



**OFFICE OF THE HEAD OF THE CIVIL
SERVICE**

***FINAL DRAFT ADMINISTRATIVE INSTRUCTIONS
FOR THE GHANA CIVIL SERVICE***



November 2020

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PREAMBLE

ADMINISTRATIVE INSTRUCTIONS FOR THE GHANA CIVIL SERVICE, 2020

Pursuant to provisions made in Section 92 (3) and (4) of the Civil Service Law, 1993 (PNDCL 327), and Regulation 4 (1) of the Civil Service Regulations, 2020, the Head of the Civil Service, after consultation with the Civil Service Council hereby issues these Administrative Instructions.

PART I – INTRODUCTION

1. Purpose

These Administrative Instructions provide guidelines, standards and explanatory notes to assist Chief Directors, Heads of Departments and staff of the Civil Service to interpret and apply the Civil Service Regulations consistently.

2. Objective

The Administrative Instructions, in accordance with Section 91 (3) of the Civil Service Law, 1993 (PNDCL 327), shall constitute the basic principles, rules of procedure, guidelines, standards and explanatory notes for general application in the Civil Service.

3. Scope

- (1) The Instructions apply to all staff of the Civil Service, namely:
 - (a) a person serving in a civil capacity in a post designated as a Civil Service post by or under any legislation in:
 - (i) the Office of the President;
 - (ii) a Ministry;
 - (iii) a Government department at the national level; and,

- (iv) a non-decentralised department of a central national department at the regional and district level.
 - (b) a person holding a post designated as Civil Service post created by or under the authority of any other enactment, the emoluments attached to which are paid directly from the Consolidated Fund or other source approved by Government.
- (2) Specifically, the following Institutions are affected:
- (a) Ministries
 - (b) Extra Ministerial Organisations
 - (c) Non-Decentralized Departments
 - (d) Head Offices of Decentralised Departments
 - (e) Ghana Missions Abroad
 - (f) Special Departments or Secretariats

CHAPTER I: STRUCTURE OF THE CIVIL SERVICE

PART I

ORGANISATION

4. Definition of Civil Service

- (1) The Civil Service is that part of the Public Service that is concerned with service in a civil capacity in both central and local government, as provided in the Civil Service Law, 1993, (Act 327).
- (2) The Civil Service is a unified service.

5. Structure of the Civil Service

- (1) The Civil Service is composed of:
 - (a) the Office of the President and its Secretariats;
 - (b) Ministries and Departments;
 - (c) Non-Decentralized Departments;
 - (d) Ghana Missions Abroad;
 - (e) Special Departments or Secretariats;
 - (f) Non-decentralized Departments of Offices of the Regional Coordinating Councils and District Assemblies; and
 - (g) any other organisation established as a Civil Service Department in pursuance of any legislation.
- (2) Appendix 1 is a model organizational structure for a Ministry

6. Functions of Ministries, Departments, Regional Coordinating Councils (RCCs) and District Assemblies

- (1) Ministries formulate policy and are responsible for planning, coordination, monitoring and evaluation of performance and efficiency in the areas of their authority. In the case of non-decentralised Departments, they are responsible through delegation, for the implementation of policies of Government relating to their sectors.
- (2) A Regional Coordinating Council is responsible for coordination, monitoring and evaluation of Government policies and functions of District Assemblies in its region.
- (3) A District Assembly is responsible for the implementation of policies and plans of Government and the District Assembly and for the effective management of the District.

7. Government Machinery

It is important for a staff of the Civil Service to be conversant with and to respect the established Government Machinery. The established Government machinery is as follows:

- (1) the Office of the President is responsible for ensuring that Government business is effectively and efficiently executed and coordinated;
- (2) a Minister of state is responsible for a Ministry or a specific portfolio;
- (3) the Government is represented in the Region by the Regional Minister;

- (4) the Regional Minister is responsible for the effective administration of the Region;
- (5) the Head of the Civil Service has overall charge of all staff of the Civil Service and ensures that the policies and programmes of Government are effectively executed;
- (6) a Chief Director or Regional Coordinating Director shall assist the Minister in securing the general efficiency of a Ministry or Region;
- (7) a District Coordinating Director shall assist the District Chief Executive in the effective delivery of Government policies and programmes in the District; and,
- (8) a Head of Department shall be responsible for the efficient and effective operation of the Department and provide technical support to the Ministry.

PART II

CLASSIFICATION OF CIVIL SERVICE POSTS

8. Classification of Posts

- (1) Civil Service posts are grouped into General and Departmental posts.
- (2) The Classification of posts is broadly based on functions or occupations.

9. Categories of Posts

- (1) Posts in the Civil Service shall be categorized as General or Departmental posts.
- (2) There shall be the following categories of posts in the Civil Service:
 - (a) Category 'A' – as shown in Appendix II
 - (b) Category 'B' – as shown in Appendix III
 - (c) Category 'C' – as shown in Appendix IV
 - (d) Category 'D' – as shown in Appendix V
 - (e) Category 'E' – as shown in Appendix V

10. Grade

A post with the same title and salary scale constitute a grade.

11. General Classes

- (1) The General Class includes the managerial and administrative staff of Ministries and Departments.
- (2) The General Class posts are further grouped into Classes, each with a Head of Class. A Class is a group of distinct professional groups of different grades. Among these are:

Class	Head
(a) Administrative and Management	Chief Director, OHCS
(b) Executive/Clerical	Chief Director, OHCS
(c) Works and Engineering	Engineer in Chief, Public Works Department
(d) Secretarial	Chief Director, OHCS
(e) Accounting	Controller and

(f) Information Technology/ Management	Accountant-General Chief Director, OHCS
(h) Procurement and Supply Chain	Director, Procurement and Supply Chain Management, OHCS
(i) Budget	Director of Budget, Ministry of Finance
(j) Records Management	Director, PRAAD
(j) Economic Officers	Chief Director, MoF
(k) Planning	Chief Director, OHCS
(l) Internal Audit	Director, Internal Audit
(m) Research	Chief Director
(n) Registrar	Registrar, Births and Deaths
(o) Security	Chief Director
(p) Estate	Chief Director
(q) Tradesmen	Chief Director
(r) Transport	Chief Director
(s) Catering	Chief Director
(t) Protocol	Chief Director

12. Departmental Posts

- (1) These are posts which are derived from the type of work, occupation or profession. They are peculiar to the departments for which they are created in that the personnel in these posts cannot as a rule be posted from their parent department to another department with a different Head.

(2) These include:

<u>Departmental Class</u>		<u>Head</u>
Cooperative Officer	-	Registrar of Cooperatives
Labour Officer	-	Chief Labour Officer
Factory Inspector	-	Chief Inspector of Factories
Industrial Relations Officers	-	Chief Industrial Relations Officer

13. Creation of Posts

(1) An application for creation of posts in the Civil Service shall be submitted by the Head of Department to the Office of the Head of the Civil Service, and shall provide the following data:

- (a) The title of the posts
- (b) The reason for creating the post
- (c) The total complement of staff required
- (d) A statement of the duties and qualifications
- (e) Salary Scale

(2) An application shall be consistent with the existing Scheme of Service of the Ministry or Department.

14. Scheme of Service

(1) A General or Departmental Class of the Service shall have a Scheme of Service that provides the framework or plan prescribing the human resource management and development system for a specific Class of employees. It is designed for the systematic development of the employees in their respective occupational categories. It provides for the typical career progression structure within the Class.

- (2) A Scheme of Service shall define:
- (a) the objective and overall responsibility for the Class;
 - (b) the grade levels and corresponding salary ranges;
 - (c) a summary of the responsibilities and the duties attached to the job for each level in the Class;
 - (d) the conditions for entry (in-service/direct) into and progression through each grade within the Class including:
 - (i) academic and professional qualifications;
 - (ii) minimum periods of service in the current grade;
 - (iii) detailed job training and experience/competency requirements;
 - (iv) procedure for promotion and Class transfers; and,
 - (v) requirements for minimum periods of service in the Regions, Directorates, Ministries or Districts, where applicable.

15. Training Scheme

There shall be a Training Scheme, attached as an appendix to the Scheme of Service, that defines:

- (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.

16. Revision of Scheme of Service

- (1) Heads of Class, in consultation with OHCS, shall revise and update their Schemes of Service every five (5) years to meet the changing qualification requirements, as well as, the developmental needs of the Class.

- (2) Heads of Class shall submit revised Schemes of Service to the Head of the Civil Service who shall forward same to the Civil Service Council with recommendations.

- (3) The Civil Service Council shall approve a Scheme of Service for the Department or Class.

CHAPTER 2: STAFF RECRUITMENT, DEVELOPMENT AND PROGRESSION

PART 1

RECRUITMENT AND APPOINTMENT OF STAFF

17. Recruitment

- (1) The recruitment of staff into the Civil Service shall be in accordance with the Scheme of Service and subject to the existence of:
 - (a) a human resource plan for the Ministry or Department;
 - (b) an approved vacancy; and,
 - (c) a financial clearance.
- (2) Recruitment of staff shall be based on the needs of the Ministry or Department and not on any other consideration.
- (3) Whenever it is desired to fill any post in the Civil Service, the first consideration shall be given to qualified serving officers.

18. Appointment of Ghanaians Resident Outside Ghana into Categories 'A' and 'B' in the Civil Service

- (1) The Civil Service Council shall in consultation with the Public Services Commission initiate the recruitment of Ghanaians resident outside and submit the selection report to the President for his authorization of the appointment into Category 'A' posts;
- (2) The Civil Service Council shall be responsible for the recruitment of Ghanaians resident outside officers into Category 'B' posts.

19. Appointment of a non-Ghanaian into Categories 'A' and 'B' in the Civil Service

- (1) Chief Director, in whose Ministry the recruitment is made shall make recommendations to the Civil Service Council and the Civil Service Council shall in consultation with the Public Services Commission initiate the recruitment non-Ghanaians, and submit the selection report to the President for authorization of the appointment into Category 'A' posts.
- (2) The Civil Service Council shall arrange to recruit an officer into a Category 'B' post unless the Head of the Civil Service is aware of a Ghanaian candidate who may prove suitable to fill a vacancy.

20. Appointment into Category 'C' Posts

- (1) Where a vacancy in a Category 'C' post is to be filled by recruitment of a Ghanaian not resident in Ghana, the Head of the Civil Service shall initiate the recruitment process, and submit the selection report to the Civil Service Council.
- (2) Where a vacancy in a Category 'C' post is to be filled by recruitment outside Ghana of a non-Ghanaian, and unless the Head of Civil Service is aware of any Ghanaian who may prove suitable to fill the vacancy, the Head of the Civil Service shall initiate the procedure for recruitment, and submit the selection report to the Civil Service Council.
- (3) Where a vacancy in a Category 'C' post is to be filled by the recruitment in Ghana or by the recruitment of a Ghanaian not resident in Ghana, the Head of Department or the Head of the

Class, as the case may be, shall submit appropriate recommendations to the Head of the Civil Service. The recommendations shall indicate the vacancy to be filled and must be accompanied by a draft advertisement.

- (4) Where the vacancy in the Category 'C' post is to be filled by the recruitment outside Ghana of a non-Ghanaian, the Head of Department or the Head of the Class (having first obtained approval for a recruitment of a non-Ghanaian), shall submit his recommendation to the Head of the Civil Service, and unless the Head of the Civil Service is aware of any Ghanaian who might prove suitable to fill the vacancy, the Council shall recruit accordingly.
- (5) If, as a result of recruitment in Ghana, it is found necessary to recommend the appointment to a Category 'C' post of a non-Ghanaian, then the Civil Service Council shall not authorize the appointment of that person, unless the Minister concerned, or in the case of a special Department or one of the Classes, the President, has given his approval.

21. Conditions for Recruitment

The following conditions shall be satisfied prior to recruitment:

- (1) Chief Directors and Heads of Department shall initiate the process of recruitment;
- (2) vacancies must be available;
- (3) reasons must be shown why fresh or new recruitment is a preferred option to filling the vacancy rather than by promotion from within the Department;

- (4) vacancies must be advertised;
- (5) advertisements must state clearly the entry requirements as provided for the Scheme of Service of the Ministry or Department; and,
- (6) Technical and Financial Clearance must be obtained from the OHCS and Ministry of Finance, respectively, if required.

22. Advertisement of Vacancies

Advertisement of vacancies shall be made internally, externally, or both, to invite interested and suitably qualified persons to apply for consideration.

- (1) The advertisement shall include a brief and accurate description of the duties and responsibilities to be undertaken, as well as the essential criteria which will be applied in the selection process.
- (2) Qualifications may be delineated between those that are essential and those that are desirable for the position(s).
- (3) In advertising to fill a vacancy in the Civil Service, Ministries and Departments shall encourage or consciously call for the participation of women and people with disability.

23. Headhunting

Skills search or "head-hunting" may be used to identify candidates for senior posts or where skills are scarce.

- (1) Where this process is chosen, it shall be demonstrated that the qualifications and special requirements of the position in question cannot be obtained through the normal process of initially

considering eligible serving officers within the organisation and open advertisement.

- (2) Once candidates have been identified through headhunting, however, the principles of selection on merit shall be applied, as required in the case of other methods of recruitment.

24. Selection Interviews

- (1) Where a vacancy in a Civil Service post has been advertised, the appointing authority shall use the advertised requirements for the posts to short-list applicants for selection into the position.
- (2) The short-listed candidates shall be invited in writing to appear before an Interview Selection Board constituted by the appointing authority.
- (3) All candidates shall be given equal opportunities during the interview
- (4) The Selection Board shall submit its report to the Appointing Authority, with the candidates recommended in order of preference.

25. Other Conditions for Employment

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

(1) **Citizenship**

Positions in the Civil Service shall be reserved for Ghanaians, including those who have legally acquired citizenship but non-Ghanaian citizens may be employed on fixed-term contracts for up to a maximum of three (3) years on the following conditions:

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

(2) **Age**

Eligibility for employment into the Civil Service on 'permanent' basis other than renewable contract terms, is open to persons aged eighteen (18) years and above, subject to the exigencies of the service and the 1992 Constitution.

(3) **Medical Fitness**

Pre-employment health certification, except HIV/AIDS checks, will be required for appointment into the Civil Service.

- a) A candidate seeking employment in the Civil Service must be certified as medically fit by a Medical Officer of an accredited health facility.
- b) It shall be an offence if the prospective staff of the Civil Service is deemed to have obtained a false medical report for purposes of employment.

- c) Where particular health or physical requirements are essential for the performance of the job, these shall be clearly stated in the advertisement.
- d) A staff of the Civil Service whose services are terminated due to ill-health will have to undergo a medical examination as a pre-condition for re-appointment into the Civil Service, subject to availability of vacancy.

(4) ***Core Values of the Civil Service***

Applicants for employment into the Civil Service shall be of good character, be law abiding and prepared to abide by the Code of Conduct for staff of the Civil Service. This is essential to protect the public interest and the image of the Civil Service. Prospective staff of the Civil Service may, therefore, be required to provide information about past convictions, which could have a bearing on their suitability for employment in the Civil Service.

(5) ***Background Investigations and Checks***

- a) Prospective staff of the Civil Service shall be subjected to background investigation and checks as a means of ensuring due diligence in hiring. These checks are intended to provide factual information about candidates, discourage applicants who may have something to hide and encourage applicants to be honest when completing the application forms and during interviews.
- b) Nominal vetting may be conducted on all staff of the Civil Service by designated security agencies. Positive vetting shall, however, be conducted on candidates whose positions

require that they handle sensitive information and take sensitive decisions in the interest of the State. Where security clearance is a requirement of the position, this shall be clearly stated in the letter of appointment.

(6) **References**

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

26. Letters of Appointment

(1) Letters of appointment shall be issued by the Appointing Authority or by the officer to whom authority has been delegated in writing.

(2) A letter of appointment shall indicate the following:

- (a) a reference number;
- (b) date of issue of the letter;
- (c) appointing authority;
- (d) position to be appointed to;
- (e) tenure of appointment;(where applicable)
- (f) effective date of appointment;
- (g) probation period;

- (h) duties and responsibilities (attach detailed job description);
- (i) salary scale attached to the post and salary point of entry;
- (j) annual leave entitlement;
- (k) benefits and entitlements;
- (l) other conditions associated with the position
- (m) notification for exit;
- (n) social security contribution, where applicable;
- (o) assets declaration (where applicable);
- (p) reference to the relevant rules and regulations of the Civil Service;
- (q) medical report requirement;
- (r) checks (security, previous place of work and referees);
- (s) the period for acceptance of the offer of appointment; and
- (t) offices to which the appointment letter is to be copied.

27. Effective Date of Appointment of a staff of the Civil Service on Recruitment

- (1) The effective date of appointment of a staff of the Civil Service on recruitment shall be:
 - (a) the date of assumption of duty, for a Ghanaian or non-Ghanaian recruited in Ghana; and,
 - (b) the date of embarkation to assume duty, for an officer recruited outside Ghana, provided the officer travels, as directed.
- (2) Chief Directors and Heads of Department shall notify the appointing authority of the date of assumption of duty of the officer.

28. Employee Personal Record Form

For each new appointment, staff of the Civil Service shall, within a period of one (1) month, be required to complete an employee data form (with a passport picture affixed) detailing the following:

- (a) full name;
- (b) Tax Identification Number (TIN)
- (c) SSNIT number;
- (d) national identification number;
- (e) date of birth (copy of birth certificate);
- (f) sex;
- (g) hometown;
- (h) home address;
- (i) e-mail address;
- (j) telephone number (fixed line and, or mobile);
- (k) address (postal, residential);
- (l) previous employer (if any);
- (m) educational background;
- (n) marital status;
- (o) name of spouse;
- (p) children if any (names and dates of birth);
- (q) next-of-kin (name, address and telephone number); and,
- (r) any other relevant information.

29. Date of Birth

When the date of birth declared by an officer on first appointment to the Civil Service has been accepted and entered in record, it cannot subsequently be amended.

- (1) When the officer knows the year of birth but not the month, the officer will be deemed to have been born on 1st July.

- (2) When the officer knows the year and month but not the day, the officer will be deemed to have been born on the 16th of that month.

30. Concealment or False Declaration

Concealment of any facts or the intentional provision of false statement by an applicant may be considered sufficient grounds:

- (a) to deny the applicant the offer of employment, or;
- (b) for subsequent dismissal from employment, where the applicant is already employed.

31. Induction and Job Orientation

Induction and job orientation shall be provided 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.

32. Swearing of Oaths

Newly appointed staff of the Civil Service shall be required to take the Oaths of Office, Allegiance and Secrecy, administered by the Chief Director or Head of the Department.

33. Probation

The probation period in the Civil Service shall be six (6) months for junior officers and nine (9) months for senior officers.

- (1) However, in both cases, the Chief Director or the Head of Department may extend the probation for a period of three (3) months for stated reasons upon performance appraisal.
- (2) During the probation period, the staff of the Civil Service shall be given:
 - (a) job description, appropriate training, instructions, orientation, guidance, appropriate resources and counselling, among others, where necessary, to enable the officer execute the duties assigned and the officer shall be subject to evaluation; and,
 - (b) clear and written indication on what and how the officer will be assessed during the probation period.

34. Confirmation of appointment

- (1) A written confirmation of appointment shall be given to an officer on satisfactory completion of the period of probation, with the incremental date clearly stated.
- (3) Confirmation shall be preceded by an appraisal of the work and conduct of the officer three (3) months to the end of the probation period. The appraisal must be based on predetermined targets set and agreed between the officer and the supervisor.
- (4) It shall be deemed that the officer has been confirmed in the officer's post unless the Chief Director or Head of Department informs the officer in writing to the contrary, one (1) month after the expiry of the officer's probation period.

- (5) A Chief Director or Head of Department who fails to assess an officer on probation for confirmation, without reasonable cause, within the stipulated time period is liable for appropriate sanction.

35. Probation Period for Pregnant Staff

A female Civil Service staff who is pregnant and is unable to serve the probationary period shall have the confirmation of her appointment deferred until she has returned from maternity leave and has completed her probationary period.

36. Appointment on Temporary Terms

- (1) A Chief Director or a Head of Department may, depending on the exigencies of the service, appoint a temporary worker on month-to-month basis provided the total duration of such appointment does not exceed a maximum period of six (6) months.
- (2) A person on temporary appointment in the Civil Service shall:
- (a) go through an assessment process to ascertain his qualification;
 - (b) be given wages that are commensurate with his qualification and skills;
 - (c) abide by the rules and regulations of work as a permanent employee;
 - (d) receive a basic monthly salary, but shall not enjoy any appropriate benefits and allowances payable to permanent employees; and
 - (e) contribute to social security and be liable to tax deductions.

37. Appointments on Casual Terms

- (1) A Chief Director or a Head of Department may, depending on the exigencies of the service, appoint a casual worker.
- (2) A person on appointed into the Civil Service on casual terms shall:
 - (a) be given wages that are commensurate with his qualification and skills;
 - (b) have access to any medical facility available to other employees;
 - (c) be entitled to be paid for overtime work;
 - (d) abide by the rules and regulations of work; and,
 - (e) be paid minimum remuneration for each day on which the casual worker attends work.

38. Acting Appointments

- (1) An acting appointment is an administrative arrangement that allows for the continuous performance of duties attached to a position when unpredictable and unavoidable circumstances render the incumbent temporarily or permanently unavailable to function in the position.
- (2) Acting appointments are categorized into:
 - (a) Acting Assignment; and,
 - (b) Formal Acting Appointment.

39. Acting Assignment

- (1) An Acting Assignment is usually arranged internally as a stop-gap measure. For Chief Directors, Directors and analogous grades in the Civil Service, the appointing authority is the Head of the Civil Service

acting on behalf of the Civil Service Council. For grades below Director and analogous grades, the appointing authority shall be the Chief Director or the Head of Department.

- (3) Situations which may occasion this action include the following:
 - (a) interdiction of the incumbent;
 - (b) dismissal;
 - (c) termination or removal of the incumbent;
 - (d) death;
 - (e) leave;
 - (f) indisposition;
 - (g) short residential course at home or abroad; and,
 - (h) short-term attachment to an external organisation.

- (3) Usually, it is the most senior and available subordinate officer, one step below the position or grade, who is assigned in an acting capacity, unless the performance and conduct of that officer are in serious doubt.

- (4) In the absence of such a senior officer, an officer two (2) steps below the grade may be requested to act in that grade.

- (5) Under no circumstances should an officer be appointed to act in a post that is more than two (2) grades above his substantive grade.

- (6) In all instances, acting assignments are not expected to confer advantage for purposes of promotion.

- (7) Acting assignments are temporary arrangements not expected to last more than six (6) months, and are not subject to confirmation.
- (8) Where the substantive is not likely or expected to resume duty, as in the case of dismissal, removal or sudden death, action shall be taken for substantive appointment within three (3) months, and in any case not later than six (6) months.
- (9) Where the substantive officer may resume work, as in the case of an interdiction, leave, indisposition, training course, temporary assignment, the acting assignment period of six (6) months may be extended, but not beyond one (1) year.
- (10) An acting assignment shall attract compensation in the form of an acting or charge allowance, in accordance with the prevailing Government policy.

40. Formal Acting Appointment

- (1) A formal acting appointment may be resorted to:
 - (a) when a successor has not been groomed to take over due to lack of an effective succession plan; and,
 - (b) where the sensitivity of the post demands that the credibility and integrity of the person being considered for appointment is observed further, or more time is needed to affirm the suitability of the person for substantive appointment, beyond all reasonable doubt.

- (2) All formal acting appointments in the Civil Service shall be formally authorised by the appropriate appointing authority in accordance with Article 195 of the Constitution.
- (4) For Category 'A' posts, formal acting appointments may be made by the President on the advice of the Civil Service Council.
- (5) For other categories of posts, formal acting appointments shall be made by the Civil Service Council.
- (6) Usually the most senior and available subordinate officer, one step below the position or grade, is assigned in a formal acting capacity, unless the efficiency and effectiveness of that officer are in serious doubt. In the absence of such a senior officer, an officer two (2) steps below the grade may be requested to act in that grade.
- (7) In all instances, acting appointments are not expected to confer advantage for purposes of promotion.
- (8) If the acting appointee is a serving officer in the Civil Service, the acting appointee shall be paid an acting or charge allowance, in accordance with the prevailing Government policy.
- (9) Where the acting appointee is already a serving officer in another public service organization, that acting appointee upon moving to the Civil Service, should not to be made worse off in terms of salary and fringe benefits.

- (10) An officer formally appointed to act in a specific position may be required to serve in that acting capacity for a period not exceeding one (1) year.
- (11) The necessary steps shall be initiated by the Appointing Authority to confirm that officer in the grade within the year, unless the work and conduct of the officer have been proven to be unsatisfactory.
- (12) If the formal acting appointee holds a substantive position two (2) steps below an acting position, the appointing authority shall within one (1) year take the necessary steps to appoint a substantive officer for the position.
- (13) As much as practicable, an officer shall not serve in a formal acting capacity for more than one (1) year. Chief Directors and Heads of Department shall be held personally liable for failure to comply with this provision.

41. Confirmation of Formal Acting Appointment

The Civil Service Council shall, in the course of the acting period (not later than nine (9) months from the date of commencement of the acting appointment), initiate action for the confirmation of the formal acting appointee.

- (1) In the case of Category "A" posts, if the work and conduct of the officer over the acting period are adjudged unsatisfactory for confirmation, the Civil Service Council, shall in consultation with the Public Services Commission advise the President, accordingly.

- (2) For all other Categories of staff, the Chief Director or Head of Department shall inform the Civil Service Council of the need to confirm or otherwise to enable a decision to be taken on the matter.

42. Re-appointment

- (1) An officer who has resigned, been granted leave of absence or retired voluntarily, may be re-appointed into the Civil Service, subject to the following conditions:
 - (a) availability of vacancy;
 - (b) must have left the employment of the Civil Service in good standing;
 - (c) must have applied for the post;
 - (d) must have passed an interview;
 - (e) must have been declared medically fit; and,
 - (f) must have passed security and other checks.

- (2) Previous service will be taken into account in selection only in as far as it demonstrates the officer's suitability to undertake the duties of the post for which the officer is applying. Accordingly, it is not automatic that the officer will be employed into the grade, in the Civil Service, from which the officer originally left, or positions in which his or her previous seniority colleagues are currently encumbering.

- (3) The re-appointment of officers into the Civil Service shall be through the prescribed recruitment process in the Civil Service. All conditions in relation to new appointment equally apply to re-appointment.

43. Re-engagement

- (1) It is not automatic that a staff of the Civil Service who has reached the compulsory retirement age will be re-engaged into the Civil Service. A retired staff of the Civil Service may be re-engaged on limited terms (post retirement contract) in accordance with Article 199(4) of the Constitution, subject to the following conditions:
 - (a) exigencies of the service;
 - (b) must have retired from the Civil Service in good standing;
 - (c) must have been recommended by the Civil Service; and,
 - (d) must be declared medically fit.

- (2) The following procedure shall be followed in the re-engagement of an officer on limited terms:
 - (a) in the case of a Chief Director, the Minister shall make a recommendation to the Head of Civil Service;
 - (b) in the case of a Director or Head of Department, the Chief Director shall make a recommendation to the Head of the Civil Service;
 - (c) the retired officer to be considered for re-engagement shall provide evidence of medical fitness;
 - (d) the Head of the Civil Service shall consider the request and make appropriate recommendations to the Civil Service Council; and,
 - (e) the Council shall consider the request, and make the appropriate decision.

44. Re-instatement

- (1) An officer who has left the Service as a result of unfair termination or dismissal shall be offered appointment on re-instatement terms, under any of the following conditions:
 - (a) grant of official pardon by the President for a Category "A" post holder;
 - (b) approval of a petition or an appeal against the decision of the disciplinary authority by the Civil Service Council for holder of a post below Category "A";
 - (c) favourable ruling by a court of competent jurisdiction; and,
 - (d) on the order of the National Labour Commission (Section 64 of the Labour Act, 2003 (Act 651)).

- (2) The terms and conditions for reinstatement shall be as follows:
 - (a) where an officer has been granted Presidential pardon, the grade as well as salary and other related conditions will depend on the terms and conditions of the pardon;
 - (b) where a petition has been upheld by the Council, the grade of re-entry as well as the salary and other related conditions will be informed by the decision of the Council;
 - (c) in the case of court ruling or an order of the National Labour Commission, the terms of the ruling or the order will apply.

PART II
LEARNING AND DEVELOPMENT

45. Learning and Development

Learning and staff development are essential ingredients for the promotion of efficiency, quality and timely service delivery. Heads of Ministries and Department shall ensure that each staff of the Civil Service receives at least five days (40 hours) of formal and functional training each year.

- (1) 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, in addition to other training and other staff development opportunities.
- (2) 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, availability of funds, identified capacity building needs of the staff, as indicated in the annual performance appraisal report, and other relevant conditions or circumstances of the Service.

46. Venue for Training

- (1) A staff of the Civil Service may undergo training locally in management development institutions including the Civil Service Training Centre, 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).

- (2) Government may sponsor staff of the Civil Service for training abroad.

47. Learning and Staff Development Opportunities

The forms of training, development and learning opportunities include:

- (a) induction and orientation;
- (b) Scheme of Service training;
- (c) internship and attachments;
- (d) coaching and mentoring;
- (e) study tours;
- (f) job rotation;
- (g) conferences, seminars, retreats and workshops; and,
- (h) e-learning (formal or informal).

(1) *Induction and Job Orientation*

Induction and job orientation shall be conducted by OHCS and the Ministry or Department, within the first three (3) months upon the assumption of duty, to introduce new employees to the Civil Service, its office facilities, functions, structure, policies, rules, procedures, work ethic, job descriptions and filing of tax returns, among other things. It is also meant to enable the worker to have a sense of belonging to the Service and to settle down as quickly as practicable.

(2) ***Scheme of Service Training***

- (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 would enable them 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.

(3) ***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.

(4) **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.
- 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.

(5) **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.

(6) **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.

(7) **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.

(8) **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 competencies for effective and efficient performance of their official or professional duties.

48. Responsibility of the OHCS

(1) The Office of the Head of Civil Service shall organize training in subject areas that are Service-wide in nature and shall monitor training arrangements for staff of the Civil Service.

(2) The OHCS shall operationalize the implementation of training courses designed to improve efficiency of officers in the Directorates.

49. Organisation of Training at Regional and District Levels

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

50. Responsibility of Chief Directors and Heads of Department

Chief Directors and Heads of Department are required to develop and implement a training plan for all staff in their Ministries and Departments. Such training shall be based on the appraisal, Scheme of Service requirements and relevant professional requirements.

51. Head 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.

52. 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.

53. 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.

54. Funding of Training and Development

- (1) The Civil Service shall bear the cost of Scheme of Service training of the Civil Service. Accordingly, the Office of the Head of Civil Service, Ministries and Departments shall, on an annual basis, budget for critical manpower development.

- (2) The Office of the Head of the Civil Service shall endeavour to source funding from both local and foreign sources for training opportunities and sponsorship to supplement the annual budgetary allocation for staff development.

55. Self-initiated Training (SIT)

In view of the growing desire of staff of the Civil Service to add value to themselves 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.

56. Bonding

- (1) 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.
- (2) 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 Civil Service for the period specified in the bond. There shall be two (2) guarantors for each bond.
- (3) 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.
- (4) 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.
- (5) Upon completion of a training programme, a 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.

57. Redemption of Bond

- (1) A sponsored staff of the Civil Service who defaults in serving the required bond period shall be made to pay the full bond sum for the number of years in default. It should be noted that this is to liquidate damages and not serve as penalty.
- (2) 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.
- (3) 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.
- (4) 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.

58. Obligation of Bonding

- (1) 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.

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

PART III
PERFORMANCE MANAGEMENT

59. Performance Management Policy

- (1) Performance Management shall be an integral part of the human resource management system in the Civil Service to ensure that the Service delivers on its object.
- (2) The implementation of the Performance Management System shall be guided by the Performance Management Policy that has been developed for the Ghana Public Services by the Public Services Commission.
- (3) The Head of the Civil Service shall ensure the implementation of a robust Performance Management System in the Civil Service to guarantee effective and efficient service delivery for the achievement of the mandate of the Service.
- (4) Chief Directors shall sign performance agreement with the Head of the Civil Service and endorsed by their respective Sector Ministers.
- (5) Chief Directors shall sign performance agreement with their line Directors, Heads of Departments, other Directors and analogous grades and endorsed by their respective Ministers.

- (6) Deputy Directors and analogous grades and below shall be appraised by their respective supervisors using the Staff Performance Planning, Review and Appraisal Form.

60. Annual Performance Management Cycle

- (1) The Head of the Civil Service shall issue guidelines and templates for the implementation cycle of the Civil Service Performance Management System.
- (2) Chief Directors shall submit annual performance agreement evaluation report on Directors, Heads of Department and analogous grades.
- (3) Chief Directors shall submit an annual Programmed Composite Staff Appraisal Report to the Office of the Head of the Civil Service.
- (4) Signing of Performance Agreements and completion of Staff Performance Appraisal Report shall be mandatory for all staff of the Service.
- (5) Prescribed penalties shall be applicable for non-completion of the process and non-performance.

61. Performance Management Cycle

The Performance Management Cycle is from January to December of each year and shall comprise four (4) phases.

(1) **Phase One – Performance Planning**

- a) Performance planning process defines the job of a staff of the Civil Service, sets performance standards, targets and allocates resources to ensure effective performance within a specific period. There is the need for an agreement on the targets set to ensure ownership.
- b) The Performance Planning is expected to be carried out in January each year. It involves a meeting between supervisors and their subordinates to establish key work goals, objectives and behaviours that support achievement of the strategic plans and corporate objectives of Ministries and Departments.
- c) On the basis of the strategic plans and corporate objectives of the Ministries and Departments, the Head of the Civil Service shall hold discussions with each Chief Director and agree on performance targets. The performance targets would be the deliverables in the Performance Agreement between the Head of the Civil Service and the respective Chief Director.
- d) Chief Directors shall in turn discuss and sign performance agreement with their respective Directors and analogous grades.
- e) Directors shall agree on work plans with their immediate subordinates and the process shall cascade down to the lowest ranked officer in the Civil Service.

(2) **Phase Two – Progress Review**

- (a) This phase requires that supervisors meet with their subordinate staff in July to review the progress in achieving the objectives and targets set out in the performance agreements and work plans, provide initial feedback and make any required adjustments to the performance agreements and work plans.
- (b) The Head of the Civil Service, Chief Directors and supervisors across the grades shall meet their respective subordinate staff for the progress review in July.

(3) **Phase Three – Review and Appraisal**

- a) In December supervisors (appraisers) will provide a written evaluation of the performance their subordinate staff with regard to the achievement of the goals, objectives and behaviours set out in the performance agreements and work plans for the year.
- (b) The written evaluation of a staff of the Civil Service shall become a permanent part of the record of the officer in the Service.
- (c) The end of year review shall entail the following:
 - i) assessment process;
 - ii) outcome and communication of evaluation results;
 - iii) response from the appraisee, and,
 - iii) a final written evaluation report by the supervisor.
- (d) The Head of the Civil Service, Chief Directors and supervisors across the grades shall review and assess the performance of their subordinate staff and provide appraisal reports on each appraisee.

(4) **Phase Four- Decision-Making**

- a) The Civil Service shall recognise and reward staff of the Civil Service who perform satisfactorily as a motivation to sustain and improve upon their future performance. The reward may include recognition, promotion, training, offer of recreation, among others.
- b) However, any financial reward shall be in tandem with existing Government pay policy on matching remuneration with performance.
- c) The Head of the Civil Service, Chief Directors and supervisors shall identify poor, substandard or unacceptable performance. Supervisors shall address first-time minor or marginal performance issues through performance counselling and coaching.
- d) In the case of major substandard performance, the Head of the Civil Service, Chief Directors and supervisors shall:
 - i) develop performance improvement plan including interventions such as career counselling, coaching, mentoring, retraining, developmental opportunities and re-assignment where appropriate; and,
 - ii) dismiss the officer on grounds of inefficiency if desired improvement is not realised within two (2) years.

62. Annual Performance Reports of Chief Directors

Sector Ministers shall submit performance assessment reports on Chief Directors to the Office of the Head of the Civil Service.

63. Petitions

If a staff of the Civil Service disagrees with an evaluation and cannot resolve the disagreement with the supervisor (appraiser), the officer may appeal for a review of the evaluation based on the appeal process provided for in the appropriate guidelines provided for in the Civil Service Handbook consistent with the principles in the Public Service Staff Performance Planning, Review and Decision-making Handbook.

64. Dispute resolutions

The Head of the Civil Service and Chief Directors shall resolve disputes in accordance with the provisions in the Civil Service Handbook consistent with the principles in the Public Service Staff Performance Planning, Review and Decision-making Handbook.

65. Merit Pay Award Scheme

(1) The Office of the Head of the Civil Service, in consultation with the Fair Wages and Salaries Commission (FWSC), shall operate a Merit Pay Award Scheme, under which staff of the Civil Service whose performance appraisal reports show exceptional achievement of targets for the year, shall be rewarded.

(2) The Civil Service Council shall determine the implementation guidelines for the Merit Pay Awards Scheme.

66. Merit Awards Scheme

(1) The Office of the Head Civil Service shall establish a service-wide Merit Award Scheme to recognize staff of the Civil Service who demonstrate outstanding performance in their duties and responsibilities.

- (2) Staff of the Service who demonstrate outstanding performance shall be presented with citations, plaques and other gifts at the Annual Civil Service Week Celebration.

67. Eligibility for Merit Award

- (1) A staff of the Civil Service who has demonstrated outstanding performance, continuous initiative, exemplary conduct and hard work throughout his career or period of assessments is eligible for nomination and consideration for a Merit Award.
- (2) A staff of the Civil Service may be eligible for a Merit Award throughout his working career, provided for each period of assessment the officer maintains an outstanding performance.

68. Nominations for Merit Award

- (1) Chief Directors and Heads of Department shall make nominations for Merit Award on the basis of the performance of the staff under their supervision.
- (2) Chief Directors and Heads of Department shall complete in duplicate the nomination forms that would be prescribed by the Head of the Civil Service.
- (3) A Ministerial Selection Committee shall consider nominations for the awards.

69. National Awards Committee

The Office of the Head of the Civil Service shall appoint a National Awards Committee for the Merit Award Scheme that will promote uniformity of

standards of assessment and issue guidelines for selection of award winners.

70. Ministerial Selection Committee on Merit Award

- (1). The Management of the Ministry shall appoint a Selection Committee to operate the Merit Scheme at the Ministerial level.

- (2). The membership of the Ministerial Selection Committee shall comprise the following:
 - (i) Chief Director - Chairman;
 - (ii) a representative of the Administrative and Executive Classes - Member;
 - (iii) a representative of the Professional/Technical Grades - Member;
 - (iv) a representative of the CLOGSAG and, - Member;
 - (v) the Human Resource Director or representative - Secretary.

PART IV

STAFF PROGRESSION

71. Promotion

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

72. Eligibility for Promotion

- (1) A staff of the Civil Service will be eligible for promotion only when the officer has satisfied all the necessary requirements for promotion specified in the Scheme of Service of the Civil Service.

- (2) A staff of the Civil Service shall satisfy the underlisted requirements in order to be eligible for promotion.
 - (a) Availability of vacancy in the promotion grade
 - (b) Confirmation of appointment
 - (c) Serving the required number of years in the current grade
 - (d) Satisfactory work and conduct
 - (e) Passing a prescribed examination, where necessary
 - (f) Membership of a professional body, where necessary
 - (g) Success at the required interview, where necessary.

73. Promotion Register

- (1) Ministries and Departments shall compile and update regularly Promotion Registers which shall contain the following personal details:
 - (a) name of officer;
 - (b) date of birth;
 - (c) grade;
 - (d) date of first appointment;
 - (e) qualification; and,
 - (f) promotability;
 - i. normal turn;
 - ii. out of turn; or,
 - iii. non suitability.

- (2) Ministries and Departments shall prepare Promotion Schedules derived from Promotion Registers of all eligible officers due for promotion in the ensuing year by 30th November of each year and forward same to the Office of the Head of the Civil Service.
- (3) The Promotion Schedules of Ministries and Departments shall be in two (2) parts.
 - (a) A schedule showing officers in the General Class
 - (b) A schedule showing officers in the Specialist or Departmental grades

74. Procedure for Promotions

- (1) In the case of a vacancy in a Category 'A' post, the Chief Director shall make recommendations on any staff of the Civil Service to the Head of the Civil Service who shall submit his comments to the Civil Service Council and the Civil Service Council, in consultation with the Public Services Commission, shall advise the President on the matter.
- (2) In the case of vacancy in a Category 'B' and 'C' posts not in the General Class, the Chief Director or Head of Department shall consult with the Head of the Civil Service to conduct interviews for all eligible officers and submit the selection report to the Head of the Civil Service, who shall make his recommendations to the Civil Service Council.
- (3) In the case of a vacancy in a Category 'B and 'C' posts in the General Class, the Office of the Head of Civil Service shall conduct

interviews of all eligible officers and submit the recommendations to the Civil Service Council.

- (4) Promotion to Category 'A' Posts shall be initiated by the Chief Director.
- (5) Recommendations for promotion submitted to the Head of the Civil Service for processing shall indicate:
 - (a) list of officers showing the respective dates of their previous promotion;
 - (b) vacancies in the grade; and,
 - (c) submission of the last two (2) consecutive years' Staff Performance Appraisal Reports on the candidates (submitted at least six months before their recommendation).
- (6) The Head of the Civil Service shall submit the proposals with comments to the Civil Service Council which shall, in consultation with the Public Services Commission make appropriate recommendations to the President.

75. Methods of Promotion

Promotions in Civil Service shall be by any of the following methods, which shall be determined by the Appointing Authority concerned.

- (a) assessment of documents, dissertations and thesis;
- (b) assessment interviews;
- (c) results of prescribed examinations; and,
- (d) satisfactory completion of a prescribed period of service.

76. Assessment Interviews

- (1) The Office of the Head of the Civil Service shall establish a Central Staff Appointment Committee for the Civil Service.
- (2) The Staff Appointment Committee shall advise the Civil Service Council on the selection of suitable candidates for appointment.
- (3) In the discharge of its functions, the Staff Appointment Committee shall be guided by the staffing norms and Administrative Instructions of the Civil Service.

77. Composition of Staff Appointments Committee

- (1) The Staff Appointments Committee shall be composed of:
 - (a) Chief Director of OHCS as Chairman;
 - (b) a representative from the organisation of the candidate, who shall be senior in rank to the candidate(s);
 - (c) a member of the relevant professional body;
 - (d) a representative of the Public Services Commission; and,
 - (e) one (1) other officer not below the rank of Assistant Director IIA and analogous, and performing human resource management functions shall be the Secretary.
- (2) The composition of an Assessment Interview Panel may be varied to suit the special requirements of the organization.
- (3) Notwithstanding (1), an Interview Panel membership shall be between three (3) and five (5).

- (4) In order to ensure uniform standard assessment of Category 'B' and 'C' candidates, promotion interviews shall be organized at Regional Headquarters at the instance of Regional Coordinating Directors. Assessment shall be in conformity with the prescribed Assessment Format.

78. 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. Secretarial Examinations conducted by:
 - i. Government Secretarial School;
 - ii. NACVET; and
 - iii. NVTI.
 - c. Institute for Technical Supervision
 - i. National Craftsmen Certificate;
 - ii. Trade Test Certificates; and
 - iii. Proficiency Certificates
 - d. Vocational Examinations conducted by NVTI
 - iv. National Craftsmen Certificate;

- v. Trade Test Certificates; and
 - vi. Proficiency Certificates
- e. 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
- f. Competency Based Examination conducted by the Civil Service Training School.

79. Promotions Based on Satisfactory Completion of a Minimum Period of Service

Promotions in the grades based on the satisfactory completion of a minimum period of service shall be specified in the Scheme of Service.

80. 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).)

81. Effective Date of Promotion

Unless the Civil Service Council otherwise directs, the effective date of promotion of a staff of the Civil Service shall be determined in accordance with the following rules.

- (1) a promotion shall not take effect earlier than the date upon which the vacancy occurs, or upon which the officer concerned became qualified for promotion, whichever is the later;
- (2) a promotion shall not take effect before the date of the order authorizing the promotion by the Appointing Authority; and,
- (3) a promotion shall not take effect before the date on which the staff assumes duty; provided that a promotion may be effective before the date on which the staff actually assumes the new duties of the post where, through no fault of his, he is unable to assume duty on the date of promotion proposed; and to delay his promotion would adversely affect his seniority relative to other staff of the Civil Service promoted at the same time.

82. Notional Date

In cases where it is necessary to back-date promotions in order to restore seniority, a notional date shall be given. No arrears of salary shall be paid in this case. The notional date may not be more than two (2) years from the substantive date.

83. Substantive Date

Where it is necessary to recommend a notional date for promotion, the substantive promotion date should not be earlier than the date of authorization of the promotion, or in accordance with prevailing Government policy. Salary arrears shall be paid with effect from the substantive promotion date.

84. Other Promotions

- (1) Promotions in Categories 'C', 'D' and 'E' shall be effective from the date:
 - a. the officer became eligible for promotion; and,
 - b. the vacancy into which the officer in being promoted occurred and shall not be earlier than 1 above.

- (2) A staff of the Civil Service who has earned his promotion by a qualifying examination shall be promoted effective from the date of the release of the examination results but not earlier than the date of the occurrence of the vacancies.

- (3) A staff of the Civil Service who qualifies for promotion on transfer from a sub-professional Class shall be deemed to have been promoted to the new grade on the date of the release of the examination results, i.e. date of graduation, provided this is not earlier than the date of the occurrence of the vacancies.

- (4) A staff of the Civil Service who becomes partially disabled in the course of duty shall be promoted on the basis of satisfactory work and conduct only, e.g. exempted from examinations and assessment interviews

- (5) A staff of the Civil Service who goes on a departmentally-sponsored or approved course, may have that officer's promotion back-dated with notional effect from the effective date of the respective seniority group but the substantive date of the promotion shall be the date of resumption of duty. However, where the officer exceeds the normal duration of the course, on the officer's own accord

without due notification or approval from the Office of the Head of the Civil Service, the officer shall lose the seniority and the effective date of the promotion shall be the date of the promotion interview.

- (6) The effective date of promotion for an officer who failed a promotion assessment (interview) shall be six (8) months after the officer failed the previous interview.
- (7) An officer who fails an assessment two (2) consecutive times will remain on their current grade for two (2) years and placed on a Performance Improvement Programme for two (2) years after which will be presented for reconsideration.

85. Trial Period

- (1) The promotion of staff to posts in the Service shall be subject to a trial period of six (6) months.
- (2) An officer who cannot serve the mandatory trial period before compulsory retirement shall not be promoted.
- (3) In the case of an officer who is due to retire in less than six (6) months, and if through no fault of his, his promotion is unduly delayed after he had become eligible for promotion, the period of the service or the delay should count towards the trial period.
- (4) In the case of an officer in an acting assignment, if he has acted in a post, to which he is being considered for promotion the period of his service in that post should count towards his trial period.

- (5) Where the promotion is likely to be backdated beyond six (6) months from the date of compulsory retirement of the officer, the officer shall be promoted.
- (6) If at the expiration of his trial period, the Head of Department determines that the performance of the staff has been satisfactory, the Head of Department may recommend the confirmation of the officer in the new position.
- (7) If on the basis of the performance of the newly promoted officer, the Head of Department is of the opinion that the staff should revert to his former grade, the Head of Department shall make appropriate recommendation to the Head of the Civil Service.
- (8) The Head of the Civil Service shall consider whether the staff should, on the expiration of the trial period, be confirmed in his promotion or should revert to his previous grade.
- (9) A staff of the Civil Service holding a post on trial is not eligible for consideration for further promotion until he has been confirmed.

86. Seniority

- (1) Seniority between staff holding posts with the same salary conditions shall be determined according to their respective seniority dates or, if those dates are the same, according to their previous seniority.

- (2) Seniority between staff holding posts with different salary conditions shall be determined according to the salary conditions of the respective posts.
- (3) If any question arises as to the seniority of staff relative to the seniority of a number of other staff, it shall be determined by the Civil Service Council.

87. Petition Against Decision by Appointing Authority

- (1) A staff of the Civil Service who is aggrieved by a decision made in a matter relating to his appointment or promotion by any Appointing Authority other than the President may petition the Head of the Civil Service.
- (2) A petition against a decision of the President may be made for a review, and if after the review, the petitioner is not satisfied, he may appeal to the courts.
- (3) A staff of the Civil Service who may feel aggrieved as a result of supersession, delayed promotion, etc., may submit a petition to the Appointing Authority for redress.
- (4) Only one such petition shall be allowed.

88. Conversion and Upgrading

- (1) A staff of the Civil Service may be converted if upon obtaining a higher academic or professional qualification the officer applies to the Head of the Civil Service to move from the current class of posts to another one within the Civil Service (for example, from the Secretarial Class to the Administrative Class) in which the officer has expressed interest.

- (2) Upgrading on the other hand, applies to a situation where a staff of the Civil Service, upon acquiring a qualification or certification, from an approved training programme is moved to a higher position or grade within the hierarchy of the officer's class of posts.

89. Conditions for Conversion or Upgrading

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 Scheme of Service of the Ministry or Department provides for the conversion;
- (b) there is a vacancy in the position or grade into which the officer is to be considered for conversion or upgrading;
- (c) the course of study is relevant to the requirements of the Civil Service, the officer's current or future job and has been approved by the Civil Service Council before the commencement of the course;
- (d) there is no pending disciplinary case against the officer;
- (e) evidence is provided to show that the officer on completion of the course, has started serving the bond;
- (f) the certification awarded to the officer has been verified; and,
- (g) the officer is successful at an interview, or a prescribed graduate-entry examination, where necessary or applicable.

90. Placement and Effective Date for Conversion or Upgrading

- (1) A staff of the Civil Service in the sub-professional grades, upon acquiring a degree from an accredited tertiary institution and other recognised professional body shall be placed on the initial grade of the professional grade.

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

- (3) The conversion or upgrading of staff to posts in the Service shall be subject to a trial period of six (6) months.

CHAPTER 3: MOVEMENTS WITHIN THE CIVIL SERVICE

PART I

POSTINGS

91. Definition of Posting

A posting is a change of location of an officer within the Service. It may, or may not imply increased responsibilities.

92. Inter-station Postings

Posting of officers shall be kept to a minimum, compatible with efficiency and the exigencies of the Service.

93. 5 Considerations for Postings

Where it becomes necessary to post an officer:

- (a) reasonable notice, consistent with the exigencies of the Service, should be given to the officer before he moves to his new station;
- (b) posting shall not be resorted to as punitive measure;
- (c) as far as practicable, a staff of the Civil Service shall be rotated within the Service or the Divisions of a Department to acquire an all-round experience in the Service;
- (d) posting shall be done as much as possible to coincide with the academic calendar to enable staff of the Civil Service place their wards in schools at the new location; and,
- (e) the Ministry or Department concerned should give every assistance in resettling the officer at his new station.

94. Posting Authorities

- (1) Postings shall be made in the following manner.
 - (a) The Head of Civil Service shall be responsible for inter-sectoral postings of staff of the Civil Service.
 - (b) The Bureaucratic Head shall be responsible for the posting of Departmental Grade Officers within the sector Ministry.
- (2) Young officers, particularly those in the Junior Grades shall, on first appointment, be posted where practicable, near their home town.

95. Posting of Married Civil Service Staff

Where a staff of the Civil Service is married to another officer, the couple shall, on request, be posted to the same station. If the officer has to move to another station, the spouse shall, on request, be posted to the new station or failing that, as near to the new station as possible.

96. Postings When on Course

Where an officer is undergoing an approved course of study, he shall not be posted out of his station without his consent.

97. Transparency in Postings

The Civil Service Council shall be responsible for ensuring that there is justice and equity in all postings and transfers.

PART II

SERVICE WITH AGENCIES OUTSIDE THE CIVIL SERVICE

98. Transfers

- (1) Transfer within the Civil Service is a movement of an officer from one Service to the other and may not necessarily involve a change of designation and duties.
- (2) Transfers may not be effected unless a firm offer of appointment has been made to an officer, with the written approval of the Head of Civil Service and the consent of the affected officer.
- (3) The appointing authority is responsible for transferring a Departmental grade officer from one Department to another or from one grade to another in the same Ministry or Department (e.g. transfer of an officer from the grade of Exhibition Officer in the Ministry of Information to the grade of Poster Artist within the same Ministry).

99. Re-transfer

A staff of the Civil Service who has sought approval to work in an approved employment may, with the prior approval of the appointing authority, revert to his former employment subject to availability of vacancy and the procedures of recruitment.

100. Service with Approved International Organisation

The authority for approving the employment of A staff of the Civil Service by international organisations, i.e. the UN, the AU, ECOWAS or any other of

the Specialized Agencies, or approved international organisation is the President; on the advice of the Civil Service Council.

101. Categories of Approved Employment

A staff of the Civil Service may, with the prior approval of the appointing authority, be transferred from that post to the following approved employment:

- (a) any Institution approved by the Civil Service Council on the recommendation of the Head of Civil Service and.,
- (b) any other public organization where his services are needed.

102. Pre-transfer Arrangements

Before the appointing authority is approached for the necessary approval for transfer, the two (2) agencies or authorities concerned shall first agree tentatively that the officer in question is well qualified for his new position and that he can conveniently be released. In the case of members of the General Class, copies of the application shall be served on the Head of the Class.

103. Definition of Secondment

- (1) Secondment is one of several ways of filling vacancies, albeit temporarily, especially where organisations are in dire need of certain skills which are urgently required to enable them function effectively.
- (2) Through secondment, the Public Services makes provision for an organisation which has the requisite skilled personnel to spare, to loan that personnel to another organisation at the request of the recipient organisation, or upon Government directive.

- (3) In these Instructions, secondment is either a movement of a staff of the Civil Service from the Service to an approved establishment outside the Service, or a movement of an officer from an approved establishment to the Civil Service.

104. Conditions for Secondment

- (1) An officer on secondment retains his rights and privileges as if he were still serving in his substantive post in his parent organisation. He is expected to carry out the instructions of his superior in the foster organisation to which he is seconded.
- (2) Even though he is not a permanent employee of that organisation, he is subject to its disciplinary procedures.
- (3) Where disciplinary action may lead to a major penalty, disciplinary action may be taken only in consultation with the Head of his parent organisation.
- (4) An officer on secondment will be paid full salary by the receiving agency and will also be eligible for allowances attached to his new assignment provided they do not duplicate what the officer is receiving from the parent organisation.
- (5) Secondment shall not normally exceed two (2) years, with an extension period of one (1) more year on approval, after which period the officer shall exercise his option to transfer to the agency or return to the Civil Service or be deemed to have been transferred to the agency, and accordingly be informed by the approving authority.

105. Secondment to an International Organisation

- (1) A staff of the Civil Service may be seconded to an international organization including a foreign Government, United Nations, Commonwealth Secretariat, African Union, ECOWAS, a specialized international agency or an approved international organization.
- (2) The authority for approving the secondment is the President, acting on the advice of the Civil Service Council.
- (3) the conditions for granting approval for secondment of a staff of the Civil Service to a foreign entity include:
 - (a) a formal request from the foreign entity to the Ministry or Department through the Ministry responsible for Foreign Affairs; and,
 - (b) the Civil Service Council shall consider the request taking into consideration the exigencies of the work within the Service, and where appropriate recommend to the President for approval.

106. Staff of a Department Converted into a Corporation

- (1) When a Department has been converted into a Corporation, and arrangements for the conversion of its personnel to a corporation status have not been finalized, the affected staff of the Civil Service shall be regarded as being on secondment to the Corporation, and nominal provision for their salaries shall be made under their Ministry's Annual Compensation Budget.

- (2) Where a whole Department becomes a public corporation, a staff of the Civil Service engaged in the Department shall, at their option, either transfer to the Corporation or be redeployed elsewhere within the Civil Service.

CHAPTER 4: ETHICS, VALUES AND CODE OF CONDUCT

107. Loyalty of Staff of the Civil Service

- (1) Staff of the Civil Service shall show loyalty to the State, the Government and the Civil Service.
- (2) Staff of the Civil Service shall discharge, diligently, all assigned duties and responsibilities for purposes of contributing to the achievement of the object of the Civil Service.

108. Ethical Values in the Civil Service

A Ministry or Department shall:

- a) organize periodic workshops and seminars to sensitise staff of the Civil Service to instill the core values of the Civil Service in the staff of the Ministry or Department; and,
- b) hold staff durbars to provide updates, make important announcements, share information and solicit feedback from staff for purposes of raising their consciousness on the need to uphold the values of the Civil Service.

109. Political Activity

- (1) A staff of the Civil Service shall at all times demonstrate political neutrality and anonymity in the performance of the functions of the office.
- (2) A staff of the Civil Service shall not demonstrate any party-political affiliation, openly participate in partisan political activities, seek political office while in active service.

- (3) A staff of the Service shall not use government facilities, equipment or resources to assist any person seeking elected political office.
- (4) A staff of the Service who wishes to identify with a political party or seek political office shall resign from the Civil Service.
- (5) Where a staff of the Civil Service is in doubt as to whether an organization or association is regarded as a political organization or association, or whether any action which he/she wishes to take is prohibited by the Civil Service Regulations, he/she shall consult the Head of the Civil Service.
- (6) Partisan politics shall not be introduced into or manifested at any Civil Service organization.
- (7) The Civil Service Council and the Head of the Civil Service shall take necessary steps to sanction staff of the Civil Service who violate the provisions in the Civil Service Regulations.

110. Conflict of Interest

- (1) A staff of the Civil Service shall not act in a manner or assume a position that places that officer in a conflict of interest situation.
 - (a) A conflict of interest situation occurs when the private affairs or financial interests of staff of the Civil Service conflict with or are likely to result in conflict with the duties or responsibilities of the staff of the Civil Service to the extent that:

- (a) the ability of the staff to act in the public interest could be impaired; or,
- (b) the actions of the staff could undermine or compromise:
 - (i) the confidence of the public in the ability of the staff to discharge official responsibilities; or,
 - (ii) the trust that the public places in the Civil Service.

111. Declaration of Assets

- (1) A Ministry or Department shall ensure that Category "A" staff of the Civil Service declare their assets as provided for in Article 286 (1) of the 1992 Constitution.
- (2) Where the declaration of assets is made by electronic means, copies of the receipt of the declaration from the Audit Service shall be submitted to the Chief Director or Head of Department.
- (3) The Office of the Head of Civil Service shall maintain a Register of all Declarants for the purpose of monitoring.

112. Giving and Receiving of Presents and Gifts

- (1) A staff of the Civil Service shall not receive a present or a gift in the course of duty that is likely to influence his/her decision.
- (2) A staff of the Civil Service shall not receive a reward in cash or kind for the performance of an official duty, except with the express approval of the appointing authority.

- (3) A staff of the Civil Service shall not give a gift as an inducement to a public officer with the intention of influencing that public officer in a manner that is of interest to the staff of the Service.
- (4) These instructions apply to all staff of the Civil Service, their families, friends and dependants and shall be held responsible for its observance by any of these relations.

113. Acting as Private Agents

A staff of the Civil Service shall not act as a private agent to receive any payment from public funds for any member of the public.

114. Press Broadcasts and Lectures

- (1) A staff of the Civil Service shall not, without the prior permission of the Head of the Civil Service, act as the editor of a newspaper, magazine or periodical.
- (2) This Instruction does not affect a staff of the Civil Service who is required as part of his/her official duties to edit a paper.
- (3) The express permission of the Chief Director, exercised through Heads of Department in respect of staff of the Civil Service below the rank of Head of Department, shall be obtained before a staff of the Civil Service can give a public lecture or a broadcast related to the Service.
- (4) Where a staff of the Civil Service gives a public lecture, which relates to the work of the Ministry or Department in which the staff works, or any other official business, the Chief Director of the Ministry concerned shall be consulted and his /her prior approval obtained.

- (5) A staff of the Civil Service shall not communicate either directly or indirectly to the press or to any unauthorized person any information which he may have gained in the course of his official duty without appropriate authorization.

115. Issuance of Press Releases

Chief Directors and Heads of Department are encouraged to provide the Ministry responsible for Information with information for release to any press on any major matters which are considered to be of public interest, provided that the press statement has been cleared with the appropriate authority.

116. Remunerative and Volunteer Activities

- (1) A staff of the Civil Service may provide consultancy services outside the permanent employment of that officer, receive remuneration from public funds for activities outside the position of the officer, or engage in volunteer activities, if the service, business or activity does not:
- (a) interfere with the performance of the duty of the officer;
 - (b) bring the Service into disrepute;
 - (c) create a conflict of interest or the reasonable perception of a conflict of interest;
 - (d) appear to represent Government opinion or policy;
 - (e) involve the unauthorised use of work time or government premises, services, equipment, or supplies; or,
 - (f) enable the officer to gain an advantage that is derived from the employment of the officer with the public service.

- (2) The authority for granting permission to a staff of the Civil Service to engage in external remunerative or volunteer activities shall be the Bureaucratic Head, given in consultation with the Head of the Civil Service.
- (3) The application for permission to undertake any such activity shall be forwarded through the Head of Department of the staff and shall state:
 - (a) the nature of the of the activity;
 - (b) the employing agency;
 - (c) terms of employment including fees; and,
 - (d) the benefits likely to accrue to the Service and the State and any such details as may be required by the approving authority.
- (4) In all cases, no remunerative or volunteer activity shall last for more than one (1) year in the first instance but the term may be renewed for a further period of one (1) year after which the officer shall be required to resign.

117. Engaging in Gainful Occupation during Vacation Leave

- (1) A staff of the Civil Service may not engage in a paid employment outside his official duties or when on leave, except with notification to the Bureaucratic Head or other competent authority through the Head of Department.

118. Private use of Government Time and Personnel

- (1) A staff of the Civil Service shall not employ for private purposes, the services of other Government Officers or employees during hours of duty, or make use of materials, stores or equipment which are the

property of the State, except with the approval of the Head of the Ministry, Department, Region, or District.

- (2) Where the services may involve the use of Government property and Government employees, such services may be rendered within the official working hours for the convenience of members of the public, including staff of the Civil Service, in return for a fee to be paid into the Consolidated fund.

119. Improper Influence

- (1) A staff of the Civil Service shall not directly or indirectly influence or attempt to influence a decision of:
 - (a) the Civil Service Council; or,
 - (b) the Disciplinary Committee established under Administrative Instructions 146.
- (2) Without limiting the effect of sub-section (1), a staff of the Civil Service may give a certificate, a testimonial, or information or assistance to an applicant for a Civil Service post or may supply information or give assistance on formal request by the Civil Service Council.

120. Working Relationships

- (1) A staff of the Civil Service who is in a personal relationship with another staff in the same workplace shall avoid being placed in a direct reporting relationship to the other staff in that personal relationship if the personal relationship is likely to compromise objectivity or to be perceived to compromise objectivity.

- (2) A staff of the Civil Service who is a direct relative or who permanently resides with another staff of the Service may not be employed in situations, where:
 - (a) a reporting relationship exists where one has influence, input, or decision-making power over the evaluation of the performance, salary, premiums, special permissions, conditions of work and similar matters; or,
 - (b) the working relationship affords an opportunity for collusion between the two (2) staff of the Civil Service that would have a detrimental effect on the interest of the Service.

121. Sexual Harassment

- (1) Sexual harassment is defined as any unwelcome comment or conduct of a sexual nature that may detrimentally affect the work environment or lead to adverse job-related consequences for the victim of the harassment.
- (2) Sexual harassment may include:
 - (a) a person in authority asking an employee for sexual favours in return for being hired or receiving promotions or other employment benefits;
 - (b) sexual advances with actual or implied work-related consequences;
 - (c) unwelcome remarks, questions, jokes or innuendoes of a sexual nature including sexist comments or sexual invitations;
 - (d) verbal abuse, intimidation or threats of a sexual nature;
 - (e) leering, staring or making sexual gestures;
 - (f) display of pornographic or other sexual materials;

- (g) offensive pictures, graffiti, cartoons or sayings;
 - (h) unwanted physical contact such as touching, patting, pinching or hugging; and,
 - (i) physical assault of a sexual nature.

- (3) The complaint procedure for sexual harassment may be either informal or formal.

- (4) The informal complaint procedure sexual harassment may be as follows:
 - (a) a staff of the Civil Service who has a complaint of sexual harassment may approach the immediate supervisor or Union representative to discuss potential means of resolving the complaint and to request assistance in resolving the matter; and
 - (b) where the matter is dealt with to the complainant's satisfaction, the matter shall be considered resolved.

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

- (6) Under the formal complaint procedure:
 - (a) a complainant is required to lodge a complaint in writing, within six (6) months, of the alleged occurrence to the next level of Chief Director or Head of Department;
 - (b) the Chief Director or Head of Department shall provide a copy of the complaint to the respondent, investigate the

allegation and take steps to resolve the concern as appropriate within thirty (30) days from the date the issue is reported by the complainant;

- (c) both the complainant and the respondent may have a representation present at the proceedings;
- (d) if the resolution proposed as a result of the review by the Chief Director or Head of Department is not acceptable to the complainant, the complainant may refer the matter, in writing, to the Head of the Civil Service within thirty (30) days after receiving the written response of the Chief Director or Head of Department, or after the response was due;
- (e) the complainant may seek assistance through the Union representative;
- (f) the Head of the Civil Service shall acknowledge, in writing, the receipt of the written complaint, provide a copy of the complaint to the respondent, and have the matter investigated;
- (g) the complainant and Union representative, if applicable, shall be advised in writing of the decision within thirty (30) days from the date the Head of the Civil Service receives the written complaint or at a mutually agreed date.

122. False and Misleading Information

A staff of the Civil Service commits an offence, if the officer knowingly, in respect of an application for employment, promotion, or any other matter, willfully gives false or misleading information to:

- (a) the Civil Service Council or to any Member thereof;
- (b) the Public Services Commission or any Appointing Authority;
- (c) or Disciplinary Authority; or,

- (d) any person or body of persons appointed under the Civil Service Regulations or by any competent authority to assist the Civil Service Council or any appointing or Disciplinary Authority in the exercise of its or his/her functions.

123. Unauthorised Disclosure

- (1) A staff of the Civil Service shall not, without the prior permission of the Bureaucratic Head or other competent authority, publish or disclose to any other person, otherwise than in the exercise of his/her functions under the Regulations.
- (2) Official correspondence or records must not be shown or produced or copies communicated to a private person without the express permission of the Chief Director or Head of Department or an officer to whom authority is delegated.
- (3) Where in the opinion of a staff of the Civil Service, the contents of any correspondence or record are prejudicial to the interest of the Service and the people of Ghana, the staff shall bring this to the attention of the Chief Director or Head of Department.

124. Working Hours

- (1) The hours of work in the Civil Service shall be a maximum of eight (8) hours a day or forty (40) hours a week except in cases expressly provided for by law.
- (2) The hours of work attendance in the Civil Service are:
 - Monday to Friday - 8.00 am --to – 12.30 pm
 - 1.30 pm – to – 5.00 pm

125. Flexible Hours of Work

- (1) A Ministry or Department may adopt flexible hours of work outside the normal working hours in order to adjust the working hours, days or weeks for employees who may be eligible by the nature of their work.
- (2) Staff of the Civil Service may choose to shift their week day schedule by:
 - (a) starting the day later earlier and closing earlier; or,
 - (b) starting the day later and closing later.
- (3) Irrespective of the option that an employee chooses, the core hours established by law during which an employee is obliged to be present at the work place shall be the same.
- (4) In determining an officer's eligibility for flexible hours of work arrangement, Chief Directors and Heads of Department may consider the following:
 - (a) Nature of the officer's job – employees whose jobs require attendance at specific hours in a day of the week, may not be eligible for flexible hours of work;
 - (b) Needs of the officer's Team or Department – Departments that require employees to be present due to the number of incoming documents;
 - (c) Impact on colleagues - situations where the department's operations are largely dependent on teamwork, the employee is less likely to freely modify his working schedules;
 - (d) Impact on Clients – the flexible hours of work arrangement should not have negative impact on service delivery; and,
 - (e) Duration of the Arrangement – employees may have flexible hours for a specific period but may have to follow standard schedule at other times when it becomes necessary.

- (5) Flexible hours of work shall be approved by the Chief Director or the Head of Department in writing.

126. Attendance Register

- (1) A Ministry and Department shall keep an Attendance Register designed to suit the needs and special conditions of the office.
- (2) A staff of the Civil Service is required to make the necessary entries in the Attendance Register daily.
- (3) The entries in the Attendance Register shall be collated for the management of work attendance in the Ministries and Departments.

127. Permission for Absence from Duty

A staff of the Civil Service may not leave office during office hours without the permission of the immediate supervisor. An officer leaving office must inform a responsible officer where he can be located for his recall in an emergency.

128. Permission to Leave Ghana

A staff of the Civil Service may not travel out of the country without permission from the Head of the Civil Service or the Bureaucratic Head.

CHAPTER 5: LABOUR RELATIONS AND DISCIPLINE

129. Labour relations and discipline are mechanisms by which management and staff of the Civil Service interact in the course of the performance of their duties to achieve collective and individual goals and objectives based on the principles of administrative justice.

- (1) The objectives of labour relations and discipline in the Civil Service are to:
 - (a) secure mutual relationship and respect between Management and staff;
 - (b) minimise disputes and create a harmonised relationship among staff;
 - (c) establish and maintain equity in the Service and ensure that staff share in the gains and personal development of one another;
 - (d) provide and promote opportunities for staff to have a say in the management and decision-making within the Service;
 - (e) secure the highest level of mutual understanding and goodwill among staff;
 - (f) create a conducive environment for increased performance and satisfactory service delivery;
 - (g) ensure that staff conduct themselves in accordance with the code of conduct and ethics of the Service;
 - (h) inform staff of the Civil Service of applicable rules governing the management of grievances in the Service; and,
 - (i) provide an avenue for the redress of grievances of staff to engender trust in the Service.

- (2) To attain the above objectives, the Civil Service shall make adequate information available to staff with a view to promoting a better understanding of the goals and policies of the Civil Service.
- (3) A staff of the Civil Service shall not solicit the assistance or intervention of members of the Civil Service Council, members of any committee of the Civil Service, Management or of persons outside the Civil Service to unduly influence matters connected with discipline or conditions of service or with a view to obtaining considerations for appointment, transfer or promotion, among others.

130. Grievance

A grievance may arise from administrative acts of commission or omission or disciplinary action which result in a staff of the Civil Service complaining that s/he has been denied a right to which s/he considers justifiably entitled, or that s/he has not been fairly treated.

131. Grievance Policy

- (1) A staff of the Civil Service may raise a grievance against another officer or the Service.
- (2) Staff of the Civil Service shall be given a fair hearing by their immediate supervisor concerning any grievances they wish to raise.
- (3) Staff of the Civil Service may appeal to the Chief Director or Head of Department against a decision made by their immediate supervisor.

- (4) Staff of the Civil Service may be accompanied by a fellow employee of their choice, when raising a grievance or appealing against a decision.

132. Grievance Procedure

- (1) The grievance procedure in the Civil Service is the internal dispute resolution mechanism by which a staff of the Service may have his/her grievance addressed. It is a step by step approach to getting a complaint or dispute addressed satisfactorily.
- (2) The aim of the procedure is to settle the grievance as nearly as possible to its point of origin.
- (3) The recommended stages in raising a grievance in the Civil Service include:
 - a) aggrieved officer shall, as a first step, take the matter up with his/her immediate supervisor; and,
 - b) if the matter remains unresolved, the aggrieved officer shall take the matter up in writing with the next level of the authority, as prescribed below, until the matter is resolved:
 - i) Chief Director;
 - ii) Head of the Civil Service; and,
 - iii) Civil Service Council.

133. Disciplinary Matters

- (1) Staff of the Civil Service shall be responsible for their personal actions and conduct, and shall observe the Civil Service Code of Conduct, rules and regulations, comply with the administrative and other official instructions and act in the general interest of the Service in the performance of their duties.
- (2) Every supervisor is responsible for maintaining order and discipline among staff of the Service under the supervision of that supervisor.
- (3) The supervisor is responsible for ensuring that:
 - (a) the officers know, understand and comply with official rules, instructions and procedures;
 - (b) the instructions of the supervisor are carried out; and,
 - (c) any violations are dealt with in accordance with the established disciplinary procedures in the Service.

134. Disciplinary Authority for Civil Service Staff

- (1) The President, on the advice of the Civil Service Council, shall be the Disciplinary Authority for all staff of the Civil Service.
- (2) The Disciplinary Authority may be exercised on behalf of the President of the Republic as follows:
 - (a) Chief Directors, Directors and Analogous Grades - Civil Service Council; and,
 - (b) Deputy Directors, Analogous Grades and below – the Civil Service Council on the advice of the Head of the Civil Service.

135. Misconduct

- (1) An act by a staff of the Civil Service constitutes misconducts, if that act:
 - (a) amounts to a failure to perform in a proper manner, any duty imposed on that officer;
 - (b) contravenes the Civil Service Code of Conduct, rules and regulations, administrative and other official instructions of the Service;
 - (c) is detrimental to the efficient conduct of the functions of the Civil Service; or,
 - (d) tends to bring the Civil Service into disrepute.

- (2) A conviction of a staff of the Civil Service by a competent court of jurisdiction for any offence involving fraud, criminal negligence and dishonesty shall be considered as bringing the Civil Service into disrepute.

136. Types of Misconduct

The underlisted acts of commission or omission constitute misconduct by a staff of the Civil Service:

- (a) reporting late for duty, or closing earlier than the official closing time;
- (b) absence from duty without leave or reasonable excuse;
- (c) insubordination including disobeying, disregarding or willfully defaulting in carrying out any lawful or reasonable order or instruction given by any person, committee or board having the authority to give the order or instruction and any other similar action;
- (d) rudeness;

- (e) drinking alcoholic beverage or getting intoxicated during office hours;
- (f) using, for some purpose not connected with the officer's duties and without the consent of the prescribed authority, any property or facility provided by the Service;
- (g) engagement in any gainful occupation outside the Civil Service which conflicts with the mandate or functions of the Civil Service without the consent of the prescribed authority or taking up, without the written approval of the Head of the Civil Service, any other employment during official working hours;
- (h) engagement in any activity outside the officer's duties which is likely to lead to the officer taking improper advantage of his/her office;
- (i) failure to submit reports, information, or both as prescribed by the Service;
- (j) unauthorised disclosure of classified or unclassified official information, document, to a private person, or to an unauthorised staff of the Civil Service;
- (k) failure to adhere to the oath of secrecy regarding the affairs of the Civil Service;
- (l) receiving, in the officer's personal capacity, any payments on behalf of the Civil Service;
- (m) acting as an agent of the Civil Service without the appropriate written approval;
- (n) receiving or soliciting any contribution, fee, gift of value or emolument of any kind from any person for services rendered in the discharge of the officer's duties;
- (o) receiving gifts of value in contravention of prevailing national policy;
- (p) misappropriation of funds;

- (q) malingering, or dereliction of duty;
- (r) forgery, or fraudulent misrepresentation;
- (s) coercion, intimidation, or threatening of a fellow officer, or use of insulting language towards another officer;
- (t) spreading of malicious and false information about a staff of the Service or the Civil Service;
- (u) failure to comply with laid down safety regulations;
- (v) habitual lateness to work; and,
- (w) borrowing money from or in any way placing one's self under pecuniary obligation to a firm or person having business dealings with the Civil Service.

137. Sanctions and Penalties

- (1) The Disciplinary Authority may impose any of the following sanctions or penalties on a staff of the Civil Service for misconduct:
 - (a) dismissal — the termination of appointment with forfeiture of retirement benefits, excluding statutory retirement benefits, if any;
 - (b) termination or removal — the termination of appointment, with or without a reduction in retirement benefits, where applicable;
 - (c) reduction in grade or demotion — removal from the officer's current grade to a lower grade, with an immediate reduction of salary and other benefits;
 - (d) surcharge — requesting the officer to make good any consequential loss to the Service as a result of the misconduct;
 - (e) reduction in salary — an immediate adjustment of salary to a lower step in the salary level attached to the officer's grade;

- (f) deferment of increment — the postponement of the date on which the next increment is due, with corresponding postponements in subsequent years;
 - (g) stoppage of increment — non-payment for a specified period of an increment otherwise due;
 - (h) suspension from duty for a minimum period of two weeks (2) and maximum of three months (3) with loss of pay and allowances; and,
 - (i) reprimand or warning — official rebuke of an officer in writing.
- (2) Dismissal, removal or termination and reduction in rank are major penalties and all other penalties are minor penalties.
- (3) The Sixth Schedule of the Civil Service Regulations, 202... may apply as circumstances require, subject to appropriate procedures.
- (4) All disciplinary actions taken against a staff of the Civil Service shall be reviewed after six (6) months except for the major penalties of dismissal and removal.

138. Petition

- (1) Petition includes any appeal against a decision of a staff of the Civil Service having authority to make decision affecting another officer in the Civil Service.
- (2) Petitions must bear the signature and the address of the petitioner. When it has been written by a person other than the petitioner, the signature and address of the writer must be included.

- (3) Petitions submitted on behalf of other persons will not be entertained unless the author can produce an authority note to show that he had been so authorized.
- (4) A petition may be returned to the petitioner, by the officer to whom it is first submitted, if it:
 - (a) does not comply with the Administrative Instructions on petitions;
 - (b) deals with cases in which legal proceedings are pending; and,
 - (c) is illegible, unintelligible, or worded in abusive or improper language.

139. Submission of Petitions

- (1) A petition must be submitted through the petitioner's immediate supervisor.
- (2) Petitions submitted otherwise than in Sub-section (1) will be returned to the petitioner.
- (3) Copies of petitions sent directly to the appointing authority, will be treated as having been sent for information only.
- (4) Where a petitioner is a former staff of the Civil Service and the substance of his petition refers to the Service, it is in the interest of the petitioner to comply with the rules applicable to serving officers.

- (5) Petitions should be addressed as follows:
- (a) a staff of the Civil Service who is aggrieved on an administrative matter may petition the Chief Director or Head of Department. If the petitioner is dissatisfied with the decision of Chief Director or Head of Department, he may petition the Head of the Civil Service; and,
 - (b) a petition against the decision of the Head of the Civil Service or a Minister shall be heard by the Civil Service Council.
- (6) Petitions which are addressed otherwise than in accordance with Section 138 will be promptly returned to the petitioner with an indication as to the correct authority to be addressed.
- (7) Where the petition is an appeal against an order made in disciplinary proceedings by a Chief Director, Head of Department or other officers exercising powers of disciplinary control, the petition must be submitted within ten (10) days from the date of the decision.
- (8) In other cases, petitions will not be entertained if:
- (a) the petitioner has unreasonably delayed its submission; or
 - (b) a previous petition to the same authority has been rejected, unless the second petition is submitted within one (1) year of that decision, shows new and material facts, and gives adequate reasons for their absence from the first petition.

- (9) In the case of complaints and grievances from the public:
- (a) they shall be directed to the Client Services Units of Ministries and Departments; and
 - (b) they shall pass through the approved communication channel of the Ministry or Department, where they are in writing.
- (10) In instances where petitions made to the Ministries or Departments are not satisfactorily addressed, the petitioner may resort to other alternative dispute resolution mechanism.

140. Acknowledgement of Petitions

Petitions must be promptly acknowledged by the officers to whom they are addressed.

141. Handling of Petitions

- (1) A petition must be forwarded promptly, with a report indicating:
- (a) the material allegations made in the petition, and the redress asked for;
 - (b) the actual facts or the case as ascertained by the reporting officer; and,
 - (c) reference to any previous and connected petition of which the reporting officer has knowledge.
- (2) The reporting officer will add such remarks on the subject as he thinks proper to make, and will conclude with a recommendation about the response which he considers should be given to the petitioner.

142. Frivolous Petitions

In the event of a petition being adjudged frivolous, unmeritorious, or without adequate ground, the petitioner may be informed officially and the fact may be placed on the appropriate file.

143. Procedure for Making Petitions and Appeals

A staff of the Civil Service, who is dissatisfied with a decision, sanction or penalty imposed on him or her, may submit within ten (10) working days, a written petition to the Disciplinary Authority which imposed the sanction or penalty for a review of the decision.

- (1) A staff of the Civil Service who intends to appeal a decision shall, within ten (10) working days of the decision, give notice in writing to the appropriate Disciplinary Authority of his or her intention to appeal.
- (2) A staff of the Civil Service who wishes to appeal may be given a copy of the report of the disciplinary proceedings including, where reasonable, copies of documents tendered in evidence or the relevant parts.
- (3) An appeal submitted within one (1) year of the date of the decision after an earlier appeal may be admitted if the authority considering that second appeal is satisfied that there appears in that second appeal, new and material facts which may affect the earlier decision and adequate reasons for the non-disclosure of those facts at an earlier date have been given.

- (4) The second appeal from an aggrieved officer shall be addressed to the next level of Disciplinary Authority.
- (5) If the aggrieved officer is not satisfied with the outcome of the appeal to the next higher level specified above, the officer may appeal to the Civil Service Council through the Head of the Civil Service.
- (6) A decision taken on a petition shall be communicated to the petitioner not later than five (5) working days from the date of the decision.
- (7) An appeal shall not be made against a decision taken, or confirmed by, the President of the Republic of Ghana unless the complainant considers it necessary to seek redress in a court of competent jurisdiction.

144. Stay of Execution on Appeal

The enforcement of a decision, against which a notice of appeal has been made, shall be suspended until after the determination of the appeal.

145. Records of Decision on Petition

A register shall be kept by the Ministry and Department, Head of the Civil Service or Civil Service Council of all decisions made on petitions or appeals.

146. The Disciplinary Committee

- (1) A disciplinary Committee shall be constituted only when a matter of an alleged misconduct is reported.
- (2) The composition of a Disciplinary Committee shall be as follows:
 - (a) a senior officer nominated by the Disciplinary Authority, as Chairman.
 - (b) the Head of Human Resources or his or her representative; and,
 - (c) one (1) representative of the Local Workers Association.
- (3) The Head of Human Resource or an officer acting in that capacity shall act as the investigating officer.
- (4) A staff of the Civil Service appearing before a Disciplinary Committee shall be given every opportunity to defend him/herself and have a right to appeal within ten (10) working days after the decision.
- (5) A staff of the Civil Service appearing before a Disciplinary Committee may have legal representation and a right to call witnesses.
- (6) Where the officer is represented by Counsel the disciplinary authority may request for representation from the Attorney-General's Office.
- (7) The findings and recommendations of the Committee shall be forwarded to the Disciplinary Authority for a decision.

147. Disciplinary Procedure

- (1) All acts of misconduct by Civil Service staff shall be dealt with as soon as possible after their occurrence.
- (2) Where the work or conduct of an officer amounts to a breach of discipline but does not warrant a penalty, a warning shall be given to the officer.
- (3) The warning, when written (i.e. formal) shall specify:
 - (a) the nature of the offence;
 - (b) the improvements required within a specified period; and,
 - (c) the disciplinary action that may be taken if the offence is repeated, or if the improvement required is not made.
- (4) Copies of the warning letter shall be placed on the personal file of the Civil Service staff and a copy forwarded to the Chief Director or his Head of Class.

148. Further Disciplinary Proceedings

- (1) The Disciplinary Authority may institute further disciplinary proceedings against a staff of the Service, if the Authority has reason to believe that:
 - (a) a serious offence has been committed; or,
 - (b) where, despite previous warnings, an officer's behaviour or performance has still not reached an acceptable standard.

- (2) Further disciplinary proceedings instituted under Sub-section (1) may take the form of:
 - (a) Formal Proceedings; and,
 - (b) Summary Proceedings.

149. Formal Proceedings

The Disciplinary Authority shall institute the Formal Proceedings as follows:

- (a) the Disciplinary Authority shall institute preliminary investigations into a case of alleged misconduct that is brought to the attention of the Authority;
- (b) if the conclusions of the preliminary investigations establish possible wrong-doing, the Disciplinary Authority shall prefer a charge against the accused officer in writing and where necessary, the Office of the Attorney-General may be consulted with regard to the terms of the charge;
- (c) where the Disciplinary Authority considers it necessary, the accused officer shall be interdicted before the commencement or in the course of the inquiry;
- (d) the accused officer shall be served with a copy of the charge, together with a brief statement of the basis of the allegations;
- (e) the accused officer shall be informed in writing of the date, time and venue of the inquiry, and of the right of the officer to counsel and to call any number of witnesses during the inquiry;
- (f) the accused officer shall respond in writing within a period of ten (10) working days, stating the grounds upon which the officer wishes to rely upon to be exonerated from the charges;
- (g) if the accused officer does not respond by the specified date without reasonable cause, it may be construed to mean that the officer does not wish to make any statement;

- (h) the Disciplinary Authority shall, if not satisfied with the accused officer's response, refer the matter to the Disciplinary Committee to inquire into the matter and report;
- (i) as far as practicable, the proceedings shall not last more than three (3) months;
- (j) where the evidence may involve professional or technical matters, the Committee may be assisted, on request or by direction of the Disciplinary Authority, by not more than two (2) experts;
- (k) the Disciplinary Committee shall determine the date, time and venue for the hearings and invite the accused officer in writing, accordingly;
- (l) before the inquiry is held, the Disciplinary Committee shall call on the accused officer to provide a list of witnesses the accused officer wishes to call to give evidence, and also provide a brief statement of what each witness is expected to give or the exhibits to be tendered;
- (m) documentary evidence shall not be used at, or for the purposes of, a disciplinary inquiry unless the accused officer has been served with a copy of the document before the inquiry;
- (n) if the Disciplinary Committee is satisfied that the evidence or exhibit is material to the charge in question, the Disciplinary Committee shall make appropriate arrangements for those persons to be called to attend the inquiry;
- (o) the Disciplinary Committee shall exercise discretion to permit the accused officer to be present at the inquiry and if the accused officer is absent without reasonable cause, the Disciplinary Committee may proceed without the accused officer;
- (p) where after the commencement of the inquiry, further documents are introduced in evidence, the Disciplinary Committee shall

adjourn the inquiry to allow the accused officer adequate opportunity to examine the documents;

- (q) the accused officer shall be allowed to cross-examine witnesses and to call witnesses;
- (r) a full record of the evidence shall be kept in writing;
- (s) if during the course of the inquiry the Disciplinary Committee considers that an additional charge or charges should be preferred, the Disciplinary Authority shall inform the Disciplinary Committee who shall adopt the same procedure as adopted in preferring the original charge or charges;
- (t) on completion of the inquiry, the Disciplinary Committee shall submit to the Disciplinary Authority a report of their findings and recommendations which shall include the record of proceedings and any document or material tendered in as evidence;
- (u) if the Disciplinary Authority is satisfied that the charge or charges are established, the Disciplinary Authority shall consider the sanction or penalty, if any, to be imposed;
- (v) the accused officer shall be informed in writing as to whether the charge or charges are established and the sanctions that are to be applied;
- (w) if criminal proceedings are instituted against a Civil Service staff in any court of competent jurisdiction, disciplinary proceedings upon any grounds involved in the criminal charge shall be suspended until the conclusion of the criminal proceedings and the determination by any appeal; and,
- (x) disciplinary proceedings may, however, be instituted before, during or after trial, if the criminal offence also amounts to an infringement of the rules or regulations of the Civil Service.

150. Summary Proceedings

- (1) Summary proceedings shall be adopted when cases are to be adjudged promptly, without any elaborate format.

- (2) Summary proceedings shall be conducted as follows:
 - (a) the Disciplinary Authority either investigates the alleged misconduct or causes an investigation to be conducted by a committee of at least three (3) Public Servants of grades higher than that of the accused officer, including a representative of the local union;
 - (b) the Disciplinary Authority may invite a person with requisite expertise to serve on the Committee;
 - (c) as far as practicable, the proceedings shall be conducted within one (1) month;
 - (d) the Disciplinary Authority shall communicate details of the charges or allegations of misconduct to the accused officer in writing;
 - (e) the accused officer shall respond to the charge or charges within one (1) week;
 - (f) the Disciplinary Authority shall study the response and decide on the next line of action;
 - (g) where the response from the accused officer is considered unsatisfactory, the Disciplinary Authority shall communicate the sanction or penalty to the accused officer, stating reasons for the decision; and,
 - (h) a record of the investigation shall be kept showing:
 - (i) the charge or charges,
 - (ii) a brief summary of the facts of the case,
 - (iii) the findings of the investigations;

- (iv) the decision of the Disciplinary Authority as to whether or not the charge or charges had been proven; and,
- (v) the penalty imposed, if any.

(3) A major penalty shall not be imposed in summary proceedings.

151. Interdiction

(1) Interdiction may be ordered where the Disciplinary Authority considers that it is in the interest of the Civil Service that accused Civil Service staff should temporarily cease forthwith to exercise the powers and functions of the officer's office.

Interdiction may, therefore, be ordered if:

- (a) proceedings which may result in a major penalty are about to be taken;
- (b) the Disciplinary Authority considers that further disciplinary proceedings are justified against the Civil Service staff;
- (c) the Civil Service staff is the subject of criminal investigation into an alleged offence, whether or not the offence is connected with his normal work as a Civil Service staff;
- (d) the Civil Service staff is charged with committing a criminal offence or there are grounds for criminal proceedings; and,
- (e) the continued presence of a staff of the Civil Service in office may influence investigations into an alleged offence.

(2) In emergency cases, where interdiction is called for urgently but Interdiction shall normally not exceed the period of six (6) months.

152. Interdiction in Emergency Situation

- (1) In emergency cases, where interdiction is called for urgently but more than forty-eight (48) hours is likely to elapse before the decision of the appropriate Disciplinary Authority can be obtained, the Chief Director or the Head of Department may order the Civil Service staff to temporarily cease to exercise his powers and functions.
- (2) A Chief Director or Head of Department, who interdicts under Section 127 (1) shall immediately report his action and reasons therefore to the Head of the Civil Service.
- (3) The Disciplinary Authority shall examine the report and if it considers that the Civil Service staff should be interdicted, the Disciplinary Authority shall exercise its power to interdict and inform the Civil Service staff, accordingly.
- (4) If the Disciplinary Authority decides not to exercise its power to interdict it shall inform the Chief Director or Head of Department, who gave the order, and the Civil Service staff to whom the order was given that the order is accordingly cancelled.

153. Remuneration on Interdiction

- (1) A Civil Service staff who is interdicted shall be paid fifty percent (50%) of his monthly salary.
- (2) If the disciplinary proceedings do not result in the dismissal of the Civil Service staff, the whole of the salary withheld shall be restored when the final decision is made.

154. Summary Action Arising from Interdiction

- (1) Where interdiction is the result of a criminal investigation leading to prosecution, and the Civil Service staff is convicted of a criminal offence involving fraud or theft, he shall summarily be dismissed from the Service and forfeit the salary withheld.
- (2) A Civil Service staff interdicted from duty shall not leave Ghana without the permission of the Disciplinary Authority.

155. Reporting Disciplinary Actions

The Chief Director of a Ministry shall submit a report of all disciplinary awards to the Head of the Civil Service after disciplinary action has been taken.

156. Reporting for Criminal Prosecution

- (1) Where the report of a Disciplinary Committee on an investigation or any inquiry discloses that there are enough grounds for criminal prosecution of a Civil Service staff, the Disciplinary Authority shall submit a report to the Attorney-General for advice, unless action has been taken, or is about to be taken by the Police.
- (2) If the Attorney-General does not advise prosecution, the Disciplinary Authority, may consider taking formal disciplinary proceedings against the Civil Service staff.

157. No Disciplinary Action Where Criminal Proceedings are Pending

If criminal proceedings are pending against a Civil Service staff in any court, disciplinary proceedings shall not be conducted on the same

grounds as in the criminal charge until the final determination of the criminal proceedings.

158. Disciplinary Action on Acquittal of Criminal Charges

- (1) A Civil Service staff acquitted of a criminal charge in any court shall not be dismissed or otherwise punished on any charge upon which he has been acquitted.
- (2) Notwithstanding sub-regulation (1), the Civil Service staff may be dismissed or otherwise punished on any other charges arising out of a charge on the Civil Service staff's conduct in the matter, unless the charge is substantially different from the one upon which the Civil Service staff had been acquitted.
- (3) Where it is proposed to commence proceedings on a matter that the Civil Service staff has been acquitted, the record of acquittal and the draft disciplinary charges shall be sent to the Attorney-General for advice as to whether or not the charge can be sustained.

159. Dismissal on Conviction

Where a Civil Service staff is convicted of an offence involving fraud or theft or sentenced to imprisonment, the Appointing Authority shall dismiss him forthwith and the dismissal shall take effect from the date of judgment by the Court.

160. Procedure for Reporting after Court Order

- (1) Where a Civil Service staff is convicted of a criminal charge by a court, the Attorney-General, upon being informed by the Registrar

of the Court shall, report the fact to the sector Minister and shall forward to him a copy of the charges and the judgment, or on the request of the Minister, a copy of the entire proceedings.

- (2) If an appeal against conviction is entered by a Civil Service staff, a report shall be made immediately to the sector Minister by the Attorney-General. The result of the appeal shall be reported to the sector Minister immediately by the Attorney-General.
- (3) If the Disciplinary Authority considers that the degree of disrepute brought upon the Civil Service by the conviction of the Civil Service staff is such as to warrant the institution of disciplinary proceedings, it shall, unless an appeal against the conviction is pending, to request the Civil Service staff, in writing, to show cause within ten (10) working days why he should not be dismissed, or otherwise punished for having brought the Service into disrepute.
- (4) If the accused Civil Service staff does not reply by ten (10) working days, the Disciplinary Authority may assume that he has no representation to make and, therefore, proceed to impose the appropriate penalty.
- (5) On receipt of the reply of the accused Civil Service staff, the Disciplinary Authority shall consider the representation made in the reply and take a decision on whether or not to impose a penalty.

161. Cases not Covered by Law or Regulations

Any case not expressly covered by the Civil Service Law, 1993 (PNDCL 327) or the Regulations shall be reported to the Head of the Civil Service

who, in consultation with the Civil Service Council, may issue instructions as to how such cases should be dealt with.

CHAPTER 6: OFFICE ADMINISTRATION

PART I

OFFICE INFORMATION PROCESSES

162. Official Communication

- (1) The English Language shall be the medium of all official communications.

- (2) The principal means by which official information is communicated are:
 - (a) oral communication;
 - (b) written communication;
 - (b) electronic communication;
 - (c) telephony;
 - (d) manuals and publications;
 - (e) press and electronic media;
 - (f) meetings, staff durbars, workshops and seminars; and,
 - (g) rules, regulations, guidelines and administrative instructions.

163. Quality of Information

All information that has to be communicated, whether oral or written shall be expressed in concise, explicit and polite form. Simple language, as far as possible should be used for correspondence by staff of the Civil Service.

164. Types of Office Communication

Official communication shall include letters, minutes, circulars, memoranda and reports that are exchanged with the general public as well as within and between Ministries and Departments.

165. Rules Governing the Preparation of Official Communication

The following rules shall be observed in official communication:

- (a) no correspondence shall be initiated unless it is absolutely necessary to do so;
- (b) the strictest economy consistent with efficiency shall be exercised in the preparation of correspondence;
- (c) extra copies of any correspondence shall be restricted to actual needs;
- (d) plain books of obsolete records and spoilage from typing and duplicating shall be used as drafting provided such condemned documents do not contain confidential information;
- (e) where appropriate, each item of correspondence shall bear a reference number as well as a date. Generally, letters exchanged between Departments shall not commence or end with formal salutation;
- (f) jargon and slang shall be avoided in official correspondence;
- (g) as far as possible the text of an official correspondence shall be confined to one (1) topic;
- (h) each item of correspondence shall be headed by a brief title which summarises the topic discussed;
- (i) paragraph and pages shall be numbered;
- (j) a copy of every item of correspondence issued from a public office shall be filed in that office;
- (k) the fact that there are enclosures and attachments to a letter shall be clearly indicated in the form of a line drawn in the margin against a line in which an enclosure is mentioned in the letter for the first time;
- (l) letter templates shall be used when possible to save time. For example, routine reminders and replies lend themselves to letter

templates. The letter template should, however, be submitted for a specially prepared letter where the circumstances demand;

- (m) all official correspondence to and from a Ministry shall be signed by, or on behalf of the political or bureaucratic head of the Ministry. A Head of Department not located in the Ministry shall sign all official correspondence;
- (n) an officer signing an official correspondence on behalf of the Minister shall indicate his or her name and the designation or title;
- (o) advanced official correspondence may be encouraged to assist in the quick dispatch of official business;
- (p) due care shall be taken to ensure that the level at which an outgoing letter is signed corresponds, as far as possible, to the level of the addressee; and,
- (q) Heads of Department shall ensure that copies of all correspondence are kept on a 'Float File' which will be circulated as may be directed.

166. Main Registry

- (1) There shall be in each Ministry or Department, a Main Registry where all letters arriving by post or delivered by hand shall first be received, recorded and submitted to the Minister or Head of Department.
- (2) All incoming mails and copies of outgoing letters, unless otherwise directed, should be referred to the Minister or Head of Department for directions before they are sent to the Chief Director or Divisional Heads, respectively;
- (3) Prompt action shall be taken to ensure that all incoming correspondence is processed and dispatched without delay.

Where a delay in dispatch is inevitable, an advanced reply shall be issued;

- (4) All important communications of general nature shall be brought to the attention of all members of staff as soon as they are received;
- (5) The Schedule Officer or Unit Head shall monitor the progress in dealing with the matter until it has been finally disposed of.
- (6) Each Department shall prescribe detailed procedures in its Operations Manual for ensuring compliance.

167. Dispatch

- (1) Outgoing mail shall be dispatched with a minimum of delay and in the most cost-effective manner.
- (2) As far as possible, outgoing letters shall be delivered by hand rather than sent through the post.
- (3) Scanned copies of official correspondence may be dispatched by electronic mail.
- (4) Letters intended for the same addressee may be placed in the same envelope.

168. Manual of Registry Practice and Procedure

A Ministry or Department shall comply with the procedures contained in the Manual of Registry Practice and Procedures issued by the Public Records and Archives Administration Department

169. Telecommunication System

Officers shall, as far as possible, make maximum use of telephone communication in respect of local transactions in order to accelerate Government business. Where, however, decisions are reached on telephone or definite instructions are conveyed, they must be confirmed in writing and transmitted as soon as possible, by the originator of the call.

170. Use of Intercom

In offices where there is a large amount of internal communication and staff movement that is likely to disrupt the smooth flow of work, an internal communication (intercom) system may be installed.

171. Maintenance of Departmental Phone Directory

A departmental telephone directory located in the telephone operating room or in the general office shall be prepared and maintained in each department where different telephone lines and extensions are in use. The Directory shall be revised quarterly and shall show the names of officers, their titles and duties. Copies of this revised Directory shall be sent quarterly to each department.

172. Policy Manuals

Ministries and Departments shall prepare and maintain Policy Manuals containing directives in the form of circulars and instruction sheets in which Government policies are explained and general guidance given regarding executive actions. The directives may issue from the Office of the President, Ministries, Office of the Head of the Civil Service, Departments and other state organisations.

173. Policy Directives

The directives which make up policy manuals shall be precise and complete. Each issuing authority shall maintain an up-to-date distribution list to ensure that copies of the directives are sent only to those who are required to act on them. Indiscriminate distribution is costly and should therefore be avoided.

174. Operations Manual

Ministries and Departments shall prepare and maintain Operations Manuals which are written guides and provide a detailed outline of departmental procedures and methods of work. The Manuals shall profile the personnel to carry out various duties in the Ministry or Department. They may be used both for training and reference purposes.

175. Organizational Manual

- (1) A Ministry or Department, in consultation with the Management Services Department, shall produce an Organizational Manual that provides for the structure, all the posts with the job specifications of each grade, which shall be reviewed every four (4) years.
- (2) The Organizational Manual shall contain such detail as may portray the human resource requirement of the Ministry or Department, its succession plan and its reporting structure.
- (3) The contents of this Manual shall include the following details:
 - (a) Functions of the Ministry/Department;
 - (b) Organizational Structure;
 - (c) Job descriptions and Specifications; and,

- (d) Rules and regulations issued to regulate the activities of the organization.

176. Manuals Coordination

The Research, Statistics and Information Management (RSIM) Directorate in each Ministry shall be responsible for:

- (a) bringing the office Manuals up-to-date;
- (b) arranging the production and distribution of the Manuals;
- (c) revision and updating of existing Manuals; and
- (d) bringing up to the notice of the Head of Civil Service, through the Chief Director or Head of Department any proposals for the amendment of the Civil Service Code of Conduct, Rules and Regulations and Administrative Instructions.

177. Gazette Notice

The Ghana Gazette shall be the main medium of communicating official information. Publication in the Gazette shall be sufficient notice to every Government Department. Officers will be held responsible for not ensuring that all changes and instructions which are gazetted are duly noted, and the fact that no special instructions have been received will not be accepted as an excuse for inattention.

178. Notice of Insertion in the Gazette

Notices for insertion in the Gazette shall be typed and submitted in duplicate to reach the General Manager, Assembly Press not later than the day preceding the day of publication of the Gazette in which they are required to appear. Notice received after the deadline may be held over to the following week's issue.

179. Date of Publication of Gazette

Generally, Gazettes are published weekly on Fridays. Extraordinary Gazettes may be published only in cases of urgency and details may be obtained from the Assembly Press.

180. Subscription of Gazettes

Ministries and Departments shall ensure that they renew their subscriptions at least one month before their subscriptions expire. The principal rules regarding subscriptions are as follows:

- (a) a full subscription includes the supply of the Gazette itself and of Laws and Statutory Instruments but an individual subscription may be taken out as desired for the Gazette alone, or for Laws and Statutory Instruments alone; and,
- (b) subscribers to Laws and Statutory Instruments will receive them in a form designed for inclusion in the permanent binders. Additional copies can be obtained on payment of an additional subscription.

181. Publication of Departmental Reports and Bulletins

Departmental reports and bulletins may be published by the Ministry responsible for Information on behalf of the Ministry or Department concerned.

182. Press, Radio and TV Announcements

The Press, Radio and TV are other channels for communicating official information.

183. Meet-the-Press Encounters

- (1) Ministries and Departments shall arrange Meet-the-Press encounters, under the auspices of the Ministry of Information to

inform and educate the public on their role and policies as well as long-term aims and objectives. The encounters shall also be organized to explain issues of public interest.

- (2) The following procedures shall be complied with:
 - (a) the contents of the press release shall be made known to the Ministry responsible for Information within the period directed by the Ministry prior to the day of the encounter; and,
 - (b) the Ministry of Information may edit the press release either in whole or in part in consultation with the Ministry concerned.

184. Rules for Arranging Meetings and Conferences

The following rules shall be observed in arranging inter-Ministerial and Departmental meetings and conferences:

- (a) the staff representing their departments or sections at meetings must be sufficiently briefed on the subject to be discussed and must also be appropriately qualified for the meeting;
- (b) Minutes of meetings and relevant documents shall be circulated in good time for study; and,
- (c) due attention shall be paid to decisions reached at meetings for early implementation.

185. Staff Durbars

- (1) Chief Directors and Heads of Department and the local CLOGSAG shall, in the interest of promoting understanding and achieving effective co-operation within Ministries and Departments, hold staff durbars quarterly.

- (2) Heads of Class shall arrange for similar durbars for staff in that Class in the Service whenever they consider it practicable to do so.

PART II

CONFIRMATION OF ORAL INSTRUCTIONS AND INTERVIEWS

186. Confirmation of Oral Instructions

Oral instructions on any point of importance or where a record is desirable, should be committed to writing either by the officer who gives or by the officer who receives the orders, as may be most appropriate, and should be signed, or otherwise confirmed in writing by the officer who issued them.

187. Records of Interviews with Minister

- (1) When a Minister grants an interview to an officer a record of the interview will be made by the officer and submitted to the Chief Director concerned for confirmation. In the event of more than one officer being present at the interview the record should be submitted by the relatively junior officer present, provided he is not in the junior grade
- (2) Records should be kept as short as possible and will normally be limited to the decisions taken.
- (3) Oral introductions given by a Minister should be cleared with the Chief Director before an action is taken, except with express direction or in cases of extreme urgency.

- (4) Conversations with a Minister on official matters must not be quoted in official correspondence unless a record of such conversations, made at the time they took place has been submitted for written confirmation.

188. Records of Interviews with Head of Department

The provisions of Administrative Instructions 186 and 187 shall also apply, where appropriate, to interviews granted by a Head of Department to any of his subordinate officers.

PART III

HANDING-OVER PROCEDURE

189. Handing-over of Duties

- (1) It shall be mandatory for all officers to provide handing-over notes whenever they are handing over their duties to another Officer.
- (2) In furtherance of 189. (1), above, the Administrative Instructions as provided in 190 shall be complied with.

190. Details of Handing-over Notes

In addition to handing over all files, documents, stores, etc. the officer handing over is required to give a detailed statement as regards:

- (a) all matters affecting duties and responsibilities of his position;
- (b) key deliverables of the position;
- (c) committee assignments;
- (d) assets in his care;
- (e) particulars of any question that is likely to be a challenge; and,

- (f) any matter requiring special attention for the guidance of the officer taking over.

191. Recall of Officer at Own Expense

Should it happen that, after an officer has left his post and the handing over had not been done thoroughly and systematically, either in relation to the information supplied or the handing over of Government property, official books, documents, etc., the officer shall be recalled at his own expense, to render proper account of his position.

192. Inventory of Property Being Handed-Over

- (1) Where the outgoing officer is responsible for cash, furniture, stores or counterfoil receipt books, the incoming officer shall sign the inventories and books. Every officer having in his charge or custody articles which are official property will keep an inventory of the property.
- (2) An officer will be held personally liable for any loss of Government property which cannot be traced because of his failure to comply with these Instructions.

193. Shortage and Damage of Property being Handed-over

In the event of there being any shortage and damage being handed over, the outgoing officer shall sign an acknowledgement of the fact (giving details) and the incoming officer shall report the shortage or damage to the Chief Director or Head of Department, forwarding at the same time the explanation, if any, given of the deficiency by the outgoing officer.

194. Board of Survey to Ascertain Inventory

- (1) If the outgoing officer is too indisposed and cannot be present at the handing over, or has been authorised to leave before handing over to his successor, the latter shall apply to the Chief Director or Head of Department to convene a Board of Survey to ascertain whether the cash, furniture or stores are correct or otherwise.
- (2) The incoming officer may be present during the proceedings of the Board.
- (3) The Board shall hand over the inventory to the incoming officer who shall acknowledge the correctness of the inventory in the manner detailed above.
- (4) If there is a deficiency, the Board shall report the fact (with necessary details) to the Chief Director or Head of Department.

195. Liability of Out-going Officer for Deficiencies in Inventory

The outgoing officer will be personally liable to make good the shortage or damage reported upon in the manner mentioned and the incoming officer will be similarly liable for all shortcomings not reported but subsequently discovered.

PART IV
STAFF RECORDS

196. Definition of Records

Office records shall comprise, among others, minutes and summaries of meetings, manuals, correspondence, returns, reports, directories, forms, files, registers, accounting documents, legal documents, plans, maps, technical drawings, punched cards, tapes, discs, references and technical books, newspapers, periodical diaries, photographs, posters, films and computer print-outs, etc.

197. Staff Records

- (1) Comprehensive records on staff, relating to their appointment, age, family status, state of health, progression, movement, length of service, qualification, special commendation, awards and disciplinary decisions taken against them shall be forwarded by their Heads of Department to the Office of the Head of Civil Service for record purposes.
- (2) The records shall provide the data upon which promotions, special appointments, retiring awards and other human resource management decisions may be made.
- (3) The following permanent records shall be maintained:
 - (a) Personal Record Form;
 - (b) Record of Sick and Maternity Leave;
 - (c) Procedure for using Sick and Maternity Leave Record;
 - (d) Vacation Leave; and,
 - (e) Leave With or Without Pay.

- (4) Chief Directors and Heads of Department should request Directors or officers of analogous grade to complete and submit their curriculum vitae to the Head of Civil Service every two (2) years. This should be used in updating particulars on personal records except the date of birth.

198. Distribution of Copies of Personal Records

- (1) Copies of the Personal Records shall be prepared for every departmental officer by the Department to which the officer was first appointed. One copy shall be retained in the Department and the original copy sent to the Office of the Head of Civil Service.
- (2) A copy of the completed Personal Record Form shall be prepared by the Head of Department for every staff in the General Class on first appointment. The Head of Department shall retain one copy and send one copy to the Office of the Head of Civil Service to be placed on his or her Personal Master File.

199. Department Copy

It shall be the responsibility of the Head of Department to ensure that the copies of the completed Personal Record Forms are kept up to date. He will be required to cross-check, from time to time, with the record kept in the Office of the Head of Civil Service.

200. Movement of Personal Record Forms

- (1) The Departmental copy of the Personal Record Form of a staff of the Civil Service shall move with the officer from one Department to another.

- (2) The Head of Department shall report immediately in the prescribed form to the Office of the Head of Civil Service and where appropriate to the Heads of Department where the officer has to transfer Personal Record Forms to other Departments.

201. Central Control of Personal Record Forms

The Office of the Head of the Civil Service shall ensure that:

- (a) Chief Directors and Heads of Department maintain Personal Records Forms for staff of the Civil Service who are posted to their Departments;
- (b) Chief Directors and Heads of Department submit to the OHCS copies of completed Personal Record Forms;
- (c) Chief Directors and Heads of Department notify the OHCS without delay of all changes that affect the records held by the OHCS; and,
- (d) copies of Personal Forms held by the OHCS are maintained up-to-date. This calls for a periodic cross-check with Departmental records maintained on the Officers at their current posting.

202. Movement of Records of Sick, Maternity and Leave History

- (1) The record on Sick Leave, Maternity Leave and Leave History shall move with the officer. Heads of Department shall observe the same rules as they apply to Personal Record Forms and Leave History Sheet.
- (2) Record Forms on Sick, Maternity Leave and Leave History shall be maintained only at the Head Office of the Department. The OHCS shall be notified, and where appropriate, Heads of Department

shall annually submit records of how much sick or maternity leave has been granted to each officer during the year.

PART V

RECORDS MANAGEMENT

203. Classification of Records

An official record shall be suitably classified, coded and indexed. Guidelines on classification and indexing of documents are contained in the Office Records Procedure Manual and the Procedural Manual for Unrestructured Records Offices, produced by the Public Records and Archives Administration Department (PRAAD).

204. Application of Rules to Register Filing Activities

- (1) Rules contained in the Office Records Procedure Manuals shall apply to the filing, movement and retrieval of documents.
- (2) The following rules shall be observed in the filing, movement and retrieval of documents:
 - (a) Records shall be filed according to the frequency of usage e.g.
 - i. Active files may be housed in easily accessible filing cabinets and cupboards in Records Offices.
 - ii. Inactive records or records to which less frequent reference is made, may be stored in the Records Stores of Institutions and after five years transferred to the National Records Centre of the Public Records and Archives Administration Department (PRAAD).

- iii. Vital Records should be identified and stored in well-secured locations.
- iv. The Director of PRAAD may be consulted for advice on the subject.

(b) Movement of documents within and between Departments shall be recorded properly to facilitate their retrieval.

205. Departmental Programme for the Review of Records

Every Ministry or Department shall maintain a regular programme for reviewing its records in order to ensure that all documents which have outlived their usefulness are disposed of, accordingly. Methods of records disposal are governed by the Omnibus Schedule for Retention and Disposal of Public Records.

206. Preservation and Disposal of Documents

- (1) The preservation and disposal of official documents are governed by the Disposition and Retention Schedules provided by PRAAD.
- (2) When requested to do so by the Director of PRAAD from time to time, Heads of Department should prepare and revise disposal schedules on the appropriate forms as provided by any Regulations in force, and forward to the PRAAD for consideration by the Records Advisory Committee of PRAAD, regarding the disposal of the documents.
- (3) A copy of the Disposal Schedule will be returned by the Director to the Head of the Department who will transfer those documents

ordered to be transferred by PRAAD and destroy those authorised for destruction by PRAAD.

207. Destruction of Documents

Disposal Schedules must be carefully preserved in order that a record exists of documents destroyed or transferred to PRAAD.

208. Documents not to be Destroyed

- (1) The following are some of the documents which should not be destroyed:
 - (a) documents required by law to be preserved;
 - (b) documents of historical or other interest including those relating to the history, constitution, administration etc. of the departments, appointments of officers and others as shall be prescribed by the Records Advisory Committee of PRAAD;
 - (c) documents relating to land and claims thereto, and to the value of land and property, especially Government land and forests etc.; and,
 - (d) Gazettes and Government Publications.

- (2) No recommendation is to be made to the Records Advisory Committee for the destruction of official Records until their minimum Retention period is due.

209. Departmental Records

Every Head of Department is required to ensure that adequate measures are taken for the care and preservation of permanent departmental records, books and documents of value (Vital Records).

210. General Schedule

The Public Records and Archives Administration Department (PRAAD) will prepare from time to time a General Schedule of various documents which are common to all or several Departments. This schedule will direct at what age such documents should be transferred to the National Records Centre or Archives Division of PRAAD or destroyed.

211. Specific Schedule

Institutions in consultation with PRAAD, should develop Retention Schedules specific to their mandate or records that are not covered by the General Retention Schedule.

212. Records Committee

Records Disposal Committee shall be appointed in each department, upon the advice of the Director of PRAAD, to co-ordinate and supervise its records disposal work. On no account however, may an official document be destroyed except as provided for in the Retention and Disposition Schedules.

213. Shredding or Burning

Records may be destroyed by either shredding or burning. For security reasons all documents of confidential nature shall be destroyed by burning/shredding under close supervision by the Records Committee. A certificate of destruction should be issued by PRAAD to cover the destroyed records.

214. Violation of Security Rule on Disposal of Records

Disciplinary action shall be taken against an officer who allows documents approved for destruction to fall into the hands of unauthorized persons.

215. Maintenance of Sheet on every Record Destroyed

A schedule listing line by line the following data in respect of each record destroyed shall be maintained:

- (a) date of destruction;
- (b) index number of documents in lots e.g. file, tray or cards, etc.;
- (c) brief description of subjects contained in the documents;
- (d) method of destruction;
- (e) signature of officer authorizing destruction; and,
- (f) signature of officer supervising destruction.

216. Reuse of Retrieved Materials

In the process of records disposal, file covers, binders and other materials may be retrieved, where possible for reuse.

217. Misuse of Records and Stationery

Disciplinary action shall be taken against any Civil Service staff who uses or permits the use of office materials such as forms, envelopes, maps, drawing sheets, brown paper and blotting papers for unofficial purposes.

218. Judicious Use of Materials

- (1) Used stationery should be saved and reused whenever possible.
- (2) Books and registers shall not be used as seat adjusters. Suitable cushions shall be provided where the right type of furniture is not available.

219. Management Services Department and the Creation of Forms

All new Forms shall be subject to approval by the Management Services Department of the Office of the Head of the Civil of Service.

220. Forms and Records

A Head of Department shall:

- (a) maintain an up-to-date inventory of all forms used in the Department;
- (b) undertake regular review of all forms to ensure that those in use are up-to-date and obsolete ones are discarded; and,
- (c) ensure that departmental records are properly managed and controlled in accordance with Administrative Instructions and departmental Operations Manuals.

PART VI

OFFICE MACHINES AND EQUIPMENT

221. Rules for Upkeep of Machines and Equipment

- (1) Good care shall be taken of all machines and equipment that are assigned to an office. The following rules shall be observed:
 - (a) Office Machines shall be adequately protected against dust when not in use;
 - (b) Office machines shall be kept in a locked place after office hours;
 - (c) Office machines shall be cleaned frequently and regularly; and,
 - (d) a maintenance schedule for servicing office machines.

222. Purchase of Office Machinery

Ministries and Departments shall purchase office machinery and equipment in accordance the procedures outlined in the Public Procurement Act, 2003 (Act 663) as amended in 2016 (Act 914) and the Public Financial Management Act, 2016 (921) and subsequently from time to time.

223. Entity Tender Committee

Office machinery, furniture and furnishings, as well as other procurements by Ministries and Departments shall conform to the standards and specifications indicated in the advertisements for their purchase by the Entity Tender Committee.

224. Composition of Entity Tender Committee

(1) The membership of the Entity Tender Committee shall be as spelt out in the Public Procurement Act, 2003 (Act 663) as amended in 2016 (Act 914) and the Public Financial Management Act, 2016 (921), and subsequently from time to time.

(2) A Ministry or Department shall dispose of obsolete office machinery, furniture and furnishings and other stores in accordance with the provisions of the Public Procurement Act, 2003 (Act 663) as amended in 2016 (Act 914) and subsequently from time to time.

(3) Disposal of obsolete store items shall be by public auction.

225. Inventory of Office Stores

(1) A record of all office stores be kept by all Ministries and Departments and shall be updated from half yearly.

- (2) Chief Directors and Heads of Department shall maintain a half yearly inventory of all office stores under their control.
- (3) The maintenance of a half yearly updated inventory of office stores shall be a rating factor in their annual performance agreements and evaluation.

CHAPTER 7: GENERAL SERVICES
PART I
DESCRIPTION OF GENERAL SERVICES

226. Description of General Services

The principal general services in the context of office administration for the Civil Service are

- (a) Messenger Service;
- (b) Custody of Records;
- (c) Reception Service;
- (d) Transport Service;
- (e) Office Security;
- (f) Client or Customer Service; and
- (g) Estate and Janitorial Service.

227. Duties of Messengers

Messengers shall perform such duties as are set out in their letters of appointment. These may vary from one Civil Service organization to another, but will normally include conveying messages and material, clearing of desks and trays, subject to distributing files and similar documents, as and when necessary.

228. Delivery of Letters to Destination Nearer than Post Offices to Office

Messengers on dispatch duties shall not post a letter which can quickly and more conveniently be delivered by hand rather than by post.

229. Means of Transportation

The most convenient means of transport may be provided for the use of messengers who go out on long distance errands and dispatch duties.

230. Carrying of Classified Documents by Messengers

Messengers may not be allowed to carry classified documents, unless the requisite security arrangements have been put in place by the dispatching Ministry or Department.

231. A Reception or Public Enquiry Point

A Reception or a Public Enquiry Point shall be established and located at a convenient place in each Ministry or Department, especially in those areas where there is a large number of visitors.

232. A Nominal Directory Kept at Reception

A Directory listing the names of officers in the Ministry or Department, their office room numbers, telephone contacts, their titles and duties, shall be maintained at all Receptions or Public Enquiry Points to be used as a guide for visitors.

233. Waiting Rooms at Reception

- (1) Waiting rooms and facilities such as washrooms shall be provided at reception areas for the use of visitors.
- (2) Ministries and Departments should be minded to provide access and other needs for persons with disability.

234. Clerical Duties and Receptionists

A receptionist may be assigned other duties as may be considered necessary, such as clerical duties.

235. Transport Facilities

Chief Directors and Heads of Department shall ensure that adequate transport facilities are provided to meet such needs as:

- (a) collection and delivery of mail and office supplies;
- (b) conveyance of officials on duty;
- (c) conveyance of employees in appropriate cases from and to their homes;
- (d) conveyance of official visitors.

236. Office Security

Security Instructions for Ghana Government Offices, issued by the National Security Council, acting for the Government, on March 31, 1996, for both at home and abroad, shall be observed by all Departments.

237. Enforcement of Rules

- (1) Chief Directors and Heads of Department shall ensure that staff of the Service rigidly observe the rules regarding official documents, telephone conversations, office facilities, and keys of offices and the entire office premises.
- (2) The Estate Unit, in particular, shall be responsible for the custody and general upkeep of the Ministry or Department.

238. Protection of Classified Information

The Chief Director or Head of Department shall ensure that the following rules are observed.

- (1) Office documents especially those containing classified information shall be adequately protected so that they do not fall into unauthorized hands. The following security classification shall be employed in the Civil Service.
 - (a) Top Secret;
 - (b) Secret;
 - (c) Confidential; and,
 - (d) Restricted.

- (2) Chapter 4 of Security Instruction for Ghana Government Offices, 1996, provides a guide for determining security classifications as follows:
 - (a) the classifications "Top Secret" will be employed whenever information and material the unauthorized disclosure of which would cause exceptionally grave damage to the nation;
 - (b) the classifications "Secret" and "Confidential" will be employed whenever a document is of such a nature and it is undesirable that its existence or contents should be known other than to those senior officers, or the staff of Special Care Registries where such documents are kept, whose duties make this knowledge essential;
 - (c) the classification "Restricted" is to be used where any information or material requires security protection and does not qualify for the special precaution required of the classifications "Confidential" or "Secret" (e.g. papers, personnel matters including disciplinary recommendations

and any other matter, knowledge of which is to be restricted entirely to Government officers); and,

- (d) documents received from other Government offices should not be down-graded without the approval of the originating office.

- (3) Matters of a confidential nature shall not be discussed on the telephone, since telephone conversations are prone to the risk of being overheard either accidentally or by design.

- (4) Key to filing cabinets, safes and offices containing classified material shall be safely kept. The custody of the duplicate keys to safes shall be in accordance with the provisions of Public Financial Management Regulations, 2019 (LI 2378), and duplicate keys to filing cabinets containing classified documents, value books, etc. shall be lodged in the Safe of the Chief Director of the Ministry or Head of Department or by an authorised representative.

- (5) All buildings in which classified documents or material are processed or stored shall be made secure. It is important that adequate arrangements are made for the control of visitors against unauthorized entry into rooms where security material are kept.

- (6) Ministries and Departments shall deploy Security guards or night watchmen, as appropriate, at all times. Persons to be employed on security work as document handlers or security guards must be made to undergo thorough screening.

- (7) Generally, to enhance the security of the office, reduce nuisance and promote productivity, officers shall minimize the number of visitors they receive while at work.

239. Mode of Dispatching Classified Material

- (1) Communications classified as "Restricted" should be so headed and may be dispatched under single cover but in such cases the classification "Restricted" should not appear on the cover.
- (2) "Confidential" or "Secret" correspondence will be appropriately headed and will be dispatched under sealed double cover.

240. Responsibility of Officers for Security

All officers shall be responsible for the security of classified documents as may be held in their custody.

241. Authority for Releasing Classified Correspondence to a Private Person

- (1) All official correspondence or records must not be shown or produced or copies communicated to a private person without the express permission of a responsible senior officer.
- (2) If a decision arrived on any correspondence is to be communicated to such a person, it shall be done in accordance with all relevant laws.

242. House-keeping and Janitorial Services

House-keeping and janitorial service in an office comprises the following:

- (a) sweeping and cleaning;
- (b) landscaping grounds maintenance;

- (c) planning of the use of office space; and,
- (d) acquisition, maintenance and distribution of office supplies and equipment such as stationery, furniture, machinery, first-aid kit, toilet facilities, electricity supply and water supply.

243. Responsibility of Chief Directors and Heads of Department for House-keeping and Janitorial Services

- (1) A Chief Director or Head of Department shall ensure that the services and facilities are provided and that any other requirements relating to office work are satisfactorily met.
- (2) The provision of satisfactory housekeeping and janitorial services shall be a rating factor for the annual performance agreements and evaluation of Chief Directors and Heads of Department.

244. Secretarial Services

- (1) The following rules shall be observed in every office in relation to secretarial services:
 - (a) care shall be taken to limit the number of copies of typed and reproduced documents to actual requirements; and,
 - (b) as far as possible, duplicating and other reproduction services shall be shared between two or more offices or departments.
- (2) In appropriate cases, where an officer lacks the requisite machine, or, where the existing machine capacity is inadequate, a paid reproduction service may be obtained.

PART II
UTILITIES AND SUPPLIES

245. Application for Use of Postal Services

Postal services shall include carriage and distribution of mail, allocation of letter boxes, supply of mail bags, sale of stamps and other financial services.

246. Official Postal Services not to be used for Personal/Private Purposes

- (1) Chief Directors and Heads of Department shall ensure that services that are provided officially are not used for private and personal purposes.
- (2) Civil Service staff may, however, use official postal addresses for their personal correspondence.

247. Telecommunication Services

Ministries and Departments shall subscribe to their preferred telecommunication service provider, including the provision and maintenance of their telephone facilities and other telecommunications services.

248. Surcharge for Telecommunication Service for Private Purposes

Telecommunication services may be used only for official purposes. Any expenditure on such services which is improperly charged to the Consolidated Fund shall be dealt with in accordance with the relevant provisions under the Public Financial Management Regulations, 2019 (LI 2378).

249. State-owned Motor Vehicles for Official Use

Chief Directors and Heads of Department shall in the first instance, make use, as appropriate, of all state-owned transport companies should the need arise for them to procure private transport services.

250. Hiring of Motor Vehicles for Official Use

Chief Directors and Heads of Department shall apply to state-owned transport companies, in the first instance, for the hiring of motor vehicle for official use.

251. Electricity Services

A Ministry or Department, through its Estate Unit, shall arrange with the appropriate electricity company for its buildings to be connected to electricity supply.

252. Payment for Electricity Services by Departments

Ministries and Departments shall budget annually for the supply of electricity to their offices and pay promptly for electricity consumed by them. They are also required to provide their own electrical needs in respect of such items as bulbs, air-conditioners and refrigerators etc.

253. Electricity Faults

Faults in the electricity supply shall be reported immediately to the service provider.

254. Water Supply

Ministries and Departments shall ensure that their office buildings shall be connected to water supply.

255. Faults in Water Supply System

Faults in the water supply system shall be rectified immediately or reported without delay to the Ghana Water Company for redress.

256. Payment for Water Supply Services

Ministries and Departments shall pay promptly for water supplied to them

CHAPTER 8: REMUNERATION

PART 1

SALARIES

257. Salary Scales

- (1) Salaries in the Civil Service shall be determined by job analysis and evaluation of the content, and other characteristics of work performed in the various grades.
- (2) A person appointed to a vacant post shall enjoy the same emoluments as appropriate to the post unless otherwise stated in his/her letter of appointment.
- (3) The salary scale corresponding to each post in the Civil Service are issued by the Office of the Head of Civil Service from time to time, based on Public Services salary reviews.

258. Award of Salary Increment

- (1) All Civil Service staff shall be eligible to earn annual salary increment, in accordance with prevailing Government Policy, unless conduct and job performance are unsatisfactory.
- (2) The incremental date of the salary of staff of the Civil Service appointed on recruitment or promotion shall be the anniversary of the first day of the month following that which the appointment takes effect, except that his appointment takes effect on the first day of the month then the incremental date shall be the same day.

259. Salary when Officer is Promoted on his Incremental Date

The salary of an officer promoted on his incremental date will be calculated as if he had received an increment on his scale on the day of his promotion.

260. Incremental Rate

Salary increments, where applicable, accrue annually and the rates at which they are payable vary from one level to another, in accordance with the prevailing Public Services Pay Policy.

261. Eligibility for Salary Increment

Increments are not to be recommended as a matter of routine or as an increase of pay to which an officer is entitled merely because he has served an additional twelve (12) months. The holder of an office is not entitled to any increment as of right but only on approval of the Chief Director or Head of Department.

262. Withholding of Increments

- (1) Where in the opinion of a supervising officer, the performance of a Civil Service staff has not been satisfactory, he shall make the necessary recommendations to the Chief Director or Head of Department.
- (2) The Chief Director or the Head of Department shall make necessary recommendations to the Head of the Civil Service, stating reasons why the increment must be so withheld.
- (3) When the Head of the Civil Service comes to the determination that the increment of a staff of the Civil Service should be suspended or

withheld, the Head of the Civil Service shall submit necessary recommendations to the Civil Service Council for consideration.

- (4) When the Civil Service Council upholds the recommendation to suspend or withhold the increment, the Chief Director or Head of Department shall inform the officer concerned, with a brief statement of the reasons, that the increment has been suspended or withheld until such time as he has earned its restoration by an improvement in the standard of his work.
- (5) The Chief Director or Head of Department shall consequently inform the accounting authority of the suspension or withholding of the increment.
- (6) When Management is satisfied that the officer has earned the restoration of his increment the Chief Director or the Head of Department shall:
 - (a) inform the officer that the increment is restored; and,
 - (b) inform the accounting authority accordingly.

263. Incremental Award for Temporary Service

No incremental credit shall be granted on appointment for previous temporary service.

264. Calculation of Salary on Promotion

- (1) Where an officer is promoted from a grade, the salary scale of which overlaps the scale applicable to the promotion grade, and his salary before promotion is the same as or higher than the minimum of the scale attached to the promotion grade, he will

enter the new scale at a point two (2) incremental steps over and above the salary he was drawing before promotion.

- (2) Where there is no overlap in salary scales but the maximum point of the salary scale attached to the grade before promotion is only one incremental movement/step below the minimum point of the scale attached to the promotion grade and an officer is on the maximum point of his present grade he will, on promotion enter his new scale at the second point.
- (3) Where an officer is promoted from a grade which carries a higher salary scale than that of the promotion grade, the officer will retain the higher salary scale as personal to himself.

PART II

ALLOWANCES AND ADVANCES

265. Allowances

- (1) Staff of the Civil Service shall be paid the appropriate allowances in accordance with prevailing Government Policy.
- (2) Guidelines shall be issued by the appropriate authority for the following facilities:
 - (a) Allowances and benefits for any services rendered by a Civil Service staff in the course of his employment, including overtime allowances; and,
 - (b) Welfare Schemes.

266. Advances

- (1) Staff of the Civil Service shall be eligible for salary advance and advances for the purchase of means of transport in accordance with prevailing Government Policy.

- (2) Guidelines shall be issued by the appropriate authority for the management of these advances.

CHAPTER 9: STAFF WELFARE

PART 1

ACCOMMODATION

267. Allocation Authority

The allocation of Government residential accommodation shall be done by the Bungalow Allocation Committee constituted by the Ministry of Works and Housing including a representative of the Head of Civil Service.

268. Eligibility for Accommodation

Subject to the availability of resources, Government is obliged to provide accommodation for staff of the Civil Service as follows:

- (1) Residential accommodation
 - (a) Government accommodation may be allocated to officers if available, and among other things, an officer's rank, marital status, and nature of work, shall be taken into account.
 - (b) If the duties of a junior officer necessitate his being available at any hour of the day or night, he may be required to live in specific accommodation in the vicinity of his work.
- (2) Under special circumstances, officers may occupy hotel accommodation, subject to the prior approval of the Chief Director or the Head of Department and in such cases, the cost of bed only shall be met from the appropriate vote. No other charges may be included for this category of officers.
- (3) When applying for residential accommodation, a staff of the Civil Service should do so through the Chief Director or Head of Department. The Chief Director or Head of Department will be

notified as soon as an allocation is made, and where none is available, the Chief Director or Head of Department will be informed.

269. Role of Regional and District Coordinating Director

Where a staff of the Civil Service has been posted to a Region or District, the officer on arrival, will report to the Chief Director of the Regional Coordinating Council or the District Coordinating Director as the case may be, for consideration of allocation of accommodation, if needed.

270. Obligation of Tenants of Government Accommodation

An officer who has been provided with Government accommodation is himself liable to disciplinary action, if he:

- (a) sublets it or any part of it or takes in a paying guest; or,
- (b) fails to vacate it on being required to do so.

271. Care of Property

Officers occupying Government accommodation are expected to keep all furniture, fixtures and fittings in good condition. Failure to do so will be dealt with in accordance with the relevant provisions of Public Financial Management Regulations, 2019 (LI 2378).

272. Handing Over Government Residence in a Tenantable Condition

- (1) An officer, when vacating Government accommodation, shall ensure that the premises is in a tenantable condition state.
- (2) If it is found necessary to replace any furniture broken or lost, to repair any damage done and cost it against the tenancy of the outgoing officer, or to clean the premises before it can be

occupied again he shall be held liable, the matter shall be dealt with in accordance with the relevant provisions of Public Financial Management Regulations, 2019 (LI 2378).

273. Sitting Tenant to Be Accountable for Damages

- (1) Defects or damage not reported in writing by an officer at the time when he took the accommodation will be presumed to have occurred during his tenancy. The occupant is responsible for reporting any damage that may be caused to the premises or fittings in writing to the Public Works Department for maintenance.
- (2) The cleaning of the compound, drainage and the general environment of government residential premises should be the direct responsibility of the occupants of the premises.

274. Payment of Rent

Rent will normally be charged where government accommodation is provided, in accordance with approved rates. The following rules shall be observed, accordingly.

- (a) An officer is liable to payment for as long as the accommodation remains allocated to him.
- (b) The officer will normally be liable to pay rent at the full rate with effect from a date not later than seven (7) days after the allocation, unless they can satisfy the Allocation Committee within the time limit as to the reasons for delay occupation.
- (c) A Chief Director or Head of Department who is in doubt as to the rent to be paid in any case should consult the appropriate Allocation Committee which will, if necessary, ask the rent office for the rate.

- (d) Where Government accommodation has been allocated to an officer who later declines the offer, that officer will be liable to pay rent from the date of allocation unless he notifies his Chief Director or Head of Department in advance that he no longer wishes to avail himself of the offer.
- (e) An officer who occupies one room in a government rest house will be charged rent at the rate applicable to that particular rest house.
- (f) In exceptional cases, such as dormitory accommodation in Government Institutions, the Allocation Committee may authorize a reduction of the charges, where in the opinion of the Allocation Committee the payment of rent in accordance with these provisions is excessive by reason of the sub-standard nature of the accommodation.
- (g) Staff of the Civil Service will be required to pay rent when occupying accommodation rented by Government in accordance with approved rates.
- (h) payment of rent shall be deductible at source by the Controller and Accountant-General Department.

275. Classification of Accommodation

- (1) For the purpose of correct rent assessment, residential accommodation will be classified as follows:
 - A – Furnished building (Flat or House);
 - B – Unfurnished Building (Flat or House); and,
 - C – Bed sitter units
- (2) Rates of rent to be paid shall be the approved-levels for the time being in force.

- (3) The classification to be assigned to any accommodation shall be determined by the Allocation Committee;
- (4) Apart from rent, all other fees and charges in respect of utilities shall be borne by the sitting tenant.

276. Allocation of Government Accommodation

The following are the guidelines for the allocation of Government accommodation in the Civil Service:

- a) Government, as and when available, shall provide suitable accommodation for officers who, by the terms and conditions of service of their appointment, are entitled to Government accommodation;
- b) in the consideration of accommodation for other staff, special preference shall be given to married staff of the Civil Service;
- c) the Public Works Department is required, on allocation, to provide mosquito and burglar proofing at the premises of the officer;
- d) the Public Works Department shall be responsible for the proper maintenance of all premises, including external and internal painting of the premises.

277. Vacation of Government Accommodation

- (1) Normally, a staff of the Civil Service will only be required to vacate his accommodation when:
 - (a) he proceeds to another station on posting or transfer;
 - (b) in the case of an expatriate officer, he proceeds on an end of duty tour;
 - (c) he proceeds on leave without pay for a period exceeding twelve (12) months; and,

- (d) he leaves the Service or, in any case, not more than three (3) months after leaving the service.
- (2) Variations from subparagraph (a), (b), (c) and (d) of this Instruction may only be made with the written approval of the Allocation Committee, obtained in advance.

278. Vacation of Government Accommodation in Accra

- (1) When an officer is about to leave a Government accommodation, the Head of Department must inform the Secretary of the Allocation Committee, in writing, at least three (3) months from the date on which the premises should be vacated.
- (2) Copies of the letter must be served on the Estate Officer, the Public Works Department and all utility providers.
- (3) The Estate Officer of the Ministry or Department or their representative and the Public Works Department shall:
 - (a) check the furniture with the outgoing occupant who shall sign the inventory;
 - (b) take over the keys; and,
 - (c) keep a copy of every inventory for the PWD or Works Department of the respective Ministry or Department.

279. Vacation of Government Accommodation Outside Accra

- (1) When an officer is about to vacate Government accommodation at an outstation, the Department shall notify the Allocation Committee and the PWD.

- (2) The latter will arrange for an officer to inspect the premises and to check the furniture fixtures and fittings shortly before the departure of the outgoing occupants.
- (3) An out-going occupant of Government accommodation shall arrange with the utility service providers to read their meters on the premises on the day of departure.
- (4) On the day of departure, the officer shall leave the premises securely locked and deposit the keys of the outside doors with the Estate Officer or the Public Works Department.
- (5) If the Estate officer or the Public Works Department, on being notified of the time of the vacation of the premises, is unable to provide the representative to check the inventory before the departure of the out-going occupant, he shall notify the Head of Department of the time at which he will be able to do so.
- (6) The Head of Department shall then nominate an officer to take over from the outgoing officer and to hand over to the representative of the PWD at the time stated.
- (7) When accommodation is vacated due to the death of an officer, a representative of the deceased, and the Administrator of his estate or his representative as the case may be, shall be present when the inventory is taken.

280. Security of Un-Occupied Premises

- (1) The officer in charge of the Public Works Department at the station, the Regional Coordinating Director or the District Coordinating

Director, as may be applicable, will inform the Police when the accommodation is left unallocated.

- (2) The Regional or District Coordinating Director will, nevertheless, be held responsible for the security of the premises while they are not allocated.

281. Allocation and Maintenance of Office Accommodation

Where the Ministry responsible for Works and Housing constructs office accommodation, it shall be responsible for its allocation and make arrangements for its maintenance.

282. Maintenance of Office Accommodation Constructed by a Department

- (1) Where a Ministry or Department constructs its own office accommodation in Accra, or in an outstation, arrangements may be made by the Ministry or Department for the maintenance of the building.
- (2) In the case of a Regional Coordinating Council or District Assembly, allocation of accommodation shall be made by that Administration.

283. Cleaning of Offices

Generally, arrangements for cleaning offices, i.e. sweeping, dusting, etc. shall be the responsibility of the Ministry or Department using the accommodation.

284. Watchmen

- (1) Watchmen or security guards shall be engaged to safeguard the security of public buildings.
- (2) The responsibility to safeguard the public building shall be exercised by Ministries and Departments in respect of all public buildings.

285. Unauthorized Use of Public Offices and Buildings

A public office building shall not be used for private or personal purpose without the prior approval of the Chief Director or Head of Department concerned.

286. Maintenance of Sanitation Around Public Buildings

Sanitation in and around public buildings and offices shall be maintained by the Estate Unit of the Ministry or Department, in collaboration with the Environmental Health Department.

PART II

HEALTH AND WELLNESS

287. Classification of Documents on the Health of an Officer

Documents relating to the state of an officer's health shall be treated as confidential.

288. Procedure for Reporting Illness

- (1) A staff who is unable to report to work through illness shall inform the Chief Director or Head of Department through his immediate Supervisor within twenty-four (24) hours of his illness.

- (2) An officer suffering from ill-health which causes his absence from duty for more than one (1) day, will be required to furnish the Chief Director or Head of Department with a report from a Medical Officer of an accredited medical facility granting him excuse duty.
- (3) All other unexcused absences will be deducted from accrued leave, and/or attract any appropriate disciplinary action.

289. Medical Subsidy

- (1) Staff of the Civil Service shall access the National Health Insurance Scheme (NHIS) for purposes of medical treatment, if reasonable.
- (2) Ministries and Departments shall pay the premium for the NHIS for an employee, one spouse and four (4) biological or legally adopted children under eighteen (18) years of age and up to twenty-three (23) years if they are still schooling.
- (3) Ministries and Departments concerned shall endeavour to pay fifty percent (50%) of the medical expenses for conditions not covered by the NHIS certified by a registered medical practitioner in a Government facility for treatment.
- (4) Where the medical condition is not treatable by orthodox medicine, the institution shall endeavour to pay the cost of traditional treatment.
- (5) The rates payable as Medical Subsidy shall be in the accordance with prevailing Government policy.

290. Emergency Treatment While on Duty Abroad

Subject to the prevailing Government policy, the Minister responsible for Health may recommend a refund of medical expenses (excluding charges for personal maintenance) recalculated at Bank of Ghana exchange rates, incurred by an officer outside Ghana, provided that:

- a) the illness was not due to his own negligence or default;
- b) he has shown reasonable diligence, expedition and economy in obtaining medical attention while he was travelling;
- c) the illness had arisen as a direct result of his travelling abroad; and,
- d) staff of the Civil Service shall always as a first measure obtain personal travel insurance when travelling abroad for personal or official duty.

291. Medical Treatment Abroad

Where a Civil Service staff falls sick and there are no facilities in Ghana either to diagnose the disease or for its proper treatment, on the recommendation of a Medical Board, the officer may be sent for treatment abroad at Government expense.

292. Medical Evacuation Recommended by Medical Board

- (1) Officers who, on the recommendations of a Medical Board, are embarked or flown as invalids and placed under the charge of a doctor or a nurse must regard themselves as being under the order of their medical attendant.
- (2) Suitable arrangements may be made for doctors or medical attendants to accompany officers flown as invalids at the expense of the government.

- (3) Failure to comply with medical directions in such cases shall be considered as constituting sufficient grounds for the with-holding of salary during any extension of leave of absence, which may be necessary on medical grounds.

293. Ophthalmological Services

Ophthalmological services shall be provided to all Civil Service staff in accordance with prevailing Government policy.

PART III
TRANSPORT FACILITIES

294. Travelling Expenses Allowance

- (1) Travelling Expenses Allowances shall be the actual and reasonable expenses incurred in transporting an employee whose is posted and his family of one (1) spouse and not more than four (4) children under the eighteen (18) years of age as well as his baggage to his new location.
- (2) Retired employees shall also be paid reasonable expenses incurred in transporting his family and dependents to his hometown.
- (3) The rate payable as Travelling Expenses Allowances shall be in accordance with prevailing Government policy.

295. Kilometric Allowance

- (1) Kilometric allowance shall be paid to cover fuel, wear and tear of the vehicle of a staff of the Civil Service whose work requires the use of a vehicle but is requested to use his own vehicle for official trips.
- (2) The use of the employee's own vehicle for official trips must be approved by the Chief Director or Head of Department and the allowance paid shall be in accordance with prevailing Government approved rates.

296. Official Travel

Staff of the Civil Service, except otherwise exempted, shall travel by economy class whilst travelling by rail, sea or air unless a contrary directive is given by the Government.

297. Air Travel in Ghana

A Chief Director or Head of Department may approve air travel within Ghana for staff of the Civil Service on official duties in accordance with prevailing Government policy.

298. Transport for Medical Treatment

- (1) Subject to the approval of a Chief Director or Head of Department, if it is necessary for an officer at an outstation to go to any facility for medical treatment, he is eligible for the provision of transport between his station and the town at which he undergoes treatment, in accordance with prevailing Government policy.

- (2) Where the officer attends medical treatment as an out-patient at his station he is not eligible to receive free transport between his residence and the place of treatment.

299. Authority to Hire Means of Transport at Government Expenses

- (1) A staff of the Civil Service requiring transport to be provided at public expense must obtain authority from the Chief Director or Head of Department.
- (2) A Chief Director or Head of Department who authorizes an application to hire a means of transport shall ensure that the journey is for the purpose for which such authority may properly be given, that the applicant is eligible for free transport, and the transport requisition is in accordance with prevailing Government policy.

300. Transport Charges

A claim for refund of transport fares and freight rates, at the prevailing rates, may be certified by an officer who is authorised to certify travelling allowance claims to the Department concerned.

301. Liability for Overpayment of Claims

An Officer who certifies a claim shall be held responsible for any overpayment made as a result of being inaccurately assessed or inadequately checked.

302. Certificate of Abnormal Rates

Where an officer has been paid a rate in excess of normal rate, he must substantiate his claims by a certificate signed by his supervisor to the

effect that the rates claimed are those above the normal rates in the area in question.

PART IV

CANTEEN AND RECREATIONAL FACILITIES

303. Provision of Canteens and Common Rooms

- (1) As far as practicable, the Welfare Committee of a Ministry or Department may arrange canteens to be established in working areas where meals, sold at reasonable prices will be served.
- (2) Canteen facilities shall normally be open to members of the Civil Service, and their guests etc.

304. Common Rooms with Recreational Facilities

Where possible, common rooms, suitably equipped with recreational facilities, may be provided.

PART V

BEREAVEMENT

305. Funeral Grant

- (1) In the event of the death of a staff of the Civil Service, his spouse, biological or legally adopted child, the Ministry or Department concerned shall notify the Head of Civil Service on the receipt of notification from the family. The organization shall pay funeral grant in accordance with prevailing Government policy.

- (2) Application for funeral grants and services shall be made to the Ministry responsible for Finance through the deceased officer's Head of Department.

PART VI

LEAVE

306. Authority for Granting Leave

- (1) Leave is granted by the Chief Director or Head of Department subject to the exigencies of the Service, unless otherwise stated. The Chief Director or Head of Department may delegate this power to specified officers. Such delegation may state the grades of officers in respect of which the power to grant leave may be exercised.
- (2) In the case of Chief Directors and other critical staff, the Sector Minister should approve and the Head of the Civil Service notified.
- (3) All leave rates, whether annual or proportionate, shall be applicable to both Ghanaian Civil Service staff and their expatriate counterparts unless otherwise stated in their letters of appointment.
- (4) Request for approval to proceed on leave should be sought from the Chief Director or Head of Department, at least one (1) month in advance before the date on which a staff of the Civil Service proceed on leave.

- (5) Approval to proceed on leave should be granted at least two (2) weeks before an officer proceeds on leave.

307. Spending Leave outside Ghana

A Ghanaian staff of the Civil Service who wishes to spend his leave at his own expense outside Ghana must notify the Chief Director or Head of Department, prior to his departure. In all cases, the Head of the Civil Service shall be notified.

308. Interruption of Leave

- (1) A staff of the Civil Service may be required either by his Chief Director or Head of Department to interrupt his leave to discharge any duty or to undertake any course of instruction during his leave.
- (2) Where the officer is required to interrupt his leave in the circumstances specified above, he shall not forfeit the right to the remainder of the leave but shall take the leave any time after the interruption with the approval of the Chief Director or Head of Department.
- (3) Where a staff of the Civil Service is required to interrupt his annual leave in the circumstances stated above, Management shall make up to the officer any reasonable expense incurred on account of the interruption and resumption of the leave by the officer.

309. Eligibility for Leave

- (1) Unless otherwise specified in the contract, a staff of the Civil service is eligible for vacation leave, which may be taken in one or more spells at any time in the leave year for the appropriate number of working days excluding Saturdays, Sundays and Public Holidays.

(2) If the officer is abroad either on course, duty or conference, the Chief Director or Head of Department may grant him annual leave to be spent there, provided that no additional expenditure is thereby incurred on passages or allowances and provided further that any report which the officer concerned is required to submit will not be unduly delayed.

310. Leave Calculation

- (1) In calculating the leave, the following rules shall apply.
- (a) Proportionate leave in respect of any period of service as defined in paragraph b) below, of less than a full leave year, may be granted for the number completed months' service. No period of service of less than one month will count for proportionate leave.
 - (b) The term "Leave Year" means the calendar year, and "Completed Months Service" means a period of continuous service of one month reckoned in days (e.g. from 14th February to 13th March inclusive).
 - (c) Service for the purpose of this Instruction shall exclude periods of:
 - i. leave without pay;
 - ii. sick leave in excess of twenty-eight (28) days in a leave year,
 - iii. maternity leave;
 - iv. interdiction from duty on disciplinary charges;
 - v. absence from duty without permission; and,

- vi. special leave on full or half salary granted under Administrative Instruction 329.
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- (d) Where an officer has spent more than the proportionate leave for which he is eligible, the number of excess days spent shall be deducted from his annual leave for the subsequent leave year; irrespective of whether he will be eligible for full or proportionate annual leave. Where an officer leaves the Service when he has not earned enough to affect the excess leave, he shall be required to refund the salary drawn in respect of the excess days.

 - (e) Where the leave rate changes during a leave year, the amount of leave for which the officer will be eligible during that leave year will be the total of the proportionate leave appropriate to a completed month's service at the higher rate as granted under these Administrative Instructions.
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- (2) For the purpose of this calculation only, provided the service is continuous, any part of a month, to which the higher leave rate applies will count as a completed month at that rate

311. Accumulation or Deferment of Leave

- (1) A staff of the Civil Service may be allowed to accumulate leave for two (2) years only with the special authority of the Chief Director or Head of Department.

- (2) Every officer should take his leave at regular intervals.

- (3) Permission to defer leave will only be granted if the Chief Director or Head of Department is satisfied that the circumstances for such a dispensation have merit.
- (4) A staff of the Civil Service may not return to duty before the expiry of his authorized leave without the approval of the Chief Director or Head of Department.

312. Leave Address

Before going on leave, a staff of the Civil Service shall notify in writing his leave address (email, postal and residential) to the officer in charge of human resource matters.

313. Posting on Return from Leave

- (1) A Chief Director or Head of Department is responsible for informing a staff of the Civil Service before he goes on leave, of his posting on resumption of duty, whenever it is necessary to do so.
- (2) A change in the proposed posting shall be notified to him by his Chief Director or Head of Department during his leave.
- (3) If an officer of the General Class is to be posted to a different Department on the expiry of his leave, he should be so informed by the Chief Director or Head of Department after the latter has consulted the relieving and receiving Departments.

314. Rules for Preparation for Annual Leave Roster

- (1) It is the responsibility of Chief Directors and Heads of Department to ensure the preparation and maintenance of an annual leave roster

for the Ministry or Department before the end of the leave year for the ensuing year.

- (2) Chief Directors and Heads of Department shall notify all officers in their Ministries and Departments by second week of January when they will proceed on leave.

315. Application for Annual Leave

- (1) A staff of the Civil Service who, is at the beginning of the leave year and whose application has not received notification by the 31st March may apply to his Chief Director or Head of Department before 1st July indicating when he wants to proceed on leave.
- (2) A staff of the Service who joins the Service during the leave year may apply to his Chief Director or Head of Department for leave in time for him to be granted all the leave for which he is eligible before the end of the leave year. Such application shall, if possible, be made one (1) month before the officer proceeds on the leave.

316. Leave and Handing-over Notes

- (1) It shall be mandatory for all staff of the Civil Service to provide handing-over notes before proceeding on any form of leave.
- (2) In furtherance of (1) above, the handing-over notes shall be prepared as recommended in Administrative Instruction 190.

PART VII
CASUAL LEAVE

317. Eligibility for Casual Leave

- (1) A staff of the Civil Service may apply in writing for casual leave to enable him to attend to his urgent personal matters.

- (2) No casual leave may be granted to an officer unless he has already taken all the leave for which he is eligible.

318. Frequency of Casual Leave

On being satisfied that the application is made on genuine grounds, a Chief Director or Head of Department or other person authorized may, subject to Administrative Instruction 317 grant the person up to ten (10) working days casual leave in one calendar year. This may be taken in one or more spells.

319. Extension of Casual Leave

In exceptional circumstances, casual leave may be extended beyond the maximum period of 10 days. Such an extension shall be deducted from the annual leave for the subsequent year.

PART VIII
SICK LEAVE

320. Grant of Sick Leave

- (1) A staff of the Civil Service is entitled to a paid sick leave.
- (2) An officer shall notify his supervisor, as soon as practicable, if he is unable to attend work due to illness or injury. The officer shall submit to the Chief Director or the Head of Department a medical report duly signed by a Medical Officer of an accredited health facility.
- (3) A staff of the Civil Service who does not attend work because of illness but fails to submit the report shall be considered as absent from work and is subject to appropriate sanctions.
- (4) A public servant who has been sick for a period of up to one (1) year shall be paid the full salary subject to periodic review and recommendation by an accredited medical practitioner.
- (5) At the end of the one (1) year period, if the medical practitioner certifies that further absence of duty is necessary, the officer shall be granted another period of sick leave not exceeding one (1) year on half salary.
- (6) Two (2) months before the end of the second year, the Ministry or Department shall inform the Head of the Civil Service, who shall request the Ministry of Health to constitute a medical board to evaluate the condition of the officer.

- (7) If the board finds that the officer is not fit to work, it shall recommend to the Head of the Civil Service for the discharge of the officer at the end of the second year.
- (8) Payment of salary to the officer shall cease immediately after his discharge from the Civil Service.

PART IX

MATERNITY AND PATERNITY LEAVE

321. Eligibility for Maternity Leave

- (1) A female staff of the Service, on becoming pregnant, may be granted her annual leave for which she is eligible and in addition a maximum of twelve (12) weeks leave.
- (2) Out of this leave, not more than four (4) weeks shall, if possible be taken before confinement, on production of a certificate signed by a Medical Officer of an accredited health facility or a Midwife of an accredited Maternity Home stating that the confinement may be expected to take place four (4) weeks after the date of the certificate.
- (3) As much as practicable, the leave period after delivery shall not be less than three (3) months.
- (4) The period of maternity leave may be extended for at least two (2) additional weeks where the confinement is abnormal or where in

the course of the same confinement, two (2) or more babies are born.

(5) A female staff of the Civil Service, who legally adopts a child under six (6) months old, shall be granted six (6) weeks in addition to her annual leave to nurse the baby.

(6) The Administrative Instructions under this part apply to all female staff of the Civil Service

322. Further Interpretation of Maternity Leave

Maternity leave granted under Administrative Instruction 321 shall be regarded as absence on the ground of ill-health.

323. Conditional Interpretation of Maternity Leave

(1) Maternity leave shall count towards increment and retiring awards.

(2) A female staff of the Service returning to duty after maternity leave, will be given the opportunity to go home each day after six (6) hours of duty, for a maximum of nine (9) months to nurse her baby.

324. Paternity Leave

A male staff of the Civil Service, on production of medical report issued by a qualified Medical Practitioner or a Midwife indicating the expected date of confinement of his wife is entitled to a period of paternity leave of a maximum of ten (10) working days, in addition to any period of annual leave to which that officer is entitled.

PART X
COMPASSIONATE LEAVE

325. Compassionate Leave

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

- (2) Compassionate leave shall not be accumulated from year to year. If it is found that an officer gave false information in an application for compassionate leave, that officer shall be liable to the forfeiture of pay for the period during which the compassionate leave was granted.

PART XI
LEAVE OF ABSENCE

326. Leave of Absence

- (1) A staff of the Civil Service may request and be granted leave of absence for personal or professional reasons. Among these are, to:
 - a) undertake a professional assignment;
 - b) welcome a new child into the family; or
 - c) embark on an extended trip.

- (2) Leave of absence up to a maximum of two (2) years may be approved for a staff of the Service where the officer necessary.

- (3) However, under special circumstances, longer period may be approved. On approval of the leave, the Chief Director or Head of Department shall be requested to initiate the necessary steps to stop or freeze the payment of salary of the staff of the Civil Service.
- (4) After leave of absence, that officer can only be reappointed subject to availability of vacancy. A staff of the Civil Service on leave of absence who is reappointed shall serve a minimum of four (4) years on the return to post before becoming eligible for consideration for another leave of absence or study leave with or without pay.

PART XII

DISEMBARKATION LEAVE

327. Disembarkation Leave

- (1) A staff of the Service who returns from abroad to resume duty after a course of study or duty tour shall be granted disembarkation leave. The effective date of the disembarkation leave shall be from the day following the date of disembarkation.
- (2) The staff of the Service shall communicate the notice of arrival to the Chief Director or Head of Department the next day after disembarkation.

- (3) A staff of the Civil Service shall be entitled to disembarkation leave as follows:
 - (a) two (2) working days (for a period of absence of up to six (6) months);
 - (b) ten (10) working days (for a period of absence above six (6) months)

PART XII
EXAMINATION LEAVE

328. Examination Leave

- (1) A staff of the Service shall be granted leave, on application, to enable the officer sit for an examination. The examination leave shall not exceed ten (10) working days and is additional to the staff of the Service's annual leave entitlement.
- (2) The following conditions apply for the grant of examination leave.
 - (a) the programme of study must have been approved by Management; and,
 - (b) the officer shall attach a copy of the official examination time table to the application for examination leave to Management at least five (5) working days before the commencement of the examinations.
- (3) If the permissible ten (10) days examination leave is insufficient to cover the duration of the examinations as provided for in the examination time table, the staff of the Service may apply for

annual leave or for casual leave in the event that the annual leave is exhausted.

- (4) If the officer exhausted both the casual leave and annual leave, he may apply for additional days. The additional days shall be deducted from the leave entitlements of the officer for the ensuing year.

329. Terms of Special Leave Dispensation

Leave considered to be in the public interest, other than annual leave, casual leave and maternity leave may be granted by the Head of Civil Service on full salary.

330. Leave Conditions for Non-Ghanaians

- (1) A non-Ghanaian staff of the Civil Service recruited from outside Ghana shall have his leave conditions stated in his terms of contract of employment by the Appointing Authority.
- (2) The following principles shall, however, apply to non-Ghanaian staff of the Service:
 - (a) travel by economy class of air, rail, or sea transport;
 - (b) eligible for travel once every three (3) years at Government expense on his annual leave; and,
 - (c) spouse and two (2) children are entitled to free transport, to and from leave, once every three (3) years.

PART XIV
STUDY LEAVE

331. Types of Study Leave

- (1) Study leave is a facility that is provided to a staff of the Civil Service to enable him undertake an approved course of study or research in a local or overseas training institution. This is to enable the officer keep abreast with current trends and broaden the scope and experiences of the Civil Service staff for the benefit of the organisation.

- (2) There are two (2) types of study leave.
 - (a) Study Leave with Pay
 - (b) Study Leave without Pay

332. Study Leave with Pay

- (1) A staff of the Civil Service who is granted study leave with pay for courses in local or overseas educational institutions, while on the course, shall be entitled to salary and other benefits and entitlements in accordance with prevailing Government policy.
- (2) The expenses in connection with passage and tuition fees will be borne by Government in cases where these cannot be met from Technical Assistance Funds from the Training Plan.

- (3) The authority for approving the grant of study leave with pay is the Civil Service Council.

333. Eligibility for Study Leave with Pay

- (1) A staff of the Civil Service may be granted study leave with pay, if he:
 - (a) is a permanent staff;
 - (b) has been confirmed in the appointment;
 - (c) has served the Civil Service for a period of not less than four (4) continuous years; and,
 - (d) has completed serving a previous bond where applicable;

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

- (3) In determining eligibility for study leave with pay, preference shall be given to a Civil Service staff who is a first-time applicant over previous beneficiaries.

334. Procedure for the Grant of Study Leave with Pay

The following procedure shall apply for the grant of Study Leave with Pay.

- (a) A Civil Service staff shall apply for the grant of study leave with the following supporting documents:
 - (i) admission letter for the course;
 - (ii) first appointment letter;
 - (iii) last promotion letter, if necessary; and,
 - (iv) recent pay slip.

- (b) A statement of the objectives and scope of the course and its relevance to the mandate of the Service and the duties and responsibilities of the applicant.
- (c) the Chief Director or Head of Department shall thoroughly examine the application in the first instance and forward it with comments to the Head of the Civil Service for consideration and the comments shall cover the following:
 - (i) applicant's status (whether confirmed or not);
 - (ii) length of service;
 - (iii) place, content and duration of the course;
 - (iv) relevance of the course to the applicant's work and the core mandate of the Ministry or Department;
 - (v) details of courses attended by applicant within the last one (1) year;
 - (vi) cost of programme and source of funding for participation in the course;
 - (vii) details of applicant's outstanding financial or other obligations to the organisation and Government, if applicable;
 - (viii) whether there is a pending disciplinary case against the applicant; and,
 - (ix) an undertaking by the applicant to successfully complete the course and return to the Civil Service
- (d) The application shall be forwarded to Office of the Head of the Civil Service for consideration and approval at least one (1) month before the commencement date of the course.

- (e) The applicant shall prepare and submit handing-over notes to a designated public servant.

335. Conditions for the Grant of Study Leave with Pay

- (1) Study leave with pay for courses to be undertaken abroad may be approved only if the course of study is not locally available.

- (2) This requirement may be waived in the case of beneficiaries of donor-sponsored programmes or scholarship or fellowship awarded by the Ghana Government or foreign organisations through a fair and transparent selection process.

- (3) The grant of Study Leave with Pay is subject to the following;
 - (a) signing of a bonding agreement by the employer and the applicant;
 - (b) approved course shall not be changed without the written permission of the organization;
 - (c) beneficiary shall not, on completion of the approved course, pursue an additional course of study without explicit approval from the Civil Service Council;
 - (d) the facility will be enjoyed for the normal duration of the course and the continued enjoyment of the facility is dependent on the beneficiary's satisfactory performance while on the course;
 - (e) the beneficiary shall cause to be transmitted by the training institution to the sponsoring organisation, semester reports on the performance of the beneficiary during the course of the training;

- (f) the beneficiary shall not modify the duration of the course without the written permission of the Head of the Civil Service;
- (g) in the event of breach of the conditions spelt out above, the promotion of the beneficiary shall be put on hold for the number of years that the beneficiary was on the study leave, and in addition, a certificate acquired by the beneficiary in the event of a change in course shall not be recognised by the Civil Service; and,
- (h) the period of Study Leave with Pay is leave-consuming and not leave-earning that is, no leave credits are earned for the period of the study leave.

336. Study Leave without Pay

- (1) Study leave without pay shall be granted as an alternative to resignation, in a situation where study leave with pay cannot be granted.
- (2) The grant of study leave without pay is subject to the following:
 - (a) the authority for approving the grant of study leave without pay is the Head of the Civil Service;
 - (b) the period of study leave without pay is leave-consuming and not leave-earning, that is, no leave credits are earned for the period of the study leave without pay;
 - (c) a qualification acquired by the officer shall not automatically qualify him for promotion and after the study leave without pay; and,
 - (d) the officer can only be reappointed subject to availability of vacancy.

CHAPTER 10: MONTHLY-RATED EMPLOYEE

337. General Conditions of Service

- (1) Subject to special conditions imposed at the time of the engagement of a monthly-rated employee may be subject to posting from the place of engagement to another post in the Civil Service.
- (2) Full payment shall be made for days on which a worker attends work as usual irrespective of whether wet weather prevents him from carrying out his normal duties and irrespective of whether it is possible to arrange some alternative work for him on these days.

338. Leave

- (1) A monthly-rated female officer qualifies for maternity leave provided she has been at post continuously for a period of not less than six (6) months.
- (2) A monthly-rated employee with more than one year's continuous and satisfactory service may be granted casual leave to attend to urgent personal matters.
- (3) Casual leave may not be granted to a monthly-rated employee unless he has already taken all leave entitlements.
- (4) Subject to sub-paragraph (1) a Chief Director, Head of Department or any other authorized officer may grant the employee up to ten (10) days casual leave in every period of one (1) year in one or

more spells on being satisfied that the application for the casual leave is genuine.

- (5) In exceptional circumstances, casual leave may be extended beyond the maximum period to which an officer is entitled. Such an extension shall be deducted from the annual leave of the officer for subsequent leave year.

339. Petition by Monthly-Rated Employee

A petition from a monthly-rated employee shall be submitted through the local Head of Department.

340. Laying Off

Persons engaged for a temporary purpose shall be clearly informed when projects for which they are engaged have been completed.

CHAPTER 11: EXIT FROM THE CIVIL SERVICE

PART 1

LEAVING THE CIVIL SERVICE

341. Circumstances of Leaving the Service

A staff of the Civil Service may leave the Civil Service under any of the following circumstances:

- (a) resignation;
- (b) vacation of post;
- (c) premature retirement;
- (d) retirement under medical grounds;
- (e) voluntary retirement after the age of 45;
- (f) compulsory retirement at the age of 60; and,
- (g) dismissal or termination (removal), where a staff of the Civil Service is separated on disciplinary grounds.

PART II

RESIGNATION

342. Notice of Resignation

- (1) A staff of the Civil Service who wishes to resign shall serve notice of his intention on the Head of Department, or a person authorized by him, in accordance with notice clause in his appointment letter.
- (2) The Head of the Civil Service may, however, waive the requirement of notice in whole or in part if he considers it appropriate to do so.

343. Resignation Without Notice

- (1) A staff of the Civil Service who leaves his post without giving the required notice will be regarded as having vacated his post with effect from the date on which he ceases to attend duty, and will not be granted any retiring benefits, other than his accumulations under the Social Security Scheme.
- (2) In the case of a “non-Ghanaian”, the officer will not be granted assistance towards the cost of passage. He will also forfeit the right to any gratuity or award for which he would, otherwise, have been eligible, other than his accumulations under the Social Security Scheme.
- (3) Where the Head of the Civil Service accepts a resignation, the Chief Director or Head of Department shall report the effective date to the Controller and Accountant-General and the Auditor-General.

344. Withholding Acceptance on Criminal or Disciplinary Proceedings

Acceptance shall be withheld where criminal or disciplinary proceedings have been, or are about to be instituted against a staff of the Civil Service who wishes to resign from the Service until the proceedings have been completed.

345. Resignation of Bonded Officers

A staff of the Civil Service who is bonded to serve the Government for a stated period and who wishes to resign from the Civil Service before the expiry of the bond shall apply through the Chief Director or Head of Department, who shall review the request and make necessary

recommendations to the Head of Civil Service for consideration and approval to estreat the bond.

PART III

DISMISSAL AND TERMINATION (REMOVAL)

346. Effects of Dismissal

- (1) A staff of the Civil Service, who is dismissed, leaves the Service with effect from the date of dismissal, and shall forfeit all claims to pension, annual allowances, gratuity or other retiring awards payable in accordance with prevailing Government policy.
- (2) When a staff of the Civil Service is dismissed, the Chief Director or Head of Department shall report the effective date to the Controller and Accountant-General and the Auditor –General.

347. Effects of Termination or Removal

- (1) A staff of the Civil Service whose appointment is terminated shall be paid a full or a reduced award as the approving authority may determine.
- (2) When the appointment of a staff of the Civil Service is terminated, the Chief Director or Head of Department shall report the effective date to the Controller and Accountant-General and the Auditor – General.

PART IV
RETIREMENT

348. Retirement

- (1) A staff of the Civil Service holding a post, otherwise than on limited engagement terms, may retire from the Service at any time after he has attained the age of forty-five (45).
- (2) Premature retirement is retirement before the age 45 years and includes dismissal, removal, retirement for medical reasons and retirement on grounds of marriage for women officers, with the consent of Head of Civil Service.
- (3) The Head of Civil Service shall issue a Certificate of Service, if the service of the officer has been satisfactory.

349. Special Testimonial on Conduct to Be Given in Special Circumstances

No other testimonial on conduct may be given to a staff of the Civil Service whether serving or on retirement, except in cases where special permission is given by the Head of the Civil Service.

350. Compulsory Retirement

- (1) A staff of the Civil Service holding a post, otherwise than on limited engagement, shall retire from the Service on attaining the age of sixty (60).
- (2) An Appointing Authority may discharge an officer on satisfactory evidence that he has attained the age of sixty (60).

351. Voluntary Retirement

- (1) A staff of the Civil Service who wishes to retire voluntarily after attaining the age of 45, shall serve notice to Head of the Civil Service at least three (3) months before the date on which he wishes to retire, provided that the requirement of notice may be waived, in whole or in part, at the discretion of the Head of the Civil Service.
- (2) The staff of the Civil Service shall apply to the Head of the Civil Service through his Ministry together with a statement of his reasons for wishing to retire prematurely.
- (3) The Chief Director, after consultation with the Head of Department, shall forward the application together with recommendations to the Head of the Civil Service.
- (4) A staff of the Civil Service aged 45 or more, who applies for and is granted permission to retire voluntarily, shall be paid any retirement benefit due him, whether or not he has taken up a post with the United Nations or other approved International body.

PART V
RETIREMENT AWARD

352. Retirement Award

- (1) A staff of the Civil Service may be entitled to terminal awards when he:
 - (a) retires compulsorily on reaching the age of 60;
 - (b) retires voluntarily at the voluntary retiring age;
 - (c) retires prematurely;
 - (d) retires on medical grounds; and,
 - (e) retires on grounds of invalidity

- (2) Six (6) months before a staff of the Civil Service is due to reach the age of 60, or in the case of an officer who seeks permission to retire voluntarily, the Head of the Civil Service shall consider whether or not the service of the officer has been satisfactory.

- (3) If the service of the officer has been satisfactory, the Head of the Civil Service shall issue a certificate accordingly, and approve the grant of the retiring award subject to computation and verification by the Accountant-General and Auditor-General, respectively.

- (4) If the approving authority is of the opinion that the service of the officer has not been satisfactory and considers that the officer's retiring award should be withheld in whole or in part, the Head of Civil Service shall be informed of the matter.

- (5) A staff of the Civil Service who is not satisfied with any decision taken, may petition the Head of Civil Service.

353. Gratuities for Officers Appointed on Limited Engagement Terms

An expatriate staff of the Civil Service on limited engagement terms, subject to the terms of his contract, may be eligible to receive a gratuity in accordance with prevailing Government policy, if he is above the age of 60, or if he does not contribute to the SSNIT.

354. When Gratuity Is Payable

In the case of an overseas officer serving on an overseas tour contract, a gratuity may be payable on the satisfactory completion of the period of the tour in accordance with prevailing Government policy.

355. Retirement Awards other than Gratuities

Retirement awards and other gratuities shall be computed in accordance with prevailing Government Policy.

356. Retirement on Medical Grounds

The authority for declaring that a staff of the Civil Service is incapable, by reason of infirmity of body or mind, of discharging the duties of his post shall be the Head of the Civil Service based on recommendations of a medical board through the Ministry of Health.

357. Invalidity and Discharge of Staff of the Civil Service

A staff of the Civil Service shall be discharged or declared invalidated on the grounds that he is physically incapable of performing the duties, if the invalidation has been certified by a medical board through the Ministry of Health.

358. Special Cases

- (1) Applications may be submitted to the Head of the Civil Service by an officer whose terminal awards cannot be determined under any of these Regulations.
- (2) The Head of the Civil Service shall make recommendations to the Minister of Finance, who shall determine the award to be paid.

359. Death Gratuity or Benefit

- (1) On the death of a staff of the Civil Service, funeral grant shall be paid in accordance with prevailing Government policy.
- (2) Funeral Grant shall be paid to the:
 - a) nominated relative or relatives; and,
 - b) Administrator of his Estate, where there are no nominations.
- (3) When the gratuity is paid to the Administrator, the Chief Director or Head of Department shall inform the Administrator of the names and addresses of the deceased officer's next of kin and shall give details of any other sum payable to or due from the estate.

360. Debts to Government on Leaving the Service

When a staff of the Civil Service leaves the Service under of any circumstances, the Chief Director or Head of Department shall ascertain the total sum owed by him to Government and this shall be recovered from his terminal entitlements.

PART VI
PAYMENT OF PENSION

361. Procedure for Payment of Pension

Payment of pension to staff of the Civil Service who have contributed to the Social Security and National Insurance Trust and other Pension Schemes, and are due for retirement, shall be in accordance with the procedure in the National Pensions Act, 2008, (Act 766) as amended by Act 883, of 2014.

CHAPTER 12: MISCELLANEOUS

PART I

FINANCIAL ADMINISTRATION

362. Dissemination of Public Financial Management Regulations

All staff of the Civil Service are expected to be fully conversant with the provisions of the following laws and legislations that are relevant to the efficient performance of their duties:

- a) Public Financial Management Act, 2016 (921);
- b) Public Financial Management Regulations, 2019 (LI 2378);
- c) Public Procurement Act, 2003 (Act 663) as amended in 2016 (Act 914);
- d) Internal Audit Agency Act, 2003 (Act 658); and,
- e) Ghana Internal Revenue Authority Act, 2009 (Act 791).

PART II

FOREIGN AID

363. Definition of Foreign Aid

Foreign Aid comprises technical and financial assistance received from other countries or international agencies. The terms and conditions under which the aid is received are normally embodied in the agreements.

364. Financial Assistance

Financial assistance comprises programme and project loans, commodity loans and grants.

365. Technical Assistance

Technical assistance includes the provision of consultants, advisers, fellowship and equipment for training and field research, absolutely relevant to be economic and social development of Ghana.

366. Procedure for Seeking Foreign Technical/Financial Assistance

Requests for foreign technical and financial assistance as well as offers of foreign aid, shall be channeled through the International Economic Relations Division of the Ministry of Finance which is responsible for coordinating and processing all foreign aid.

367. Clearance of Foreign Aid with Government

No offer of foreign aid may be accepted and no Foreign Aid agreements may be signed without the prior approval of the Government, represented by the Ministry of Finance.

PART III

PROTECTIVE CLOTHINGS AND CAMP EQUIPMENT

368. Eligibility for Protective Cloth and Camp Equipment

Whenever practicable, Management of Civil Service organisations shall ensure that staff are supplied with protective clothing when it is required for purposes of protection in the course of their work. For field officers, adequate camp equipment and clothing shall be provided.

PART IV
INSURANCE

369. Private Property

- (1) A staff of the Civil Service may not claim compensation from Government in respect of losses or damage to private property in circumstances where the loss could have been covered by insurance.

- (2) Where insurance is impracticable, the Government may grant compensation, subject to the following conditions:
 - (a) no property will be considered which is not, at the time and place in question, actually or conveniently necessary for the discharge of duties and the maintenance of the position of the officer;
 - (b) only a part of the declared value of the property lost will, as a rule be granted; and,
 - (c) no claim will be admitted under this Instruction on account of loss of money involved in the private property of the individual.

- (3) officers travelling by air will not be insured at Government expense but are at liberty to insure themselves or their families by private arrangement.

PART V
INTELLECTUAL PROPERTY RIGHTS

370. Rules for Patents, Inventions and Copyrights

The grant of patents for inventions and creative work by officers in the Civil Service is governed by the rules set out in the Administrative Instructions 371 below.

371. Conditions for Patenting of Inventions/Archives

A staff of the Civil Service, who has made an invention or creative work:

- (a) may patent it at his own expense; or,
- (b) shall, at the expense of Government, if so required by the Attorney-General and the Minister for Justice, lodge an application for provisional protection; and,
- (c) shall at the same time send a copy of the application through the Chief Director or Head Department.

372. Amount for an Award

In determining the amount for an award, or for the share of any commercial proceeds reserved to the Government, or allowed the officer under Administrative Instruction 371, all reasonable expenses incurred by the applicant in connection with the invention shall be taken into account.

PART VI
NEGOTIATING MACHINERY

373. Negotiations on Terms and Conditions of Service

- (1) The terms and conditions of service, payment of allowances and enjoyment of privileges as pertain to categories of staff of the Civil Service shall be negotiated between the Fair Wages and Salaries Commission, the Ministries of Employment and Labour Relations and Finance, on the part of Government, and Organised Labour for public Sector Employees including staff of the Civil Service.

- (2) The Forum for negotiating these conditions of service shall be the Public Sector Joint Standing Negotiation Committee which is co-chaired by the Fair Wages and Salaries Commission and the Trade Unions Congress.

PART VII

OATHS

374. Oath to be Sworn by Staff of the Civil Service

- (1) Persons recruited into the Civil Service shall swear the Oath of Allegiance, Oath of Secrecy and the Official Oath as provided in the Civil Service Law.

- (2) A staff of the Civil Service shall not be considered for appointment unless there is evidence of his compliance with sub-section (1) of this Instruction.

PART VIII

COMMENCEMENT

375. Effective Date of Implementation

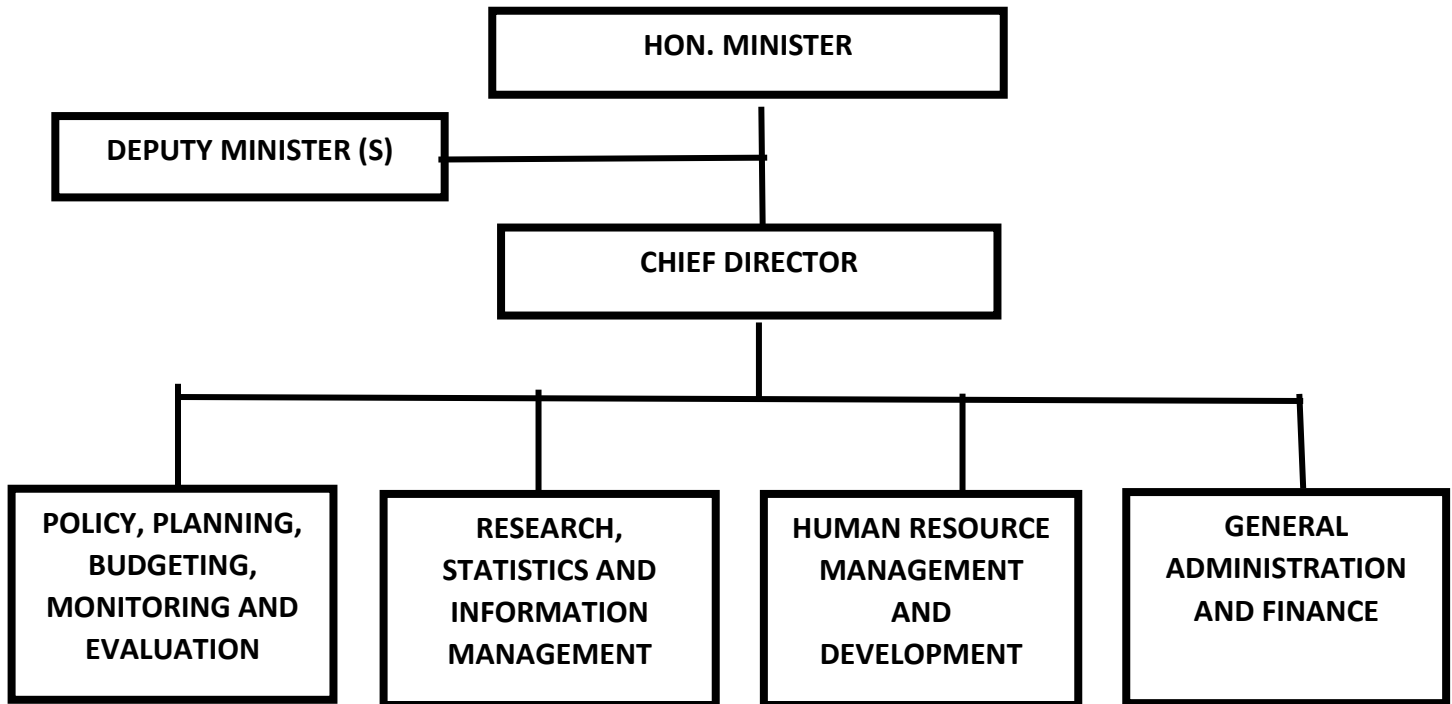
These Administrative Instructions shall operate with effect from day of, 2020.

DATE OF ISSUE.....

SIGNATURE.....

APPENDICES

APPENDIX I: A MODEL ORGANISATIONAL STRUCTURE FOR A MINISTRY



APPENDIX II: SCHEDULES

FIRST SCHEDULE CATEGORY "A" POSTS

Head of the Civil Service
Chief Director
Coordinating Director
Controller and Accountant-General
Director (Administration)
Director (Head of Department)
Director, Procurement and Supply Chain Department
Chief Rent Control Officer
Principal, CSTC, ITS, GSS
Director, NFED
Director, ICCES
Executive Secretary, Management Services Department
Foreign Service Officer A1
Director of Budget
Engineer-in-Chief, Public Works Department
Registrar of Scholarships
Registrar of Births and Deaths
Registrar of Co-operatives
Director, PRAAD
Chief Labour Officer
Chief Management Analyst
Chief Parks and Gardens Officer
Chief Training Officer
Chief Commercial Officer
Chief Procurement and Supply Chain Manager

Chief Tourism Officer
Chief Programme Officer
Chief Engineer
Deputy Controller and Accountant-General
Assistant Controller and Accountant-General
Chief Planning Officer
Chief Economics Officer
Chief Budget Analyst
Chief Industrial Promotions Officer
Chief Inspector of Factories
Chief Research Officer
Chief Agricultural Officer

SECOND SCHEDULE
CATEGORY "B" POSTS

Deputy Director (Administration/Deputy Head of Department)
Foreign Service, A2 and A3
Deputy Registrar of Co-operatives
Deputy Registrar of Births and Deaths
Chief Accountant
Deputy Chief Inspector of Factories
Deputy Chief Labour Officer.
Principal Training Officer
Principal Tourism Officer
Principal Management Analyst
Principal Engineer
Principal Research Officer

THIRD SCHEDULE
CATEGORY "C" POSTS

Assistant Director (Departmental)
Assistant Budget Analyst to Principal Budget Analyst
Assistant Director 1 (Administration)
Assistant Director IIA and IIB(Administration)
Foreign Officer A4 and A5
Foreign Officer B1 to B5
Foreign Officer C1 to C3
Stenographer Secretary to Senior Private Secretary
Assistant Engineer to Principal Engineer
Higher Executive Officer to Chief Executive Officer
Assistant Engineering Technician to Chief Engineering Technician
Foreman (Works) to Chief Works Superintendent
Technical Officer Grade 1 to Chief Technical Officer
Assistant Estate Manager to Chief Estate Manager
Assistant Estate Officer to Chief Estate Officer
Assistant Landscape Designer Grade 1 to Chief Landscape Designer
Assistant Transport Officer to Transport Manager
Assistant Systems Analyst to Systems Development Manager
Assistant Programmer to Senior Programmer
Industrial Property Registration Officer to Chief Industrial Property Registration
Officer
Supply Officer to Principal Supply Officer
Assistant Commercial Officer to Principal Commercial Officer
Assistant Industrial Promotion Officer to Principal Industrial
Promotion Officer
Assistant Geologist to Principal Geologist

Assistant Geophysicist to Principal Geophysicist
Assistant Geochemist to Principal Geochemist
Assistant Seismologist to Principal Seismologist
Assistant Inspector of Mines to Principal Inspector of Mines
Assistant Staff Surveyor to Principal Staff Surveyor
Assistant Surveying Technician to Chief Surveying Technician
Assistant Meteorologist to Principal Meteorologist
Assistant Meteorological Officer to Chief Meteorological Officer
Assistant Accountant to Principal Accountant
Accounts Officer to Chief Accounts Officer
Assistant Catering Officer to Chief Catering Officer
Assistant Protocol Officer to Chief Protocol Officer
Assistant Staff Training Officer to Chief Staff Training Officer
Assistant Management Analyst to Senior Management Analyst
Assistant Labour Officer to Principal Labour Officer
Assistant Inspector of Factories to Assistant Chief Inspector of Factories
Assistant Co-operatives Officer to Principal Co-operatives Officer
Assistant Agricultural Officer to Principal Agricultural Officer
Assistant Social Development Officer Principal Social Development Officer
Assistant Community Development Officer to Principal Community
Development Officer
Assistant Rehabilitation Officer to Principal Rehabilitation Officer
Assistant Information Officer to Principal Information Officer
Assistant Registration Officer to Chief Registration Officer
(Births and Deaths)

FOURTH SCHEDULE
CATEGORY "D" POSTS

Executive Officer

All Pre- Service Training Grades I.e. Stenographer Grade 11, Technical Officer
Grade 11

Junior Foreman

Senior Typist (and all Typist Grades)

Kitchen Staff Supervisor (Kitchen Staff and Cook grades)

Artisan

Yard Foreman

Auto Mechanic

Driver Mechanic (and all Driver Grades)

Tradesman (all trades and vocations)

FIFTH SCHEDULE
CATEGORY "E" POSTS

Labourer (General, Conservancy, Sanitary, Grass cutters etc.

Messenger

Chief Messenger

Watchmen (Night and Day)

Caretaker

Gardener

Porter

Rat Catcher

Stores Assistant

Pump Attendant Brush Hand

Kitchen Assistant

Steward

Sales Girl (Parks and Gardens)

Employment Assistant (Labour Department)

Information Centre Assistant

SIXTH SCHEDULE – GUIDELINES ON DISCIPLINARY AWARDS

No.	PERFORMANCE PROBLEM	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
1.	Reporting to work under the influence of liquor or drug	Written warning and one (1) day suspension w/o pay	Counselling/Medical Support	Five (5) days suspension w/o pay up to termination	Dismissal
2.	Drinking alcoholic beverages on the job	Written warning	Counselling/Medical Support	Ten (10) days suspension w/o pay up to termination	Dismissal
3.	Using illegal drugs on the job or bringing such drugs into the office	Ten (10) days suspension w/o pay up to termination	Counselling/Medical Support	Dismissal	
4.	Falsification of records	Dismissal			
5.	Stealing	Dismissal			
6.	Violation of written rules regulation, or policies of a security nature	Written warning up to termination	Ten (10) days suspension w/o pay to termination (Care should be given seriousness of situation whether negligence is willful or unwillful)	Dismissal	
7.	Negligence in carrying out job responsibilities	Written warning	Ten (10) days suspension w/o pay up to termination (Care should be exercised to consider seriousness of offence and whether offence is willful or unwillful)		
8.	Fighting with	Written warning,	Five (5) days	Dismissal	

	other workers	suspension and termination	suspension w/o pay to termination (Consideration should be given to the type of equipment or property involved, situation and purpose; security vs. non-security)		
9.	Unauthorised use of state equipment	Written warning up to termination	Five (5) days suspension w/o pay to termination (Consideration should be given to the type of equipment or property involved, situation and purpose; security vs. non-security)	Dismissal	
10.	Destruction or misuse of state property or equipment	Written warning up to termination	Five (5) days suspension w/o pay up to termination	Dismissal	
11.	Unauthorised solicitation of sales on state premises during normal working hours (Any sales or solicitation must be approved in advance by the Director or Head of Administration)	Written warning up to termination	Five (5) days suspension w/o pay up to termination	Dismissal	
12.	Absence from work without permission	Written warning	Five (5) days suspension w/o pay (Each unauthorized day of absence must be without pay. Accrued leave must	Termination	

			not be used for unauthorized absence from work)		
13.	Absence from work for ten (10) consecutive days w/o permission	Termination (if no credible evidence/reason is provided as an excuse for the absence from work)			
14.	Sleeping while on duty	Written warning up to five (5) days suspension w/o pay up to termination (Consideration should be given as to security vs. non-security of the situation)	Five (5) days suspension w/o pay up to termination	Dismissal	
15.	Reporting for work late without notification	Verbal warning each time up to two (2) times in a 30-day period	Written warning with three (3) occurrences in a 30-day period, or any four (4) occurrences within a 60-day period	Up to ten (10) days suspension w/o pay	Dismissal after having been warned and suspended
16.	Horseplay resulting in physical harm	Five (5) days suspension w/o pay to termination	Ten (10) days suspension w/o pay to termination	Termination	
17.	Malicious use of profane and abusive language to others on the job	Verbal warning up to five (5) days suspension w/o pay	Written warning	Five (5) days suspension w/o pay	Dismissal
18.	Loafing	Verbal warning	Written warning	Five (5) days suspension w/o pay to	Dismissal

				termination	
19.	Interference with other employees' work	Verbal warning	Written warning	Five (5) days suspension w/o pay to termination	Dismissal
20.	Gambling during working hours	Five (5) days suspension w/o pay	Termination		
21.	Working on non-official jobs during working hours	Written warning	5 days suspension, (w/o pay	Termination	