

ONBOARDING AND ORIENTATION POLICY FOR THE GHANA CIVIL SERVICE

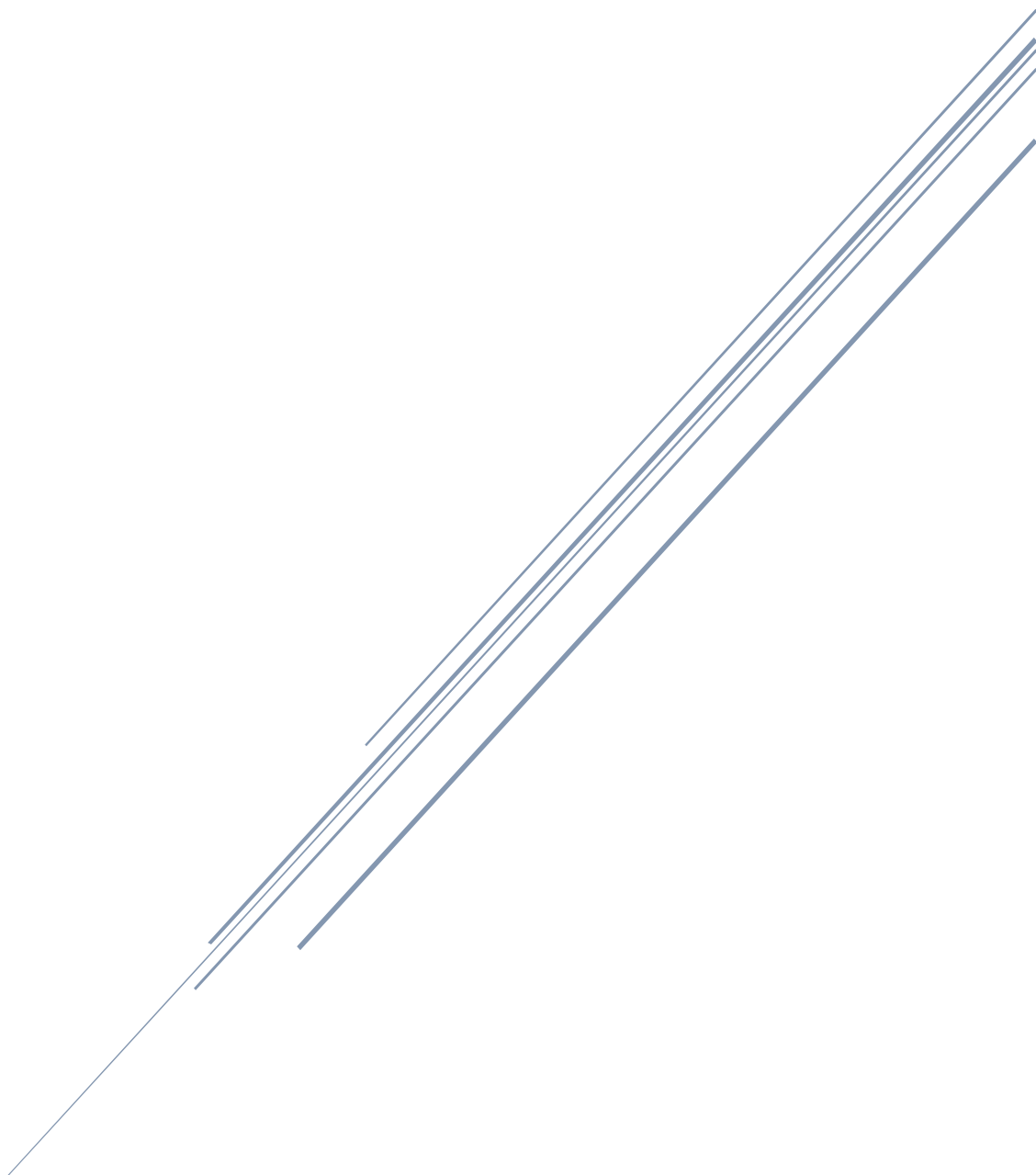


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1.0 Introduction

The Ghana Civil Service serves as the administrative and bureaucratic body with a primary mandate to support the government in formulating and executing policies for the country's development. Its primary means of achieving this goal is through the effective management of its human resources. The Office of the Head of the Civil Service (OHCS) as a Central Management Agency is responsible for ensuring that the Ghana Civil Service is adequately staffed, well-equipped, and fully operational to facilitate the realization of government objectives.

To gauge Staff long-term engagement and attrition rates systematically, one of the most reliable approaches is to employ a proper onboarding and orientation for new employees.

Onboarding refers to the process of introducing new employees to an organization. It is a critical step in helping employees understand their new roles and job responsibilities while seamlessly integrating them into the organization.

On the other hand, orientation is the process of familiarizing new employees with their duties, colleagues, and workplace. Typically, orientation takes place during the initial days of a new employee's tenure and aims to provide clarity regarding their job and its requirements. It is designed to make new staff be at ease in their positions, acquaint them with the organisation's expectations and policies, and provide an opportunity for them to seek clarification and address any concerns.

2.0 Purpose

The purpose of this policy is to establish a structured and comprehensive onboarding and orientation process for new staff members to ensure their successful integration into the Civil Service Institutions. This policy aims to enhance employee engagement, productivity and retention by providing clear guidelines and support during the initial phase of employment.

3.0 Scope

This policy applies to all new employees through direct recruitment, posting (internal and external), transfers, conversion or promotion, officers returning from study leave and temporary officers within the Civil Service Institutions.

4.0 Policy Statement

The Ghana Civil Service is committed to providing a comprehensive onboarding and orientation program for all new employees. The program shall be designed by the institutions to:

- Introduce new employees to the Civil Service vision, mission culture, values, policies and procedures.
- Provide the necessary knowledge and skills for success in their roles and work environment.
- Foster a sense of belonging and commitment to the organization from the onset.
- Facilitate integration into work teams and the Civil Service as a whole.

5.0 Responsibilities

The following are the responsibilities of the key stakeholders in ensuring a smooth transition of new employees into their roles;

1. Office of the Head of Civil Service (OHCS):

- Develop guidelines and frameworks for employee onboarding and orientation across all Ministries and Departments.
- Monitor Ministries and Departments to ensure compliance with policy.
- Monitor and evaluate the effectiveness of onboarding and orientation programs across the Civil Service.
- Collaborate with Ministries and Departments to customize the program according to institution-specific needs.
- Organize training and capacity-building programs for HR personnel within Ministries and Departments to enhance their skills in managing the onboarding and orientation processes.

2. Ministries:

- Implement the onboarding and orientation programs in line with the guidelines provided by the OHCS.

- Identify the specific needs and requirements of new employees within the ministries.
- Design orientation sessions that enable new staff to familiarise themselves with the ministry's mission, vision, organizational structure, policies, procedures and mandate.
- Collaborate with OHCS to tailor the onboarding and orientation program to their specific needs.
- Provide support to new staff during their onboarding and orientation process.
- Develop supplemental onboarding and orientation programs consistent with the overarching policy.
- Assign mentors to new employees to support them during their transition period.
- Evaluate the effectiveness of the onboarding process within their respective Ministries.
- Coordinating with HR departments within ministries to facilitate the onboarding and orientation process.

3. Departments:

- Collaborate with OHCS and Ministry in tailoring the onboarding and orientation program.
- Provide support to new staff during their onboarding and orientation process.
- Implement and deliver the onboarding and orientation program to new employees.
- Coordinate with HR departments within ministries to facilitate the onboarding and orientation process.
- Assist in the development of department-specific orientation materials and resources.
- Organize orientation sessions to introduce new employees to the department's mission, goals, organizational structure, key personnel and mandate.

4. The Chief Director

The Chief Director and Heads of Department are responsible for the full implementation of the policy. They are to ensure that Human Resources Directors of scheduled officers onboard new employees and assign them mentors.

5. The Human Resource Directorate

The Human Resource Management Directorate/Division (HRMD) and Units within Ministries and Departments shall be responsible for the development and delivery of the onboarding and orientation programme to their new employees.

6.0 Onboarding

The onboarding process shall be designed to introduce new staff members to the Ghana Civil Service and provide them with the essential information they need to begin their employment.

The process typically includes the following steps:

- **Pre-arrival:** New staff members are sent a welcome package that includes information about the organization, its policies, procedures and mandate. They are also contacted by their HR representative to schedule their first day of work. IT equipment, access credentials, and other necessary resources will be prepared in advance, ensuring a smooth start on the first day.
- **Day 1:**
 - ✓ Introduce the new staff to the team.
 - ✓ Take the new staff for a tour around the office.
 - ✓ Assign a mentor or a friend to the new staff who can help them become more familiar with the institution and the work.
- **First Week:**
 - ✓ Detailed sessions will be conducted on the organizational structure, highlighting key Directorates/Units and their functions. This will help new employees understand the collaborative nature of their work.

- ✓ In-depth training on organizational policies and procedures, including code of conduct, Administrative Instructions, Scheme of Service for the Classes among others will be provided. HR representatives will be available for any clarification or queries.
 - ✓ HR shall guide new employees with a clear explanation of leave policies, including vacation, sick leave, and public holidays, which shall be communicated to ensure employees are well-informed from the outset.
 - ✓ Study leave policy, promotion policy, etc
 - ✓ IT training shall be conducted, familiarizing employees with the organization's systems, communication platforms, and security protocols. This will contribute to a secure and efficient work environment.
- **First Month:** Throughout their first month, new staff shall continue to receive support and guidance from their HR representative and colleagues. New entrants shall also be allowed to shadow experienced staff and participate in on-the-job training. New employees would be introduced to the Operational Manual of the Institution/Directorate/Division/Unit.

7.0 Orientation

The orientation shall be designed to provide new staff with a more in-depth understanding of the Ghana Civil Service and its role in Ghana's development. This shall be provided to introduce new workers to the organisation, its office facilities, object, functions, structure, policies, rules, procedures, work ethics, and job descriptions. It is also meant to enable the employees to have a sense of belongingness to the organisation and help them settle down as quickly as possible.

The orientation program shall be delivered over one week. The program will include the following topics:

- **Overview of the Ghana Civil Service:** This component provides new staff members with a comprehensive understanding of the organization's history, mission, vision, values, and strategic goals.
- **Organizational Structure and Functions:** This component explains the organizational structure of the Ghana Civil Service, its various departments and agencies, and their respective functions.
- **Human Resource Management Policies and Procedures:** This component covers a wide range of Human Resource policies and procedures, including performance management,

training and development, other services employees can benefit particularly those at the Office of the Head of the Civil Service.

- Code of Conduct and Ethical Standards: This component emphasizes the importance of ethical behaviour and compliance with the Ghana Civil Service Code of Conduct.
- **Job Specific Orientation**
 - ✓ Directorate/Division/Unit Heads or representative will provide an overview and team structure
 - ✓ Discuss the new employee's job description, duties and performance expectations.
 - ✓ Provide initial training on job-specific tasks and systems.
 - ✓ Set short-term goals and outline the probationary period review process.

8.0 Training and Development

Continuous learning opportunities shall be emphasized, with frequent training sessions and workshops. This commitment to training and development aims at empowering employees to continually enhance their skills and knowledge as well as stay abreast with emerging trends and technologies.

Performance reviews shall be conducted periodically, to provide constructive feedback and identify areas for professional growth and development. Individual development plans shall be collaboratively created to align personal and organizational objectives.

9.0 Integration Activities

Social events, team-building activities, and informal gatherings shall be organized to promote a sense of camaraderie and teamwork among employees. These activities shall be designed to break down barriers, encourage collaboration, and foster positive relationships within and across departments.

An annual team-building retreat shall be organized, providing employees with an opportunity to engage in recreational activities, training sessions, and interactive workshops. This retreat aims to strengthen team bonds and reinforce the collective commitment to the organization's mission.

10.0 Feedback and Evaluation

Regular feedback sessions shall be scheduled at predefined intervals, allowing new employees to express their experiences and provide insights into the onboarding process.

Supervisors and mentors shall actively participate in these sessions to address any concerns and ensure that the onboarding process remains dynamic and responsive to evolving needs of both individual employees and the institutions of the Civil Service.

A comprehensive survey shall be distributed to all new employees upon completion of the onboarding program to gather anonymous feedback on their overall experience. This feedback will be used to refine and enhance the onboarding process continually.

11.0 Compliance

All aspects of the onboarding and orientation policy shall be adhered to by the Ministries and Department to ensure a positive experience for new employees.

12.0 Conclusion

The onboarding and orientation program is a holistic and immersive experience designed to provide new employees with the knowledge, support, and resources necessary for a successful and fulfilling career in the Civil Service. By fostering a welcoming, informative, and engaging environment, a positive and productive work environment is related to fully integrating new employees into the Ministries and Departments.