

Preface

This manual is intended to be a source of information for the management and staff of the Komfo Anokye Teaching Hospital (KATH) on matters of Human Resource Development policy and procedures with the view to achieving uniformity and clarity in managing Staff Training and Development in the Organization.

The contents are subject to the conditions of service applicable to staff. The instructions contained herein shall not supersede any future rules or regulations by the government.

Unless otherwise stated, the instructions contained in this manual apply to all staff of the Hospital.

This manual is subject to review two years after implementation to assess its effectiveness and/or when review is imminent due to service changes or changes required by law.

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Date:.....

(Chief Executive)

A. DEFINITIONS

In this Policy document, unless the context otherwise requires, the following definitions shall apply:

1) Development

Instructional programmes and/or experiences designed to help employees become more efficient professional workers, or to bequeath them with the knowledge and skills that improve career advancement opportunities.

2) Training

Instruction provided to stimulate change. Its focus is short-term, and directed solely at furnishing knowledge or skills that employees need to carry out their present work duties efficiently and effectively.

3) Needs Assessment

A systematic method for determining gaps between current and desired performance levels

4) Evaluation

A systematic process that determines the worth, value, or significance of training. Typically, training evaluations measure participants' reactions, the accomplishment of program objectives, or performance improvement

5) Management

Refers to KATH management including the Chief Executive and the Directors of the Hospital

- 6) Komfo Anokye Teaching Hospital may be abridged as **KATH** or referred to as **“the Hospital”** or **“the Organization”**
- 7) **Gender:** Reference in these Policy and Procedures to Masculine Gender shall include the Feminine Gender.

1.0 VISION OF KATH

Komfo Anokye Teaching Hospital seeks to become a medical centre of excellence offering Clinical and Non-clinical services of the highest quality standards comparable to any international standards.

2.0 MISSION OF KATH

This Hospital commits itself to provide quality services to meet the needs and expectation of all its clients. This will be achieved through a well-motivated and committed staff applying best practices and innovation.

3.0 INTENT OF POLICY

This policy is meant to increase efficiency and productivity within the Hospital, and enhance career opportunities and job related skills development for staff through training, including:

- (a) Developing a more highly skilled and flexible workforce;
- (b) Providing employees with career opportunities through appropriate training to acquire skills;
- (c) Workplace redesign, removing barriers to the utilisation of skills acquired
- (d) Providing a framework within which decisions can be made and supported with regard to training and development.

4.0 POLICY THRUST

KATH commits itself to the total development of employees through various programmes for all categories of staff without discrimination.

The Hospital recognizes Human Resource Development as an important organizational activity, and as a positive step towards the realization of its vision and mission. Accordingly, all employees shall be encouraged through in-service and institutional training to develop their potentials and enhance their efficiency on the job, and acquire prospects of advancement in the Hospital.

The Hospital believes that becoming a centre of service excellence greatly depends on its most important assets (the Human Resource) and how they are better equipped and developed to deliver organizational results.

5.0 SCOPE

This policy document applies to all staff in the Hospital regarding Human Resource Development.

6.0 OBJECTIVES OF HUMAN RESOURCE DEVELOPMENT

Human Resource Development in this Hospital aims at equipping and re-equipping all categories of staff in achieving a state of excellence in Health Services delivery.

The objectives are:

- To assess training needs of staff
- To upgrade knowledge and develop skills of staff to meet new challenges in order to perform at ultimate levels
- To promote teamwork and inculcate good work habits
- To improve efficiency and effectiveness of staff
- To prepare staff for promotion or succession

- To boost staff morale
- To develop individual staff career path

7.0 GENERAL PRINCIPLES

The principle underlying Human Resources Development in KATH is the Principle of Equal Opportunity/ Access to HRD programmes. Thus:

- a. Human Resource Development for KATH staff aims to address organisational competency needs and individual career development needs in line with equity principles and quality standards.
- b. The Human Resources and Management Committee of the Board shall be responsible for the overall programming and co-ordination of the training activities of the Board.
- c. All HRD programmes shall be aligned to the Vision, Mission & Objectives of the Hospital.
- d. The Human Resources Unit in consultation with Management and Directorates' Management team shall make the selection and programming of training courses for employees.
- e. As a matter of priority, it shall be the policy of the Hospital to utilize local resources and facilities in its training programmes. The Hospital shall arrange overseas training for selected personnel only when there is an urgent and apparent need for it, and local training facilities cannot meet the training requirements.
- f. The selection of candidates for training shall be on the basis of merit and the requirements of the job.
- g. All HRD programmes shall be preceded by Training Needs Identification and should be linked to employee performance management.

- h. All HRD programmes shall be evaluated to ensure skills transfer to the job.

8.0 RESPONSIBILITY

This Hospital adopts **shared responsibility** for Human Resources Development. This policy requires that all levels of management are responsible for the effective and efficient HRD of their staff. These include:

a. KATH Management

To encourage HRD as a means to enable the hospital meet its objectives and ensure that resources are available for training.

b. Fellowship Committee

To consider applications for further studies and make recommendations to management based on priorities and availability of funds

c. Human Resource Unit

- To provide advice and technical support on HRD matters to Line Managers
- To coordinate, monitor and help Line Managers to evaluate HRD interventions
- To maintain database on all relevant information on HRD

d. Directorate or Unit Management/ Immediate Supervisor

- To discover performance problems, identify the causes of the problem and training needs of subordinates
- To organize in-house (structured on-the-job training) for all categories of workers in consultation with HR Unit

- To evaluate training to determine if training solved the performance problem.
- To provide career development guidance to employees

e. Employee

The employee should demonstrate interest in personal career development relative to directorate/unit and overall organizational goals by:

- Taking an active role in planning own personal development
- Undertaking agreed development activities and evaluating their effectiveness
- Maintaining a learning log book of what he has learned and how he has applied the skills to the job.

9.0 AREAS OF PRIORITY

Areas of priority shall be determined by the job description/specification of the trainee. Thus, the training programme shall seek to equip the trainee for his current job and/or identified future progression (management development).

Notwithstanding the statement above, KATH Management shall determine (through the Fellowship Committee), from time to time, priority areas of courses (within a particular year) for the Hospital where sponsorship shall be directed in consultation with the various directorates' management team.

Again, each year's priority areas shall be adequately communicated to all staff.

10.0 TYPES OF HRD PROGRAMMES

10.1 Induction

(i) **Purpose**

The purpose of the induction programme is to get all new entrants familiarized with the Hospital's corporate goals, organizational structure, culture and relevant work standards and conditions of service.

(ii) **Objective**

To provide a standardized induction programme for all new entrants

3. **Procedure:**

(i) Every new employee, on the day he assumes duty, shall be introduced to the work of the Hospital generally by being taken round the Directorates/Units for initial (general) familiarization at least in a day.

(ii) The induction programme shall include the filling of New Entrant Forms and other forms to be kept on employees' personal file and an introduction to Welfare societies, e.g. the Credit Union as the employee may find it necessary or beneficial to enroll in.

(iii) Rules and regulations as well as disciplinary measures existing in the Hospital shall be explained to employees.

(iv) Any other information that may be relevant to the performance of his job and for his welfare e.g. Team Work, Quality Assurance, Financial and Human Resource issues, etc. will also be discussed.

(v) Supervisors in the respective units/directorates where the new employees are to work; are to plan induction programme for him.

10.2 In-Service Training

These are courses organized to improve job-related (not career related) skills and knowledge of staff

1. **Purpose:** To enable permanent employees to be considered for job - related courses as a means of improving efficiency and developing them for higher responsibilities.
2. **Objective:** To provide standardized procedures for training
3. **Procedures:**
 - (i) Human Resources Development Section shall assist Directorates to identify the training needs of the employees based on specific job descriptions and individual performance through the appraisal system/Training Needs Identification/Assessment tool.
 - (ii) Human Resource Unit in conjunction with the Directorates will select employees in line with the training needs of the Directorate for courses.
 - (iii) HRD Section will establish whether the training be in-house or external.
 - (iv) The Directorate/Unit will complete a Training Need Identification/Assessment tool by the second quarter of every year. The forms will then be forwarded to the Human Resource Development Section to enable the Section prepare its training calendar for budget hearing.

- (v) In conjunction with the Heads of Directorates, the Human Resource Development Section of the HR Unit will complete and find suitable courses to satisfy the Training needs identified.

10.3 Short and Long Courses

These are courses organized by external organizations. They can be in-country or overseas

1. **Short Courses**

Short Courses range between few weeks to a period of six months. E.g. Professional attachments, Study Tours and Seminars.

2. **Long Courses**

Long Courses range above six months. They are basically post-basic/graduate programmes.

3. **Part-time/Sandwich Courses**

Courses (long or short) which do not affect staff's work hours.

10.3.1 Eligibility for Short and Long Courses

To be eligible for training (short and long courses), applicant must satisfy the following conditions:

- Three (3) years continuous service after appointment or reappointment
- Must have served for a period of twice the length of previous training (but not more than five 5 years)
- Course must be an approved course of study

- Course must be relevant to the hospital to earn sponsorship (if available)
- Applicant's absence must not have adverse effect on the job
- There must be no disciplinary action pending against the applicant
- The applicant must not be a defaulter to the hospital or the government of Ghana
- He must not be under any form of bond
- Applicants should have continuous satisfactory performance evidenced in appraisal report
- Applicant who leaves before approval is granted shall be treated as having vacated his post
- Applicant who would have to leave before formal approval shall seek advice from the Chief Executive Officer.
- The officer shall not be more than 50 years of age (for long courses)
- Applicants who already have Masters Degree may not be supported to do a second Masters Degree programme.

Applicable to all staff on sponsored part-time/Sandwich programmes.

Exceptional Case - Part-time

Those who apply for part-time programmes without any sponsorship must have served the hospital for at least two (2) years.

10.4 Staff Retirement Programmes

It is meant to prepare all staff for retirement so that they adjust to retirement.

Only staff due for compulsory retirement are eligible.

It is the responsibility of the Planning Section of the Human Resource Unit to furnish the HRD Section with the names of those due for retirement within the next five years of their service with the Hospital. The Human Resource Development section would arrange the training for them on subjects which are relevant to them.

11.0 EVALUATION

It is expected of every staff who undergoes any form of external training/development to do the following after the programme:

- Submit a report to the Head of Directorate/Unit, and copy the Head of Human Resource Unit. The report shall cover the course content, knowledge and skills acquired and how he intends to transfer the skills to his job.
- Where necessary, the staff in question **may** be asked to give a presentation on skills acquired to fellow staff of his Directorate/Unit.
- The Human Resource Development section of the Human Resource Unit, in collaboration with the appropriate Head of Directorate/Unit, will evaluate the performance of the staff in question (**after three months of training**) to ascertain the effectiveness of the training received.

12.0 SPONSORSHIP FOR TRAINING PROGRAMMES

All Human Resource Development programmes of staff shall be funded by the Training Budget of the year in question except areas such as study leave without pay; sponsorship from affiliate organizations within/outside Ghana, which may not be captured by the training budget.

12.1 Sponsorship Package

The following sponsorship package shall apply to only staff on approved training course with sponsorship.

1) Outside Ghana

- a) An employee sponsored by the Hospital on an approved training programme outside Ghana, shall be paid subsistence allowance at existing approved rates determined in accordance with policy guidelines from time to time.
- b) Where a Foreign Government or an International Agency is responsible for the payment of subsistence allowance, the Hospital may augment such subsistence allowance up to the rate payable by the Hospital.

2) Within Ghana

- a) The Hospital shall be responsible for the residential fees of an employee on an approved training course (sponsorship) at the prevailing rate, plus full salary.
- b) Where an employee on such a course cannot stay in residence at the training institution, payment of transport allowance shall be made in accordance with the prevailing rates.

3) Tuition and Examination Fees

The Hospital may pay the cost of all prescribed fees for any approved (sponsored) training course.

4) Books

The Hospital shall provide allowance for prescribed books at the prevailing rates.

5) Research Grant

The Hospital shall provide allowance for research/project work for those in their final year and whose courses require that a research/project work must be undertaken.

6) Budget/Funding

- a) Funding for job-related training shall be paid by the hospital but directorates/units are required to provide for them in their annual budgets.
- b) Recognizing the need to help employees to improve within their chosen career path, full or partial sponsorship shall also be provided for relevant professional/vocational/academic development. Preference shall be given to programmes relevant to the work of the hospital.
- c) If the trainee fails his examination twice, the Hospital shall withdraw its sponsorship.

13.0 APPLICATION FOR TRAINING

To apply for training programmes (long courses), the applicant must do the following:

- a. Apply through the HOD to the CEO in the last quarter of the preceding year

- b. All applications shall be profiled by HRD section and forwarded to the respective directorates for their recommendation and justification
- c. The Fellowship Committee shall sit to consider all applications with recommendations and justifications from the directorates/units
- d. The Fellowship Committee shall submit its final report to the CEO for approval
- e. After approval, applicants shall collect and fill Application Form of the Hospital from the Human Resources Unit (HR Dev't section), submit completed Form and attach current appointment letter and admission letter of intended institution signed by the Head of said Institution to the Human Resources Unit for the necessary processing. The application requires approval from the Chief Executive Officer.
- f. Applicant signs a bond/agreement Form between the Hospital and himself before leaving finally for the course.

14.0 STUDY LEAVE

Employees on an approved off the job-training course shall, during the period of absence on such course, be deemed to be on study leave. Such employees shall have employment rights, including seniority and retirement benefits reserved.

The Hospital shall have three categories of study leave:

a. Study Leave with Part Sponsorship

This is where applicant applies for study leave; eligible to receive his monthly pay as a part-sponsorship but caters for himself on his programme of study including payment of his own fees. It is granted when it is established that the

course does not form part of priority areas for the current year and due to limited funds, or has other sponsorship.

b. Study Leave with Full Sponsorship

Applicant receives monthly pay and enjoys sponsorship from the Hospital for tuition and other fees as well as study allowances. *It is granted if the course forms part of the priority areas of Human Resources Development. It is granted subject to availability of funds and staff.*

c. Study Leave Without Pay

An employee who is desirous of pursuing a course generated by him and which is outside the training needs of the Directorate or Hospital may be granted study leave without pay.

Study leave without pay means applicant is not eligible to receive any pay/salary from the Hospital. Neither will he be eligible for any other form of financial sponsorship.

Applicants who have served for the minimum three (3) years of first appointment or reappointment may be granted study leave without pay if they fulfill conditions under eligibility of this policy manual.

15.0 TERMS/ADMINISTRATION OF STUDY LEAVE

An employee who is sponsored by the Hospital to undergo a course or training either locally or overseas shall be required to enter into a **bond/agreement** to serve the Hospital for a specified period as may be determined by the Chief Executive according to laid down policies or in default pay to the Board the amount specified in the bond and other related expenses.

The employee shall be required to provide at least one guarantor who should be a Senior Public servant, the Clergy, Legal practitioner or a Relative (in a position to repay the bond in case of default).

15.1 Servicing a bond

Length of service - Twice the length of training but not more than five (5) years.

15.1.1 Part-time/Sandwich bond

Staff on sponsored (with pay) part-time/Sandwich course shall be bonded exactly half of normal bonding since they continue to offer services while studying. However in case of default, the refund shall be paid in full and not half.

15.1.2 Sponsored Residency/Professional/Examination Support

Staff on sponsored residency/examination support course shall be bonded exactly half of normal bonding for same reason as 13.1.1.

16.0 BREACH OF STUDY LEAVE

- Continuous enjoyment of study leave with pay/sponsorship shall be solely dependent on the staff's academic performance.
- In case the bond is broken, the staff will be required to pay back the total cost incurred whilst on training plus salaries earned with interest at prevailing bank rate
- The Guarantor shall be held ultimately responsible for the full payment of the total cost of training at prevailing bank rate.

- Change of course without notifying management or without seeking approval from management is tantamount to a breach of study leave.
- Failure to complete programme of study without any tangible reason the staff in question shall be bonded for the number of years spent on the programme and shall be eligible for another study leave only when he has finished serving the bond.

17.0 Obligations of Study Leave

The applicant is obliged to:

- Fill and submit application form
- Fill and submit bond form
- Perform academically well while on the programme
- Provide the hospital with exams results
- Serve the required number of years bonded after the programme

18.0 MONITORING AND REVIEW

Units/directorates are responsible for complying with the terms of this policy. HR will periodically conduct audits of compliance with the policy by unit/directorate and actions taken.

This Staff Performance Management policy will be reviewed in **two years** to assess its effectiveness. It may, however, be reviewed before the two years to reflect service changes at the Hospital or any changes required by law.