

PUBLIC SERVICES COMMISSION



2018 ANNUAL PROGRESS REPORTS

1.0 INTRODUCTION

1.1 Purpose of the Monitoring and Evaluation for the stated Period

The main purpose of this Monitoring and Evaluation Plan was to enhance the capacity of the Commission to continuously track and periodically assess the Commission's progress of implementation of the Medium Term Development Plan to enable Management take the right decisions. This Monitoring and Evaluation (M&E) Plan provides a road map for Commission in its monitoring and evaluation processes. More specifically, this M&E Plan seeks to:

- a) analyse, involve and provide M&E results to stakeholders as part of meeting PSC's accountability and transparency requirements;
- b) determine the M&E conditions, needs and skills gaps within the Commission;
- c) assess whether the Commission's development targets in the Medium Term Development Plan are being met;
- d) identify achievements, constraints and failures of the policies, programmes and projects of the Commission;
- e) improve allocation of resources and service delivery by the Commission;
- f) contribute to the establishment of quality assurance mechanisms for implementation of the projects and programmes of the Commission;
- g) strengthen the capacity of the Commission to enable the documentation of performance and provide regular reports on progress being made; and,
- h) contribute to learning and sharing of knowledge and experience and build stakeholders' confidence in the Commission.

1.2 Processes involved in conducting Monitoring and Evaluation

A participatory process is used by the Commission when conducting Monitoring and Evaluation. All staff, management, Commissioners including the Chairman and some selected stakeholders are all involved in the participated in Monitoring and Evaluation. To assess progress for performance indicators ,baseline data were colectyed for each programme.project.Based on the baseline target were set together for project implementating staff.Once taget for the outcome performance indicators were set,source of data and methods of data collection for the indicators were identified.

The Commisiso undertakes quarterly tracking of activity progress by systematically gathering and analysing adata anad information that measures progress toward Sachieving program objectives.This review helps the Commission to track changes in program outputs and performance over time.

1.3 Status of Implementation of the Sector Meduim Term Development Plan

In order to achieve the Commission/s vision and mission, the Commission is required to develop good HRM policies, procedures, regulations, guidelines and standards based on best human resource management practice to ensure high productivity, through efficient and effective utilization of human resources in the public service.

The Commission has developed its Medium Term Development Plan (MTDP-2018-2021) in line with the policy objectives of the National Development Policy Framework : “An Agenda for Job: Creating Prosperity and Equal Opportunity for All” .

The key prioritised policy objectives adopted for implementation in the National Development Policy Framework is to:”Build an efficient and effective government machinery”.The Commission has also adopted six(6) key strategies from the framework and out of which, has generated projects, programmes and activities for implementation during the planning period.

2.0 Achievements with the Implementation of 2018-2021 MTDP

2.1 Programmes/Projects Status for 2018

The Public Services Commission (PSC) started the implementation of its Medium Term Development Plan under the ‘An Agenda for Job: Creating Prosperity and Equal Opportunity for All’ in 2018, and has since made some modest achievement in the implementation of its planned activities. In 2018, the Commission implemented the underlisted prioritized programmes and projects geared towards the achievement of the goals and objectives of the National Development Policy framework .

Table 1 : Porportion of the SMTDP implemented in 2018

Indicators	Baseline	Target	Actual
	2017	2018	2018
1.Porportion of the Annual Action Plans implemented:			
Percentage Completed	71%	85%	87%
Percentage of On-going Interventions	71%	85%	87%
Percentage Interventions abandoned	0%	0%	0%
Percentage of Interventions yet to start	0%	0%	0%
2.Porportion of the Overall medium term development Plan implemented	0%	25%	27%

Table 2 : Detailed information on the Annual Action Plan Implementation

No.	Development Dimension	2018	
		Planned	Executed
1	Social Development	5	4

Table 3 : Performance of Sector Indicators

Indicator categorized by Development Dimension of Agenda	Baseline	Target	Actual
Key National Indicators			
	2017	2018	2018
Social Development			
Integrtaed public service wide Human Resource Mnagement Information System (HRMIS)	20 MDA captured into the HRMIS	39 MDAs to be captured into the HRMIS	40 MDA captured into the HRMIS
Sector Specific Indicators			
Public Service Promotion Examination conducted	1	1	1
Implementation of Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Service	Seventy percent (70%) response to requests for sensitisation and training on the HRMPFM	Ninety percent (90%) response to requests for sensitisation and training on the HRMPFM	All requests (from five (5) MDAs) for sensitization and training on the HRM Manual have been responded to, representing 100% of requests
Training on the New Performance Management System for public service organisations	Seventy-one percentage (71%) PMS requests facilitated	Seventy percentage (70%) PMS requests facilitated	Facilitated Performance Management Training programmes for (five) 5 public service organisations out of a total request of seven (7) representing 71.42% of requests.

2.1.2 *Human Resource Management Policy Framework and Manual*

The Human Resources Management Policy Framework and Manual was developed and approved by Cabinet in 2015 to standardise and harmonise human resource management practices in the Public Services. In order to ensure its effective and standard application throughout the entire Public Services, the Commission organised series of training and sensitisation workshops for Senior Management staff and staff of public service organisations.

In 2018, the Public Services Commission continued with the sensitization and training of public servants in the use of the Human Resource Management Policy Framework (HRMPF) and Manual. Board members and Senior Management Staff of some public service organisations were sensitized and trained in the HRMPF Manual. One hundred and eighty-seven (187) copies of the Manual were printed and distributed to public service organisations. It is instructive to note that following the sensitization and training of Governing Board/Councils, Management and Staff of public service organisations over the years, many MDAs are currently using the HRMPF as their reference point in human resource management. .

2.1.3 *Schemes of Service Development and Review*

Upon request, twenty-nine (29) workshops were facilitated for sixteen (16) public service organizations (PSOs) in the development of their Schemes of Service.

The organizations included: National Blood Service Ghana (NBSG), National Service Scheme / Secretariat, Ghana Revenue Authority (GRA), Ghana Aids Commission (GAC), Office of Administrator General (OAG) , National Board for Professional Technical Examinations (NABPTEX), National Teaching Council (NTC) , National Inspectorate Board (NIB) , National Sports Authority (NSA), National Council for Curriculum Development (NaCCa), Food And Drugs Authority (FDA), National Biosafety Authority (NBA), Land Use & Spatial Authority (LUSPA), Health Facilities Regulatory Authority (HeFRA), National Sports Authority (NSA) and Ghana Library Authority (GLA).

The Schemes of Service for the Office of Administrator General (OAG) and the National Service Scheme / Secretariat were approved during the year.

In 2018, Schemes of Service for four (4) MDAs were completed and expected to be submitted for approval in early 2019. These include the Ghana Revenue Authority (GRA), National Board for Professional Technical Examinations (NABPTEX), National Inspectorate Board (NIB), and the National Biosafety Authority (NBA).

Two (2) MDAs submitted their Schemes of Services to the Commission for approval but the schemes were not approved because they did not meet the requirements of the current

standards and guidelines. These MDAs included Traditional Medicine Practice Council (TMPC) and the National Board for Small Scale Industries (NBSSI).

Initial briefing meetings were held with the Ghana Highway Authority (GHA), the Ghana Irrigation Development Authority (GIDA), the National Commission on Culture (NCC), Financial Intelligence Commission (FIC) and Council for Law Reporting but workshops were not held due to scheduling challenges.

2.1.4 Conditions of Service Development and Review

During the year, two (2) MDAs, the Law Reform Commission and the Ghana Education Trust Fund (GETfund) submitted their Conditions of Service for approval. The Conditions of Service for the Law Reform Commission was approved.

2.1.5 Performance Management Training Based On Requests

During the year the Commission received requests for performance management training workshops from eleven (11) public service institutions. Workshops were facilitated for Ten (10) out of the eleven (11) institutions. This is a thirty-six percentage increase in the requests for training from MDAs in 2017.

The agencies trained included Electoral Commission, Securities and Exchange Commission, Office of Administrator of Stool lands (OASL), National Accreditation Board Ghana Highways Authority (GHA), Ghana Meteorological Agency, National Labour Commission, Economic of Organized and Crime office (EOCO), Architects Registration Council and Energy Commission.

2.1.6 Psc Planned Training

In 2018, the Commission also planned and organized two (2) performance management training workshops for appraisers and supervisors from selected public service institutions as part of the Commission's capacity building initiatives to improve performance delivery in the public service. A total of eighty-four (84) participants from forty-four (44) MDAs were trained.

A total of four hundred and forty seven (447) participants were therefore trained during the year from fifty-five (55) MDAs. Training participants were given an overview of the new performance management system for the public service and taken through performance planning, target setting and performance review and appraisal. (List of MDAs trained in appendix A)

2.1.7 Human Resource (HR) Audit

In 2018, the Commission planned on conducting HR audits for twenty-five public service institutions with the aim of setting establishment ceilings levels for the said organizations in the Human Resource Management Information System (HRMIS), however, that number was reviewed downwards during the mid-year performance review because the Commission did not receive funding for this activity from Government of Ghana or from development partners as was the case in 2017, when funding received from the Canadian International Development Agency and the French Embassy.

Based upon requests, HR audit was conducted for two MDAs. They are the Securities and Exchange Commission (SEC) and the Ghana Standards Authority (GSA)

2.1.8 Human Resource Management Information System (HRMIS)

This policy objective is to contribute to the establishment of accurate, reliable and centralized human resource database on the exact numbers, staffing trends, establishment ceilings, and profile of personnel to facilitate informed decision making in the development and management of human resource in the Public Services. It is expected to strengthen controls around entrance, exit, promotions and positions across the various services and also to control the wage Bill through prudent HR Management. The Public Services Commission has established a comprehensive Human Resource Management Information System (HRMIS) on a common Oracle platform for all public service employees on the Government payroll.

In 2018, forty (40) additional MDAs were migrated onto the HRMIS. This means that the forty (40) MDAs can now update the recruitment, promotions and separations of their staff in real time. The forty (40) additional MDAs that went live on the HRMIS includes, among others, the National Commission on Culture, Lands Commission, Electoral Commission, Ghana Education Service, Ghana Audit Service, Ministry of Education, Ministry of Health, Ministry of Justice and Attorney General, Ministry of Employment and Labour Relations, Ministry of Foreign Affairs and Regional Integration, Ministry of Works and Housing, Ministry of Tourism, Arts and Culture, Ministry of Interior, Ministry of Trade and Industry, and the Ministry of Environment, Science, Technology and Innovation.

The rest are the Office of the President, Office of the administrator of Stool Lands, Hydrology Department, Ghana News Agency, Ghana Highway Authority, Ghana Standards Authority, Ghana Library Authority, Public Procurement Authority, Architects Registration Council, Ghana Tourism Authority, National Theatre of Ghana, Gratis Foundation, National Disaster Management Organisations, National Board for Professional and Technician Examinations, Non-Formal Education Division, Council for Law Reporting, National Population Council, Nursing and Midwifery Council and Ghana National Commission for UNESCO.

This brings the total number of MDAs that have gone live on the HRMIS to 60. The 60 together constitute 84.35% (451,247) of the Government of Ghana (Gog) employees. The 60 MDAs that have gone live on the system are made up of 10 Commissions, 7 Services, 18 Ministries, 3 Departments and 22 Agencies. The detailed breakdown of the MDAs and their staff number as at December 2018 are given below:

The 10 Commissions comprise the ff:

1	Public Services Commission	62
2	Ghana Aids Commission	52
3	Law Reform Commission	15
4	Water Resources Commission	36
5	National Labour Commission	39
6	Fair Wages and Salaries Commission	49
7	National Commission for Civic Education	1,439
8	National Commission on Culture	761
9	Lands Commission	1,269
10	Electoral Commission	1,208

The 7 Services include:

1	Ghana Prisons Service	5,681
2	Ghana Statistical Service (GSS)	330
3	Local Government Service	26,591
4	Office of the Head of Civil Service	390
5	Ghana Health Service	71,680
6	Ghana Audit Service	1,854
7	Ghana Education Service	318,774

The 18 Ministries consist of the ff:

1	Ministry of Food and Agriculture	1,804
2	Ministry of Communications	75
3	Ministry of Fisheries and Aquaculture	69
4	Ministry of Youths and Sports	51
5	Ministry of Defense	37
6	Ministry of Finance	529
7	Ministry of Interior	65

8	Ministry of Trade and Industry	237
9	Ministry of Transport	61
10	Ministry of Roads and Highways	569
11	Ministry of Environment, Science, Technology and Innovation	542
12	Ministry of Education	112
13	Ministry of Health	1,169
14	Ministry of Justice and Attorney General	552
15	Ministry of Foreign Affairs and Regional Integration	221
16	Ministry of Works and Housing	542
17	Ministry of Employment and Labour Relations	71
18	Ministry of Tourism, Arts and Culture	42

The 3 Departments consist of the ff:

1	Office of the President	785
2	Office of the Administrator of Stool Lands	282
3	Hydrology Department	52

The 22 Agencies consist of the ff:

1	Ghana News Agency	123
2	Ghana Highway Authority	1,236
3	Ghana Library Authority	512
4	Ghana Standards Authority	215
5	Public Procurement Authority	44
6	Architects Registration Council	7
7	National Population Council	85
8	Gratis Foundation	144
9	Ghana Tourism Authority	192
10	National Disaster Management Authority	6,223
11	Council for Law Reporting	31
12	National Board for Professional and Technical Examinations	45
13	Nursing and Midwifery Council	121
14	Non Formal Education Division	2,503
15	National Theatre of Ghana	57
16	Ghana National Commission for UNESCO	10

17	National Board for Small Scale Industries	356
18	Integrated Community Centre for Employable Skills	452
19	Kwame Nkrumah Memorial Park	14
20	Du Bois CENTER	5
21	National Vocational Training Institute	682
22	Ghana Institute of Languages	93
	TOTAL	451,247

Some of the successes achieved by the MDAs that are live on the HRMIS include the following:

- i. **The HRMIS Has brought about Better Establishment Control, Leading to Better Control over Payroll Expenditure:** - The Establishment Ceilings of some of the Live MDAs have been determined and set on the HRMIS. For MDAs who do not have approved establishment ceilings, the status quo on the payroll was adopted, pending the conduct of HR audit for them. These MDAs are now position controlled. This makes it impossible for these MDAs to recruit outside their Establishment Ceilings, whether with an approved establishment ceiling or status quo. Only staff within the establishment ceilings are, therefore, paid by the Controller and Accountant General's Department (CAGD). This will go a long way to eliminate ghost names/workers from the payroll of these MDAs.
- ii. **Instant update of Human Resource (HR) Data by MDAs:-** The live MDAs on the system are now able to do instant update of their HR records when the payroll is opened. This has cut down th time used to undertake the HR business processes from 6+months to 1-2 months and has, thus, allowed new employees to receive their first pay within a maximum of two months after recruitment.
- iii. **Provision of Improved Quality Human Resource Data in the Public Service:-** We now have an HR database with accurate numbers for the 60 MDAs that have gone live on the system, e.g., the exact staff strengths for the following MDAs, as at 03rd September 2018, are as follows:

#	MDA	Staff Data
1	Ghana Health Service	71,680
2	Ghana Education Service	318,774
3	Local Government Service	26,591
4	Ghana Prisons Service	5,681

The HRMIS has, thus, provided readily available and accurate data on the existing staff of the live MDAs to ensure that only active staff who are deployed within known Management Units are paid by CAGD.

- iv. **The Live MDAs are now able to generate various reports on all their HR data in the HRMIS** to use to plan better for their HR needs and make other HRM decisions. For Example, the Live MDAs are using the system to generate:

- *Position Vacancy Reports (E.g. as at 18th June, 2018, there were 4 vacancies at the GHS ICD: Office of the Chief Pharmacist, for the position of Principal Pharmacist; Similarly at the GES HQ Admin and Finance office, during the same period, there were 3 vacancies for the position of Assistant Director II Base Grade),*
- *Staff-at-Post information (E.g., as shown above under (iii)for the four listed MDAs),*
- *Gender Profile of staff (E.g. for the total staff population of the GHS as at 03rd September, 2018, 31.6% were males and 68.4% were Female; for the same period for the GES, 61.3% were males and 38.7% were females.*

GENDER PROFILE	GHS (%)	GES (%)
FEMALE	68.4	38.7
MALE	31.6	61.3

- *Age Profiles of staff (E.g. the ff were the age profile for the GHS and the GES as at 03rd September, 2018:*

AGE PROFILE (Years)	GHS (%)	GES (%)
Under 30	37.2	24.8
31 - 40	45.3	41.6
41 - 50	8.6	20.2
51 - 60	8.9	13.5

- i. **The system has been able to prevent the receipt of double pay by 5 GoG employees:** - A live MDA undertook some recruitment in 2017. Unknown to this MDA, 5 of these new recruits were persons who were already on GoG payroll as employees of some other MDAs. For about 5 months, these persons had vacated their posts at their respective institutions and joined the other recruits of this new MDAs for training. For all these while, the ESPV validating them as present at their “former” stations, meaning that for the 5 months that they abandoned their post, they were still receiving salaries. It was during their training when this MDA wanted to put them on the HRMIS that the system discovered that they were already active on another MDAs’ payroll. These persons were made to refund the unearned salaries for these 5 months (amounting to GH¢ 44,458.18), properly terminated before they were rehired into the system. Had it not been the HRMIS, these officers were going to receive double pay. The HRMIS, therefore, averted the possibility of double payment being made to the same staff.

A total of **GH¢ 44,458.18** was retrieved from the officers and paid into the GoG suspense account.

ii. **Detection of the Overaged on the Payroll**

PSC is able to use the system to check the incidence of over-aged employees still active on the GoG payroll. For Example on 20th November, 2017 the Commission identified twenty (20) officers under GHS who were over 60yrs and still active on the payroll. Following this the Commission directed the GHS to take steps to expunge these names from the system immediately and was done accordingly.

- iii. The Commission has been Monitoring the removal of officers who have reached the mandatory retirement age of 60yrs and has noted a significant decline from a figure in June 2016 of 1,730 staff; to Jan 2017 – 1,262 staff; and currently Sep 2018 – 65 staff. In approximate terms if on average each retiree was to continue earning Ghs500 the savings in payment of unearned salaries would approximate GHS832,500 [i.e. (1,730 – 65) x 500].

2.1.9 Appointments and Promotions

(i) Categories “A” and “B” Office Holders

The Commission received seventy-six requests on appointments/promotions into Categories “A” and “B” positions in the public service organisations. In all, the Commission responded to sixty-seven (67) of the requests received. This represented 88.15% of request for recruitment/promotion of categories ‘A’ and ‘B’ office holders in the Public Service.

(ii) Other Categories of Post Holders

In furtherance of its Constitutional mandate, the Commission, in 2018, continued to play a critical role in the appointment/recruitment and promotion of personnel to various grades in several Ministries, Departments and Agencies (MDAS), through the representation of its staff on selection and assessment interviews panels. This is to ensure that best human resource practices are applied to safeguard transparency, fairness, and credibility of the recruitment process. The Commission was represented on a total of ninety-six (96) interview panels in 2018.

2.1.10 Qualifying Promotional Exams for Public Servants

The Commission conducts examinations to evaluate the competence and general disposition of specified categories of serving public servants to assume higher responsibilities. The Commission organised Qualifying Promotion Examinations for one thousand, two hundred and twenty-two (1,222) candidates registered for and wrote the 2018 Examination.

2.1.11 Conference of Public Service Chief Executives, Chief Directors and Chairpersons of Governing Boards/Councils

The Commission instituted the Annual Conference in 2004 to create a unique platform for top public servants in strategic leadership positions to meet and share experiences and ideas on contemporary issues of public administration and governance in the Public Service. The Conference also provides the platform for the H. E. the President to meet and interact with

his Chief Executives and the Chairpersons of the Governing Boards/Councils on the vision of the Government.

The Ninth Conference was held at the Capital View Hotel in Koforidua under the theme “Innovation and Creativity for Value Added Service Delivery in the Public Service”. His Excellency Nana Addo Danquah was the Special Guest of Honour at the 2018 edition of the Annual Conference, which was attended by one hundred and eighty-one (181) participants, comprising Chief Directors, Chief Executives and Chairpersons of Governing Boards/Councils.

2.1.12 *Corporate Governance Manual for Governing Boards/Councils in the Ghana Public Service*

The Public Service Governance manual was developed to facilitate the creation of an effective human resource management structure and mechanism within the public service organisations to create effective work relationship between Governing Boards/Councils, Management and Staff. Upon request, the Commission conducted sensitization and training on the Corporate Governance Manual for Governing Board/Councils for the Ghana Public Services for some members of the Governing Boards/Councils in five (5) MDAs.

2.1.13 *Coordinate the conduct of the survey of the maiden State of the Public Service Report (SoPSR)*

To perform its regulatory, consultative and supervisory functions, the Commission initiated the annual State of the Public Service Report (SOPSR) in 2014. The report is to provide regular and reliable information on the situation of the public service relating to human resource management. The information was meant to guide the Commission in exercising its functions.

The 2014 and 2015 reports focused on three (3) themes, namely; Effective Leadership, HR Management and Development and Transparency and Accountability. The Commission followed up on the key findings to address major issues with the relevant stakeholders.

The Scoping Paper for the 2017 SoPSR was also developed for discussion and approval by the Commission. The Scoping Paper covered Major Themes for the SoPSR, Working Titles for the Chapters of the Report and Detailed Outline for the Proposed Chapters, which includes the Themes, Chapters, Chapter Titles, Purpose for each Chapter and Guiding Questions for each Chapter.

Questionnaire for the survey was prepared for discussion and final approval by the Commission on 5th March, 2018. Terms of Reference for the survey was prepared, submitted to the Commission for approval and subsequently forwarded it to the Procurement Unit of PFMRP for inclusion in the procurement document in 10th January, 2018. However, due to inadequate funds to carry on with the exercise, the 2017 SoPSR was, kept on hold.

2.2 Difficulties or Challenge

Most prominent among the implementation challenges were the inadequacy of approved budget and the perennial late release and non-release of funds. In addition to this, was the non-responsive and uncooperative attitude of some public service agencies in either following up on requests for assistance from the Commission or being part of the public service-wide reforms.

3.0 Monitoring and Evaluation report activities

A matrix indicating the list of projects and programmes in the sector .Each project shows the following name of the project, or programme, project description , project location, contractor or consultant, involved, budget,source of funding, and type of funding ,date started, expected completion date,contract sum,expenditure to date, project implementation status and remarks is attached as appendix 1 and 2.

3.1 .1 Update on Funding Sources and Disbursements

The Commission's source of funds are moneys received form the Government of Ghana and Development Partners. The breakdown of the Commission funding source and disbursement of the funds for 2018 are listed below.

Table 4 : PSC Funding Sources and Disbursement

SN.	BUDGET PROGRAMME	BUDGET SUB-PROGRAMME	PROGRAMME COST (AS APPROPRIATION) GH¢	SOURCE OF FUNDING	ACTUAL EXPENDITURE AS AT 31 ST DECEMBER, 2018 GH¢
1.	Human Resource Management	i)Research, Information, Monitoring and Evaluation	184,000.00	GoG	56,978.00
		ii) Recruitment and Career Development	1,250,000.00	GoG	1,179,970.67
		iii) Performance Management and Organization Development	750,000.00	GoG	401,654.13
2.	Management and Administration	General Administration and Finance	5,404,638.00	GoG	2,955,077.58
	TOTAL		7,588,638.00		4,593,680.38

The Government of Ghana has remained the major source of funding, and constituted about 99% of the overall resources to finance the activities of the Commission in 2018.

Out of an approved budget of GH¢7,588,638.00, only an amount of GH¢5,185,943.84 was released to the commission to implement its programme representing 68.33%. Despite a modest improvement in terms of the releases by the Ministry of Finance to the Commission, this situation adversely affected the implementation of programmes earmarked for

implementation for the year. However the Commission was able to make some modest achievement of its target earmarked for the year. This is due to an effective collaboration and resource sharing in the implementation of some of the programmes.

3.2.1 Update on Indicators/Targets

Indicators are quantitative and qualitative variables that measure change over time. They provide the basis for assessing progress, achievements or performance. To effectively appraise the performance of policies, projects and programmes, it is important that indicators have baselines and targets. The Commission’s indicators form the basis for the collection of data on performance and progress. The indicators will also be used to demonstrate results and provide reference points for monitoring, decision making, stakeholder consultations and evaluations. The Commission’s monitoring indicators further show the linkages between inputs, activities, outputs, outcomes and impacts.

In accordance with its functions and objectives, the Commission has developed indicators to measure the achievement of its policy objectives stated in its MTDP. Table 2 presents a list of these indicators and their classification as output, outcome or impact indicators.

Table 5: PSC Monitoring Indicators

Objectives	Output indicators	Outcome indicators	Impact indicators
Develop and implement Human Resource Management (HRM) Policy Framework and Manual for the Ghana Public Services	# of PSOs that have copies of HRM Policy Framework and Manual	Proportion of PSOs using the HRM Policy Framework and Manual	Proportion of PSOs that have met their developmental goals as a result of good HRM practice
Improve performance and service delivery in the Public Service	1) Implementation of the new public service performance appraisal instrument in public service organisations (PSOs) 2) # of requests from PSOs for assistance on the implementation of the PMS 3) # of PSOs with completed performance targets set for all their staff 4) # of capacity training programmes per year by PSOs to enhance performance of staff 5) # of specialized training programmes organized by PSOs to enable	1) Proportion of PSO heads who have signed performance contracts with clear quarterly and annual performance measures 2) Proportion of PSOs Boards that understand their PMS and have shown concrete commitment to its implementation 3) # of reforms & innovation undertaken by PSOs to improve the efficiency and effectiveness of service delivery 4) Proportion of PSOs using the performance appraisal instruments to assess performance of their staff based on the PMP principles and processes 5) Proportion of PSOs that have put in place a transparent PMS 6) Proportion of PSOs with annual appraisal reports	Proportion of PSOs that have met their developmental goals as a result of a the PMS

	individual staff meet specific demands of their jobs	7) Proportion of staff rewarded through incentives, such as promotions or pay rise, based on exceptional performance appraisal ratings 8) Proportion of staff sanctioned, such as warnings, demotion and re-deployment, based on unsatisfactory performance appraisal ratings 9) Proportion of PSOs that have in place performance improvement plans for underperformance	
Conduct public service promotion examinations	# of promotion examinations conducted	1) Examination pass and failure rates 2) # of newly promoted staff with satisfactory performance	
Promote and improve effectiveness and efficiency in the public service	# of evaluations conducted to determine effectiveness and efficiency by PSOs	1) Level of compliance with the evaluation recommendations by PSOs 2) % savings made by PSOs as a result of efficiency enhancing measures	
Represent Commission on External Recruitment and Promotion Interviews	1) # of representations on external interview panels	1) Recruitment and promotion pass rates conducted by PSOs 2) Proportion of newly recruited & promoted staff with satisfactory performance	
Conduct Recruitments and Promotions for Categories 'A' and 'B' positions in the Public Service	# of recruitment & promotion interviews conducted by PSC	1) Recruitment and promotion pass rates conducted by PSC 2) Proportion of newly recruited & promoted staff with satisfactory performance	
Conduct Human Resource Audit	# of HR audits conducted	Proportion of PSOs with approved establishment ceilings	
Develop Public Service-wide Human Resource Management Information System	#of PSOs on the HR Management Information System	Proportion of PSOs using the HR MIS	
Build M&E Capacity of Staff	1) # of staff who have benefited from M&E training programmes	Proportion of staff that have shown improvement in their performance in M&E activities after the training	

THE WAY FORWARD

4.0 Key Issues Addressed and those yet to be Addressed

4.1.1 The prioritised issues selected by the Commission under the “Agenda fo Job: Ceating Prosperity and Eual Oppotunity for All “to be addressed were:

- (i) Limited modernization and use of technology in public sector;
- (ii) Inefficient public service delivery;
- (iii) Overlapping functions among public sector institutions;
- (iv) Undue interference in the functioning of public sector institutions;
- (v) Limited enforcement of and compliance with rules and regulations of PSC by public sector institution;
- (vi) Poor work ethic;
- (vii) unsatisfactory working conditions and environment for staff of PSC; and,
- (viii) loss of quality human and material resource through HIV/AIDS.

4.1.2 In spite of challenges with inadequacy of approved budget, the perennial late release and non-release of funds, among others, the Commission made significant strides towards addressing some of the issues identified.

In addressing the issue of inefficient public service delivery, the Commission continued with the training and sensitizations of a New Performance Management System for the Public Services to address issues of performance, supervision and effective human resource management practices for increased productivity and improved services delivery. With the assistance of the Commission, some public service organisations have been trained on the implementation of the new system; however, majority of organisations in the Public Service are yet to start implementation.

The Commission hopes to continue with the sensitization and training of management and staff of public service organization on the New Performance Management System.

A comprehensive Human Resource Management (HRM) Policy Framework and Manual has been developed to improve human resource management (HRM) practice of in the Public Services. The HRM Policy Framework and Manual received Cabinet approval in April 2015. The PSC is happy to note that, many MDAs are now using the HRMPF, as their reference point in human resource management. This will go a long way to address issue of undue interference in the functioning of public sector institutions

The Commission hopes to continue to distribute, sensitize and train more public servants on the Manual.

The Commission continued to facilitate workshops for the review and/or development of organisational structures and Schemes of Service, Job Descriptions and Conditions of Service for public service organisations. This would enhance career progression, staff motivation and improved work ethics in the public service.

To address the issue of limited modernization and use of technology in public sector, the development of a Human Resource Management Information System (HRMIS) Project under the Ghana Integrated Financial Management Information System (GIFMIS) is progressing steadily. The Commission became the first pilot MDA to go live in December 2015. Six (6) pilot MDAs went live by the December 2016. As at end of December 2018, sixty (60) MDAs have gone live on the system.

The Commission conducted Human Resource audit for two MDAs with the aim of setting establishment ceilings levels for the said organizations in the Human Resource Management Information System (HRMIS). They are the Securities and Exchange Commission (SEC) and the Ghana Standards Authority (GSA)

5.0 Recommendations and Conclusion

The performance of the public sector continues to be of great interest and priority to the Government. A strong and vibrant public service is essential for the provision of the required environment that will enable the private sector partner with the Government for socio-economic growth and development of the country

The commission over the past decades embarked on some major reforms human resource management reforms in the Public Services of Ghana. Among these are the:

- a) Development of the Performance Management System(PMS)
- b) Establishment of the Human Resource MANAGEMENT Information System(HRMIS)
- c) Formulation of the Human Resource Management Policy Framework and Manual: and
- d) Development of the Corporate Governance Manual

The development of the above systems, policies and manuals, on human resource management and corporate governance in the Public Services had been completed and ready for public service- wide adoption and application. The reforms mentioned above is to build and strengthen the capacity of public service organisations to function effectively, and to achieve their organizational goals and objectives.

Pursuant to its mission to promote a high level of integrity, accountability and competence in the management of public service organisations, the Commission continued to assist in the development and training in human resource management systems. This included training in the implementation of the performance management system, training in the Human Resource Management Policy Framework and Manual, and the facilitation of the development of Job Descriptions, Schemes and Conditions of Service.

The Commission continued to pursue programme to build the capacity of Chief Executive Officers and other Senior Management Staff of the Public Services through series of customised training programmes .It is the hope of the Commission that the continuous training of the CEOs and Senior Management Staff will improve public sector management and consequently improve service delivery in the Public Services;.

The Commission was adversely affected by the perennial non-release of the fourth quarter allocation to MDAs in the year 2018. This placed limitations on the Commission's capacity to implement some of its planned programmes and activities.

It is the hope of the Commission that budgetary releases will improve in 2019 to enable it reach out and assist many public sector organisations to develop appropriate systems for effective and efficient human resource management in the Ghana Public Services. A well-managed and resourced public servant will be better placed to deliver quality service to the Ghanaian public.

3.1 Annexec

PROJECT REGISTER

PROJECT DESCRIPTION	DEVELOPMENT DDIMENSION OF POLICY FRAMEWORK	LOCATION	CONTRACTOR/ CONSULTANT	CONTRACT SUM GH₵	SOURCE OF FUNDING	DATE OF AWARD	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS	REMARKS
Human Resource Mnagement Information system	Social Development	Country-Wide			World Bank							
Electrical Upgrading at the Commisison Office Building	Social Development	Accra	MS JOY Limited	145,000	GoG	May,2018	June,2018	October 2018	145,000	Nil	Completed and handed over for use	
Structural rehabilitation works at the Commision Offcie Building	Social Development	Accra	B.A Group of Companies	452,000	GoG	May,2018	June,2018	November 2018	452,000	Nil	Completed and handed over for use	

*Analyze the data in the template and link the results to the sector goals and objectives

