



REPUBLIC OF GHANA


***MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF)  
FOR 2021-2024***

**PUBLIC SERVICES COMMISSION**

***PROGRAMME BASED BUDGET ESTIMATES  
For 2021***



*Transforming Ghana Beyond Aid*

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# ***PUBLIC SERVICES COMMISSION***



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The PSC MTEF PBB for 2021 is also available on the internet at: [www.mofep.gov.gh](http://www.mofep.gov.gh)



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## 1.5. Appropriation Bill

Summary of Expenditure by Sub-Programme, Economic Item and Funding

Entity: 006 - Public Services Commission  
 Year: 2021 | Currency: Ghanaian Cedi (GHS)  
 2021 Full Year Budget

	GoG			IGF			Funds / Others			Donors		Grand Total
	Compensation of employees	Goods and Services	31 - Non financial assets	Compensation of employees	Goods and Services	31 - Non financial assets	Statutory	*Error: invalid report object*	Goods and Services	31 - Non financial assets	Total	
00601 - Management and Administration	4,350,733	4,036,606	4,092,500	12,479,838								12,479,838
00601001 - General Administration and Finance	4,350,733	4,036,606	4,092,500	12,479,838								12,479,838
<b>Grand Total</b>	<b>4,350,733</b>	<b>4,036,606</b>	<b>4,092,500</b>	<b>12,479,838</b>								<b>12,479,838</b>

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# **PART A: STRATEGIC OVERVIEW OF THE PUBLIC SERVICES COMMISSION**

## **1. POLICY OBJECTIVE**

The National Medium Term Development Policy Framework (NMTDPF) 2018-2021 contains one (1) Policy Objective that is relevant to the Public Services Commission.

This is to:

Build an efficient and effective government machinery

## **2. GOAL**

To promote a well-managed workforce capable and committed to delivering high quality public services for accelerated growth and achievement of the Sustainable Development Goals.

## **3. CORE FUNCTIONS**

The core functions of the PSC are:

- Advise Government on the criteria for appointment to public offices as well as persons to hold or act in Public Services
- Promote efficiency, accountability and integrity in the Public Services
- Prescribe appropriate systems and procedures for the management of personnel records within the Public Services
- Identify, explore and promote the recruitment of suitable personnel into the Public Services acting in collaboration with educational authorities
- Undertake planning of manpower requirements of the Public Services using data from the educational institutions and other sources
- Improve recruitment policies and techniques by introducing modern methods of judging suitability of officers
- Conduct examinations and interviews for appointment to posts and for promotions in the Public Service or within public corporations to ensure uniformity of standards of selection and qualifications
- Review the organization, structure and manpower requirements of agencies and bodies in the Public Services and advise Government on such manpower rationalization as may be necessary for maximum utilization of human resources in the Public Services
- Oversee the human resources development activities of the Public Services organizations to ensure career planning and career development in the Public Services
- Conduct, in collaboration with training institutions, personnel research into human resources management in the Public Services in order to improve personnel practices and their utilization in the Public Services



#### 4. POLICY OUTCOME INDICATORS AND TARGETS

Outcome Indicator Description	Unit of Measurement	Baseline		Latest status		Target	
		Year	Value	Year	Value	Year	Value
Use of HRM database for analysis and decision making improved in the Public Services	Number. of Public Service Organizations audited	2018	25	2020	33	2024	200
	Number of public service organizations that have gone <i>live</i> on the HRMIS	2018	60	2020	63	2024	200
Beneficiary MDAs can use New Performance Management System.	Percentage of response to request on the training of the Performance Management System	2018	80%	2020	60%	2024	90%
	Number of sensitization and training workshops on the Performance Management System	2018	23	2020	57	2024	157
MDAs can apply HRM rules and regulations and use the manual as a source of reference for HRM issues.	Response rate of request for training on the Human Resource Management Policy Framework and Manual	2018	80%	2020	100%	2024	100%



	Number of sensitization training workshops on Human Resource Management Policy Framework and Manual	2018	2	2020	7	2024	19
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## 5. EXPENDITURE TRENDS

In the 2017 budget, an amount of GH¢4,256,096.98 was approved for Compensation of Employees, GH¢996,055.03 for Goods and Services and GH¢3,381,939.92 for Capital Expenditure. As at the end of December 2017, an amount of GH¢2,694,288.13 was expended on Compensation of Employees and GH¢747,748.00 on Goods and Services. An amount of GH¢1,200,000 was also released for Capital Expenditure in the second quarter for the payment of contactors and service providers.

In 2018, an amount of GH¢4,404,618.00 was approved for Compensation of Employees, GH¢2,184,020.00 for Goods and Services and GH¢1,000,000.00 for Capital Expenditure in respect of the variation works on the rehabilitation and installation/upgrading of electrical system for the Commission's office building. As at the end of December 2018, an amount of GH¢2,381,507.74 was expended on Compensation of Employees, GH¢1,638,602.80 on Goods and Services and GH¢573,569.84 on Capital Expenditure,

In 2019, an amount of GH¢4,911,149.00 was approved for Compensation of Employees, GH¢2,194,891.00 for Goods and Services and GH¢950,000.00 for Capital Expenditure. The Capex allocation was for the purchase of two (2) Executive Saloon vehicles and two heavy-duty photocopier machines and the payment of the five (5%) retention fee for contractors. As at the end of August 2019, an amount of GH¢2,728,213.85 had been expended on Compensation of Employees, and GH¢1,052,314.00 on Goods and Services. An amount of GH¢950,000 was released for Capital Expenditure for payment to contactors and service providers.





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In 2020, an amount of GH¢4,350,733.00 was approved for Compensation of Employees, out of which, an amount of GH¢4,174,370.00 was spent. Additionally, an amount of GH¢3,041,454 was approved for Goods and Services, out of which, GH¢3,035,261.17 was spent. With respect to CAPEX, an amount of GH¢1,000,000.00 was approved for the procurement of two (2) Executive Saloon vehicles, three computers and two printers, as well as payment to the Contractor and Consultant working on the rehabilitation of the Commission's office building. As at the end of December 2020 an amount of GH¢1,000,000 had been expended for Capital Expenditure

In 2021, an amount of GH¢4,350,733.00 has been allocated for Compensation of Employees, GH¢4,036,608.00 for Goods and Services and GH¢4,092,500.00 for Capital Expenditure

In 2021 expenditures will focus on the review and the development of a strategic plan for the PSC, revision of the PSC Act and revision on the Human Resource Policy Framework and Manual to reflect the changing dynamics in human resource management. The PSC will also procure vehicles to replace the old fleet, re-install the very old electrical system and elevator and provide logistics and equipment to staff among others.



## 6. SUMMARY OF KEY ACHIEVEMENTS IN 2020

### *Development of Human Resource Management Information System (HRMIS)*

To strengthen controls around entrance, exit, promotions and positions across the various services, the Government of Ghana through the Public Services Commission is establishing a comprehensive Human Resource Management Information System (HRMIS) of all public service employees on a common Oracle platform.

Sixty-three (63) Ministries, Departments and Agencies (MDAs) made up of ten (10) Commissions, eighteen (18) Ministries, six (6) Services, three (3) Departments and twenty-six (26) Agencies have gone live on the HRMIS. This means that the 63 MDAs can now review the correct position of their respective staffing levels through the HRMIS. They can also do their HR updates, such as promotions, sanctions, terminations and change in employees' details on the system. When these inputs are done on the system, they reflect instantly on the payroll, meaning that updates on the system are immediate and payroll integrity is assured.

The 63 MDAs that have gone live on the system include, The Office of the President, Office of the Administrator of Stool Lands, Hydrology Department, Electoral Commission, National Commission on Culture, Ghana Education Service, Ghana Audit Service, Ministry of Education, Ministry of Health, Ministry of Justice and Attorney General, Ministry of Employment and Labour Relations and Ministry of Foreign Affairs and Regional Integration. Others are the Ministry of Works and Housing, Ghana News Agency, Ghana Highway Authority, Ghana Standards Authority, Ghana Library Authority, Public Procurement Authority, National Disaster Management Organizations and Nursing and Midwifery Council, GRATIS, EOCO, NABTEX and Foods and Drugs Authority.

In 2020, despite the COVID-19 pandemic, PSC embarked on a round of refresher training to minimize delays and reduce errors in processing transactions, which arose partly due to the natural staff wastage (transfers, promotions etc.) and to the knowledge gap within the institutions. The following institutions benefited from the training:

- Ministry Roads and Highways
- Ministry of justice and the Attorney General
- Law Reporting Council
- Ministry Foreign Affair
- Lands Commission
- Nursing and Midwifery Council

### **HRMIS Re-implementation Project**

In 2020, following a review of the GIFMIS, Government of Ghana represented by Ministry of Finance, directed that the HRMIS should be re-implemented. The reimplementation project commenced in February 2020 and as part of the exercise, PSC initiated the review of all Government of Ghana (GoG) HR processes culminating in the Business Process Mapping document, to be adopted by the end of the 2<sup>nd</sup> quarter of 2021.



### ***Conduct of Human Resource Audit in Public Service Organizations***

The Commission commenced the Human Resource Audit project in 2015 and continued its implementation through 2016, in collaboration with the Ministry of Finance and the Controller and Accountant-General's Department. The audits were submitted and reviewed by the HR Audit Quality Assurance Team (QAT).

In 2020, an HR Audit was conducted for the National Inspectorate Board (NIB). Final draft HR Audit report was submitted and reviewed by the HR Audit Quality Assurance Team (QAT). A draft interim report was submitted to the Agency (NIB) for validation.

### **Implementation of the Human Resources Management Policy Framework and Manual**

The Public Services Commission continued with the sensitization and training of public servants in the use of the Human Resource Management Policy Framework and Manual. The Commission continued the sensitization and training of Boards and Senior Management teams of some public service organizations. Two hundred and two (202) copies of the manual were printed and distributed to public service organizations for use.

### **Implementation of the New Performance Management System**

In 2020, the Commission continued with the sensitization and training of public servants in the use of the new performance management instrument. Out of the six (6) MDAs that requested for training on the new instrument, the Commission trained one hundred and seventy-six (176) Human Resource Directors and Managers in the use of the new performance appraisal instrument to improve performance and productivity.

### **Development of Schemes and Conditions of Service**

The Commission, by its mandate, is required to provide guidance for the development of Schemes and Conditions of Service for public services organisations. The Schemes of Service facilitate effective recruitment, career development and progression, as well as motivate staff for effective service delivery. On the other hand, the Conditions of Service provides the framework that regulates the relationship between the employer and the employees concerning rights and responsibilities, working conditions, labour relations and related issues. Out of twenty-four (24) Public Service Organizations (PSOs) that submitted requests for support in the development of Schemes of Service, the Commission facilitated workshops for thirteen (13) in organizational developments and provision of guidelines for the development of Schemes of Service. The Commission reviewed nineteen, out of twenty-one schemes of service. Out of this number, three, were approved.

### **Appointments and promotions.**

In accordance with the Commission's mandate to conduct examinations and interviews for appointment to posts and for promotions in the Public Service or within public corporations



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to ensure uniformity of standards of selection and qualifications, the Commission undertook the following:

- Conducted One (1) Promotion Examination for One Thousand and Eighteen (1,018) Public Servants from nine (9) Public Service Organisations.
- Facilitated interviews for 78.5 % of requests for Category ‘A’ and ‘B’ Position Holders in the Public Services despite the lock down and COVID-19 restrictions. In total 190 persons were appointed and promoted in the two Categories of post in 2020.

### **Staff training and Development**

The Commission places a lot of value on staff development and training in order to position it to offer excellent services to the public service institutions. Towards this end, Eighteen (18) staff were trained in the HRMIS. Some drivers of the Commission were also trained in defensive driving

### ***Procurement of Two Executive Saloon Vehicles and Re-roofing of the Commission office building***

The Commission procured two executive saloon vehicles and re-roofed its office building which was ripped off. Other minor works such as tiling of fourteen selected offices were also carried out.



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*Re-roofing of the Commission's office building*

**BEFORE**



**AFTER**





## 2.6 Budget by Chart of Account

### 6.0- Programme, Sub-Programme and Natural Account Summary

**Entity:** 006 - Public Services Commission

**Funding:** All Source of Funding

**Year:** 2021 | **Currency:** GH Cedi

**V\_2021\_Full\_year**

	2021	2022	2023	2024
<b>Programmes - Public Services Commission</b>	<b>12,479,838</b>	<b>12,479,838</b>	<b>12,479,838</b>	<b>12,479,838</b>
<b>00601 - Management and Administration</b>	<b>12,479,838</b>	<b>12,479,838</b>	<b>12,479,838</b>	<b>12,479,838</b>
00601001 - General Administration and Finance	12,479,838	12,479,838	12,479,838	12,479,838
21 - Compensation of employees [GFS]	4,350,733	4,350,733	4,350,733	4,350,733
22 - Use of goods and services	4,036,606	4,036,606	4,036,606	4,036,606
31 - Non financial assets	4,092,500	4,092,500	4,092,500	4,092,500

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## **PART B: BUDGET PROGRAMME SUMMARY**

### **PROGRAMME 1: MANAGEMENT AND ADMINISTRATION**

#### **1. Budget Programme Objectives**

- To implement policies, and strategies for efficient and effective service delivery
- To coordinate resource mobilization, improve financial management and timely reporting,
- To improve human resource information gathering and management mechanism of the Commission to enhance policy formulation, analysis and timely decision making

#### **2. Budget Programme Description**

The Management and Administration Programme provides administrative and logistical support for efficient and effective operations of the Commission. It ensures efficient management of the resources of the Commission as well as promoting cordial relationships with key stakeholders.

The Programme also provides financial and other necessary logistics to support the effective implementation of some of the core activities of the Commission.

Under this sub programme, total staff strength of 39 will carry out the implementation of the sub-programme.



## 2.7. Budget by Chart of Account

### 7- MDA Sub-Programme and Natural Account Summary

**Entity:** 006 - Public Services Commission

**Funding:** All Source of Funding

**Year:** 2021 | **Currency:** GH Cedi

**V\_2021\_Full\_year**

	2021	2022	2023	2024
<b>00601 - Management and Administration</b>	<b>12,479,838</b>	<b>12,479,838</b>	<b>12,479,838</b>	<b>12,479,838</b>
00601001 - General Administration and Finance	12,479,838	12,479,838	12,479,838	12,479,838
21 - Compensation of employees [GFS]	4,350,733	4,350,733	4,350,733	4,350,733
22 - Use of goods and services	4,036,606	4,036,606	4,036,606	4,036,606
31 - Non financial assets	4,092,500	4,092,500	4,092,500	4,092,500



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## **BUDGET SUB-PROGRAMME SUMMARY**

### **PROGRAMME 1: MANAGEMENT AND ADMINISTRATION**

#### **SUB-PROGRAMME 1.1: General Administration and Finance**

##### **1. Budget Sub-Programme Objective**

To provide administrative and financial support to the various divisions and ensure effective implementation of internal control procedures in the Commission

##### **2. Budget Sub-Programme Description**

Under the Management and Administration Programme are two Sub-programmes, which are the Finance and General Administration and Research, Information, Monitoring & Evaluation sub-programmes.

The Finance and Administration sub-programme is to ensure the following:

- Effective and efficient management of financial resources and timely annual reporting as contained in the Public Financial Management Act 2016, (Act 916);
- implementation of internal audit control procedures and processes through the management of audit risks, detection and prevention of mis-statement of facts that could lead to fraud, waste and abuse;
- provision of logistical services (transport, estates, cleaning services, security, maintenance);
- records management; procurement; and,
- Stores management.

It also covers human resource management of the Commission, which includes the following:

- training and development;
- recruitment and promotions;
- leave management;
- secondment and transfer management;
- welfare issues;
- disciplinary matters;
- development of job descriptions; and,
- Periodic staff performance assessment.



The funding for the Sub-Programme is solely by GoG Budget and the total staff strength delivering the sub-programme is 39.

### 3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance

Main Outputs	Output Indicator	Past Years		Projections			
		2019	2020	Budget Year 2021	Indicative Year 2022	Indicative Year 2023	Indicative Year 2024
Financial Reports	Report delivered by	31st March	31st March	31st March	31st March	31st March	31st March
Training of Staff	Number of Staff Trained	19	18	20	22	22	23
Conference of Chief Executives ,Governing Boards, and Chief Directors	Conference organized	1	1	1	1	1	1
	End of Conference Report Submitted	One Month After conference	One Month After conference	One Month After conference	One Month After conference	One Month After conference	One Month After conference



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#### 4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and Projects to be undertaken by the sub- programme

Operations	Projects (Investment)
Organize Annual Conference of Chief Executives, Governing Boards, and Chief Directors	
Implement capacity development plan ( Train 20 Staff of the Commission in HRM and other related courses	
Internal management of the organization	
Local and international affiliations	
Procurement of Office supplies and consumables	
Personnel and Staff management	
Recruitment, Placement and Promotions	
Scheme of Service	
Meetings of the Commission	
Manpower Skills Development	





## 2.8. Budget by Chart of Account

### 8 - Sub-Programme and Natural Account

**Entity:** 006 - Public Services Commission

**Funding:** All Source of Funding

**Year:** 2021 | **Currency:** GH Cedi

**V\_2021\_Full\_year**

	2021	2022	2023	2024
00601001 - General Administration and Finance	12,479,838	12,479,838	12,479,838	12,479,838
21 - Compensation of employees [GFS]	4,350,733	4,350,733	4,350,733	4,350,733
22 - Use of goods and services	4,036,606	4,036,606	4,036,606	4,036,606
31 - Non financial assets	4,092,500	4,092,500	4,092,500	4,092,500

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## **BUDGET SUB-PROGRAMME SUMMARY**

### **PROGRAMME 1: MANAGEMENT AND ADMINISTRATION**

#### **SUB-PROGRAMME 1.2: Research, Information, Monitoring & Evaluation**

##### **1. Budget Sub-Programme Objectives**

- To ensure effective and efficient performance of the Commission through research, monitoring and evaluation of public service wide activities.
- To conduct research, monitoring and evaluation (M&E) of the implementation of HR policies, programmes and guidelines and to disseminate the results/findings appropriately.
- To manage HR Management Information Systems of the public services.
- To facilitate the preparation and production of the State of the Service Report.

##### **2. Budget Sub-Programme Description**

This sub-programme seeks to produce and maintain reliable and credible data on human resource for effective and efficient decision making in the public service. It also undertakes monitoring and evaluation of the implementation of human resource management policies in the public services.

The major services of the Sub-Programme include:

- Collection, processing, analysis, storage, maintenance and use of HR data for the Public Service to support decision-making by the Commission/Government
- Researching, Monitoring and Evaluating the performance of the implementation of HR policies in the Public Service and to recommend policy review

Total staff strength delivering this sub-programme is eleven (11).



### 3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance.

Main Outputs	Output Indicator	Past Years			Projections		
		2019	2020	Budget Year 2021	Indicative Year 2022	Indicative Year 2023	Indicative Year 2024
Research results produced on HR management related issues	Number of researches Conducted	1	1	1	1	1	1
M&E reports on the implementation of HR policies	Number of Reports produced	1	1	1	1	2	2
Development of Public Service HR database	Number of public service organizations that have gone <i>live</i> on the HRMIS	63	63	117	-	-	-



#### 4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and Projects to be undertaken by the sub- programme.

Operations	Projects (Investment)
Internal management of the organization	No Projects
Internal Audit Operations	
External Audit Operations	
Planning and Policy Formulation	
Procurement Plan Preparation	
Tendering Activities	
Budget Performance Reporting &M&E Activities	
Treasury and Accounting Activities	
Review of the PSC Act	
Preparation of a five year strategic plan	
Facilitate the establishment of the system in the MDAs and MMDAs	
Conduct one promotional Exams for the Public Services	
Process Petitions and Complaints from public servants, MDAs and MMDAs	



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## **BUDGET PROGRAMME SUMMARY**

### **PROGRAMME 2: PUBLIC SERVICES HUMAN RESOURCE MANAGEMENT**

#### **1. Budget Programme Objectives**

- To provide human resource management policies, frameworks and standards for effective management of human resources in public service organizations.
- To improve accessibility and use of existing HR database for policy formulation, analysis and decision making in relation to Human Resource management in the public service.
- To achieve institutional performance goals that are linked to the individual and team performance objectives, as the basis for measuring performance results and merit

#### **2. Budget Programme Description**

The programme covers the regulatory, supervisory, consultative and advisory functions of the Commission. The programme focuses on the formulation and development of human resource management policy framework, standards, systems and procedures for the effective and efficient management of human resources in public service organizations.

The components of the programme are:

- organizational development (human resource planning, human resource auditing, scheme of service development, conditions of service, job description etc.);
- research, monitoring and evaluation;
- appointments and promotions;
- petitions, appeals and grievances;
- examinations;
- training and development;
- performance management; and,
- Human Resource Management Information System.

These are intended to improve on productivity in the Public Service as well as enhance informed decision making in the management of human resource. The main beneficiaries of the programme are Public Service Institutions and Public Servants.

The funding for this programme comes from the GoG budget and Development Partners. Under this programme, a total staff strength of 22 will carry out the implementation.





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## **BUDGET SUB-PROGRAMME SUMMARY**

### **PROGRAMME 2: PUBLIC SERVICES HUMAN RESOURCE MANAGEMENT**

#### **SUB-PROGRAMME 2.1: Recruitment and Career Development**

##### **1. Budget Sub-Programme Objectives**

- To ensure that qualified, competent, and skilful staff are engaged in the various Public Service Organizations
- To ensure that staff with relevant working experience and qualifications are given higher responsibilities to contribute towards the achievement of the objectives of the organization

##### **2. Budget Sub-Programme Description**

The Recruitment and Career Development sub-programme focuses on the development of standards and procedures to ensure adequate staffing of the public services, at all levels through open recruitment, promotion, transfer, secondment and posting. This is to ensure the availability of qualified personnel for an effective and efficient public service delivery, through a transparent and a merit based approach. It also ensures the protection of the public servant against unfair labour practices.

The Government of Ghana recognizes the need to adequately staff the Public Services, at all levels through open recruitment, promotion, transfer and posting to ensure the availability of qualified personnel for an effective public service. This process must be open, transparent and based on the principles of merit.

The Human Resource Policy Division of the Commission is responsible for the coordination of the implementation of this sub-programme.

In order to strengthen the people management process, the PSC has developed a new performance Appraisal Instrument to evaluate public servants on their performance at their various places of work.

In line with the principles of fairness and merit, an Officer is promoted based on the under listed conditions:

- Availability of vacancy for the post
- Satisfactory Performance, good character and Conduct
- Minimum number of years spent on a particular grade



Key operations include:

- Verification of performance appraisal forms and appointment letters submitted by various public service organizations
- Conduct of interviews out of which a report is produced and submitted to the Commission
- Conduct and management of recruitment and promotion examinations in the public service
- Facilitation of promotion letters to both successful and non-successful applicants in the public service
- A total staff strength of 17 carry out the implementation of the sub-programme.

### 3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission’s estimate of future performance.

Main Outputs	Output Indicator	Past Years		Projections			
		2019	2020	Budget Year 2021	Indicative Year 2022	Indicative Year 2023	Indicative Year 2024
Public Service Promotion Examinations	Number of promotion exams conducted	1	1	1	1	1	1
Recruitment and promotion interviews (External Interviews)	Percentage of representation on external interviews responded to	97%	98%	98%	99%	99%	100%
Category “A” and “B” position holders appointment in the public service	Percentage of Category “A” and “B” “promotions and appointments responded to	87.6%	78.5%	80%	80%	90%	90%



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#### 4. Budget Sub-Programme Operations and Projects

The main Operations and Projects to be undertaken by the sub- programme.

Operations	Projects (Investment)
Publications, Campaigns and Programmes	No Project
Personnel and Staff Management	
Sensitize Heads of Public Service organization and Human Resource Managers	
Build capacity of Human Resource Managers.	
Monitor and Evaluate the use of the HR manual in the MDAs and MMDA	
Conduct one promotional Exam for the Public Services annually.	
Process Petitions and Complaints from public servants, MDAs and MMDAs	
Review of the Human Resource Policy Framework and manual	



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## **BUDGET SUB-PROGRAMME SUMMARY**

### **PROGRAMME 2: PUBLIC SERVICES HUMAN RESOURCE MANAGEMENT**

#### **SUB-PROGRAMME 2.2: Performance Management and Organizational Development**

##### **1. Budget Sub-Programme Objectives**

- To provide human resource and organizational management policies, frameworks and standards for effective management of human resources in public service organizations
- To improve accessibility and use of existing Human Resource and Organizational database for policy formulation, analysis and decision making in relation to Human Resource Management and Organizational Development in the public service
- To achieve institutional performance goals that are linked to the individual and team performance objectives, as the basis for measuring performance results and merit
- To strengthen and improve the employee and organizational performance capabilities towards higher productivity
- To strengthen and improve service delivery mechanisms in the public services

##### **2. Budget Sub-Programme Description**

This sub-programme focuses on the design and development of human resource management and organizational development systems, frameworks and standards for effective human resource and organizational management of public service organizations.

The components of the programme are human resource auditing, performance management, organizational development and management and service delivery improvement in the Public Service.

The sub-programme is involved in the:

- Preparation of policies on performance management systems as part of a coordinated approach to public sector reforms
- Establishment of a performance management system in the Public Service
- Monitoring and assessment of Public Service organizations to ensure they deliver the right services according to their mission and objectives in the right amount, at the right cost, at the right time and to the right people.

The activities are intended to improve productivity in the Public Service as well as enhance informed decision making in the management of human resource. The main beneficiaries of the sub-programme are Public Service Organisations and Public Servants



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There are two levels of assessment within the Performance Management System:

- At the Institutional Level, every institution in the Public Service undertakes a bi-annual institutional level assessment
- At the Individual Level, the levels of assessments involve every Head of the Public Services, i.e. Chief Executive Officers, Chief Directors, Directors of Head of Departments and other staff of the Public Services

The tools used for the assessment includes: Competency frameworks, Key performance indicators, Metrics (scaling, ratings), Annual appraisal/ assessment system, Probationary reviews (new recruits) and Observation on the job.

The sub-programme collaborates with Ministry of Finance, the National Development Planning Commission (NDPC), Office of the Head of Civil Service, Fair Wages and Salary Commission, Management and Boards of Public Service Institutions to deliver the programme and to provide indices of productivity for the implementation of rewards and sanctions regimes in the public service.

The funding for this programme comes from the GoG budget and Development Partners.

The key challenge is the lack of capacity and top-level management commitment to implement the system.

Total staff strength of five will carry out the implementation of this sub-programme.



### 3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance.

Main Outputs	Output Indicator	Past Years		Projections			
		2019	2020	Budget Year 2021	Indicative Year 2022	Indicative Year 2023	Indicative Year 2024
New Performance Appraisal Instrument implemented by Public Service Organizations	Percentage of PMS workshop requests facilitated	70%	60%	85%	85%	85%	90%
Implementation of Human Resource Management Policy Framework and Manual	Percentage of requests for sensitization and training on the HRM Policy Framework and Manual responded to	90%	100%	100%	100%	100%	100%
Development and review of Schemes and Conditions of Service for Public Service organizations facilitated	Percentage of requests for development of Schemes and Conditions of Service facilitated	76.20%	70.3%	80%	80%	80%	90%



#### 4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and Projects to be undertaken by the sub- programme.

Operations	Projects (Investment)
Personnel and Staff Development	No Projects
Manpower Skills Development	
Facilitate review and development of job description and scheme of service for public service organizations	
Issue out performance management policies to public service organizations	
Professionalize HR Function in the public service	
Facilitate training programmes in performance management	
Monitor and evaluate the Performance Management System	
Conduct human resource audit in public service organizations	
Review of the Performance Management Systems	





## 1.6. Appropriation Bill

Summary of Expenditure by Cost Center, Economic Item and Funding

Entity: 006 - Public Services Commission  
 Year: 2021 | Currency: GH Cedi  
 2021 Full Year Budget

	GoG			IGF			Funds / Others			Donors			Grand Total	
	Compensation of employees	Goods and Services	Capex	Total	Compensation of employees	Goods and Services	Capex	Total	Statutory	ABFA	Others	Goods and Services		Capex
<b>006 - Public Services Commission</b>	4,350,733	4,036,606	4,092,500	12,479,838										12,479,838
00601 - Office of the Executive Secretary	4,350,733	4,036,606	4,092,500	12,479,838										12,479,838
0060101 - Human Resource Policy	4,350,733			4,350,733										4,350,733
0060101001 - Human Resource Policy Office	4,350,733			4,350,733										4,350,733
0060103 - Finance and Admin		4,036,606	4,092,500	8,129,106										8,129,106
0060103001 - Admin HQ		4,036,606	4,092,500	8,129,106										8,129,106





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