

TRAINING AND DEVELOPMENT IN THE CIVIL SERVICE AND GUIDELINES ON STUDY LEAVE



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KEY OUTLINE

- Overview of Training and Development within the Civil Service
- Study Leave Facility
- Bonding of Officers
- Training Plans/Reports

INTRODUCTION

Training can be defined as planned and systematic effort to modify or develop knowledge, skills and attitudes through learning experience required to achieve enhanced performance.

Development on the other hand can be defined as the general enhancement and growth of an individuals skills and ability through conscious and unconscious learning

Both training and development are geared towards achieving enhanced performance and also to prepare a person to assume higher responsibilities.

TRAINING AND DEVELOPMENT POLICY

Training and Development Policy

- There are three (3) major levels of responsibility for Training and Development within the Civil Service;
 1. Office of the Head of Civil Service (OHCS)
 2. Ministry/Department and
 3. Individual Civil Servant

RESPONSIBILITIES - OHCS

The OHCS has overall responsibility for formulating, reviewing, managing and coordinating arrangements for the implementation of this Training and Development Policy within the Civil Service. The OHCS will seek to do so by:

- Sourcing funds and arranging for periodic competency based and Scheme of Service training
- co-ordination of competency-based and scheme of service training and development programmes as well as its Monitoring and evaluation
- Receiving and analyzing reports on Training and Development
- Offering guidance and technical advice when necessary to Ministry/Department
- Issuance and effective application of standards, directives, rules and instructions in the form of operational manuals on staff training and development;



RESPONSIBILITIES - MINISTRIES AND DEPARTMENTS

HR Directors/Managers in collaboration with the Heads of the other units/classes will be responsible for the following;

- Planning Training and Development Interventions for staff (*should be indicated their Staff Performance Appraisal Reports and Training Plans of the Institution*)

RESPONSIBILITIES - INDIVIDUAL CIVIL SERVANTS

- ➔ It is the responsibility of each Civil Servant to avail himself/herself for training and development opportunities appropriate to his or her post.

SCOPE AND TYPES OF TRAINING & DEVELOPMENT

TYPES OF TRAINING;

- **Scheme of Service Training** (*Compulsory Training specified in the various Schemes of Service*)
- **Orientation/Induction Course** (*Training provided for new Officers within the 1st Year*)
- **Promotion Course** (*Training provided for Officers to equip them with the required knowledge and skills for their new schedules*)
- **Local Training** (*On-the-job Training and off-the –job Training at public and private institutions locally*)
- **Overseas Training** (*Short-Term and specialized abroad*)
- **Professional Training** (*short or long term professional training required to meet the requirement of the Professional Bodies Registration Act 1973 (NRCD 143)*)
- **Academic/Specialized Courses** (*Academic, technical and/or professional training in relevant areas*)
- **IT Training/E-learning**
- **Competency/Skill Based Training**
- **Learning of French** (*Learning French as a second official language*)

ACADEMIC TRAINING

- 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.
- Civil Servants are encouraged to acquire academic and professional qualifications up to the highest level such as a doctoral degree necessary for effective job performance.
- Officers are to note that, 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.

STUDY LEAVE

- ➔ Study leave in the civil service is a facility that is provided to a serving officer to enable him/her attend an approved course of study in local or overseas training institutions.

PURPOSSE OF STUDY LEAVE

- The facility is intended to make it possible for an officer to upgrade his/her knowledge, keep him//her abreast with modern developments, broaden his/her scope and experiences, and prepare him/her for the changing conditions and demands of the service and its stakeholders.

TYPES OF STUDY LEAVE

- There are **two** forms of study leave facility available in the service.
- These are;
 - Study Leave With Pay
 - Study Leave Without pay

STUDY LEAVE WITH PAY

- Intended for serving officers who are sponsored under departmental training schemes by their organizations for course usually at the post-graduate level in local or overseas educational institutions.
- Such an officer is deemed to be on duty and is, therefore, entitled to the requisite benefits while on the course.
- It is also intended for Officers who also seek their personal development and through their individual efforts gain admission to pursue courses at the post-graduate level in local or overseas educational institutions.

STUDY LEAVE WITHOUT PAY

- 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. This may be attributed to the **unwillingness to be bonded** after their courses of study.

ELIGIBILITY FOR THE FACILITY

1. Applicants must be holders of permanent appointments in the service
2. They must have been confirmed in their appointments in their appointments and done not less than four (4) continuous years' service
3. The course to be pursued must be relevant to the needs of the Service taking into consideration the following;
 - *Relevance of Course to the core business of the applicants; parent organization;*
 - *The current and future (envisaged) work schedule and the inherent potential of the applicant;*
 - *The broader perspective or wider needs of the Civil Service.*

NB: The OHCS, by virtue of its strategic position, shall have final say in the determination of the relevance of courses o the Service in general



PROCEDURE

- Applicant must be nominated by the Ministry/Department for studies
- Application for study leave by an officer in a Department must be addressed in the first instance through his/her Head of Department to the Chief Director of the Sector Ministry
- An Officer working in a ministry must submit his/her application to his/her Chief Director

PROCEDURE

- **An application for study leave must be accompanied by the following supporting documents.**
- i. Copy of admission / scholarship letter for the course
 - ii. Copy of first appointment letter into the service
 - iii. Copy of last promotion letter, if any
 - iv. Copy of recent pay slip
 - v. Evidence of payment of fees (*self sponsorship*)
 - vi. Proof of evidence of capability to sustain ones self for duration of course (*overseas*)
 - vii. Duly completed BOND FORM

PROCEDURE

- The Head of Department shall thoroughly examine the application in the first instance in line with the guidelines and forward it with his/her comments to the Chief Director of the sector ministry.
- For an officer working in a Ministry, the Chief Director shall examine the application and submit it with detailed comments to the OHCS.
- Such applications shall reach the OHCS at least six (6) weeks to the commencement of the training programmes.
- **NB: Human Resource Directors are also to ensure that, Academic Trainings to be undertaken are captured in the Organization's Annual Training Plan.**

PROCEDURE

The comments of the Head of Department or the Chief Director, as the case may be, shall cover the following:

1. The applicant's current grade
2. Number of years done in the service and in the present grade
3. Title, venue and duration of the course
4. Relevance of the programme
5. Details of any course beyond nine (9) months that the applicants has attended since entering the Service, if any
6. Liability for funding participation in the course
7. Details of applicant's outstanding financial or other obligations to Government, if any
8. Whether there is any pending disciplinary case against applicant

APPROVING AUTHORITY

**The authority for the granting of leave with or without pay is the
Head of the Civil Service**

APPROVING AUTHORITY

- No Civil Servant shall undertake long-term training which requires absence of officer from work without being granted the authority for study leave.
- The authority for approving the grant of study leave with or without pay is the Head of the Civil Service.
- MDAs should encourage part-time and distance-learning from recognized institutions without Officers necessarily leaving the Service to pursue courses of study. However such category of officers must obtain permission from the Chief Director or Head of Department in writing.
- The maximum duration (number of years) of study leave that can be granted at one time to an applicant shall not exceed four (4) years.

APPROVING AUTHORITY (2)

- A beneficiary shall not modify the duration of the course without the written permission of the parent organization and the approval of OHCS. Similarly, a beneficiary cannot pursue a higher version of the same course without the explicit approval from the OHCS.

BONDING OF OFFICERS

- Every Civil Servant, with exception of officers serving on Contract Terms of appointment, who is sponsored by Government or under external Fellowship and Scholarship Scheme, must sign a bond agreement to work for the Service after completion of the course.
- All Civil Servants who are sponsored for training and development shall be bonded to serve the GoG for periods not exceeding twice the duration of their sponsorship. However, for prospective PhD candidates, bonding periods shall not exceed five years.

BONDING OF OFFICERS

- All duly completed and signed bond(s) should be submitted to the OHCS through their respective Sector Ministries with the application for Study Leave
- The BOND Form should be accompanied by a Guarantors letter of confirmation which should include the following;
 1. Ghana Post Digital Address
 2. Tax Identification Number (TIN)

BONDING OF OFFICERS (2)

The period of the bond will depend on the duration of the course as follows:

- For a course of less than one year duration - 2 years
- For a course of more than one year duration
➤ but not more than 2 years duration - 4 years
- For a course of more than two years duration - 5 years

BONDING OF OFFICERS (3)

- ➔ MDAs shall, prior to conveying OHCS' approval of the study leave facility to applicants, ensure the completion and signing of the bond forms by the Officers (applicants).

REDEMPTION OF BOND

- The Officer who does not fulfill the terms of the bonds shall be invited to redeem the bonds by paying the total amount expended on the officer such as salaries and allowances/per-diem plus an interest of ten percent (5%) paid during the period of sponsorship. If the Officer defaults, the guarantors shall be invited to redeem the bond.
- In addition, the defaulting officers shall not be re-engaged into the Service.

TRAINING PLAN TEMPLATE - 2018

NAME OF MINISTRY/DEPARTMENT:

SCHEME OF SERVICE, COMPETENCY BASED & ACADEMIC TRAINING PROGRAMMES - 2018

S/ NO	STAFF ID	NAME	SEX	GRADE	TRAINING GAP IDENTIFIED (Select appropriately)			RECOMMENDED COURSE(S) OF STUDY TO BE UNDERTAKEN					SOURCE OF FUNDING			
					STAFF PERFORMANCE APPRAISAL	SCHEME OF SERVICE	* SPECIAL / OTHER TRAINING REQUIREMENTS	TITLE	INSTITUTION	DURATION	START DATE	END DATE	SELF	GoG	DONOR	
1																
2																
3																
4																
5																
6																
7																

LEGEND

- * **SPECIAL / OTHER TRAINING REQUIREMENTS**
 - Change in Policy / Mandate of Organization
 - Project Implementation Training Requirement

OTHER KEY HR RELATED ISSUES

TRAINING REPORT;

The analysis of the Training Report should follow the outline below:

- Introduction
- Staff Categorization
- Categories of Training Undertaken
- Categorizations of Training Schedule
- Training Institutions
- Training Destinations (Local/Foreign Countries)
- Impact of Training Undertaken
- Source of Funding
- Challenges
- Recommendations
- Conclusion

