

THE GHANA CIVIL SERVICE

REVISED TRAINING AND DEVELOPMENT POLICY

AND

GUIDELINES FOR IMPLEMENTATION

(DRAFT)

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LIST OF ACRONYMS

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

THE GHANA CIVIL SERVICE TRAINING AND DEVELOPMENT POLICY AND GUIDELINES

INTRODUCTION

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

However two major challenges have been identified in the training function of the Civil Service namely;

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

To keep pace with emerging trends and current practices and to address the above challenges, it has become necessary to review the 2008 Training and Development Policy of the Civil Service. This review is also in tandem with the development of the 2015 Public Service Commission Human Resource Management Policy and Manual.

This policy focuses on innovative ways, fairness, transparent systems and procedures in the training of Civil Servants. It is aimed at providing an enabling environment to facilitate learning in a continuous manner to transform the Civil Service into a World class service.

This document is in two parts:

PART I: Training and Development Policy

PART II: Guidelines for Implementation

PART I:

TRAINING AND DEVELOPMENT POLICY

The Training and Development Policy specifies the framework, including the Purpose, Opportunities, Responsibilities, Types and Funding of training, in order to ensure that all classes and levels of Civil Servants are covered and their training needs addressed.

1.0 PURPOSE OF TRAINING AND DEVELOPMENT

The need to have the most competent and committed personnel capable of providing the services required of the Civil Service cannot be overemphasized. Hence, the relevance of formulating and implementing a robust Training and Development Policy.

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

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

Ensure the availability of the requisite skilled/ trained human resource to meet the future needs of the Service;

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

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

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

2.0 RESPONSIBILITIES FOR TRAINING AND DEVELOPMENT WITHIN THE CIVIL SERVICE

There are three (3) major levels of responsibility for Training and Development within the Civil Service. These are at the level of the OHCS, the Ministry/Department and the individual Civil Servant. The specific roles are spelt out in the sections below:

2.1 Responsibility of OHCS

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

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

The responsibility will be exercised through the Director, Recruitment Training and Development Division (RTDD), who will liaise with the Director, Career Management Directorate (CMD) of the OHCS, to provide the following:

- Leadership in providing technical advice and other substantive inputs towards the formulation and reviewing of national policies on Training and Development;
- Overall co-ordination of competency-based and scheme of service training and development programmes and activities within the Civil Service, as well as the monitoring and evaluation of their implementation;
- Issuance and effective application of standards, directives, rules and instructions in the form of operational manuals on staff training and development;

2.2 Responsibility of Ministries/Departments

Each Ministry/Department will have a Human Resource Development Directorate/Unit. The Director of this Directorate in collaboration with the Heads of the other units will be responsible for assessing and determining the staff training and development needs and planning appropriate

interventions to meet such needs. The training and development needs of officers shall be indicated in their Staff Performance Appraisal Reports and Training Plans after these have been agreed upon with their supervisors.

Heads of Ministries and Departments shall, in consultation with the Heads of Classes, ensure that Civil Servants under their control receive appropriate Scheme of Service training to enable them to perform the duties of their posts at a high level of efficiency and to prepare them for career progression.

Ministries/Departments shall develop and maintain updated database of training facilities, libraries and resources including training institutions, consultants, specialists, etc. which they will use from time to time.

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

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

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

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

2.3 Responsibility of Individual Civil Servants

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

3.0 SCOPE AND TYPES OF TRAINING AND DEVELOPMENT

3.1 Scope of Training and Development

Emphasis shall be placed on short-term functional training and development even though Civil Servants will be encouraged to acquire academic and professional qualifications up to the highest level such as a doctoral degree necessary for effective job performance. With the review of the Schemes of Service for selected classes in the service, possessing a Master's degree, preferably, in a relevant field of an officer's occupational group, from a recognized university is a prerequisite for career progression for Deputy Directors and analogous grades.

3.2 Types of Training and Development

3.2.1 Scheme of Service Training

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

3.2.2 Orientation/Induction Course

All new entrants into the Civil Service shall attend within the first year of joining the service, an appropriate orientation/induction training programme.

3.2.3 Promotion Course

The appropriate training shall be provided to equip staff with the knowledge and skills required for their new schedules.

3.2.4 Local Training

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

3.2.5 Overseas Training

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

3.2.6 Professional Training

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

3.2.7 Academic/Specialized Courses

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

3.2.8 IT Training/E-learning

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

3.2.9 Competency/Skill Based Training

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

3.2.10 Learning of French

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

4.0 FUNDING OF TRAINING AND DEVELOPMENT RESPONSIBILITY OF GOG / OHCS / MINISTRY/DEPARTMENT

4.1 GoG

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

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

4.2 OHCS

The OHCS shall facilitate service – wide training and development. It shall actively seek sponsorship, in addition to the regular budgetary allocations by GoG, for its service-wide training and development programmes. The OHCS shall collaborate with the Scholarship Secretariat, Ministry of Finance and other key institutions to ensure a fair and transparent distribution of scholarships. These Training opportunities shall be merit based and relevant to organizational goals and objectives.

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

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

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

4.3 Ministries and Departments

Heads of Ministries/Departments shall make adequate budgetary provisions of, at least, two percent (2%) of the annual total service budget for the training of their officers. Out of this two percent (2%), the Ministry of Finance is to set aside one percent (50%) for service-wide training (centralized training) to be managed by the OHCS.

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

5.0 FINANCIAL PROVISIONS FOR TRAINEES/ PARTICIPANTS/RESOURCE PERSONS

- i. GoG shall commit adequate resources for training and development at all levels of the Civil Service.
- ii. The OHCS *shall* grant study leave with pay to all confirmed Civil Servants undertaking approved job related training and development programmes within Ghana and overseas in line with existing regulations. Where a Civil Servant has to stay away from home/station while attending such programmes; night, travel, per diem, warm clothing and other allowances where applicable shall be paid to the staff at the approved rates. Warm clothing allowance is to be paid once every five (5) years to a Civil Servant whose training programme is organised in the country located in the temperate zone of the world.
- iii. Top-up allowance shall be paid to a Civil Servant on a partly sponsored programme or programmes for which external sponsorship falls below government approved rates.
- iv. Financial support for data collection for thesis and long essays, and purchase of books shall also be provided to Civil Servants on approved short and long courses by the nominating Ministry/Department, if these facilities are not provided as part of the scholarship.
- v. Research topics shall be agreed upon in consultation with the Heads of Ministries/Departments to ensure their relevance to the mandate and functions of the Ministry/Department in particular and/ or to the Ghana Civil Service in general.
- vi. Personnel who perform as resource persons on training and development programmes organized by OHCS or Ministries/Departments shall be entitled to the payment of approved honoraria and allowances.

6.0 STUDY LEAVE FACILITY

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

7.0 BONDING OF OFFICERS

- i. All Civil Servants who are sponsored for training and development shall be bonded to serve the GoG for periods not exceeding twice the duration of their sponsorship. However, for prospective PhD candidates, bonding periods shall not exceed five years.
- ii. The Officer or their guarantors who do not fulfill the terms of their bonds shall be invited to redeem the bonds by paying the total amount expended on the officer such as salaries and allowances/per-diem plus an interest of ten percent (10%) paid during the period of sponsorship. In addition, the defaulting officers shall not be re-engaged into the Service.
- iii. All duly completed and signed bond(s) should be submitted to the OHCS through their respective Sector Ministries prior to undertaking the course.

8.0 REPORTING OF TRAINING AND DEVELOPMENT PROGRAMMES

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

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

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

- v. Heads of Department, Human Resource Directors and supervisors are required to hold conferences with personnel returning from training and development programmes at

which the trainees shall brief the staff of the Ministry/Department on the training undergone.

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

9.0 PETITIONS AND APPEALS

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

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

PART II:

GUIDELINES FOR THE IMPLEMENTATION OF TRAINING & DEVELOPMENT POLICY

The guidelines for implementation of Training and Development also specify the purpose, focus and types of Training.

1.0 PURPOSE OF GUIDELINES

The guidelines set out the modalities and reference point for implementing the Training and Development Policy of the Ghana Civil Service.

2.0 FOCUS OF IMPLEMENTATION

Staff Training and Development involves huge expenditure. It shall therefore be ensured that good value is obtained for all training provided. It is essential that training and development programmes are carried out in a manner that would ensure that maximum benefits are derived thereafter.

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

3.0 DETERMINATION OF STAFF TRAINING AND DEVELOPMENT NEEDS

- i. The Human Resource Development Directors, under the supervision of their respective Heads of Ministries/Departments are expected to determine the training and development needs of the personnel of the Ministry/Department. To this end, they are required to assess the training needs of newly recruited personnel as well as undertake an annual assessment of the training and development needs of the existing staff.
- ii. Reporting Officers are required to reflect the training and development needs of their subordinates as part of the annual Staff Performance Appraisal which shall also serve as a basis for determining the training and development needs/requirements of appraised staff.
- iii. Identified Training and Development Needs for each Officer shall be compiled and forwarded to the OHCS for its information.
- iv. The Head of the Career Management Directorate (CMD) of OHCS shall collate these needs from the Staff Performance Appraisal Reports and submit them to the Director RTDD for onward transmission to the appropriate Civil Service Training Institutes for use in the review of their courses.

- v. The Director, RTDD of OHCS shall, in consultation with the Director, CMD of OHCS or any such designated training provider, determine the nature and organization of programmes in General.

4.0 TYPES OF TRAINING AND DEVELOPMENT

4.1 Scheme of Service Training

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

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

4.1.1 Orientation Programmes

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

4.1.2 Induction Course

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

4.1.3 Promotion Course

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

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

4.2 LOCAL TRAINING

Local Training shall comprise of the following:

4.2.1 Continuous / Refresher Training

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

4.2.2 Specially Arranged /Day-Release Programme

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

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

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

4.2.3 On-The-Job Training

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

4.2.4 In-House Training

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

4.2.5 Attachments and Internships

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

4.2.6 Mentoring

Human Resource Managers, will be required to design mentorship programmes to facilitate the transfer of skills acquired through specific training programmes. In cases where a public officer with specialized skills is appointed on contract, Ministries/Departments will assign counterparts to understudy him/her to ensure transfer of skills within the duration of the public officer’s contract. Quarterly reviews shall be made to monitor progress regarding skills transfer based on the skills transfer plan.

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

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

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

4.2.7 Coaching

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

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

4.2.8 High Flyer Scheme

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

4.2.9 Study Tours

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

4.2.10 Job Rotation

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

4.2.11 Conferences/Workshops/Seminars/Retreats

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

4.3 Academic/Specialized Courses

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

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

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

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

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

Appropriate sanctions shall be applied to:

- i. Staff who do not obtain prior approval from the OHCS before embarking on programmes/courses that require leave
- ii. staff on study leave with/without pay who perform poorly on such leave
- iii. Staff who overstay the period granted them for their studies.
- iv. Staff who fail to complete the course of study on schedule and submit copy of thesis to OHCS as appropriate.

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

Clerical/Technical staff who serve a number of four (4) years and seek to upgrade themselves to become a professional would be considered based on the availability of vacancies yearly.

4.4 IT Training/E-learning

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

4.5 Planned Organization Experience/Rotation

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

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

4.6 Evening Classes/Off-Duty Classes

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

4.7 Overseas Training

Opportunities for overseas training shall be used to enable officers to acquire academic/professional examinations or to acquire membership of professional associations, qualification or to expose them to new technologies. Such training

programmes shall be funded primarily by scholarships offered to Ghana by foreign governments or international and local organizations.

5.0 STUDY LEAVE FACILITY

Study leave is a facility that is provided to a Civil Servant to enable the Civil Servant undertake an approved course of study in a local or overseas training institution. This is to enable the Civil Servant keep abreast of current trends and broaden the scope and experiences of the Civil Servant for the benefit of the organization. There are two types of Study leave: (a) Study leave with pay and (b) Study leave without pay.

5.1 Study Leave With Pay

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

However, in view of the growing desire of Officers to add value to themselves to remain competitive in an environment of limited job opportunities, an increasing number of Officers, through their own individual efforts, gain admission into institutions of higher learning and take up the payment of tuition and other fees themselves. This category of Officers seeks to access the study leave with pay facility primarily for their own purposes. Consequently, the facility has been extended to cover such circumstances. The training may be full time or part time. The part-time training may include distance learning and sandwich programmes which are relevant to the Civil Servant current job, duties and responsibilities as well as the future career development of the Civil Servant.

5.2 Study Leave Without Pay

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

Civil Servants will be eligible for Academic training and awarded study leave under the following conditions:

- i. Applicants must hold a permanent appointment in the Service. They must have been confirmed in their appointment and done not less than four (4) continuous years' service and also have undergone the required trainings as prescribed by the Scheme of Service of the Class of the applicant
- ii. Must be nominated by the Ministry/Department for studies relevant to the officer's duties and in accordance with the Ministerial Annual Training Plan

- iii. In the case of overseas study, the course must not be available in the country. Applicants must in addition provide adequate evidence of full payment of tuition fees and of the ability or capability to adequately sustain himself/herself during the entire period of the programme
- iv. An Officer who seeks to pursue a second programme of study shall be deemed to be eligible for study leave only after the bond term for the first programme of study has been fully served

6.0 SELECTION PROCESS

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

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

7.0 TRAINING AND DEVELOPMENT FACILITIES

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

The under listed training institutions offer the following training and development programmes indicated under them for Civil Service at modest fees to cover tuition, boarding and lodging and the maintenance of the school facilities where applicable.

7.1.1 CIVIL SERVICE TRAINING CENTRE (CSTC)

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

- Management and skills training to officers in both the Managerial and Supervisory grades as well as in the Executive and Secretarial Classes.
- Promotion courses for executive and Personnel Class

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

Presently, the courses offered by C.S.T.C, include the following:

- Ethical Leadership
- Quality Productivity Management
- Records Management
- Effective Performance Management

Please see appendix 1 at page 20 for the full list of courses

7.2 GOVERNMENT SECRETARIAL SCHOOL (GSS)

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

The Government Secretarial School, Accra offers:

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

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

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

Please see appendix 2 at page 22 for the full list of courses

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

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

The schools' training programmes are advertised annually.

7.3 INSTITUTE OF TECHNICAL SUPERVISION (ITS)

The Institute of Technical Supervision offers:

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

Presently, I.T.S, Accra offers the following courses:

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

Please see appendix 3 at page 22 for the full list of courses

7.4 GHANA INSTITUTE OF PUBLIC ADMINISTRATION & MANAGEMENT (GIMPA)

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

- Certificate in Public Administration (CPA),
- Diploma in Public Administration (DPA),
- Senior Management Development Programme (SMD) and the Chief Executive Programme
- Certificate in Admin & Management
- Women in Development
- Certificate in Agriculture
- Certificate in Procurement
- Certificate in Logistics & Transport

7.5 PRIVATELY-OWNED INSTITUTIONS

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

8.0 MONITORING OF TRAINING AND DEVELOPMENT

For effective monitoring and evaluation, each Ministry/Department shall submit a quarterly report on the types of training organized and the impact of the training intervention on the organization for the information of the Head of the Civil Service.

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

9.0 GENERAL PROVISIONS

- i. Every Civil Servant selected for training and development programme shall attend/participate in the classes/training sessions regularly and pass all prescribed examinations.
- ii. Officers on long courses shall be offered the opportunity to take a second examination in case they fail at the first attempt. Officers whose progress is below average and those who fail their examinations on two occasions shall have their sponsorship withdrawn.
- iii. Heads of Ministries/Departments shall liaise with the Heads of Technical/Educational Institutions of officers on study leave with pay to obtain semester reports on the performance of the officers for monitoring purposes. Officers whose reports are not received and those whose progress is unsatisfactory shall have their leave terminated by the Head of the Civil Service to whom copies of such reports shall be submitted.
- iv. Heads of Ministries/Departments shall ensure that an enabling environment is created for the utilization of skills and knowledge acquired by staff from training programmes
- v. Arrangements shall be adequately made for the physically challenged persons to benefit from training and development programmes offered. There shall be no discrimination on account of this.
- vi. Effort should be made to ensure Gender mainstreaming in training and development.

Appendix 1: CSTC

SCHEME OF SERVICE, PROMOTION AND COMPETENCY BASED PROGRAMMES	
NO.	COURSE TITLE
1	Action Plan Development and Implementation
2	Administering the New Performance Appraisal Instrument for Public Servants
3	Attitudinal Change for Productivity Improvement in the Public Service
4	Basic Customer Care Course for Public Servants
5	Basics of Information Communication Technology
6	Business Communication
7	Cabinet Memorandum
8	Communication Skills and Public Relations
9	Communication Skills for Secretaries in the Public Service
10	Customer Care for Secretaries in the Public Servants
11	Effective Communication and Interpersonal Skills
12	Effective Delegation
13	Effective Office Administration and Management (Part I) &(Part 2)
14	Emotional Intelligence for Senior and Middle level Public Servants
15	Ethical Leadership
16	Evidence Informed Policy Making
17	Excel usage for Operational Excellence
18	Functional English Language (Introduction)
19	Functional Language (Advanced)
20	Functional Language (Intermediate)
21	General Administrative Procedure (Modern Practices)
22	Introduction to Project Management
23	Introduction to Strategic Management
24	Leadership Development and Team Building
25	Managing People and Supervision
26	Monitoring and Evaluation (Part I) for Middle level Public Servants
27	Monitoring and Evaluation (Part II) for Middle Level Public Servants
28	Negotiation Skills
29	Office Procedure and Business Communication
30	Organizational Basic Security/Risk and Safety Management
31	Organizing and Conducting Meeting
32	Organizing Meeting and Minutes Writing
33	Performance Coaching and Mentoring Skills for Senior level Public Servants
34	Performance Management
35	Performance Monitoring and Evaluation
36	Planning for Retirement
37	Policy Formulation and Analysis
38	Policy Formulation and Analysis for middle level Civil Servants
39	Practical Office Procedures
40	Practical Proposal Writing for Public Servants
41	Productivity Improvement at the Workplace for Public Servants
42	Professional Leadership Skill
43	Professional Work Ethics/Attitude
44	Promotion Courses to Executive, Higher Executive Officer and its Analogous Grades
45	Promotion Courses to Senior Executive, Principal Executive Officers and Analogous

	Grades
46	Proof Reading and Editing Skills
47	Public Private Partnership (PPP) Basic level for Public Servants
49	Public Service Administrative Skills for Middle Level Public Servants
50	Quality Productivity Improvement
51	Report Writing Skills
52	Scheme of Service Training (SG2-SG1, Front Desk Officers)
53	Scheme of Service Training (SS-PS and Analogous)
54	Scheme of Service Training (ADI - Dep. Directors and Analogous)
55	Scheme of Service Training (ADIIA, ADIIB and Analogous)
56	Scheme of Service Training (SG2-SG1, Front Desk Officers)
57	Security Education (Advanced)
58	Security Education (Intermediate)
59	Security Education (Introduction)
60	Self and People Management
61	Speech Writing and Delivery Skills for Public Servants
62	Staff Performance Reporting (Public Servants)
63	Staff Performance Reporting for Senior Public Servants
64	Strategic Management and Leadership
65	Supervisory Skills for Middle Level Public Servants
66	Supervisory Skills for Public Service
67	Task Analysis and Target Setting (Public Servants/Senior Level)
68	Task Analysis and Target Setting for Senior Level in the Public Servants
69	Training of Trainer (ToT) Part 1 for Training and HR Directors)
70	Training of Trainer (ToT) Part 2 (Training and HR Directors)
71	Work Ethics and Work Standards

Appendix 2: GSS

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

Appendix 3: ITS

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

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