



GHANA IMMIGRATION SERVICE

# HUMAN RESOURCE POLICY AND PROCEDURES MANUAL



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VOLUME 1-3

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Entry, Maintenance and Exit Policies



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# HUMAN RESOURCE

## POLICY AND PROCEDURES MANUAL

**VOLUME 1-3**

Entry, Maintenance and Exit Policies

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## 1.0 RECRUITMENT

This policy describes the processes and procedures through which the Service identifies a pool of suitable candidates from which candidates can be shortlisted.

### 1.1 CONCEPT DEFINITION

This policy sets out the framework for managing all recruitments of the Ghana Immigration Service. The key objective of this policy is to outline the responsibilities of the Ghana Immigration Service, all its personnel, supervisors, senior ranks, management, governing body, project members and all key stakeholders in the recruitment of personnel into the Ghana Immigration Service. Recruitment is the process of finding and hiring the best-qualified candidates (from within or outside the organisation) for a job opening, in a timely and cost effective manner. The recruitment process includes analysing the requirements of a job and attracting personnel to that job.

Recruitment may also be defined as searching and obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organisation to select the most appropriate people to fill job vacancies against defined position descriptions and specifications. The purpose of the recruitment process is to find the widest pool of applicants to provide the greatest opportunity of selecting the best people for the required roles in an organisation. Recruitment is about attracting, interviewing and hiring new personnel.

### 1.2 RECRUITMENT POLICY STATEMENT

It is the policy of the Ghana Immigration Service to:

1. Recruit, select and appoint the best people available for positions.
2. Review the post on the occurrence of a vacancy. To review the duties, responsibilities and grade requirements of the post.
3. Ensure that Human Resource Department(HR) carries out a thorough analysis of the vacancy and at all times be in a position to advise immigration officers on the status of their job(s) within the Service, including and not limited to placement within the organisational structure and entitled benefits and performance criteria.
4. Treat all applicants for positions fairly throughout every stage of the recruitment process and actively promote equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates.
5. Ensure that personnel involved in any aspect of the recruitment process are suitably trained.
6. Create a diverse workforce which includes people from different backgrounds, with different skills and abilities. The Service is committed to ensuring that the recruitment and selection of all its officer is conducted in a manner that is systematic, efficient, effective and promotes equality of opportunity.
7. Make recruitment decisions based on job requirements, individual ability, competence and needs of the Service.
8. Ensure that all candidates being recruited, or considered for any position, pass through all the recruitment procedures. Failure to do so results in outright disqualification and/or nullification of employment contract.
9. Ensure that recruitment deadlines are adhered to strictly.
10. Ensure that only the posts that have been approved on the organizational structure would be filled.
11. Ensure that all supervisors follow the Ghana Immigration Service Human Resources Policies and Procedures Manual in all hiring and personnel practices for all categories of personnel. The Ghana Immigration Service, not individual supervisors, hires and terminates personnel.
12. Ensure that all job openings are advertised internally & externally. Prior to publication, the Head of Human Resources shall review adverts for compliance with Ghana Immigration Service policies and employment law.
13. Ensure that at all times, HR has detailed record on the total qualification of each personnel within the Service. This includes qualifications acquired through approved/unapproved studies or qualifications. Officers who have acquired qualifications through approved programmes would be considered.

14. Ensure that at the point of applying for any senior officer position(s) advertised by the Service, all educational qualifications and competencies have been disclosed.
  15. Ensure that no officer, is victimised for applying for any position that he/she qualifies for. All internal applications must be in conformity with the Scheme of Service and Deployment Plan. The Scheme of Service shall provide a framework that describes the human resource management system for the various categories of staff of the service, and is designed for the systematic development of each member of staff in their career path.
  16. Officers who acquire certificates through self-studies can apply for short term assignments, committee work, acting, etc. The Comptroller-General of Immigration Service may grant amnesty to such personnel to enable them apply for a vacancy based on the credentials.
  17. All senior personnel shall be considered for an internal position depending on rank, competencies, qualification, grade and batch.
- an establishment schedule and clearance (legitimate vacancy)
2. The Head of HR shall submit for approval to the Comptroller-General of Immigration through the Deputy Comptroller-General of Finance and Administration the following:
    - An updated copy of the job description
    - Salary estimations for the position
    - Justification for the position
    - Key performance indicators for the position
    - Organisational structure for the position
    - Budget for the entire search, with approval from the Head of Finance
    - Minimum requirements (refer to scheme of service)
    - Succession/career plan and any other document as may be required by the Deputy Comptroller-General of Finance and Administration.
    - Any other document required based on the vacancy to be filled
  3. The Sector Commander or Departmental Head must ensure that a request with justification is submitted to the Head of HR for new positions that need to be created.
  4. Adverts shall specify the job contents, duties and position specification
  5. Recruiting officers must ensure that individuals identified through the recruitment process meet all the minimum requirements which includes:
    - Citizen of Ghana
    - Age
    - Education
    - Height
    - Medical examination
    - Integrity (positive/nominal vetting)
    - Experience
    - Relevant technical licence
    - Aptitude test

### 1.3. POLICY OBJECTIVE

Recruitment within the Service is carried out to achieve the following objectives:

1. To ensure consistency in the application of the recruitment policy within the Service and to allow for continuous quality review/audit.
2. To develop a culture of accountability among officers of the Service towards strict adherence to the recruitment policy.
3. To sanitise the deployment and manpower management strategies of the Service, by ensuring that officer's capacity is fully utilised and capacity gaps are identified on a continual basis.

### 1.4. VACANCY IDENTIFICATION AND APPROVING PROCEDURE

1. The decision to proceed with a recruitment process should be preceded by the existence of:
  - An organisational Human Resource plan
  - Existence of vacancy
  - Job description
  - Approved scheme of service
  - Financial clearance
6. All applications must go through the Human Resources..
7. All consultations with Public Services Commission and relevant stakeholders whenever necessary, may take place.

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## **1.5. RECRUITMENT SOURCES**

The Service adopts four (4) main sources to identifying a pool of suitable candidates that meet the search criteria. The four (4) sources are:

### **1. Internal Sources**

Following the advertisement of a vacant position within the Service, HR shall coordinate and identify all candidates within the Service who are qualified to apply for any position. Officers who apply for any position shall first ensure that they qualify to apply.

### **2. External Sources**

Advertising through the media, internet, head hunting, bill boards, sms alerts, corporate website, etc constitute sourcing for talent outside the Service.

### **3. Recommendations**

Depending on the rare nature of some very top, high level, sensitive positions, recommendations may be solicited or received from consultants and very high profiled individuals. Recommendations from Immigration officers shall be channelled through the Head of HR. Such recommendations shall be subjected to committee review and approval before they are added to the pool of candidates to be considered for recruitment shortlisting.

### **4. Appointments**

As detailed in the legislation establishing the Service, the Comptroller-General, Deputy-Comptroller-General and Commissioner positions shall be by Presidential appointment.

## 2.0. SHORTLISTING

This policy describes the processes and procedures through which candidates are identified from the pool of applications received.

### 2.1. CONCEPT DEFINITION

Shortlisting is the process of reducing the list of potential candidates from a larger pool. The shortlist finally developed would identify the most qualified candidates for Management approval. Shortlisting is the process of identifying applicants who best meet the requirements of the post as defined in the search profile and who would be invited to the interview or recommended for placement as a final outcome from the interviews and screening process.

### 2.2. POLICY STATEMENT

It is the policy of the Ghana Immigration Service to:

1. Ensure that the shortlist from the pool of qualified applicants, is done on the basis of merit and ability, qualifications, skills and competencies required to do the job.
2. Uphold obligations under law by ensuring that personnel involved in any phase of the shortlisting process do not discriminate against applicants for employment on the grounds of age, gender, marital status, disability, race, colour, ethnic origin, religion or belief.
3. Ensure that candidates shortlisted possess the mix of education, experience and meet minimum requirements required by the Service.
4. Ensure that all candidates declare all their educational qualifications and certificates at the point of application in accordance with the Ghana Immigration Service Regulations.

### 2.3. RECRUITMENT SHORTLISTING PROCEDURE

1. All officers involved in the shortlisting must undergo orientation before commencing the shortlisting process, to familiarize themselves with the criteria and implications of the shortlisting process.

2. Shortlisting would be spearheaded by the Head of HR and the final shortlist submitted to the Recruitment Committee for approval. The final shortlist from the Recruitment Committee shall be submitted to the Deputy Comptroller-General of Finance and Administration, for onward submission to the Comptroller-General.
3. The Head of HR would submit daily status reports to the Deputy Comptroller-General of Finance and Administration for approval and provide timely accounts on progress made in the shortlisting.
4. Applicants should only be scored against the criteria specified within the application. No other information should be used in the short-listing process.
5. Recruitment Committee should shortlist individually in the first instance. All Recruitment Committee members are required to reach a consensus in relation to shortlisting.
6. It is vital that the scoring is fair and clearly documented.
7. Applications are reviewed and those that do not have the level of skill, experience or qualifications set out in the role profile are considered unsuccessful. Due to the large numbers of applications received it is not practicable to notify all candidates personally if they have not been selected for interview. Therefore HR should communicate clearly to applicants that if they are successful the Service would call them. This should be clearly communicated in the information flyer given to candidates invited to write recruitment examinations and on the advert placed in the public.
8. At the time of shortlisting, all recruitment assessment results and tests for candidates must be readily available to the Recruitment Committee.
9. HR shall summarise the assessment/examination/test results into an excel sheet for easy comparison by the Shortlisting Committee.



### 3.0. INTERVIEW

This policy describes the processes and procedures through which shortlisted candidates are interviewed.

#### 3.1. CONCEPT DEFINITION

A formal discussion in which shortlisted candidates are assessed and appraised through a verbal face-to-face interaction to determine the extent to which they fit the position they have been shortlisted for. The main objective of the interview is to offer the organisation the opportunity to interact with candidates, judge their values, dispositions and articulation of capacity as well as a general 'personnel-fit'.

It provides the organisation the opportunity to examine the consistency between the candidates' qualifications and actual delivery/performance potential. It also provides the candidate the opportunity to explore the position, learn about Ghana Immigration Service, its officers and the work environment, and to present their skills and experience in the best possible light.

#### 3.2. POLICY STATEMENT

It is the policy of Ghana Immigration Service to:

1. Ensure that interviews are organised for all positions at the senior level. Interviews must be structured in a manner that allows the interviewer the opportunity to confirm that the applicant(s) selected have the required skills, experience and motivation to carry out the inherent requirements or duties of the role and also demonstrates a commitment to the values of the Service.
2. Provide interviewers with prior training/orientation on the interview process to enable them to be well resourced and informed about their responsibilities on the panel.

#### 3.3. IMPLEMENTATION PROCEDURE

1. The Interview panel would be headed by the appropriate senior official not below the rank of Deputy Comptroller-General in the case of the senior officers. The Head of HR, or his delegate, shall be a member, and the Chief Staff Officer shall be the secretary for all interviews.
2. The interview panel should assess candidates based on the job description and person specification.
3. The interview panel should prepare the interview questions using the supporting documentation, guidelines and templates provided by Human Resources. After all interviews has been completed, the Selection Panel must reach a recommendation decision
4. The interview panel must be satisfied that the recommended candidates meet the selection criteria and are suitable for the position. Recommendations on suitability of candidates should be forwarded by the panel to the Comptroller-General of Immigration Service
5. Candidates must be informed of the location and time for interviews. In the case of some very senior roles, this may have to be by discussion with the candidates.
6. Comfortable private rooms should be provided for interviews with little distractions.
7. Candidates should be told what the next step would be at the end of the interview.

Follow-up studies should be carried out by HR, comparing the performance of successful candidates in their jobs with the prediction made at the selection stage. These studies should be used to validate the selection procedure and to check on the capabilities of interviewers.

## 4.0. SELECTION

This policy states the processes and procedures through which candidates who have been interviewed are deemed to have passed, and being considered for engagement.

## 4.1. CONCEPT DEFINITION

Selection is the process by which managers and others use specific instruments to choose from a pool of applicants, persons more likely to succeed in the job.

## 4.2. POLICY STATEMENT

It is the policy of the Ghana Immigration Service to:

1. Ensure that all candidates selected for consideration have gone through the recruitment and interview phase.
2. Define competency profiles for each position to serve as a framework for determining the appropriate selection technique to adopt.
3. The Recruitment Committee shall select candidates for position(s) within the Service based on examination results. Candidates are also to be selected in order of competencies and capacity to perform.
4. Selection should be devoid of favouritism, harassment, corruption, sexual favours, etc.
5. Placing candidates on a waiting list is not a guarantee of employment or a promise of employment. On completion of a search, the waiting list expires. Candidates on waiting list would have to re-apply for another available vacancy.

## 4.3. IMPLEMENTATION PROCEDURE

1. The Recruitment Committee shall select candidates based on the average rating score of the interview panel.
2. Selection should be done based on the interview report, test output, career interests, fit, background check, medical checks, integrity, role profile and overall potential to perform.
3. Successful candidates must be informed by the issuance of an appointment letter.
4. Candidates who were not selected should be communicated to by HR, who may stay in touch with them for possible future openings as may be required.

## 5.0. ORIENTATION & INDUCTION OF PERSONNEL

This policy describes the processes and procedures through which newly recruited officers are introduced to the Service and/or the position.

### 5.1. CONCEPT DEFINITION

Orientation is the process of providing a new entrant with the basic information that would quickly enable them to settle into the role and the organisation. It is the process of providing information about the organisation and the position before the job starts. Orientation & induction programmes may or may not include training.

Orientation gives new entrants information they need to quickly become productive members of the Service. A officer's first impressions of the Service and its operations can have a lasting effect on the individual's attitude and loyalty. An effective orientation is the first step in improving the officer's performance and retention. The orientation is designed to:

1. Make a new entrant feel welcome and part of the department/section/unit and the Ghana Immigration Service as a whole.
2. Provide specific information about the officer's position.
3. Inform the officer about Ghana Immigration Service policies and benefits.
4. Provide an overall view of the Ghana Immigration Service's values, vision, mission and goals.
5. Instil in the officer an interest in Ghana Immigration Service's future.
6. Encourage a new officer to ask questions about the Service, his/her department/section/unit, and position.
7. Familiarize new officers with the organizational culture, this increases the chances that they would fit well into the organization, and absorb and become part of that culture.
8. Make personnel knowledgeable and better-prepared. It builds the Service's reputation in the community, leading to community support and better services.

Orientation programmes have four key functions, namely:

1. Authority orientation - this type of orientation helps supervisors and senior personnel to dominate their environment and to maintain absolute control over subordinates.
2. Functional orientation - emphasizes legality, legitimacy and responsibility. Hierarchy and status are important.
3. Task orientation - focuses on task accomplishment. Authority is based on appropriate knowledge and competence.
4. Teamwork orientation - this orientation approach is used to craft a culture of teamwork. The output of one personnel is complemented by the output of another.

### 5.2. POLICY STATEMENT

It is the policy of Ghana Immigration Service to:

1. Ensure all personnel who successfully pass out of the training school or Academy, are required to undergo an orientation the first day they report to duty.
2. Provide all officers on-the-job rotation and transfer with sufficient orientation the day the officer reports to duty.
3. An orientation programme organized by HR should be for a minimum approved time (refer to Scheme of Service).

### 5.3. IMPLEMENTATION PROCEDURE

1. All new entrants must attend an orientation session offered by Human Resources Department.
2. An officer attending the orientation must fill an attendance form and an evaluation form at the end of the session. HR is required to follow up a few weeks after the orientation to determine if the personnel have settled into the positions or are still faced with adjustment issues. This is to allow HR the opportunity to address the challenges and evaluate the impact of the orientation session.

3. An orientation program should highlight the Service's mission, history, payroll & compensation matters, accomplishments, future plans, vision, purpose and organizational structure as well as issues pertaining to local environment (culture, topography, etc.).
4. The orientation programme should include an overview of work demands and human resource management policies.
5. Supervisors are to ensure that all forms that officers are required to submit on their first day to HR, are submitted not later than close of business on the day of first reporting.

## 6.0. BACKGROUND CHECKS

This policy describes the processes and procedures through which a candidate's experience and qualifications are validated.

### 6.1. CONCEPT DEFINITION

The process of soliciting information to support the credibility of the competencies, experiences and interview assessments gathered on a successful candidate. This process may also include a criminal search on the successful applicant.

The process of reviewing confidential and public information on an applicant. It is the process of investigating a person's employment history, credentials, culture-fit and validating educational certifications.

### 6.2. POLICY STATEMENT

It is the policy of the Ghana Immigration Service to:

1. Conduct work history, education history, age and/or reference investigations on each candidate recommended for hire, including substitutes and temporaries.
2. Investigate volunteers and contractors who have been identified as performing functions similar to that of safety or security sensitive positions or working in a location identified as safety and security areas.
3. Ensure each new recruited officer is subjected to criminal background investigations, including mandatory fingerprinting, as a condition of further consideration for employment.
4. Ensure that any offer of employment is contingent upon the satisfactory completion of all background investigations.
5. Ensure that background checks on personnel should be done every five years by the Ghana Immigration Service.
6. Nominal and positive vetting shall be conducted on all officers. This is necessary because officers would be handling sensitive information and taking sensitive decisions in the interest of the state.

### 6.3. IMPLEMENTATION PROCEDURE

1. HR would notify the supervisor of a failed background check, but the supervisor must maintain the confidentiality of the details.
2. The full report would be forwarded through the Deputy Comptroller-General of Finance and Administration to the Comptroller-General of Immigration, for consideration.
3. A decision to exclude an applicant or disqualify an existing personnel on the basis of a background check would take into consideration the seriousness, extensiveness, and relevance of the information to the responsibilities of the position.
4. HR and all individuals involved in the process are to ensure that the information is kept confidential. HR shall maintain proper records of all proceedings.
5. All records are confidential, protected by law, and not subject to public disclosure, except as required by law.
6. Records obtained shall not be used for any purpose other than determining whether an applicant or personnel has a record that would constitute disqualification. Except on receipt of legal process, or with the written consent of the individual, records obtained and the information contained therein shall not be disclosed to any other person or agency, unless otherwise required by law. These records may be subject to inspection by governmental or other agencies with regulatory jurisdiction over Ghana Immigration Service.
7. Background investigations consist of a variety of different checks including, but not limited to; criminal history, criminal involvement, driving history, financial history, illegal drug involvement, employment history, educational history, residence history, and military experience. Personnel shall undergo a polygraph examination to determine the validity of the findings or statements provided during the background checking process.

## 7.0. MEDICAL EXAMINATIONS

This policy describes the processes and procedures that are adopted by the Service when screening applicants as part of the recruitment process.

### 7.1. CONCEPT DEFINITION

The process of diagnosing the medical fitness of an applicant in fulfilment of occupational, health and safety policy requirements. It requires a thorough examination and analysis by a recognised and approved medical practitioner/institution. Medical examinations include but are not limited to:

1. Physical examination
2. Urinalysis;
3. Tuberculosis, if indicated from the findings of the history and/or physical examination;
4. Electrocardiogram;
5. Eyes and Ear screening
6. Drug screening (Cocaine, etc);
7. Chest x-ray examination, and
8. Hepatitis Screening, if indicated from the findings of the history and/or physical examination, etc.

### 7.2. POLICY STATEMENT

It is the policy of Ghana Immigration Service to:

1. Require that medical examinations are performed by a qualified medical practitioner, recognised by the Medical and Dental Council of Ghana and approved by the Ghana Immigration Service. The Service would make available to applicants, names of hospitals that they are required to do the medical examinations.
2. Medical examinations would be done alongside physical fitness check.

### 7.3. IMPLEMENTATION PROCEDURE

1. New entrants shall be provided with medical screening request forms to be submitted to designated hospitals.
2. A qualified physician or medical practitioner shall assess each candidate on a case-by-case basis to determine his/her fitness for the job.
3. The examining physician or practitioner shall complete a medical examination form based upon the medical examinations carried out on the candidate.
4. Upon the conclusion of the medical examination, the qualified practitioner or physician shall sign the medical examination form and shall render his/her medical opinion as to whether the candidate can perform (or not perform) the essential functions, noting all relevant medical information.
5. Final decision on employability of a candidate who has failed medical examinations would be at the discretion of the Comptroller-General of Immigration Service.
6. HR must maintain confidentiality of all medical reports submitted.

## 8.0. EXAMINATIONS

This policy describes the aptitude tests and other academic tests to be written by applicants before they are recruited.

### 8.1. CONCEPT DEFINITION

A combination of aptitude tests and examinations written as part of the candidate screening, appointment and/or selection process. These are specially designed exams and oral tests that evaluates the knowledge, skills and abilities of a candidate.

### 8.2. POLICY STATEMENT

It is the policy of Ghana Immigration Service to:

1. Carry out Entrance Examination(s) as part of the search process for entry into Ghana Immigration Service. It is designed to assess each applicant's ability to cope with the academic content of the Service's Training Course and the subsequent demands of immigration duties.
2. Conclude on shortlisting, interviewing and placement decisions based on the outcome of an entrance examination. Obtaining a pass in the Examination does not guarantee acceptance into the Service as all the procedural and screening processes leading to selection and final placement have to be met and considered holistically.
3. Allow for candidates who fail entrance examinations to re-apply at the next vacancy opening (as and when advertised).
4. The entrance examination comprises three assessments, each of which must be passed to be successful.

#### PART A: LITERACY

1. Written comprehension: Participants are given one piece of written text and required to answer a number of multiple choice questions relating to that text.
2. Listening comprehension: Participants would be asked to listen to an audio clip and then answer a number of short response questions relating to the audio clip.

3. Writing task: Participants would be asked to watch a video clip and provide a 100-150 word summary. To assist with this task, participants would be told prior to watching the clip what topics their responses would need to include. Taking notes is permitted while watching the video.

#### PART B: COGNITIVE ABILITY

1. Verbal ability: the ability to think, reason and solve verbal problems (e.g. defining words, identifying synonyms and antonyms, identifying the underlying meanings of common words)
2. Numerical ability: the ability to perform complex reasoning tasks that involve using mathematical concepts and numbers that mirror real-world situations; and
3. Abstract reasoning: the ability to apply knowledge to solve problems on a complex, thought-based level using visual pattern with a missing component (e.g. identifying patterns and similarities between shapes, figures and diagrams in visual form).

#### PART C: REASONING ABILITY

1. Questions are designed to see how well you can solve different kinds of problems, which include number series, word meanings and numerically based problems.

### 8.3. IMPLEMENTATION PROCEDURE

1. Based on the competency framework developed by HR, the key relevant competencies for the positions being filled need to be identified. These should be elaborated upon in the proposal submitted to the Comptroller-General of Immigration Service at the start of the search process.
2. Tests should be administered by well-trained invigilators and examiners.
3. Identification numbers assigned at the time of completing the recruitment form shall be used during the entrance examination.
4. Applicants must be Ghanaian and should be 18 years or above and within the advertised age requirements. Examinations would be conducted at a designated place.
5. Successful candidates would be contacted.

## 9.0. PROBATION

This policy provides a detailed account of what constitutes probation and highlights the Service's commitment to motivating personnel to develop their capacity and performance on the job. It indicates the responsibilities of the Service towards the personnel during the probation period and implications of attaining a full employment status.

### 9.1. CONCEPT DEFINITION

Probation provides new entrants the opportunity to demonstrate that they are able to do the job to which they have been appointed.

The employer has the responsibility to provide the means whereby the probationer can demonstrate satisfactorily the skills and competencies which have been discussed at the interview. The probation period is a time of adjustment.

Mistakes would probably be made during the probation period; this is to be expected and line managers should allow for this. However, probationers should be instructed clearly and at regular intervals about the importance of correct procedures.

### 9.2. POLICY STATEMENT

It is the policy of the Ghana Immigration Service to:

1. Ensure that all new entrant undergo a probationary period from date of completion of training from the Academy or Training School.
2. The period of probation shall be twelve months for senior officers and eighteen months for junior officers.
3. The period of probation may be extended for a period not more than three months, under peculiar circumstances.
4. Ensure that probation extensions are recommended by the Head of HR and approved by the Deputy Comptroller-General of Finance and Administration.
5. Post probationary officers may be suspended or discharged only for proper cause

### 9.3. IMPLEMENTATION PROCEDURE

1. Regional and Sector Commanders, department/section/unit heads have the responsibility of guiding and directing personnel on probation. They are also responsible for submitting periodic reports to HR on the performance of the personnel on probation.
2. Schedules for performance improvement should be discussed and agreed with the probationer and confirmed in writing. HR would advise on this.
3. Subsequent progress meetings should be held frequently between the probationer and his/her supervisor. A brief record should be kept on improvements made or of failures to achieve set targets. The probationer should be made aware that such a record is being kept.
4. If, during this period, probationers fail to make a discernible improvement in performance within the given timescale, or if they are judged to be irredeemably incapable, they may be dismissed at this stage.
5. Where probationers are judged to have successfully completed the probation period, their Officers-in-charge would make a written recommendation to the Head of HR.
6. If, after careful monitoring and guidance, probationers are judged not to have passed the probationary period, the officers-in-charge should seek advice on the procedure from HR.
7. There is no appeal against being dismissed while on probation.
8. Probationers should not be dismissed within the first three months of the probationary period except for gross misconduct.
9. After receipt of the mid-probation report from the supervisor, the Head of HR would proceed to carry out an evaluation of the probationer's performance.
10. Probationers have a responsibility to take all reasonable actions to ensure that performance targets are achieved. Whenever difficulties are encountered they should seek early guidance and support from their officer-in-charge.



11. Throughout the probationary period, the officer-in-charge must provide the probationers with adequate opportunity to acquire the skills and knowledge necessary to meet the performance expectations of their role.
12. The officer-in-charge must also provide regular feedback on progress against objectives, provide coaching and counselling where necessary. If any problems become apparent, these should be discussed when the incident arises and documented. The probationary period is a time of ongoing assessment.
13. The probationary period is a time of ongoing assessment. If issues arise at any stage during the period they must be addressed as soon as possible.

Within the first month of commencement the officer-in-charge is expected to:

1. Ensure that probationers receive orientation to the work area.
2. Receive any other documentation relevant to the position.
3. Ensure the probationer is aware of the requirement to comply with the Service's Code of Conduct and Ethics.
4. Explain the probation process, requirements and set dates for probation review(s).
5. Ensure that the probationer is aware of the performance expectations of the role, and how those expectations align with the objectives of the Ghana Immigration Service objectives.
6. Discuss the process for dealing with concerns during the probationary period and for providing on-going feedback.
7. Confirm the discussions in writing and provide a copy to the probationer and HR.

## 10.0. PROBATION EVALUATION

This policy spells out the procedural guidelines and responsibilities for evaluating personnel on probation.

### 10.1. CONCEPT DEFINITION

This is a process of managing the performance of a new entrant during the probation period, with the goal of ascertaining if the officer has the capacity to perform on the job, with or without accommodations. It is based on the same principles as performance management. At the point of starting the probation, it is critical for the new entrant to understand that he/she is being assessed and understands fully the requirements of the job.

There are three performance ratings used by the Service in evaluating the performance of new entrants during the probation period, namely:

1. Exceeds Performance Standards – performance is consistently above performance standards/expectations.
2. Achieves Performance Standards – performance ranges from a marginal level to the expected level.
3. Below Performance Standards – performance consistently fails to meet performance standards/expectations

### 10.2. POLICY STATEMENT

1. The probationary evaluation is to be completed within the 30 calendar day period prior to the probationary end date.
2. Failure to carry out probation evaluation shall constitute a disciplinary issue and is construed as the inability of the officer-in-charge to carry out the duties for which he was engaged (unless reasonable accommodations are made by the Head of Department to relieve the supervisor of these duties).
3. Probation evaluation would be carried out twice (mid-probation evaluation and one month to the end of the probation).

4. Successful completion of the bi-probation period evaluations is a key requirement for attaining full employment status.
5. The new entrant is responsible for picking self-evaluation forms and all evaluation forms from HR for the attention of the immediate officer-in-charge a week before the scheduled probation evaluation is communicated to the probationer and the Department.
6. A new entrant shall be informed of the implications of outstanding probation evaluations at the beginning of the probation period, and reserves the right to seek the assistance of the Head of department in ensuring that the officer-in-charge carries out the evaluations. Petition forms for this purpose can be obtained from the Head of HR. Prior to submitting the petition forms to the Head of department, the probationer must seek the approving signature of the Head of HR on the form.

### 10.3. IMPLEMENTATION PROCEDURE

1. Performance standards and expectations should be clearly communicated to officers at the time of appointment to a position and as they change thereafter.
2. Performance standards and expectations are to be designed by HR and shall be based on the specific duties, responsibilities and requirements outlined in the position description for a position.
3. Performance standards should communicate how well (quality, quantity, timelines, etc.) an officer is expected to perform the job. Performance and expectations are the competencies and attributes the officer is expected to demonstrate.
4. Officers-in-charge are responsible for tracking probation dates and for completing the written evaluation in a timely manner, as specified above.
5. The required form for the supervisor to complete is the Personnel Probation Evaluation form.

6. The probationer must complete a Performance Self-Assessment form. The information from the self-evaluation can be used by the supervisor in the overall review of the officers-in-charge's performance and in setting future goals.
7. Probation evaluation is only valid once it is signed by the officer-in-charge and the probationer has been given an opportunity to review and sign it. An officer's signature acknowledges receipt only, not necessarily agreement, with an evaluation. If a personnel refuses to sign the evaluation, the supervisor would note on the document the date the evaluation was discussed with the probationer and that the probationer refused to sign, and would provide a copy of the evaluation to the probationer. All documents, Self-Assessment forms and attachments with original signatures should be forwarded to HR by the officer-in-charge to be placed on the probationer's personal file.
8. HR must write officially to inform the probationer about the outcome of the evaluations and the impact of these assessments on his/her engagement in the Service two weeks before the probation period comes to an end.
9. In the event where the Head of department or the immediate officers-in-charge are unable to carry out the probation evaluations due to work complications and other challenges, HR shall be informed about it. HR shall designate an evaluator for the probationer prior to the evaluation date.
10. After serving a successful probation, probationers would be issued with confirmation/upgrading letters.

## 11.0. EQUAL EMPLOYMENT OPPORTUNITY

The Ghana Immigration Service is an equal employment opportunity provider and screens all job applications according to the same minimum requirements and entry protocols.

All personnel policies, would be administered without regard to the characteristics or conditions listed above, except when one of these is a bona fide occupational qualification. The Service strives to establish procedures that assure equal treatment and access to all programmes, facilities and services. Participation in a rigorous physical training programme is an essential element of the total capacity development of personnel at the Ghana Immigration Service. Every new entrant participates in mandatory corps activities including marching, armed drill, physical training and various inspections required by the Service.

### 11.1. RESPONSIBILITIES AND RIGHTS OF OFFICERS

Officers shall comply with all established Ghana Immigration Service policies, procedures, regulations, and practices. They shall work in an efficient, competent, and cooperative manner and fulfill their job requirements.

### 11.2. RIGHT AND RESPONSIBILITIES OF SUPERVISOR

Supervisors should seek to achieve a productive, effective work environment by ensuring that each officer's job performance meets expectations. Supervisors should make appropriate efforts to ensure that officers understand job requirements and expectations. Supervisors should address problems that may impact on performance in a timely, constructive, and corrective manner. The Ghana Immigration Service does not condone poor performance. Supervisors should evaluate performance, identify shortcomings, and plan training needed to correct any weaknesses. Supervisors should use a problem-solving approach to resolving performance deficiencies.

## 11.3. CONTRACT OF EMPLOYMENT

Individuals may be contracted to perform specialised functions or duties. Contract employment may reflect not only salary but also additional money and special benefits that would be paid for services to be performed. Contracts must be amended for extra services agreed to during employment. The amendment or employment contract must be made prior to the services being performed. When issued, each contract would indicate:

1. Basic salary
2. Key functions
3. Reporting lines(s)
4. Analogous Rank
5. Job title
6. Engagement period/type
7. Department assigned
8. Position of Immediate Supervisor
9. Key performance indicators
10. Contract duration and renewal considerations, if applicable
11. Relevant educational qualification of persons, department assigned, benefits and salary entitlements, date of engagement, etc.

All contract employees shall be subject Public Service Regulations and/or Immigration Service policies and procedures as the case may be. (Refer to Scheme of Service).

The contract must also include a statement that the person has completed all pre-engagement requirement and processes. There should also be a statement to indicate that the person agrees to comply with personnel development policies.

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#### **11.4. CONTRACT REVIEW AND SIGNATURE**

Prospective personnel would be expected to review and return their signed contract within 24 hours on receipt of the forms, within the same calendar year. If, after five working days, the signed contract is not received, a reminder would be sent to the personnel. Failure of the personnel to return the contract, after the reminder, would be considered an intention not to accept employment.

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#### **11.5. RENEWAL/NON-RENEWAL**

The Ghana Immigration Service must reserve the right to renew or not renew the contracts of incumbents when such contracts expire. As used in this policy, -- non-renewal - means discretionary non-renewal of a person's contract, as opposed to termination or dismissal for proper cause. Non-renewal of contracts does not affect their rights and privileges of personnel.

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#### **11.6. CONFIDENTIALITY**

It is the policy of the Ghana Immigration Service to respect the privacy and anonymity of all parties and witnesses to complaints/grievances. The Service reserves the right to disclose the identity of parties and witnesses to complaints in appropriate circumstances to individuals with a need to know, and as would be required by law.

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#### **11.7. INFORMATION DISCLOSURE POLICY OF OFFICERS**

1. The Ghana Immigration Service has an obligation to its officers not to disclose information that is exempt from disclosure. Certain kinds of information, including letters of reference concerning employment and letters or memoranda that are matters of opinion in officers' files, are exempt from public inspection. In addition, the Ghana Immigration Service allows officers to request that certain kinds of information not be made available for public inspection, and routinely withhold from public inspection other kinds of personnel information.

2. Selected portions of personnel files pertaining to individual officers, such as performance evaluations and opinions relied upon in the hiring process may be made available to Ghana Immigration Service Officials who have a need to know the past performance of such personnel.
3. Officers files are not to be transported physically or electronically within or out of the Service. Information needed for purposes of facilitating Finance, Legal or Operations shall be incorporated into a written formal letter for the attention of the officer-in-charge.
4. Officers have restricted access to information in their own personal files, including payroll data, performance evaluations, and documentation of disciplinary actions initiated by Ghana Immigration Service. A formal request for information from personnel files would be issued to the Head of HR.

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#### **11.8. UNIFORM FOR PERSONNEL**

All officers shall wear the uniform of their rank when performing immigration duties. Uniformed personnel would wear the uniform prescribed by the Council. Officers who have served in the Armed Forces and who have authorized personal military decorations, badges, service ribbons and combat patches are not allowed to wear them on the uniform, unless with the approval of the Council.

Uniforms shall be issued to all officers periodically from the Central Stores.

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#### **11.9. ADMINISTRATIVE OFFICE HOURS**

All administrative offices are open from 8.30am to 5.00pm each weekday with the exception of official holidays (offices close from 12: 30pm to 2.00p.m. for lunch). All administrative offices are closed on Saturday and Sunday except on special occasions. However, personnel are on duty call for twenty-four (24) hours.

## 12.0. PERFORMANCE APPRAISAL

This policy describes the approach adopted by the Ghana Immigration Service to appraise its officers. It details the policies and implementation procedure. It demonstrates the Service's commitment to ensuring that officers carry out their assigned duties in the most effective and efficient manner. Performance appraisal at the Service, is a tool used to align officers' performance to Service objectives. It helps motivate officers by ensuring that 'work done' is identified.

### 12.1. CONCEPT DEFINITION

Performance Management and Appraisal is a system for monitoring and providing feedback on performance of personnel in an organisation. This framework provides structured and systematic procedures necessary for ensuring that each personnel's work effort is properly directed, monitored, assessed and rewarded. Below are various elements of the Performance Management/ Appraisal [PM/A] system of GIS.

The PM/A has the objective of providing objective support for decisions on officer's promotions, training, transfer and feedback to officers regarding personal and career development as well as enable the Ghana Immigration Service identify skill deficiencies, in achieving its objectives. This would then inform the establishment of training objectives. Performance appraisal and evaluations shall seek to:

1. Review and assess officer's performance and potential
2. Assess training and development needs
3. Assess rewards
4. Assess eligibility for promotion

## 12.2. POLICY STATEMENT

1. There shall be annual officer reviews to monitor and evaluate progress made towards the achievement of strategic milestones, with the aim of providing detailed performance feedback and an opportunity for correcting any deviations, etc.
2. Annual appraisals shall be carried out in November every year across the entire Service.
3. Feedback on appraisal shall be disseminated by Head of HR to officers through their officers-in-charge.
4. Failure to carry out the appraisal shall constitute a major offence.
5. Appraisal forms should be signed in ink and filled in ink, by both the appraisee and the appraiser.
6. The Head of HR, or representative of the HR shall collate and analyse these forms and issue recommendations to the Deputy Comptroller-General of Finance and Administration by the 31<sup>st</sup> of January of the succeeding year. Filled appraisal forms are confidential and should be kept on officers' files.

## 12.3. IMPLEMENTATION PROCEDURE

1. An officer's immediate superior and/or officer-in-charge is responsible for performance management and appraisals. For lower positions, a personnel's immediate superior would carry out appraisals and forward the report to the Head of Department. The filled forms are then sent to the Head of HR.
2. On receipt of approval from the Deputy Comptroller-General of Finance and Administration to commence with annual reviews, HR would issue memos to the heads of the various departments, sections and units to inform them of the commencement of the annual appraisals.

3. Heads of the various departments/sections/units are to acknowledge formal receipt of the letters in not later than ten (10) working days, with copies of their implementation plans attached to the response.
4. The implementation plans to be submitted by the various heads of departments/sections/units shall include the names of all officers who are to be appraised.
5. Officers who receive notification about the commencement of the annual appraisals shall within five working days fill the self-appraisal forms and submit to the Head of HR or HR representative, who would forward to the appraiser.
6. The Head of HR shall ensure that appraisers receive an orientation training on the appraisal process and how to rate the appraisee. Filled appraisal forms must be completed and submitted by the heads of the various departments/sections/units and line managers by the last working day in November. Failure to submit appraisal forms in November shall constitute an offence.
7. HR shall communicate feedback on the appraisal forms not later than the last working day of January the following year. Failure to do so shall constitute a breach of the HR Policy which must be queried by the Comptroller-General of Immigration Service.

## 13.0. TRAINING AND DEVELOPMENT

This policy describes the procedures taken by the Service to develop and build a competent workforce needed to achieve corporate objectives. This policy is designed to ensure and maintain a continuous learning process whilst retaining the paramilitary character. The policy also intends to tailor training to the needs of both the Service and the individual officers. This will equip officers with appropriate skills for their roles and allow the Service to identify skills and talents thereby guaranteeing the longevity of the Service.

The policy is to ensure that each and every officer from the day of enlistment or enrolment until the end of their career participate in a properly structured training process that will ensure that they are potentially fully developed and work performance is maximized.

### 13.1. CONCEPT DEFINITION

The system of training shall be as follows:

#### i. Entry Level

- Basic Training – Requirements to join the Ghana Immigration Service

#### ii. Post Entry

- Professional Development Training
- Career Development Training
- Specialized Training
- External Training Programmes
- Foreign Training Programmes

Training programmes to be pursued could be internal or external. Internal courses would be those organised by the GIS

External course would be those organised by bodies/institutions outside GIS, both within and outside the country.

## 13.2. POLICY STATEMENT

1. The Ghana Immigration Service shall maintain a continuous learning process to develop a core of well-trained Immigration officers whose performance will enhance the ability of the Service to perform at a level that is consistent with its development needs.
2. The Service will ensure that all officers are trained and become sufficiently experienced to the extent necessary to competently and professionally undertake their assigned roles and responsibilities. It is also the aim of the Service to encourage its officers to make the most of learning opportunities to realise their own personal potential and to enhance enjoyment of their job.
3. All officers will also be encouraged, regardless of their rank, academic qualification, gender and challenges to take advantage of all training opportunities available and to communicate their individual needs and requirements. Officers are however, required to obtain approval from the Comptroller-General to attend training programmes.
4. The GIS will continue to build the capacity of its lecturers by providing them with Training of Trainers (TOT) programmes, resources as well as liaising with other training institutions to develop their teaching skills.
5. Officers are eligible for study leave after successfully completing 6 years continued service after probation.
6. The Service however reserves the right to cancel an approval after an officer defers a programme for more than a year.
7. It is the responsibility of all officers applying for any form of training leave, to have his or her travel and medicals up to date and in order.



8. Funding for approved training programmes initiated by the Service shall be the full responsibility of Ghana Immigration Service. The Ghana Immigration Service would give preference to officers whose training areas are in line with the Scheme of Service/training needs approved for that year. Training pursued should provide direct benefit to the Service.
9. Funding for approved training programmes initiated by the Service shall be the full responsibility of the Ghana Immigration Service.
10. Monitoring and Evaluation mechanisms shall be developed to evaluate all training programmes.

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### **13.3. IMPLEMENTATION PROCEDURE**

1. Approved training needs should be supported by documented records on performance management, discipline, transfer, years of service, succession management, budget, personnel career orientation, etc.
2. Experts in various subject areas within the Service would be tasked to review the training modules periodically.
3. Officers with requisite skills and knowledge, academic and professional qualifications will be appointed lecturers of the Academy and the Training School and also to deliver other forms of training within the Service.
4. The GIS will build the capacity of its lecturers by providing them with Training of Trainers (TOT) programmes, resources as well as liaising with other training institutions to develop their teaching skills.
5. When required, external consultants or trainers will be engaged to assist in the design and delivery of training

### **1. Selection of Training**

- i. Entry level: The GIS shall select suitable candidates for training at the Immigration Service Academy and Training School consistent with the Recruitment Policy.
  - ii. Post Entry Level: Nomination and selection of officers to attend post entry training programmes shall be based on the following criteria set out in the Training Policy of the GIS.
  - iii. Selection for Training shall be done by the Human Resource Department in consultation with the Training Sections and Units.
  - iv. Officers selected for training programme but are unable to do so, shall communicate their reasons for their inability to attend the course through their Regional Commanders within 3 clear days upon receipt of the notification.
  - v. Officers who fail to attend a course for which they have been selected shall advance reason(s) and in no less than two (2) clear working days for such failure through their Commanders.
  - vi. Officers who fail to attend or fail to give notice of not being able to attend will be disciplined and shall be responsible for payment of any expenses incurred.
1. HR shall conduct full scale training needs identification and analysis every year with a limited review of the last training needs identified in the previous year.
  2. Training needs assessment would draw on data from the last performance appraisal and assessments done, GIS strategy, managerial feedback and individual needs suggested by personnel at various times.

## 14.0. REMUNERATION

This policy covers all forms of payments and rewards within the Ghana Immigration Service. It highlights policies and implementation procedures.

### 14.1. CONCEPT DEFINITION

Remuneration refers to all forms of financial returns and benefits employees receive as part of an employment relationship. Financial returns refers to an individual based salary as well as short and long term incentives.

Remunerations are however, determined by the Service in accordance with government policy concerning salaries and wages.

### 14.2. POLICY STATEMENT

Payslips shall be provided by the Controller and Accountant General's Department to the officer and shall contain relevant information on salary and related allowance.

Travel and subsistence expenses describe the cost of spending on official travels, meals, hotels, sundry items such laundry (through usually only on long trips) and similar ad hoc expenditures. Such cost may be refunded or reimbursed on the basis of an itemised list, or may conclude that cost of doing so is disproportionately high and instead pay a per diem (per day, "day money") allowance. This provides a budget from which the traveller may recover their costs. In this case, the traveller may choose to stay in more expensive hotels (for example) and pay the additional cost themselves.

### 14.3. IMPLEMENTATION PROCEDURE

1. The Ghana Immigration Service would not pay for any miscellaneous expenses without valid receipts.
2. When travel visits are personal, Ghana Immigration Service would not pay for any expenses incurred.
3. The Ghana Immigration Service would not be responsible for any expenses in excess of the approved amount for any officer entitled to benefit under this policy on any occasion without the prior approval of the Comptroller-General.
4. Deductions from salary such as provident fund and loan repayment would be deducted as they become applicable to the individual officer.
5. Provident Fund: The Ghana Immigration Service maintains a Provident Fund for the improved welfare of the officers of the Ghana Immigration Service to be known as the officers Provident Fund. Every confirmed officer of the Ghana Immigration Service shall be a member of this fund. Every officer participating in the fund shall subscribe to and agree to be bound by the rules of the fund.
6. Medicals: Ghana Immigration Service would pay medical fees not covered by the Immigration Service Regulations in exceptional cases, but this would be at the discretion of the Comptroller-General of Immigration. Ghana Immigration Service shall pay medical expenses of an officer hospitalised as a result of an accident arising in the course of his duty. With the full functioning of the National Health Insurance Scheme (NHIS), Ghana Immigration Service shall pay the necessary premiums for officers in which case all medical entitlements shall be deemed to have been covered.
7. Personnel transport: As a long term means of meeting the needs of officers, Ghana Immigration Service would provide personnel with a bus that facilitates their movement into and out of the Service premises, using approved routes.
8. Subsidised catering: Every officer of the Ghana Immigration Service shall be provided food at the canteen at a subsidised fee. Further information on eligibility and entitlements under this benefit can be enquired from Human Resources.
9. Subsidised social events: At the discretion of management, Ghana Immigration Service shall organise 'in-house' social events for its officers. Example of social events organised at Ghana Immigration Service include Christmas party (WASSA), anniversary, etc. For more information on possible dates, eligibility and responsibilities enquiries should be directed to Human Resources.

10. Uniforms: GIS makes available to officers uniforms on a regular basis. Officers are required to ensure that approved dresses provided are well maintained and used for their assigned purposes.
11. Day trip allowance: Where a personnel travels out of the station, but returns the same day without spending the night, he/she would be entitled to a day trip allowance depending on the person's position in GIS.
12. Bereavement support/donation: The Ghana Immigration Service makes available to bereaved officers cash donations and other forms of support. The allotted cash donation and type of support accessible to officers is dependent on the discretion of the Service, tenure and responsibility level. Besides cash donations, support to officers comes in the form of bus rental, drinks, band, food and time-off.
13. Dining facilities: The Ghana Immigration Service makes available to officers quality eating places and encourages all officers to utilise this facility.
14. Night shift beverages: The Ghana Immigration Service makes beverages available to officers on a night shift. The type of beverage given would be at the discretion of the Service and the level of responsibility.

## 15.0. HEALTH AND SAFETY

This policy demonstrates the Service commitment to ensuring that its workplaces are safe and officers carry out their duties in a manner that ensures that the workplace is free from risk and injury. It identifies the existing policies on health and safety, as well as discusses implementation of the policy.

### 15.1. CONCEPT DEFINITION

1. To provide and maintain equipment, facilities and all other assets of the Ghana Immigration Service to ensure they are safe and without risks to health.
2. To ensure safety and absence of risks to health in connection with the use, handling, storage and transport of substances, documents and persons.
3. To provide such information, instruction, training and supervision as is necessary to ensure the health and safety of all persons at work.
4. To maintain all places of work in a condition that is safe and without risks to health.
5. To provide and maintain a working environment for persons at work that is safe and without risks to health, with adequate arrangements for the welfare of such persons.
6. To define the responsibilities for health and safety of all persons at work.
7. To promote joint consultation and officers involvement in health and safety at work.
8. To identify any hazards which may exist and bring these hazards, together with the precautions necessary, to the attention of persons at work.
9. To record and investigate accidents and the causes of occupational ill-health.
10. To monitor health and safety performance of the Service on a regular basis.
11. To review this policy on a regular basis.

### 15.2. POLICY STATEMENT

1. The Ghana Immigration Service attaches great importance to the observance of health and safety regulations. Health and Safety responsibility is guided by the following principles:
  - a. The Ghana Immigration Service would ensure that the personnel work within safe environment during working hours and in the barracks.
  - b. The Ghana Immigration Service would provide well-equipped first-aid boxes and would have Health and Safety officers who would be trained in fire-fighting procedures and administer the provision of first-aid during emergencies.
  - c. All types of employment must be supported by a medical certificate indicating that the candidate is in good health and fit for work.
2. It is the obligation of every officer to use the safety appliances, fire-fighting equipment and personal protective equipment in compliance with the employer's instructions. Officers must also:
  - a. Acquaint themselves with safety regulations and ensure their observance.
  - b. Report all accidents or injury to the Health and Safety officers or persons designated by the Service to act as such.
  - c. Officers are required to access healthcare assistance from healthcare staff/nurses of the Service (rules and conditions apply).
3. GIS management shall ensure swift adherence to all health and safety control protocols and shall not compromise on these standards at any time.

### 15.3. IMPLEMENTATION PROCEDURE

1. Preventing the spread of infections in the Service is a shared responsibility that requires the contribution of management and all officers. Being swift to prevent infections and arrest infections that spread would ensure that the Service continues to save and preserve life.
2. All officers of the Ghana Immigration Service have a responsibility of ensuring that disposable waste items are disposed off into their respective receptacles to ensure that Service environs are not littered with waste items.

## 16.0. LEAVE

This policy provides a list of leave days and paid time off (PTO) offered to officers by the Ghana Immigration Service. It summarises the policies on leave and provides guidelines on its implementation.

### 16.1. CONCEPT DEFINITION

Leave management refers to approved paid-time off work. The Service believes in ensuring that officers are provided the opportunity to address pressing personal issues that require some days/hours off work. This policy provides guidelines that standardises the process.

### 16.2. POLICY STATEMENT

1. GIS officers are entitled to annual leave, maternity leave, paternity leave, sick leave, study leave, disembarkation leave, leave of absence, casual leave and compassionate leave.
2. Other leave entitlements come in the form of public holidays.
3. Officers on leave are not entitled to any leave period.
4. All leave requests must be made in writing at least two (2) weeks prior to the time required. An officer absent without excuse would have the time deducted from pay.
5. Where an officer fails to fulfill the conditions of the leave, the Ghana Immigration Service shall take the appropriate disciplinary action.

### 16.3. IMPLEMENTATION PROCEDURE

#### 1. Annual Leave

Annual leave shall be granted for specific working days depending upon the officer's and rank as well as the position occupied. The duration of annual leave for senior officers is 36 working days and 28 working days for junior officers.

Annual leave must be taken in the year it is earned.

- a. Annual leave shall not be accrued beyond two years including the current year for both senior and junior officers. In the case of officers

above the rank of Assistant Commissioner, the approval shall be sought from the Council whereas, the Comptroller-General shall approve for officers below the rank of Deputy Commissioner.

- b. The reason(s) for the leave accrual shall be properly documented in writing by the approving authority.
- c. Leave granted but not utilised is forfeited unless it is rescheduled or deferred with the approval of the Comptroller-General.
- d. Heads of the various commands shall submit leave roster through the Regional Commander at the beginning of the year. Annual leave could be taken in one full block or personnel could take their annual leave in 2 parts.
- e. Public holidays and absence from duty due to sickness, certified by the medical board or due to pregnancy and confinement shall not affect the annual leave entitlement of an officer.
- f. Notice of approval of annual leave shall be given to a personnel at least one week before proceeding on leave.

Annual leave or vacation policies apply to professional and support personnel in full-time or part-time employment on twelve (12) month contracts.

#### 2. Sick Leave

An officer is entitled to paid sick leave.

Sick leave is used only for the specific purposes defined below.

##### i. Personal illness or injury

Time off due to personal illness or injury (including disability due to pregnancy and childbirth), prescheduled doctor and dentist appointments, and other related medical conditions may be charged to sick leave. Absence from work to care for an ill or injured member of one's immediate family may also be charged to sick leave. Family members may be natural, step, adopted, or foster and immediate family, for purposes of this policy, is defined as the officer's spouse, children, grandchildren, parents, grandparents, and siblings who live in the household of the officers.

## ii. Workers' compensation

When an absence is due to a job-related injury covered by worker's compensation, payment from sick leave pay and worker's compensation would not exceed the officer's monthly salary.

The Ghana Immigration Service reserves the right to require a physician's statement at any time regarding an officer's illness or injury. Supervisors may also request physician's statements for sick leave used for pre-scheduled doctor's appointments or to care for an ill or injured family member. If the request for sick leave is due to an officer's own illness, the supervisor may request documentation certifying whether or not the personnel is physically able to return to work, the date the condition commenced, and the expected duration of the condition.

If the request for sick leave is to care for an immediate family member, the supervisor may request documentation signifying the officer must be off to care for that family member and the expected duration. The Service may also request a second medical opinion at the expense of the Service. Medical information is confidential and would only be communicated on a need-to-know basis. A record of both annual leave and sick leave is maintained on each personnel file. The supervisor or departmental head is responsible to advise the HR office on a monthly basis, of absences and to ensure that the reporting is correct, utilising forms provided by the HR office.

Every worker is entitled to a period of sick leave. The leave is granted upon producing an approved medical certificate issued by a recognised medical practitioner. This sick leave is not part of the officer's annual leave. In accordance with this policy.

- a. An officer who has been ill continuously for a period of nine months without cure shall be referred to a Medical Board appointed by a designated Medical Director upon the approval by the Comptroller-General.
- b. An officer who requires extensive sick leave in order to go abroad for medical treatment/examination must make a written leave request and file a certificate from a recognised medical practitioner, which certifies the need for treatment/examination abroad.
- c. An officer who takes leave abroad and/or acts contrary to the provisions of this section shall be considered absent without notice or payment in lieu of notice. Claiming sick leave when physically fit is grounds for disciplinary action.
- d. If an officer is prevented by ill-health duly certified by a registered medical practitioner from returning to duty at the end of the officers' annual leave, the officer shall be regarded as absent on sick leave from expiration of his annual leave.

Should there be a need for informing management about any health condition, the following procedures must be conformed to:

- a. On signs of ill-health, malaise, or injury, report immediately to your head of unit.
- b. Your head of unit would then issue you with a "sick leave form" filled and signed which you would present to HR for approval.
- c. After consultation with the doctor, he or she acknowledges that you have been seen and would make his comments on the form as required.
- d. You would then return the "sick leave form" with the doctor's remarks and other instructions to the Head of HR. The Head of HR would then process the "sick leave form" appropriately. If subsequent checks are indicated in the doctor's remarks, HR shall inform the Head of Department appropriately.

## 3. Maternity/Paternity leave

When the need is foreseeable, such as birth or adoption of a child or planned medical treatment, a senior/junior officer should advise his or her supervisor thirty (30) days before the start of the leave period, or as soon as possible. When possible, concerned officers should make efforts to schedule leave so as not to disrupt operations.

All female personnel are entitled to 12 weeks maternity leave. A male personnel whose wife has given birth would also be granted paternity leave in the first 5 days after his wife's delivery. Ghana Immigration Service would apply the following:

- a. The female officer would have to produce a medical certificate issued by a recognised medical practitioner or midwife stating that she needs to be confined
- b. The female officer is entitled to a period of 12 weeks maternity leave in addition to any period of annual leave she is entitled after her period of confinement
- c. The maternity leave may be taken six weeks before and six weeks after confinement. In certain instances, post-natal confinement may be extended on approval of the Head of HR, in consultation with the Comptroller-General of Immigration.
- d. The officer should apply in writing to the Head of HR for the maternity leave with a copy of the confirmed medical certificate.
- e. A nursing mother would be entitled to 2 hours per day to nurse her baby. The timing to take these hours would be agreed with the immediate superior. The period shall elapse on the first anniversary of the birth of the child.

- f. All female officers shall continue to enjoy all entitlements whilst on maternity leave.

#### **4. Personal/Casual Leave**

An officer is eligible for casual leave after the officer has exhausted his/her annual leave entitlement for the year. Casual leave shall not be counted against the officer's annual leave in the ensuing year. Every officer is entitled to a maximum of 10 working days casual leave within a calendar year, subject to the exigencies of the Service. The onus of proof of genuineness of the reason for such leave shall strictly be on the officer.

#### **5. Compassionate Leave**

Under special circumstances of an unforeseen event including death, illness or serious accident of the immediate family member (spouse, father, mother, brother, sister and child) of an officer, he may on written application be granted a compassionate leave for a period not exceeding ten working days. Compassionate leave shall not be accumulated from year to year.

#### **6. Leave of absence**

- a. An officer who has served for a period of not less than five years may in exceptional cases apply to the Comptroller-General in writing for the grant of leave of absence without pay. Leave of absence may be granted for a period not exceeding one year. Where an officer has served for a period of ten years or more, the officer may be entitled to an annual renewal of leave of absence for an additional two years.
- b. After leave of absence the officer can only be reappointed subject to availability of vacancy. An officer on leave of absence who is reappointed after leave of absence shall serve a minimum of four years on return to post before becoming eligible for consideration for another leave of absence or study leave without pay.

#### **7. Study Leave**

The Ghana Immigration Service would assist officers who wish to pursue courses which are relevant to the operations of the Service. Management shall agree on a set of approved courses that would govern the execution of the Study Leave policy. All study leave have to be approved. The following principles shall govern study leave entitlements:

- a. A confirmed officer who has served for a period of not less than 6 years may be granted study leave to enable him undertake any of the approved courses of study in a recognized and accredited institution. The timing and duration of the course shall depend on the exigencies of the GIS.

- b. The course should be an approved by GIS. Approval of the facility shall be at the discretion of Management.

- c. Any officer granted study leave shall be required to undertake to return and serve the Service for a bond period amounting to one and a half (1.5) times of the duration of the programme.

- d. Officers of 55 years and beyond may be permitted to pursue courses of not more than six months duration.

- e. The duration of an approved course of study shall not exceed 4 years.

- f. Officers shall apply in writing to the Head of HR through their respective officers-in-charge with his/her admission letter attached.

- g. The Head of HR shall request all successful applicants to sign a bond with GIS.

- h. The Head of HR, in consultation with the Deputy Comptroller-General of Finance and Administration, shall request for the release of personnel upon receipt of the executed bond.

#### **8. Disembarkation Leave**

An officer who returns from abroad to resume duty after a course of study or duty tour shall be granted disembarkation leave of not more than then days if the course of study or duty tour is for a period not less than one year, the officer shall be granted two days. The effective date of the disembarkation leave shall be from the day following the date of arrival.

#### **9. Examination Leave**

An officer may, on written application supported by a copy of the time-table for an examination, be granted proportionate leave out of the earned annual leave of that officer to enable the officer write an examination.

#### **10. Leave Re-call:**

Leave may be interrupted in cases of urgent necessity and when exigencies of the job require an officer to return to work before the expiry of his/her leave period. A personnel who is required to interrupt his/her annual leave shall be reimbursed with normal transport expenses incurred on account of the interruption and shall not forfeit the remainder of the leave but shall take the leave anytime thereafter within the year, or immediately thereafter with the permission of the officer-in-charge.

#### **11. Public holidays**

Ghana Immigration Service would observe all holidays declared by the Government of Ghana.

## 17.1. DISCIPLINARY POLICY

The disciplinary policy and procedure is to set and maintain standards of conduct within the Ghana Immigration Service, and in doing so, ensure that all officers are treated fairly and consistently.

## 17.2. CONCEPT DEFINITION

This policy is designed to help and encourage all officers to achieve and maintain satisfactory standards of conduct.

1. For newly appointed officers who are in their probationary period, the Ghana Immigration Service retains the discretion to vary the procedure accordingly in respect of formal warnings, up to and including termination for a first breach of the rules of conduct.
2. The disciplinary procedure is normally used where other interventions have failed to produce the required improvement or when the conduct is sufficiently serious to require immediate formal action.

## 17.3. POLICY STATEMENT

1. All officers would be expected to cultivate healthy relationships with fellow officers to ensure that conflicts are resolved amicably and relationships are further strengthened.
2. If the inefficiency or misconduct is deemed serious enough to tarnish the name of the Ghana Immigration Service or diminish service quality, it is the supervisor's duty to bring it to the attention of Head of HR.
3. Arising from officer's misconduct or general inefficiency, disciplinary proceedings may be initiated by the Head of HR and officers-in-charge. The Ghana Immigration Service encourages officers to demonstrate commitment towards the achievement of Service objectives, by cultivating behaviours and mannerisms that promote this agenda.

4. As part of the orientation, new entrants/appointments should be educated about the disciplinary procedures and should understand that the process is necessary to ensure that desired behaviour modifications are achieved.
5. It is the responsibility of every officer of the Ghana Immigration Service to enquire from Human Resource which offences fall within which classification. At the Ghana Immigration Service there are two types of Disciplinary Offences: Minor offences and Major offences/Gross misconduct.
6. Before disciplinary action is taken an investigation shall be undertaken.
7. The officer against whom an allegation has been made shall be advised in writing of the nature of the allegations made against him/her and would be given the opportunity to respond to the allegations during the investigation.
8. Dismissal would not be an outcome for a first breach of discipline except in the case of gross misconduct.
9. All officers who are the subject of this procedure have the right to be accompanied at any formal disciplinary hearing held under the procedure by a lawyer or work colleague. It is the officer's responsibility to make such arrangements.
10. Officers may be accompanied at meetings by an appropriate person to provide support in the case of a disability or language issue. An officer has the responsibility to inform the relevant officer-in-charge of their specific requirements in this respect so that Ghana Immigration Service can source this support and consider reasonable adjustments.
11. All parties involved in these procedures must ensure that they maintain, as appropriate, the confidentiality of the process within and outside the Service.
12. All disciplinary records would be treated as confidential and would be kept in accordance with the data protection laws.



13. Officers would have the right to appeal against any sanction imposed under the formal disciplinary procedures. Sanctions or warnings issued would remain in force pending the outcome of any appeal.
14. The Ghana Immigration Service shall make every effort to deal with disciplinary allegations as quickly as possible in accordance with the Immigration Service Regulations.
15. Criminal Offences - If an officer is charged with, or convicted of, a criminal offence (outside of employment) this would not in itself be considered a reason for disciplinary action. Consideration would be given to the relevance and effect the charge or conviction has on the officer's suitability to do their job and their relationship with the Ghana Immigration Service, officer's and the general public. Ghana Immigration Service would not usually wait for the outcome of any prosecution before deciding what action, if any to take. Where an officer is unable or has been advised not to attend a disciplinary hearing due to pending criminal action, the officer would be informed that, unless further information is provided, Ghana Immigration Service shall make a disciplinary decision on the evidence available.
16. Nothing in this policy or procedure removes the right of an officer to invoke the relevant Grievance Procedure. Should a personnel believe they have been treated unfairly, or that problems with work outside their control have been inadequately dealt with, he or she has the right to raise a grievance.
17. The Ghana Immigration Service would provide training to officer-in-charge and supervisors in the appropriate handling of disciplinary issues under this policy and procedure, through the HR department and formal training and development events.
18. The Ghana Immigration Service regards each personnel as vital to its progress and officers must note that disciplinary actions are aimed at encouraging behaviour modifications of mutual benefit rather than punitive.

#### 17.4. IMPLEMENTATION PROCEDURE

1. When a case of misconduct or general inefficiency is brought to the attention of the Head of HR, officers-in-charge, the officer affected shall be given ample opportunity to explain or defend him/herself before being subjected to disciplinary proceedings.
2. Every officer of the Service has the right to be heard and the right to provide explanations for any alleged offences or shortcomings.
3. Every stage of the disciplinary procedure must be exhausted.
4. Each and every officer shall be required to demonstrate what he/she has done towards the resolution of the dispute or grievance.
5. It is the duty of the supervisor, on observation of any misconduct or inefficiency on the part of those being supervised, to advise the officer with a view to helping that officer to improve efficiency or to correct misbehaviour.
6. Before a dismissal action is taken against an officer he/she must be educated on the availability remedies and dismissal actions.
7. Before an officer is interdicted, factors that are taken into account include the nature and gravity of the criminal or disciplinary offence laid against the officer; possibility of the same offence recurring if the officers remains in office; availability of suitable post for re-deploying the officer; and likely public perception. GIS would make sustained efforts to ensure that the time taken to complete disciplinary proceedings is kept within reasonable bounds. Where an officer has been interdicted, alternative arrangements must be made to cover for the officer without any significant undue problems.
8. An officer may appeal in accordance with the Immigration Service Regulations.
9. All foregoing notwithstanding, disciplinary procedures would be conducted in accordance with the Immigration Service Regulations.

## 18.0. GRIEVANCE POLICY

This policy describes the process through which officers of the Ghana Immigration Service are able to have their grievances heard and swiftly addressed.

### 18.1. CONCEPT DEFINITION

A grievance is a complaint that may or may not be justified. It shall be a formal/informal process. The grievance procedure does not guarantee that everyone would be pleased with the outcome of a grievance once it is filed. It does, however, guarantee that each and every officer would have the opportunity to have their grievances reviewed, through a process that promotes resolution and fair appraisal of all surrounding issues of the grievance.

Grievances may be raised by an individual. Officers raising a grievance should be offered the opportunity to have their grievances addressed.

### 18.2. POLICY STATEMENT

1. Officers are encouraged to discuss their grievances with their immediate supervisor as soon as an issue arises, before proceeding to follow the formal steps of the grievance procedure.
2. A subordinate is also required to request a meeting with his/her supervisor to express concerns if he/she feels offended by the supervisor.

### 18.3. IMPLEMENTATION PROCEDURE

#### STEP I

1. The officer shall present the grievance in writing, including specific reasons and important dates to the immediate supervisor within four (4) days after the occurrence of the grievance.
2. Written notice of grievance shall be in the form specified by the Head of HR.
3. The notified supervisor shall within 2 days meet, investigate and dialogue with the officer on the possible remedies to the situation.

#### STEP II

1. An officer of the Service who is not satisfied with resolutions arrived at in **STEP I** can resubmit the grievance to the officer-in-charge/Region.
2. Written notice of grievance shall be in the form specified by the Head of HR.

3. The officer-in-charge/Region shall have 5 days to meet, investigate and dialogue with concerned officers on the possible remedies to the situation. The meeting should include all officers involved in the grievance with the goal of arriving at a peaceful resolution.

#### STEP III

1. An officer of the Service who is not satisfied with the resolutions arrived at in STEP II, can resubmit the grievance to the Head of HR.
2. Written notice shall be in the form specified by the Head of HR.
3. The Head of HR shall have 10 days to meet, investigate and dialogue with concerned officers on the possible remedies to the situation in consultation with the Deputy Comptroller-General for Finance and Administration. The meeting should include all officer involved in the grievance with the goal of arriving at the resolution.

#### STEP IV

1. An officer of the Ghana Immigration Service who is not satisfied with the resolutions arrived at in STEPS I – III, can resubmit the grievance to the Comptroller-General of Immigration.
2. Written notice shall be in the form specified by the Head of HR.
3. The Comptroller-General of Immigration shall have 21 working days to meet, investigate and dialogue with the officers involved in the dispute/grievance.

#### STEP V

1. An officer of the Ghana Immigration Service who is not satisfied with the resolutions arrived at in STEPS I – IV can resubmit the grievance to the Council .
2. Written notice shall be in the form specified by the Head of HR
3. The Council shall have 30 working days to meet, investigate and dialogue with the officers on the possible remedies to the situation. The meeting shall include all officers involved in the grievance with the goal of arriving at a peaceful resolution.

#### STEP VI

1. If a grievance or dispute remains unresolved after **STEPS I – V**, the grievance shall become a disciplinary issue and thus conform to the formal disciplinary procedure.

## 19.0. CODE OF CONDUCT

This policy clarifies the standards of behaviour that are expected of every officer of the Ghana Immigration Service in the performance of their duties. It provides guidance in areas where officers have to make personal and ethical decisions.

### 19.1. CONCEPT DEFINITION

The Code of Conduct policy provides practical guidance and examples to help officers deal with important ethical issues and is issued to all officers.

### 19.2. POLICY STATEMENT

1. Officers of the Ghana Immigration Service must demonstrate honesty, trustworthiness, dependability, reliability, and respect for self, others and the values of humanity in their relationships to the Council and the State in general.
2. All officers are expected to cultivate professional relationships with fellow officers to ensure that conflicts are resolved amicably and relationships are further strengthened.
3. Officers shall wear the approved uniforms, accessories and apparel whilst on duty.
4. All officers are encouraged to bring questions about particular circumstances that may implicate one or more of the provisions of this policy to the attention of HR, who may consult with inside or outside legal counsel as appropriate.
5. All officers the Service have a duty of loyalty to the Service, and must therefore avoid any actual or apparent conflict of interest that would undermine and render them ineffective or pose as threats to the successful conduct of their assigned duties and responsibilities. A "conflict of interest" exists whenever an individual's private interests interfere or conflict in any way (or even appear to interfere or conflict) with the interests of the Ghana Immigration Service as a whole.

### 19.3. IMPLEMENTATION PROCEDURE

1. All officers shall be treated with justice, under a "Code of fair play" which means having regard for equity.
2. No favouritism or antagonism shall be shown towards individual officer.
3. There should be consistency in the treatment of all officers irrespective of age, sex, status etc.
4. The use of alcohol, drugs, cigarettes and/or other behaviour altering substances on premises while on official duty or during the official working hours is prohibited.
5. Officers are obliged to use the internet and computer systems in a responsible, effective and lawful manner.
6. The needs of officers shall be recognised, particularly their desires for job satisfaction, security, a fair wage, good and safe conditions of work and opportunities for promotion.
7. Any officer found or caught in any form of corruption, bribery, cheating, lying, or stealing would be dealt with accordingly.
8. The Ghana Immigration Service maintains a 'No-Smoking' environment. Officers must ensure that all visitors and personnel conform to this policy.
9. All officers are required to comply with the principles of the uniform policy. This policy sets out GIS' expectations in relation to GIS uniform code. The uniform policy is necessary in order to: Present a smart and professional image thereby increasing officer/client/public confidence, and have regard to health and safety considerations for officers.

## 20.0. WORKERS COMPENSATION AND WORK-RELATED INJURIES

This policy describes the responsibilities of all officers of the Ghana Immigration Service towards ensuring that the work environment is devoid of harmful, hazardous and dangerous persons or substances. It provides guidance on policies applicable and implementation procedure for safeguarding and compensating personnel for injuries incurred on the job.

### 20.1. CONCEPT DEFINITION

This is an insurance paid as benefit to personnel who become ill or injured on the job. Through this programme, workers are provided with benefits and medical care. It is the goal of workers' compensation to return the injured personnel quickly and economically to the status of productive workers without unduly harming the employer's operations.

Workers' compensation benefits are most commonly provided to workers who are injured by a specific accident on the job, such as the worker who trips and falls down the employer's staircase, or the worker who gets shot during a drill or whilst using office machinery (or even office vehicles). But a compensable accidental injury might also include an occupational disease, such as lung disease that resulted from personnel's exposure to toxic fumes/smoke/gas/chemical in the workplace. Cumulative trauma associated with work duties, such as carpal tunnel syndrome caused by repetitive keyboard work, also can be compensable. An injured worker is entitled to workers' compensation benefits only if the injury arose out of and in the course of employment. The first part of this requirement, "arising out of employment," ensures that there is a causal connection between the work and the injury. Usually the personnel has the burden of proving that the injury was caused by exposure to an increased risk from employment. New entrants who flaunt the caution of going through drills whilst pregnant, at the point of entry, are not entitled to compensation.

In determining whether an injury is compensable, it is helpful to categorise the risk causing the injury in one of three ways. First, there is the risk that is associated distinctly with the employment. An example would be an officer losing his/her sight due to poor lightening of GIS office facilities. Clients who get injured on GIS premises are entitled to compensation.

The second category of risk is risk that is personal to the claimant. An example is a worker who develops lung cancer due to years of smoking. Assuming this cancer was not caused by carcinogens in the workplace and would have developed notwithstanding employment, the disease would be considered personal and not arising out of employment. Injuries from purely personal risks are never compensable.

The third category of risk, neutral risk, is the most problematic in determining the compensability of a work injury. Neutral risks are neither distinct to the employment nor distinctly personal. Examples would include an officer developing sleep disorder or ear loss due to the sound of planes landing and taxing. A night duty staff developing backache due to the poor state of mattresses provided for rest times; and an officer getting shot whilst on his way home from night duty.

### 20.2. POLICY STATEMENT

1. The Ghana Immigration Service provides coverage and certain forms of compensation to officers who incur an injury or illness arising out of and in the course of their employment.
2. An officer may also be covered while travelling on official Ghana Immigration Service business. This policy sets forth the Ghana Immigration Service's commitment to prevention of on-the-job accidents; treatment, care, and rehabilitation of an injured officer; and the officer's rights and responsibilities when on-the-job injury occurs.
3. An officer is not entitled to workman compensation if an assessment of the situation proves that the personnel was negligent, did not follow due process or was ignorant of the seriousness of the situation.
4. Ghana Immigration Service strives, through various programs, to make the workplace a safe and healthy environment for all persons, including trainees, personnel, and visitors.
5. The key to a safe work environment is the prevention of on-the-job accidents.
6. All officers share this responsibility, and everyone is encouraged to bring work-related health and safety concerns to their supervisor's attention and/or safety office as soon as they occur.

7. Officers would perform their jobs in a safe manner with concern and care for their safety and the safety of others.
8. Officers who perform their jobs in an unsafe manner or who engage in behaviour or activities that endanger the health or safety of themselves or others, are subject to disciplinary action, up to and including dismissal.
9. When an injury or illness covered by the workers' compensation programme involves any lost time, a medical release from the personnel's health care provider is required before the concerned officer may return to work.
10. If an officer is only able to return to his or her existing job with restrictions on certain job activities, the return to work is encouraged but must be approved by the officer's health care provider, the appropriate Comptroller-General, or officer-in-charge, and human resources.
11. Reassignment due to temporary disability should not affect the officer's rate of pay.
12. The Ghana Immigration Service is not required to create a position that does not currently exist as accommodation for permanent disability.
13. An officer shall not suffer a diminution in earnings while the officer undergoes treatment for injuries sustained through an accident arising out of, and in the course of employment at the Ghana Immigration Service.
14. This policy adopts the guidelines detailed in the Workmen's Compensation Act of 1987 and the Immigration Service Regulations.

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### 20.3. IMPLEMENTATION PROCEDURE

1. Supervisors are required to conduct periodic safety inspections of all work areas under their control.
2. All officers at the Ghana Immigration Service needing non-emergency care during normal working hours may be released to access medical attention.
3. HR is responsible for directing officers to the appropriate medical provider.
4. All work-related accidents and/or illnesses must be reported to the officer's immediate supervisor.
5. The immediate supervisor would notify the Head of HR, who would ensure that an accident report is generated within twenty-four (24) hours from the time the officer's supervisor was informed of the accident.
6. Officers should contact the Head of HR or designee for information on sending bills for medical treatment and related items.
7. The officer's supervisor must notify the Head of HR or HR representative in writing when a personnel misses scheduled work due to a work-related injury or illness.
8. The workers' compensation programme provides compensation benefits to the concerned officer for a portion of the time whilst on duty, on the office premises or in the course of carrying out his/her immigration/assigned duties.
9. The duration of sick leave entitlements and benefit would be for a maximum limit to be determined by the Comptroller-General of Immigration.
10. If a temporary disability prevents an officer from performing essential job duties, the supervisor, in consultation with the health care provider, may temporarily reassign concerned officer to other duties that do not adversely affect the disability.
11. The officer must provide a statement from the health care provider that the officer can perform the reassigned or limited job duties without adverse effect on the temporary disability or the safety of others.

## 21.0. PROMOTION POLICY

This policy spells out the procedural guidelines for promotions in the Service. In line with the principles of fairness and merit, an officer shall be promoted only if the officer satisfies the prescribed conditions for advancement into the next higher rank in which a vacancy has been declared.

### 21.1. CONCEPT DEFINITION

1. Promotion is advancement of personnel to a better job in terms of greater responsibility, more prestige or status, greater skills and especially increased rate of pay or salary.
2. The upward reassignment of an individual in an organizational hierarchy, accompanied by increased responsibilities, enhanced status and usually with increased income though not always so.
3. Promotion is the reassignment of a higher level job to an internal personnel with delegation of responsibilities and authority required to perform that higher job and normally with higher pay.

Promotion is for the following purposes:-

1. To utilize the personnel's skills, knowledge at the appropriate level in the organizational hierarchy resulting in organizational effectiveness and personnel satisfaction.
2. To develop competent skills and inculcate in the personnel the zeal to acquire the skills, knowledge etc. required by higher level jobs.
3. To develop competent internal source of personnel ready to take up jobs at higher levels in the changing environment.
4. To promote personnel's self-development and make them await their turn of promotions. It reduces labour turnover.
5. To promote a feeling of contentment with the existing conditions of the Service and a sense of belongingness.
6. To promote interest in training, development programmes and in team development areas.
7. To build loyalty and to boost morale.

8. To reward committed and loyal officers.
9. Promotion is associated with changes such as:
  - a. Reassignment of higher level job to personnel than what they are presently performing.
  - b. The concerned officer being delegated with greater responsibility and authority than what they performed earlier.
  - c. Promotion normally accompanies higher pay.
  - d. Promotion may be temporary or permanent depending upon the organizational needs and officer's performance.
  - e. Promotion may also lead to only an increase in pay, whilst the other job elements remain unchanged.
  - f. Promotion can also result in no increase in pay, but the status of the person changes.

### 21.2. POLICY STATEMENT

1. An officer will be eligible for consideration for promotion upon satisfying the conditions specified in the GIS Regulations and scheme of service. These include
  - a. Availability of vacancy
  - b. Success at interview
  - c. Serving for a number of years on the rank, etc.
2. Promotion is granted at the discretion of the designated authority as contained in the GIS Regulations, and only in the instance when a position(s) has to be filled from the Service.
3. Promotion is not a guaranteed expectation after the successful completion of a study or on grounds of merit or by virtue of years of experience.
4. The policy should be applied uniformly to all officers irrespective of the background of the persons.
5. It shall be fair and impartial. In other words it should not give room for nepotism, favouritism, etc.
6. It shall provide equal opportunities for promotion in all categories of jobs, departments, and regions of the Service.

7. It shall ensure open policy in the sense that every eligible officer should be considered for promotion rather than a closed system which consider only a class of officers.
  8. It shall contain clear cut norms/ criteria for judging merit, length of service, etc.
  9. The designated authority should be entrusted with the task of making final decision.
  10. It shall contain promotional counselling, encouragement, guidance and follow-up regarding promotional opportunity, job requirement and acquiring the required skills, knowledge etc. It shall also contain reinforcing the future chances in the mind of rejected candidates and a provision for challenging the management's decision and action by officers within the limits of promotion policy.
  11. An officer who has been on sick leave for more than one year will not be considered for promotion.
  12. Officers on approved study leave of more than one year duration abroad shall not be considered for promotion until they return to their post and upon availability of vacancy.
  13. Officers on approved study leave in local and professional institutions shall not be considered for promotion until they return to their post and upon availability of vacancy
  14. A candidate who fails to appear before an interview shall explain in writing to the Comptroller-General the reasons for his/her inability to attend.
  15. Unsuccessful candidate shall join the immediate subordinate officers for the next promotion process. The effective date of the promotion shall be the date on which the new vacancy occurred.
4. Interview invitation letters should be issued to all panel members.
  5. HR shall develop a scoring template for use by the interview panel.
  6. HR to issue invitation letters to all officers to be interviewed.
  7. HR shall take the scoring sheet from the interview panel and create a results matrix. Which would be given to the panel members.
  8. Interview panel members would review the results matrix and based on their assessment of the candidates generate a list of successful candidates.
  9. The names of successful candidates would be recommended to the Comptroller-General of Immigration Service to the Council for approval.
  10. Promotion letters shall be issued from the Comptroller-General's office to successful candidates.
  11. Copies of the promotion letters would be circulated to all controls. HR shall follow through to ensure that all he recommendations in the letters are followed through.

### 21.3. IMPLEMENTATION PROCEDURE

#### A. Senior Officers

1. The Head of HR shall at the beginning of each year compile a list of senior officers due for promotion and submit a request to conduct promotion interviews to the Deputy Comptroller-General of Finance and Administration. A report on available vacancies should be added to the request.
2. When approval is given, promotion course and examinations (where applicable) will be organised.
3. The Head of HR shall then ensure that an interview panel is constituted and sent to the Deputy Comptroller-General of Finance and Administration for approval.

#### B. Junior Officers

1. The Head of HR shall at the beginning of each year compile a list of junior officers due for promotion and submit a request to conduct promotion examinations (where applicable) to the Deputy Comptroller-General of Finance and Administration. A report on available vacancies should be added to the request.
2. A list of all junior officer eligible to write the examination would be communicated to all controls.
3. A promotional course of a duration of not less than one month shall be organized for all participants at the Training School.
4. Successful candidates would be recommended the the Comptroller-General of Immigration Service to the Deputy Comptroller-General for Finance and Administration, for approval.
5. Promotion letters shall be issued from the Comptroller-General's office to successful candidates.
6. Copies of the promotion letters would be circulated to all controls HR shall follow through to ensure that all the recommendations in the letters are followed through.

## 22.0. PERSONNEL TRANSFER POLICY

This policy ensures consistency in procedures and policy application regarding the transfer of officers in the Service.

### 22.1. CONCEPT DEFINITION

1. Transfer is an approach to helping personnel develop a career path. A transfer provides experience in other areas of an officer's current department or in a new department within the Service.
2. Transfer is a way to help personnel gain wider and broader experience within the Service.

### 22.2. POLICY STATEMENT

1. Transfer is a relocation of a personnel to the same class in a different department or command or to a related classification within the same salary range.
2. The transferred personnel would undergo a minimum of 3 days orientation, depending on the job demands, on the assumption of duty.
3. The Ghana Immigration Service supports an environment that values the pursuit of career mobility and encourages officers who express an interest, and have the abilities, to pursue appropriate vacancies to foster their career development. Toward that end, officer's efforts to be transferred from one position to another would be supported.
4. An officer may apply for a posted position in another department, region, unit or head office or be identified for transfer when appropriate. The Ghana Immigration Service shall have the discretion to transfer an officer when deemed appropriate. For the purposes of this policy, there shall be two types of transfers as follows:

**a. Internal Transfer** - The shift of officers from one position to another of the same classification or to one with comparable skills and in the same general pay range in the same institution. The officer who is affected by an internal transfer shall continue all benefits uninterrupted.

**b. External Transfer** - Officers could be seconded to another institution.

### 22.3. IMPLEMENTATION PROCEDURE

1. HR shall generate a list of officers due for transfer to the Deputy Comptroller-General of Finance and Administration, with copies to the Comptroller-General of Immigration Service and the National Transfer Committee set up to review applications.
2. The National Transfer Committee shall review transfer applications or list of officers due for transfer.
3. The Comptroller-General of Immigration shall make variations and approve the final list received from the committee.
4. Transferred officers may submit written petitions to the Comptroller-General through their respective officers-in-charge.



## 23.0. STUDY LEAVE

The purpose of this policy is to establish policy and guidelines for officers in relation to securing approved study leave at the Ghana Immigration Service. It provides a summary of policies that governs the process and implementation procedures.

### 23.1. CONCEPT DEFINITION

The term study leave covers those periods of time when a personnel is absent from their normal workplace to attend a training programme for the purpose of developing knowledge, skills or attitudes which would help them at work, or with their agreed development.

### 23.2. POLICY STATEMENT

1. The purpose of Study Leave is to provide personnel with an extended period of time uninterrupted by assigned duties or service responsibilities, during which they would enhance and increase their knowledge of and expertise in their disciplines so as to enhance their abilities as immigration officers.
2. Study leave is a privilege which is granted in accordance with the policies and procedures outlined herein and issued at the discretion of management.
3. Successful completion of a program of study does not automatically lead to an increase in pay, promotion or provide access to some benefit package.
4. Study leave is available to full time officers whose performance have been assessed as satisfactory in recent times and who have submitted a study leave proposal which appears likely to enhance their contribution to the Service.
5. Also, personnel who have previously had a study leave must demonstrate that the previous study leave contributed to their performance on the job.
6. Study leave proposals, in line with the succession and skill areas desired by the Service would receive preference over non-traditional areas.
7. Personnel are required to discuss their study leave proposals with HR for guidance on relevance to the Service.
8. Approved study leave with pay shall be at the discretion of management.
9. The Comptroller-General of Immigration Service

and Management shall set up a Training and Development Committee headed by the Head of HR to review personnel requests and submit recommendations on study leave proposals that should be considered.

10. Study leave applications shall be granted ahead of submitting applications for a programme/course. Once study leave is granted, the personnel can put in the application to the institution or school organizing the programme and has one year to attend the approved programme or have the study leave approval cancelled after a year of non-enrolment.
11. Officers having served the Service for a period of 6 years' continuous service after probation are eligible to submit study leave proposals to the Ghana Immigration Service.
12. Study leave approvals at any given time shall not exceed 1.5% of the staff strength (function and manpower demands would be factored in the decision making process).

### 23.3. IMPLEMENTATION PROCEDURE

1. The Head of HR/OIC shall receive and collate study leave letters of intent and applications every year for the review of the Training and Development Committee. A full report on all letters of intent and applications submitted and recommendations shall be sent to the Deputy Comptroller-General of Finance and Administration for approval, with copies to the Comptroller-General of Immigration Service.
2. HR shall receive all study leave letters of intent by the end of the first quarter (January-March) of each year prior to securing admission letters for the programme.
3. Non-attendance at the event/conference/programme for which leave has been approved would be classed as unauthorized absence.
4. Upon receipt of the Training and Development Committee report, the Deputy Comptroller-General of Finance and Administration shall proceed to make recommendations to the Comptroller-General.
5. Once the Comptroller-General approves the final list, the Head of HR shall write to all applicants about the status of their study leave letters of intents/applications.

## 24.0. COOPERATION WITH OTHER LAW ENFORCEMENT AGENCIES

The Ghana Immigration Service shall co-operate with all governmental agencies, especially the law enforcement agencies in accordance with applicable provisions of the laws of the land.

## 24.1. BRIBERY AND CORRUPTION

The Ghana Immigration Service does not permit or condone bribes, corruption, kickbacks or any illegal, secret or improper payments, transfers or receipts. All payments shall be processed by only officers with clearance to do so.

## 24.2. IT POLICY

The Ghana Immigration Service shall strive to integrate Information Communication Technology in its administrative and operational systems to ensure effective delivery. The Service provided computers and internet systems shall be used for GIS purposes only.

## 24.3. POLITICS

The Ghana Immigration Service is not a political organisation and shall not be involved or perceived to be involved in national or regional politics. Officers are however, encouraged to exercise their civic rights and responsibilities as citizens of the country. Officers are prohibited from engaging in any form of political activities.

Officers seeking to run for public office or seeking political appointment shall resign. The Ghana Immigration Service is prohibited from offering or allowing the use of its facilities, equipment and officers in connection with any state or local election/campaign.

## 24.4. INTERPERSONAL RELATIONSHIPS AND COMMUNICATION

1. We believe that relational pleasantness, humility and respect for one another are essential in working at GIS. This notwithstanding, romantic interpersonal relationships among officers of the Ghana Immigration Service is discouraged. In all interactions both written and oral, officers are

encouraged to be civilised and dignified in their language use. Officers are encouraged to be assertive in a civilised sanitised manner.

No human relations issues should be left to fester. Such differences, grievances and concerns should be raised immediately they occur. We expect that officers would take responsibility for their actions and not exhibit escapist tendencies. We expect that organizational resources should be handled and used with judicious care.

2. To instil regimental discipline, a marital union between a senior and a junior officer is not allowed. In the event that a senior officer marries a junior officer, one of them shall resign.
3. Clause 24.4.2 notwithstanding, marital union between two senior officers and two junior officers is permitted. Except in the case of the junior officers, in the event that one of them is promoted to the senior officer rank before the other, one of them shall resign.

## 24.5. EXTERNAL EMPLOYMENT

Officers of the Ghana Immigration Service are discouraged from engaging in outside or other employment which:

1. Adversely affects the officers's work performance, productivity or availability for work.
2. Is in conflict with the interests of GIS.
3. Could have derogatory effects on GIS.

Prior to engaging in outside employment, concerned officers should communicate this to the Comptroller-General for approval, to ensure that there are no potential conflicts.

## 24.6. GIFTS

Officers are not to accept gifts from clients without the knowledge and permission of the Comptroller-General.

## 24.7. REST PERIODS

Officers are entreated to use their meal times and break times. Meal times would not be deducted out of pay for as long as it is within the designated time period.

Guidance on how to adhere to mealtimes and rest periods can be sought from the Human Resource Department. Rest periods for GIS is from 12:30pm to 2:00pm.

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## 24.8. CONFIDENTIALITY

Officers must keep all operations and dealings of the Ghana Immigration Service confidentially and shall not make public or press statements where the subject matter is concerned with the Service without prior clearance with the Comptroller-General of Immigration Service. Any officer who violates this shall be severely sanctioned.

No file/record(s) shall be removed from the premises of the Service or the contents used for any other reason without the appropriate authorisation. Officers and other client details shall not be divulged to unauthorised persons under any circumstance.

All records on officers of Ghana Immigration Service shall be kept separately from other records and placed in the custody of the Head of HR. It is the responsibility of each and every personnel to keep the Service informed of changes that affect their personal records. No access shall be made to such records without the consent of the Head of HR. Personnel needing to make changes to their personal records must follow the procedures prescribed by the Head of HR.

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## 24.9. SECURITY

All officers of the Ghana Immigration Service must adhere to the following security protocols:

1. Take personal responsibility in ensuring that they do not place themselves in harm's way or behave in ways that put other officers at risk of any harm.
2. Leave their valuables at home. If officers do bring valuables to work, items like cash, cell phones, laptops, purses and backpacks should be secured in a locked area.
3. Ensure that their valuables are kept safe whilst on the Service premise.
4. Report all suspicious behaviours and personalities on the Service premises.
5. Report all incidents including assaults, strange persons, threats, larcenies, lost property, visitor falls/injury, workplace violence or any suspicious activities to the Chief Staff Officer/Staff Officers.
6. Show interest in their environment so as to be in a position to notice anything that seems out of place.

7. Must ensure that sensitive and all other Service records are only handled by authorised personnel and are not compromised at any time.
8. Adhere to all security requirements and procedures in place at any given time.
9. Security threats requiring the attention of officers must be well communicated and each officer has the responsibility of ensuring that they are aware of all updates in the Security system.
10. Ensure that regular client visits are recorded and monitored. All visitors are to be provided with temporary identification badges before entering GIS offices and using the facilities of the Service.
11. Adhere to all clearance protocols restrictions placed on designated premises of the Service.

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## 24.10. OFFICERS IDENTIFICATION BADGES

All officers shall be supplied with a Ghana Immigration Service ID card/badge, which must be worn at all times and within visible range. All officers must ensure that they are provided with the approved Ghana Immigration Service ID card/badge. ID card theft, damage or loss should be reported to HR as soon as this happens. All GIS officers have a collective responsibility of protecting their Ghana Immigration Service ID card/badges.

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## 24.11. USE OF CELL PHONES

All cell phones are to be silenced, put on vibration or low tone whilst attending to clients, on assignment and during working hours. Officers are not to use their phones whilst attending to clients.

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## 24.12. OFFICE VISITATION

Officers are to ensure that children are not allowed into the office without clearance and should be in the company of an officer. Officers are however encouraged not to make it a habit of bringing their children to the office, in the interest of protecting the identity of their family from individuals who might be interested in harming them.

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## 24.13 ABSENCE FROM WORK

When an officer is unable to be at work, the personnel must notify his/her supervisor, explain the reason for the absence, and provide an estimated time of arrival at work. If it is as a result of ill health the officer shall present a doctor's note on return to the office indicating that the doctor has seen him/her and the time he/she was attended to. Unreasonable explanation or persistent time off work would be deducted out of annual leave

entitlement. If the officer's individual situation permits, the officer should attempt to get to work.

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#### **24.14. OFFICIAL ACCOMMODATION**

The Deputy Comptroller-General of Finance and Administration determines the availability of the Ghana Immigration Service housing and has the final say in the selection and provision of this facility to any officer. Due consideration is given to ensure that each division/department/section/unit is treated equitably.

When housing is provided for an officer of Ghana Immigration Service, the officer must agree to the following list of conditions.

1. Routine care of the facility is the responsibility of the officer.
2. When an officer moves out of housing belonging to Ghana Immigration Service, any cash benefit due him/her would be withheld pending a timely determination of cleaning costs and/or damage payments.
3. An inventory of furniture and/or appliances would be acknowledged by the officer upon occupancy and verified when the housing is vacated.
4. Insurance for the officer's personal property is the responsibility of a personnel.
5. All officers must abide by the narcotic drugs policy.
6. All officers provided housing are required to sign and familiarise themselves with the housing rental agreement.

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#### **24.15. AWARDS**

Officers awards are made both for sustained meritorious performance of duty and for specific achievement. All officers are eligible to receive all awards, but the level of responsibility of an individual, along with the significance of the achievement or accomplishment at that level of responsibility, are considered in determining the level of an award. Officers awards are not routine and at the discretion of the Comptroller-General of Immigration Service. The Service may also designate specific awards for non-uniformed personnel, and other individuals or entities that have made singular contributions to the excellence of the institution. Honourees should have distinguished themselves by their service or financial contributions to the institution and by their character. Honourees should have demonstrated the highest degree of personal and professional ethics.

Recommendations for awards would originate from Deputy Comptroller-General of Finance and Administration. The Head of HR would submit briefs on the person's performance to the Deputy Comptroller-

General of Finance and Administration. The Deputy Comptroller-General of Finance and Administration on the advice of the Heads of other directorates shall submit his/her recommendations to the Comptroller-General for approval/rejection. Award recognition letters would originate from the Comptroller-General's office. The Ghana Immigration Service awards may be worn with medals and decorations on any official apparel.

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#### **24.16. RETIREMENT PLAN**

All officers are required to participate in the retirement plan. Eligible officers are notified of their eligibility to participate by the HR office. The following information is general in nature and covers the basic essentials of the HR office. Officers contemplating retirement should contact HR for an estimate of benefits at least 3 months prior to the desired retirement date.

Retiring Ghana Immigration Service officers shall be recognised annually at a parade.

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#### **24.17. STANDARDS OF CONDUCT**

##### **Harassment/Discrimination**

Harassment is abusive and an illegal behaviour that harms victims and negatively impacts Ghana Immigration Service's culture by creating an environment of fear, distrust and intolerance. The Ghana Immigration Service is committed to providing a safe, healthy environment for all officers that promotes respect, dignity, and equality. It is the purpose of this policy to create and preserve a learning/professional environment free from sexual harassment and discrimination on the basis of gender, colour, religion, etc.

The Ghana Immigration Service strictly prohibits all forms of harassment on its premises, vehicles and sponsored activities, programs and events including those that take place at locations away from Ghana Immigration Service. Ghana

Immigration Service also strictly prohibits all forms of harassment against individuals associated with Ghana Immigration Service whether or not the harassment occurs on GIS premises.

##### **Sexual harassment**

It is the policy of Ghana Immigration Service not to tolerate any form of sexual harassment meted out to job applicants, officer and/or clients by any officer. Sexual harassment means any unwelcome, offensive or importunate sexual advances or request made by a superior/subordinate officer or a colleague whether the colleague is a man or woman. Such harassment of others would be dealt with promptly and effectively and is a basis for discipline up to and including immediate termination of appointment.

## 25.0. EMPLOYMENT SEPARATION

This policy is to ensure that officers terminations, including voluntary and involuntary terminations, are handled in a professional manner with minimal disruption to ongoing work function.

### 25.1. CONCEPT DEFINITION

Employment separation refers to the process of managing the termination of employment, whether involuntary (such as redundancy, compulsory retirement, disability or death) or voluntary (such as resignation, desertion or retirement)

### 25.2. POLICY STATEMENT

1. The Ghana Immigration Service and its officers have the right to end the employment relationship. This could be in the form of termination, resignation or retirement. Each form of separation places certain responsibilities on both parties.
2. Employment separation at Ghana Immigration Service occurs in the instance of:
  - a. Resignation and Desertion
  - b. Compulsory Retirement and Voluntary Retirement
  - c. Expiration of Contract and Redundancy
  - d. Death
  - e. Removals/Dismissal
3. For any form of separation, officers are required to adhere to the approved notice periods as detailed in their appointment letters.
4. The Ghana Immigration Service shall terminate the appointment of a confirmed officer only after reasons have been stated and due diligence followed.
5. The Ghana Immigration Service shall not terminate the employment of an officer under these situations:
  - a. If the reason for separation is:
    - i. That the officer has filed a complaint or participated in proceedings against the Service involving alleged violation of laid down rules and regulations or any other enactment by law;
    - ii. As a result of the officer's gender, ethnicity, religion, creed, social or economic status;
    - iii. In the case of a female officer, due to pregnancy or during maternity leave excluding the probation period;
    - iv. In the case of an officer with a disability though he/she can still perform his duties;
    - v. That the officer is temporarily ill or injured and this is certified by a recognized medical practitioner;
6. Without limiting the provisions above, an officer's employment is deemed to have been unfairly terminated constructively, if, the officer terminates the employment due to:
  - i. ill-treatment of the officer by the Service, having regard to the circumstances of the case; or
  - ii. the Service has failed to take action on repeated complaints of sexual harassment of the officer at the work place.
7. A termination may be unfair if the Service fails to prove that,
  - i. The reason for the termination is fair; or
  - ii. The termination was made in accordance with a fair procedure as set out in this Manual.
8. An officer of Ghana Immigration Service is employed to age 60, unless otherwise stated in the letter of appointment. Prior to this age, officers may voluntarily terminate employment with GIS by giving required notice in writing to the Head of HR in accordance with the provisions made in this policy and Immigration Service regulations.
9. Separation of employment becomes effective only after it has been communicated and accepted in writing by the Comptroller-General of Immigration Service.
10. Prior to the officer leaving the Service, he/she shall submit all documents and properties of the Service as laid down in this policy document and Immigration Regulations before the release of entitlements.
11. The officer leaving the Service, shall either settle in full all outstanding debts owed to the Service

before the separation takes effect or such debts may be set off against his/her entitlements and the balance, if any, paid to him/her.

10. Where the officer has the use of an official vehicle, the vehicle must be handed over on the last working day unless an alternative arrangement is previously agreed with HR.
11. Where a senior officer is residing in an official bungalow, he/she shall be given a three (3) month grace period to hand over the bungalow to the Service unless an alternative arrangement is previously agreed with HR.

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### **25.3. IMPLEMENTATION PROCEDURE**

There are two (2) categories of separation of employment from Ghana Immigration Service (GIS): voluntary and involuntary separation. Outlined herein are the policies and procedures for recognizing and processing each type of separation of employment.

#### **I. Voluntary Separation**

Voluntary separation occurs when an officer decides to end employment with the GIS on their own accord (voluntary resignation) or when an officer deserts the position (desertion). Voluntary separations include resignation initiated by the officer or by mutual agreement between the officer and Ghana Immigration Service, retirement of the officer, or officer's completion of the period of his/her contract.

##### **Resignation**

A personnel may elect to resign voluntarily or leave Ghana Immigration Service through mutual agreement. Resignation occurs when an officer notifies their immediate supervisor or department/section/unit head/OIC that they have decided to leave their position with GIS. If an officer decides to resign from their position with GIS, he/she shall give their immediate supervisor or department/section/unit head/OIC one (1) month advanced notice or one month salary in lieu of the notice.

Once an officer notifies their department/section/unit of their decision to voluntarily separate from the Service, the officer should provide a written "Notice of Resignation." The Notice of Resignation should include the officer's last day of employment and reason for leaving GIS, if available; once completed, a copy of the Notice of Resignation should be forwarded to HR Department. Once HR Department has received the Notice of Resignation, an officer may be given a packet of information to complete regarding the separation, transfer of benefits and exit requirement.

Upon receiving a "Notice of Resignation", the immediate supervisor/OIC or department/section/unit head should provide the officer with a written "Acknowledgment of Resignation" pending approval by the Comptroller-General of Immigration Service.

For resignations by mutual agreement, the supervisor should obtain appropriate releases of any further obligation of Ghana Immigration Service as part of the written resignation.

##### **Desertion**

Desertion occurs when an officer fails to report to work or notify his/her immediate supervisor/OIC of their absence for 21 consecutive working days. An officer who deserts is not eligible to the Service's Grievance procedure.

##### **Compulsory Retirement**

Retirement occurs when an officer attains the age of sixty (60).

The retirement of an experienced officer may have an impact on the operations of a department, section or unit. An anticipated or planned retirement date should be given to the immediate supervisor within three (3) months prior to retirement

Retiring from GIS with the associated benefits may be based on a combination of age and service depending on an officer's respective state-mandated retirement plan guidelines. To qualify as a "Retiree," the separating officer must meet the criteria listed by GIS. Information as to what constitutes a "Retiree" and the associated retiree benefits can be found in the Immigration Service Regulations. At the retirement of an officer, the immediate supervisor or department/section/unit head must:

1. Refer the officer to HR Department to determine if they are eligible for retirement.
2. The HR Department must write to the officer three (3) months in advance during which period the officer is not entitled to work.

Unless otherwise specified by the letter of appointment, every officer of Ghana Immigration Service shall compulsorily retire at the age of 60 and would receive benefits from the Pensions Ordinance No. 42 of 1950 (Cap 30)

##### **Voluntary Retirement**

Depending on the Service's mandated retirement plan guidelines, and specified age and service eligibility requirements, an officer may be eligible for early retirement.

HR should receive notice from an officer qualifying for voluntary retirement and study the officer's file to ensure the conditions below have been met and raise a memo in that regard to the Comptroller-General. An officer qualifies for voluntary retirement if:

- He/she has served for at least 10 years
- He/she is at least 45 years of age
- He/she is not indebted to the Service
- He/she is not under any bond agreement
- He/she has given the Service one (1) month written notice.

Based on the Comptroller-General's approval, HR should:

- Submit a letter to the Controller and Accountant General's Department to effect stoppage of the respective Officer's salary.
- Ask the Officer to furnish his/her bank details, four [4] passport size photographs and address while on pension.
- Fill the pension forms and attach a covering letter written through the Ministry of Interior to the Controller and Accountant General's Department.

## II. Involuntary Separation

The inability of officers to perform the essential functions of their job may also result in involuntary termination. An officer may also be discharged for any legal reason, e.g., misconduct, tardiness, absenteeism, unsatisfactory performance or inability to perform.

In some cases progressive discipline may be used, prior to termination, to correct a performance problem. However, certain types of misconduct may be so severe that the incident of misconduct must result in immediate dismissal without prior use of progressive discipline.

Involuntary separation is a serious matter for officers and the Service. Supervisors, Department/Section/Unit heads and HR should strive to ensure that all involuntary separations are handled in a manner that treats the officer with fairness and reduces GIS's potential liability and litigation. This must be achieved through the following:

- Address performance issues through proper documentations as soon as they become apparent.
- If performance issues do not improve with direction and coaching, supervisors should alert their immediate supervisors and the Human Resources Department. It is important that Human Resource Department be involved

as early as possible to provide assistance to the supervisor and to ensure that the interests of the officer and GIS are well served.

- If involuntary separation is due to egregious (often of mistakes) behaviour, the next level of supervision and Human Resource Department/OIC should be involved immediately.
- Depending on the behaviour, GIS's first consideration is always the safety of officers and the second is protection of GIS resources.
- The immediate supervisor/OIC must review an involuntary termination decision with the next level of management and the HR Department prior to making a decision.
- The immediate supervisor/OIC must review an involuntary termination decision with the next level of management and the HR Department prior to making a decision.
- The immediate supervisor/OIC is responsible for conducting the termination meeting and documenting comments made by the officer during the meeting. The immediate supervisor/OIC may request a Human Resource Representative to be present at the meeting.

### **Expiration of Contract**

Upon appropriate notification by the supervisor that a contract would not be extended, personnel hired under contract would be separated from Ghana Immigration Service at the end of the contract period. Terms, conditions, and notification requirements for personnel hired under contract are described in the contracts section.

A non-tenured employment contract (of a professional position) shall not include a guarantee of permanent employment. A non-tenured contract personnel has no right to re-employment at the end of the contract term. A decision not to re-employ may be made by Ghana Immigration Service for any reason the Service deems sufficient. Because the personnel has no proprietary interest in his/her re-employment, the personnel is therefore not entitled to notice and a hearing prior to or after the decision not to re-employ at the end of the contract term.

When a personnel under contract is not to be renewed, the supervisor shall notify the said personnel in writing by hand delivery or by first class, registered or certified mail. Official notice of non-renewal correspondence would be prepared by HR. Notices shall be considered received upon delivery or mailing.

### **Redundancy**

The Ghana Immigration Service would take all practical steps to avoid compulsory redundancy by taking advantage of the following alternatives:

- Ensuring that the recruitment principles and procedures are not compromised and continually improved;
- Re-training and redeployment of personnel within the Service where reasonably possible;
- Continual identification of evolving redundancies in certain areas of work.

### **Ineligibility for Rehire**

Ghana Immigration Service would exclude from future employment former personnel whose separation occurred under any of the following circumstances:

1. Termination for misconduct.
2. Resignation or retirement in lieu of termination for misconduct.
3. Resignation or retirement when consideration of termination for misconduct is pending.
4. During the course of an investigation for misconduct.
5. Performance evaluations reflecting that the personnel's performance consistently did not meet the requirements of the job.
6. Inappropriate notice of resignation or desertion.

### **Notification and Right to Administrative Review**

At or near the time of separation from Ghana Immigration Service, the personnel who would not be eligible for rehire would be notified in writing (in print or via email), either:

1. During an exit interview process.
2. In a notice of final action.

The former personnel may seek reconsideration of this determination by notifying the Head of HR and Legal in writing, within ten (10) working days after receipt of the notification. The former personnel shall include all information the personnel wishes Ghana Immigration Service to consider when reconsidering the ineligibility determination. Ghana Immigration Service shall provide its final decision to the former personnel in writing within (30) working days from receipt of the request for reconsideration.

Ghana Immigration Service also may exclude from future employment those former personnel whose misconduct, occurs after separation from service, and such misconduct would have constituted just cause

for termination under Ghana Immigration Service's policies and/or established practices. In such case, Ghana Immigration Service would provide reasonable notice to the former personnel upon discovery of the circumstances leading to such decision and provide an opportunity to seek reconsideration of that decision within ten (10) business days of receipt of the notification.

### **Re-instatement**

An officer who has left the Service as a result of unfair termination or disciplinary decision, shall be offered appointment on re-instatement terms subject to one of the following:

- a. Approval of a petition or an appeal against the decision of the disciplinary authority by the Comptroller-General for officers of the rank of Senior Inspectors and below
- b. Approval of a petition or an appeal against the decision of the disciplinary authority by the Council for officers of the rank from Deputy Commissioner to Assistant Superintendent.
- c. Grant of official pardon by the President for officers of the ranks from Comptroller-General to Commissioner
- d. Favourable ruling by a competent court of jurisdiction

In terms of the conditions in (a) and (b) above, the rank of re-entry, as well as the salary and other related conditions would be informed by the decision of the disciplinary authority granting the petition or appeal.

In terms of the conditions in (c), the rank of re-entry, as well as the salary and other related conditions would be depend on the terms and conditions of the pardon.

With respect to the conditions in (d) above, the terms of the judgement shall apply.

The following procedure shall be followed in appointing on re-instatement terms:

- i. The aggrieved officer shall submit a petition or an appeal to the disciplinary authority
- ii. The disciplinary authority or court may uphold the petition or grant the appeal or grant the remedy sought in the writ or grant pardon and
- iii. The officer shall be reinstated where the petition is upheld, the appeal is granted or the remedy sought in writ is granted or the pardon is granted.



## **Death**

In the event of the death of an officer, the department/section/unit where the deceased officer last worked must inform HR Department of the event. HR Department would determine applicable death benefits. HR Department would meet with the family of the deceased to review all applicable death benefits.

## **Death Gratuity**

The Head of HR should request from the administrator of the deceased serving officer:

- The formal application letter for Death Gratuity
- Letters of Administration
- Death Certificate
- Statutory declaration by Head of Family
- Statutory declaration by Applicant
- Four [4] passport sized photographs of each applicant.
- Upon receipt of the above document, the OIC/HR should fill the pension forms and write a formal letter to the Controller and Accountant General through the Ministry of Interior.

## 26.0. EXIT INTERVIEWS

This policy is to ensure that GIS collects feedback from officers separating from the service in order to improve aspects of the organization, better retain officers, and reduce turnover.

### 26.1. CONCEPT DEFINITION

An exit interview refers to a survey/discussion conducted with an officer who is separating from the Ghana Immigration Service.

### 26.2. POLICY STATEMENT

1. During an exit interview officers would be asked why they are leaving, what specifically influenced their decision to leave, whether or not they are going to another public service institution and what the institution they are going to offers them.
2. GIS shall use this information to better align its HR strategy with what officers look for in an organization and enact programs and practices that would influence top talent to stay in the Service.

### 26.3. IMPLEMENTATION PROCEDURE

A personnel who terminates employment with Ghana Immigration Service, either voluntarily or involuntarily must undergo an exit interview facilitated by the Head of HR, before any entitlements are honoured. Personnel are required to hand over all official documents, assets to the Head of HR before the effective date of termination.

The separating personnel must contact HR immediately after giving notice to his/her supervisor in order to schedule an exit interview prior to the last working day. The Exit Clearance Form is to be completed by the separating officer on or before the last day of employment. The separating personnel's supervisor or department head must certify that GIS property has been returned.

Supervisors and department heads are to encourage exiting personnel to complete the Exit Interview Questionnaire. The purpose of this Questionnaire is to collect feedback from the officer concerning his/her experiences during employment. At the exiting officer's request, he/she may arrange for a personal

discussion with the head of Human Resources to communicate any issues related to employment. Information provided by the exiting officer would be used as a management tool when evaluating future policies, procedures and other matters affecting the personnel/employer relationship. Officers are not to be adversely affected or retaliated against because of any information provided in the Exit Interview Questionnaire or in any discussions with the head of Human Resources. Exit Interview Questionnaires would be maintained in a separate file and would not become a part of any officer's official personnel file.

HR would meet with the separating officer and retrieve all state property and document receipt, Personnel Exit Interview Questionnaire - prior to the personnel's last scheduled work day. The following must be accomplished during the meeting with the immediate supervisor/OIC:

- a. Completion of clearance form, Personnel Exit Interview Questionnaire
- b. Collect assigned State property; and
- c. Terminate computer access and information including emails and addresses, office keys, uniforms, communication gadgets, cell phones, laptop computers, ID Card(s), etc.

The supervisor would forward the clearance form and Exit Interview Questionnaire to Human Resources for processing.

### Special Separation

There may be instances when the normal exit interview process is not possible. For example, this may happen when an officer resigns without notice, officer calls or emails resignation and never returns. In these instances, the immediate supervisor must complete the clearance form, Personnel Exit Interview Questionnaire as soon as possible after the departure of the officer. Special efforts must be made to locate and identify state property assigned to the personnel. In these situations, the supervisor must:

1. Terminate computer access immediately upon notification of the departing personnel; and
2. Notify and alert appropriately, the officer's respective department, unit or section of missing and/or unaccountable property that was assigned to the departing officer.

# Handing Over Notes

## 27.0. HANDING OVER NOTES

The purpose of this policy is to provide the personnel's successor with key knowledge and information regarding the position so that the transition period is as short and smooth as possible.

## 27.1. CONCEPT DEFINITION

Handing Over Notes are documents created by officers who are about to leave their positions, either temporarily or permanently, to assist their successor to carry out their duties.

## 27.2. POLICY STATEMENT

1. Every personnel or officer who is about to leave his/her position temporarily or permanently is required to write Handing over Notes.
2. Handing over notes shall be written even when a personnel is leaving his/her position to assume new duties within a department or section/unit.
3. In the case of a temporary absence, particularly if the absence is longer than four weeks, the personnel shall agree with the supervisor on whether Handing Over Notes should be written and if so how detailed it needs to be.
4. A personnel who is temporarily covering the functions due to a colleague's absence shall also write Handing Over Notes to ensure a smooth transition back.

## 27.3. IMPLEMENTATION PROCEDURE

These procedures are designed to facilitate handing overs at GIS and to assist managers and non-managers to ascertain operational readiness, compliance and systems accuracy in all operational areas of the Service and providing for a declaration, by relevant accountable officers, as to the current status of all operations and assets within their area of responsibility. These procedures affect all officers of GIS.

All officers who would be absent from their office for more than twenty-one (21) consecutive working days are to put together handing-over notes which shall be made available to the reliever or Department or Section/Unit Head before leaving his or her position. Handing over notes should be clear, unambiguous and should serve as a guide detailing all activities completed and those to be undertaken.

Handing Over Notes do not need to be cleared by supervisors. The departing personnel should provide a copy of the Handing Over Notes to his/her successor and his/her supervisor and copy to HR. Handing Over Notes are a required step of the Service check-out process. The supervisor should indicate that they received a Handover Note from the personnel during the check-out process.

The successor, his/her office and the personnel's department/ section/unit shall maintain a copy in the files. If the information and knowledge is still valid and relevant, the successor may pass it on to the next successor, along with his/her own Handing over Notes. Handing Over Notes may be widely shared, with the consent of the author. They are not intended as confidential documents.

POLICY NO.  
**028**

# Auxiliary Staff/ Civilian Personnel

To be developed later as part of the Scheme of Service.

## **SCHEDULES**

- Appointment letter
- Confirmation of appointment
- Resumption of duty



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# ANNEX 1

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<b>JOB TITLE:</b>	<b>COMPTROLLER GENERAL</b>
<b>Job Statement &amp; Significance:</b>	<p>This post is charged with the responsibility of overseeing the daily administration of the Service, provide leadership and advising the Service Board/Interior Minister as required.</p> <p>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</p>
<b>Job Context:</b>	<p>The job incumbent interacts with all Head of Department/Section/Unit, In-Charge and any other stakeholder as required by his/her assignment/duties.</p>
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Chief Advisor to Board/Council.</li> <li>▪ Responsible for Laws and Regulations.</li> <li>▪ Providing strategic direction for the Service.</li> <li>▪ Policy initiation and formulation.</li> <li>▪ Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.</li> <li>▪ Day to day administration of the Service.</li> <li>▪ Reporting to the Board of GIS and the Sector Minister on all matters of the Service.</li> <li>▪ Membership of Joint Intelligence Committee (JIC).</li> <li>▪ Repatriation Orders.</li> </ul>
<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Special duties: National events.</li> <li>▪ Duty tours.</li> </ul>
<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ By political appointment.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should have:</b></p> <ul style="list-style-type: none"> <li>▪ Security management skills.</li> <li>▪ Monitoring, evaluation and research skills.</li> <li>▪ Human resource management skills.</li> <li>▪ Financial administration skills.</li> <li>▪ Basic psychology skills.</li> <li>▪ International relations expertise.</li> <li>▪ Decision making skills.</li> <li>▪ Leadership skills.</li> <li>▪ Mentoring and coaching skills.</li> </ul>

<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Maintenance of integrity of our frontiers.</li> <li>▪ Swift and effective containment of security issues.</li> <li>▪ Maintaining discipline throughout the service.</li> <li>▪ Swift performance of duties.</li> <li>▪ Ensuring efficiency, economy and desired impact of operational and administrative activities.</li> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Efficient supervision of work.</li> <li>▪ Teamwork.</li> <li>▪ Effective enforcement of immigration laws.</li> <li>▪ Timely decision making.</li> <li>▪ Implementation of innovative ideas.</li> </ul>
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<b>JOB TITLE:</b>	<b>DEPUTY COMPTROLLERS-GENERAL</b>
<b>Job Statement &amp; Significance:</b>	<p><b>This post is charged with the responsibility of overseeing the daily administration of their Departments and provide leadership.</b></p> <p><b>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</b></p>
<b>Job Context:</b>	The job incumbent interacts with all Head of Department/Section/Unit, In-Charge and any other stakeholder as required by his/her assignment/duties.
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Providing strategic direction for the Service.</li> <li>▪ Policy formulation.</li> <li>▪ Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.</li> <li>▪ Day to day administration of the Schedule.</li> <li>▪ Submit reports and returns to the Director/Comptroller General from their respective Directorates.</li> <li>▪ Reporting to Director on all matters in the Service.</li> <li>▪ Representing DIS on special events.</li> <li>▪ Represent DIS at Joint Intelligence Committee (JIC).</li> <li>▪ Member of statutory bodies (arms commission, refugee board, etc).</li> <li>▪ Supervising effective financial, legal and operational activities.</li> <li>▪ Collaborating with other agencies.</li> </ul>
<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Special duties: National events.</li> <li>▪ Duty tours.</li> </ul>
<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ By political appointment.</li> </ul>

<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should have:</b></p> <ul style="list-style-type: none"> <li>▪ Security management skills.</li> <li>▪ Monitoring, evaluation and research skills.</li> <li>▪ Human resource management skills.</li> <li>▪ Financial administration skills.</li> <li>▪ Basic psychology skills.</li> <li>▪ International relations expertise.</li> <li>▪ Decision making skills.</li> <li>▪ Leadership skills.</li> <li>▪ Mentoring and coaching skills.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when:</b></p> <ul style="list-style-type: none"> <li>▪ Swift and effective containment of security issues.</li> <li>▪ Maintaining discipline throughout the Service.</li> <li>▪ Swift performance of duties.</li> <li>▪ Ensuring efficiency, economy and desired impact of operational and administrative activities.</li> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Efficient supervision of work.</li> <li>▪ Teamwork.</li> <li>▪ Effective enforcement of immigration laws.</li> <li>▪ Timely decision making.</li> <li>▪ Implementation of innovative ideas.</li> </ul>

<b>JOB TITLE:</b>	<b>COMMISSIONER OF IMMIGRATION (COI)</b>
<b>Job Statement &amp; Significance:</b>	<p><b>This post is charged with the responsibility of overseeing the daily administration of their schedules, provide leadership and advising the Service Board/Interior Minister as required.</b></p> <p><b>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</b></p>
<b>Job Context:</b>	<p>The job incumbent interacts with the Deputy Comptroller-Generals, Regional Commanders and any other stakeholder as required by his/her assignment/ duties.</p>
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Providing strategic direction for their respective schedules.</li> <li>▪ Initiation of policies.</li> <li>▪ Daily management of their schedules</li> <li>▪ Reporting to Deputy Comptrollers-General on all matters.</li> <li>▪ Supervising effective financial administration.</li> <li>▪ Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.</li> </ul>



<b>Peripheral Duties:</b>	<b>Other duties of the job holder are:</b> <ul style="list-style-type: none"> <li>▪ Special duties: National events.</li> <li>▪ Responsible for Reports-Quarterly, Half Yearly, Annual etc.</li> <li>▪ Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.</li> </ul>
<b>Person Specification:</b>	<b>The job holder should possess a minimum of:</b> <ul style="list-style-type: none"> <li>▪ Either 24 years' experience and a Degree in Administration, HR or related field</li> <li>▪ Or 56 years of work experience.</li> <li>▪ Having experience and understanding of organizational behaviour.</li> <li>▪ Having international exposure in area of expertise.</li> <li>▪ Good knowledge of international best practices.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<b>The job holder should have:</b> <ul style="list-style-type: none"> <li>▪ Security management skills.</li> <li>▪ Monitoring, evaluation and research skills.</li> <li>▪ Human resource management skills.</li> <li>▪ Financial administration skills.</li> <li>▪ Basic psychology skills.</li> <li>▪ International relations expertise.</li> <li>▪ Decision making skills.</li> <li>▪ Leadership skills.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<b>The job holder is successful when:</b> <ul style="list-style-type: none"> <li>▪ Swift and effective containment of security issues.</li> <li>▪ Maintaining discipline throughout the service.</li> <li>▪ Swift performance of duties.</li> <li>▪ Ensuring efficiency, economy and desired impact of operational and administrative activities.</li> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Efficient supervision of work.</li> <li>▪ Teamwork.</li> <li>▪ Effective enforcement of immigration laws.</li> <li>▪ Timely decision making.</li> <li>▪ Implementation of innovative ideas.</li> </ul>

<b>JOB TITLE:</b>	<b>DEPUTY COMMISSIONER</b>
<b>Job Statement &amp; Significance:</b>	<p>This post is charged with the responsibility of overseeing the daily administration of their regions, provide leadership and advising the Service Board/Interior Minister as required.</p> <p>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</p>
<b>Job Context:</b>	<p>The job incumbent interacts with all Sector Commanders and Schedule officers and any other stakeholder as required by his/her assignment/duties.</p>
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Providing strategic direction for the Region.</li> <li>▪ Initiation of policies.</li> <li>▪ Day to day administration of the Command.</li> <li>▪ Reporting to Schedule officers on all matters at the Headquarters.</li> <li>▪ Representing Comptroller-General in the Region.</li> <li>▪ Member of the regional Security Council.</li> <li>▪ Head of Regional Immigration Management Committee</li> <li>▪ Supervising effective financial administration.</li> <li>▪ Collaborating with other security agencies in the maintenance of law and order.</li> <li>▪ Organization of in-service Training programmes/ seminars for staff.</li> <li>▪ Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.</li> </ul>
<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Special duties: National events.</li> <li>▪ Constitutive member of adhoc committees and task force in the region.</li> <li>▪ Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.</li> </ul>
<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Either 20 years' experience and a Degree in Administration, HR or related field</li> <li>▪ Or 52 years of work experience.</li> <li>▪ Having experience and understanding of organizational behaviour.</li> <li>▪ Having international exposure in area of expertise.</li> <li>▪ Good knowledge of international best practices.</li> </ul>

<b>Critical Skills &amp; Competencies Required:</b>	<b>The job holder should have:</b> <ul style="list-style-type: none"> <li>▪ Security management skills.</li> <li>▪ Monitoring, evaluation and research skills.</li> <li>▪ Human resource management skills.</li> <li>▪ Financial administration skills.</li> <li>▪ Basic psychology skills.</li> <li>▪ International relations expertise.</li> <li>▪ Decision making skills.</li> <li>▪ Leadership skills.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<b>The job holder is successful when:</b> <ul style="list-style-type: none"> <li>▪ Swift and effective containment of security issues.</li> <li>▪ Maintaining discipline throughout the service.</li> <li>▪ Swift performance of duties.</li> <li>▪ Ensuring efficiency, economy and desired impact of operational and administrative activities.</li> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Efficient supervision of work.</li> <li>▪ Teamwork.</li> <li>▪ Effective enforcement of immigration laws.</li> <li>▪ Timely decision making.</li> <li>▪ Implementation of innovative ideas.</li> </ul>
<b>JOB TITLE: ASSISTANT COMMISSIONER</b>	
<b>Job Statement &amp; Significance:</b>	<p><b>This post is charged with the responsibility of assisting the Regional Commander in the daily administration of the regions. They will also act as sectional and unit heads at the headquarters.</b></p> <p><b>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</b></p>
<b>Job Context:</b>	<p>The job incumbent interacts with all Regional, Sector Commanders and Schedule officers and any other stakeholder as required by his/her assignment/ duties.</p>
<b>Essential Functions:</b>	<b>The primary duties of the job holder are:</b> <ul style="list-style-type: none"> <li>▪ Initiation of policies.</li> <li>▪ Assist in the day to day administration of the Command.</li> <li>▪ Reporting to Schedule officers on all matters at the Headquarters.</li> <li>▪ Member of the regional Security Council.</li> <li>▪ Issuing permits in the Region.</li> <li>▪ Assisting in the supervision of effective financial administration.</li> <li>▪ Collaborating with other security agencies in the maintenance of law and order.</li> <li>▪ Assisting in the development and implementation of effective manpower strategies that would improve people management and organizational effectiveness.</li> <li>▪ In charge of all matters bordering on welfare.</li> </ul>

<b>Peripheral Duties:</b>	<b>Other duties of the job holder are:</b> <ul style="list-style-type: none"> <li>▪ Special duties: National events.</li> <li>▪ Constitutive member of adhoc committees and task force in the region.</li> <li>▪ Responsible for Reports-Quarterly, Half Yearly, Annual etc.</li> <li>▪ Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.</li> </ul>
<b>Person Specification:</b>	<b>The job holder should possess a minimum of:</b> <ul style="list-style-type: none"> <li>▪ Either 16 years' experience and a Degree in Administration, HR or related field</li> <li>▪ Or 48 years of work experience.</li> <li>▪ Having experience and understanding of organizational behaviour.</li> <li>▪ Having international exposure in area of expertise.</li> <li>▪ Good knowledge of international best practices.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<b>The job holder should have:</b> <ul style="list-style-type: none"> <li>▪ Security management skills.</li> <li>▪ Monitoring, evaluation and research skills.</li> <li>▪ Human resource management skills.</li> <li>▪ Financial administration skills.</li> <li>▪ Basic psychology skills.</li> <li>▪ International relations expertise.</li> <li>▪ Decision making skills.</li> <li>▪ Leadership skills.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<b>The job holder is successful when:</b> <ul style="list-style-type: none"> <li>▪ Swift and effective containment of security issues.</li> <li>▪ Maintaining discipline throughout the service.</li> <li>▪ Swift performance of duties.</li> <li>▪ Ensuring efficiency, economy and desired impact of operational and administrative activities.</li> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Efficient supervision of work.</li> <li>▪ Teamwork.</li> <li>▪ Effective enforcement of immigration laws.</li> <li>▪ Timely decision making.</li> <li>▪ Implementation of innovative ideas.</li> </ul>

<b>JOB TITLE:</b>	<b>CHIEF SUPERINTENDENT OF IMMIGRATION</b>
<b>Job Statement &amp; Significance:</b>	<b>This post is charged with the responsibility of enforcing the administration of the immigration-related legislations in Ghana. Supervising the quality of Immigration Services and instituting internal controls.</b>
<b>Job Context:</b>	The job incumbent interacts with the Immigration Officers, Head of Department/ Section/Unit, In-Charge and any other stakeholder as required by his/her assignment/
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Acting in the absence of the Regional Commander.</li> <li>▪ Supervising all units under the command – operationally and administratively.</li> <li>▪ Recommendation and Approval of permits.</li> <li>▪ Signing certain categories of permits.</li> <li>▪ Schedule Officers –Professional corps.</li> <li>▪ Sector Commanders, especially at major entry/exit points.</li> </ul>
<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Representing Regional Commander at events/meetings.</li> <li>▪ Intelligence Analysis.</li> <li>▪ Supervising Reports-Quarterly, Half Yearly, Annual, etc</li> <li>▪ Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.</li> </ul>
<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Either 12+ years’ experience and Bachelor’s Degree in relevant field</li> <li>▪ Or 44 years’ of work experience.</li> <li>▪ Sound appreciation of management practices and immigration laws.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should have:</b></p> <ul style="list-style-type: none"> <li>▪ Team building skills</li> <li>▪ Interpersonal skills.</li> <li>▪ Innovative skills.</li> <li>▪ Security management.</li> <li>▪ Full grasp of investigative procedures.</li> <li>▪ An appreciable knowledge of Human resource management.</li> <li>▪ Analytical skills.</li> <li>▪ Border security management skills.</li> <li>▪ Knowledge in Monitoring and Evaluation.</li> <li>▪ International relations skills</li> </ul>

<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Swift performance of duties.</li> <li>▪ Ensuring efficiency, economy and desired impact of operational and administrative activities.</li> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Efficient supervision of work.</li> <li>▪ Effective and swift containment of security issues.</li> <li>▪ Effective patrol management.</li> <li>▪ Teamwork.</li> <li>▪ Effective enforcement of immigration laws.</li> <li>▪ Timely decision making.</li> <li>▪ Implementation of innovative ideas.</li> </ul>
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<b>JOB TITLE:</b>	<b>SUPERINTENDENT OF IMMIGRATION</b>
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<b>Job Statement &amp; Significance:</b>	<b>This post is charged with the responsibility of enforcing the administration of the relevant immigration-related legislations in Ghana. Supervising the quality of Immigration Services and instituting internal controls.</b>
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<b>Job Context:</b>	The job incumbent interacts with the Immigration Officers, Head of Department/ Section/Unit, In-Charge and any other stakeholder as required by his/her assignment/duties.
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<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Responsible for day to day administration of the Sector/ District.</li> <li>▪ Responsible for the security of the Sector/District.</li> <li>▪ Schedule officers for processing of permits.</li> <li>▪ Responsible for general discipline.</li> <li>▪ Supervisory role, Enforcement duties, patrols, control duties, discipline, etc.</li> <li>▪ Grievance and dispute settlement/welfare issues.</li> <li>▪ Developing quarterly and operational/strategic plans.</li> <li>▪ Recommending applications for approval.</li> <li>▪ Generate budgets and prepare impreza returns / reconciliations.</li> <li>▪ Preparing security briefs.</li> <li>▪ Account reconciliations.</li> <li>▪ Organizing and coordinating staff training.</li> <li>▪ Preparing and signing internal payment vouchers.</li> </ul>
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<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Supervising roster.</li> <li>▪ Intelligence analysis.</li> <li>▪ Supervising Special Assignment.</li> <li>▪ Monitoring immigration procedures at entry and exit points.</li> <li>▪ Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.</li> </ul>
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<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Either 8 years' experience and a Bachelor's degree in a relevant field</li> <li>▪ or 40 years of work experience.</li> <li>▪ Sound appreciation of Immigration Laws.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should have:</b></p> <ul style="list-style-type: none"> <li>▪ Team building skills.</li> <li>▪ Full grasp of investigative procedures.</li> <li>▪ An appreciable knowledge of Human resource management.</li> <li>▪ Interviewing skills.</li> <li>▪ Border security management skills.</li> <li>▪ Knowledge in Monitoring and Evaluation.</li> <li>▪ Crowd Control Management.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Swift performance of duties.</li> <li>▪ Discipline within the Command.</li> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Efficient supervision of work.</li> <li>▪ Effective and swift containment of security issues.</li> <li>▪ Teamwork.</li> <li>▪ Effective enforcement of immigration laws.</li> </ul>

<b>JOB TITLE:</b>	<b>DEPUTY SUPERINTENDENT OF IMMIGRATION (DSI)</b>
<b>Job Statement &amp; Significance:</b>	<p><b>This post has oversight over immigration inspectors stationed at ports of entry/regions. The Deputy Superintendent is responsible for admitting, refusing and processing all immigrants seeking admission into Ghana. The Deputy Superintendent ensures that at all times an illegal migrant is not permitted to enter into Ghana. He/she liaises with vessel captains, etc at ports of entry to ensure that illegal aliens are properly identified, processed and appropriate measures applied.</b></p> <p><b>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</b></p>
<b>Job Context:</b>	The job incumbent interacts with all Heads of Department/Section/Unit and any other stakeholder as required by his/her assignment/duties.

**Essential Functions:****The primary duties of the job holder are:**

- General supervision.
- Representing the Service at Municipal/District Security Council meetings.
- Ensuring compliance and enforcement of immigration laws.
- Grievance and dispute settlement/welfare issues.
- Staff officer duties.
- Supervisory role – Enforcement duties, patrols / control duties, discipline, etc.
- Designing databases.
- Authorizing expenditure.
- Writing, receiving, signing and paying cheques.
- General supervision.
- Intelligence analysis and management.
- Complaints management.
- Offer on-the-job training.
- Stop list administration.
- Organising training programmes.
- Preparing annual, quarterly financial report for the region.
- Assisting in recruitment, training, employee relations.
- Assist in analysis of suppliers contracts.
- Ensuring effectiveness of internal control systems.
- Preparing annual budget and work plan for the district.
- Generate budgets and prepare imprest.
- Preparing and signing internal payment voucher.

**Peripheral Duties:****Other duties of the job holder are:**

- Information/correspondence management.
- Recommending applications for approval.
- Oversight responsibility for the Day-to-day administration of the office.
- Developing quarterly and operational/strategic plans.
- Public education about immigration duties and laws.
- Staff officer duties.
- Verification of travel documents and permits.
- Reporting on financial matters to the officer-in-charge.
- Accounting duties.
- Account reconciliations.
- Special assignments: elections, parade, etc.
- Attending MUSEC, BORDSEC and DISEC meetings.
- Preparation of monthly and quarterly returns.
- Grievance and dispute settlement/welfare issues.
- Attending stakeholder meeting.
- Ensuring compliance with relevant laws.
- Developing and implementing effective manpower strategies that would improve people management and organizational effectiveness.
- Database administration.

**Person Specification:****The job holder should possess a minimum of:**

- Direct intake (a professional of not less than 5 years in the professional field or long service for Minimum of 36 years' experience and Bachelor's Degree in relevant fields.
- Sound appreciation of immigration laws.



<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should have:</b></p> <ul style="list-style-type: none"> <li>▪ Team work.</li> <li>▪ Security management skills.</li> <li>▪ Administrative skills.</li> <li>▪ Analytical skills.</li> <li>▪ Software and Data management skills.</li> <li>▪ Leadership skills.</li> <li>▪ Investigative skills.</li> <li>▪ Report writing skills.</li> <li>▪ Good understanding of business processes.</li> <li>▪ Customer service.</li> <li>▪ Sound appreciation of immigration laws.</li> <li>▪ Accounting skills.</li> <li>▪ Supervisory skills.</li> <li>▪ Communication and presentation skills.</li> <li>▪ Training skills.</li> <li>▪ Audit skill.</li> <li>▪ Knowledge in Monitoring and Evaluation.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Swift performance of duties.</li> <li>▪ Discipline within the Command.</li> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Efficient administration of software and ensuring that technical responsibilities are carried out.</li> <li>▪ Efficient supervision of work.</li> <li>▪ Effective and swift containment of security issues.</li> <li>▪ Effective patrol management.</li> <li>▪ Accurate statistics and record keeping.</li> <li>▪ Teamwork.</li> <li>▪ Effective enforcement of immigration laws.</li> </ul>
<b>JOB TITLE:</b>	<b>ASSISTANT SUPERINTENDENT OF IMMIGRATION (ASI)</b>
<b>Job Statement &amp; Significance:</b>	<p>This post has oversight over immigration inspectors stationed at ports of entry/regions. The Assistant Superintendent is responsible for admitting, refusing and processing all immigrants seeking admission into Ghana. The Assistant Superintendent ensures that at all times an illegal migrant is not permitted to enter into Ghana. He/she liaises with vessel captains, etc at ports of entry to ensure that illegal aliens are properly identified, processed and appropriate measures applied.</p> <p>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</p>

<b>Job Context:</b>	The job incumbent interacts with all Heads of Department/Section/Unit and any other stakeholder as required by his/her assignment/duties.
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Attendance of meetings.</li> <li>▪ Processing of ashore passes.</li> <li>▪ Supervision of the compilation of statistics.</li> <li>▪ Preparing situational reports.</li> <li>▪ Supervisory roles-control/patrol/guard duties, discipline, etc</li> <li>▪ Welfare issues.</li> <li>▪ Ensuring that permit application forms are well completed and all the necessary information is provided.</li> <li>▪ Records management.</li> <li>▪ Supervision of renovation works.</li> </ul>
<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Generating reports on monthly and quarterly basis.</li> <li>▪ Daily balancing of financial report.</li> <li>▪ Oversight responsibility for the Day-to-day administration of the office.</li> <li>▪ Accounting duties.</li> <li>▪ Recommends applications for approvals.</li> <li>▪ Inspecting travel documents.</li> <li>▪ Public education.</li> <li>▪ Information Communication Technology-Database administration, development, software issues.</li> <li>▪ Performing monthly reconciliations.</li> <li>▪ Staff officer duties.</li> <li>▪ Drafting letters and responses to letters.</li> <li>▪ Special assignments: elections, parade,etc.</li> <li>▪ Information management in the respective section/units, etc.</li> <li>▪ Preparing and submitting monthly and quarterly returns.</li> <li>▪ Supervision of Rental/Purchasing of properties.</li> <li>▪ Preparing bills of quantities.</li> <li>▪ Minuting on personal files and correspondence.</li> <li>▪ Effecting arrests.</li> <li>▪ Protocol Duties.</li> <li>▪ Liaising with other security services to carry out patrols.</li> </ul>
<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Direct intake or long service for Minimum of 32 years' experience, study leave- 1-4 years' experience and a Bachelor's Degree in relevant fields.</li> </ul>

<b>Critical Skills &amp; Competencies Required:</b>	<b>The job holder should have:</b> <ul style="list-style-type: none"> <li>▪ Leadership skills.</li> <li>▪ Investigation skills.</li> <li>▪ Analytical thinking.</li> <li>▪ Report writing skills.</li> <li>▪ Good understanding of business processes.</li> <li>▪ Customer service.</li> <li>▪ Sound appreciation of immigration laws.</li> <li>▪ Accounting skills.</li> <li>▪ Supervisory skills.</li> <li>▪ System administration, analysis and design.</li> <li>▪ Communication and presentation skills.</li> <li>▪ Training skills.</li> <li>▪ Audit skill.</li> <li>▪ Advanced skills in computer.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<b>The job holder is successful when there is:</b> <ul style="list-style-type: none"> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Efficient administration of software and ensuring that technical responsibilities are carried out.</li> <li>▪ Efficient supervision of work.</li> <li>▪ Effective management of the roster system.</li> <li>▪ Effective and swift containment of security issues.</li> <li>▪ Effective patrol management.</li> <li>▪ Accurate statistics and record keeping.</li> <li>▪ Teamwork.</li> <li>▪ Effective supervision.</li> <li>▪ Effective enforcement of immigration laws.</li> </ul>
<b>JOB TITLE: SENIOR INSPECTOR (SNR.INSP)</b>	
<b>Job Statement &amp; Significance:</b>	<p><b>This post is concerned with the responsibility of examining people, vessels, vehicles, etc seeking entry into Ghana. The position holder carries out inspections to determine citizenship status and verify admissibility of persons seeking entry into the country. The continued relevance of this function is to apprehend unauthorised immigrants from entering Ghana by carrying out thorough and necessary interrogations and search.</b></p> <p><b>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</b></p>
<b>Job Context:</b>	<p>The job incumbent interacts with the Inspector, Assistant Inspector, Head of Department/Section/Unit, In-Charge and any other senior ranking officer as required by his/her assignment/duties.</p>

<p><b>Essential Functions:</b></p>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Facilitation of Ghana passport applications-supervisory role</li> <li>▪ Minuting of permit applications.</li> <li>▪ Bank reconciliations.</li> <li>▪ Drafting letters/situation reports.</li> <li>▪ Supervising general duties.</li> <li>▪ Supervision of Barrier duties.</li> <li>▪ Profiling.</li> <li>▪ Examination of documents.</li> <li>▪ Enforcement duties.</li> <li>▪ Supervision of vehicle registration.</li> <li>▪ Enforcing disciplinary orders.</li> <li>▪ Preparing bills of quantities.</li> <li>▪ Driving.</li> <li>▪ Public relations duties.</li> <li>▪ Cell /holding facility Management.</li> </ul>
<p><b>Peripheral Duties:</b></p>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Attending meetings.</li> <li>▪ Accounting duties.</li> <li>▪ Report writing.</li> <li>▪ Hotel and company inspections.</li> <li>▪ Intelligence gathering.</li> <li>▪ Profiling of travellers.</li> <li>▪ Supervision of Barrier duties.</li> <li>▪ Supervising the compilation of statistics.</li> <li>▪ Enforcement duties.</li> <li>▪ Drills and weapon instructions.</li> <li>▪ Taking statement/interviewing.</li> <li>▪ Issuance of ashore pass.</li> <li>▪ Supervision of guard duties.</li> <li>▪ Providing support to the training school.</li> <li>▪ Drafting letters and responses to letters.</li> <li>▪ Assisting in the provision of data to relevant agencies.</li> <li>▪ Special assignments: Joint patrols, elections, exam: funerals, parties, Health meetings, etc.</li> <li>▪ Organizing parades.</li> <li>▪ Preparing and supervising duty roster.</li> <li>▪ Supervising the writing of wireless messages.</li> <li>▪ Collating of information for annual performance reports.</li> </ul>
<p><b>Person Specification:</b></p>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Direct intake or long service for Minimum of 28 years' experience and a Bachelor's Degree in Accounting, HR, Finance, Psychology, Sociology, Building Technology, Public Administration, Statistics, Hardware and Network, Economics, Marketing, Procurement, Migration management, Management or related field.</li> <li>▪ A sound appreciation of Immigration law.</li> <li>▪ Experience in fraudulent document detection.</li> </ul>

<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should have skills/competencies in:</b></p> <ul style="list-style-type: none"> <li>▪ Intelligence gathering.</li> <li>▪ Public relations.</li> <li>▪ Report writing.</li> <li>▪ Confidence building.</li> <li>▪ Analytical thinking.</li> <li>▪ Disaster management skills.</li> <li>▪ Leadership skills.</li> <li>▪ Accounting.</li> <li>▪ Advanced computer skills.</li> <li>▪ Investigation skills.</li> <li>▪ Communication skills.</li> <li>▪ Fraud detection.</li> <li>▪ Supervisory skills.</li> <li>▪ Interpersonal skills.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Timely and accurate reports and security briefings.</li> <li>▪ Effective management of the roster system.</li> <li>▪ Effective and swift containment of security issues.</li> <li>▪ Effective patrol management.</li> <li>▪ Accurate statistics and record keeping.</li> <li>▪ Teamwork.</li> <li>▪ Effective supervision.</li> <li>▪ Effective enforcement of immigration laws.</li> </ul>
<b>JOB TITLE: INSPECTOR (INSP)</b>	
<b>Job Statement &amp; Significance:</b>	<p>This post is concerned with the responsibility of examining people, vessels, vehicles, etc seeking entry into Ghana. The position holder carries out inspections to determine citizenship status and verify admissibility of persons seeking entry into the country. The continued relevance of this function is to apprehend unauthorised immigrants from entering Ghana by carrying out thorough and necessary interrogations and search.</p> <p>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</p>
<b>Job Context:</b>	<p>The job incumbent interacts with the Senior Inspector, Assistant Inspector, Head of Department/Section/Unit, In-Charge and any other senior ranking officer as required by his/her assignment/duties.</p>

<p><b>Essential Functions:</b></p>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Patrol duties.</li> <li>▪ Handling of referral of embassy cases.</li> <li>▪ Administrative duties.</li> <li>▪ Facilitating the processing of permits.</li> <li>▪ Carrying out Investigations and effecting arrests.</li> <li>▪ Minuting of permit applications.</li> <li>▪ Revenue collection/returns.</li> <li>▪ Facilitating the processing of Ghanaian passport application.</li> <li>▪ Records management.</li> <li>▪ Escort duties.</li> <li>▪ Managing office logistics-File covers, A4 etc.</li> </ul>
<p><b>Peripheral Duties:</b></p>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Profiling of travellers.</li> <li>▪ Enforcement duties.</li> <li>▪ Taking statements/interviews.</li> <li>▪ Preparing and supervising duty rosters.</li> <li>▪ Supervising and drafting wireless messages to all controls</li> <li>▪ Handling correspondence.</li> <li>▪ Writing daily situational reports.</li> <li>▪ Drill and weapon inspection.</li> <li>▪ Providing support to the training school.</li> <li>▪ Compiling monthly and annual statistics.</li> <li>▪ Supervision of other ranks.</li> <li>▪ Attending meetings.</li> <li>▪ Special Assignments, Elections, Parades, Exams, Joint patrols.</li> <li>▪ Supervising Guard duties.</li> </ul>
<p><b>Person Specification:</b></p>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Direct intake or long service for Minimum of 24 years' experience and an SSSCE Certificate.</li> <li>▪ Show sound appreciation of immigration law</li> <li>▪ HND, Certificate in administration, accounting, statistics, geography and rural development, social sciences, building technology, information system management, human relations, migration studies, public administration, or related field.</li> </ul>
<p><b>Critical Skills &amp; Competencies Required:</b></p>	<p><b>The job holder should have</b></p> <ul style="list-style-type: none"> <li>▪ Analytical thinking.</li> <li>▪ Disaster management skills.</li> <li>▪ Leadership skills.</li> <li>▪ Accounting.</li> <li>▪ Advanced computer skills.</li> <li>▪ Investigation skills.</li> <li>▪ Communication skills.</li> </ul>

<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Teamwork.</li> <li>▪ Effective patrol.</li> <li>▪ Effective supervision.</li> <li>▪ Good and timely report.</li> <li>▪ Swift containment of illegal activities at the border.</li> <li>▪ Effective enforcement of immigration laws.</li> </ul>
<b>JOB TITLE:</b>	<b>ASSISTANT INSPECTOR (ASST.INSP)</b>
<b>Job Statement &amp; Significance:</b>	<p><b>This post is concerned with the responsibility of examining people, vessels, vehicles, etc seeking entry into Ghana. The position holder carries out inspections to determine citizenship status and verify admissibility of persons seeking entry into the country. The continued relevance of this function is to apprehend unauthorised immigrants from entering Ghana by carrying out thorough and necessary interrogations and search.</b></p> <p><b>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</b></p>
<b>Job Context:</b>	<p>The job incumbent interacts with the Inspector, Senior Inspector, Head of Department/Section/Unit, In-Charge and any other senior ranking officer as required by his/her assignment/duties.</p>
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ To supervise patrols along the border areas, sea ports, bus stands, highways, railway stations, business centres and other entry points.</li> <li>▪ To issue and receive various application forms for immigration services.</li> <li>▪ To examine different application forms and authorise the opening of application files.</li> <li>▪ To receive, scrutinize and endorse passport and other travel documents.</li> <li>▪ To authorise collection of government revenues for various immigration services.</li> <li>▪ To keep records of all persons entering or leaving the country.</li> <li>▪ To collect, organise and keep statistics of immigration and citizenship services.</li> <li>▪ To notify applicants about the status of their applications.</li> <li>▪ Facilitating permit processing.</li> </ul>

<b>Peripheral Duties:</b>	<b>Other duties of the job holder are:</b> <ul style="list-style-type: none"> <li>▪ Performing cell duties.</li> <li>▪ Special assignments: Parade, election, escort, national assignments.</li> <li>▪ Attending meetings.</li> <li>▪ Handling correspondence.</li> <li>▪ Intelligence gathering.</li> <li>▪ Compilation of situation report.</li> <li>▪ Servicing computers and resolving internet connection challenges.</li> <li>▪ Routine inspection of hotels, markets and schools.</li> <li>▪ Assisting in the preparation of duty roster.</li> <li>▪ Profiling of travellers.</li> <li>▪ Weapon drill inspections.</li> <li>▪ Writing ashore pass.</li> <li>▪ Enforcement duties.</li> <li>▪ Supervising receipt of radio messages.</li> <li>▪ Servicing computers and resolving internet connection challenges.</li> </ul>
<b>Person Specification:</b>	<b>The job holder should possess a minimum of:</b> <ul style="list-style-type: none"> <li>▪ Direct intake or long service for Minimum of 20 years' experience, SSSCE Certificate and/or Diploma.</li> <li>▪ Certificate in Business Administration, Accounting, Statistics, Geography and Rural Development, Social Sciences, Civil Engineering, Information and Communication, Migration Studies, Public Administration, or related field.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<b>The job holder should:</b> <ul style="list-style-type: none"> <li>▪ Analytical thinking.</li> <li>▪ Leadership skills.</li> <li>▪ Accounting.</li> <li>▪ Advanced computer skills.</li> <li>▪ Investigation skills.</li> <li>▪ Communication skills.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<b>The job holder is successful when:</b> <ul style="list-style-type: none"> <li>▪ Timely and accurate reports and record- keeping.</li> <li>▪ Clear understanding of software use in Service</li> <li>▪ are carried out.</li> <li>▪ Ensuring that there is no lag time in the shift system.</li> <li>▪ Investigations are thorough and sufficient.</li> </ul>



<b>JOB TITLE:</b>	<b>SERGEANT MAJOR (SGT. MAJ.)</b>
<b>Job Statement &amp; Significance:</b>	<p>This post is concerned with the responsibility of providing assistance for examining people, vessels, vehicles, etc seeking entry into Ghana. The position holder carries out inspections to determine citizenship status and verify admissibility of persons seeking entry into the country. The continued relevance of this function is to apprehend unauthorised immigrants from entering Ghana by carrying out thorough and necessary interrogations and search.</p> <p>The job holder should meet all competencies and physical requirements, and should demonstrate continued relevance in achieving the overall Mission of Ghana Immigration Service.</p>
<b>Job Context:</b>	<p>The job incumbent interacts with the Assistant Inspector, Inspector, Senior Inspector, Head of Department/Section/Unit, In-Charge and any other senior ranking officer as required by his/her assignment/duties.</p>
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ To perform patrols along the border areas, sea ports, bus stands, highways, railway stations, business centres and other entry points.</li> <li>▪ To issue and receive various application forms for immigration services.</li> <li>▪ To examine different application forms and open application files upon authorisation.</li> <li>▪ To receive, scrutinize and endorse passport and other travel documents.</li> <li>▪ To collect government revenues for various immigration services upon authorisation.</li> <li>▪ To compile records of all persons entering or leaving the country.</li> <li>▪ To collect, organise and keep statistics of immigration and citizenship services.</li> <li>▪ To notify applicants about the status of their applications.</li> <li>▪ To facilitate permit processing processes.</li> </ul>
<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Performing cell duties.</li> <li>▪ Special assignments: Parade, election, escort, national assignments.</li> <li>▪ Attending meetings where applicable.</li> <li>▪ Handling correspondence.</li> <li>▪ Intelligence gathering.</li> <li>▪ Compilation of situation report.</li> <li>▪ Servicing computers and resolving internet connection challenges.</li> <li>▪ Routine inspection of hotels, markets and schools.</li> <li>▪ Profiling of travellers.</li> <li>▪ Writing ashore pass upon authorisation.</li> <li>▪ Perform enforcement duties.</li> <li>▪ Supervising receipt of radio messages.</li> <li>▪ Servicing computers and resolving internet connection challenges.</li> </ul>

<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Direct intake or long service for Minimum of 16 years' experience, SSSCE Certificate and/or Diploma.</li> <li>▪ Certificate in Business Administration, Accounting, Statistics, Geography and Rural Development, Social Sciences, Civil Engineering, Information and Communication, Migration Studies, Public Administration, or related field.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should:</b></p> <ul style="list-style-type: none"> <li>▪ Analytical thinking.</li> <li>▪ Leadership skills.</li> <li>▪ Accounting.</li> <li>▪ Advanced computer skills.</li> <li>▪ Investigation skills.</li> <li>▪ Communication skills.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when:</b></p> <ul style="list-style-type: none"> <li>▪ Timely and accurate reports and record- keeping.</li> <li>▪ Clear understanding of software use in Service are carried out.</li> <li>▪ Ensuring that there is no lag time in the shift system.</li> <li>▪ Investigations are thorough and sufficient.</li> </ul>

<b>JOB TITLE:</b>	<b>SERGEANT (SGT.)</b>
<b>Job Statement &amp; Significance:</b>	<p><b>This post is concerned with enforcing Ghana Immigration Law and promoting international cooperation necessary for countering illegal migration across international borders. The job holder provides assistance to air-lines, local authorities and all stakeholders involved in all aspects of migration activity. Immigration Control Officers gather migration intelligence, monitor smuggling networks and ensure that all travellers hold the necessary/required documentation.</b></p>
<b>Job Context:</b>	<p>The job incumbent interacts with Immigration Control Officers, Head of Department/Section/Unit, In-Charge and any other senior ranking officer as required by his/her assignment/duties.</p>
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Dispatching correspondence.</li> <li>▪ Handling of suspects.</li> <li>▪ Compiling statistics.</li> <li>▪ Taking part in sporting activities.</li> <li>▪ Endorsing travel documents.</li> <li>▪ Facilitating the processing of passport applications.</li> <li>▪ Assisting in Permit processing.</li> <li>▪ Gathering intelligence.</li> <li>▪ Sketching and drawing proposed building.</li> <li>▪ Supervising building projects.</li> <li>▪ Drafting wireless messages.</li> <li>▪ Receiving permit and issuing of official receipts.</li> <li>▪ Repatriation and deportation duties.</li> </ul>

<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ General office and filing duties.</li> <li>▪ Taking statements/ Interviewing.</li> <li>▪ Guard duties and patrols.</li> <li>▪ Escort duties.</li> <li>▪ Secretarial duties.</li> <li>▪ Liaising with the radio room for operational messages.</li> <li>▪ Monitoring departures and movements at entry/exit points.</li> <li>▪ Vetting of applications from receiving counter.</li> <li>▪ Sorting of applications to various offices.</li> <li>▪ Driving</li> <li>▪ Special assignments: parades, traffic control, funerals, elections, e.t.c.</li> <li>▪ Registration of vehicles.</li> <li>▪ Inspection of land, office and residential facilities.</li> </ul>
<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Direct intake or long service for Minimum of 12years’ experience and a Senior Secondary School Certificate.</li> <li>▪ Certificate in business administration, law, Accounting, Audit, HR, management, oracle database administration, Building Construction, Draughtsmanship, or related field.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should have:</b></p> <ul style="list-style-type: none"> <li>▪ Report writing skills.</li> <li>▪ Communication skills.</li> <li>▪ Database design.</li> <li>▪ Networking skills.</li> <li>▪ Supervisory skills.</li> <li>▪ Building Construction/draughtsmanship.</li> <li>▪ Audit skills.</li> <li>▪ Typing skills</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Timely dispatch.</li> <li>▪ Proper handling and maintenance of assigned armoury.</li> <li>▪ Accurate record keeping.</li> <li>▪ Timely processing of documents/information.</li> <li>▪ Effective enforcement of Immigration laws.</li> </ul>
<b>JOB TITLE:</b>	<b>IMMIGRATION CONTROL OFFICER (ICO)</b>
<b>Job Statement &amp; Significance:</b>	<p><b>This post is concerned with enforcing Ghana Immigration Law and promoting international cooperation necessary for countering illegal migration across international borders. The job holder provides assistance to air-lines, local authorities and all stakeholders involved in all aspects of migration activity. Immigration Control Officers gather migration intelligence, monitor smuggling networks and ensure that all travellers hold the necessary/required documentation.</b></p>

<b>Job Context:</b>	The job incumbent interacts with Immigration Control Officers, Head of Department/Section/Unit, In-Charge and any other senior ranking officer as required by his/her assignment/duties.
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Dispatching correspondence.</li> <li>▪ Handling of suspects.</li> <li>▪ Compiling statistics.</li> <li>▪ Taking part in sporting activities.</li> <li>▪ Endorsing travel documents.</li> <li>▪ Facilitating the processing of passport applications.</li> <li>▪ Assisting in Permit processing.</li> <li>▪ Gathering intelligence.</li> <li>▪ Sketching and drawing proposed building.</li> <li>▪ Supervising building projects.</li> <li>▪ Drafting wireless messages.</li> <li>▪ Receiving permit and issuing of official receipts.</li> <li>▪ Repatriation and deportation duties.</li> </ul>
<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ General office and filing duties.</li> <li>▪ Taking statements/ Interviewing.</li> <li>▪ Guard duties and patrols.</li> <li>▪ Escort duties.</li> <li>▪ Secretarial duties.</li> <li>▪ Liaising with the radio room for operational messages.</li> <li>▪ Monitoring departures and movements at entry/exit points.</li> <li>▪ Vetting of applications from receiving counter.</li> <li>▪ Sorting of applications to various offices.</li> <li>▪ Driving</li> <li>▪ Special assignments: parades, traffic control, funerals, elections, e.t.c.</li> <li>▪ Registration of vehicles.</li> <li>▪ Inspection of land, office and residential facilities.</li> </ul>
<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Minimum of 8 years' experience and a Senior Secondary School Certificate.</li> <li>▪ Certificate in business administration, law, Accounting, Audit, HR, management, oracle database administration, Building Construction, Draughtsmanship, or related field.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should have:</b></p> <ul style="list-style-type: none"> <li>▪ Report writing skills.</li> <li>▪ Communication skills.</li> <li>▪ Database design.</li> <li>▪ Networking skills.</li> <li>▪ Supervisory skills.</li> <li>▪ Building Construction/draughtsmanship.</li> <li>▪ Audit skills.</li> <li>▪ Typing skills</li> </ul>

<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Timely dispatch.</li> <li>▪ Proper handling and maintenance of assigned armoury.</li> <li>▪ Accurate record keeping.</li> <li>▪ Timely processing of documents/information.</li> <li>▪ Effective enforcement of Immigration laws.</li> </ul>
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<b>JOB TITLE:</b>	<b>ASSISTANT IMMIGRATION CONTROL OFFICER GRADE I (AICO I)</b>
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<b>Job Statement &amp; Significance:</b>	<p><b>This post is concerned with enforcing Ghana Immigration Law and promoting international cooperation necessary for countering illegal migration across international borders. The job holder provides assistance to air-lines, local authorities and all stakeholders involved in all aspects of migration activity .Assistant Immigration Control Officers grade I gather migration intelligence, monitor smuggling networks and ensure that all travellers hold the necessary/required documentation.</b></p>
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<b>Job Context:</b>	<p>The job incumbent interacts with the Immigration Control Officer, Head of Department/Section/Unit, In-Charge and any other senior ranking officer as required by his/her assignment/duties.</p>
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<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Monitoring office internet, computer, communications, office printers, etc.</li> <li>▪ Maintain client database and all movements into and out of GIS offices or entry points.</li> <li>▪ Routine monitoring and hotel/company inspections.</li> <li>▪ Incident reporting.</li> <li>▪ Regularly monitoring the CCTV cameras in the server room.</li> </ul>
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<b>Peripheral Duties:</b>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Receiving letters/radio messages, typing and other general office responsibilities.</li> <li>▪ Processing and filing of permits.</li> <li>▪ Border Control duties</li> <li>▪ Attending to national assignments.</li> <li>▪ Carrying out enforcement duties when necessary.</li> <li>▪ Special assignments when necessary: election duties, festivals and other national event monitoring.</li> <li>▪ Going for patrols, traffic control, escort duties, security duties and driving assignments.</li> <li>▪ Assists in the processing of Ghanaian passports.</li> <li>▪ Preparing statistics, and monthly returns.</li> <li>▪ Assisting with arrests and taking statements.</li> <li>▪ Vessel inspections.</li> <li>▪ Driving</li> <li>▪ Revenue collections and processing, bank payments.</li> <li>▪ Writing of requisition for stationery and other accoutrements.</li> </ul>
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<b>Person Specification:</b>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Minimum of 4 years' experience and /or a Senior Secondary School Certificate with 4 credits including English and Mathematics.</li> <li>▪ Certificate in Computer, tourism, management studies, secretarial, Network and/or Radio Communications Technician or relevant information technology certificate.</li> </ul>
<b>Critical Skills &amp; Competencies Required:</b>	<p><b>The job holder should have skills in:</b></p> <ul style="list-style-type: none"> <li>▪ System administration.</li> <li>▪ Software programming.</li> <li>▪ Computer skills.</li> <li>▪ Intelligence gathering/ investigation skills.</li> <li>▪ Report writing skills.</li> <li>▪ Basic statistical skills.</li> </ul>
<b>Criteria used in Evaluating Performance:</b>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Effective monitoring.</li> <li>▪ Efficient and effective office management support.</li> <li>▪ Effective enforcement of Immigration law.</li> <li>▪ Team work.</li> <li>▪ Implementing instructions Proper handling and maintenance of assigned armoury.</li> </ul>

<b>JOB TITLE:</b>	<b>ASSISTANT IMMIGRATION CONTROL OFFICER GRADE II (AICO II)</b>
<b>Job Statement &amp; Significance:</b>	<b>This post is concerned with enforcing Ghana Immigration Law and promoting international cooperation necessary for countering illegal migration across international borders. The job holder provides assistance to air-lines, local authorities and all stakeholders involved in all aspects of migration activity. Assistant Immigration Control Officers grade II gather migration intelligence, monitor smuggling networks and ensure that all travellers hold the necessary/required documentation.</b>
<b>Job Context:</b>	The job incumbent interacts with the Immigration Control Officer, Head of Department/Section/Unit, In-Charge and any other senior ranking officer as required by his/her assignment/duties.
<b>Essential Functions:</b>	<p><b>The primary duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Monitoring the movements of foreigners at entry/exit points and on GIS premises.</li> <li>▪ Operational support-queue control.</li> </ul>

<p><b>Peripheral Duties:</b></p>	<p><b>Other duties of the job holder are:</b></p> <ul style="list-style-type: none"> <li>▪ Secretarial support.</li> <li>▪ Taking statements.</li> <li>▪ Guard duties.</li> <li>▪ Perform escort duties.</li> <li>▪ Liaising with radio room for operational messages.</li> <li>▪ Border Control duties.</li> <li>▪ General office duties: filing, enveloping letters and dispatch.</li> <li>▪ Receiving of letters and applications and forwarding to appropriate unit.</li> <li>▪ Providing support in processing Ghanaian Passport.</li> <li>▪ Special events: election supervision, national events, funeral parade and Director's parade.</li> <li>▪ Compiling monthly and annual statistics.</li> <li>▪ Task force: monitoring the activities of galamsey operators, traffic direction, etc.</li> <li>▪ Writing requisitions and searching for files.</li> <li>▪ Assisting with the processing of all categories of permits.</li> <li>▪ Carrying out enforcement duties and examination supervision.</li> <li>▪ Carrying out regular inspections of hotels and monitoring of foreigners activities.</li> <li>▪ Driving.</li> <li>▪ Operational duties-peace keeping.</li> <li>▪ Construction and maintenance works.</li> <li>▪ Taking inventory and collecting revenue.</li> <li>▪ Providing secretarial support as required.</li> </ul>
<p><b>Person Specification:</b></p>	<p><b>The job holder should possess a minimum of:</b></p> <ul style="list-style-type: none"> <li>▪ Senior Secondary School Certificate with passes.</li> <li>▪ Certificate in business communication, administration, general arts, hardware, COTVET, networking or related field.</li> </ul>
<p><b>Critical Skills &amp; Competencies Required:</b></p>	<p><b>The job holder should:</b></p> <ul style="list-style-type: none"> <li>▪ Communication skills.</li> <li>▪ Confidence Building skills.</li> <li>▪ Hardware and networking skills.</li> <li>▪ Software programming.</li> <li>▪ Construction abilities.</li> <li>▪ Crowd Control Skills.</li> </ul>
<p><b>Criteria used in Evaluating Performance:</b></p>	<p><b>The job holder is successful when there is:</b></p> <ul style="list-style-type: none"> <li>▪ Timely and accurate reports and record keeping.</li> <li>▪ Timely dispatch.</li> <li>▪ Proper handling and maintenance of assigned armoury.</li> <li>▪ Reduce cross border crime.</li> <li>▪ Timely completion of assigned projects.</li> </ul>



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# ANNEX 2

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# APPRAISAL FORM



## GHANA IMMIGRATION SERVICE PERFORMANCE MANAGEMENT (STAFF PERFORMANCE PLANNING, REVIEW AND APPRAISAL FORM)

STRICTLY CONFIDENTIAL

### SECTION 1- A: Appraiser Information

<b>PERIOD OF REPORT</b>	From: (dd/mm/yyyy)	To: (dd/mm/yyyy)
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Title:  Mr.  Mrs.  Ms.  Other (Pls. specify: ) \_\_\_\_\_

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Other Name(s): \_\_\_\_\_

Gender:  Male  Female

Present Job Title/Position: \_\_\_\_\_

Department/Division: \_\_\_\_\_

Date of Appointment to Present Grade (dd/mm/yyyy): \_\_\_\_\_

#### TRAINING RECEIVED DURING THE YEAR UNDER REVIEW

Institution	Date(dd/mm/yyyy)	Programme
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-----	-----	-----
-----	-----	-----
-----	-----	-----

### SECTION- B: Appraiser Information

Title:  Mr.  Mrs.  Ms.  Other (Pls. specify: ) \_\_\_\_\_

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Other Name(s): \_\_\_\_\_

Position of Appraiser: \_\_\_\_\_

#### Guidance Notes

#### **COMPLETION OF STAFF PERFORMANCE MANAGEMENT FORM**

The Performance Management System is designed to evaluate how well you are doing in your present position in relation to results achieved within the period of appraised to enable the organization to achieve its goals and objectives. The Performance Management System is also aimed at assisting you to improve upon your performance and ensure your career development. The Performance Management System is annual cycle involving four key phases. All members of Staff/Heads of Divisions, Departments/Units and Appraisers should read the Guidelines below before filling the Form.

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## Employee Guidance Notes

### ▪ Phase One – Performance Planning

Planning and setting of individual performance targets through work plans derived from the organization's strategic plans and objectives set at the corporate, divisional, departmental and unit.

### ▪ Phase Two – Progress Review

Discussion and communication between appraiser and appraisee on progress of work and adjustment of targets in necessary, through the provision of formal feedback.

### ▪ Phase Three – Review and Appraisal

Evaluation of appraisee's performance at the end of the performance management period.

### ▪ Phase Four – Decision Making

Deciding on courses of action, including recognition or reward, training plans, promotion prospects career development plans and counseling and sanctions.

## PERFORMANCE PLANNING

- Performance Planning is the process of defining an employee's job and setting performance expectations for the annual review. It is important that the appraisee is involved and the input of the appraisee and in setting targets to ensure ownership by the appraisee. The process consists of three steps included on the appraisal form (all in Section 2):
- Key result areas

For example, you will define the overall requirement of the job by identifying the three to five key responsibilities. A **key responsibility** may consist of:

### **Stage 1 – Before the Meeting**

**Step 1:** Appraiser and Appraisee identify key results areas.

**Step 2:** Appraiser and Appraisee identify targets

**Step 3:** Appraiser and Appraisee should exchange notes

### **Stage 2 – During the Meeting**

**Step 1:** Appraiser and Appraisee discuss and agree on key result areas identified for the appraisee

**Step 2:** Appraiser and Appraisee discuss and agrees on targets

**Step 3:** Appraiser explains competencies as in section 4

**Step 4:** Appraiser and Appraisee discuss key resources required for the attainment of targets

**Step 5:** Appraiser fills out the performance Plan form

**Step 6:** Appraiser and Appraisee signs the performance Planning Form and a copy of the page given to the Appraisee and original document returned to the HR.

### **Stage 3 – After the Meeting**

**Step 1:** Appraiser fills out the Performance Planning Form

**Step 2:** Appraiser and Appraisee sign the Performance Planning Form

**Step 3:** Appraiser gives a copy of the page to the appraisee and returns the original document to the HR

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### PROGRESS REVIEW PROCESS

#### The Progress Review Meeting

The Progress review stage of the performance appraisal cycle provides a formal mechanism by which appraisers and appraisee meet to review progress on targets. The appraiser will arrange a mid-year progress review meeting in July. At least a week's notice must be given to the appraisee specifying the date, time and place of the meeting. The review process should be as follows:

- a.) Appraiser and appraisee discuss progress of work in relation to targets set, one target after the other. If conclusion reached at the meeting necessitate changes or adjustments in targets, these modifications should be specified on the mid-year review form;
- b.) Appraiser and Appraisee discuss the extent to which competencies are being demonstrated; one competency after the other;
- c.) Appraiser and Appraisee agree on additions and deletions to targets and modifications where necessary;
- d.) Appraiser records the changes if any and comments on the Mid-year Review Form;
- e.) Appraiser and Appraisee sign the Mid-year Review Form; and
- f.) Appraiser and Appraisee take copies and the original document sent to the HR.

### THE END-OF-YEAR REVIEW AND APPRAISAL PROCESS

#### The End-of-Year Review and Appraisal Meeting

The End-of-Year Review and Appraisal Process shall span the period of December 1<sup>st</sup> to December 31<sup>st</sup>. The process is in three parts, namely before the interview and after the interview.

#### Stage 1 – Before the Meeting

Step 1 - Appraiser should give at least one week notice to the Appraisee

Step 2 - Appraiser should write down on a separate sheet appraisee's performance in terms of targets achieved and targets not achieved with reasons.

Step 3- Appraiser should write down appraisees performance in terms of competencies demonstrated and not demonstrated with reasons(s).

Step 4 – The appraisee should review the performance and list the main achievements.

Step 5 - The appraisee should prepare for the discussion with the appraiser

#### Stage 2 – During the Meeting

Step 1 – The appraiser should welcome the appraisee and state the purpose for the meeting

Step 2 – The appraiser should discuss the targets achieved one after the other

Step 3 – The appraiser should discuss the targets not achieved one after the other

Step 4 – The appraiser should discuss the competencies demonstrated one after the other

Step 5 – The appraiser should discuss the competencies not demonstrated one after the other

Step 6 – The appraiser should summarize the observation of the appraiser

Step 7 – the appraiser should communicate the overall performance rating to the appraisee.

#### Stage 3 – After the Meeting

Step 1 – the appraiser fills the form within three working days

Step 2 – The appraiser invites the appraisee to read, provide comments on the appraisal and sign the End-of-Year Form (section 7)

### DECISION-MAKING

Performance Improvement or Enhancement plan is put in place by an autonomous body at the Human Resources Division to identify and list ways to enhance performance as well as any training or development or new challenges sought. The phase involves management ensuring that a plan of action is carried out such as coaching, counselling, salary increase, bonus and training programmes, which the employee will need during the next twelve months to continue growth, to develop new skills or to improve various aspect of job performance.

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**SECTION 2: Performance Planning Form**

To be agreed between the appraiser and the appraiser at the start of the annual appraisal cycle or when a new employee commences

<p><b>KEY RESULT AREAS</b> Not more than 5 - To be drawn from employees Job Description</p>	<p><b>TARGETS</b> Result to be achieved. Should be specific, measurable, realis-framed</p>	<p><b>RESOURCE REQUIRED</b></p>

Key Competencies Required:

<b>APPRAISER'S SIGNATURE</b>

<b>APPRAISER'S SIGNATURE</b>

**SECTION 3: Mid-Year Review Form**

This is to be completed in July by the Appraiser and Appraisee

Progress has been discussed and Agreements have been reached as detailed below

**MID-YEAR REVIEW**

NO.	TARGET	PROGRESS REVIEW	REMARKS

NO.	TARGET	PROGRESS REVIEW	REMARKS

APPRaiser's SIGNATURE

DATE (dd/mm/yyyy)

APPRaiser's SIGNATURE

DATE (dd/mm/yyyy)



SECTION 5: Annual Appraisal

**Assessment of Core Competencies**

- |                                                                       |                                                                                                                       |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <b>Rating</b>                                                         | <b>Explanation</b>                                                                                                    |
| <input type="checkbox"/> 5 – <b>Exceptional exceeds expectations:</b> | Exhibits the highest level of performance. Exceeds goals and objectives                                               |
| <input type="checkbox"/> 4 – <b>Exceeds Expectations:</b>             | Performance above standard level. Job performance clearly more than satisfactory. Meets all goals and exceeds several |
| <input type="checkbox"/> 3 – <b>Meets Expectations:</b>               | A solid, consistent performance. Meets most goals and exceeds some                                                    |
| <input type="checkbox"/> 2 – <b>Below Expectation:</b>                | Performance needs to be improved in several major areas. Did not meet many goals.                                     |
| <input type="checkbox"/> 1 – <b>Unacceptable:</b>                     | performance is below job requirements and needs definite and significant improvement. Did not meet most goals.        |

A. CORE COMPETENCIES	(W) weight	(S) score on scale	(W x S)	COMMENTS
<b>i. Organisation and Management</b>				
▪ Ability to plan, organize and manage work load	0.3	-1- -2- 3- -4- -5-		
▪ Ability to work systematic and maintain quality	0.3	-1- -2- 3- -4- -5-		
▪ Ability to manage others to achieve shared goals	0.3	-1- -2- 3- -4- -5-		Total..... Average.....
<b>ii. Innovation and Strategic Thinking</b>				
▪ Support for organizational change	0.3	-1- -2- 3- -4- -5-		
▪ Ability to think broadly and demonstrate creativity	0.3	-1- -2- 3- -4- -5-		
▪ Originality in thinking	0.3	-1- -2- 3- -4- -5-		Total..... Average.....
<b>iii. Leadership and Decision making</b>				
▪ Ability to initiate action and provide direction to others	0.3	-1- -2- 3- -4- -5-		
▪ Acceptance of responsibility and decision making	0.3	-1- -2- 3- -4- -5-		
▪ Ability to exercise good judgment	0.3	-1- -2- 3- -4- -5-		Total..... Average.....
<b>iv. Developing and Improving</b>				
▪ Commitment to organization development	0.3	-1- -2- 3- -4- -5-		
▪ Commitment to customer satisfaction	0.3	-1- -2- 3- -4- -5-		
▪ Commitment to personnel development	0.3	-1- -2- 3- -4- -5-		Total..... Average.....
<b>v. Communication (oral, written &amp; electronic)</b>				
▪ Ability to communicate decisions clearly and fluently	0.3	-1- -2- 3- -4- -5-		
▪ Ability to negotiate and manage conflict effectively	0.3	-1- -2- 3- -4- -5-		
▪ Ability to relate and network across different levels and department	0.3	-1- -2- 3- -4- -5-		Total..... Average.....
<b>vi. Job knowledge and Technical Skills</b>				
▪ Demonstration of correct mental, physical and manual skills	0.3	-1- -2- 3- -4- -5-		
▪ Demonstration of cross functional awareness	0.3	-1- -2- 3- -4- -5-		
▪ Building, applying and sharing of necessary expertise and technology	0.3	-1- -2- 3- -4- -5-		Total..... Average.....
<b>vii. Supporting and Cooperating</b>				
▪ Ability to work effectively with terms, clients and staff	0.3	-1- -2- 3- -4- -5-		
▪ Ability to show support to others	0.3	-1- -2- 3- -4- -5-		
▪ Ability to adhere to organization's principles, ethics and values.	0.3	-1- -2- 3- -4- -5-		Total..... Average.....
<b>viii. Maximizing and maintaining Productivity</b>				
▪ Ability to motivate and inspire others	0.3	-1- -2- 3- -4- -5-		
▪ Ability to accept challenges and execute them with conf	0.3	-1- -2- 3- -4- -5-		
▪ Ability to manage pressure and setbacks effectively	0.3	-1- -2- 3- -4- -5-		Total..... Average.....
<b>ix. Developing/Managing budgets and saving cost:</b>				
▪ Firm awareness of financial issues and accountability	0.3	-1- -2- 3- -4- -5-		
▪ Understanding of business processes ad customer	0.3	-1- -2- 3- -4- -5-		
▪ Executing result based actions	0.3	-1- -2- 3- -4- -5-		Total..... Average.....

Arrange ALL averages for CORE COMPETENCIES (N) = \_\_\_\_\_

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**OVERALL ASSESSMENT**

PERFORMANCE ASSESSMENT (M) = \_\_\_\_\_

CORE COMPETENCIES ASSESSMENT (N) = \_\_\_\_\_

NONCORE COMPETENCIES ASSESSMENT (O) = \_\_\_\_\_

OVERALL TOTAL (T) = \_\_\_\_\_

**OVERALL ASSESSMENT/SCORE =  $T/5 \times 100$  = \_\_\_\_\_ %****OVERALL RATINGS AND DESCRIPTIONS**

The table below provides descriptions for overall ratings and descriptions

	Rating	Rating Description	Evidence/support requirement
<input type="checkbox"/>	5 Exceptional, exceeded, expectations	Behavioural competencies and/or work performance consistently far exceeded expectations due to exceptionally high quality of work performed in all essential of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or made an exceptional or unique contribution in support of unit, department, or organizational objectives. The employee truly stands out and	There are not less than four particular cases that can be to supporting the rating.
<input type="checkbox"/>	4 Exceeded Expectation	Demonstration of behavioural competencies and work performance consistently exceeded expectations in all essential areas of responsibility, and the quality of work overall was excellent. Achievements are regularly above expected level.	There are not less than three particular cases that can be to support the rating.
<input type="checkbox"/>	3 Met all Expectations	Behavioural competencies and/or work performance consistently fully met expectations in all essential areas of responsibility, and the quality of work overall was very good. While minor deviations may occur, the overall level of performance meets all	Performance me the expected standards
<input type="checkbox"/>	2 Below Expectation	Behavioral competencies and/or work performance was consistently meet expectations – performance failed to meet expectations in one or more essential areas of responsibility, and	Performance fell short of expected standards
<input type="checkbox"/>	1 Unacceptable	Behavioural competencies and/or work performance was consistently below expectations in most essential areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in three or more important areas. The employee is not meeting the job	Failed to meet performance standards. There are not less than three (3) particular cases that can be cited to support.

**OVERALL RATING SCALE**

Score	80% above	79-65%	64-50%	49-41%	405 & below
Rating	5	4	3	2	1
Description	Exceptional, exceeded expectations	Exceeded Expectations	Met all Expectation	Below Expectation	unacceptable

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<b>B. NON-CORE COMPETENCIES</b>	<b>(W) weight</b>	<b>(S) score on scale</b>	<b>(W x S)</b>	<b>COMMENTS</b>
<b>xi) Ability to Develop Staff.</b> <ul style="list-style-type: none"> <li>■ Able to develop others (subordinates)</li> <li>■ Able to provide guidance and support to staff for their development</li> </ul>	<b>0.1</b>  <b>0.1</b>	<b>-1- -2- 3- -4- -5-</b>  <b>-1- -2- 3- -4- -5-</b>		Total..... Average.....
<b>xii) Commitment to Own Personal Development and Training</b> <ul style="list-style-type: none"> <li>■ Eagerness for self development</li> <li>■ Inner drive to supplement training from organization.</li> </ul>	<b>0.1</b>  <b>0.1</b>	<b>-1- -2- 3- -4- -5-</b>  <b>-1- -2- 3- -4- -5-</b>		Total..... Average.....
<b>xiii) Delivering Results and Ensuring Customer Satisfaction</b> <ul style="list-style-type: none"> <li>■ Ensuring customer satisfaction</li> <li>■ Ensuring the delivery of quality service and products.</li> </ul>	<b>0.1</b>  <b>0.1</b>	<b>-1- -2- 3- -4- -5-</b>  <b>-1- -2- 3- -4- -5-</b>		Total..... Average.....
<b>xiv) Following Instructions and Working Towards Organizational Goal:</b> <ul style="list-style-type: none"> <li>■ Keeping to laid-down regulations and procedures</li> <li>■ Willingness to act on 'customer feedback' for customer satisfaction</li> </ul>	<b>0.1</b>  <b>0.1</b>	<b>-1- -2- 3- -4- -5-</b>  <b>-1- -2- 3- -4- -5-</b>		Total..... Average.....
<b>xv) Respect and Commitment</b> <ul style="list-style-type: none"> <li>■ Respect for superiors, colleagues and customers.</li> <li>■ Commitment to work and Organisational Development.</li> </ul>	<b>0.1</b>  <b>0.1</b>	<b>-1- -2- 3- -4- -5-</b>  <b>-1- -2- 3- -4- -5-</b>		Total..... Average.....
<b>xvi) Ability to Work Effectively in a Team</b> <ul style="list-style-type: none"> <li>■ Ability to function in a team.</li> <li>■ Ability to work in a team</li> </ul>	<b>0.1</b>  <b>0.1</b>	<b>-1- -2- 3- -4- -5-</b>  <b>-1- -2- 3- -4- -5-</b>		Total..... Average.....

Arrange ALL averages for NON-CORE COMPETENCIES (O) = \_\_\_\_\_

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**Appraiser's Comments on Work plan Achievements**

(Comment on Work Plan achievements and additional contributions made)

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<b>APPRAISER'S SIGNATURE</b>

<b>DATE (dd/mm/yyyy)</b>

**Appraiser's Comments on Work plan Achievements**

(To be completed by the Apprasier in discussion with the employee)

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**SECTION 8: Assessment Decision**

Assess the Appraisee's potential to perform the duties of the next grade, taking account of the assessment of performance in Section 2 above.

- Outstanding-should be promoted as soon as possible
- Suitable for promotion
- Likely to be ready for promotion in 2 to 3 years
- Not ready for promotion for at least 3years
- Unlikely to be promoted further

**SECTION 9: Appraisee's Comments**

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**APPRAISER'S SIGNATURE**

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**DATE (dd/mm/yyyy)**

**SECTION 10: Head of Department's Division's (HOD) Comments**

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**APPRAISER'S SIGNATURE**

.....

**DATE (dd/mm/yyyy)**

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SECTION 8: Assessment Decision

STAFF NUMBER

FOR OFFICE USE ONLY

Pls tick ( ) boxes as appropriate

Title:  Prof.  Mr.  Mrs.  Ms.  Other (Please specify: ) \_\_\_\_\_

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Other Name(s): \_\_\_\_\_

Maiden of Birth (dd/mm/yyyy) \_\_\_\_\_ Place of Birth: \_\_\_\_\_

Nationality: \_\_\_\_\_

Sex:  Male  Female Marital Status:  Single  Married  Divorced  Separated  Widowed

Permanent Postal Address: \_\_\_\_\_

Telephone No.: \_\_\_\_\_ Cell Phone No.: \_\_\_\_\_

E-mail: \_\_\_\_\_ Social Security No. (SSSN): \_\_\_\_\_

**ACADEMIC BACKGROUND**

Institution	Year (yyyy)	Programme	Qualification
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**PROFESSIONAL QUALIFICATION(S)**

Institution	Year (yyyy)	Programme	Qualification
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____



## PUBLIC SERVICES EMPLOYEE DATA FORM

### SECTION B: Details of Previous Employment

Date	Institution	Position/Grade	Staff No.
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

### SECTION C: Family Information (\* if applicable)

Name (s) of Spouse	Occupation	Address	Name (s) of Children
_____	_____	_____	_____
_____	_____	_____	_____

### SECTION D: Physical Disability

Please provide details of any physical disability of which we should be aware of  
(Tick the appropriate box)

Not Applicable     Physically Challenged     Hearing Impaired     Blind

Other (Please specify): \_\_\_\_\_

\_\_\_\_\_

### SECTION E: Emergency Contacts

Please give details of the person who should be contacted in the event of an accident or emergency

Name(s): \_\_\_\_\_

Telephone: \_\_\_\_\_

Residential Address: \_\_\_\_\_

E-mail: \_\_\_\_\_

## SECTION F: Next-of-Kin

Please provide details of your Next-of-Kin

Title:  Prof.  Mr.  Mrs.  Ms.  Other (Please specify: ) \_\_\_\_\_

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Other Name(s): \_\_\_\_\_

Relationship to you \_\_\_\_\_ Residence Address/House No.: \_\_\_\_\_

Postal Address: \_\_\_\_\_

City/Town: \_\_\_\_\_ Country: \_\_\_\_\_

Telephone Number(country code/state or regional code/number): \_\_\_\_\_

## SECTION G: Declaration

I declare that the information given on this correct. I understand that giving incorrect or misleading information, or any omission made with the intention of misleading the Government of Ghana, may lead to my dismissal, whenever it is discovered. I accept the conditions this

### I certify that:

I completed this form in my own handwriting  [Please tick box]

EMPLOYEE SIGNATURE

THUMB PRINT (LEFT)

DATE:(dd/mm/yyyy)











