



THE GHANA CIVIL SERVICE

TRAINING AND DEVELOPMENT POLICY AND GUIDELINES FOR IMPLEMENTATION

Office of the Head of the Civil 2021

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LIST OF ACRONYMS

CMD	-	Career Management Directorate
CPA	-	Certificate in Public Administration
CSTC	-	Civil Service Training Centre
DPA	-	Diploma in Public Administration
GIMPA	-	Ghana Institute of Management & Public Administration
GoG	-	Government of Ghana
GSS	-	Government Secretarial School
IT	-	Information Technology
MBA	-	Master's in Business Administration
MPA	-	Master's in Public Administration
MSc	-	Master of Science
ITS	-	Institute of Technical Supervision
OHCS	-	Office of the Head of Civil Service
RTDD	-	Recruitment, Training and Development Directorate
SMD	-	Senior Management Development
AI	-	Administrative Instructions

1.0 INTRODUCTION

The Office of the Head of the Civil Service (OHCS) acknowledges the need for Civil Service staff to be equipped with the relevant knowledge, skills and attitudes for efficient and effective service delivery. The OHCS developed a broad-based Training and Development Policy in 2008, aimed at ensuring systematic acquisition of knowledge for the continuous renewal and professional development of its Human Resource base.

Subsequently, two major challenges were identified in the training function of the Civil Service namely:

- Uncoordinated training programmes and courses that are sometimes not directly and immediately relevant to the career paths and job schedules of Staff
- Unsustainability of training programmes due to limited training votes

In order to address the above challenges and to keep pace with emerging trends and current practices, the 2008 Training and Development Policy of the Civil Service was reviewed. The review was done in tandem with the development of the 2015 Public Service Commission Human Resource Management Policy and Manual. It is also based on the final review of the Administrative Instruction (A.I.) for the Civil Service, 2020.

The policy is aimed at providing an enabling environment to facilitate learning in a continuous manner to transform the Civil Service into a world-class Service.

The document is in two parts:

PART I: Training and Development Guidelines

PART II: Implementation

2.0 PART I: TRAINING AND DEVELOPMENT POLICY

The Training and Development Guidelines specifies the framework, including the Purpose, Opportunities, Responsibilities, Types and Funding of training, in order to ensure that all Classes and Levels of Civil Service of staff are covered and their training needs addressed.

2.1 PURPOSE OF TRAINING AND DEVELOPMENT

The need to have the most competent and committed personnel capable of providing the services

required of the Civil Service cannot be overemphasized; hence, the relevance of formulating and implementing a robust Training and Development Policy.

Training and Development, therefore, seek to unearth and enhance the potentials of staff of the Civil Service to enable them to produce quality and higher performance standards. Specifically, training and development in the Civil Service are to:

Improve the knowledge, skills and attitudes of staff to enable them to perform their jobs effectively;

Ensure the availability of the requisite skilled/ trained human resource to meet the future needs of the Service. Training and Development therefore:

- Educate officers to appreciate the critical role of the service in creating enabling environment for private-sector-led economic growth;
- Enable officers to appreciate the need to increase Public Sector capacity by harnessing the potentials of Public/Private Partnerships (e.g. Contracting out services when it is more efficient to do so and introducing cost recovery or cost sharing);
- Sensitize Civil Service staff at all levels of grades and posts to become sufficiently aware of their roles and responsibilities to discharge them with maximum efficiency and diligence.

To this end, the Ghana Civil Service shall provide learning opportunities for personnel to acquire the requisite knowledge, skills and attitudes through systematic Training and Development. This will enable them to meet the challenges of current and future responsibilities.

Finally, as part of the overall policy, appropriate Performance Measurements/Indicators shall be determined for each thematic area of training and development to allow for personnel training and development needs determination, post-training evaluation and impact assessment.

3.0 LEVELS OF RESPONSIBILITIES FOR TRAINING AND DEVELOPMENT WITHIN THE CIVIL SERVICE

There are three (3) major levels of responsibility for Training and Development within the Civil Service; these are at the OHCS, the Ministry/Department and the individual Civil Service staff levels. The specific responsibilities are set out as follows:

3.1 Responsibility of OHCS

According to section 48 (1), (2), of the Administrative Instructions, the OHCS has overall responsibility for formulating, reviewing, managing and coordinating arrangement for the implementation of this Training and Development Guidelines within the Civil Service. The Office shall organize training in subject areas that are Service-wide in nature and shall monitor training arrangements for staff of the Civil Service.

The OHCS shall operationalize the implementation of training courses designed to improve efficiency of officers in the Service.

The above may be achieved by:

- i. Sourcing funds and arranging for periodic competency based and Scheme of Service training and development of personnel of the Civil Service;
- ii. Monitoring and evaluating training and development of personnel in the Ministries/Departments;
- iii. Receiving and analyzing reports on Training and Development from the Ministries/Departments
- iv. Providing guidance to Ministry/Department regarding staff training & development
- v. Providing policy direction and oversight for Civil Service Training Institutions
- vi. Managing the Training Management Class

The OHCS shall also facilitate staff training and participation in approved courses of study as prescribed in the Scheme of Service, in addition to other training and other staff development opportunities. This responsibility will be exercised through the Recruitment Training and Development Directorate (RTDD), in collaboration with the Career Management Directorate (CMD) of the OHCS, to provide the following:

- Leadership in providing technical advice and other substantive inputs towards the formulation and reviewing of national policies on Training and Development;
- Overall co-ordination of competency-based and Scheme of Service training and development programmes and activities within the Civil Service, as well as the monitoring and evaluation of their implementation;

- Issuing and effective application of standards, directives and rules in the form of operational manuals on staff training and development.

3.2 Responsibility of Ministries/Departments

3.2.1 Responsibility of Chief Directors and Heads of Department

Chief Directors and Heads of Department shall; determine, arrange and facilitate the participation of eligible staff of the Civil Service in training, development and learning programmes, taking into consideration the provisions in their respective Schemes of Service. They should take into consideration the availability of funds, identified capacity building needs of the staff, as indicated in the annual performance appraisal report, Training Plans and other staff development opportunities, relevant professional requirements or conditions of the Service. Chief Directors and Heads of Department shall also be encouraged to make effective use of in-house training and knowledge sharing of staff who have attended a training programme.

Each Ministry/ Department will have a Human Resource (HR) Development Directorate/Unit. The Director of the HR Directorate in collaboration with the Head of the other Units will also be responsible for assessing and determining the staff training and development needs and planning appropriate interventions to meet such needs.

Heads of Ministries and Departments shall therefore, in consultation with the Heads of Occupational Classes, ensure that Civil Service staff under their jurisdiction receives appropriate Scheme of Service training to enable them to perform the duties of their posts at a high level of efficiency and to prepare them for career progression. Ministries/Departments shall develop and maintain updated database of training facilities, libraries and resources including training institutions, consultants, specialists, etc. which they will use from time to time.

Heads of Ministries/Departments are to ensure the provision of the necessary facilities and motivate Civil Service staff to pursue self-development training activities.

Ministries/Departments are also to ensure that all Civil Service staff in the various Occupational Classes receive the appropriate professional training consistent with the requirement of Professional Bodies Registration Act 1973 (NRCD 143).

A mandatory minimum of forty (40) hours of training for competency/technical/skills based training in relevant subject areas shall be sponsored by the Ministry/Department for each Officer annually. This shall form part of the deliverables for the Chief Directors Performance Agreement.

Chief Directors and Heads of Department shall ensure that appropriate use is made of available knowledge and skills, especially those acquired through special departmental training and development programmes.

3.2.2 Heads of Department and Approving Authority for Training

A staff of the Civil Service shall be selected for training, approved under a Departmental Training Scheme as a requirement for promotion. It shall be mandatory for the Head of Department to give approval (AI 51).

3.2.3 Organisation of Training at Regional and District Levels

For the purpose of staff development, training courses may be organized, as far as practicable, at selected regional centres. Training may, however, be extended to the Districts, subject to availability of resources.

Facilities may also be provided at the regional and district levels for the testing of candidates for appointment into the Civil Service (AI 49 (1), (2)).

3.2.4 Responsibility of Individual Civil Service staff

It is the responsibility of each Civil Service staff to avail himself/herself for training and development opportunities appropriate to his or her post and Occupational Class. Due to inadequate funds, Staff in the Civil Service shall be encouraged through their own efforts to also train and development themselves to remain competitive in the Service.

4.0 SCOPE AND TYPES OF TRAINING AND DEVELOPMENT

4.1 Scope of Training and Development

Emphasis shall be placed on short-term functional training and development even though staff of the Civil Service will be encouraged to acquire academic and professional qualifications up to the highest level such as a doctoral degree necessary for effective job performance. With the review of the Schemes of Service for selected Classes in the Service, possessing a Master's degree, preferably, in a relevant field of an Officer's occupational group, from a recognized University is

a pre-requisite for career progression for Deputy Directors and Analogous grades. Also, possessing a Professional qualification in a relevant field of an Officer's occupational group is a pre-requisite for career progression for Directors and Analogous grades.

4.1.1 Principles of Selection for Training

- (1) Selection for training awards shall be guided by the needs of the Department or the Civil Service and the career development of the officer.
- (2) The selection of staff of the Civil Service for training shall be done in a transparent manner, bearing in mind the length of service, grade, position and training history of the officer, as well as the exigencies of the Service.
- (3) The number of officers approved for training should at no time adversely affect the performance of a Ministry, Department or Unit in the Civil Service.

4.1.2 Contents of Training Award

A training award shall specify whether it is intended to:

- (a) qualify the Officer for immediate promotion to a particular grade;
- (b) enhance the prospects of the eventual promotion of the officer to a particular grade; or,
- (c) enhance the officer's efficiency in the present grade and increase productivity in the Service.

4.2 Types of Training and Development

4.2.1 Scheme of Service Training

Training and development programmes specified in the various Schemes of Service for the various Occupational classes are compulsory for all levels of officers in the Service. Staff shall undertake core and functional training programmes when and where necessary and in accordance with relevant Scheme of Service or job training recommendations.

- (a) Staff of the Civil Service shall be trained to acquire requisite academic, professional and vocational knowledge, skills, and competencies relevant to the performance of their jobs. This will enable them to perform effectively and efficiently, as well as prepare them to take up higher responsibilities.

- (b) Scheme of Service training can take the following forms:
- i. degree, diploma or certificate courses;
 - ii. on-the-job training;
 - iii. continuous professional development courses; and,
 - iv. competency and proficiency-based programmes.

(c) Chief Directors and Heads of Department shall prepare Scheme of Service training schedules and plans, and ensure that they are strictly adhered to. Heads of Divisions and Units shall be required to provide inputs for the preparation of training schemes to meet individual functional needs

4.2.2 Training Scheme

There shall be a Training Scheme, attached as an appendix to the Scheme of Service and will define the following:

- (a) Purpose or Objective;
- (b) Eligibility;
- (c) Scope of Training;
- (d) Place and Duration of Training;
- (e) Terms of Awards;
- (f) Qualification on Completion of Training;
- (g) Eligible Appointment;
- (h) Bonding; and,
- (i) Selection Mechanism A.I. 47 (2 (a), (b), (c)).

4.2.3 Knowledge Sharing

Ministries, Departments and Agencies in the Service shall employ the knowledge sharing technique of training. This is where after completion of a training programme, a participant is expected to share the knowledge acquired to other staff of the institution.

4.2.4 Orientation/Induction Course

The OHCS and the Ministry/ Department shall ensure all new entrants into the Civil Service attend within the first year of joining the service, an appropriate orientation/induction training programme. The

programme is to introduce new workers to the Civil Service, its office facilities, functions, structure, policies, rules, procedures, work ethics, job descriptions and filing of tax returns. It is also meant to enable the officer to have a sense of belongingness to the Civil Service and to settle down as quickly as possible A.I. 47 (1).

4.2.5 Promotion Course

The appropriate training shall be provided to equip staff with the knowledge and skills required for their new schedules. The Appointing Authority concerned may also determine promotions in the Civil Service, considering results of prescribed examinations AI 75 (c).

Promotions Based on Results of Prescribed Examinations

- (1) An examination shall not be conducted for grades where there are no vacancies.
- (2) Heads of Class are obliged to organize in-service and other pre-examination courses for their staff.
- (3) The results of prescribed examinations shall be the bases for all promotions.
- (4) The prescribed examination shall include:
 - a. Limited and Competitive Examinations conducted by the Public Services Commission;
 - b. Mandatory Competency Assessment conducted by the Civil Service Training Centre
 - c. Secretarial Examinations conducted by:
 - i. Government Secretarial School;
 - ii. NACVET; and
 - iii. NVTI.
 - d. Institute for Technical Supervision
 - i. National Craftsmen Certificate;
 - ii. Trade Test Certificates; and
 - iii. Proficiency Certificates
 - e. Vocational Examinations conducted by NVTI
 - iv. National Craftsmen Certificate;
 - v. Trade Test Certificates; and
 - vi. Proficiency Certificates
 - f. Technical and Vocational Examinations by Ministry of Education (Education Division, Technical Universities and Polytechnics)
 - i. Higher National Diploma
 - ii. IMA (Catering)
 - iii. 076/1 and 706/2

- iv. Technical Engineering Certificates
- v. City and Guilds Certificates (AI 78)

4.2.6 Promotion Based on Acquisition of Membership of a Recognised Professional Body

Where applicable, a staff of the Civil Service may be promoted upon acquisition of membership of a recognised Professional Body, as specified in the Professional Bodies Registration Act, 1973 (NRCD 143).), (AI 80).

4.2.7 Conversion and Upgrading Courses

Conversion is the movement of a staff of the Civil Service from one Class to another within the Service. An Officer, normally either requests it, after receiving certification for completing an approved course or after an Officer has based on some new skills and competencies developed an interest in the work of another Class.

Upgrading on the other hand, refers to the progression of an Officer within the same Class after receiving a higher certification for an approved course of study for the Class.

A staff of the Civil Service, who acquires a higher academic and professional qualification, either through an approved self-initiated course of study or a sponsored training programme may be converted if:

- a. the course of study is relevant to the requirements of the Civil Service, the Officer's current or future job and has been approved by the Civil Service Council before the commencement of the course
- b. evidence is provided to show that the Officer on completion of the course, has started serving an outstanding bond
- c. the certification awarded to the Officer has been verified (AI 84)

The authority for approving the upgrading/conversion of an Officer is the Head of the Civil Service.

4.2.8 Local Training

Local training shall comprise on-the-job training within the Ministry/Department by Departmental Training Officers and training at public and private sector training institutions in the country.

4.2.9 Overseas Training

Overseas training complementary to local training, project specific courses to expose Civil Service staff to new technologies and attachments to international organizations for re-orientation shall constitute the other training and development opportunities.

4.2.10 Professional Training

Personnel of the Service shall be given the opportunity to undertake identified short or long term professional training courses at different levels before mid-career either on full or part time basis to meet the requirement of the Professional Bodies Registration Act 1973 (NRCD 143). Thus, Classes of the Civil Service such as Audit, Accounting, Engineering, Architecture, Planning, Administration and Management will undergo Professional development training which shall be the responsibility of Ministries and Departments.

4.2.11 Academic/Specialized Courses

The pursuit of higher academic, technical and/or professional training in relevant areas shall be encouraged by granting study leave with pay or make specific internal arrangements at the Ministry/Department. Approval for academic/specialized course shall be based on its relevance to the nominating institution and the Civil Service.

4.2.12 Study Tour

The Civil Service may employ study tour to enable Officers acquire basic knowledge through experiential learning. This approach will enable the Officers explore various industries, cultures, practices and people. The Chief Director or Head of Department shall ensure that the learning goals of each study are always spelt out in the terms of reference of the study tour that is distributed to each learner, before the tour A.I 47 (5).

4.2.13 Staff and Job Rotation

Staff and job rotation may be used to make it flexible for personnel to perform various duties and tasks in the Civil Service. This will involve the movement of personnel in a series of planned job rotations in various Divisions and Units within the Ministries and Departments.

Staff and job rotation shall be done in accordance with an approved rotation plan and shall not be used as a punitive measure A.I 47 (6).

4.2.14 Conferences, Seminars, Retreats and Workshops

The Civil Service organisations may organize and facilitate the participation of staff in conferences, seminars, retreats and workshops to build the capacity of staff of the Civil Service. A.I 47 (7).

4.2.15 IT Training/E-learning

E-learning may be employed to enable staff of the Civil Service learn anytime and anywhere through the use of all forms of electronically supported learning and teaching materials to enhance their skills and competences for effective and efficient performance of their official or professional duties A.I 47 (8).

Personnel shall be given the opportunity to acquire skills in new technologies and adopt best practices for improved systems, procedures and processes. Information Technology (IT) shall be mainstreamed into all levels of training in the Civil Service.

4.2.16 Competency/Skill Based Training

All categories i.e. Senior, Middle and Lower Level Civil Service staff will be expected to participate in competency-based training relevant to their job schedules.

4.2.17 Learning of French

In cognizance of the fact that Ghana is surrounded by French speaking countries and the importance of having working knowledge of the language, Civil Service staff shall be encouraged to take advantage of the opportunities available to learn French as a second official language.

4.2.18 Attachment and Internship

Attachment and internship, by students and newly qualified graduates of tertiary institutions, may be permitted for short periods. However, it is advisable that interns shall not work in sensitive areas of the Civil Service because of the temporary nature of their work.

In all cases, there must be formal letters of introduction from the requesting training institution for the consideration and approval of the Ministry or Department in the Civil Service AI 47 (3).

An officer may be attached to an outside organization or Ministry to acquire experience and gain insight into the operations of a similar organization or Ministry for a period not exceeding six (6) months.

4.2.19 Mentoring and Coaching

Mentoring and coaching may be employed to build the skills and competencies of staff of the Civil Service.

- a. Mentoring is a dynamic and reciprocal relationship in a work environment where a more experienced, advanced and skillful career officer (mentor) shall provide assistance to a less experienced, less advanced and less skillful officer (mentee) who has the potential to develop in some specified capacity in order to contribute to the attainment of the goals of the Civil Service. A.I. 47 (4 (a)).
- b. Coaching may be employed as a systematically planned and direct guidance of staff of the Civil Service, by an experienced officer of the Service, to learn and develop specific skills that are applied in the workplace, and therefore translates to clearly defined performance outcomes that are achieved over a short period of time. A.I. 47 (4 (b)).

4.3 Venue for Training

Staff of the Civil Service may undergo training locally in management development institutions including the Civil Service Training Centre (CSTC), Ghana Institute of Management and Public Administration (GIMPA), Management Development and Productivity Institute (MDPI), University of Ghana Business School (UGBS) and Legon Centre for International Affairs and Diplomacy (LECIAD). Government may sponsor staff of the Civil Service for training abroad (AI 46 (1), (2)).

Also, Ministries and Departments are encouraged to undertake in- house training programmes of their staff.

4.4 NOTIFICATION OF OFFICE OF THE HEAD OF THE CIVIL SERVICE PRIOR TO EMBARKING ON FOREIGN TRIPS

All Civil Service Staff who are scheduled to participate in foreign programmes, courses or internships must give a minimum of three (3) days prior notice to the OHCS before leaving the shores of Ghana. The notice should indicate the purpose of the trip and the date for departure and return of the said Officer.

5.0 FUNDING OF TRAINING AND DEVELOPMENT

RESPONSIBILITY OF GOG / OHCS / MINISTRY/DEPARTMENT

5.1 Government of Ghana

The Government of Ghana (GoG) has traditionally been largely responsible for funding the training and development of Civil Service staff. Government is encouraged to continue to make such investments, which are in the form of maintenance of existing training institutions and expanding them where necessary; and in the training of Training Managers of the Civil Service Training Institutions as well as in the training of professionals.

Government may seek donor support for human resources training and development schemes as and when desirable.

5.2 Office of the Head of the Civil Service (OHCS)

The Civil Service shall bear the cost of the general scheme of service training for the entire Service. Accordingly, the Office of the Head of the Civil Service shall on annual basis, budget for critical manpower development.

The OHCS shall endeavour to actively source funding from both local and foreign sources for training opportunities and sponsorship to supplement the regular or annual budgetary allocation by GoG for service-wide training and staff development programmes AI 54 (1), (2). These training opportunities shall be merit based and relevant to organizational goals and objectives.

The OHCS shall facilitate mobilization of funds for the professional development of personnel in such General Classes as Administrative, Personnel, Executive, Internal Audit, Programme, Planning, Protocol and Secretarial Classes.

A Training Fund/Facility shall be set up to support the Service wide training and development for Civil Service staff.

The OHCS shall encourage collaboration/partnerships between the Civil Service Training Institutions and professional bodies, Public Training Institutions and donor partners to enhance training delivery for professionals.

5.3 Ministries and Departments

Heads of Ministries/Departments shall make adequate budgetary provisions for the training of

their officers. The Ministry of Finance is to set aside one percent of this amount for service-wide training (centralized training) to be managed by the OHCS.

Ministries/Departments shall be responsible for the payment of fees in respect of **short-term** job-related training for their officers approved for a given year. They shall also make budgetary allocation for Training of the Professional cadre in the Service (critical manpower development) and as well make payment of annual subscriptions of personnel to cater for the requirement of the Professional Bodies Registration as prescribed under Act 1973 (NRCD 143).

5.4 Self-initiated Training (SIT)

In view of the growing desire of staff of the Civil Service to build their capacity and to remain competitive in an environment of limited job opportunities, there is an increasing number of staff who, through their own individual efforts, gain admission into institutions of higher learning and take upon themselves the payment of tuition and other fees.

Such Officers may be eligible for sponsorship in the form of payment of their salaries and other benefits under the Study Leave with Pay policy in the Civil Service (AI 55).

6.0 FINANCIAL PROVISIONS FOR TRAINEES/ PARTICIPANTS/RESOURCE PERSONS

- i. GoG shall commit adequate resources for training and development at all levels of the Civil Service.
- ii. The OHCS *shall* grant study leave with pay to all confirmed Civil Service staff undertaking approved job related training and development programmes within Ghana and overseas in line with existing regulations. Where a Civil Service staff has to stay away from home/station while attending such programmes; night, travel, per diem, warm clothing and other allowances where applicable shall be paid to the staff at the approved rates. Warm clothing allowance is to be paid once every five (5) years to a Civil Service staff whose training programme is organized in the country located in the temperate zone of the world.
- iii. Top-up allowance shall be paid to Civil Service staff on a partly sponsored programme or programmes for which external sponsorship falls below government approved rates.
- iv. Financial support for data collection for thesis and long essays, and purchase of books

shall also be provided to Civil Service staff on approved short and long courses by the nominating Ministry/Department, if these facilities are not provided as part of the scholarship.

- v. Research topics shall be agreed upon in consultation with the Heads of Ministries/Departments to ensure their relevance to the mandate and functions of the Ministry/Department in particular and/ or to the Ghana Civil Service in general.
- vi. Personnel who perform as resource persons on training and development programmes organized by OHCS or Ministries/Departments shall be entitled to the payment of approved honoraria and allowances.

6.0 STUDY LEAVE AND NOTIFICATION FACILITIES

Study leave Facility shall be available to all eligible staff of the Civil Service. The procedures for grant of Study Leave with or without pay shall be dealt with in the guidelines.

On notification, Civil Service staff who while performing their normal duties, gain admission into institutions of higher learning, training institutions or with professional bodies, to pursue on evening or weekend basis, further programmes that run outside the normal working hours are to notify the OHCS through their Ministries or Departments.

Ministries/Departments are to make specific internal arrangements with Officers pursuing such further studies and thereon inform the OHCS when the Officers complete the programme.

Where the Officers may want to use the newly acquired qualification to apply for conversion / upgrading, the OHCS will only consider the request subject to the availability of vacancies.

7.0 BONDING OF OFFICERS

All Civil Service staff who are sponsored for training and development shall be bonded to serve the GoG for periods not exceeding twice the duration of their sponsorship. The period of the bond will depend on the duration and location of the training programme. Training programmes shall attract a minimum bond period of four (4) and not exceeding five (5) years. However, for prospective PhD candidates, bonding periods shall not exceed five years.

Full or partially sponsored training programmes (tuition, salaries, accommodation, etc., paid by Government and any other awarding body exceeding three (3) months' duration, shall generally attract a bond.

Before proceeding for the training programme, a beneficiary shall be required to enter into a bond to complete the training programme satisfactorily, return to the Service and serve in the Service for the period specified in the bond. There shall be two (2) guarantors for each bond.

The Chief Director or Head of Department shall ensure the completion and signing of the bond forms by the applicants before granting approval for the study leave facility to an applicant.

- i. All duly completed and signed bond(s) should be submitted to the OHCS through their respective Sector Ministries prior to undertaking the course.

Upon completion of a training programme, a member of staff of the Civil Service who submits an application for upgrading or conversion shall enclose a copy of completed bond form as part of the supporting documents for the request.

7.1 Redemption of Bond

- (1) The Officer or their guarantors who do not fulfill the terms of their bonds shall be invited to redeem the bonds by paying the total amount expended on the officer such as salaries and allowances/per-diem and an interest of five percent (5%) paid during the period of sponsorship. It should be noted that this is to liquidate damages and not serve as penalty.

In addition, the defaulting Officers shall not be re-engaged into the Service.

- (2) As per Section 58 of the Administration Instruction of the Civil Service, 2020. The following shall apply:

1. A sponsored staff of the Civil Service who, on his/her own volition, fails to 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.
2. 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.
3. A sponsored staff of the Civil Service who has completed the course of study and fails to return to work shall be required 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.

7.2 Obligation of Bonding

As stated in the Administration Instruction on the Civil Service Section 58, where the staff of the Civil Service fails to fulfil the terms of the bond, the guarantors of the Officer shall be required to redeem the bond by paying, with interest, the total amount expended in sponsoring the Officer.

In addition, legal action may be taken against an officer who breaches any of the conditions of the bond.

8.0 REPORTING OF TRAINING AND DEVELOPMENT PROGRAMMES

- i. Each Ministry/Department shall submit to OHCS at the beginning of each year and not later than 31st March, the costed Training Plans and development programmes planned for the year.
- ii. Heads of Ministries/Departments and Human Resource Directors shall arrange to brief personnel nominated for training and development on the Purpose and Objectives of the programmes they are nominated to attend.
- iii. Each Human Resource Director in the Ministry/Department shall maintain a database of all training and development undertaken by the Ministry/Department to include courses attended by personnel of the Ministry/Department during the year.
- iv. Officers who undertake academic programmes for a period of one (1) or more years are required to submit an inception report within 3 months of commencement of the training programme. Failure to submit this report will lead to the facility being withdrawn.

It is also mandatory for every Officer to submit an evaluation report at the end of the training. Failure to submit this report will lead to a delay to the Officers promotion /non-payment of shipping allowance.

In addition, upon return from the course, Officers are required to submit copies of their Project Work/Thesis, to their Ministry/Department and the OHCS.

- v. Heads of Department, Human Resource Directors and supervisors are required to hold

conferences with personnel returning from training and development programmes at which the trainees shall brief the staff of the Ministry/Department on the training undergone.

- vi. Each Ministry/Department shall be required to submit to OHCS comprehensive annual reports on training and development programmes undertaken during the year.
- vii. The OHCS shall evaluate the training and development programmes undertaken during the year based on the reports submitted by Ministries/Departments.
- viii. The OHCS shall prepare annual consolidated reports on training and development programmes undertaken within the Service for the information of the Civil Service Council.

9.0 PETITIONS AND APPEALS

A Civil Service staff who feels or suspects that he/she has been treated unfairly in the selection or nomination of personnel for training and development may petition/appeal to his/her Chief Director/Head of the establishment for redress.

If the aggrieved Civil Service staff is dissatisfied with the decision taken by the Chief Director/Head of Department, he/she may appeal to the Head of the Civil Service within two (2) weeks of receipt of the decision and the Head of Civil Service shall respond within two (2) weeks.

10.0 PART II: IMPLEMENTATION

The guidelines for implementation of Training and Development also specify the purpose, focus, types, standards and explanatory notes on Training

10.1 PURPOSE OF GUIDELINES

The guidelines set out the modalities and reference points to assist Chief Directors, Heads of Department and Civil Service staff to interpret and apply the Training & Development Guidelines of the Ghana Civil Service in the implementation of Training.

10.2 FOCUS OF IMPLEMENTATION

Staff Training and Development involves huge expenditure. It shall therefore be ensured that good value is obtained for all training provided. It is essential that training and development

programmes are carried out in a manner that will ensure that maximum benefits are derived thereafter.

Heads of Ministries/Department are therefore urged to pay particular attention to the identification and assessment of the training and development needs of their staff through an effective and robust Staff Performance Management system to enable them to select appropriate training and development programmes for their staff.

10.3 DETERMINATION OF STAFF TRAINING AND DEVELOPMENT NEEDS

- i. The Human Resource Development Directors, under the supervision of their respective Heads of Ministries/Department are expected to determine the training and development needs of the personnel of the Ministry/Department. To this end, they are required to assess the training needs of newly recruited personnel as well as undertake annual assessment of the training and development needs of the existing staff.
- ii. Reporting Officers are required to reflect the training and development needs of their subordinates as part of the annual Staff Performance Appraisal, which shall also serve as a basis for determining the capacity building needs/requirements of appraised staff.
- iii. Identified Training and Development Needs for each Officer shall, be compiled and forwarded to the OHCS for their information or further action.
- iv. The Head of the Planning, Budgeting, Monitoring and Evaluation Directorates (PBMED) of the OHCS shall collate these capacity-building needs from the Staff Performance Appraisal Reports and submit them to the Director RTDD for onward transmission to the appropriate Civil Service Training Institutions for use in the review of their courses.
- v. The Director, RTDD of OHCS shall, in consultation with the Director, PBMED of OHCS or any such designated training provider, determine the nature and organization of programmes in General.
- vi. The Head of the Civil Service, Chief Directors and Heads of Department shall facilitate staff training and participation in approved courses of study as prescribed in the Scheme of Service and availability of funds, in addition to other training and other staff development opportunities.

11.0 TYPES OF TRAINING AND DEVELOPMENT

11.1 Scheme of Service Training

Schemes of Service provide specific areas of training, development and learning for serving Civil Service staff to build their capacity. It enables them to perform effectively and efficiently, as well as prepare them to take up higher responsibilities.

Heads of Ministries and Departments shall place emphasis on short-term and “on-the-job training” programmes to improve the performance of officers. However, where necessary, officers will be sponsored to pursue long-term academic or professional courses to enable them meet the demands of their jobs. Scheme of Service training can take the following forms:

11.2 Orientation Programmes

Heads of Ministries and Departments are required to arrange seminars/workshops for new entrants and newly – promoted personnel to orientate them in their new roles within three (3) months of their appointment / promotion.

11.3 Induction Course

Induction programmes for newly recruited General Class personnel shall be organized by the OHCS. For the Technical Classes, the full report of such induction programmes organized by the Ministries and Departments in consultation with OHCS (RTDD) for their staff shall be prepared and copied to the OHCS.

11.4 Promotion Course

A mandatory in-service orientation programme will be offered to prepare the personnel for higher responsibilities. Additionally, workshops and seminars will be arranged periodically to address identified knowledge, skills and attitudinal gaps. The promotion course is mandatory for all staff in the various classes of the Civil Service.

Personnel are expected to obtain certification from the Civil Service Training Institutions as appropriate (Civil Service Training Centre, Government Secretarial School and Institute of Technical Supervision)

12.0 LOCAL TRAINING

Local Training shall comprise of the following:

12.1 Continuous / Refresher Training

In addition to the Induction Training and Orientation Programmes, Ministries and Departments shall organize, at least once in a year, refresher courses for their staff to equip them with the requisite skills, attitudes and practices or upgrade their knowledge and skills in their areas of operation.

12.2 Specially Arranged /Day-Release Programme

Heads of Ministries and Departments may release Civil Service staff, where appropriate, on part-time basis, to enable them pursue courses either within their organizations or at external institutions to enable them acquire specific skills, to prepare for promotion examination or to acquire membership of professional associations. In such instances, formal internal arrangements shall be made to release such staff to undergo such training without reference to the OHCS for authorization or approval.

Such arrangements shall be formalized and it shall be ensured that the Ministries and Departments benefit from the services of the officers during the periods when they are not attending classes.

Care shall be taken to avoid such arrangements interfering with the normal work programmes and schedules of the Ministry/Department.

12.3 On-The-Job Training

The Director of Human Resources of each Ministry /Department shall ensure that “on the- job training” is organized for all categories of staff, especially for new recruits and serving Officers who have been promoted to enable them acquire/improve the skills required for their jobs.

12.4 In-House Training

Heads of Ministries/Department shall ensure that periodic in-house training sessions are organized to address peculiar problems of their organizations. Experts may be invited to serve as facilitators.

12.5 Mentoring

Human Resource Managers, will be required to design mentorship programmes to facilitate the transfer of skills acquired through specific training programmes. In cases where a public officer with specialized skills is appointed on contract, Ministries/Departments will assign counterparts

to understudy him/her to ensure transfer of skills within the duration of the public officer's contract.

Quarterly reviews shall be made to monitor progress regarding skills transfer based on the skills transfer plan.

Officers who are about to retire will be assigned counterparts to mentor in order to ensure skills transfer. This mentoring programme should be taken at least a year (12 months) to ensure sufficient time for skills transfer as part of succession planning.

Officers who opt for early retirement will also be assigned counterparts to mentor in order to facilitate skills transfer. In these circumstances mentorship should take at least three (3) months.

Mentees and mentors will be required to complete monthly and quarterly progress reports if the period of mentoring is within six (6) months and one (1) year respectively.

12.6 Coaching

Human Resource Directors/Managers shall encourage supervisors to coach employees to improve their work performance and skill set by receiving one-on-one training to develop career prospects.

Supervisors should be willing to listen, observe and support the employees' ability, knowledge and resourcefulness.

12.8 High Flyer Scheme

Individuals recruited who display great potential and a lot of ability with a strong will to excel shall be provided the required training to adequately and swiftly fit in and progress in the service.

12.9 Study Tours

Public Officers would be allowed to undertake study visits to internal or external agencies to learn and observe their modus operandi as well as exchange experience, ideas and skills

Notification of Office of The Head Of The Civil Service Prior To Embarking On Foreign Trips

All Civil Service Staff who are scheduled to participate in foreign programmes, courses or internships must give a minimum of three (3) days prior notice to the OHCS before leaving the shores of Ghana. The notice should indicate the purpose of the trip and the date for departure and return of the said Officer

12.10 Job Rotation

Departmental Heads shall assign officers to different sections of the Ministry/Department, in order to enable them to learn about the specific jobs of the sections with the view of broadening their knowledge and experience.

12.11 Conferences/Workshops/Seminars/Retreats

Officers shall undertake conferences, workshops, seminars and retreats to broaden their knowledge on specific subject area.

12.12 Academic/Specialized Courses

Officers who qualify to pursue academic/professional courses in local or overseas institutions shall submit formal applications through their Heads of Ministries/Departments to the Head of the Civil Service who may approve the release of the officers on study leave with or without pay to pursue the courses.

Where academic/special/ professional training programmes may necessitate the absence of Civil Servants from work, Heads of Ministries/Departments shall refer applications from their staff, together with comments and recommendations, to the OHCS for the grant of study leave with or without pay. Approval for academic/specialized course shall be based on its relevance to the nominating Institution and the Civil Service.

Such applications shall reach the OHCS at least six (6) weeks to the commencement of the training programmes.

Ministries/Departments are required to obtain from the training institutions, half – yearly and annual academic performance reports on staff who have been released on study leave with/without pay.

Heads of Ministries/Departments shall also ensure that such staff do not overstay the study leave period granted them.

Appropriate sanctions shall be applied to:

- I. Staff who do not obtain prior approval from the OHCS before embarking on programmes/courses that require leave
- II. staff on study leave with/without pay who perform poorly on such leave
- III. Staff who overstay the period granted them for their studies.
- IV. Staff who fail to complete the course of study on schedule, which makes them unable to

submit copy of thesis to OHCS as appropriate.

In the same way, Ministries/Departments shall be responsible for the payment of the salaries of officers who are granted study-leave with pay; and budgetary provisions should be made to cover such expenditure.

Clerical/Technical staff who serve a number of four (4) years and seek to upgrade themselves to become professionals will, after undertaking the programmes, be considered based on yearly availability of vacancies.

12.13 IT Training/E-learning

Ministries and Departments shall encourage and facilitate the participation of eligible Civil Service staff in IT training and e-learning programmes as appropriate.

12.14 Planned Organization Experience/Rotation/Posting

The Director of Human Resource, in consultation with the Head of the Ministry/Department shall post officers to different sections of the Ministry/Department to enable them learn about the specific jobs of the sections, with the view to broadening the knowledge and experience of the officers.

Additionally, Ministries/Departments shall make arrangements to move/attach some of their staff to other public service or private sector institutions for skills acquisition for periods not exceeding six (6) months in the first instance. OHCS should be notified when such movements to organizations outside the Ministry/Department are to be effected.

12.15 Evening Classes/Off-Duty Classes

Heads of Ministries/Departments shall, when requested, grant permission and encourage officers to take advantage of courses, which are organized outside the normal working hours at Workers' Colleges, the Government Secretarial Schools and other public/private tertiary institutions to improve their educational qualifications or skills.

12.16 Overseas Training

Opportunities for overseas training shall be used to enable officers to acquire academic/professional examinations or to acquire membership of professional associations, qualification or to expose them to new technologies. Such training programmes shall be funded primarily by scholarships offered to Ghana by foreign governments or international and local

organizations.

13.0 STUDY LEAVE FACILITY

Study leave is a facility that is provided to Civil Service staff to enable them undertake approved course of study in a local or overseas training institution. This is to enable the Civil Service staff to keep abreast of current trends and broaden the scope and experiences of the Civil Service staff for the benefit of the organization and personal development. There are two types of Study leave:

- (a) Study leave with pay
- (b) Study leave without pay.

13.1 Study Leave with Pay

Study Leave with Pay is generally intended for Serving Officers who are sponsored under department training schemes by their organizations for courses usually at the post- graduate level in local or overseas educational institutions. Such Officers are deemed to be on duty and are, therefore, entitled to the requisite benefits while on the course.

However, in view of the growing desire of Officers to add value to themselves to remain competitive in an environment of limited job opportunities, an increasing number of Officers, 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 seeks to access the study leave with pay facility primarily for their own purposes. Consequently, the facility has been extended to cover such circumstances. 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 Civil Service staff current job, duties and responsibilities as well as the future career development of the Civil Service staff.

13.2 Study Leave without Pay

Study Leave without Pay is usually granted as an alternative to resignation in situations where study leave with pay cannot be granted. However, some Officers on their own apply for study leave without pay, even though they may have been eligible to access the study leave with pay facility. It may be attributed to their unwillingness to be bonded after their courses of study.

Civil Service staff will be eligible for Academic training and awarded study leave with pay under the following conditions:

- I. Applicants must hold a permanent appointment in the Service. They must have been confirmed in their appointment; done not less than four (4) continuous years' service and

also undergone the required trainings as prescribed by the Scheme of Service of the Class of the applicant

- II. Must be nominated by the Ministry/Department for studies relevant to the officer's duties and in accordance with the Ministerial Annual Training Plan
- III. In the case of overseas study, the course must not be available in the country. Applicants must in addition provide adequate evidence of full payment of tuition fees and of the ability or capability to adequately sustain himself/herself during the entire period of the programme.
- IV. An Officer who seeks to pursue a second programme of study shall be deemed to be eligible for study leave only after the bond term for the first programme of study has been fully served.

13.3 CRITERIA FOR AWARD OF SCHOLARSHIP

The criteria for the award of scholarship can be found in appendix 1

14.0 SELECTION PROCESS

The selection of Civil Service staff for local training and development programmes, as well as those tenable outside Ghana shall be done in a transparent manner bearing in mind the length of service, the grade, relevance of training and development programme and linkage to identified training and development needs and centrality of training to the achievement of organizational goals as well as training history.

At no time should the number of Officers approved for training affect the performance of a Ministry or Department.

15.0 TRAINING AND DEVELOPMENT FACILITIES

The training of Civil Service staff shall, in the main, be done in local public and private institutions, but more particularly in the training institutions specifically set up to train Civil Service staff.

The OHCS, Chief Directors and Heads of Department shall ensure that Civil Service staff who attend training at foreign training institutions do so at reputable institutions or those approved by Government and the Ghana Civil Service.

The under listed training institutions offer the following training and development programmes indicated under them for Civil Service at modest fees to cover tuition, boarding and lodging and

the maintenance of the school facilities where applicable.

15.1 CIVIL SERVICE TRAINING CENTRE (CSTC)

The Civil Service Training Centre has been set up to offer:

- Management and skills training to officers in both the Managerial and Supervisory grades as well as in the Executive and Secretarial Classes.
- Promotion courses for all staff in the Service.
- Competency Assessment for staff in the Service

The Centre advertises its training programmes annually and Heads of Ministries/Departments invited to sponsor candidates to these courses.

Presently, the courses offered by CSTC, include the following:

- Ethical Leadership
- Quality Productivity Management
- Monitoring and Evaluation
- Policy Development and Analysis
- Effective Performance Management

See appendix 1 at page 37 for the full list of courses

15.2 GOVERNMENT SECRETARIAL SCHOOL (GSS)

The School has its headquarters in Accra and branches in Koforidua, Kumasi, Sekondi, Ho and Tamale.

The Government Secretarial School, Accra offers:

- Training to all grades of officers in the Secretarial Class.
- In-service training for Stenographer Grade One (I) and above.
- The School in Accra has introduced among others, Basic Accounting, French, Business Law, Computing and Economics for its post-secondary twenty-four months course for the Stenographer Grade Two.
- High level training for senior private secretaries.

Presently, the courses offered by GSS, Accra, include the following:

- Full Time (2-year / 4 semester) Programme
- Special Capacity Development programme for top level secretaries in the Civil Service

Please see appendix 2 for the full list of courses

Government Secretarial School regional branches offer In-service training for Stenographer Grade Two (II) only.

The schools demand payment of fees to enable them to become self-financing in order to upgrade their equipment holdings and to effectively compete with similar training institutes for candidates).

The schools' training programmes are advertised annually.

15.3 INSTITUTE OF TECHNICAL SUPERVISION (ITS)

The Institute of Technical Supervision offers:

- Training in Supervisory Management to officers in the Artisan grades of Junior Foreman up to works Superintendent.
- Two training programmes per year, i.e., the Junior Supervisory Management Course and the Senior Supervisory Management Course. (These courses improve the technical competence of officers and equip them with supervisory skills). The Institute advertises its courses annually.

Presently, ITS, Accra offers the following courses:

- Maintenance Management
- Managing Occupational Health and Safety
- Workplace Improvement Technique

Please see appendix 3 for the full list of courses

15.4 GHANA INSTITUTE OF PUBLIC ADMINISTRATION & MANAGEMENT (GIMPA)

GIMPA offers the following courses, among others for the Civil Service:

- Customized Diploma in Public Administration (CDPA)
- Senior Management Development Programme
- (SMD) and the Chief Executive Programme
- Certificate in Admin & Management
- Women in Development
- Certificate in Agriculture

- Certificate in Procurement
- Certificate in Logistics & Transport

15.5 PRIVATELY-OWNED INSTITUTIONS

A number of nationally accredited privately owned training Institutions, which offer a wide range of courses, operate in the country. Heads of Ministries/Departments may use the services of these institutions to satisfy the training needs of their staff if the private institutions are more cost- effective than the public ones.

16.0 MONITORING OF TRAINING AND DEVELOPMENT

For effective monitoring and evaluation, each Ministry/Department shall submit a bi-annual report on the types of training organized and the impact of the training intervention on the organization for the information of the OHCS.

Heads of Ministries/Departments shall design systems for facilitating the assessment of the impact of training and development interventions on the performance of officers. Data collected from such a system shall be used to justify the request for financial support for existing and/or additional training and development programmes.

17.0 GENERAL PROVISIONS

- i. Every Civil Service staff selected for training and development programme shall attend/participate in the classes/training sessions regularly and pass all prescribed examinations.
- ii. Officers on long courses shall be offered the opportunity to take a second examination in case they fail at the first attempt. Officers whose progress is below average and those who fail their examinations on two occasions shall have their sponsorship withdrawn.
- iii. Heads of Ministries/Departments shall liaise with the Heads of Technical/Educational Institutions of officers on study leave with pay to obtain semester reports on the performance of the officers for monitoring purposes. Officers whose reports are not received and those whose progress is unsatisfactory shall have their leave terminated by the Head of the Civil Service to whom copies of such reports shall be submitted.
- iv. Heads of Ministries/Departments shall ensure that an enabling environment is created for the utilization of skills and knowledge acquired by staff from training programmes

- v. Arrangements shall be adequately made for the physically challenged persons to benefit from training and development programmes offered. There shall be no discrimination on account of this.

- vi. Effort should be made to ensure Gender mainstreaming in training and development.

APPENDIX 1: CRITERIA FOR AWARDED SCHOLARSHIPS IN THE CIVIL SERVICE BY THE GHANA SCHOLARSHIP SECRETARIAT (GSS)

The Office of the Head of Civil Service (OHCS) and the Ghana Scholarship Secretariat (GSS) signed a Memorandum of Understanding (MoU) to enter into a partnership to support Officers in the Civil Service to pursue Masters and PhD programmes in any higher learning Institution locally. This is to strengthen the capacity of Civil Service staff in order to address the human resource deficit in the Service and improve service delivery.

MODE OF DISTRIBUTION

Seventy-five percent (75%) of the total scholarship shall be awarded to staff in the Ministries and Departments while twenty-five percent (25%) of the scholarship shall be awarded to staff in the Office of the Head of Civil Service.

APPLICATION AND SELECTION

Applications for the scholarships would go through OHCS for necessary actions. Selection of beneficiaries would be undertaken jointly by both the OHCS and GSS.

CRITERIA FOR AWARDED SCHOLARSHIP

- The Scholarship shall be awarded to Officers in the professional cadre to pursue Masters and PhD programmes in accredited local tertiary institutions both public and private.
- OHCS shall identify qualified staff of the Service for studies in local tertiary institutions.
- The Scholarship Secretariat shall grant scholarships to identified Civil Service staff in line with its mandate of institutional capacity building and human development. (i.e. The programme of study should be relevant to the Scheme of Service of the Class of the staff).
- All other requirements for approval for study leave facility (application, number of years of bond, etc) shall be applicable.

APPENDIX 2: CIVIL SERVICE TRAINING CENTER (CSTC)

SCHEME OF SERVICE, PROMOTION AND COMPETENCY BASED PROGRAMMES

NO.	COURSE TITLE
1	Action Plan Development and Implementation
2	Administering Performance Appraisal Instrument for Public Servants
3	Administrative Writing Skills
4	Attitudinal Change for Productivity Improvement in the Public Service
5	Basic Customer Care
6	Basic Customer Care Course for Public Servants
7	Briefs & Speaking Notes
8	Business Communication
9	Business Process Mapping and Reengineering
10	Business Process Reengineering and Continuous Improvement (Kaizen)
11	Cabinet Memorandum
12	Civil Service Administrative Management Skills
13	Communication Skills and Public Relations
14	Communication Skills for Secretaries in the Public Service
15	Contract Management and Administration
16	Customer Care for Secretaries in the Public Service
17	Effective Communication and Interpersonal Skills
18	Effective Delegation
19	Effective Managerial/Supervisory Skills
20	Effective Office Administration and Management
21	Emotional Intelligence for Senior and Middle level Public Servants
22	Ethical Leadership
23	Evidence Informed Policy Making
24	Excel usage for Operational Excellence
25	Finance And Administration (F&A) Function
26	Functional English Language (Advanced)
27	Functional English Language (Intermediate)
28	Functional English Language (Introduction)
29	Gender And Organizational Development
30	Gender Mainstreaming

31	Gender Mainstreaming into Civil Service
32	Gender Monitoring and Reporting
33	General Administrative Procedure (Modern Practices)
34	Human Resource Function
35	Information Communication Technology
36	Introduction to Project Management
37	Introduction to Strategic Management
38	Inventory Control and Management
39	Leadership Development and Team Building
40	Leading And Influencing in Supply Chain
41	Managing People and Supervision
42	Memo Writing Skills
43	Minutes Writing Skills
44	Monitoring and Evaluation (Part I) for Middle level Public Servants
45	Monitoring and Evaluation (Part II) for Middle Level Public Servants
46	Negotiation Skills
47	Office Procedure and Business Communication
48	Organizational Security
49	Organizational Basic Security/Risk and Safety Management
50	Organizing and Conducting Meetings
51	Organizing Meetings and Minutes Writing
52	Performance Coaching and Mentoring Skills for Senior level Public Servants
53	Performance Management
54	Performance Monitoring and Evaluation
55	Planning for Retirement
56	Policy Formulation and Analysis
57	Policy Formulation and Analysis for middle level Civil Servants
58	Policy Planning, Budgeting Monitory and Evaluation Function
59	Practical Office Procedures
60	Practical Proposal Writing for Public Servants
61	Problem Analysis Techniques
62	Productivity Improvement
63	Productivity Improvement at the Workplace for Public Servants
64	Professional Leadership Skills
65	Professional Office Management

66	Professional Work Ethics/Attitude
67	Proof Reading & Editing Skills
68	Proposal Writing Skills
69	Public Accountability and Internal Controls
70	Public Financial Administration Regulations
71	Public Private Partnership Course
72	Public Service Delivery Improvement
73	Report Writing Skills
74	Research, Statistics and Information Management Function
75	Services Procurement Management
76	Speech Writing Skills
77	Strategic Thinking and Planning
78	Supply Chain Relationship Management
79	Team Building and Team Work
80	Time And Stress Management
81	Total Quality Management
82	Women In Leadership and Governance
83	Workplace Auditing
84	Proof Reading and Editing Skills
85	Public Private Partnership (PPP) for Public Servants
86	Public Service Administrative Skills for Public Servants
87	Quality Productivity Improvement
88	Report Writing Skills
89	Scheme of Service Training (SG2-SG1, Front Desk Officers)
90	Scheme of Service Training (SS-PS and Analogous)
91	Scheme of Service Training (ADI - Dep. Directors and Analogous)
92	Scheme of Service Training (ADIIA, ADIIB and Analogous)
93	Scheme of Service Training (SG2-SG1, Front Desk Officers)
94	Security Education (Advanced)
95	Security Education (Intermediate)
96	Security Education (Introduction)
97	Self and People Management
98	Speech Writing and Delivery Skills for Public Servants
99	Staff Performance Reporting (Public Servants)
100	Staff Performance Reporting for Senior Public Servants

101	Strategic Management and Leadership
102	Supervisory Skills for Middle Level Public Servants
103	Supervisory Skills for Public Service
104	Task Analysis and Target Setting (Public Servants/Senior Level)
105	Training of Trainer (ToT) (Training and HR Directors)
106	Work Ethics and Work Standards

APPENDIX 3: GOVERNMENT SECRETARIAL SCHOOL (GSS)

NO.	COURSE TITLE
1	Full-Time 2-year Post-Secondary Stenography Programme (SGI)
2	Access Programme –Typing for Beginners (TGI)
3	Access Programme – Shorthand for Beginners (SGII)
4	Upgrading programmes exclusively for Secretarial Class
5	Competency Based Programmes for workers (SS/PS)
6	Computer Proficiency Programmes
7	Tailor made / Refresher / Short Modular Programmes for Secretaries in the Public / Private organizations
8	Special Capacity Development Programme for top level Secretaries in the Civil Service
9	Proficiency course for Parliamentary Reporters

APPENDIX 4: INSTITUTE OF TECHNICAL SUPERVISION (ITS)

No.	COURSE TITLE
1	Effective Driving Techniques
2	Effective Maintenance Management
3	Effective Occupational Health and Safety
4	Effective Practice of Supervision
5	Effective Security Techniques
6	Effective Stores Management
7	Facilities Management
8	Junior Course Module 1
9	Junior Course Module 2
10	Junior Course Module 3
11	Junior Technical Supervisory Management Course
12	Planning For Your Formal Retirement
13	Robotics and Automation
14	Senior Technical Supervisory Management Course
15	Special Senior Course Module 1
16	Special Senior Course Module 2
17	Special Senior Course Module 3
18	Technical Report Writing
19	Workplace Improvement Technique

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