

The HR NEWS

Your Authoritative HR Bulletin

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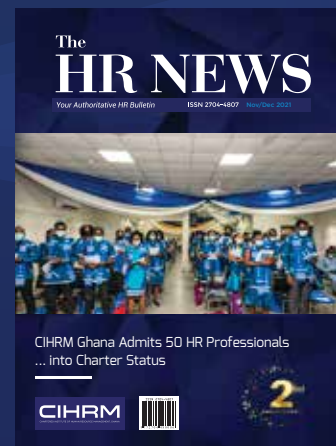


CIHRM Ghana Admits 50 HR Professionals ... into Charter Status

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CHARTERED INSTITUTE OF HUMAN RESOURCE MANAGEMENT, GHANA



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HR Bulletin



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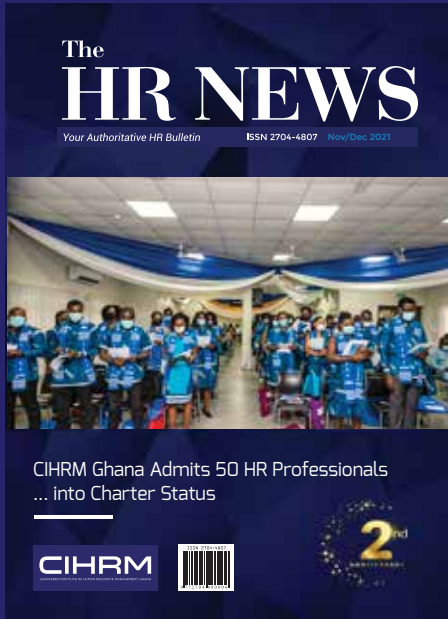
HAPPY NEW YEAR



WELCOME TO 2022

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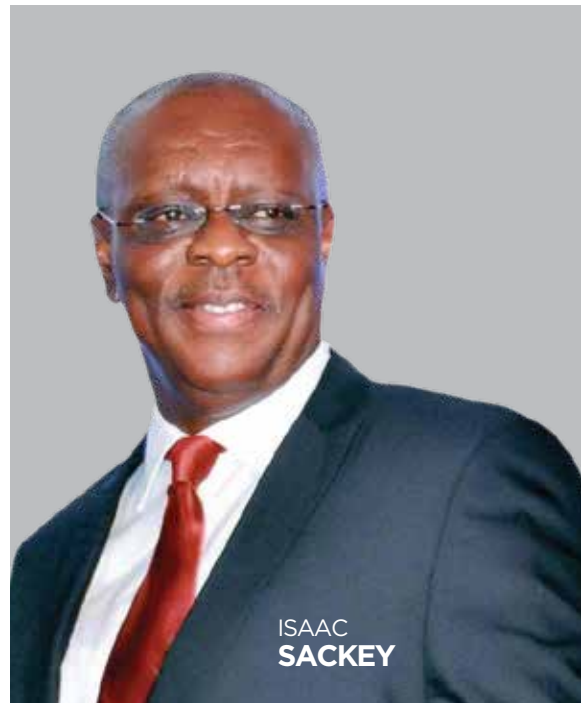


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LETTER FROM THE EDITOR-IN-CHIEF



Hello Fellow Practitioners!

Welcome to the November/December 2021, as well as second Anniversary Edition of **The HR News!!**

As the curtains of the year 2021 draws to a close, the Editorial Team is once again, excited to come your way, our esteemed readers, with our latest edition, the 5th successive edition of **The HR News** which incidentally doubles up as our second anniversary edition.

This issue is packaged with exciting and informative articles right from the opening message of the Chief Executive Officer of our Institute, through to the Guests Speakers' Speech at the Institute's recent Level 4 Graduation ceremony and inspirational nuggets from the Personality Profile of an experienced HR influencer to among others.

This edition's cover story, "CIHRM Admits 50 HR Professionals into Charter Status," delves into the Graduation of 50 HR Professionals as Chartered Human Resource Management Practitioners. Find

the full list of the Chartered Members on page 23.

Indeed, as has been part of our editorial mission of acknowledging as well as learning from the experiences of our forebears in the field of HR, this edition's Personality Profile column features the fifth President of our beloved Institute, and former Group Head of Human Resource and Industrial Relations of Unilever Ghana Limited who generously granted us an exclusive interview.

In his engaging interview with us, John Wilson, an experienced HR Practitioner of over two decades, takes us on a walk into memory lane, and in the process, grants us a peep into his formative years, his evolution in academics and his eventual step into the HR arena, his rise to the pinnacle of HR in the corporate world, as well as his leadership of the Institute as its former two - term President.

In the features column, we take an in-depth look at some latest and informative topics on the HR radar, authored by both local and international authors:

1. Rebel Leaders and Corporate Mindset
2. Of the CEO position – A Human Resource Glass Ceiling? (2)
3. Our Public Sector Service Pay Reform – So far So Good, But ...

It would be recalled that in the previous edition, a new column dubbed, "Industry Insight," was introduced in which we pioneered the National

Labour Commission (NLC), taking a closer look at its strategic role as an arbiter of the industrial relations process in the Country. In this edition, we produce the second part of the story on the National Labour Commission, delving into among others, the Typologies of Disputes and the Dispute Resolution Processes.

With all of these and much more, we believe you will enjoy this well packaged November / December edition! We are grateful to be of service to you all!

As always, we would love, to hear from you and welcome great ideas, any feedback, comments, or questions on the magazine. This is in line with our Editorial policy on continuous improvement.

**Warm Regards,
& A Happy New Year
to All of Us. Cheers!!!**

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Message From The The Chief Executive Officer



Dr. Ebenezer Agbettor

Dear Cherished Practitioners,

Slowly and steadily, we have come to the end of another eventful year 2021, a period where most Practitioners and organisations experienced uncharacteristic upheavals due to the impact of the COVID-19 crisis. Indeed, some agile organizations have witnessed an up-scale shift to remote work, the dynamic reallocation of resources, and the acceleration of digitization and automation to meet changing individual and organisational needs.

Yes, while some organisations have stepped up and worked hard and met the challenges of this crisis moment head-on, others have really struggled to keep their heads barely above the turbulent waters. But as we move forward to what we will describe as the post Covid -19 era, organisations

are being encouraged to adopt HR strategic value-creation initiatives that will ensure competitiveness into the future.

Opportunities

Despite the devastation and uncertain situation confronting organisations, we are humbled to inform all members that your beloved Institute brazen the storm and, in the process, made the following notable progress:

1. Held its post Charter historic maiden virtual Annual General Meeting in which we pioneered the virtual elections for the new National Governing Council members
2. Graduation/Admission of 50 HR Professionals into Chartered member status.

3. Introduction and launch of the Institute's maiden virtual Professional Certification Programme with the enrolment of 50 pioneer students.

4. Graduation of 322 Level 3 students into Associate membership status.

May I thus seize this opportunity to respectfully enjoin all HR Practitioners not to lose sight of the image boosting acknowledgement of the critical role of our profession to the success of our organizations as demonstrated with the granting of the charter status to our Institute to regulate the HR profession.

Challenges

Within the corporate space however, recognition is largely limited to

multi-national companies as the public institutions, small to medium companies, are still apparently lagging in their appreciation of the critical role of strategic HR in impacting organizations.

Additionally, the situation has been made more acute by the lack of appropriate HR professional skill set in the HR space in Ghana for which the Institute is committed to changing.

How HR has Changed

Certainly, the 4th Industrial revolution and the covid-19 pandemic have further accelerated the changes across the HR profession. Technology and trends in different forms have changed the narratives all together.

Automation of HR operational activities, working remotely, flexible working regimes, work-life balance, managing gig workers, rise in digital people management, digital/smart office environment, human/robot collaboration, are some of the real changes occurring, and HR professionals are expected to lead the transformational agenda and manage the situation professionally to support organizational survival and competitiveness into the future.

Value-Adding Impact of HR

Essentially however, since HR is all about generating organizational performance through people, practitioners must seek to build a world class organization by creating value via /through:

a) **Agility** i.e., Flattening structure from hierarchy to network of teams for simplicity and fast decision making; Developing Flexible and adaptable skills set to be responsive to changes, and building agile digital HR platform (Technology infrastructure) to reap value from data.

b) **Scalability** i.e., Leaning into learn-

ing culture by reskilling and upskilling talent. That is, embrace continual learning, assessment and adjustment of capabilities, and mapping talent to value, and enhancing HR ecosystem where competitors become collaborators. That is, with HR-Tech players and others in the wider HR ecosystem.

d) **Culture** i.e., Taking employee experience (includes team morale and positive mindset, workspaces) to the next level, and creating workplace environment that support diversity, remote working, gig workers, flexible working regime, etc.

“
In a nutshell, Practitioners must note that traditional HR skills have not diminished in value, but simply are no longer adequate to satisfy the wider strategic demands on the evolving HR function, hence focus should be on understanding the needs of the business and delivering value-added HR strategic business solutions through technology and analytics.

Appreciation

As we draw down the curtains for the year 2021, I would like to take this opportunity to thank all Members of the Institute for your continuous support and participation in the Institute's activities, i.e.,

- attending CPEs,
- contributing through committee works,
- facilitating programmes,
- representing the Institute at events,
- recommending the Institute to colleagues at workplaces,
- participating in Chapter meetings,
- providing feedback to the Secretariat on areas of improvement in service delivery, among others.

At this point, I would also like to thank all Council members and the Secretariat staff for the efforts made to make the year 2021 another successful one. For the fact that we have worked as a team, harnessing all the strengths, and minimising the impact of areas of weaknesses, is what has made all the difference. Ayekoo to all of you!!!

“
Not forgetting The HR News Magazine Editorial Team, what a yeoman's job that you have done. We celebrate the second year of the maiden edition of the Magazine. Congratulations and thank you all for a wonderful job done.

”
Above all, I give thanks and praise and all the glory to the Lord God Almighty for how far He has brought us (EBENEZER), and how far He is taking us, as He ushers us into the new year, 2022.

We look forward to a better future and petition the throne of Heaven for God's continuous protection, guidance, and leadership as we move into the year 2022.

I wish everyone a Merry Christmas and a Happy and Prosperous New Year!!!!

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“The Chartered Human Resource Management Practitioner (CHRMP): Responsibilities And Privileges”

the occasion of the Graduation Ceremony for Level 4 Students of the Professional Certification Programme (PCP) on Friday 29th October 2021



Courtesies and Acknowledgement,

The President of the Chartered Institute of Human Resource Management, Ghana Dr. Edward Kwapong (represented by Mr. Leonard Quarcoopome, Vice President), Members of the National Governing Council, the Chief Executive Officer, Mr. Ebenezer Agbetor, Chairman and Members of the Professional Certification Board, Fellows, Honorary Fellows and

Members of the Institute, Resource Persons and Staff of the Institute, Graduating Class of 2020 and 2021, Media Persons, Invited Guests, Distinguished Ladies and Gentlemen.

I am indeed grateful for the honour and privilege to be the Guest Speaker of this important ceremony (the first after obtaining our Charter status) to confer the award of Chartered Human Resource Management Practitioner on successful Level 4 graduates of the Institute.

Mr. President, I dedicate this presentation to all the working mothers who have passed through our Professional Certification Programme.

Congratulations also to the awardees for successfully completing the programme and for all those who supported them, we say Thank You.

The Chartered Human Resource Management Practitioner: Responsibilities and Privileges

Your achievement is worth celebrating because of your hard work and sacrifices. I can identify with your success as a reflection of what our team went through to obtain the statute under which you are being awarded, the Chartered Institute of Human Resource Management, Ghana Act, 2020 (Act 1020).

You have earned a distinguished accolade and title: the Chartered Human Resource Management Practitioner (CHRMP). The Chartered status should stand you in a good stead and position of privilege wherever you may be. That Chartered status also brings with it significant responsibilities. You do not only hold in your hand a certain qualification, but an award that has been conferred on you by the people of the Republic of Ghana through their elected representatives in Parliament and assented to by His Excellency, the President.

Who then is the Chartered HRM Practitioner?

The Chartered HRM Practitioner

Section 42 of Act 1020 defines a Chartered HRM Practitioner as 'an associate member who has completed level four of the Professional Certificate Programme of the Institute'. As a Human Resource Management Practitioner, Act 1020 describes you as 'a person who has formally registered with the Institute and has been issued with a certificate to practice as a Human Resource Management Practitioner.'



A cross section of some of the newly admitted Chartered HRM Practitioners at the Conferral Ceremony

What then are your Responsibilities and Privileges?

Responsibilities and Privileges

A responsibility is 'a duty to be in charge of or look after something, so that you make decisions and can be blamed if something bad happens.' (Longman Dictionary of Contemporary English).

A responsible person is also described by the Merriam-Webster's Dictionary of Law, as one 'characterized by trust-

worthiness, integrity and requisite abilities and resources.'

Premised on the Act, where our appointments are made by the President in accordance with Article 70 of the Constitution, you may be considered a Public Officer.

As a Public Officer, one of your responsibilities is 'not to put yourself in a position where your personal

interest conflicts or is likely to conflict with the performance of the function of your office.' (Article 284 of the 1992 Constitution).

As a Member of the Institute, you must at all times be of good standing, which means that **your 'membership subscription has been paid up to date.'**

Fundamentally, it is your responsibility to practice in accordance with Act 1020. According to Section 40, if you contravene this responsibility, **you**

commit an offence and liable on summary conviction to a fine of not less than one hundred penalty units or a term of imprisonment of not less than six months and not more than twelve months or to both.

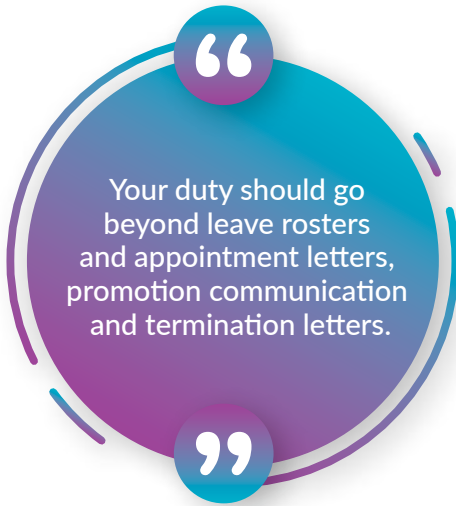
Under Act 1020, it is your responsibility to conduct yourself and your business professionally. The Third Schedule of Act 1020 states clearly what would constitute professional misconduct. Let me emphasize here that any professional misconduct can lead to your name being struck off the register of members (Section 27).

In the performance of your duty as a Chartered Practitioner, you must think like the employer and at the same time identify with the employee. A delicate balancing act, I must say. You must therefore protect the interests of both the employer and the employee.

“
And as a Chartered HRM Practitioner, you must clearly appreciate and acknowledge that 'one size does not fit all'
”

You must customize and categorize standard documents, so they fit specific constituents in your organization. For example, the medical examination form must be segregated such that the manual worker doesn't go for the same screening as the back-office staff.

As a Chartered Practitioner, you must be knowledgeable and conversant with every aspect of the work in the employment.



For instance, you must be able to determine the statutory obligations of your organization and their compliance, and of course be very familiar with our working legislation, the Labour Act, 2003 (Act 651) and other employment related statutes. You must be seen to be running the organization and not always waiting for instructions to act. But more importantly, your submissions to Management must be empirical and in line with the strategic plan.

One of the things I noticed during the COVID-19 pandemic when the lock down was effected under the Imposition of Restrictions Act, 2020 (Act 1012), was the dearth of leadership from HRM Practitioners. I very much expected that our members will take the initiative to advise Management on how to charter the new area of responsibility instead of waiting to take instructions. There were various issues which were novel but had to be dealt with, not only to sustain the business but also protect the human resource in the employment. The pandemic exposed the serious gaps in the Labour Act, 2003 (Act 651) and other laws, and therefore the knowledge and skills of the Practitioner was very critical at the time.

Your training should stand you out as leaders and advisers and not followers.

What are your privileges?

A "privilege" is the advantage that is given only to one person or a group of persons. A privilege can also be withdrawn. A privilege is not necessarily a right, which is an interest recognised and protected by law, respect for which is a duty and disregard of which is wrong.

My proposal is that our Act does not confer any privileges. Any privileges you may get as a Chartered HRM Practitioner will come with how you carry yourself and execute your mandate. I will however address your mind to some expectations that could bring to you various privileges in your practice.

You are privileged to be among the few Practitioners in Ghana, with the backing of the laws of Ghana, who are setting the pace in building a strong and distinctive brand for human resource management

In this regard, you are going to be the beacon and reference point in matters relating to the HR practice.



We should take the HR practice notches higher from our current laidback, backseat and supporting positions to drive strategy by assuming leadership in shaping the most vital asset in employment and in every aspect where human capital is involved.

Let's walk the Talk

You may be placed on some special committees or working teams for the discharge of some assigned duties. Let your presence be felt with useful and practical suggestions. Let your contributions make a difference and let the appointing authority be proud of you, because you are a Practitioner. You must therefore be knowledgeable and assertive. I want to see a Chartered HR Practitioner who is made a member of non-HR Committees and not just to be covering proceedings of their meetings.

Of course, privileges may come with benefits, but my prayer is that you look beyond the benefits to establishing a legacy which will outlive you and inure to the benefit of others.

Conclusion

In conclusion, you may recall the following statement during your first lecture in Legal Aspects of HRM, that:

The Sovereignty of Ghana resides in the people of Ghana in whose name and for whose welfare the powers of government are to be exercised in the manner and within the limits laid down in this Constitution.' (Art. 1(1) of the 1992 Constitution.) Without an iota of doubt, the most important resource in any organization is the human resource.

You must place yourself within this Constitutional provision and acknowledge the fact that your functions must be performed in their name and for their welfare and must be exercised within the limits of the authority, both implied and expressed, conferred on you.

That is both a responsibility and privilege for the Chartered HRM Practitioner.

Once again accept my congratulations. Make yourself and the Institute proud.

THANK YOU.

CIHRM in the News



Benjamin Arthur Takes Over as Chief Executive Officer of the Fair Wages and Salaries Commission (FWSC)



Benjamin Arthur heads Fair Wages and Salaries Commission

President Nana Addo Dankwa Akufo-Addo has appointed Labour Relations Expert, Mr. Benjamin Arthur, as the Chief Executive Officer of the Fair Wages and Salaries Commission (FWSC).

Originally a trained Civil Engineer from the Kwame Nkrumah University of Science and Technology (KNUST), Mr. Arthur has evolved into a man of many parts. A Certified Mediator, he comes to his new portfolio with a diverse background in labour administration, employment service, labour relations, alternative dispute resolution and workplace conflict management, and a strong research background.

A corporate member of the Ghana Institute of Engineers (GhIE) and with over 23 years' experience as a Practising Civil Engineer, the new Chief Executive Officer is well known by the Chartered Institute of Human Resource Management (CIHRM) Ghana, with whom he has a strong bond and working relations. Indeed, Mr. Arthur is credited as the Engineer who built the newly constructed headquarters of the Institute, the Tse - Addo based HR Complex.



The HR Centre

Coincidentally, Mr. Benjamin Arthur comes to the position as Chief Executive Officer of the Fair Wages and Salaries Commission (FWSC), taking over from Dr. Edward Kwapong who is the President of the Chartered Institute of Human Resource Management, Ghana. Dr. Edward Kwapong had been the CEO since the first term of the Akufo-Addo-led government.

The HR News observed in a Facebook post that Ing. Arthur has since expressed gratitude to God, President Nana Addo Dankwa Akufo-Addo, the Chief of Staff, Akosua Frema Osei Opare and the Minister of Employ-

ment and Labour Relations, Ignatius Baffour Awuah.

Considering the fact that there are several areas ripe for collaborative initiatives between the two sister institutions, the Fair Wages and Salaries Commission and the Chartered Institute of Human Resource Management, Ghana, **The HR News** hopes that the already existing cordial relationship between the two institutions, would be scaled to new heights under the leadership of the new CEO.

CONGRATULATIONS SIR!!!

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Make HR Count in any Organisation you find yourselves – Vice President of Institute of Human Resource to HR Practitioners



The Vice-President of the Chartered Institute of Human Resource Management, Ghana, Leonard Quarcoopome has charged the newly admitted Chartered Human Resource Management Practitioners to make Human Resource (HR) count in any organisation they find themselves.

Mr. Quarcoopome made this call when he admitted 50 Chartered Human Resource Management Practitioners on Friday, 29th October, 2021 at the Institute's newly built HR office complex at Tse-Addo, Accra.

The ceremony was to officially confer charter status and present certificates to deserving Graduands who completed the Level 4 Project Work of the Professional Certification Programme of the Institute. By this charter status, Graduands for the first time, had to swear an oath.

The Vice-President of the Institute informed the HR Practitioners that as soon as the Legislative Instrument (LI) is passed, the Institute will be able to operationalise the law and regulate the profession appropriately.

He added that the Committee is working tirelessly to get the HR Standards

ready for members.

He also hinted that the date for the inauguration of the new Council would soon be set by the Sector Minister.

The Chief Executive Officer (CEO) of

the Institute, Ebenezer Ofori Agbettor, urged the new Chartered Graduands to step out there and be excellent ambassadors of the noble profession and the Institute.

He continued that, having been equipped with all the tools/competencies, they should distinguish themselves from the cowboys/girls parading in the HR space and make the Institute proud by contributing significantly to the advancement of HR management practice in the country.

According to the CEO, the Conferral was very significant as the Institute continues to witness an increase in the number of Chartered Members (from 160 to 194, an increase of 21.25%).

Speaking on the theme: "The Chartered HRM Practitioner: Responsibilities and Privileges," the Guest Speaker for the ceremony, Alexander Williams, said the achievement of the Chartered Member is worth celebrating because of the hard work and sacrifices they had demonstrated, which he said, can be likened to what the team went through to obtain the statute under which they are being awarded, the Chartered Institute of Human Resource Management, Ghana Act, 2020 (Act 1020).

"You have earned a distinguished acco-

lade and title. The Chartered status should stand you in a good stead and position of privilege wherever you may be. The title also brings with it significant responsibilities", Mr. Williams added.

He explained that as Members of the Institute, you must at all times be of good standing, which means that your membership subscription must be paid up to date.

"Fundamentally, it is your responsibility to practice in accordance with Act 1020, which gives the responsibility to conduct yourself and your business professionally."

According to section 40 of the Act, "if you contravene this responsibility, you commit an offence and would be liable to summary conviction of a fine of not less than one hundred penalty units, or a term of imprisonment of not less than six months and not more than twelve months or to both", he enumerated.

On privileges, the Guest Speaker said, his proposal was that the Act does not confer any privileges, adding "any privileges you may get as a Chartered HRM Practitioner will come with how you carry yourself and execute your mandate."

The Chairman of the Professional Certification Board of the Institute, John Eluerkeh, in a speech read on his behalf by one of the Professional Certification Board Members, Paul Nartey, explained the difference between "Certified" and Chartered Members, saying, Certified is the term that was used until the enactment of the Chartered Human Resource Management, Ghana Act 2020 (Act 1020) in August, 2020.

He said, the Professional Certification Board's expectations are that Members would remember that though they may enjoy some privileges such as having a professional allowance, they should be mindful of the fact that the Charter comes with great responsibilities.

"These responsibilities, you owe to Ghana, the Institute, your organization and yourself," he said.

Source MyJoyOnline.com



CIHRM Ghana Admits 50 HR Professionalsinto Charter Status

The Chartered Institute of Human Resource Management (CIHRM), Ghana, has added to its catalogue of milestones, another one with a colourful ceremony of the conferment of Chartered status on 50 newly qualified HR Professionals. The 50, who were hitherto Associate Members, earned the Chartered status after successfully completing the Institute's Level 4 (Project Work) stage of the Professional Certification Programme.

The Ceremony

The brief but colourful Conferral Ceremony was held under the theme, "The HR Practitioner, Responsibilities and Privileges." It marked the commencement of yet another chapter of the Institute, being the maiden one to be held following the Institute's achievement of Chartered status, as well as the maiden one to be held at the Institute's own premises, the HR Centre in Tse-Addo.

Welcoming participants and the invit-

ed guests, the Chief Executive Officer of the Institute, Mr. Ebenezer Agbetor in his welcome address spelt out the objective of the ceremony as below:

"Obvious as it looks, the main purpose of today's ceremony is to officially confer Charter status and present certificates to our deserving Graduands who completed the Level 4 Project Work of the Professional Certification Programme of the Insti-

tute. This means that for the first time they will also be swearing an oath."

On his part, the Chairman of the Professional Certification Board, Mr. John Eluerkeh, in a speech read on his behalf, revealed that:

"Our first Conferral Ceremony should have taken place on March 27, 2020, but it was not to be, due to the COVID - 19 pandemic and the lockdown restrictions at the time."



A cross section of the Graduands taking the Membership Oath of Practice at the Conferral Ceremony

Explaining the fact of the ceremony as the first Conferral Ceremony, Mr. Eluerkeh further revealed that, “in the years past, the Level 4 Graduation was merged with that of Level 3 (Associate Members). However, due to increasing numbers of graduates, we have discontinued the practice.”

Difference Between “Certified” and “Chartered” HR Practitioner

Concluding his speech on a point of clarification, the Chairman of the Certification Board revealed that, “Certified’ is the term that was used until the enactment of the Chartered Human Resource Management, Ghana Act, 2020 (Act 1020) in August 2020.”

“Now, every person who completes the Level 4 of our Professional Certification Programme will be deemed a Chartered Human Resource Management Practitioner.”

Stand Out as Leaders and Not Advisors

The Chief Executive Officer of the Ghana Investment and Securities Institute, Alexander Williams speaking as a Guest Speaker, entreated the newly conferred Chartered HR Practitioners to move out of the shadows within the corporate space:

“*Stand out as Leaders and not Advisors,* he said.”

A Charge to Keep



Leonard Quarcoopome, addressing the Graduands at the Conferral Ceremony

On his part, the Chairman for the event and Vice President of the Institute, Mr. Leonard Quarcoopome, soon after the conferment of the Chartered Status charged them to go beyond the chartered certification by going out there to, as he put it, “make a difference,” by coming out with creative ideas to institute systems and processes to engage people to make HR count.

In attendance were members of the National Governing Council, members of the Professional Certification Board, the Chief Executive Officer of the Institute and staff of the HR Centre, Project Supervisors, Resource Persons, families, and friends of the graduands and other invited guests.



A section of families and friends of the Graduands and other invited guests at the Ceremony

Personality Profile

John Arthur Wilson (FCIHRM)

- Founder and Managing

Consultant for WILSJON Consult Limited

By Yen Sapark



Our Personality in focus, John Arthur Wilson, commonly known as John Wilson, is the Founder and Managing Consultant of WILSJON Consult Limited, an HR Management Consulting Firm. He is also the Executive Director of SCORE Training Solutions Ghana (STSG), an Implementation Partner to ILO-Sustaining Competitive and Responsible Enterprises (SCORE) Program: a practical Workplace Improvement training program to ensure productivity improvement and sustainability of enterprises.

In this edition, we caught up with our Personality, and engaged him in the interview below. John walked us through his upbringing, the twist and turns of his life, his industry experience, as well as his thoughts on contemporary HR practice.

A Native of British Sekondi

Growing up as a young boy in the early 1950s in what is popularly referred to as “British Sekondi” in the heart of Essikado, Sekondi in the Western Region of Ghana, our Personality in focus, thought he was just passionate about co-ordinating roles and people. Little did he know that was defining his future career as an HR Practitioner, and a successful one at that. Up to date, the Internationally Certified HR Practitioner has fond memories of the notable “**British Sekondi**” enclave and considers it to

have been an idyllic and safe environment for childhood exploration.

Several years gone by, now a Fellow and former two-term President of the Chartered Institute of Human Resource Management, Ghana, the Sociology and Geography Graduate of the Premier University, the University of Ghana, has enjoyed a prolific career, the north of which was his ascension to the position of Group Human Resource and Industrial Relations Manager of Unilever Ghana Limited in 1999; a post he held till his

eventual retirement in 2011, after leading a Regional Project as Change Management and HR Lead. The Tema headquartered Unilever Ghana Limited, is a Ghana-based multinational company engaged in manufacturing and sale of fast-moving consumer goods (FMCG).

Today, John, an immaculate HR Pro, turned Consultant, and ILO certified Trainer sits at the epicentre of change as a Strategic Implementation Partner to the ILO Sustaining Competitive and Responsible Enterprises (SCORE),

advising a wealth of Small and Medium Enterprises (SMEs) around Africa. In addition, he brings to bear to his expertise on the AU Technical Committee on Micro, Small and Medium Enterprises (MSMEs), while growing his Consultancy firm.



Early Life

The tales of John's childhood, begins with his birth in the '50s on a Thursday, heralded by a set of twins, and thus accordingly named Ekow Tawiah at birth in line with his Fante custom. The Thursday born who described himself as "a direct replica of his late dad," is the second of his mother's children of two brothers and five sisters. "I however have other older siblings as well," he added. John grew up in his Essikado home in the 1950s and '60s when children had a lot of freedom to roam about.

“

The Wilsons were not among the wealthy, but John had quite a privileged upbringing in what he phrased, "a mix of Methodist - Anglican religious home" as his dad was a devout Methodist and his mum, Anglican.

”

Ekow, as his Dad affectionately called him, grew up in a relatively scholarly, disciplined, and sociable family. His Mum, the late Faustina Wilson, described as caring but a disciplinarian headteacher of St Peters' Anglican Primary School in Sekondi, was mostly home with the children serving as a regular check, and kept them in line.

His trekking father, late George Harry Wilson, a man with strong passion for music, worked with the then Ghana Railways and Harbours Authority as a District Traffic Superintendent for the Tarkwa Area.

Such was the influence of his musical father, a renowned Associate Member of the Victory College of Music (AVCM), UK that, he deliberately moulded a relationship with him as he started playing music by age eleven

(11) with a piano bought for the family by his dad. It was therefore not surprising that young Ekow joined the choir of his local Methodist Church at Essikado at an early age of 10.

John Wilson who is married to Effie Wilson and is blessed with four adult children, speaks fondly of his siblings because of the bond created by his parents.

Early Education

With the Essikado British Sekondi location giving residents access to quality schools, young John had his basic education at St. Peter's Anglican Primary in Sekondi and Anglican Middle School-Continuation School in Ketan, Sekondi.

His favorite High School was Mfantshipim School. "Mfantshipim School was a kind of tradition in my family and so the boys attended it while the girls patronised Wesley Girls High School," John revealed, explaining his choice of High School. After completing his Ordinary (O) Level education in his family's favorite male high school in Mfantshipim in 1970, he proceeded to Fijai, for his Advanced (A) Level, and then eventually entered the University of Ghana in 1973 to read Sociology, Economics and Geography, graduating in 1976.

Stepping into the World of Work - John's Twist and Turns

Following his graduation from the University of Ghana, Legon, in Sociology with Geography, the young Graduate, had his first stint of corporate world experience with his graduate internship or national service at the District Administration Office, then

Dangme District Council in Ada. It was there that John Wilson got introduced to administrative issues, handling personnel matters, management as well as administration in general.

Despite the early taste of success, young ambitious John knew early in the day that just staying at that level might not be enough for him to make it big. So, this dawn experience rather lit the Personnel Management passion of John Wilson as he then opted to join the then competitive and popular Public Service Administration class where he started his professional career as an Administrative Officer at the Public Service Commission (PSC).

In the process, John had a brief stint with the Central Regional Administration, where he got posted to the District Administration at Saltpond.

“Nippy Wilson,” as he was affectionately nicknamed in his Secondary School days, reflects on his period at the District Administration as one which offered a “window of opportunity” to commence a career and develop as an emerging professional.

Inspiration Of Pursuing Administration, Personnel Management/HR

Tracing his role and time at the Public Service Commission at the commencement of his experience in Personnel Management (as HR was referred to at the time), he revealed his inspiration of becoming an HR Practitioner thus: "I've always had such an interest in co-ordinating roles and dealing with people or personnel issues, and I never wanted to limit myself."

Joining Twifo Oil Palm Plantations Limited (TOPP) as the Administrative Officer was, however, the opening act.



John Wilson sharing the twist and turns of his life with our Editor, Yen Sapark

John's Time at Twifo Oil Palm Plantation (TOPP)

In what appeared a step up in career, John Wilson seized the opportunity to join the then sprawling and largest Agro - Industrial Complex in the Central Region, Twifo Oil Palm Plantation as its Administrative Officer.

“Under the management of the Commonwealth Development Corporation (CDC), Mr. John Siaw Martinson, a seasoned Personnel/Employee Relations Head at Mobil Oil, shareholders of TOPP, was seconded to the Company to help set up its HR Department.” John explained.

John was strongly influenced by Mr. Martinson as the arrangement required him understudying the experienced International HR/Personnel Manager under a well-planned mentorship programme.

“

TOPP thus seemed “the best opportunity for a new adventure” to John’s evolving Personnel Management/HR career as he reflected the unique opportunity nostalgically and in his own words, he said, “Mr. John Martinson, now deceased really developed me.”

”

How Did John’s HR Mentor Help Him Excel in His Career?

Touching on his mentorship relationship with his mentor, John who paid glowing tribute to his Mentor described the experience as one of a good match saying:

“

I was new to the HR Manager role, but Martinson was instrumental in supporting me. I’ve grown as a leader.

”

Eventually, John Wilson took over as

the Head of HR/Personnel Manager for the Twifo Oil Palm Plantation, managing over thousand (1000) employees of the Agro - Industrial Complex, the largest in the Central Region at the time. In addition to the mentorship, John undertook several professional development courses in Human Resource Management and Industrial Relations both overseas and locally to equip him for the role.

Time at Unilever (Ghana) Limited

From his HR senior role at TOPP, **the Man who does not give up easily when pursuing an action that he is convinced of**, was again ready for his next challenge in his professional career, offered this time by Unilever Ghana Limited.

Here, he assumed the high position of the **Group Human Resource and Industrial Relations Manager, where he worked from 1999 until his retirement in 2011.**

During the period, he led the Human Resource Functional Transformation Project (HRT) in Unilever Ghana as HRT/Change Lead and completed with distinction as part of a global assignment and later became the HR Business Partner to various Functions. He again led the largest Regional Business Transformation Project in Unilever Central Africa cluster across nine (9) countries.

While at Unilever, the current Vice President of the National Governing Council, Leonard Quarcoopome worked closely with John Wilson.



Leonard Quarcoopome - Vice President (CIHRM)

Sharing his thoughts on John Wilson, Mr. Quarcoopome had this to say:

“ John is a very cautious leader and takes risks that have been carefully calculated. Even when he has made up his mind on an issue, he will still ask opinions of others to see if there will be any superior arguments than those upon which he made his decision. I see John as an embodiment of the saying “experience is the best teacher”.

John Wilson Dines with the Institute



Answering a question on how and when he joined the Institute, John Wilson said he learnt of the Institute, then Ghana Institute of Personnel Management (GIPM) when he was with Twifo Oil Palm Plantation. Even-

tually he joined the Institute in the late '90s through the encouragement and recommendations of Mr Kodwo Afedzi - Mensah, then Executive Secretary of the Institute.



Mr. Kodwo Afedzi - Mensah

Having joined the Institute through the Tema Chapter, and by dint of hard work, he was recognised and elected to the Executive Body of the Institute from where he rose to become a two - term Vice President (2007 - 2013) and ultimately President also for two terms from 2013 to 2017.

Looking back at his time in leadership of the Institute, he reserved complementary tribute for his predecessor, former President of the Institute, Dan Acheampong, for his exemplary leadership adding that “he delegated absolutely without abdication of his responsibilities.”

Similarly, he described Kwadwo Asare - Bediako as a pillar and acknowledged all the forerunners of the Institute for their respective passion for the Institute in holding it dear as though the Institute was their personal property.

John Wilson's Views on HR in Ghana, Key Message to Contemporary HR Practitioners

John pointed to the growth of HR and the diversity management. He acknowledged the quest for acquisition of HR professional qualifications but bemoaned the lack of what he described as “corresponding practical exposure and experience, the nuances of HR.”

To fill this void, John Wilson proposed that the Institute consider instituting HR Mentorship Programmes, to match new HR Practitioners to seasoned Practitioners to deepen regular engagements and consulta-

tions, so as to tap their knowledge and valuable experience. This is sure to go a long way to shore up the more required practical experience of the mentees for the HR practice.

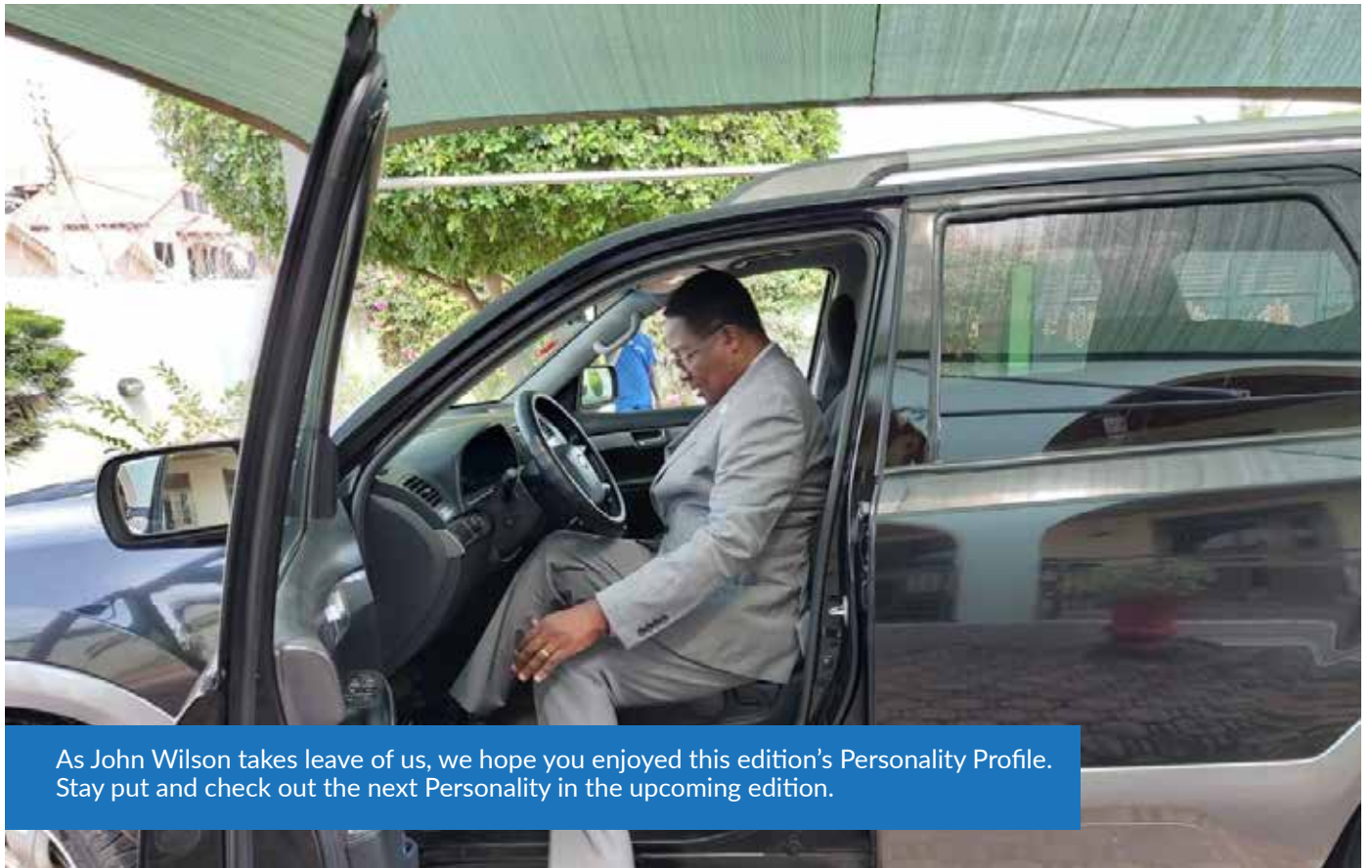
Referencing his personal belief in integrity, the experienced and Internationally Certified HR Practitioner called on contemporary HR Practitioners to also prioritise and scale up their personal and professional integrity by avoiding cutting corners but rather sticking with their convictions and ethics of the profession.

“HR Practitioners should endeavour to match HR requests with Community practice,” he said.

Touching on the quest for success in HR practice, the HR Pro now turned Consultant, had a concluding word of advice for contemporary HR Practitioners,

“Discount any new perceived feeling of having arrived and continue to learn and upskill to be more relevant. Above all, the HR Practitioner should also learn and understand the language of the business, the other business functions in which they operate and that is the sure way to become eligible for the Chief Executive’s role, when opportunity arises.”

Time for Good Byes and Departure



As John Wilson takes leave of us, we hope you enjoyed this edition's Personality Profile. Stay put and check out the next Personality in the upcoming edition.

LEVEL

PAPER

LEVEL
ONE

1. Principles of Management
2. Introduction to Human Resource Mgt.
3. General Psychology
4. General Psychology

LEVEL
TWO

5. Organizational Behaviour
6. Intro. to Human Resource Development
7. Fundamentals of Accounting
8. Introduction to Industrial Relations

LEVEL
THREE

9. Legal Aspects of Human Resource Mgt.
10. Recruitment & Compensation Mgt.
11. Industrial Relations Practice
12. Human Resource Development Practice
13. Business Communication

LEVEL
FOUR

Project Work + 3years Working Experience
in Human Resource Management

Certification Level 4

Introduction

For an Associate Member of the Institute to be admitted as a Chartered Human Resource Practitioner, he/she shall submit a project work and satisfy the Professional Certification Board that he/she has 3 or more years of relevant HR work experience.

It is in line with the above that the Project work guidelines have been written to give an overview of the “what”, “when” and “how” of the expected Project work.

Guidelines

1. Focus areas for Project work shall take the form of HR systems, policies, strategies, job descriptions, manuals, etc put together by a student.
2. A project work shall not be an academic document nor copied from a text book or other sources. A project work shall be the original idea/authentic work of the student
3. While a project work may follow a known format or design, and be based on a known concept or principle, it should meet the following three (3) criteria:
 - (i) have value-added content,
 - (ii) original or independent wording,
 - (iii) and have application value (that is, capable of solving an organizational problem or addressing an organizational need)

NB: For a student to be successfully assessed, he should demonstrate application of knowledge acquired on the Professional Certification Programme (PCP)

4. Each of the three (3) listed criteria above shall attract a maximum score ten points.

A project work shall be evaluated against the three (3) listed criteria, and shall be accepted when it scores eighteen (18) or sixty percent (60%) or more of the total points and has a minimum of five in each of the criterion.

5. Copies of Project work shall be neatly typed and bound. Draft copies shall have a comb binding while the final copy for the library shall be hard cover

Fee: **GH¢3,000.00**

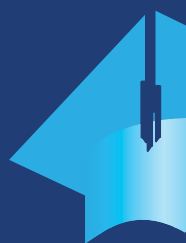
Processing Fee: Gh¢200.00 [Non-Refundable]

All level 4 payments should be made into the Institute's Account, Chartered Institute of Human Resource Management, Ghana

A/C No: **1050017376518** Fidelity Bank Osu Branch

For more details contact: certificationofficer@cihrmghana.org

LIST OF CHARTERED MEMBERS



CLASS OF

2020

Name	Membership No.	Name	Membership No.
1 Albert Owusu Tagoe	546	24 Lovelace Ackon	1294
2 Alma Afi Nanevie	1610	25 Marcus Okine	1623
3 Anthony Osabutey	1611	26 Marian Awuzah	1035
4 Deborah Naami Mensah	435	27 Mary Tsadzo	1215
5 Dennis Pobi Asamani	1211	28 Marilyn Araba Dennis	895
6 Doreen Ankumah	1612	29 Matilda Amponsah-Akakpo	1624
7 Dorothy Eva Gyimah	918	30 Matilda Tagoe	1625
8 Efua Appiah-Gyimah	1069	31 Mawuko P. A. Freeman	642
9 Emelia Osei	1613	32 Mawuli Kofi Kpodo	1626
10 Emmanuel Tei Agbam	1038	33 Olivia Awutey	1627
11 Esmeralda Daniella Adjei	1848	34 Patrick Mensah - Heirsmac	1206
12 Eugenia Ahema Forson	1614	35 Priscilla Agyekum	1628
13 Eunice Boadu	1184	36 Regina Anuwah Obeng	1233
14 Eunice Naa Bortor Clottey	1615	37 Rhoda Boham Cundo	1629
15 Felicia Nana Ama Kyei	1616	38 Rosalyn Delanyo Ocloo	1630
16 Gifty Addo-Kissi	1617	39 Rosemary Awatey	940
17 Gloria Arthur	397	40 Samuel Mantey Addo	1180
18 Helena Ntrakwa	569	41 Sylvia Ngmen-Kaara	1212
19 Irene Nana Austin	1618	42 Yahaya Issaku	1119
20 Jennifer Mawufor Brampah	1619	43 Yehuza Jawula	889
21 Jenny Akua Williams	1620	44 Yvonne Claire Dumenu	1631
22 Joana Nyinaku	1621	45 Zachariah Adomako	1160
23 Kingsley Lorldorlonyo Avevor	1622		

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Name	Membership No.	Name	Membership No.
1 Abigail Asamoah	1109	18 Josephine Davoh-Yebesi	1192
2 Abigail Akoeley Wuaku	972	19 Joyce Kutin	925
3 Akasi Manyi Dade	1335	20 Juliana Priscilla Tsyawo	1448
4 Andora Naa Adjorkor Odonkor	1341	21 Julius Quarshie Aboagye	1450
5 Benedicta Dagbatsa	1355	22 Larissa Osei-Akoto	799
6 Dennis Yao Agbotse	1370	23 Lydia Mensah	1460
7 Dominic Asante-Agyemang Boateng	1373	24 Mabel Benjamin-Addy	274
8 Elijah Ofori-Badu	903	25 Mark Kofi Asante	1045
9 Eno Animwaa Odame-Darkwa	1385	26 Mercy Maame Yaa Opoku	1472
10 Esmeralda Naa Deede Addo-Quaye	1390	27 Nassiva Grace Dovi	1482
11 Esther Tekpekuwor Kuwornu	1391	28 Philip Okoe Abordo	1770
12 George Opoku-Agyeman	1406	29 Rita Darko	1236
13 Gifty Gilly Akeseh	677	30 Rosemond Naa Morkor Ashley	1505
14 Gifty Aku Yatsia Aidoo	1167	31 Samuel Danquah	1508
15 Gladys Aba Owusu-Asare	1168	32 Stacey Asmah	1517
16 Godfred Boye	1411	33 Sylvia Antwi-Boadi	173
17 Janet Adoley Boye	1432	34 Zanu Dassah	1533

Associate Membership



CLASS OF 2021

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3 Abigail Madjie	2302	29 Anthony Hercules Turkson	2328
4 Abrasacob Aggrey	2303	30 Baaba Mansa Cato	2329
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6 Adjoa Asawah Teye	2305	32 Barikisu Issaka Abubakari	2331
7 Adjoavi Enyonam Agou	2306	33 Beatrice Venyellu	2332
8 Adwoa Frimpomaa Acheampong	2307	34 Beatrice Princessa Owusua	2333
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11 Agnes Forkuo Nyantakyi	2310	37 Benjamin Osei - Tutu	2336
12 Agnes Baidoo	2311	38 Benjamin Owusu	2337
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14 Akosua Serwaah Berfi	2313	40 Berlinda Ackaah	2339
15 Akosua Nyame	2314	41 Betty Appau	2340
16 Akosua Aworae Apau	2315	42 Boatemaa Manu - Antwi	2341
17 Akua Sabea Emefa Delali	2316	43 Boris Addo	2342
18 Albert Aidoo	2317	44 Catherine Annan - Quayson	2343
19 Albert Osei-Antwi	2318	45 Charles Odoom	2344
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22 Amin Abdul Bawa	2321	48 Claudia Mawunyo Tugbah	2347
23 Amy Afi Bonuedi	2322	49 Comfort Daadom Baidoo	2348
24 Anastasia Naa Ama Baidoo	2323	50 Cosmos Appiah-Amponsah	2349
25 Andrew Nii Amarkai Okine	2324	51 Courage CollinsKofi	2350
26 Anita Asamoah	2325	52 Crista - Mercedes Nortey	2351

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54 Cynthia Quekie Quao	2353	88 Emmanuella Adwubi Kuffour	2386
55 Daniel Afosah Mintah	2354	89 Enock Billah	2387
56 Daniel Ayepie Dadzie	2613	90 Erasmus KwablaWokey	2388
57 David Kwasi Reindorf	2355	91 Eric Nyarko Owusu	2389
58 Deborah Kumi Asante	2356	92 Eric Owusu	2390
59 Deborah Djirackor	2357	93 Erika Akumtu Nomosuor	2391
60 Deborah Osei	2358	94 Ernest Osei Bonsu	2392
61 Deborah Naa Amanuah Ankrah	2359	95 Esme Dornukie Hushie	2393
62 Desmond Appiah	2360	96 Esther Agyekum	2394
63 Diana Naa Ayorkor Ashong	2361	97 Esther Owusu - Appiah	2395
64 Diana Dzidzor Dusu	2362	98 Esther Oye Agyemfra - Larbi	2396
65 Dillys Appiah - Nyarko	2363	99 Eugenia Maria Ankrah	2397
66 Dinah Akpeno Nusenu	2364	100 Eugenia Atswei Adjeley	2398
67 Domenyo Mispah Detornoo	2365	101 Eunice Adu - Gyamfi	2399
68 Dora Ahorble	2366	102 Eunice Serwaa Sarbeng	2400
69 Dorcas Kyeremeh	2367	103 Eunice Oforiwaa Abrokwah	2401
70 Dorcas Oppong - Ameyaw	2368	104 Eunice Ofori	2402
71 Dorcas Abena Ankomaa Dwamena	2369	105 Eunice Effah	2403
72 Dzidzinyo Wilson Hagble	2370	106 Evans Gyifah Blay	2404
73 Edith Ama Eshun	2371	107 Evelyn Lillian Debrah	2405
74 Edwina Enison	2372	108 Evelyn Darlina Idun-Sam	2406
75 Efua Buamaa Amamoo - Ocran	2373	109 Evelyn Safoah Owusu-Acheaw	2407
76 Ekow Eshun	2374	110 Ewurabena Ewool	1071
77 Elizabeth Aikins	2375	111 Fafa Gbeho	2408
78 Elizabeth Akushia Antie	2376	112 Farida Bawah	2409
79 Elizabeth Maud Eshun	2377	113 Faustina Osei Quarcoe	2410
80 Elizabeth Korkor Ocansey	2378	114 Felicia Osei	2411
81 Ellen Gyimah	2379	115 Felicia Laryea	2412
82 Elsie Bartels Amissah - Arthur	2380	116 Felicity Baidoo	2413
83 Emelia Appiah	2381	117 Felix Pobee	2414
84 Emma Serwaah Brakatu	2382	118 Felix Kwesi Hagan	2415
85 Emma Efua Eduayah	2383	119 Flacus Kofi Afriyie Amponsah	2416
86 Emmanuel Ampofo	2384	120 Florence Hagan	2417

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122 Francis Nkrumah - Boateng	890	156 James Ofori Ankomah	2452
123 Francis Mawunyo Kotoko	2419	157 Jemima Jobson-Mitchual	2453
124 Francisca Ashong	2420	158 Jennifer Worwornyo	2454
125 George Owusu	2421	159 Jennifer Bortikor Bortey	2455
126 Gertrude Asamoah Awuku	2422	160 Jessica Erica Sey	2456
127 Gertrude Narkwor Tettey	2423	161 Jessica Abena Ocran	2457
128 Gifty Delali Wardie	2424	162 Jessie Osew-Fianko	2458
129 Gifty Ohenewaa	2425	163 Joana Yeboaa	2459
130 Gifty Ofori	2426	164 Joanna Yeboah	2460
131 Gloria Asantewaa Sarfo	2427	165 John Paul Tetteh Doku	2461
132 Gloria Ewurama Asiedua Amoako	2428	166 Joseph Senyo - Pongo	2462
133 Godwin Kojo Twumasi	2429	167 Joshua Payne	2463
134 Grace Asuku	2430	168 Joyce Awah	2464
135 Grace Ampomah Owusu	2431	169 Joyce Christiana Palm	2465
136 Hannelore Asmah	2432	170 Joyce Rogers	2466
137 Harriet Amorkor Okai	2433	171 Joyce Aku Doh	2467
138 Harriet Tamakloe	2434	172 Joyce Boaduwa	2468
139 Harry Graves - Sampson	2435	173 Judith Baaba Amoo	2469
140 Helena Asante	2436	174 Julia Asantewaa Frempong	2470
141 Henrietta Mac Dina Fabyan	2437	175 Juliana Amoah	1604
142 Henry Yevu	2438	176 Juliet Sena Amoah	2471
143 Herbert Asiedu - Mante	2439	177 Kafui Ntifafa Asempa	2472
144 Hudson Adiwokor	2440	178 Kate Afram	2473
145 Ibrahim Humu-Kusum	2441	179 Kenneth Neils-Palme	2474
146 Ida Aba Blankson	2442	180 Keziah Gyamera	2475
147 Irene Boatemaa Brown	2443	181 Kwame Owusu-Ansah Owusu Afram	2476
148 Irene Konadu Aboagye	2444	182 Kwesi Wiafe Agyeman	2477
149 Ivy Akosua Obeng	2445	183 Lilian Ayebea France	2478
150 Ivy Tetteh - Odjidja	2446	184 Linda Akorfa Kwao	2479
151 Ivy Dogbey	2447	185 Louisa Akulgama Atongo	2480
152 Ivy Lovena Asante	2448	186 Louisa Agyekumhene	2481
153 Jacquelyn Owusu	2449	187 Lucy Aba Amuasiwah Morrison	2482
154 James Edufier Tetteh Adjoteye	2450	188 Mabel Atswei Yemofio	2483

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190 MahanaDelali Kodzo	2485	224 Nancy Okwan	2518
191 Maleek Seidu Bogobiri	2486	225 Naomi Dzakpasu	2519
192 Manasseh Ampofo Kwafo	2487	226 Nathaniel Ameyaw Afosa	2520
193 Margaret Arthur	2488	227 Nayra Gewu	871
194 Margaret Graham	2489	228 Nelly Osafo - Agyeman	2521
195 Mariam Elizabeth Benson	2490	229 Nelson Borketey-Coffie	2522
196 Marian Ansah	2491	230 Osei-Tutu Boateng	2523
197 Marjorie Naa Afarley Djarbeng	2492	231 Parvati Wubertritria Baidoo	2524
198 Martin Ankomah	2493	232 Patience Naa Deedei Armah	2525
199 Martina Adombire-Naba	2494	233 Patience Sheila Ansah - Akoto	2526
200 Mary Kwarteng	2495	234 Paulina Awempoka Bawa	2527
201 Mary Anne Mwini	2496	235 Pearl Dzifa Akpah	2528
202 Maureen Yahan Moreaux	2497	236 Peggy Margaret Sam	2529
203 Mavis Amoah-Awuah	2498	237 Perpetual Nana Owusuah	Lamptey2530
204 Mavis Ahobaa-Kwofie	2499	238 Peter Kojo Boako Dickson	2531
205 Mavis Osei Boateng	2500	239 Phillippa Joy Essien	2532
206 Mayzelle Awurafua Malm	2501	240 Phoebe Apentiklie Azantilow	2533
207 Mercy Dedei Ababio	2502	241 Phyllis Aduorkor Hammond Agyemang	2534
208 Mercy Naa Aki Addo - Quaynor	2503	242 Phyllis Akutale Asinah	2535
209 Michael Nifa Oduro	2504	243 Portia Nana Ama Sam	2536
210 Michael Ameyaw	2505	244 Portia Odei Opoku	2537
211 Michelle Denise Akwa	2506	245 Prince Asante - Boateng	2538
212 Miranda Kesewaa Owusu	2507	246 Princilla Aku Appiah	2539
213 Miriam Pearl Naa Abia Annan	2508	247 Priscilla Agnes Menson	1086
214 Mitchell Attipoe	2509	248 Priscilla Amofa	2540
215 Moses Acquah	2510	249 Prudence Kwansima Mensah	2541
216 Muniratu Osumanu	2511	250 Rachel Yeboaa Kwakye	2542
217 Musah Issah Haruna	466	251 Raphael Eli Ayiglo	534
218 Myfair Larnie Dede Agudah	2512	252 Rebecca Darko	2543
219 Naa Amaakai Laryea	2513	253 Rejoice Seyram Agbordzor	2544
220 Naa Kowah Nimako	2514	254 Rejoice Elikplim Adzorgenu	2545
221 Najat Osman	2515	255 Rhoda Boakye - Yiadom	2546
222 Nana Oteng Frimpong	2516	256 Richard Yao Wisdom Dey	2547

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258 Richmond Asamani Quao	2549	292 Sylvia Abokuma Asante	2582
259 Rita Asamoah	2550	293 Sylvia Erskine - Sackey	2583
260 Rosalynn Otoo Shamo	2551	294 Sylvia BoatemaaAtakora - Manu	2584
261 Rose Turkson	2552	295 Tandoh David	2585
262 Roselyn Akpene Kodua	2553	296 Theodora Ameley Atuahene	2586
263 Rosemary Yaa Amponsah Offei	2554	297 Theodora Oboshie Laryea	2587
264 Rosemond Yartey	2555	298 Theresa Gyasi-Kwofie	2588
265 Rudolf Edem K. Adigbli	2556	299 Theresa Esi Bosomtwe	2589
266 Ruhaimatu Osumanu	2557	300 Thomas Ofosu Oware	2590
267 Ruth Naa Aku Sika Nkansa - Boadi	2558	301 Thomas Fynn Hughes	2591
268 Saadatu Sapio	2559	302 Vanessa Nana Esi Addai	2592
269 Salamatu Zakaria	2560	303 Verosivera Okyere Darko Boateng	2593
270 Salome Odorso Okraku	2561	304 Victoria Tsotsoo Okai	2594
271 Samuel Arkoh Morgan	2562	305 Victoria Quaisie	2595
272 Samuel Okaitey Djanitey	2563	306 Victoria Timah	2596
273 Sandra Boateng	2564	307 Victoria Okyere Bamfo	2597
274 Sandra Mawusi Ziorklui	2565	308 Vida Oduro - Sarpong	2598
275 Sandra Oduro	2566	309 Vincent Anane	2599
276 Sandra Amoako-Mensah	2567	310 Vivian Boateng	2600
277 Sandra Frempomaa Selby	2568	311 Vivian Alampe Adam	2601
278 Sandra Narh	2569	312 Vivian Anane	2602
279 Sarah Ama Appiah	2570	313 Whitney Welma Walden	2603
280 Sarah Panford	2571	314 Wilhemina Adoma Opoku	2604
281 Sefia Salifu	2572	315 Wilhemina Agyeiwaa Asiedu Norgbe	2605
282 Serwaa Butuakwa - Asirifi	2573	316 Winifred Yaa Osei	2606
283 Seth Kwabena Fosu-Kwarteng	2574	317 Wuriya Mahama	2607
284 Sheila Bortelely Arthur	2575	318 Yawa Peace Nutakor	2608
285 Shirley Agyiri	2576	319 Yayra Donudenu	2609
286 Simon Kwadwo Mensah	2577	320 Yvette Antoiniette Ennin	2610
287 Solace Vivian Obour	2578	321 Yvonne Oforiwaa Amanfo	2611
288 Sophia Ekuwa Sekumbah Benson	2579	322 Zaharawu Abdulai	2612
289 Stella Gifty Addington	1173		
290 Susan Kafui Ahiable	2580		

A Business Philosophy for Rebel Leaders

By Lesanne Brooke



Rebel Leaders and Corporate Mindset

Corporate Mindset is often a systemic obstacle to the innovation and success it currently needs. As we journey through the impact of Covid, we need bright, innovative genius and deep, consistent values. **We need people prepared to make deep changes – the Rebel Leader.** How can we adjust and cultivate the mindset which enables this? How do we use the best of what we have to survive and thrive? Is it possible to make radical, safe, empowering change?

The language of change has long been around in organisations and disruption is now a shared, lived experience. We seek business solutions that are profitable, personalised, nimble and innovative. We're used to the glorification of moon-shot start-ups, disruptive rule breakers, radical thinkers with social media encouraging people en masse to follow their dream, make millions and save the planet. Covid-19 added an extra urgent imperative: innovate to survive. We need major systems-change.

Now, more than ever, we realise the game of big business needs to transform rapidly, but we come from an era in which corporations were not designed to do so. **We have a long-held mindset which has the implicit effect of ensuring that few employees at any level are brave enough to make radical changes.**

Fearing shame if the company 'loses' because they didn't play the game correctly, initiating deep change creates tension with traditional corporate values.

Corporate values and protocols collectively represent a worldview which crosses cultures, countries, and cause. They have major influence in our current reality and they're the possible veto-vote in everything from politics and environment to family dynamics and mental health. Corporates are my favourite passion project because of their impact – they are the space in which intentional change makes a big difference. In Corporates, change has compounded impact and my drive is to ensure this is transformative, meaningful, ethical, and effective.

From an individual or team perspective, potent organisational change is

repressed by certain ways of doing things. We'll call it Corporate Mindset and it's deeply systemic. It does not necessarily win gold stars in the popularity stakes, but it is followed with cult-like obedience because it feels bigger than us.

Enter Rebel Leaders - non-conventional, differently skilled, and precisely what large organisations are looking for, even if unconsciously.

So, what's the problem?

Maverick visionaries with a sense of purpose have exponential potential for impact and influence. They're thinking out of the box, looking to make a difference and driven to excel. When a person is both real and ethical whilst leading with a vision and conviction, they get major support. When given room to make authentic change, these 'organisational outsiders' can become resilient,

innovative, solution-creators. Successful Rebel Leaders are adaptive, agile, systems thinkers – they're the clues, doorways, and maps to our future.

And they often terrify Corporate Mindset.

Rebel Leaders can be difficult to manage in the traditional way. **They're unimpressed by protocol or jargon and frustrated by tick-box versions of change** (those well-marketed and beautifully branded transformations that create new packaging for More-of-the-Same). They can be nerve-wracking, because their pace, methodology and way of following process may seem alien. They need autonomy, challenge, trust, and space to think creatively, whereas Corporate Mindset is schooled to function on spreadsheet detail.

Rebel Leaders align with intentional principles. They want to interrogate systems until they can produce whole, sustainable, inclusive results. They want impact and meaning. They want to change the world. Corporate Mindset is hooked by the idea of these kinds of results yet trapped in the comfort zone of 'the way things are usually done around here'. For Rebel Leaders in organisations, this eventually creates stubborn inertia, drains life-force and inspiration, and often causes stress and/or ego-based, destructive rebellion.

Don't Worry, we've got a whole Department for that!

Attempting to remain relevant, Corporate Mindset sometimes produces a well-meaning simulation of the Rebel Leader which seems both exciting and safer. This symbolic challenger positions as a crusader for change in reaction to frustration and in recognising the value of innovation. Different from a Rebel Leader, it responds to what already exists by

following Corporate Mindset assumptions and tweaked protocols. The real result is negotiation, compromise, and fatigue, parading as breakthrough and change.

The crusader can have an effect. They can make incremental change and they can sometimes activate a groundswell. However, if this grows enough to have systemic impact, the system will 'eat it'. This means that the momentum of change gets colonised and reworked back into the Corporate Mindset system, using compromise languages like bottom line, business logic, trade-offs, and trendy branding.

Populist corporate revolutions and semi-innovations have seemed comforting in the past because they looked like change. Unfortunately, too often they were actually just lids to cover the boiling frog.* Terminologies changed, restructuring was initiated, brands and logos updated, but the underlying protocols and processes remained unchanged.

Many that tried to initiate meaningful organisational change experienced slow, numbing deflation and a sense of 'I suppose a small step is better than nothing' instead. This kind of compromise seems easier than the stubborn, slow application of transformative principles. It's a version of going-with-the-flow. However, many Rebel Leaders-to-be were overwhelmed and anxious with the frustrated knowing that this is not enough, that more is necessary. The disruptions of the past few years: environmental, political, and personal, plus **the presence of Covid-19 has made it extremely clear: lip service is not enough. Real, radical action is essential.**

Yes, but!

The density of corporate processes and the unwieldy weight of

decision-making continues to make change risky – even if only at a sub-conscious level. Many people are trying to maintain a business-as-usual attitude, resisting the opportunity to stop and reassess everything. The left-over habits of BC (Before Corona) feed the fear of putting our heads above the parapet: heads will roll, egos will flare, and profit margins may be affected!

Corporate Mindset is instinctively against the essential risks required to make a real difference. The fear of shareholder wrath, lost value and weak profit margins is deeply embedded (truth is, these losses were already happening BC and will continue AC). Ironically, disruptions make business-as-usual behaviours hold more tightly, become more risk averse and invest in more due process.

Our Staff Aren't Ready

Another aspect that prevents Corporate Mindset from embracing Rebel Leaders, is the relationship to personal power. Because business is a breeding ground for strong egos, power has become a difficult concept for people to navigate. There are complexities about the value and relevance of individual power in corporations. Rebel Leaders cultivate engagement and presence, this has innate power. Corporate Mindset is resistant to giving Rebel Leaders fertile ground because it feels like surrendering power and control.

Systemic power creates politics, mediocrity, and imbalanced dynamics. People without autonomy develop stress, anxiety and neurosis. People thrust into power positions, or those that grasp for them, become burned out. Rebel Leaders, exhausted in the system, often find themselves wrestling all these dynamics, rather than having the impact they and their organisations desire.

Within Corporate Mindset, the freedom required for full expression of unusual, potentially vital talent seems impossible. The challenge is that Now demands we rapidly adjust for the unknown and survival-innovation will be a continuing Must for a while to come. Instead of fearing the challenge of difference, organisations can find ways to open to more flow and transformation.

Truth is, Rebel Leaders just need simple frameworks and practices to activate and maintain their mojo and Corporate Mindset can learn how to embrace and mentor their value.

We Can and We Must

“ We need excellence, agility, and inspired solutions. We need brave people who are prepared to lead in new ways. We need to stop losing and denying this potential. ”

So much talent, skill and wisdom has long been trying to toe the line: numb from pushing against systemic obstacles; shamed or frustrated by compromise; fighting self-doubt and imposter syndrome (forgive me if this sounds dramatic.)

There is a way to reframe process, protocol, and function in corporates. Many resist the seeming complexi-

ties, but the Covid-19 catalyst washed excuses away.

“ Changes are the new reality and many layers of complexity need to be considered. It is possible to do so successfully and without total chaos, but it takes a mindset shift. ”

For this, we need to cultivate Rebel Leaders.

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The infographic features the CIHRM logo (Chartered Institute of Human Resource Management) and the title 'CORE VALUES'. It lists five values with corresponding icons and descriptions:

- PEOPLE ORIENTATION**: We value the growth and welfare of our employees as well as the interest of our host communities. We actively seek social acceptance of our projects.
- INTEGRITY**: We strictly adhere to ethical and moral standards of fairness and honesty in all our undertakings.
- TEAMWORK**: We value teamwork. Our employees and stakeholders work together harmoniously toward common goals.
- INNOVATIVENESS**: We encourage creativity and continuous improvement in the conduct of our business.
- CUSTOMER DRIVEN**: We perform with a high level of efficiency geared towards customer satisfaction.

Additional text includes 'Our Mission: To advance Human Resource Management Practice in Ghana' and 'Our Vision: A Reputable HR Professional Body recognized Locally and Internationally'. A tagline at the bottom reads: 'MANAGING & DEVELOPING THE NATION'S MOST IMPORTANT ASSET - THE HUMAN RESOURCE'.

OF THE CEO POSITION – A HUMAN RESOURCE GLASS CEILING? (2)

By Dr. Edward Kwapong (FCIHRM)



In the first part of this article published in the June/July 2021 edition of **The HR News**, the author, Dr. Edward Kwapong concerned by why HR Leaders rarely become CEOs, examined the phenomenon of an invisible barrier based on attitudinal or organizational biases that prevents many an HR Practitioner from reaching the headship of the Corporate Strategic table. He wondered: “If the CEO seat became vacant and around the current Strategic or C - Suite Table were the Chief Operating Officer (COO), Chief Finance Officer (CFO), Chief Human Resource Officer (CHRO), Chief Information Technology Officer (CITO), who could the next CEO be?”

In this concluding part of the article, the author looks at the way forward if the HR profession is to eliminate the glass ceiling.



Dan Acheampong, an example of an HR Officer who navigated the layers of the organizational ladder to the summit as CEO and current CEO of the Volta Aluminium Company

The Way Forward

To redeem the profession and to eliminate the glass ceiling, several steps would have to be taken to reposition the HR Function as a key player in value creation at the highest level. This can be done by adopting **Dave Ulrich's HR Management Model (2009)** which advocates the following imperatives for HR Practitioners:

- Administrative Expertise
- Business Partnering
- HR Credibility
- Employee Champion
- Change Agent

Administrative Expertise

HR Management traces its root to Administration. In the transformational HR Management process, HR Practitioners should not lose sight of where the discipline has come from and where it is heading to, while not forgetting the continuing need to build upon that expertise.

Administrative structures, practices, processes, and procedures must be put in place to ensure the smooth functioning of the entire operations management system of the company. The administrative practices must create an enabling environment and culture that promotes effective records keeping, reporting, and generation of HR Analytics that update Management on operations and productivity.

Beyond Administrative Expertise, the HR Practitioner must acquire and exhibit superior Strategic Management expertise by way of re-designing and constantly revising the existing Management System of the organization. The HR Practitioner

must do this in collaboration with all stakeholders while maintaining a tipping point Change Management initiative, at all times.

The HR Practitioner must initiate and attend Leadership and Strategic Management Courses, including Executive Boot Camps together with peers and members of the Executive Management Committee.

Business Partnering

Upon building a foundation of Administrative and Strategic Management Expertise, **the HR Practitioner should understand the business of the Company and contribute effectively to all discussions on new initiatives and the corporate strategic thrust.**

The HR Manager must be able to explain the HR implication of all strategic goals to Management and impress on Management, new ways of saving cost and improving revenue through strategic HR initiatives.

To be able to do this effectively, the HR Practitioner must take part in courses attended by mainstream Executives and Subject Matter Experts just so they can appreciate the fundamentals and the emerging trends in the business of the company and the industry as a whole.

In one leading bank, for instance, freshly recruited HR Managers are rotated through all core operations (Retail, Corporate, Small and Medium Scale, and Microfinance) as part of the Induction and Orientation program. Similarly, new entrants earmarked for HR Management in most mining companies are required to gain expo-

sure and insight into mainstream operations at the mine sites before assuming duty at the Corporate Office. This way, the HR Practitioner can adjust to the rigors of mining operations at the mine site and appreciate the peculiar mentality, culture, and norms at the mine site where the ore is mined.

In a particular bank that we studied, we observed that Heads of Strategic Business Units are sponsored for an annual Summer School, a two-week annual program in the UK, and almost invariably included HR Practitioners as beneficiaries. HR Practitioners are thereby exposed to the latest frontiers in banking as part of the process of allowing them to understand the business of banking.

Again, as part of the Leadership and Career Development Process, all C-Suite Managers including HR Managers are taken through Creative Leadership Programs to ensure fair opportunity for all Managers with a proven track record and potential to progress through the rungs without any discrimination whatsoever.

HR Credibility

When HR has exhibited a clear understanding of the business of the Company and partnered business to work to achieve business goals, the HR Practitioner must be able to exhibit credibility in terms of being on top of his own game. He must exhibit HR Management expertise and demonstrate thought leadership and authority in HR matters. The Practitioner must be able to bring to bear on Management, new trends, and best practices in the industry generally. This

will call for regular updating of knowledge in the field of HR practice as well as the creation of a platform for Line Managers to understand their role in People Management.

Employee Champion

The role of HR Management is essential to attract, retain, and deploy a highly motivated workforce. To be able to play this role effectively, HR must be able to study the level of engagement of employees and monitor the industrial atmosphere of the company at all times.

The HR Practitioner must be able to pick signals from employees and transmit the same most effectively and professionally to top Management. While serving as a link between management and the workforce, he must not compromise or betray the trust of either party.

The HR Practitioner must demonstrate a strong leadership role and ensure mutual trust among all stakeholders. He must be seen, though, as projecting the interest and aspirations of the workforce through a regular interface with employees' representatives – The Trade Union.

Change Agent

Charles Darwin, in his *“Theory of Evolution”* (1859) is quoted as having said, *“It is not the strongest of species that survive, nor the most intelligent, but the one most responsive to change.”* Companies like natural organisms are in a continuous state of change.

Employees change in their value propositions, expectations, and levels of motivation. Their adjustment to

new technology, skills, and knowledge change, and the HR Practitioner must be able to monitor and advise Management on all these changes.

The HR Practitioner is also required to liaise with other Line Managers to identify emerging trends in technology, operations management systems, processes and procedures, and best practices and to seek to ensure a seamless adoption by all staff.

Essentially, Change Management boils down to change of employee mindset and new ways of doing things. The HR Practitioner is the most well placed to conduct intelligence with the help of the various tools to identify employees' disposition towards the change and possible challenges that may be encountered and inform Management accordingly.

Another example of one HR, and this time a woman who rose from the position of HR Practitioner to the strategic table, is:



**Dr.(Mrs.) I. Stella Agyenim-Boateng
-Deputy Chief Executive (Services),
Volta River Authority (VRA)**

The HR Practitioner must be able to identify the ‘push’ and ‘pull’ factors and work on them to come to a common ground and to move the process forward.

Conclusion

We set out to discuss the apparent glass ceiling facing HR Practitioners. We have traced the trends and navigated through the evolution of the discipline and the reasons for its low profile in Management.

Using Dave Ulrich's Model, we have recommended actions to take to draw HR to the Board Room for it to be heard and to prove that it is equally capable of taking up higher positions in the organization.

On his part, the exemplary HR Practitioner turned CEO, Mr. Dan Acheampong sharing a thought on how HR Practitioners can break the glass ceiling said:

“
Corporate HR Leaders ought to develop a DNA of the business strategy, understand the language of the business beyond HR. Becoming an HR Leader or Director of an Organization is not enough.
”

OUR PUBLIC SERVICE SECTOR PAY REFORM – SO FAR SO GOOD, BUT...

By John Warmann (FCIHRM)

Introduction

This article is inspired by the recent agitations on the Labour front about pay, and their potential to erode gains so far made in eliminating inequalities in our Public Sector Pay System.

Pay, a key component of compensation or emolument has essentially two elements i.e., its level on one hand and its equity on the other. Level simply implies quantum or amount in relation to its purchasing power in the market or its competitiveness to others. Equity essentially implies its fairness in terms of what is paid to other jobholders within the same employment set, which is the Public Service Sector in this instance.

Level is normally set through negotiations between the employer and the union, or solely by Management where no union is involved. In all instances the setting is based on a number of factors, which are not covered by this article.

Equity is determined through job

analysis and evaluation, and grading. In simple terms, Job Evaluation is the systematic process of determining the relative value of different jobs in an organisation. The goal is to compare jobs with each other in order to create a pay structure that is fair, equitable and consistent for everyone. Job evaluation is a complicated but important process in achieving pay equality.

This article is not about “Pay Level,” but about how we keep working towards removing pay inequities from our Public Service Sector pay system and re-introduce them through industrial actions. The article will touch briefly on the Presidential Emoluments Committee as per Article 71 of the Constitution, which has contributed its fair amount of heat in the recent controversy over pay.

Composition of our Public Service Sector

The 1992, 4th Republican Constitution, Article 190 sets our Public

Service Sector to comprise all of our services namely, Civil, Judicial, Audit, Ghana Education, Ghana Health, Parliamentary, National Fire, Customs Excise & Preventive, Prisons, Internal Revenue, Local Government, and Police, public corporations other than those set up as commercial ventures, public services established by the Constitution and all other public services that Parliament may prescribe by law.

By its composition our Public Service Sector can be described as a steamroller of a contrivance, employing some 700, 000 workers and having an estimated 180, 000 – 200, 000 jobs on its establishment role. Undoubtedly ensuring the right pay relativity and equity in such a juggernaut cannot be a mean task. Consequently, our Public Service Sector pay system has gone through quite a reform since 1967 to ensure fairness to all. Regrettably we keep going round in circles.

Period Preceding the Single Spine Pay Policy (SSPP)

Public Service Sector pay reform is on record to have started with the Mills - Odoi Committee in 1967 followed by the Issifu Ali Committee in 1973, Azu-Crabbe Commission, from 1979 to 1983 and the Gyampoh Commission of 1992. None of the commissions resolved the thorny issue of Public Sector pay disparities and inequities.

The first ever holistic Public Sector pay reform, captioned the Ghana Universal Salary Structure (GUSS) occurred in 1997. Built on a 22-tier job grading and salary structure, following a nationwide job evaluation of Public Service Sector jobs, its objects were “to address anomalies, disparities, distortions and inequities in the public pay structure.”

Regrettably GUSS’s Central Management Board and Appellate arm were not backed by legislation and so the strong and powerful public service institutions declined to enrol onto the new pay system, retaining their power to negotiate separately for their pay and conditions of service. Over time those institutions that had enrolled felt more and more disadvantaged and began agitating to come off it.

“GUSS cost the nation \$2 million to design and failed to resolve Public Sector pay inequities, not because of its defects, but by the unwillingness of a segment of the sector to make it work.”

By 2005 the need to abandon GUSS for a new pay system had been established beyond reasonable doubt.

The Single Spine Pay Policy (SSPP)

With lessons learnt, the passage of the Fair Wages & Salary Commission (FWSC) Act, 2007 (Act 737) preceded the 2009 Single Spine Pay Policy (SSPP), which was approved by a Government White Paper, WP. No. 1/2009, in November 2009. SSPP has the same policy objective as GUSS namely, to deal with disparities and inequities in the Public Service Sector in a consistent manner through job evaluation and grading onto its 25-tier Single Spine Salary Structure (SSSS).

Due to its legislative backing, compulsory enrolment onto the policy by all public service institutions was accomplished by year end of 2009 to give SSPP a good start.

SSPP was a great landmark which caught the attention of the Kenyan Government and made it to invite some officials of the FWSC to Nairobi to brief it. If Kenya thereafter has developed a workable and more enduring pay system than we currently have, it certainly would be a sad reflection on how we have led and slipped back.

SSSS cost the tax payer another \$2 million in design, job evaluation and job grading. On the surface it all seems we have preserved Public Service Sector pay relativities because of the single negotiating forum, the Public Service Standing Joint Negotiating Committee (PSS-

JNC), in use for negotiations. However, beyond the seeming calm façade, is a steaming cauldron of distortions and disparities that have been introduced since 2009 and are threatening to undo all the objectives of the SSPP.

The major challenge to the SSPP has been the issue of “Market Premium and Inducement” payments.

Confusion over Market Premium and Inducement

“Market Premium” and “Inducement” are not one or same. However, the Government White Paper on the SSPP, in Section 4.8 erroneously linked up the two as if they either are same or interchangeable. Irrespective of the mistake, the FWSC should have, working with its social partners, ensured the proper interpretation of the two terminologies in order to have avoided the creation of a backdoor for the re-introduction of distortions.

A “Market Premium” is an **addition to salary for a specific individual**, post or group of post(s). It becomes applicable and paid where this post(s) has been identified as hard to fill or retain and an employer is restrained from being able to recruit or retain staff on the employer’s salary scheme. A Market Premium is not negotiated but determined on the basis of the differential between the salary of that specific individual or the pay offer from an organisation’s salary structure were it to be recruiting, and the market anchor or market pay rate.

Section 4.8 of the Government White Paper on the SSPP categorically

states that “not all jobs within a particular Service Classification will be eligible”, and yet entire service classes, professional and occupational groups and associations are being paid market premia on negotiated terms.

Readers may wish to refer to the following two online documents: “Market Premium Procedure for Recruitment and Retention of Staff, March 2010” at <https://www.kelsi.org.uk>, and “Policy on the Use of Market Related Payments – Leeds Beckett University” at <https://www.leedsbeckett.ac.uk>.

Inducement, according to the Chambers dictionary is “that which induces, especially something which is persuasive, or which influences or encourag-

es certain behaviour.” Inducement therefore is an incentive, a sweetener for example to encourage movement of expertise into deprived areas to work. Such an arrangement or scheme needs to be targeted properly and controlled otherwise it cascades and gets out of hand. A great measure of caution exists by way of threat, in a USAID project report captioned “The Capacity Project and Ghana Ministry of Health: Assessment of the Additional Duties Hours Allowance (ADHA) Scheme: Final Report” – December 2007.

A key lesson from the report is that ADHA, which’s original objective was to compensate frontline doctors for hours worked beyond the standard 40 hours per week or 160 hours per month ended up being cascaded

throughout the entire health sector, resulting in its budget ballooning from “GHc 3.7 billion in 1998 to 7 billion in 1999 to over 800 billion in 2005,” before its consolidation into the base pay of all health care workers in September 2005. By implication an overtime payment for just a section of an occupational group, ended up being paid to all health care workers both in and out of the field.

The ghost of ADHA still lingers on and we need to take care it does not return in full effect.

It would be helpful, despite the Government White Paper if FWSC could collaborate with its social partners to clearly delineate the two modes and re-set the criteria for payment of both.



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SPOTLIGHT: REFEREEING THE INDUSTRIAL RELATIONS GAMES IN GHANA



It would be recalled that in the earlier publication of this article in the June/July 2021 edition of **The HR News**, the Director of Administration and Human Resources of the National Labour Commission, Dr. Bernice Welbeck in an exclusive interview with **The HR News**, provided an insight into the role of the Commission as one of an arbiter in labour disputes resolutions.

Presenting a current picturesque insight into industrial disputes and resultant complaints filed at the Commission from 1st January 2018 to 30th April 2021 as captured in the table behind, the HR Director revealed that:

“Unfair termination topped the list of complaints by type with a total complaints of 622 representing 27% of the total number of complaints filed within the period.”

This, she added, was followed by wrongful dismissal which recorded 503 complaints representing 22% of the total number of complaints filed.



Dr. Bernice Welbeck (FCIDA)
Director, Administration & Human Resources, NLC

**STATISTICS OF COMPLAINTS FILED AT THE NATIONAL LABOUR COMMISSION FROM
1ST JANUARY 2018 TO 30TH APRIL 2021**

NO.	TYPE OF COMPLAINT	2018	2019	2020	APRIL 30, 2021	TOTAL
1	Wrongful Dismissal	192	175	104	32	503
2	Unfair Termination	222	202	133	65	622
3	Retirement/End-of-Service Benefit (ESB)	8	4	11	3	26
4	Unpaid Salaries	139	184	131	35	489
5	Workmen's Compensation	4	3	2	0	9
6	Redundancy/Lay – off	88	65	54	9	216
7	Medical	0	2	1	1	4
8	Others – Maternity Protection, Annual Leave /Accumulated Leave, Sick leave, etc.	191	123	107	34	455
Total		844	758	543	179	2,324

Source: National Labour Commission (NLC)

Touching on strikes, Dr. Welbeck said,

“**the Commission during the period under review recorded a total of 44 strikes of which majority came from the tertiary education sector of the public service followed by the health sector.**”

Between Employers and Employees Who filed the Most Cases/Disputes?

In this continuation article, the HR Director revealed that over 90 percent of the complaints or petitions were filed by employees with the leading issues out of those filed petitions being those of unfair termination, unpaid salaries, and wrongful dismissal.

On the part of employers, Dr. Bernice Welbeck pointed out that their complaints have been mainly on claims of illegal industrial actions by workers. However during adjudication of some of the disputes filed by workers or their representatives, some of the issues that often come out at the hearings, largely have to do with absenteeism, vacation of post as

well as failure of employees to offer the mandatory notifications at the point of resignation from the services of the organization.

The Issues - Why the Numerous Strikes?

Delving into the Commission’s management of labour agitations and work stoppages or industrial actions in the country, Dr. Bernice Welbeck pointed to **the lack of co-operation by some employers and employees and/or their representatives during negotiations and the non-adherence to the procedures enshrined in the Law for instituting strikes, citing an example of the lack of compliance or non-compliance with Section 159 of the Labour Act, 2003 (Act 651)** which stipulates thus:

Where

- a. the parties fail to agree to refer the dispute to voluntary arbitration; or
- b. the dispute remains unresolved at the end of the arbitration proceedings, either party intending to take strike action or institute lockout, shall give written notice of this to the other party and the Commission, within seven days after failure to agree to refer the dispute to voluntary arbitration or the termination of the proceedings.

Expatriating on the above provision, and as part of the effective management of industrial disputes for industrial harmony, Dr. Bernice Welbeck urged parties to industrial disputes to get the processes right. To this end, she outlined a stepwise approach of processes to be followed before the advent of a strike action:

Step 1 – Contrary to the practice of parties intending to strike serving the other party and serving the Commission a copy, Dr. Bernice Welbeck pointed out that the correct process is for a written notice to strike by a party to be served on both the other party and the Commission.

On the part of the notice to be served on the Commission, Madam Welbeck revealed that two (2) copies of the notice must be brought or served on the Commission for a copy to be signed and stamped with the Commission’s stamp or acknowledged in a messenger’s notebook upon receipt by the Commission.

She added that, contrary to practices by some parties, **the seven (7) days’ notice starts from the date of receipt of the notice by the Commission and not the date stated on the notice.**

Step 2 – Madam Welbeck said that, upon receipt of the notice, the NLC will summon the disputing parties (complainant(s) and respondent(s) in question within seven (7) days to appear before the Commission for a hearing of the dispute. Once invited by the Commission, she continued, it is illegal for the Party that issued the notice to go ahead to embark on strike or in instances where the strike action has commenced, the party must discontinue the strike. This, she explained is in pursuance of “Cooling-off” period under Section 160 of Act 651.

Alternatively, where Notice or intention to strike is duly served and received in accordance with the Law, if no action is taken by the Commis-

sion and the strike action is commenced upon expiration of the seven (7) days’ notice, then the strike may be deemed as “legal strike” and settlement will be done through compulsory arbitration under Section 164 of Act 651.

Dr. Bernice Welbeck further explained that **deadlock in negotiations does not ripen the institution of a strike action, but instead a referral of the issue(s) in dispute to the Commission for its intervention.** She added that in instances where the Parties deadlock, then it behoves on a party or both parties to report the failure to settle or the uncooperative attitude of one party, which has resulted in the deadlock to the Commission, but not to serve notice to strike.

Other Factors Leading to Labour Agitations

Aside the non-compliance with the law by the parties, Dr. Bernice Welbeck revealed that for many an employer, the Commission found out key shortcomings including:

- Weak internal systems or absence of policies and systems.
- Lack of documented policies and where they are documented, they are incoherent.
- Poor drafting of employee contracts
- Unilateral variation of contracts
- Absence of internal systems for handling grievances (grievance handling mechanisms)

Of Essential Services and Strike

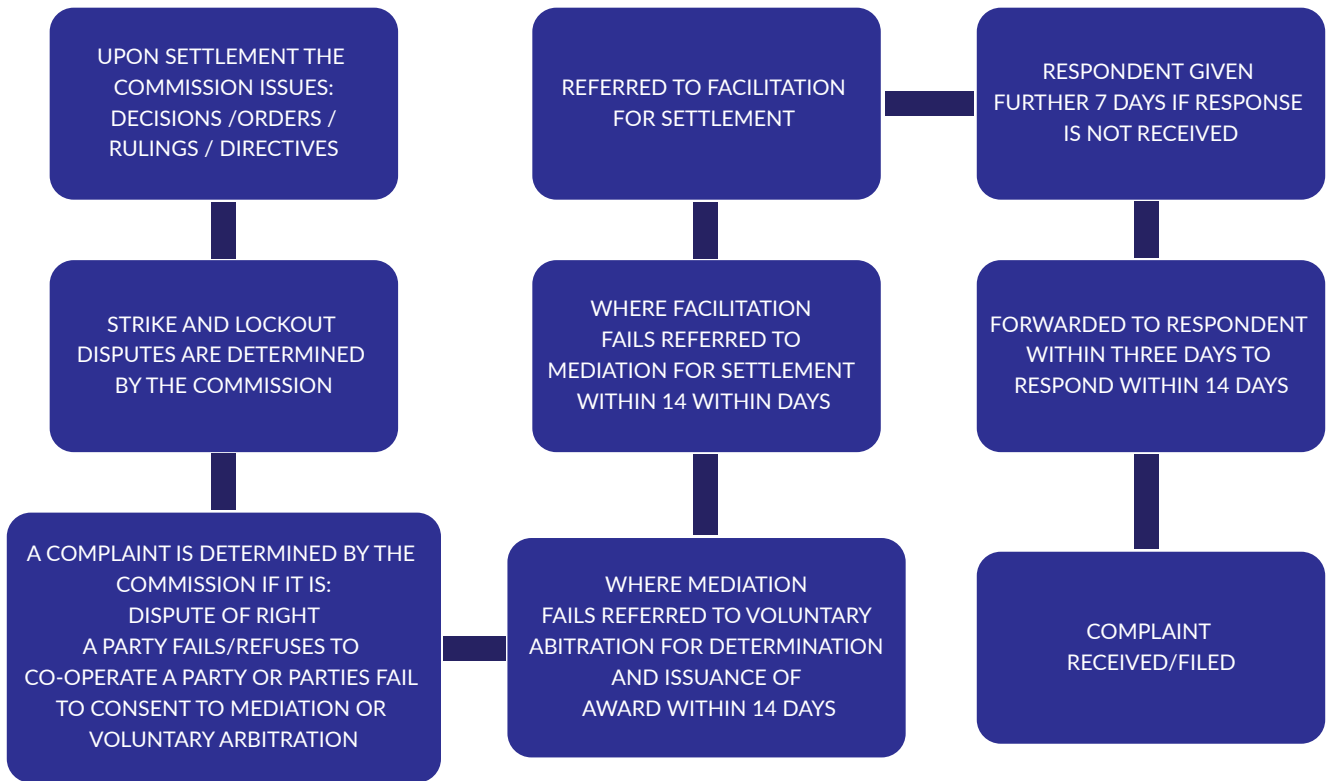
Action

Touching on Essential Services, the Director of HR said their right to stage a strike action has been taken by the law, the Labour Act, 2003 (Act 651) and replaced with an expeditious resolution of their disputes. To that end, she added that whenever the Essential Service Providers have issues of concern over which the employers and employees disagree or are deadlocked or even where the non-cooperative attitude of one party is stalling an agreement, the matter may be referred to the Commission which will trigger Compulsory Arbitration to determine the dispute.

Settlement of Industrial Disputes

Dr. Welbeck outlined the dispute settlement procedures as depicted in the diagram below starting with the receipt/filing of complaint till its final determination within prescribed timelines.

**NATIONAL LABOUR COMMISSION
THE DISPUTE SETTLEMENT PROCEDURES**



Is the National Labour Commission Pro-Labour?

Concluding the interview by answering the question of whether the Commission is pro-labour as perceived by many employers, Dr. Bernice Welbeck smiled and said it is all about industrial democracy and good governance and that **the Commission is always fair to disputing parties and its neither pro-employee or pro-employer.**

CHARTERED INSTITUTE OF HUMAN RESOURCE MANAGEMENT (CIHRM), GHANA

2022 CONTINUING PROFESSIONAL EDUCATION PROGRAMMES

In line with its cardinal objective of advancing the practice of human resource management in Ghana, the Institute shall deliver the following hands-on training programmes for practitioners and non-practitioners.

Course No.	Course Title	Course Objectives: At the end of the programme, participants will be able to:	Date	Course Fee GHS
CPE 01	Designing & Implementing A Performance Management System	<ul style="list-style-type: none"> ■ Apply a process model when introducing PMS in their organizations ■ Apply a systems model when analysing the readiness of their organizations for performance management system implementation. ■ Utilize mandatory competencies when facilitating PMS training sessions for their organizations. 	March 9-10	Full Member: 850 Corporate Member: 850 Student Member: 700 Affiliate Member: 750 Others: 1000
CPE 02	Compensation And Total Rewards	<ul style="list-style-type: none"> ■ Understand Compensation Philosophy and Salary Administration system ■ Understand and use basic compensation concepts and principles ■ Implement high quality standards in salary administration programs ■ Use Salary Survey Techniques ■ Implement Pay for Performance System 	April 6 – 8	Full Member: 950 Corporate Member: 950 Student Member: 800 Affiliate Member: 850 Others: 1200
CPE 03	Change Management: A Key To Competitive And Sustainable Business	<ul style="list-style-type: none"> ■ Apply Change management in a Business transformation or Improvement Project to avoid failure ■ Understand the Change Acceleration Process (CAP) and the associated tools and techniques ■ Develop a change plan with clear project actions. ■ To increase the effectiveness of the organisational change efforts they are involved in or about to initiate. ■ To coach groups or enterprises to apply CAP to real change or transformation initiatives. ■ Eliminate ad hoc or unstructured approach to implement change or transitions to ensure success 	May 19- 20	Full Member: 850 Corporate Member: 850 Student Member: 700 Affiliate Member: 750 Others: 1000

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