employee has been suspended, she/he shall be called upon to hand over any uniform, accounts books, records, and any property of the Service in his charge to such other employee as may be designated.

- iv. The Head of Service or his nominee shall convey notice of suspension in writing to the employee concerned.
- v. The power to suspend an employee shall rest in the authority of the Head of Service, provided that in exceptional circumstances where any delay might be detrimental to the interest of the Service, an employee nominated by the Head of Service to act on his behalf may exercise such power.
- vi. Where an employee is suspended, a full report of the circumstances leading to the suspension shall be submitted to the Head of Service who shall give consideration to the matter and make such order as she/he considers appropriate in the circumstances.

e. Reprimand

- i. The Head of Service or Head of Department, Division or Unit shall query in writing after two verbal warnings, an employee whose work or conduct is unsatisfactory.
- ii. Where an employee has been queried and the explanation is considered unsatisfactory, a decision shall be recorded in writing against him/her.
- iii. Where an employee is queried by the Head of Division/Unit and a decision is recorded in writing against him/her, a copy each of the query, the reply to the query and written decision shall be forwarded to the Head of Service.
- iv. No employee shall be allowed to accumulate a long record of warnings, censures, misconduct and faults before disciplinary action is taken against him/her.
- v. Notwithstanding the triviality of the offences, where it is clear that the employee is not likely to respond to Department/Divisional/Unit correction and there is sufficient reason to warrant it, disciplinary proceedings shall be taken against the employee.

f. Interdiction

Interdiction may be ordered where:

- i. An employee has been charged with a criminal offence, the Head of Service shall interdict him/her forthwith;
- ii. Disciplinary proceedings which may result in an employee's dismissal are being taken or are about to be taken and the Head of Service is of the opinion that the interest of the Service requires that the employee should cease forthwith to exercise the duties and functions of his office, the Head of Service shall interdict such employee immediately;
- iii. An employee is the subject of criminal investigation into an alleged offence of fraud or moral turpitude whether or not this offence is connected with his/her work with the Service;
- iv. The employee's continued presence in the office may influence investigations into an alleged offence;
- v. The employee is convicted for criminal offence involving fraud, theft or moral turpitude.

The employee who is interdicted:

- i. Shall be given a written notice of interdiction. Such notice shall state the date from which the interdiction takes effect and the reasons for the interdiction;
- ii. Shall Hand over any uniform, accounts books and records or any property of the Service in his/her charge to any such person as the Head of Service may order;
- iii. It shall be unlawful for any interdicted employee to carry out his/her duties or visit his/her place of work except with the express permission of the Head of Service;
- iv. Shall receive two-thirds of his salary for the period of interdiction, and she/he shall not be paid any allowances to which she/he normally would have been entitled.
- vi. If court or disciplinary proceedings do not result in the employee's dismissal or removal, the remaining one-third of the salary and appropriate allowances withheld shall be restored to the employee.
- vii. If found guilty of any of the charges preferred against him/her shall be dismissed; in which case she/he shall not subsequently receive any part of

any short-payment of his salary, notwithstanding that she/he may be found guilty of only some charges.

6.6.4 Misconduct. (See Conditions of Service)

6.6.5 Major Offences (See Conditions of Service)

6.6.6 Penalties (See Conditions of Service)

6.6.7 Major Penalties (See Conditions of Service).

6.6.8 Minor Penalties (See Conditions of Service).

6.6.9 Explanation of Major Penalties

6.6.10. Disciplinary Procedures and Disciplinary Committee (See Conditions of Service)

6.6.11 The Right of Appeal:

Any worker who is given disciplinary warning or any sanction or notice of dismissal, has a right to appeal and this appeal must be written and submitted to the Human Resource Unit, 10 working days after receiving sanction. The notice must state grounds of the appeal.

6.6.12 Appeals Procedure:

1. A Senior Staff will usually hear appeals. Which should include representatives of HR Unit to advise. Reasons for appeal may include:

- a) If the offender thinks that penalty is not fair;
- b) If new evidence to assist offender is discovered;
- c) If offender feels that the procedure was not applied correctly.

2. **The Appeal Process:**

- a) Management shall present case first, and explain why action is being taken. Witnesses may be called;
- b) Offender/worker will then ask questions and appeal side would also ask any questions they may have;
- c) The third group which is the appeal panel will also ask questions;

- d) After these questions the worker side will be asked to make its presentation to the panel, including calling witnesses if necessary;
- e) The management side follows with their presentation including witnesses;
- f) Both parties- (worker and management) will then sum up their cases;
- g) There is then an adjournment to enable the panel consider the information presented to reach a decision; and,
- h) On return of the two parties, the panel will communicate their decision to them verbally. This will later be confirmed in writing to both parties, at least 5 working days after the Appeal Hearing.

6.6.13 Grievance Procedures

6.6.13.1 Introduction

This policy is applicable to all agencies under the LGS and covers concerns workers have about their relationships at work place, including complaints, discrimination, harassment and bullying. By this policy, the worker can raise a grievance without fear of victimization. It also recommends that all grievances are dealt with promptly, fairly and consistently.

6.6.14. Policy Statement:

There are situations in which workers believe that the fair and consistent application of a policy affecting them has not been followed. In such a case the LGS gives the workers the opportunity to address their concerns by pursuing a grievance procedure.

6.6.15. General Principles.

The LGS encourages the informal resolution of disputes in as many instances as possible. This grievance procedure provides a mechanism to deal with grievances fairly, quickly and transparently as possible through a three step process: - Grievance Statement, Grievance Hearing and the Appeal Process.

6.6.16 Timeline and Confidentiality.

In order to deal with worker's concerns quickly, it is important that all parties- management and workers meet the prescribed timelines. Grievance is usually considered where it relates to an event or decision which occurred within three months before the hearing of the grievance. It is the responsibility of all workers and

management to maintain strict confidentiality of personal information during grievance procedure and after.

6.6.17 Equality and Diversity Considerations.

Management should remember that when applying the procedure, they have a duty to ensure that no unlawful discriminatory practices occur. People with Disability should be supported if they are involved in a grievance process.

6.6.18 Initial Action

Workers are advised to always contact their supervisors informally when they have any concern. In this context, management will consider this under the usual day-to-day management process and resolve such disputes informally.

6.6.19 STEP 1: Statement of Grievance.

Whenever the informal process fails to settle a worker's dispute, the worker has the right to pursue it formally (in writing). In this situation, a worker may seek advice from a union representative or HR office and write to follow the grievance procedure. In the letter, the following should be included:

- i. Clear, specific allegation against a named officer;
- ii. Dates, number of times of offences and witnesses if any;
- iii. Give a factual description of events;
- iv. Describe briefly the details of each incident;
- v. If complaint is about discrimination, harassment or bullying, state how incident affected worker adversely;
- vi. Add any other supporting document of relevance.

Workers submitting a grievance should send a completed and signed letter to a superior officer. Management upon receipt of the letter, will assign an officer to commence the Grievance process.

6.6.20 Step 2: Grievance Hearing.

The worker (victim) has a right to be accompanied by a co-worker or union representative- called the "Companion". If a "companion" is not able to attend the hearing on the proposed date, the worker can suggest a new date not more than five

working days after the original date. It is considered a good practice to allow “companions” to participate as fully as possible in the hearing.

The “companion” may put up the worker’s case, sum up the case and respond on worker’s behalf to any view expressed at the hearing. However, the “companion” may not answer questions, address the hearing unless the worker approves. There may be times when the worker may require an additional supporter especially if disabled. Request for such an additional aid should be made in writing in advance to the panel through the HR department at least three working days before the hearing. It is recommended that an independent secretary should be appointed.

6.6.21 Conduct of the Hearing

The Chairperson is responsible for the conduct of the grievance hearing and will open proceedings by explaining the purpose and also confirming that in the circumstances the application of the grievance procedure was deemed appropriate. All present are then given copies of the relevant documents.

The three possible decisions that would be reached at the end of the hearing are:

- i. The grievance is agreed and a remedy decided on
- ii. The grievance is agreed in part and remedy determined in respect of that part of the grievance. While the remaining part is not considered any further.
- iii. The grievance is not agreed.

6.6.22. Outcome of Hearing.

After the hearing, the Panel chairperson will consider the case and reach a decision. In the case of discrimination/harassment/bullying, it may include remedial action against alleged harasser ranging from training to disciplinary action.

The decision is communicated to worker/victim within five working days of the hearing, unless there is a mutual agreement by worker and chairman to decide otherwise. The panel chairman finally writes to the worker on the decision and reminding him/her that the right of appeal is an option to consider if not satisfied with the verdict. A record of the grievance hearing must be prepared after the hearing and a confidential copy retained by the HR unit.

6.6.23. STEP 3: Appeal Process.

The Appeal Process commences when the dissatisfied worker after losing at the grievance hearing, submits a letter to appeal against the decision. This letter must be sent to the HR Unit within five days of receiving the decision of the grievance hearing. The letter should state that the grievance should be considered at an appeal hearing, stating clearly reasons for that appeal.

6.6.24. Appeal Acknowledgement and forming the Appeal Panel.

The HR Unit will acknowledge receipt of appeal letter within five days on receipt of the appeal, confirming that the appeal will be heard. A panel of three is then constituted. This panel should have no prior knowledge in the case. The appeal panel will then appoint its own secretary and arrange a venue.

6.6.25 The Appeal Hearing takes place as follows:

The panel hears a submission from each side, takes account of the grounds of appeal and management's view. The panel reviews the record of the grievance hearing and the outcome letter from the original hearing. The panel can also seek clarification of new evidence, if available.

6.6.26 Appeal Decision

The three possible options at the end of the appeal hearing are:

- i. The grievance is agreed and a remedy is decided on;
- ii. The grievance is agreed in part and a remedy is determined in respect of that part of the grievance, while the remaining parts are not considered any further.
- iii. The grievance is not agreed.

Finally, the chairman of the panel will notify the victim and all concerned the decision in writing. This should be done at least, five working days of the appeal hearing.

6.6.27. Disciplinary Authorities (See Conditions of Service)

PART SEVEN

7.0 HANDLING LATENESS AND ABSENCE

7.1 Introduction.

It is vital for workers of the LGS to cultivate the habit of attendance to work punctually, because absenteeism impacts negatively on the Service's ability to deliver services effectively. For the LGS to increase productivity and raise morale of workers, therefore, attendance and absentee problems must be dealt with seriously. Though workers know the importance of punctuality in a work place, yet most workers have a negative habit of coming to work late or are frequently absent.

7.2 Policy statement

All workers of the LGS are required to report to work as scheduled and to leave work when their scheduled work day is complete. Basically workers' work schedule is as follows:

- | | | |
|------|-----------------------|-------------------|
| i. | 8.00 a.m.- 12.30 p.m. | Morning session |
| ii. | 12.30 p.m.- 1.30 p.m. | Lunch break; |
| iii. | 1.30 p.m. -5.00 p.m. | Afternoon session |
| iv. | 5.00 pm. | Closing. |

Workers are responsible for notifying Head of DDUs of absences, late arrivals or early departures in line with the prescribed working hours of the Service. Head of DDUs shall determine what constitutes lateness or absence and will provide guidelines to workers under him/her. In addition, the Head of DDUs shall inform the workers in writing, the procedure for notifying the appropriate person(s) when a worker will be late or absent. The LGS expects its workers to be dependable and diligent as far as attendance to work is concerned.

7.2.1 Forms of Absenteeism.

a. Culpable Absenteeism:

This refers to lateness and absence problems for which the worker should be held responsible because it is within their power to control and address. The forms of Culpable Absenteeism are:

- i. Lateness/ leave early;
- ii. Failure to notify;

- iii. Absence without leave;
- iv. Abuse of leave.

In addressing these, management should ensure that procedures are clear, reasonable and consistent and to be observed by all workers.

b. **Non-culpable (innocent) Absenteeism:**

This refers to absence of workers due to illness or injury, for reasons beyond their control. Also, during inclement weather such as a rain storm or in other extreme weather conditions where some roads are damaged and puts the worker at risk, supervisors may be contacted for advice and some degree of lateness may be tolerated. Innocent absenteeism may not be subject to disciplinary action, but a worker may present a medical report to justify his/her absence.

The LGS may have to establish a benchmark to determine the national average for days lost due to illness/injury per annum. This would help in determining the number of days a worker who is injured or ill would be entitled.

7.3 Purpose/ Objectives.

The policy is intended to establish requirements for reporting absences, to provide guidelines for handling excessive and or unscheduled absences and to outline the LGS's responsibilities to establish work schedules to maintain efficient, effective operations in order to reduce absenteeism and lateness.

7.4 Scope/Coverage.

This policy applies to all employees, of the LGS.

7.5 Responsibility/Authority.

All RCDs, DCDs and Heads of DDU's.

7.6 Procedures.

Workers are expected to be at their place of work ready to work at the scheduled time. Without good reasons, absenteeism and lateness are subject to disciplinary action.

7.6.1 Measures to Improve Attendance to Work

- i) Management to set example for workers to emulate by attending to work daily and on time;

- ii) Allow limited time off for personal errands on request. This facility should be infrequent to forestall setting a precedent.
- iii) Establish a “carrot-and-stick” policy to reward excellent attendees and punish frequent absentees.
- iv) Establish incentive packages to reward punctuality and at the same time strict rules to punish latecomers and absentees.
- v) Establish time records and institute warning forms;
- vi) Establish policies with clear expectations on leave with details on its management;
- vii) Workers must “clock in” and “clock out” on daily basis;
- viii) Periodically, the LGS shall review policies on lateness and absenteeism.

7.6.2 Penalties/sanctions.

Step 1: At the first and second instances of unscheduled absence and lateness, the worker receives verbal counseling;

Step 2: When a worker accumulates three unscheduled lateness and absence in a three month period, worker receives a written warning;

Step 3: Any two occurrences in the next three months will result in a one day suspension without pay;

Step 4: Any two additional occurrences in the next three months will result in dismissal.

PART EIGHT

8.0 PERFORMANCE MANAGEMENT PROCESS

8.1 Introduction

Performance management is an integral part of the human resource management system that ensures public service organizations 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, maximizes flexibility and encourages employee professional growth and development. It incorporates the principles of clear and regular communication, effective work planning and employee development, feedback, recognition and reward, fairness and transparency.

Performance management is a process by which an organization assesses whether it is delivering the right services to the right people, at the right time and cost in accordance with its mission, vision 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.

The success of the Public Service in delivering on its operational and developmental goals depends primarily on the efficiency and effectiveness with which employees carry out their duties. Managing performance is therefore a key human resource management tool to ensure that:

- Employees know what is expected of them;
- Managers know whether the employee's performance meet the required objectives;
- Capacity gaps are identified and bridged;
- Poor performance is identified and managed; and,
- Outstanding performance is recognized and rewarded.

Incapability in Performance Management

Here **incapability** is defined as:

"Where a member of staff is failing in a significant or persistent way to carry out his/her responsibilities or duties in a satisfactory manner, either due to a lack of ability, inadequate training or lack of experience. Such failings will be identified and steps taken to improve performance. Where such steps prove unsuccessful the member of staff may have their employment terminated on the grounds of incapacity".

Performance Management Principles

Performance Management is based on the principles of Accountability, Transparency, Equity and Ownership.

a) Accountability

Every individual, unit, department/division in the Service is to be held accountable on a continuous basis to his/her superior, the public/beneficiaries of services. This is to ensure that national development goals and value for money for resources are attained. Within this context, every individual staff, including Head of the Service, Chief Executive Officers/Chief Directors, Heads of Departments and Directors are to have annual performance targets whose attainment will be enforced by appropriate combinations of incentives and sanctions.

b) Transparency

The process for holding individuals and Public Service Institutions accountable should as much as possible be transparent. This implies among others the following,:

- i. setting of performance targets at both the individual and institutional level based on a consultative process between the assessee and the assessor;
- ii. at the institutional level, service beneficiaries should be part of both the process and outcome of the assessment.
- iii. assessment outcomes should be discussed between assessee and assessor. Where necessary, divergent perceptions should be recorded for review by a superior authority;
- iv. forms and formats for the assessment process should be clear and precise in terms of what has to be done and should be easily available to all;

c) Equity

Equity in the context of this policy implies the following:

- i) the system should not be discriminatory with respect to gender, ethnicity, geographical location, disability, religion, health status including HIV/AIDS etc;
- ii) there should be equity in the assessment process across grades in the public service; and,
- iii) frequency and use of assessment outcomes should be the same for all categories of staff in the public service.

d) Ownership

The process and outcome of the assessment mechanism must be owned by the assessee, the assessors and other stakeholders. This implies that:

- At the individual level of assessment:
 - i) the assessee and the assessor should set and agree on the targets;
 - ii) the assessee and the assessor should agree on the assessment mechanism;
 - iii) the assessee and the assessor should agree on the incentive/sanctions framework; and
 - iv) the personal development plan should be part of the assessment framework.
-
- At the institutional level ownership will entail public service institutions and their stakeholders:
 - i) setting the performance targets together;
 - ii) agreeing on the assessment mechanisms within a government policy framework; and
 - iii) lastly ensuring that their strategic/corporate/sector plans are part of the assessment framework.

e) Results Orientation

The employee's performance should be assessed on the basis of a work plan covering a specified period, setting out clearly his or her responsibilities and the objectives to be achieved. These objectives should be expressed in terms of outputs to be delivered within a given timeframe, and should include personal development as well as operational objectives. The work plan should be mutually agreed between the employee and his or her supervisor.

To achieve effectiveness and efficiency, both supervisors and employees must actively participate in the performance management process, and have open, frank

and honest discussions about the employee's performance. In addition, supervisors must provide on-going feedback to employees on their performance.

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. In drawing up their performance management plans and systems, Heads of DDUs should among other objectives seek to:

- i) Provide a clear direction for employees by ensuring that work is aligned with the strategic efforts and directions of the organization.
- ii) Assist employees to improve performance by providing them with:
 - a) Clarity regarding roles, responsibilities and performance expectations;
 - b) Rewards for strong performance and assisting to improve performance; and
 - c) Training, development and learning relevant to individual performance areas, professional aspirations and longer term organizational needs.
- iii) Provide an equitable and transparent framework for regular and constructive discussions between supervisors and employees about:
 - a) Future organizational developments, operational plans and their alignment with individual work plans, goals and priorities;
 - b) Past performance efforts, giving recognition to significant achievements and defining strategies to address identified performance issues and gaps; and
 - c) Career aspirations and long term professional development plan.
- iv) Provide criteria for determining how high performance should be rewarded, managing performance improvement, and identifying unsatisfactory performance.

8.2 Policy Statement

The Local Government Service has a responsibility to provide high quality services to ensure fulfillment of its mandate, and is committed to ensuring that all employees are given every opportunity to deliver and maintain a high level of performance at work. It aims to support employees to work effectively.

All employees should be made fully aware of the performance standards they are expected to deliver. They should have regular meetings with their managers to

discuss their work and performance, where clear objectives and standards, and personal development plans will be agreed for the relevant reporting periods.

Where any instances of poor performance are identified, the Service will always provide the employee with an opportunity to make improvements, and the appropriate support required to do so. Outstanding performance shall be rewarded and poor performance managed or sanctioned, where necessary.

8.3 Purpose/Objective

The objectives of this policy are to:

- i. Help and encourage employees to achieve the required standards
- ii. Ensure that the required standards of work performance are maintained
- iii. Provide a framework for dealing with issues of poor performance in a fair and consistent manner.

8.4 Scope/Coverage

This policy applies to all employees, except for those in a probationary period and those explicitly employed on non-standard terms and conditions.

8.5 Responsibility/Authority

Managers are responsible for:

- a. Ensuring employees have a manageable workload;
- b. Setting realistic objectives and standards for performance in consultation with employees giving honest and constructive feedback on performance;
- c. Regularly ensuring the training and development needs of their employees are identified and met so that they can meet their objectives and any targets set;
- d. Making employees aware of and addressing performance issues at the earliest opportunity;
- e. Considering whether there are issues in or outside of work which may be impacting on employees ability in undertaking the work to a satisfactory standard; and,
- f. Notifying the relevant HR Unit of incapability issues as they arise.

Employees are responsible for:

- i. Ensuring their performance meet the requirements of their role and any targets set advising their managers at the earliest opportunity of any issues, in or out of work, affecting or likely to affect their performance;
- ii. Fully engaging with their managers when dealing with issues relating to their own performance; and,
- iii. Keeping their professional knowledge up to date, through work or independently.

The Council shall be responsible for the administration and evaluation of Performance Agreements signed with the Head of Service, Chief Directors and Coordinating Directors. The Head of Service, Chief Directors and Coordinating Directors shall be responsible for the administration and enforcement of the PMS in their respective DDU's.

The Ministry of Local Government and Rural Development, Ministry of Finance and Economic Planning, the National Development Planning Commission and the Fair Wages and Salaries Commission shall provide annual performance indicators/ measures, incentives and rewards for high productivity. The Fair Wages and Salaries Commission and the Public Services Commission shall put in place monitoring and evaluation mechanism to ensure compliance by all institutions.

8.6 Procedures

8.6.1 Planning, Work Organization and Annual Reporting

The performance management process shall be based on a strategic plan. The Head of DDU's, 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 National Development Planning Commission guidelines. This plan shall contain the mission, vision, measurable objectives, strategies and activities. He/she shall ensure the optimal utilization of the organization's human and other resources while making customer satisfaction through service delivery the optimum goal. To permit oversight by the government and the public, he/she shall publish an annual report giving key information on the performance of his / her agency.

- i) **Harnessing Available Human and Material Resources to Aid the Implementation of the Plans.** Based on the strategic plan the head of the DDU, shall –

- (a) determine the organizational structure necessary to lead to achievement of set objectives etc, in terms of its core and supporting functions;
- (b) propose new positions, if necessary in accordance with human resource plans;
- (c) define the posts necessary to perform the relevant functions; and,
- (d) deploy the requisite staff either from within or from other public service organizations to meet the human resource needs.

ii) Annual Plan

The Head of a DDU shall prepare an annual plan derived from the strategic plan in tandem with budget guidelines issued by MOFEP. The annual plan shall include:

- a) the DDU'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; specific functions the DDU will perform internally and those it will contract out;
- c) the targets to be attained in the budget period;
- d) performance indicators; and,
- e) monitoring and evaluation system to track the progress made towards achieving those targets and core objectives.

iii) Service Delivery Improvement Programme

The Head of a DDU shall establish and sustain a service delivery improvement programme for his/ her DDU by –

- (a) developing and reviewing service charter, specifying the main service to be provided to the different types of actual and potential customers, as identified by the organization;
- (b) conducting annual customer satisfaction surveys;
- (c) instituting and utilizing consultation mechanisms with the DDU's actual and potential customers with a view to progressively remove barriers and increase access to services;
- (d) instituting measures on how information about the DDU's services are to be accessed; and
- (e) establishing a system or mechanisms for complaints and grievance redress.

8.6.2 Commencement of the Performance Management Process

The commencement of the performance management process requires the availability of the following documents:

- a) Policy Framework for Human Resource Management
- 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

The main procedures involved in performance management process are the following:

i) Performance Planning

Performance Planning is the process of defining an employee's job and setting performance targets within a specific period. It is important that there is agreement on the targets set to ensure ownership by the employee.

Therefore the process should involve supervisors meeting with their subordinates to establish key work goals, objectives and behaviors that support achievement of the agency's strategic plan. The planning includes preparing a written staff performance and development plan for achieving the key work goals, objectives and behaviors. Key work goals and objectives must be measurable and behaviors must be demonstrable. During the planning phase, both the supervisor and employee must discuss the employee's career goals, aspirations, and any related development activities. This should be undertaken within the month of January of each year.

If a Head of DDU/superior changes a staff's performance plan during the performance cycle, the staff would be evaluated based on the performance plan in effect during each portion of the cycle. The process consists of three basic inter-related elements:

- a) Key results areas;
- b) Targets; and,
- c) Resources required.

The key results areas, targets and resources should be defined in line with the mission and vision of the organization, the annual work plan and budget.

ii) Performance Agreement

In the case of Chief Directors, Coordinating Directors and Heads of DDU's, the assessment tool shall be a performance agreement which shall be written and agreed upon by both the officials and the Council. **(See 8.7.1 for Sample of the performance agreement).**

iii) Performance Measurement

This is a process of collecting, analyzing data and reporting on the performance of individuals, groups or organizations to determine the extent to which outcomes are in line with the intended objectives.

Performance measurement results are used to review and set new performance objectives as well as prioritize resource allocations. They are also used to inform managers on programme directions to enable them confirm or review current programme and activities to meet the goals and objectives of the organization.

iv) Performance Monitoring and Evaluation

Programmes and activities should be continually monitored to ensure effective performance. Monitoring means consistently measuring performance and providing appropriate feedback to staff and work groups on their progress toward reaching their objectives.

Regulatory requirements for monitoring performance include conducting progress reviews with staff where their performance is compared against their set targets and standards. Ongoing monitoring provides the opportunity to check how well staff are meeting predetermined standards and to make changes to unrealistic or problematic standards. And by monitoring continually, unacceptable performance can be identified at any time during the appraisal cycle and assistance provided to address such performance rather than wait until the end of the period when the final evaluation is done.

Performance evaluation provides a fair measurement of a staff's contribution to the workforce, accurate appraisal documentation to protect both the staff and the organization, as well as produce high quality performance and productivity.

A performance evaluation system motivates staff to do their best for themselves and the organization through the promotion of staff recognition and improving communication. Evaluation should be conducted fairly, consistently and objectively to protect staff and the organization. An effective performance evaluation system has standardized evaluation forms, performance measures, feedback guidelines and disciplinary procedures.

v) Mid-Year Review

Heads of DDU's/Supervisors will meet with their subordinate staff half-way through the year under review (July) to review the progress in achieving the goals and objectives set out in the plan, provide initial feedback, and make any required adjustments to the written plan. Ideally, supervisors and subordinate staff should carry out on-going conversations throughout the year relating to job performance.

vi) End-of-Year Review and Reporting

During the final performance evaluation, supervisors will provide a written evaluation of their subordinate staff's success in achieving the goals, objectives and behaviors set out in the plan for the year.

The evaluation shall be objective and should be based on the agreed measures of success. The common evaluation standard as outlined in the Staff Performance Review and Appraisal Form (SPRAF) will be used (**See 8.7.2 Staff Performance Appraisal Reporting Form SPAR**). Follow-up actions will be set out where required. Outstanding performance shall be recognized, while poor performance shall be consistently managed and/or sanctioned.

The final written evaluation which takes place in December of the year under review shall become a permanent part of the staff's record. The end of year review shall entail the following:

a. **Assessment Process**

The assessment process shall include both a written assessment completed at no less than yearly intervals, and regular discussions during this period to monitor progress and take remedial action where necessary. The supervisor shall:

- i. indicate in writing the period (performance cycle) in respect of which performance is to be assessed;
- ii. 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 employee of the criteria used for his or her performance assessment.
- iii. set a specific date for assessment of performance

b. **Outcome and Communication of Assessment Results**

- i. The Head of DDU/supervisor shall inform the subordinate staff in writing of the outcome of the assessment
- ii. The subordinate staff should be given a copy of the written assessment, and be given the opportunity to comment on it. Where he/she is not satisfied with the outcome of the assessment, the subordinate staff must state in writing, for the attention of the supervisor, the grounds or reasons for disagreement with the assessment. The supervisor's written assessment shall be reviewed by his or her own immediate supervisor in order to ensure that assessment standards are objective and uniform.
- iii. The supervisor must clearly identify the appeals route for subordinate staff who is not satisfied with the outcome of his or her assessment.
- iv. The supervisor shall not communicate the outcome of a subordinate staff's performance assessment to any unauthorized person unless the subordinate staff has consented thereto, in writing.

c) **Interim Evaluation by Departing Head of DDU/Supervisor.**

If the officer leaves his/her position during the staff's performance cycle/period the departing Head of DDU/supervisor shall complete an interim evaluation of the subordinate staff's performance before departure.

d) **Interim Evaluation by Departing Subordinate**

If, after six (6) months into the performance cycle, a staff is posted, transferred, seconded, promoted or demoted into a new position/department

with a different Head of DDU/supervisor, an interim evaluation shall be completed by the supervisor prior to the staff's departure. For postings, secondment and transfers to another public service organization, the interim performance evaluation shall be completed on the original form and sent with the personal file of the staff to the new workplace for retention by the new supervisor.

e) Rewarding Good Performance

It is important to recognize and reward staff who performs well in order to encourage them to improve on their performance. Any financial reward should be in tandem with existing national pay policy on linking pay to productivity. Heads of DDUs shall make adequate provisions in the annual budget to establish financial and other incentive schemes for staff performance.

To establish an agency performance incentive scheme, the Head of DDU shall in collaboration, consultation with, and approval of the Fair Wages and Salaries Commission:-

- (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 staff who implement the quality and quantity control measures of the scheme are not entrusted with the implementation of that scheme in relation to themselves.

8.6.3 Performance Incentives, Rewards and Sanctions

i) Rewarding Outstanding Performance

Head of DDUs/supervisors are encouraged to recognize incidents of staff performance that truly are extraordinary. A form specifically designed for this purpose must be signed by the supervisor and Head of DDU, given to the staff, and a copy retained in the supervisor's confidential file until the annual performance evaluation is completed. If the staff receives an overall annual evaluation of extraordinary performance, the form must be attached to the annual evaluation form to support the performance scores.

ii) Reward for Innovations

If a staff makes an innovation /invention of exceptional value to the MMDA or the Service as a whole:-

- (a) the State shall have the right of use of any such innovation/ invention;
- (b) the State shall reward the employee through:-
 - (i) any non-monetary reward;
 - (ii) a cash award as may be determined; and,
 - (iii) such a non-monetary reward as well as a cash award

iii) Managing Sub-standard Performance/ Raising Concerns about Incapability

Where a Head of DDU/supervisor has identified areas of performance which are not satisfactory, these should be dealt with immediately, to avoid the problem continuing or getting worse. They should not be left to be discussed at appraisal meetings.

a) Managing Incapability Issues Informally

In the majority of cases, capability issues can be dealt with informally initially. This should involve:

- Discussing performance levels with the employee concerned
- Agreeing what improvement needs to be made with acceptable timelines
- Agreeing what support the employee needs to be able to make the required improvements, and providing that support
- Confirming in writing to the employee the agreements reached

The informal process may include developing and agreeing on a Performance Improvement Plan (PIP). Where the Head of DDU/Supervisor and employee agree with it would be beneficial.

b) Managing Incapability Issues Formally

Where an informal approach has not led to the required improvement within the agreed timescale, Head of DDU/supervisor may initiate the formal Capability Process. This enables a staged approach, as follows:

Stage 1 Hearing with Head of DDU/supervisor and HR Director, which could lead to a first written warning and PIP.

Stage 2 Hearing, where the required improvements have not been made under the PIP from Stage1, with the Head of DDU/supervisor and HR Director, which could lead to a final written warning and further PIP.

Stage 3 Hearing, with the Head of DDU/supervisor and HR Director, which could lead to dismissal.

Employees have the right to appeal against any formal action taken under this Capability Policy. Warnings given under this policy are as follows:

First written warning – 1 Year

Final written warning – 2 Years

Although warnings can be for up to 2 years, if performance does not meet the necessary standards within the timelines of a PIP, or where acceptable performance is not sustained after a successful PIP, but before the expiry of a warning, the next stage of the policy may be initiated. Head of DDU/supervisor should note that if performance actually deteriorates after a first written warning, the case may be referred for a Stage 3 hearing.

c) Representation

Employees are entitled to be accompanied by a Trade Union representative or workplace colleague during all formal meetings which form part of the capability process.

iv) Appeals

If an employee disagrees with an evaluation and cannot resolve the disagreement with the supervisor, the employee may appeal for another review of the evaluation based on the appeal process provided in the Public Services Staff Appraisal Report Form.

v) Dispute Resolutions

The Head of Service, Chief Director or Coordinating Director shall develop a procedure for reviewing and resolving disputes of employees concerning performance ratings and /or performance evaluation decisions. Such a

procedure may be incorporated as part of an existing grievance procedure, or it may be administered separately.

8.7 Forms/Templates

8.7.1 Performance Agreement (Refer to www.psc.gov.gh)

8.7.2 Staff Performance Appraisal Reporting (SPAR) (Refer to www.psc.gov.gh)

PART NINE

9.0 COMPENSATION AND BENEFITS

9.1 Introduction

Remuneration in the Local Government Service is intended to promote and ensure efficient and effective services delivery. It provides appropriate incentives for workers as well as equal pay for work of equal value and other labour standards.

9.2 Policy Statement

The Local Government Service strives to provide compensation and benefits that are competitive with the labour market in order to ensure the acquisition of qualified personnel, retain current employees, reward desired behaviour, control costs, comply with legal regulations, facilitate understanding as well as to promote administrative efficiency.

In respect of this, the FWSC shall determine the grade of a post to correspond with its job weight as determined by the job evaluation. The Head of DDU shall set the salary entry point of an employee on the appropriate notch based on Scheme of Service and other considerations. The salary ranges are set at or above specified levels in the designated Single Spine Salary Structures (SSSS) with internal equity taken into consideration.

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

- a) Compensation policy.
- b) Job analysis and evaluation.
- c) Analysis of contingent factors.
- d) Compensation plan.
- e) Approved Manpower Ceiling.
- f) Labour Act (Act 651).
- g) Collective Agreements.
- h) Conditions of Service.
- i) Tripartite Agreement (Determination of national minimum wage).
- j) National Budgetary Appropriation.
- k) Total Public Sector Pay/ GDP Ratios.

- l) Approved Establishment Ceilings.
- m) Worker's Performance.
- n) Competitive recruitment and retention of personnel.

The benefits are designed to help protect employees against significant financial losses due to sickness, disability, or death; to provide employees' rest and renewal; and to provide a means for retirement savings.

9.3 Purpose/Objectives of Policy Statement

The purpose of this policy is

- I. to provide for an equitable and consistent application of both salary and non-salary elements of total compensation
- II. to define the requirements for the administration of compensation for public servants.

The salary elements of the compensation include base salary and performance awards. The non-salary elements include benefits such as retirement on medical grounds, disability allowance, pension, job specific allowances and benefits and death benefits.

9.4 Scope /Coverage

This policy applies to all Local Government Service organizations as defined by Local Government Service Act, 2003 (Act 656).

9.5 Responsibility/ Authority

The Fair Wages and Salaries Commission has the primary responsibility to ensure fair, transparent and systematic 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 section 11 & 12 of the Fair Wages and Salaries Commission Act (Act 737), the FWSC shall perform its functions in consultation with the Ministry of Employment and Social Welfare and in collaboration with other relevant bodies.

9.6 Procedures for determining total compensation

9.6.1 Labour Relations

All Local Government Service organizations shall be covered by the government pay and compensation policy. The FWSC by its Act of 2007 (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).

All disputes arising out of the negotiation and implementation shall be resolved by FWSC unions/other certified bodies and the employer at the organization level. Failure to resolve any such matters, any of the two parties shall report the matter to the National Labour Commission (NLC) or the Alternative Dispute Resolution Centre (ADRC) under ADR Act, 2010 (Act 798). The scope of negotiations shall cover base pay, pay point relativity, allowances and benefits and other negotiations where compensation is financed from public funds.

9.6.2 Mandate and Management of Negotiations

- i) The FWSC shall work with organized labour and associations to negotiate pay of Local Government Service organizations.
- ii) Negotiations for allowances and benefits shall be carried out by FWSC using approved arrangements put in place under the policy.
- iii) Negotiations shall therefore be regulated by the Labour Act and the rules governing the negotiations.
- iv) Unions and Associations shall negotiate with FWSC within any arrangements put in place under the policy.
- v) The Council or Head of DDU shall not enter into any negotiations where compensation is financed from public funds.
- vi) The FWSC shall negotiate wages and compensations based on financial mandate given by the Ministry of Finance.

9.6.3 Implementation of negotiated Salaries and Allowances

Salaries and allowances negotiated by parties shall be implemented by all Local Government Service organizations.

9.6.4 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).

9.6.5 Points of Entry (See Conditions of Service)

9.6.6 Payment of Salaries

Salaries shall be paid as per salary schedule to be published at the beginning of the fiscal year by the Controller and Accountant General.

9.6.7 Deductions of Salary (See Conditions of Service)

9.7 Wrongful Placement on Scale or Grade

- i. Where an employee has been wrongly graded or placed on a wrong point on a salary scale, the Head of Service shall cause the error to be rectified as soon as practicable.
- ii. In such circumstances, any arrears that may be due to an employee shall be paid to him/her.
- iii. Where there has been an overpayment, the Head of Service shall take reasonable steps to recover the amount from the employee's salary.

9.8 Annual Increment (See Conditions of Service)

9.9 Incremental Date

- i. The incremental date for all appointments shall be the anniversary of the first day of the month following that in which the appointment takes effect, except that if his/her appointment takes effect on the first day of the month then the incremental date shall be the same day.
- ii. Based on a satisfactory annual appraisal, annual increments to deserving staff shall take effect from the first day of the financial year.
- iii. An annual increment shall normally be granted as an increase in pay to which staff are entitled to in recognition of the employee's efficient discharge or performance of duties and satisfactory conduct.

- iv. Staff who have reached the maximum point in their salary scale shall not be entitled to an annual increment until they are promoted to the next higher grade.

9.10 Pay Slip Information

Details of pay slip information shall be provided by Controller and Accountant General's Department to workers heads of human resource management for the heads of accounts departments. The information shall include the following:

- (a) The department's name and address;
- (b) The employee's name;
- (c) The employee's job title and occupational category in terms of the band;
- (d) The employee's salary notch;
- (e) Any other form of compensation that the department pays directly to the employee 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 employee; and,
- (i) Social Security contributions.

9.11 Manpower Hearing/Ceiling

If there is an expansion or contraction in a DDU, there shall be the need for the Head of DDU to apply to PSC for manpower hearing

9.12 Contract Appointment

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

9.13 Allowances (See Conditions of Service)

9.14 Welfare/Loans and Advances (See Conditions of Service)

PART TEN

10.0 LEAVE

10.1 Introduction

Leave is a vital human resource management mechanism that ensures the promotion of a healthy and productive workforce and organizational development.

10.2 Policy Statement

In accordance with the Labour Act 2003 (Act 651), all workers in the public service shall be entitled to leave. All employees of the Service shall be entitled the “Types of Leave” provided for in the Conditions of Service.

10.3 Policy Objectives

The main objective of the Policy is to ensure that all employees have time to rest during the year and attend to other personal issues in order to promote a healthy and productive workforce and organizational development.

10.4 Scope/Coverage

The policy covers DDUs of the Local Government Service.

10.5 Responsibility/Authority

Heads of DDUs shall exercise oversight responsibility in the implementation, monitoring and evaluation of the policy.

10.6 Procedures

10.6.1. Annual Leave

- i. All workers in the Local Government Service shall be entitled to paid annual leave.
- ii. Annual leave must be earned and therefore, calculated from the date a worker starts work and accrues for 12 months excluding Saturdays, Sundays, and Public Holidays.
- iii. Leave in any one year may not be carried forward to the next year, unless in exceptional circumstances and with the approval of the head of organization through HR Unit.
- iv. Leave not taken within the year shall be forfeited after 31st December of that year.

- v. Each worker is entitled to an annual leave at any time in the year for the stipulated number of working days excluding Saturdays, Sundays and Public Holidays
- vi. Head of DDU through the HR Unit shall cause to be prepared a leave roster annually by the end of November showing days on which workers are to proceed on leave and the number of days for each worker.
- vii. Proportionate leave shall be credited to fresh employees within the first year of appointment.
- viii. A worker shall submit an application to the HR Unit for his/her annual leave three (3) weeks prior to the commencement of the leave.
- ix. Notice of approval of annual leave shall be given to a worker at least one (1) week before proceeding on leave.
- x. Workers shall prepare handing over notes to the head of organization before commencement of leave.
- xi. Where a worker defaults in this requirement, it shall be regarded as misconduct and appropriate sanctions shall be imposed accordingly.
- xii. Head of DDU, through the HR Unit may request a worker to interrupt his/her leave to discharge any duty or to undertake any course of training. The remaining portion of his/her leave shall be taken at a later date convenient to both the DDU and worker.
- xiii. Leave granted but not utilized becomes forfeited, unless re-scheduled with the approval of head of the HR Unit.
- xiv. A worker who is prevented by ill health from returning to duty at the end of a leave may be regarded as absent on sick leave provided she/he is able to produce a medical certificate endorsed by a registered Medical Practitioner/Traditional Medical Practitioner recognized by the Ministry of Health.
- xv. A worker who overstays his leave without giving cause shall forfeit his salary for the period of his absence without permission. Also at the discretion of Head of DDU, through the head of the HR Unit, the worker shall be liable for disciplinary action. If she/he overstays for more than ten (10) days without any notification she/he should consider himself/herself as having vacated his position.

10.6.2 Guidelines for the management of Annual Leave

- i. Heads of organizations shall cause to be prepared by the 15th of January every year, a leave roster showing dates on which employees are to proceed on leave and the number of days' entitlements of each employee.
- ii. Heads of organization shall circulate the approved leave roster to all members of staff
- iii. A public officer, including a newly recruited employee, who has worked continuously for six (6) months shall be entitled to an annual leave on pro rata basis.
- iv. An employee shall apply for leave using the Leave Application Form at least six weeks to the commencement of leave.
- v. Notice of approval of leave shall be given to a staff at least four (4) weeks before the approved date of commencement of the leave.
- vi. A staff shall prepare and submit handing over notes to a designated staff before commencement of leave, where appropriate.
- vii. Leave granted but not utilized is forfeited, unless it is rescheduled or deferred with the written approval of Head of DDU.
- viii. Leave shall not be deferred for more than one (1) year plus the current leave entitlements.
- ix. A staff who is unable to resume duty due to ill health may be considered as absent on excuse duty provided he/she is able to produce a medical certificate endorsed by a Registered Traditional Medical Practitioner recognized by the Management on or before the expected resumption date.
- ix. A staff who overstays his/her leave without reasonable cause shall forfeit his/her salary for the period of his/her absence. Management at its discretion shall institute disciplinary action against the staff that may, in serious cases, lead to summary dismissal from the organization.

10.6.3 Interruption of Leave

- i. Whereas every staff is entitled to enjoy an unbroken period of leave, Management, in cases of urgent necessity or exigencies of the Service, may require a staff to interrupt his/her leave and return to work.

- ii. Where a staff is required by Management to interrupt his/her leave in the circumstances specified above, the staff shall not forfeit the right to the remainder of the leave but shall take the leave anytime thereafter with the approval of Management.
- iii. Where Management requires a staff to interrupt his/her annual leave in the circumstances stated above, Management shall make up to the worker any reasonable expense incurred on account of the interruption and also resumption of the leave by the staff.

10.7. Study Leave With Pay (See Conditions of Service)

10.8 Procedure for the grant of Study Leave with Pay

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

- (a) Staff shall apply for the grant of study leave with the following supporting documents:
 - i. admission letter for the course;
 - ii. first appointment letter into the organization;
 - 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 DDU and the duties and responsibilities of the staff.
- (c) The Head of HR shall thoroughly examine the application in the first instance and forward it with his/her comments to the Head of DDU for consideration. The comments shall cover the following:
 - i. Applicant's status (whether confirmed or not);
 - ii. Number of years of service with the organization;
 - iii. Place, content and duration of the course;
 - iv. Relevance of the course to the individual's work and the organization's core mandate;
 - v. Details of courses attended by applicant within the last one (1) year;
 - vi. Cost of funding for participation in the course ;
 - vii. Details of applicant's outstanding financial or other obligations to the organization and Government, if applicable;
 - viii. Whether there is a pending disciplinary case against the staff; and

- ix. An undertaking by the staff to successfully complete the course and return to the organization.
- (d) The application shall be forwarded to Management for consideration and approval at least one month prior to the commencement date of the course.

10.9 Conditions for the Grant of Study Leave with Pay

- i. Study leave with pay for courses to be undertaken abroad shall be approved only if the course of study is not locally available.
- ii. The officer must prepare and submit handing over notes to a designated staff.
- iii. The approved course shall not be changed without the written permission of the DDU.
- v. A beneficiary staff shall not, on completion of the approved course, pursue additional course of study without the explicit approval from the DDU.
- vi. The facility will be enjoyed for the normal duration of the courses. The continued enjoyment of the facility is dependent on the staff's satisfactory performance while on the course.
- vii. The beneficiary shall cause to be transmitted by the training institution to the sponsoring DDU semester reports on his/her performance during the course of the training.
- viii. A beneficiary shall not modify the duration of the course without the written permission of the DDU.
- ix. In the event of breach of the conditions spelt out above, the promotion of the staff shall be put on hold for the number of years that he/she was on the study leave. Similarly, a certificate acquired by the officer in the event of a change in course shall not be recognized by the DDU.
- x. 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.

10.10 Study Leave without Pay (See Conditions of Service)

10.11. Eligibility for the Leave without Pay (See Conditions of Service)

10.12 Procedure

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

- a) Staff shall apply for the grant of study leave without pay with the following supporting documents:
 - i. admission letter for the course;
 - ii. first appointment letter into the Service;
 - 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 organization and the duties and responsibilities of the staff.
- c) The Head of HR shall thoroughly examine the application in the first instance and forward it with his/her comments to Management for consideration. The comments shall cover the following:
 - i. Applicant's status (whether confirmed or not)
 - ii. Number of years of service with the organization;
 - iii. Place, content and duration of the course;
 - iv. Details of courses attended by applicant within the last one (1) year;
 - vi. Statement/ evidence of ability to fund the course;
 - vii. Details of applicant's outstanding financial or other obligations to the Service and Government, if applicable;
 - viii. Whether there is a pending disciplinary case against the staff;
- d) The application shall be forwarded to the head of HR for consideration and approval at least one month prior to the commencement date of the course.
- e) On approval of the application, the head of the Finance shall be requested to initiate the necessary steps to stop/freeze the payment of salary of the staff.
- f) The applicant must prepare and submit handing over notes to a designated staff.

10.13 Examination Leave (See Conditions of Service)

10.14 Conditions for the grant of Examination Leave

The following conditions shall apply:

- a) The programme of study must have been approved by management;
- b) The staff 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 exams;

If the permissible ten (10) - day examination leave is insufficient to cover the duration of the examinations per the examination time table, the staff may apply for annual leave or casual leave in the event that the former is exhausted. If the officer has exhausted both the casual and annual leaves, the officer may apply for additional days. Such extra number of days shall be deducted from the officer's leave entitlements for the ensuing year.

10.15 Bond Form

A. Each DDU may sponsor eligible serving officers to undertake various programmes of study. The sponsorship shall be in the form of a fellowship/scholarship and/or the continued payment of salary to the officer during the entire period of the study.

B. The head of the DDU is the final authority for approving the grant of study leave.

C. All beneficiaries of the study leave facility shall be bound by the rules and conditions laid out in the bond form provided in **3.7.1.Bond Form**

PART ELEVEN

11.0 HEALTH, SAFETY AND ENVIRONMENT

11.1 Introduction

Health, safety and environment are major considerations for successful functioning of the Local Government Service. The welfare and safety of Service staff are of paramount importance because, as the adage states, people are the most important asset of any organization.

The well-being of staff, at its simplest level, is about personal happiness i.e., feeling good and living safely and healthily. This means not allowing work to undermine basic purposes and needs in the lives of staff, and by extension those of their families.

In drawing up policies and plans on health, safety and sustained healthy environment for organizations, MMDAs shall seek to achieve the specific objective of creating a workplace environment and culture that nurtures safety, morality, impartiality, political neutrality, gender sensitivity, loyalty, confidentiality, respect, dignity, integrity, honesty, openness, leadership, confidence and trust to improve productivity.

11.2 Policy Statement

The Local Government Service of Ghana is committed to providing a healthy, safe and supportive workplace to enhance employee health, well-being and job satisfaction, and to enable staff to contribute most effectively in their roles of delivering high-quality service to the people of Ghana. The Service will always aspire for continuous improvement in all our activities including Health, Safety and Environment.

11.3 Purpose/ Objectives

The objectives of this Health, Safety & Environment Policy are to:

- Reduce the probability of accidents which have the potential to cause injury, disablement and loss of life and property.

- Minimize degradation of the general environment in and around the location, by controlling probable situations which have the potential to adversely affect the environment.
- Ensure compliance with all HSE related statutory laws, rules and regulations and be a good responsible corporate citizen.
- Create awareness among staff about their own safety, health and well being as well as their responsibility towards the environment.

11.4 Scope/Coverage

This policy applies to all agencies within the Local Government Service.

11.5 Responsibility/ Authority

The Local Government Service has oversight responsibility in the implementation of this policy. The Service shall monitor the compliance of this policy as part of its overall mandate in ensuring human resource management of the Service.

Each agency will:

- Maintain a complete set of emergency procedures which would be tested, drilled and updated systematically as required by law.
- From time to time, organize safety and health programmes to equip employees with the knowledge and skills to perform their duties in a safe manner.
- Monitor and review the safety management system and perform regular audit on safety and health performance.
- Assign responsible persons to attend risk assessment training, identify any actual and potential hazards and risks to each individual and work towards a safe and hygienic work environment for staff by reducing, eliminating and controlling hazards at workplace.

Role of Staff

- Staff should comply with the safety and health measures instituted by the Service and cooperate in all safety-related tests, drills and auditing.
- Staff should be fully aware of their personal responsibilities regarding occupational safety and health. They must be constantly alert to potential

risks and hazards related to their activities, and should avoid improper behaviour or operation that may lead to accidents or occupational diseases or injury.

11.6 Procedures

11.6.1 Health and Life Insurance

The Local Government Service is committed to the promotion and maintenance of the physical and mental health of public service employees and the provision of adequate risk cover for staff and the work environment. In pursuance of this objective, the Service shall ensure that every employee works under satisfactory, safe and healthy conditions. Medical/Dental Care shall be provided as in the **Conditions of Service**.

11.6.2 Health/Safety (See Conditions of Service)

11.6.3 Personnel Protective Equipment

Personnel protective equipment/clothing like goggles, face shields, aprons, gloves, safety shoes, helmet, respiratory/gas mask etc. are issued for personnel protection for jobs where special hazard exists and their usage is mandatory by the personnel while engaged on such work.

11.6.4 House keeping

- i. Work place and surrounding area shall be kept clean and free from obstructions.
- ii. On job completion, all tools, equipment and left over material shall be returned to the designated storage place.
- iii. Waste oily material and other intermediate material shall be removed and kept in covered metallic containers.
- iv. Slipping substance such as grease or oil spilled on floor, shall be wiped and cleaned immediately.

11.6.5 Industrial Accidents/Injuries Workman's Insurance Policy (See Conditions of Service)

11.7 Working Environment

The working environment shall support effective and efficient service delivery while, as far as reasonably possible, taking into account employees' personal circumstances, including disability, HIV and AIDS, other health conditions and facilities that promote good health and well-being.

11.8 Employee Counselling Services

The Service recognizes that it is possible in the work environment to identify employees 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 organizations in the country established to help people with various problems, assistance is often required to determine the most appropriate resource.

The Service shall establish for employees a confidential and voluntary Employee Counseling Service (ECS) within DDUs to foster and maintain the well-being and productivity of employees by providing confidential assistance or short-term counseling to those who experience personal or work-related problems. This shall be without prejudice to their job security or career progression. To ensure effective employee counseling services, the following principles shall be taken into consideration:

11.8.1 Confidentiality and Privacy

Personal information collected by an agency providing counseling services under contract to a DDU is deemed to be personal information under the control of that DDU. DDUs shall protect the confidentiality of such personal information at all times.

11.8.2 Physical 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 authorized personnel shall have access to ECS case files.

11.8.3. 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:

- a) the name of the person or DDU to whom the information is to be released;
- b) the specific information to be released;
- c) the date of consent;
- d) the client's signature; and
- e) the expiry date of the consent.

ECS practitioners should allow clients to view, to the extent possible, the information that concerns them without obliging them to present an official request.

11.8.4. 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 organization's Records and Information Management staff shall provide guidance on the measures to apply.

11.8.5. Transfer of Records

In situations where the client (employee) or the ECS practitioner involved is leaving the DDU, the ECS case files may only be transferred to the new practitioner or the new DDU with the client's consent.

11.9 Conflict Resolution

Conflict is bound to arise at the work place for various reasons. Heads of DDUs shall put in place Internal Conflict Resolution Mechanisms (ICRM) to prevent or resolve conflicts in the workplace quickly and constructively. These mechanisms shall support a culture of effective conflict management that emphasizes honest discussion and collaborative problem-solving between people who are involved in conflicts.

These mechanisms shall aim at building productive working relationships amongst people. In addition to providing managers and employees with various options to deal with conflict issues (coaching, mediation, 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.

The benefits of this training are significant in terms of reducing stress, boosting morale, and promoting the collaborative relationships among managers and employees on the one hand, and between employees on the other. These are critical for fostering teamwork, improving service delivery and thus productivity to achieve organizational goals.

11.10 Workplace 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 knew or ought to have reasonably known, 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 affects the well-being of the individual adversely. It is unacceptable and will not be tolerated.

All persons working for the Local Government Service, whether or not they are employees, should enjoy a harassment-free workplace. The Service is committed to providing a work environment where all persons working for the Service are treated with respect and dignity.

11.11. Principles of Handling Harassment

Dealing with harassment can be a complex matter. What one person may consider to be proper behavior, 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.

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 organization.

- i) Heads of DDUs are responsible for fostering a work environment free of harassment.
- ii) All employees must be informed of this policy.
- iii) Learning opportunities related to harassment must be made available to employees and managers/supervisors.
- iv) The employee must be informed of the name, title and address of the officer designated to handle issues of harassment in his or her DDU.
- v) Early action should be taken to resolve problems at the outset.
- vi) Mediation must be offered (failure for which an investigation shall be initiated).
- vii) The complaint process, including the investigation if necessary, should be completed without undue delay, normally within three months or less.
- viii) Corrective action must be timely in all situations of harassment, whether it involves employees or other persons working for the Public Service.
- ix) Harassment may result in corrective or disciplinary measures being taken, up to and including termination of employment. Disciplinary or corrective measures may also be taken against the following: any supervisor who is formally notified of a harassment situation and who fails to take corrective action; anyone who interferes with the resolution of a complaint by threats, intimidation or retaliation; or anyone who files a complaint that is frivolous or in bad faith.
- x) If a complainant of harassment is dissatisfied with the resolution of the problem at the DDU level, he/she may seek redress with the Head of LGS, CHRAJ, PSC, Labour Commission in that ascending order, as well as the law courts.

11.12. Responsibility and authority

The ultimate responsibility and authority for applying this policy rests with the Head of DDU and his or her authorized representative(s).

11.12.1 Expectations:

a. Heads of DDUs

- i) Heads of DDUs are expected to lead by example and to act respectfully in dealings with employees and other persons working for the Service.
- ii) They should have access to learning opportunities on the prevention and resolution of harassment and in conflict resolution.
- iii) They are expected to ensure that employees are aware of the policy and to remind them of its contents as deemed necessary.
- iv) They are expected to ensure that employees 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. This applies to situations that involve employees 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 proceeding act accordingly.
- 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.

b. Employees

- i) Employees are expected to act towards other individuals professionally and respectfully.
- ii) Employees who believe 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/manager, their disapproval or unease. They can get help or guidance from the supervisor, the person designated by the department/organization, or the union.

- iii) They should expect prompt action if they report an incident of harassment to their supervisor/manager or if necessary, to another appropriate supervisor/manager.
- iv) They should expect to be treated without fear of 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.

c. Complainants, Respondents and Witnesses

- i) Complainants, respondents and witnesses are expected to provide information as required in the steps noted below under "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, prior to the submission of the final reports.
- v) Complainants and respondents 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) During meetings and interviews related to the resolution of the complaint, complainants and respondents may have a representative of their choice present at the proceedings.
- vii) Complainants and respondents will be informed in writing of the outcome of the investigation and will receive a copy of the final report.
- viii) Both parties will be informed in writing on corrective or disciplinary measures, where necessary, to be taken as a result of the investigation.

d. Schedule Officer (Mediator)

- i) Schedule officers are expected to be impartial in any complaint process in which they are involved.

- ii) They should have access to learning opportunities related to their role and responsibilities as schedule officers.
- iii) They should apply the established steps in the complaint process.
- iv) They should take the necessary action to ensure the confidentiality of complaint resolution process.
- v) They should ensure that both complainants and respondents have access to support and advice during any resolution process associated with the complaint.
- vi) They should offer mediation and ensure that the co-mediators, if any, meet the requirements of conflict resolution in the workplace;
- vii) They should separate the complainant and respondent physically, for the duration of the complaint process, if deemed necessary;
- viii) They should provide terms of reference for the investigator(s) and ensure that persons conducting investigations are qualified in conflict resolution and that they are impartial, they have no supervisory relationship with the parties, and that they are not in a position of conflict of interest.
- ix) They should recommend corrective and/or disciplinary measures, where warranted.
- x) They should ensure that no documents relating to the harassment complaint are placed in the personnel file of either party, other than a disciplinary letter in the file of the employee who is subject to a disciplinary measure. All documents relating to the Complaint should be placed on a confidential file and kept under lock and key.

11.13 Procedures

11.13.1. Early Problem Resolution

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 should be made to resolve the problem early with open communication and in a co-operative manner. 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.

An allegation of harassment is serious. If a person working for the Service believes that he or she has been harassed, the following actions should be taken:

- a) The person who feels offended by the actions of another person working for the Service is encouraged to make it known to that person as soon as possible in an attempt to resolve the problem.
- b) If the problem is not resolved or if the offended person does not want to speak directly with the other, the offended person should meet with his or her Head of DDU, or with another manager, or seek advice from the person who is designated by their DDU to provide information on harassment, in an attempt to find a solution and resolve the problem.
- 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.

11.13.2. Complaint Process

The complaint process as defined in this policy applies to all LGS employees. Heads of DDU are expected to abide by the spirit of the policy and ensure that such concerns are addressed.

The complaint process applies to LGS employees. Other persons working for the LGS who believe they have been harassed may report the incident to their Heads of DDU, or, if necessary, to another appropriate manager who will address the situation and take appropriate action.

If early resolution is not successful or is not deemed appropriate, an employee may file a complaint with the schedule officer (mediator). All steps should be completed without undue delay, normally in three months or less.

The sharing of information related to the harassment complaint with the parties must comply with the principles of privacy. The policy does not apply to complaints from the public. The responsibility for follow-up on such complaints lies with DDUs. The complaint resolution process shall be guided by the following steps:

Step 1 - Filing a complaint

The complainant shall submit a complaint in writing to the head of the DDU, or to the Council (if the Head of DDU is the subject/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 (e.g., supervisor, colleague); the date and a description of the incident(s); and, if applicable, the names of witnesses. The information provided should be as precise as possible.

Step 2 - Screening and acknowledgement of complaint

Upon receipt of the complaint, the schedule officer (mediator) screens and acknowledges 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.

If these criteria are met, the schedule officer (mediator) shall inform the respondent that a complaint has been received and provide him/her with the particulars of the complaint in writing. If these criteria are not met, the schedule officer (mediator) shall advise the complainant in writing on the appropriate criteria to follow. If the complainant fails to comply, the schedule officer shall decline further processing of the complaint. If appropriate, the schedule officer (mediator) may advise the complainant of other options to resolve the issue.

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, he or she 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.

Step 4 - Mediation

If the harassment complaint remains unresolved, the schedule officer (mediator) must offer mediation. If the parties agree to mediation, the schedule officer (mediator) shall arrange mediation services accordingly.

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.

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 DDU. He or she shall then inform the parties in writing of the decision and ensure that corrective and/or disciplinary measures are taken, if warranted.

11.13.3. Resource body

The Public Services Commission in consultation with the Commission of Human Rights and Administrative Justice, National Labour Commission and other key stakeholders shall develop guidelines for the prevention and resolution of harassment in the workplace.

11.13.4. Other Recourse

Assaults, including sexual assault are covered by the Criminal Code 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.

11.13.5. Monitoring

The Public Services Commission together with heads of MMDAs shall work together to monitor results in achieving the policy objective and statement.

11.14 Violence at the Workplace

Work place violence means any action, conduct, threat or gesture of a person towards an employee in their work place that can reasonably be expected to cause harm, injury or illness to that employee. It also includes bullying, teasing and other aggressive behavior, which are components of psychological violence. The word

“person” includes both individuals who work in the work place as well as others who may enter the work place, such as clients.

The protection of employees from violence in the work place is of critical importance within the LGS. Although we do not normally go to work expecting it to occur, violence can happen in any work place 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 employees in the workplace against violence in the LGS and have recourse should they be subjected to it.

11.14.1. Obligations of Heads of DDU

The Head of DDU shall:

- a) develop a work place violence prevention policy;
- b) identify all factors that contribute to work place violence;
- c) assess the potential for work place violence;
- d) develop and implement systematic controls to prevent, eliminate or minimize work place violence;
- e) review the effectiveness of the work place violence prevention measures;
- f) develop and implement written notification procedures in response to emergency situations of work place violence as well as measures to assist employees who have experienced it;
- g) resolve cases of work place violence, and failing this, appoint a competent person to investigate the matter;
- h) provide information, instruction and training on the factors that contribute to work place violence to each employee; and
- i) maintain signed records on the information, instruction and training provided to each employee.

11.14.2. Contents of Workplace Violence Prevention Policy

Work place violence prevention policies, as a general rule, shall include such elements as:

- a) a statement to the effect that the Head of DDU is committed to providing a violence free work place;

- b) a statement to the effect that work place violence, including, but not limited to, bullying, teasing, and abuse and other aggressive behavior will not be tolerated in the work place;
- c) a commitment to share with the employees, any information which the Head of DDU possesses concerning the factors which contribute to work place violence;
- d) a commitment to assist employees who have been exposed to work place violence;
- e) procedures to be followed should an employee be subject to work place violence;
- f) a telephone hotline number where employees can get assistance in the event of violence at the workplace.

11.14.3. Reporting Workplace Violence

- 1) The employee shall report to the Head of DDU any conduct or circumstance in a work place that is likely to negatively affect the health or safety of the employees, or other persons with authorized access to the work place.
- 2) Once the Head of DDU becomes aware of work place violence or alleged work place violence, he/she must try to resolve the matter within one month.

11.15. Procedures for responding to Workplace Violence.

(a) Emergency Situations

- 1) Heads of DDUs must develop written emergency notification procedures and implement them to summon assistance where immediate assistance is required in response to work place violence. The purpose of the emergency notification procedures is to minimize the impact of incidents and ensure the protection of the health and safety of employees).
- 2) Emergency notification procedures must be made known to employees.
- 3) Heads of DDUs are required to post the text of the procedures at a location readily accessible to employees.
- 4) Depending on the nature of the violent incident, the police may be notified of its occurrence.

(b) Non-Emergency Situations

- 1) In response to “non-emergency” occurrences of work place violence or alleged work place violence of which the Head of DDU becomes aware, the Head of DDU must try to resolve the matter with the employee within two months.
- 2) In situations where the matter is not resolved, the Head of DDU must appoint a senior staff to investigate the work place violence. He/she must be impartial and seen by the parties as impartial. He/she must also have relevant knowledge, training and experience on issues relating to work place violence. The senior staff will investigate and provide the Head of DDU with a written report with conclusions and recommendations.
- 3) The Head of DDU is required to provide the work place Grievance and Disciplinary Committee with a copy of the report, provided that the disclosure of the information contained in the report is not prohibited by law or would not reveal the
- 4) identity of the persons involved without their consent.

(c) Control Measures to Minimize Work Place Violence

- 1) The Head of DDU shall identify all factors which contribute to work place violence and assess the potential for work place violence.
- 2) Once an assessment of the potential for work place violence has been carried out, the Head of DDU shall develop and implement systematic controls to eliminate or minimize work place violence or a risk of work place violence.
- 3) These controls shall be developed and implemented as soon as practicable, but not later than 90 days after the day on which the risk of work place violence has been assessed.

11.16 Sexual Harassment

11.16.1 Introduction

Sexual Harassment is intimidation, bullying or coercion of a sexual nature, or the unwelcome or inappropriate promise of rewards in exchange for sexual favors. Sexual harassment is a violation of national laws and of individual rights and dignity.

It is unlawful to harass a person who is applying for a job or already in a job, because of that person's sex.

11.16.2 Sexual harassment may include:

Unwelcome sexual advances, requests for sexual favors, displays of sexual material and other verbal or physical conduct of a sexual nature. In a work place, harassment is considered illegal when it creates a hostile or offensive environment or when it results in an adverse employment decision such as the victim being fired or when victim decides to quit the job. A harasser can be a co-worker, a Supervisor, or even a client.

For many work places, preventing sexual harassment and defending workers from it, have become key goals of legal decision-making. Some common effects of sexual harassment on the victim are:

- i. Stress and social withdrawal;
- ii. Sleep and eating difficulties;
- iii. Overall health impairment;
- iv. Decreased work performance;
- v. Increased absenteeism for fear of repetition;
- vi. Fear of humiliation by gossips;
- vii. Defamation of character;
- viii. Loss of trust in similar environment;
- ix. Self-abnegation-loss of self-esteem;
- x. Loss of motivation, withdrawal and isolation;
- xi. Alcoholism;
- xii. suicide attempts;
- xiii. Traumatic stress.

11.17. Policy Statement

It is the policy of the LGS that all workers are responsible for ensuring that the work place is free from sexual harassment, because the Service strongly disapproves inappropriate sexual behaviour at work places. All workers must therefore avoid any conduct or action which could be viewed as sexual harassment. Sexual harassment occurs when:

- i. Submission to the harassment is made either explicitly or implicitly a condition of employment;
- ii. Submission to or rejection of the harassment is used as the basis for employment decisions affecting the individual;
- iii. The harasser has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive environment.

Any worker who has a complaint of sexual harassment at work by anyone, including the supervisor, co-worker or visitor, should first clearly inform the harasser that his/her behavior was unacceptable and unwelcome, and insist that the behavior should cease. If this continues, the worker must immediately report the matter to his/her supervisor. If the immediate supervisor is the harasser, the violation should report to a higher authority or the HR Directorate who can be reached (telephone number).

If the HR Directorate receives a report of sexual harassment involving physical harm, for instance, the harasser is suspended and an investigation team constituted to do thorough investigation and to report back within one week. If the investigation supports sexual harassment, disciplinary action is taken against the alleged harasser. It is possible that the harasser could be dismissed. If investigation reveals that the charges were false with malicious intent, the charging party may be subject to disciplinary action, and may be dismissed. If any worker is dissatisfied with management's response to his/her complaint, the matter should be reported to the HR Directorate to arrange for an appeal process.

11.18 Purpose/Objectives

The most effective way to avoid sexual harassment in the work place is for the LGS to adopt a clear policy prohibiting it for the attention of workers. The main objectives of the policy are:

- i. To educate the entire workers of the LGS of the existence of the policy;
- ii. To emphasize the importance of the policy and draw attention to all to its implementation;
- iii. To build the confidence of workers that their work environment is safe;

- iv. To assure workers that if they are harassed they can seek redress without retaliation;
- v. To alert senior staff of sanctions they face if they indulge in sexual harassment.

11.19. Scope/Coverage

Essentially, this anti-harassment policy should be applicable to the LGSS workers as well as all workers under the Service.

11.20 Responsibility/Authority

The Council and Head of Service shall be responsible for the implementation of this policy generally, while Heads of DDUs within the MMDAs and RCCs would be responsible at their levels.

11.21 Procedures:

11.21.1 Measures to reduce/stop sexual harassment.

- i. Application of oral or written warning or reprimand;
- ii. Transfer of victim;
- iii. Demotion;
- iv. Reduction in rank;
- v. Suspension without pay;
- vi. Discharge;
- vii. Monitoring of harasser to ensure that it is not repeated;
- viii. Training /counseling of harasser;

11.21.2 The Case of Retaliation

In Ghana, both men and women can be victims of sexual harassment. However, failure to remedy and prevent harassment, retaliation and wrongful dismissal could make this emotional distress an acceptable norm.

Sexual harassment may culminate in a retaliatory discharge when the victim no longer submits to sexual demands of a superior officer. In “quid pro quo” harassment, the victim may have been employed by agreeing to exchange sex for the employment. (‘Quid pro quo’ in Latin stands for; ‘this for that’ or ‘something for something’). If at a certain stage, the victim resists a sex attempt, it could result in

retaliation. Many victims suffer from retaliation and backlash at work places and it is the role of management to see to nib this in the bud.

11.22 Complaint Procedure:

There are three processes involved, namely; the Informal, Management process and the Formal.

a. The Informal process:

A worker who has a complaint may contact a more senior officer or supervisor to discuss a resolution. In most cases, an amicable solution is reached and the case ends. However, when the matter is not resolved, victim may pursue the matter further and this goes to the management process.

b. Management Process.

This is a higher level than the informal level. An investigation is instituted and after about four weeks a meeting is held and a decision taken in the presence of a witness of the victim, the victim herself/himself. If the level fails to satisfy the victim, the matter is taken to the formal level after the victim has submitted an application.

c. Formal Process:

This level calls for another investigation team to act and to submit their report to management. If the harasser, at this level, is found culpable and depending on the seriousness of the matter, may result in removal or dismissal.

PART TWELVE

12.0 DIVERSITY AND GENDER MAINSTREAMING

12.1 Introduction

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 be stigmatized), 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.

Diversity and gender mainstreaming is a strategy for making concerns and experiences of men, women, persons with disabilities and other individual differences be integral parts 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.

12.2 Policy Statement

12.2.1 The Local Government Service is committed to the provision of quality services to all Ghanaians by establishing, within the Service, a diversified workforce of qualified employees 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.

12.2.2 Diversity and Gender mainstreaming in human resource management will be guided by the following principles:

- i) **Equity:** A Service where women and men are treated equally, with equal access and control over resources and benefits at the workplace.
- ii) **Affirmative Action:** Deliberate actions taken to promote gender equality.
- iii) **Diversity and Gender Sensitive Practices:** Human resource practices which are responsive to the needs and interests of both men and women in the Service.

- iv) Empowerment: Both women and men are included in the planning and decision-making processes and they are empowered to do so.

12.2.3 The formulation of policies and procedures relating to diversity, gender and disability mainstreaming, must take into account the following and any other legislations that may be enacted:

- Persons with Disability Act, 2006 (Act 715);
- The Labour Act, 2003 (Act 651);
- Directive Principles of State Policy in Chapter 6 of the 1992 Constitution;
- National and International Conventions on Human Rights;
- Gender Mainstreaming Policy Framework; and,
- UN Convention on the Rights of Persons with Disabilities.

12.3 Policy Objectives

The objectives of the Policy are to:

- i) ensure equal treatment of women, men and people with different backgrounds in terms of access to, and control over, resources and benefits in the Service;
- ii) fulfill gender equality provisions of the Constitution and the National Gender Policy;
- iv) contribute to the achievement of the global target of 30% representation of women in decision making positions;
- v) ensure efficient, effective and equitable public services delivery at all levels;
- vi) provide a mechanism for diversity and gender mainstreaming in the human resources function;
- vi) complement and reinforce existing tools and guidelines, including Gender and Equity Budgeting Guidelines , Guidelines for Auditing Gender Mainstreaming in the Public Service for mainstreaming gender; and,
- vii) Ensure that the Human Resource Department/Unit promotes workplace diversity training to foster communication between diverse groups and introduce new strategies for collaboration and problem solving.

12.4 Scope

12.4.1 The Policy is designed primarily for use by the Local Government Service Secretariat, Metropolitan, Municipal and District Assemblies to implement

diversity and gender mainstreaming in all their policies, plans and programmes.

12.4.2 The Policy specifically focuses on human resource management functions in the Local Government Service in terms of recruitment; training and staff development; posting and transfers; working environment; managerial decision making, compensation and benefits.

12.5 Interventions For Gender Mainstreaming

12.5.1 Gender mainstreaming shall be achieved through the following interventions:

- i) Implementing actions to address key gender issues in human resource management in the LGS, including use of gender sensitive language;
- ii) Fostering institutional change for the empowerment of both women and men through equal participation in decision-making at all levels;
- iii) Changing policies and practices which hinder women and men's access to employment, leadership and management development opportunities;
- iv) Formulating and implementing capacity building programmes for female and male senior officers to improve knowledge, skills and attitudes in gender analysis, gender mainstreaming; gender responsive research, gender responsive budgeting and the production and use of gender disaggregated data. This training will build the capacity of both women and men in the Service to design and deliver gender responsive policies and programmes and will specifically target all staff, especially those in strategic and operational positions;
- v) Maintaining effective coordination, due diligence and accountability mechanisms for gender equality outcomes;
- vi) collaborative strategies are fostered between the Service, Ministries, Departments, Agencies;
- vii) Developing strategies to empower women and men to take up leadership positions in Local Agencies;
- viii) Systematic consultation with women, as well as men, to identify their own priorities, success stories, lessons learned tools and mechanisms;
- ix) Effective monitoring and reporting mechanisms capable of reflecting how far the Local Government Service is contributing to gender equality;

- x) Internal tracking and monitoring to ensure that strategic milestones are being reached, and to support both organizational learning and management accountability. These will include monitoring staff recruitment and promotion; budgetary allocations; and discussion and follow up on gender equality initiatives;
- xi) Promote the establishment of a Gender Desk with an officer to coordinate gender issues in the Service at the MMDA level through knowledge-sharing, peer-support and integration of learning on gender equality. In this respect:
 - i) The head of organization shall appoint a senior staff as a Gender Focal Point Officer.
 - ii) The Gender Focal Point Officer shall provide a link between the Service, Ministry of Gender and Social Protection and Ministry of Local Government and Rural Development.

12.6 Implementation Guidelines

12.6.1 The Guidelines for Gender Mainstreaming in Human Resource Management in the Service are presented in the template below **in Section 8.9.**

12.7 Coordination and Reporting

The Gender mainstreaming interventions will be coordinated by the respective MMDAs. The reporting arrangements will be as follows:

- i) The Gender Focal Point Officer shall submit a quarterly report on gender mainstreaming to the Head of DDU;
- ii) The Head of DDU shall submit a report on gender mainstreaming in human resource management to the Assembly quarterly;
- iii) MMDAs shall provide annual reports on the gender mainstreaming in human resource management to the Local Government Service Secretariat with copies to the Ministries of Gender and Social Protection and Local Government and Rural Development.
- iv) The reporting format to be used by the MMDAs for analysis of gender and diversity statistics is contained in the template 1 provided below in **Section 12.9.**

12.8 Monitoring Mechanism for Gender Mainstreaming

12.8.1 The MMDAs shall be responsible for monitoring the implementation of the interventions and providing progress reports to the Local Government Service, Ministries of Local Government and Rural Development and Gender, Children and Social Protection, and Regional Coordinating Councils.

12.8.2 For the purpose of mainstreaming gender in human resource management, the following indicators, among others, shall be monitored:

- i) Percentage (%) of women and physically challenged persons in senior management positions;
- ii) Percentage of women and physically challenged persons compared to men, that attended Training, Workshops and Conferences;
- iii) Number of policies and programmes developed by MMDAs using gender-sensitive and inclusive language;
- vii) Number of MMDAs having active Gender Focal Persons.

12.9 Definition of Gender Terms and Concepts

- i. Gender:** Gender can be defined as the set of characteristics, roles and behavior patterns that distinguish women from men which are constructed not biologically but socially and culturally. The sex of an individual is biologically determined, whereas gender characteristics are socially constructed, a product of nurturing, conditioning, and socio-cultural norms and expectations. These characteristics change over time and from one culture to another. The concept of gender refers not only to women and men but, importantly to the relations of power between them. Gender relations are constantly being renegotiated in the context of changing political, economic, social and cultural environments at the local, national and international level.
- ii. Gender Analysis:** Gender Analysis is a process of gathering quantitative information by sex (sex – disaggregated data, which identifies the gender differences and inequalities in roles, responsibilities, access to resources and opportunities and control over the benefits. Qualitative gender analysis seeks

to examine the causes of these differences and inequalities between women and men.

It involves collecting sex-disaggregated data to be fed into the policy process, and assessing the impact of existing policies and programs on gender inequalities. It also involves assessing how gender-inequitable power relations may impact on the achievement of a range of development goals including the goal of gender equality.

- iii. **Gender mainstreaming:** Gender mainstreaming means ensuring that a gender perspective is included in the formulation and implementation of all government policies, programmes and decisions. It also includes extending gender awareness to the broader civil society. It is a process of consistently incorporating a sensitivity to gender differences/inequalities into the analysis, formulation and monitoring of strategies and activities that can address and help reduce inequalities between women and men. Mainstreaming addresses gender issues in all aspects of development including decision making structures and planning process such as policy making, budgeting, programming, implementation, monitoring and evaluation at all levels and in all sectors and organizations.
- iv. **Gender-sensitive indicator:** A gender-sensitive indicator is defined as a piece of statistical or qualitative information on some aspect of women's lives, status or situation vis-à-vis that of men, and on how that situation is changing over time. Such indicators are necessary tools for measuring progress towards attaining the objective of gender equality and women's empowerment.
- v. **Gender Sensitivity/Awareness/Perspective:** The understanding of socially determined differences between women and men that lead to inequalities in their respective access to and control of resources and benefits. Gender sensitive approach includes the willingness to address these inequalities through strategies and actions for social and economic development.

- vi. **Gender Responsiveness:** Refers to actions or plans that are constantly sensitive to and address peculiar or specific needs of women and men, and girls and boys.
- vii. **Gender Equity:** Gender equity is the process of achieving gender equality, which is concerned with fairness and justice for both sexes in the distribution of benefits and responsibilities. The concept recognizes the disparity between men's and women's access to resources and opportunities and their ability to shape their own future. To achieve gender equity, women must be empowered to join men in making decisions that affect their own and their children's lives.
- viii. **Gender Equality:** Gender equity refers to equality of men's and women's access to resources, opportunities and services, ownership of assets and control over benefits from investments.
- ix. **Gender Management System:** This is an integrated set of structures, mechanism and procedures put in place within an existing organizational framework, to guide, plan and monitor and evaluate the process of mainstreaming gender into all areas of the organization's work in order to achieve greater gender equality and equity within the context of the sustainable development.
- x. **Gender Planning:** A process of applying the results of gender analysis to bridge the gaps/inequalities identified between women and men, through the planning process at various levels: departmental/divisional plans, sectoral, regional plans and national development plans. Gender planning includes taking appropriate action to bring marginalized groups up to an equal standing with others.

12.10 Templates for Mainstreaming Diversity and Gender into HR Management

The following templates shall be used to guide Heads of DDU to mainstream diversity and gender in human resource management in the Service.

12.10.1: Example of Staffing Levels by Gender by Job Category

Job Category	Total	% Male	% Female
Coordinating Directors			
Directors			
Assistant Directors			
Planning Officers			
Budget Analysts			
Engineering and Works			
Community Development Officers			
IT Officers			
Records Officers			
Agricultural Officer			
Finance Officers			
Education Officers			
Social Development officers			
Secretaries			
Health Officers			

12.10.2: Guideline for Gender Sensitive Language

A: Titles	
Mankind	People, humanity, humankind, human race, human Species
Manhole	access hole, utility hole
Manhood	adulthood
Man-hours	labour hours, working hours
Man-made	artificial, handmade. Synthetic, manufactures
Manpower	Human Resource, labour force, personnel, staff, staffing workforce
Bushman	bush people, bush person
Countryman	citizen, compatriot
Kinsman	kin, relation, relative

Layman	layperson, non-expert, non-professional, non-Specialist
Middleman	intermediary, broker, mediator, arbitrator
Spokesman	spokesperson
Sportsman	athlete, layer, spokesperson
Sportsmanship	fair play
Statesman	leader, diplomat
Workman	worker, employe
Businessman	business executive, entrepreneur, trader, proprietor, business owner, business person
Cameraman	camera operator, cinematographer, cameraperson
Chairman	chair, chairperson, convener, head, leader, moderator, and coordinator
Clergyman	use a more specific title e.g. minister, rabbi, reverend, sheikh, member of the clergy
Craftsman	artisan, technician, craftsperson
Draftsman	drafting person, draft person
Fireman	fire-fighter
Fisherman	fisher, angler, fish farmer
Foreman	supervisor
Crewman	crew, crewmember
Salesman	Sales clerk, representative, associate, agent
Grounds man	gardener, ground worker
Linesman (maintenance)	line maintenance worker, lines worker
Linesman (football)	flagger, assistant referee, co-referee
Newsman	correspondent, newscaster, journalist, reporter
Newspaperman	newspaper vendor, newspaper seller
Ombudsman	attorney, ombud, ombudsperson
Patrolman	patroller, patrol agent, patrol guard
Policeman	police officer, (use the person's actual rank if available) e.g. constable, inspector
Postman	mail carrier, mail deliverer, letter carrier, post person postal

	worker
Longshoreman	dockworker, shore hand
No man's land	neutral territory, no one's land
Father and founder	founder, pioneer
Forefathers'	ancestors, forbears
To master an art	to become skilled
Mastery	expertise, proficiency, competence

	B. Occupational Titles referring exclusively to Women	
	Housemaid/boy	house worker, household helper, cleaner
	Housewife/husband	woman, man who works in the home, stay at home
	Maiden name	birth name
	Matron	director of nursing
	Midwife	maternity nurse
	Sales lady	shop assistant, sales clerk/representative/agent
	Sister	charge nurse, duty nurse, registered nurse
	His/her worship	your worship

	C: Idiomatic Expressions	
	The man in the street	the ordinary people
	Man-to-man	person to person
	One-man show	one-person show, solo show
	One man vote	one person to vote
	Every man for himself	all for themselves, everyone for oneself
	No man	no one

	D: Sex-Specified Words	
	Actress	actor
	Ambassadress	ambassador
	Authoress	author, writer
	Directoress	director
	His/her	their

	Hostess	flight attendant
	Lioness	lion
	Manageress	manager
	Mayoress	mayor
	Stewardess	flight attendant, steward
	Waitress	waiter

Use Ms to refer to either Mrs. or Miss when not sure of the marital status of the woman.

Note: Use “men and women” instead of male and female.

5. Pronouns

It is no longer acceptable to use pronouns ‘he,’ and ‘him’ when referring to singular antecedents or unspecified gender. The following examples give some alternatives:

a) Rewrite the sentence

Rather than: An employee must file a grievance within the prescribed time limit.

His union representative will already be involved at this stage of the process.

Use: An employee must file a grievance within the prescribed time limit. The employee’s union will already be involved at this stage of the process.

b) Use the plural:

Rather than: Each director must prepare his own budget

Use: All directors must prepare their own budgets.

c) Use a neutral word such as “individual”:

Rather than: his duties

Use: the individual’s duties

d) Use both pronouns when necessary:

His or her duties

Her or his staff

6. Correspondence

- a) Determining how to address a woman can be confusing at times. It is important, however, to always respect a woman's right to be addressed, as she prefers. That is, as indicated on her correspondence. If not indicated it is acceptable and appropriate to address a woman by her first and last names.
- b) Similarly, if it is not known that the individual is a man or a woman, it is appropriate to use both first and last names or initials and last name, i.e. R. J. Masaka.
- c) When the name of the addressee is known, use Dear Sir/ Madam or Dear Madam/Sir or use specific title such as Dear Office Manager. To Whom It May Concern should be avoided.

7. General Rules about Written Forms of Address

a) Eliminating Titles

Rather than: Miss Mary Anku and Mr. John Anku

Use: Mary Anku and John Anku

b) Marital Status

Rather than: John Kwesi and his wife Joan Kwesi

Use: Joan and John Kwesi

c) A married woman who has kept her name (Mary Kwame married to Mark Kofi)

Rather than: Mrs. Mary Kofi

Use: Mary Kofi

12.10.3: Gender Mainstreaming Checklist

1. Recruitment, Selection and Promotions

- a) Advertisement encourages both women and men to apply.
- b) Recruitment teams have both men and women members.
- c) Recruitment teams have taken gender sensitization training.
- d) Interview questions are gender sensitive.
- e) Records are maintained for men and women employees eligible for promotions.
- f) Leadership, self assertiveness training is available for female employees.

- g) Promotion/appointment mechanisms and teams are gender sensitive.
- h) Promotion/appointment teams both men and women members.
- i) Affirmative action is applied in the recruitment, selection and promotion of employees.

2. Training and Development

- a) Training Committee or Training Officer has been trained in gender sensitivity.
- b) Training Committee has both women and men members.
- c) Training needs assessments include both women and men employees.
- d) Affirmative action is applied in the training of employees.
- e) Training plan offers appropriate opportunities for women and men employees.
- f) Training on gender, human rights, workers' rights, respectful workplaces and gender based violence has been conducted for all staff.
- g) Gender-disaggregated data is maintained annually on employees trained.

3. Postings and Transfers

- a) Managers have been trained in gender sensitivity.
- b) The deployment practices are gender and family responsive.

4. Respectful Workplace

- a) Employees have been sensitized on respectful workplace practices.
- b) The organizational culture is respectful of all employees.
- c) Advice/Counseling is available to employees who believe they are not being treated with respect in the workplace.
- d) The disciplinary committee has been sensitized on respectful workplaces, gender, human rights, women's rights, and gender based violence.

5. Gender Inclusive Language

- a) All communications use gender inclusive language.
- b) All employees are sensitized on gender inclusive language.
- c) Offensive language is not used in the workplace.

6. Working Environment

- a) Infrastructure is friendly to male and female employees as well as to people with special needs.
- b) Facilities and equipment provided to male and female employees are of the same standard.
- c) Employees are aware of the Code of Conduct.
- d) Managers are sensitive to employee family responsibilities in the application of policies.
- e) Meetings are arranged at times that take into consideration family responsibilities.





7. Terms and Conditions of Service

- a) All employees are made aware and understand their terms and conditions of service.
- b) Conditions of Service are the same for male and female employees.
- c) The Terms and Conditions of Service are communicated in a manner that is understood by both male and female employees.

12.10.4: Analysis of Gender Statistics

Title of Post	Total	Men	Percentage	Women	Percentage
Total					

12.10. 5: The Gender Analysis Traffic Light: Gender Mainstreaming Tool

	Green: Indicator has been fully achieved.
	Yellow: Indicator has been mostly achieved.
	Orange: Indicator has been partially achieved, but there are concerns about some aspects.
	Red: Indicator has not been fully achieved at all, and there are no plans for achieving it.

PART THIRTEEN

13.0 THICS, VALUES AND CODE OF CONDUCT

13.1 Introduction

The Code of Conduct is the heart and soul of the Service. It is regarded as an in depth view of what the Service believes and how its employees see themselves and their relationship with each other and the rest of the wider community. The Code of Conduct paints a picture of how employees, citizens, customers, stakeholders, partners and suppliers can expect to be treated by the Service.

13.2 Policy Statement

The values and principles that make the Service remarkable and that enable it to stand out from other Public Service Organizations are: People, Integrity, Commitment, Excellence, Selflessness, Transparency, Accountability and Leadership.

It is the policy of the Service that at all times employees must seek to advance the common good of the communities in which they are serving, in the recognition that public office involves public trust. Employees shall devote their time and talent to their official business with the aim of achieving the objects of the Service.

The Service prohibits its employees from engaging in any activity, practice, or conduct which conflicts with, or appears to conflict with, the interests of the Service.

13.3 Purpose/Objectives

The values or principles of public life that underpin the work processes are critically important to the success of the operations of the Service. The Values and Code of Conduct have the following objectives:

- i. To set the tone and standards for the conduct of the activities of the employees of the Service.
- ii. To provide an expansive and continuous Ethics education process for all employees.
- iii. To reinforce the shared responsibilities of protecting the image and reputation of the Service.

13.4 Scope Coverage

The Code applies to all categories of employees, consultants, representatives and agents of the Service.

13.5 Responsibility/Accountability

The Council, Head of Service and Heads of DDUs are responsible and accountable for affirming the values and ensuring that all employees live by them.

13.6 Procedures

13.6.1 Service Values/Guiding Principles of Code

The following guiding principles of public life underpin the Code of Conduct:

13.6.1.1 People

- i. Treat people with respect and dignity.
- iii. Welcome diversity and diverse opinions.
- iv. Help our fellow employees improve their skills.
- v. Recognize and reward accomplishment.
- vi. Foster teamwork and collaboration.

13.6.1.2 Integrity

- i. Be honest, forthright and trustworthy.
- ii. Use straight talk; no hidden agendas.
- iii. Respect ethics, law and regulation.

13.6.1.3 Commitment

- i. Honor commitments to the people, the people's representatives and the community as a whole.
- ii. Accept personal responsibility to meet commitments; be accountable.

13.6.1.4 Excellence

- i. Improve performance continually.
- ii. Stress quality, productivity, growth, best practices and measurements.
- iii. Always strive to be the best.

13.6.1.5 Selflessness

Employees shall take decisions solely in terms of the public interest and not for any financial or other material benefit for themselves, their family or their friends.

13.6.1.6 Transparency

Employees shall be as open as possible about all the decisions and actions that they take. They shall give reasons for their decisions and restrict access to information only when the wider public interest clearly demands that the information should not be released.

13.6.1.7 Accountability

Employees shall be responsible to Government and the public for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office.

13.6.1.8 Leadership

Employees shall strive to excel in all their endeavours, be example to others and encourage others to follow their professional foot steps.

13.6.2 Code of Conduct

- i. Disciplinary action may be taken against an employee in respect of any misconduct or negligence on the part of such an employee.
- ii. An employee shall conform to and abide by Service Rules and Regulations and shall observe, comply with and obey any reasonable orders and directions which may, from time to time, be given to him/her, in the interest of the Service, by any person under whose jurisdiction, superintendence or control he/she may, for the time being be placed.
- iii. An employee shall serve the Service faithfully and shall maintain the strictest secrecy regarding the affairs of the Service and its clients.
- iv. A declaration of secrecy shall be signed by an employee on joining the Service for the first time.
- v. No employee shall, without permission of the Head of Service in writing give any information concerning the internal arrangements of the Service or the affairs or policy of the Service to any person or persons.

- vi. No employee shall seek the influence of members of the Service, members of any committee of the Service or of persons outside the Service in matters connected with discipline or conditions of service or with a view to obtaining considerations for appointment, transfer or promotion.
- vii. An employee may be requested to discharge any duties required of him/her by the Service. She/he may be stationed wherever his services are considered most useful.
- viii. No employee shall, for private purposes, employ the services of another person or employees at a time during which his or her services are at the disposal of the Service.
- ix. No employee shall make use of any materials, stores or apparatus which are the property of the Service, for his private purposes.
- x. No employee shall, in his personal capacity, receive any payment from the Service funds on behalf of or as agent for, any member of the public except with the prior approval of the Head of Service.
- xi. Any money paid to an employee shall be either due to him/her personally or paid to him/her in his/her official capacity, in which case, such money shall be properly brought to account.
- xii. No employee shall at any other time accept any other employment during official working hours without prior approval of the Head of Service.
- xiii. The Service provides working tools, such as computers, internet access, telephones, and a wide variety of other equipment, to enable employees to be productive contributors to effective service delivery.

13.6.3 Conflict of Interest

A conflict of Interest may exist when an employee is influenced or appears to be influenced by private interests.

- i. Thus, employees have an obligation to avoid conflicts of interest and to refer questions and concerns about potential conflicts to their supervisor.
- ii. Employees shall disclose any financial interest they or their immediate family have in any firm that does business with the Service.

- iii. Any conflict or potential conflict of interest must be disclosed to the Head of DDU. Failure to do so will result in discipline, up to and including termination.
- iv. Employees and their immediate family may not accept gifts, except those of nominal value, or any special discounts or loans from any person or firm doing, or seeking to do, business with the Service. The meaning of gifts for purposes of this policy includes the acceptance of lavish entertainment and free travel and lodging.
- v. Employees may not engage in, directly or indirectly either on or off the job, any conduct which is disloyal, disruptive, competitive, or damaging to the Service.
- vi. In appropriate cases items of nominal value related to authorized business or approved expenditure for entertainment may be allowable but must be declared to the supervisor.
- vii. Engage in paid employment outside his or her official duties except with the express permission of the Head of Service.

13.6.4 Managing Conflict of Interest

Most conflicts can be managed by taking one or more of the following steps:

- i. **Declaration of interest:** Where an employee has a conflict of interest that arises in the general decision making context, a declaration of interest will generally be sufficient. Having declared the interest, the employee should either withdraw from the discussion or seek the agreement of his or her colleagues to continue to take part. The declaration of interest will be recorded.
- ii. **Transferring responsibility to another employee:** An employee with a conflict of interest concerning a particular issue within his or her Department/Division/Unit may, with the agreement of the Head of Service transfer responsibility for that issue to another employee.
- iii. **Divestment:** Where a conflict of interest is significant and pervasive, the employee may need to divest him or herself of the interest.

- iv. **Resignation from organization:** Where a conflict of interest arises from association with a non-governmental organization, employee may need to resign from the LGS.
- v. **The use of information for personal gain is prohibited.** Information, which is not public, concerning activities or plans of the Service, shall only be used for the purposes of the Service.
- vi. At no time during or after employment, except by the direction of the Council, shall an employee divulge either directly or indirectly to any person, any information acquired concerning the affairs of the Service, or any business process, property or transaction in which the Service may have been concerned or interested.

13.6.4 Public Comment

The only persons authorized to make public or media comments on behalf of the Service are the Head of Service or his appointed representative.

13.6.4 Acceptable Behavior

The Service expects all employees to behave in a polite and reasonable manner. Violence or any form of damage to property is not acceptable. Alcohol or those under its influence are not at any time allowed on the Service premises.

PART FOURTEEN

14.0 DRUG AND ALCOHOL ABUSE AT WORK PLACE

14.1 Introduction.

Drug and alcohol abuse may be collectively called Substance Abuse in this context. Substance abuse occurs when drugs and alcohol are habitually consumed in prohibitive quantities without any prescription by medical professionals. This may result in dependency on these drugs leading to health problems, social problems, mental problems, injuries, violence, motor accidents, to mention but a few. Besides these direct effects on the culprits, it may also affect co-workers directly and indirectly.

In Ghana, traffic related accidents are frequently associated with substance abuse and many workers who drive official vehicles and found drunk, have been dismissed. Substance abuse is indeed undesirable and inappropriate at work places and something must be done to prevent workers from this habit.

14.2 Policy Statement

Workers of the LGS are its invaluable resource and their health and safety is the responsibility of the Service. Substance abuse, if not checked can pose a serious threat to the welfare of workers. It is therefore the policy of the LGS to prevent substance abuse from having any adverse effects on the workers.

The LGS maintains that the work environment is safer and more productive without the presence of illegal drugs. Furthermore, the workers have a right to work in a drug and alcohol-free environment. Workers, who indulge in substance abuse, are a danger to themselves, their co-workers and the assets of the Service.

Emphatically, it is the policy of the LGS that the use, sale, purchase, transfer, possession or presence of any controlled substance by any worker of the Service, is strictly prohibited. The execution of this policy will follow procedures designed to ensure fairness. Disciplinary action, will, however, be taken when deemed necessary.

14.3 Purpose/Objective

The main purpose of establishing a policy for substance abuse is

- i. to prevent it from occurring at work places.
- ii. to establish remedial measures to protect affected workers from further indulgence,
- iii. to institute disciplinary procedure to deal with difficult cases.
- iv. to disseminate the policy to newly appointed workers.
- v. To encourage the establishment of mechanisms suited to the place, to contain the situation where workers have already acquired the habit of taking illicit drugs and are alcoholics.

14.4. Scope/Coverage.

The LGS has oversight responsibility over all staff of the RCCs and MMDAs, and their Decentralized Departments as indicated by L.I. 1961. All these institutions would benefit from this policy.

14.5 Responsibility/Authority

In the final analysis the RCDs, DCDs and Heads of DDUs will have ultimate responsibility for ensuring that the policy is operationalized. It may be schedule officers who may be trained and selected to handle this.

14.6 Procedures.

a. Informal process.

In cases where Substance Abuse has become habitual, initial stages of dealing with it could be by management, in this case the Supervisor or Schedule Officer. This is the counseling stage which may eventually rehabilitate the worker. In certain cases, parents or elders related to the worker may be involved in the counseling.

b. Formal process.

If attempts by management to rehabilitate the worker fail, the Supervisor may have to institute disciplinary procedures applicable in the Service.

The procedure could be by the formal proceedings approach as follows:

- i. Where the supervisor deems it expedient, the victim should be interdicted prior to the process. This is to allow time for investigation;
- ii. The victim shall be notified in writing spelling out details of the misconduct and given two weeks to respond;

- iii. If the response is not accepted, the disciplinary authority shall appoint a team of two or three to further investigate and report;
- iv. Meanwhile, the victim has a companion or a union representative as his/her helper during the process;
- v. The team, after investigations, will write to the victim on the hearing with details including the date, time and venue for the meeting; and,
- vi. If during the hearing, the victim is guilty, criminal proceedings may be established and the victim is dismissed.

14.7 Smoking

14.7.1 Introduction

The Service is committed to providing its staff, visitors and the general public with a smoke-free environment to protect the health, welfare and comfort for those desiring such an environment to the maximum extent possible and in full compliance with National Public Health Law. Smoking is the inhaling and exhaling of the smoke of a lighted cigar, cigarette, pipe or any other tobacco product.

14.7.2 Policy Statement

The Service is committed to the establishment of an environment that is free of smoke through the prohibition of smoking.

14.7.3 Responsibility/Authority

It is the responsibility of all employees to enforce this smoking policy. Employees who repeatedly violate the requirements of this policy may be disciplined. Any person who fails to comply with the requirements of this policy may be in violation of national Public Health Law. Violations may be subject to the imposition of a civil fine in addition to Service disciplinary action.

14.7.4 Procedures.

- 1 Smoking is prohibited in all indoor locations including but not limited to:
 - a. Offices, meeting rooms, board rooms and computer rooms;
 - b. Corridors, foyers and waiting rooms;
 - c. Hallways, stairwells and elevators;
 - d. Maintenance areas, mechanical and storage rooms;

- e. Lounges, lodges;
 - f. Reception and supply areas and central locations for records, files or copying;
and,
2. Smoking is prohibited in all enclosed areas including but not limited to:
 - a. Building entrances and covered walkways.
 3. Smoking is prohibited in the following outdoor locations:
 - a. Any outdoor event with seating;
 - b. Any area where combustible fumes can collect such as in garage and storage areas. Areas where chemicals are used and other designated areas where an occupational safety or health hazard may exist.
 4. Smoking is prohibited in all Service vehicles including buses, (leased or Service owned) vans, cars and trucks.
 5. Smoking is prohibited in Service Housing as stipulated in 1 – 3 of this policy and in all common areas including:
 - a. Laundry rooms, cooking areas and bathrooms;
 - b. Recreation, study and lounge areas.
 6. Smoking is prohibited no closer than **30 meters** of any building entrance or ventilation system.

PART FIFTEEN

15 HIV/AIDS WORK PLACE

15.1 Introduction

AIDS stands for Acquired Immunodeficiency Syndrome. AIDS is caused by a virus called HIV (Human Immune deficiency Virus) which attacks and seriously disrupts the body's immune system. Without the protection of their immune systems, people with AIDS can develop life-threatening infections and cancers. Human Resource constitute the source of the Local Government Service human capital and, there is a positive correlation between the rate of economic development and the rate of human capital formation.

The HIV/AIDS epidemic poses a major challenge to the world of work because it affects the most productive segment of the labour force. It imposes huge costs on organizations in all sectors through declining productivity and earnings, increasing labour costs, loss of skills and experience. Hence the need for the Service to develop appropriate workplace policies and programmes to address HIV/AIDS-specific issues at the workplace. Indeed, the policy defines the Service's position and practices for preventing the transmission of HIV/AIDS and for handling cases of HIV infection among employees.

The policy also provides guidance for supervisors who deal with the day-to-day HIV/AIDS issues and problems that arise within the workplace, helps to inform employees about their responsibilities, rights and expected behaviour on the job as well as ensure non-discrimination at the unit level on a day-to-day basis.

15.2 The Gender Dimensions of HIV/AIDS

HIV/AIDS affects women and men differently in terms of vulnerability and impact and this is important when developing workplace policies. There are biological factors which make women more vulnerable to infection than men, and structural inequalities in the status of women that make it harder for them to take measures to prevent infection which in turn also intensifies the impact of AIDS on them.

Gender inequality – linked to patterns of social, economic and cultural inequality – makes women more vulnerable to infection. Most women have limited access to

secure livelihoods and socio-economic. The prevalence of sexist property, inheritance, custody and support laws in Ghana means that women living with HIV/AIDS, who have lost partners or who have been abandoned because they are HIV positive, are deprived of financial security and economic opportunities; this may, in turn, force them into “survival sex”; the girl child is especially vulnerable to commercial sexual exploitation. This increases their dependence on male partners and their vulnerability in situations where there are risks of HIV infection the situation is worsened further by the biological differences between men and women.

Also as the epidemic spreads, women are faced with the double burden of having to work and cope with the additional responsibilities of providing care and support for family and community members who fall ill. Men, too, are subject to social and cultural pressures that increase their susceptibility to infection and their likelihood of spreading it. Multiple partners and sexual infidelity are condoned for men in many societies.

Certain occupations tend to encourage risk-taking behaviour, especially those that involve men spending long periods away from their families. This in turn increases the risk of infection for their partners when they return home.

15.3 Policy Statement

15.3.1 All persons shall be equal before the law. A person shall not be discriminated against on grounds of gender, race, colour, ethnic origin, religion, creed, and social or economic status (Chapter 5 Article 17 of the 1992 Constitution of the Republic of Ghana).

15.3.2 Every person has the right to work under satisfactory, safe and healthy conditions and shall receive equal pay for equal work without distinction of any kind (Chapter 5 Article 24 of the 1992 Constitution of the Republic of Ghana). Other relevant legal instruments relating to HIV/AIDS and the workplace include the Labour Act 2003 (Act 651); Workmen’s Compensation Law, 1987, and Factories, Offices and Shop Act, 1990, Act 328.

- 15.3.4** The denial of employment to HIV infected or affected persons shall constitute a breach of their fundamental human rights.
- 15.3.5** The Local Government Service recognizes that HIV infection is a life threatening illness, like cancer or heart disease. Employees with HIV infection will be treated like those with other life-threatening illnesses.
- 15.3.6** Employees with HIV infection have the right to:
- (a) continue working as long as their condition permits;
 - (b) receive the same benefits coverage as is accorded to other employees; (however, any optional life insurance that would normally be subject to satisfactory medical evidence may be denied by the insurance carrier.)
- 15.3.7** Non-infected employees have the right to:
- (a) a safe and healthy working environment;
 - (b) information on the subject of HIV infection.
- 15.3.8** Employees infected with HIV infection may continue to work in their present positions as long as they are able to meet the normal performance standards of the job. Consideration will be given to reassignment of the employee to other responsibilities when:
- (a) The work assigned may not be performed by an employee testing HIV positive;
 - (b) The employee can no longer perform the duties of the originally assigned position; or employee requests reassignment.
- 15.3.9** The Service shall:
- (a) Avoid discriminating against any employee or client known to have HIV infection;
 - (b) Refuse to tolerate discrimination or harassment of employees known to have HIV infection;
 - (c) Provide employees with HIV infection with information on where they can access counselling and support; (Employees Assistance Programs, etc.)
 - (d) Develop and implement an educational program on HIV infection for

employees.

15.4 Confidentiality

- (a) There is no legal requirement for a person infected with HIV, or the attending doctor, to report their condition to the employer. Should the employee choose to advise the employer, the employee has the right to have this information held in strict confidence.
- (b) The Service undertakes to ensure the information about HIV status is disclosed only where there is informed consent on the part of the employee concerned. For consent to be informed, it is necessary to share with the employee why it is felt there is a need to disclose the information, to whom it will be disclosed, and what the likely consequences are of the employee agreeing or not agreeing to disclosure.
- (c) If the employee's illness reaches the point where work schedules are disrupted or adjustments have to be made, a medical certificate may be required, but the certificate should refer only to the employee's capability to continue working and need not mention HIV infection or AIDS specifically.

15.4.1 Education Information available to employees will be updated regularly to reflect new developments and resources available to employees and their families.

15.4.2 HIV/AIDS is a workplace issue, and should be treated like any other serious illness/condition in the workplace.

15.4.3 The work environment shall be healthy and safe, in order to prevent transmission of HIV and education, and in addressing socio-economic factors.

15.4.4 All workers, including workers with HIV, are entitled to affordable health care services.

15.5 Purpose/ Objectives

The objectives of the policy are to:

- i. provide protection from discrimination in the workplace, against people living with HIV/AIDS;
- ii. prevent HIV/AIDS spread amongst workers;
- iii. provide care, support and counseling for those infected and affected;
- iv. protect the rights of individual employees while maintaining a safe work environment when dealing with HIV infected employees;
- v) provide current information about AIDS and HIV infection;
- vi) inform managers and employees about the role of the employer and the rights of the employee when dealing with employees who are HIV infected.
- vii) ensure that the basic human rights of persons living with HIV/AIDS are upheld;
- viii) ensure that those infected are protected with adequate medical, social and counseling;
- ix) ensure that access to social and economic opportunities remain open to all employees;
- x) ensure that adequate attention is given to women who are said to be vulnerable; and,
- (h) Ensure that there is a consistent program of information and education among the general public on HIV/AIDS.

15.6 Scope/Coverage

This policy is for implementation throughout all agencies under the LGS as spelt out in L.I. 1961. The RCCs which were not implicated in L.I.1961 are however, included.

15.7. Responsibility/Authority

The Ministry of Local Government and Rural Development as a key member of the Central Management Agency (CMA) which serves on the Ghana National AIDS Commission, had established Work Place Policies for all MMDAs. All MMDAs therefore shall have HIV/AIDS programs in place.

15.8 Procedures

In order to accomplish the policy objectives, heads of organizations shall:

- i) Provide protection from discrimination in the workplace and to people living with HIV/AIDS by ensuring that:
 - a) pre-employment HIV/AIDS screening is not conditional for assessing fitness to work or for final recruitments and selections;
 - b) Standard medical forms should not request HIV status of employee or prospective employee;
 - c) Prohibition of direct or indirect HIV/AIDS screening or the asking of questions about tests already taken;
 - d) confidential voluntary counseling and testing is encouraged;
 - e) there is confidentiality regarding all medical information;
 - f) it is non-obligatory for an employee to inform the Service regarding his/her HIV/AIDS status.
 - g) employees with or affected by HIV/AIDS are protected from stigmatization and discrimination in the workplace;
 - h) there is non-discrimination against HIV-infected employees in access to standard social security benefits and occupational related benefits.

- ii) **Prevent HIV/AIDS spread amongst workers**
 - a) promote dissemination of information on HIV/AIDS in the workplace;
 - b) ensure that protective devices (including condoms where appropriate) are made available at all workplaces to prevent the spread of HIV and other infection;
 - c) promote and maintain a climate of information and education essential to maintaining a climate of mutual understanding necessary for ensuring the protection of persons infected with or affected by HIV/AIDS;
 - d) promote access of employees and their families to information and educational programmes on HIV as well as to relevant counseling and referrals; and,
 - e) ensure that precautions are taken to reduce risk of transmitting blood-borne infections, including hepatitis B and HIV, through standard precautions.

- iii) **Provide care, support and counseling for those infected and affected.**
 - a) provide reasonable alternative working arrangements and/or assignments for persons impaired by HIV-illness;

- b) Allow HIV-infected persons, like persons suffering from other illnesses, to work for as long as they are medically fit for available or appropriate work;
- c) provide counseling and other forms of social support services to workers

15.9 Settling of Workplace Grievance Relating to the Implementation of this Policy

Any workplace grievance, misunderstanding or conflict arising out of the implementation of this policy, shall be subject to the provisions of the Labour Act 2003 (Act 651) and related Acts, and other workplace redress mechanisms.

15.10 Monitoring and, Evaluation and Reporting on the Policy

The Head of organization shall monitor and evaluate the implementation of the policy and report quarterly to the Assembly.

PART SIXTEEN

16.0 LEAVING THE LOCAL GOVERNMENT SERVICE

16.1 Introduction

Employees may leave the Local Government Service for several reasons. On the positive side, they find new opportunities, go back to school, retire or land their dream jobs. Less positively, they are fired for poor performance or poor attendance or experience a layoff because of a Government policy. In each instance, it is important to help the employee exit process go smoothly.

16.2 Policy Statement

It is the policy of the Service to terminate employment because of an employee's retirement, resignation, dismissal, the expiration of an employment contract or redundancy. Discharge can be for any reason not prohibited by law. In the absence of a specific written agreement, employees are free to resign at any time and for any reason and the Service reserves the right to terminate employment at any time and for any reason.

16.3 Purpose/Objectives

Employee expectation on leaving the Service relates to the early and satisfactory settlement of retirement benefits. This expectation can be fully met by showing sensitivity and handling issues within a reasonable time frame.

16.4 Scope/Coverage

These rules and regulations apply to all Categories A, B, C and D grade officers.

16.5 Responsibility/Accountability

The Council, Head of Service, Heads of DDU's and Human Resource Directors have the responsibility and accountability to ensure that all transfer decisions are based on objective criteria and approved procedures that are clearly communicated to employees.

16.6 Procedures

16.6.1 Compulsory Retirement (See Conditions of service)

- i. An employee shall be required to retire from the Service on attaining the age of sixty (60) years.
- ii. All employees entering the Service are required to register for pension under the Social Security Law 1991, PNDCL 247 and the Pensions Act
- iii. Heads of DDUs shall maintain an updated record of employee contribution to the Pension Scheme;
- iv. Heads of DDUs shall give notice in writing to a retiring officer six months before the date of retirement.
- v. Arrangements shall be put in place for the furnishing, checking and reconciling the officer's particulars for the early payment of pension entitlements.
- vi. Before relieving a retiring officer, Heads of DDUs shall ensure that No Objection/Clearance Certificate (**see 16.11.1 Forms/Templates**) is obtained from the Department/Division/Unit where the officer is posted and also other concerned DDUs.
- vii. Any extension of service beyond sixty years of age shall be subjected to the terms specified in **2.6.12.2 Recruitment on Limited Engagement Terms or Contract Appointments**
- viii. An extension of up to two (2) years, renewable for another two years and then one year may be granted by the appointing authority on production of a medical certificate from the Medical Officer of Health recognized by the Service (**ref. Act 527 Constitutional Amendment Act 1999**).

16.6.2. Voluntary/Premature Retirement (See Conditions of Service)

- An employee may retire voluntarily from the Service at any time after attaining the age of forty five years in the case of female employees and fifty five for male employees.
- The employee shall give at least three (3) months notice in writing before the date on which she/he intends to retire.

- Such retirement notice may, at the discretion of the Service, be wholly or partly waived.
- The appointing authority shall grant such permission unless criminal or disciplinary proceedings have been or are about to be instituted against the employee concerned.

16.6.3 Resignation (See Conditions of Service)

An officer can resign from the Service subject to the fulfillment of following conditions:-

- i. Any employee who wishes to resign from the Service shall give notice in writing before the date on which she/he wishes to cease work.
- ii. Such notice shall be addressed to the Head of Service through the employee's Head of Department/Division/Unit.
- iii. Any head of Division/Unit or Acting head of Division/Unit who wishes to resign from the Service shall give at least three (3) month's notice or pay three (3) month's salary in lieu of notice;
- iv. Other Senior and junior staff shall give one (1) months notice or pay one (1) month's salary in lieu of notice;
- v. However, the appointing authority may at his/her discretion, reduce the period of 3 months or waive the requirement of notice.
- vi. Resignation may not usually be accepted where criminal or disciplinary proceedings have been, or are about to be instituted against an employee.
- vii. Any employee who ceases to attend duty before his resignation is accepted, or fails to give the required notice shall be regarded as having severed relations with the Service from the date on which she/he ceased to attend duty.
- viii. While processing the resignation, Heads of DDUs may follow the following steps:
 - a. Forward the notices of resignation with recommendation to the Head of Service for review and approval of acceptance of resignation, date of relieving, payment of substantive pay in lieu of notice period or for the shortfall in notice period, if any.
 - b. This information should be accompanied by any needed supporting documents, such as performance appraisals or disciplinary reports

- c. Head of DDU conveys decision of the Head of Service to the resigning-officer.
- d. Head of DDU ensures that exiting employee returns all Service books and materials, keys, ID badges, computers, cell phones and any other assets owned by the Service.
- e. Before relieving a resigning officer, Heads of DDUs shall ensure that **No objection/clearance certificate (see 16.11.1)** is obtained from the Department/Division/Unit where the officer is posted and also other concerned DDUs.
- f. Conduct Exit interview as provided under **16.7.2 Procedure for Exit Interview.**
- g. After getting **No objection/clearance certificate (see 16.11.1)** from the concerned Departments, the resigning officer may be relieved from the Service as at the close of business on the approved date. **Relieving/Clearance Letter-(see 16.11.2)**

16.6.4 Termination of Limited Engagement or Contract Appointments

- i. At the expiration of a contract or temporary engagement an employee shall leave the Service unless his appointment is renewed.
- ii. The Service shall normally give advance notice of three months to the end of the contract to such employees.

16.6.5 Dismissal (See Conditions of Service)

If an employee's performance of duty or personal conduct is unsatisfactory because of failure, neglect, or unwillingness to perform their assigned duties, appropriate action with regard to discipline or possible dismissal from the Service will be taken (See 6.6 Disciplinary Procedures).

- i. An employee shall leave the Service on his/her dismissal for misconduct. The dismissal shall take effect from the date specified in the dismissal letter;
- ii. In cases of dismissal, the reasons for termination should be discussed between the Head of DDU and the appropriate appointing Authority for review and approval before any final action is taken.

- iii. Employees who are absent from work for ten consecutive days without being excused or giving proper notice will be considered as having voluntarily quit **(See vacation of post Conditions of Service)**;
- iv. The Heads of DDUs shall attempt to have the final pay/benefits for dismissed employees available on their last working day.
- v. The Heads of DDUs shall be responsible for securing the return from dismissed employees funds advanced and all public property in their possession, such as Service identification cards, keys, tools, cars or any lost or damaged property.
- vi. Before relieving a dismissed officer, Heads of DDUs shall ensure that **No objection/clearance certificate** (see **16.11.1**) is obtained from the Department/Division/Unit where the officer is posted and also other concerned DDUs.
- vii. For policies and procedures leading up to dismissal for disciplinary reasons, **(see 6.6 Disciplinary Procedure)**.

16.6.6 Redundancy

An employee affected by redundancy may be informed of the termination of his appointment at least three (3) months prior to the date of termination.

- a. In preparing a list of redundant workers the policy of first employed, last to be laid off, and last employed, first to leave shall be the working basis.
- b. Notwithstanding the date of employment, the Service's overriding discretion to retain staff of the highest qualification, potential and experience shall prevail as this would ensure optimum productivity and efficiency in its operations.
- c. Preference shall be given to a laid-off employee in the event of future recruitment.

16.6.7 Transfer to other Public Service Organization

- i. An employee may apply for permanent transfer to employment in another Public Service organization or other approved employment in accordance with procedure in Transfer or secondment;
- ii. An employee under bond shall not be eligible for transfer except he/she pays up in full the bond value to the Service.

16.6.8 Death of an Employee

- i. Where an officer dies in service, the Service shall provide coffin cash and drinks donation as the Council may decide;
- ii. The Service shall bear the cost of conveying the deceased to his home town or place of burial as the case may be;
- iii. The Service shall also provide means of transport to convey the deceased's family and personal effects to his hometown or designated destination in Ghana.
- iv. The spouse or children of a deceased employee shall be allowed to live in the house or other living accommodation provided by the Service which the deceased was occupying at the time of his death for a maximum of six (6) months from the date of the employee's death.
- v. The payment of salaries and other emoluments due a deceased employee shall to be paid to his estate.

16.6.9. Retirement on Medical Grounds (See Conditions of Service)

- i. An employee shall retire if a recognized medical Officer has declared him/her incapable by reason of infirmity of mind or body to discharge the duties of his/her office, and such infirmity is too prolonged or protracted
- ii. The employee shall be requested to present himself/herself to a Medical Board for Medical Examination;
- iii. After the examination, a medical certificate shall be issued by the Medical Board declaring the employee either fit or unfit for further work;
- iv. An employee required to retire on medical grounds shall be granted, in addition to his leave, a sick leave to which he/she may be entitled. He/she shall leave the service at the end of the period of the sick leave.
- v. An employee may be retired on grounds of ill-health as evidenced by a certificate from a recognized Medical Officer that they are unfit to work.

16.6.10 Handing Over Reports

- i. Any senior staff leaving the employment of the Service shall hand over to his/her immediate superior any property of the Service in his/her possession;

- ii. In addition to handing over all properties, the staff handing over his/her duties is required to give detailed statement in writing as regards to matters affecting his/her duties, to note down particulars of any matters likely to cause difficulties as well as any matter requiring special attention for guidance of staff taking over;
- iii. An inventory must be taken where out-going staff is responsible for cash, furniture etc;
- iv. The out-going staff will sign the relevant papers/books inventory as having handed over and the in-coming staff will sign the same as having taken over;
- v. The staff taking over shall be personally liable for any loss of the Service's property and documents handed over to him/her.

16.7. Officers - Exit Interview

16.7.1 Introduction

An exit interview is a meeting conducted after the decision is made for the employee to leave the Service whether voluntary or involuntary retirement or resignation has been made and communicated to the employee.

The Service incurs time and money on recruitment of officers. Once recruited, officers are provided training on need basis, besides existing regular on-the-job training which the officers undergo on their desks. Therefore, it is the Service's endeavor to retain the officers to the extent possible. With a view to ascertaining the reasons for leaving the Service, a system of 'Exit Interview' is hereby introduced.

Accordingly, where possible, Exit Interview of the officers is recorded in the presence of the DCD and Head of DDU in which the officer leaving the Service is posted.

16.7.2 Purpose/Objectives

Exit interviews present an excellent opportunity for:

- i. management to determine the actual reason behind a voluntary retirement or resignation,
- ii. minimizing misunderstandings and resentment

- iii. helping to evaluate overall procedures and personnel policies by providing employee feedback about the Service and its practices.
- iv. sending a positive message to the rest of the workforce that the Service is concerned about employee satisfaction and the reasons for turnover.

16.7.2 Procedures

- i. Heads of DDUs shall plan carefully in advance to gather different types of information through both specific and open-ended questions.
- ii. Ideally, the interview should be conducted a day or two before the employee's final separation by a neutral party, such as a Human Resource staff member or a manager who had little contact with the employee.
- iii. The goal is to create an atmosphere that encourages the forthright expression of opinions about the Service, its management practices, and the work itself.
- iv. Normally Exit interview questions focus on the employee's personal work experiences and administrative details that must be addressed before the employee's last day.
- v. Obtain the employee's correct address for mailing
- vi. Determine the employee's availability for future employment, if still eligible;
- vii. Explain the Service's policy on providing employment references;
- viii. Provide a list of the Service's property to be returned and establish a process for its return;
- ix. Remind the employee to remove all personal belongings; and
- x. Review the terms of any agreement covering the employee's continuing duty not to compete or disclose confidential information.

Any responses that reveal inappropriate or unacceptable conduct by other employees (such as allegations of harassment, discrimination, or poor management) should be promptly investigated. (see **Specimen exit interview format 16.11.4**).

16.8 Relieving/Clearance Form

Every employee shall complete a clearance form as approved by the Service and this shall be countersigned by the District Coordinating Director or Regional Coordinating Director or Head of Service, as the case may be, before the employee leaves the Service.

16.9. Certificate of Service

An employee on leaving the Service shall be issued with a Certificate of Service signed by the Head of Service stating the period of service, cause of termination of engagement and general conduct. (Appendix 10)

Certificate of Service should be so worded as not to suppress information which prospective employers may expect. Credit should be given for good qualities which the officer may have shown, with a view to assisting him/her in obtaining subsequent employment of a kind to which he/she might be suited.

16.10 References

- i. Employees leaving the Service may request for employment references in writing to the Heads of DDUs.
- ii. Requests from third parties for employment references shall be made in writing to the Heads of DDUs and should include an authorization from the employee for the release of the requested information.
- iii. Generally, the Heads of DDUs will not release reference information without the employee's authorization, or will limit the information to verification of the employee's position, job location, and dates of employment with the Service.

16.11 Forms/Templates

16.11.1 Specimen No objection/clearance certificate

No objection/clearance certificate

Mr/Ms./Mrs/Dr ----- has retired/resigned from the Service vide his/her letter dated He/She will be relieved from the Service on after close of the business hours on -----.

2. In this regard, the following departments are requested to issue a No Objection Certificate in respect of Mr/Ms/Mrs/Dr.....

1. IT Department
2. Administration Division/Unit
3. Estate Division/Unit
4. Accounts Division/Unit
5. Department, Division or Unit in which officer is posted

Signature HR manager.....

16.11.2 Specimen Relieving Letter

Sir/Madam,
Through HOD

Relieving Letter

Please refer to your letter dated regarding your resignation from the Service. The Appointment Authority has accepted the same. Accordingly, you stand relieved from the Service as at the close of business on.....

During the period of your service i.e. from to you have worked in in the Service.

We wish you success in your new endeavors.

Yours faithfully,
Authorized Signatory

16.11.3 Specimen Certificate of Service

Certificate of Service

Name of Officer-----
Position held and Department-----
Period of Service, From-----to-----
Cause of Termination of Engagement-----
Efficiency-----
General Conduct-----

Date-----20-----

Head of Service

16.11.4 Specimen exit interview format

Exit Interview on Resignation

1. Name of the officer -----

2. Date of Joining: -----

3. Date of Resignation: -----

4. Tenure of service and Depts./Offices posted from last posting onwards:

5. Interviewers may summarize discussions broadly as follows :

Query

Observations

a) Purpose of resignation

b) Reflection on tenure in the
Service:

-Business

-Work environment

-Compensation related

Issues

c) Steps that may be taken by
the Service to retain staff

d) Others

Signature

Name & design. of officer/s taking Interview):