SUBMISSION OF ANNUAL BUDGET PERFORMANCE REPORT

The Public Services Commission wishes to submit the 2023 Annual Budget Performance Report in compliance with the Public Financial Management Act (Section 30 (3) and 34 (1&2).
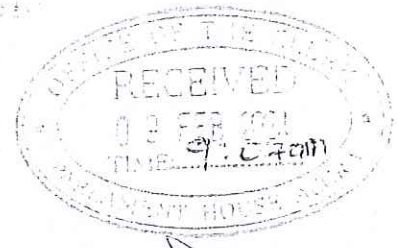
2.   Thank you.

ING. (MRS) MABEL AMOAKO-ATTA
SECRETARY

THE CLERK OF PARLIAMENT
PARLIAMENT HOUSE
ACCRA

THE DIRECTOR OF BUDGET
MINISTRY OF FINANCE
ACCRA

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REPUBLIC OF GHANA

MINISTRY OF FINANCE

BUDGET PERFORMANCE REPORT IN RESPECT

OF
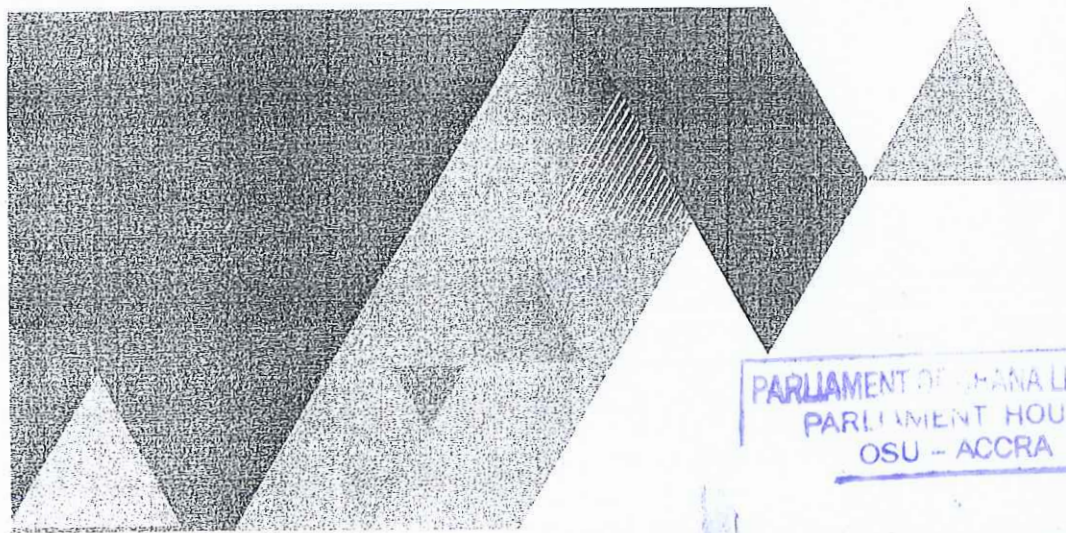
PUBLIC SERVICES COMMISSSION

FOR THE PERIOD

JANUARY TO DECEMBER 2023

SUBMITTED TO THE PARLIAMENT

IN

ACCORDANCE WITH

Sections 27 (1,2&3) of the Public Financial Management Act, 2016, Act 921
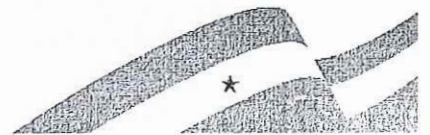
Contents

List of Tables

PART A : EXECUTIVE SUMMARY

(Summary of the entire report indicating key achievements, challenges etc. This section should not be more than five (5) pages)

i. Summary on Status of implementation of:
- Financial performance
- Key policy outcome indicators and targets
- Programme and projects
- Expenditure by economic classification
- Challenges and recommendations

PART B : STRATEGIC OVERVIEW OF THE COVERED ENTITY

Vision: A Leading and Dependable Partner in Human Resource Management and Organisational Development in the Public Services of Ghana

Mission: PSC exists to safeguard and promote integrity, accountability and competence in human resource management and organizational development in public service organizations. We do this through the provision of Advisory, Consultative, Regulatory and Supervisory services

Goal: To promote a well-managed public service workforce capable of and committed to delivering high quality services for accelerated growth and sustainable development

Core Functions: The functions of the Commission, as specified in the Public Services Commission Act, 1994 (Act 482), and amended by Section 3 of the Fair Wages and Salaries Commission Act, 2007, (Act 737), are to:

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

Policy Objectives: The policy objective of the Commission is to "Build an effective and efficient government machinery

Table 1: Policy Outcome indicators and Targets

Outcome Indicator Description	Unit of Measurement	Base Line		Latest Status		Target		Remarks
		Year	Value	Year	Value	Year	Value	
Use of HRM database for analysis and decision making improved in the Public Services	Number of public service organizations audited	2020	33	2022	36	2023	36	A comprehensive HR audit to be conducted across all PSOs under the Public Financial Management Strategy in 2024
	Number of public service organizations that have gone *live* on the HRMIS	2020	63	2022	70	2023	75	The rest of the PSOs are expected to be enrolled by end of 2024
Use of Revised Performance Management System for improved service delivery	Number of sensitization workshop on the Performance Management System	2020	0	2022	Performance assessment instrument collected and being analyzed	2023		Review of the Performance Management System and Data collection and analysis ongoing
	Response rate for training on the New Performance Management System	2020	0	2022	Performance assessment instrument collected and being analyzed	2023	Review of the Performance Management System and Data collection and analysis ongoing	541 participants trained on Performance Management System
MDAs can apply New HRM rules and regulations and use the manual as a source of reference for HRM issues	Response rate of request for training on the Revised Human Resource Management Policy Framework and Manual	2020	0	2022	Data collection and analysis on the review of the HR PFM is on-going	2023	Review of the Performance Management System and Data collection and analysis ongoing	The draft Human Resource Management Resource and Manual to be completed in first quarter 2024
	Number of sensitizatio ntraining workshops on the Revised Human Resource Management Policy Framework and Manual	2020	0	2022	Data collection and analysis on the review of the HR PFM&M is on-going	2023	Preparatory works for the Review of the HRMPF&M is on-going	The draft Human Resource Management Resource and Manual to be completed in First quarter 2024

PART C: COVERED ENTITY'S BUDGET PERFORMANCE

Non-Financial Performance

The PSC monitoring matrix is a table that links national objectives of the Commission to Budget Programme/Sub-programmes and indicators and targets. It further shows the indicator type, description of the indicator, unit of measurement and the baseline data for each indicator, the actual value and the variances. It further indicates the link between the MTDP goals and the National policy objectives.

Table 2: Monitoring and Evaluation Matrix for Programme Based Budget

Table 3: Monitoring and Evaluation Matrix for Programme Based Budget

Budget Programme 1 Title: Public Service Human Resource Management

Sub-Programme	Type of Indicator	Description of Indicator	Unit of Measure of Indicator	Baseline	Year: January – December, 2023			Remarks
					Target	Actual	Variance	
National Objective: Build an effective and efficient Government machinery.								
Programme Objective 1: To provide human resource management policies, frameworks and standards for effective management of human resources in public service organizations								
Sub Programme 1.1 Objective: To ensure that qualified, competent, and skillful staff are engaged in the various Public Service Organizations and to ensure that staff with relevant working experience and qualifications are given higher responsibilities to contribute towards the achievement of the objectives of the organization.								
Recruitment and Career Development	**Outcome 1: Recruitment and Promotion Interviews (External Interviews)**							
	Output 1	Percentage of representation on External Interviews requests	Percentage of representation on External Interviews requests	Ninety –five percent (95%) of request responded to	Ninety-five percent (95%) response to requests for recruitment and promotions interviews	Hundred percent (100 %) of request responded to. In all, 78 requests from PSOs were responded to	5% more of the target achieved.	Target over achieved
	Output 2	Public Service Promotion Examination	Number of promotion examinations	One (1) Promotion	One (1) Promotional Examination to be conducted	One (1) Examination conducted	No variance	Eight hundred and sixty-five (865)

Sub-Programme	Type of Indicator	Description of Indicator	Unit of Measure of Indicator	Baseline	Year: January – December, 2023			Remarks
					Target	Actual	Variance	
		conducted	conducted	Examination conducted				Public Servants participated. Target achieved.
	Output 3	Category 'A' and 'B' Position Holders in the Public Services appointed						
		Response rate of requests for appointment and promotion in the Public Services	conducted	Eighty percent (80%) of request responded to	Eighty percent (80%) of request responded	All one hundred and fifty-four (154) request received from PSOs for Category A and B office holders responded to	20% more	Target over achieved.

Sub programme 1.2 Objective: To ensure that qualified, competent, and skillful staff are engaged in the various Public Service Organizations and to ensure that staff with relevant working experience and qualifications are given higher responsibilities to contribute towards the achievement of the objectives of the organization.

Outcome 2: Improved adherence to HRM systems, policies, rules and guidelines for effective management.

Sub-Programme	Type of Indicator	Description of Indicator	Unit of Measure of Indicator	Baseline	Target	Actual	Variance	Remarks
Recruitment and Career Development	Output 1	Implementation of Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Service	Number of sensitization and training workshops on the Human Resource Management Policy Framework and Manual HRMPFM	Two (2) sensitization and training workshops organized annually on HRMPFM	HRMPFM reviewed and training/sensitization programs organized for PSOs	Preparatory works commenced for the review of the HRMPFM	No variance	Target achieved

Sub-Programme	Type of Indicator	Description of Indicator	Unit of Measure of Indicator	Baseline	Year: January – December, 2023			Remarks
					Target	Actual	Variance	
	Output 2	Number of sensitization workshop on the training on the Revised Human Resource Management Policy Framework and Manual (HRMPFM) for the Public Service	Revised Human Resource Management Policy Framework and Manual (HRMPFM)	Ninety percent (90%) response to requests for sensitization and training on the Revised HRMPFM	Preparatory works commenced for the review of the HRMPFM			

Sub programme 1.3 Objective: To improve accessibility and use of existing Human Resource Management and Organizational database for policy formulation, analysis and decision making in relation to Human Resource Management and Organizational Development in the Public Service.

Outcome 3: Competent and well-managed public service for an efficient and effective Public Service delivery.

Sub-Programme	Type of Indicator	Description of Indicator	Unit of Measure of Indicator	Baseline	Target	Actual	Variance	Remarks
Performance Management and Organizational Development	Output 1	Response rate of request for development of Schemes of Service responded to	Percentage of requests for development of Schemes and Conditions of Service facilitated	Eighty percent (80%) of request responded to	Eighty percent (80%) of request responded to.	16 out of 24 requests received from PSOs representing 66.67% responded to.	14% less	Target not achieved
	Output 2	Training on the Performance Management System for Public Service Organisations	Percentage of Performance Management System Workshop requests facilitated	Ninety percent (90%) of request responded to	Ninety percent (90%) PMS requests facilitated	Hundred percent of request responded to.	10% more	Target over achieved. All request from ten (10) PSOs were responded to participants attended.

Sub programme 1.4 Objective: To conduct Research, Monitoring and Evaluation (M&E) of the implementation of HR policies, programmes and guidelines and to disseminate the results/findings appropriately.

Outcome 4: Use of HRM database for analysis and decision making improved in the Public Services.

Sub-Programme	Type of Indicator	Description of Indicator	Unit of Measure of Indicator	Baseline	Target	Actual	Variance	Remarks
Research, Information, Monitoring and Evaluation	Output 1	Public Service Personnel Database Management	Number of Public Service Organisations that have gone *live* on the HRMIS	Seventy (70) MDAs went live on the HRMIS	Human Resource Management Information System (HRMIS) to be rolled out to One hundred and twenty-one (121) MDAs	Five (5) additional PSOs added bringing the total number of PSOs enrolled unto the HRMIS to 75.	Five (5) additional PSOs was migrated onto the HRMIS	The rest of the PSOs will be enrolled unto the HRMIS by 2024. The HRMIS reimplementation operational in all twelve (12) piloted MMDAs.

Budget Programme 2 Title: **Management and Administration**

Sub-Programme	Type of Indicator	Description of Indicator	Unit of Measure of Indicator	Baseline	Year: January – December, 2023			Remarks
					Target	Actual	Variance	
National Objective: Build an effective and efficient Government machinery.								
Programme 2 Objective: To implement policies, and strategies for efficient and effective service delivery.								
Sub Programme 2.1 Objective: To provide administrative and financial support to the various divisions and ensure effective implementation of internal control procedures in the Commission.								
Outcome 1: Capacity of PSC staff enhanced for improved service delivery and higher productivity.								
General Administration and Finance	Output 1	All staff trained in Human Resource Management and other related courses	Number of staff trained in Human Resource Management	Thirty (30) staff trained in HRM and other related courses.	Thirty (30) staff trained in Human Resource Management and other related courses.	Fifty-nine (9) staff trained in HRM and other related courses.	29 staff	
Sub programme 2.2 Objective: To implement policies, and strategies for efficient and effective service delivery.								
Outcome 2: Improved work environment for an improved service delivery and higher productivity increased.								
General Administration and Finance	Output 1	Office Building rehabilitated	Percentage of completed works	Seventy-five percent (75%) of completed works	Hundred percent (100%) of rehabilitation works completed	Hundred percent 100 % of rehabilitation works completed	No variance	Target achieved

Budget

Table 4: Details of Government Flagship and other Projects and Programmes Implemented in 2023 ((Not-Applicable)

S/No	Programme/Flagship Programme	Economic Rationale	Expected Output	Status
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				

Financial Performance

Table 5: Summary of Expenditure by Programmes (in GH¢m)

Budget Programme / Sub-Programme Name		Approved Budget / Appropriation (2023)						2023 Amount Released					**Actual Payments to 2023					Actual Payments as Dec 2023				***Variation (2023)
		Total	GOG	ABFA	IGF	DP-Bud	DP-Funds	Total	GOG	ABFA	IGF	DP-Funds	Total	GOG	ABFA	IGF	DP-Funds	GOG	ABFA	IGF	DP-Funds	
P1	Management & Administration	8.4	8.4	0	0	0	0	8.4	8.4	0	0	0	8.4	8.4	0	0	0	8.4	0	0	0	15.79
SP1.1	General Administration & Finance	7.46	7.46	0	0	0	0	7.46	7.46	0	0	0	7.46	7.46	0	0	0	7.46	0	0	0	10.5
SP1.2	Research, Information, Monitoring & Evaluation	0.94	0.94	0	0	0	0	0.94	0.94	0	0	0	0.94	0.94	0	0	0	0.94	0	0	0	5.29
	Total Programme 1	8.4	8.4	0	0	0	0	8.4	8.4	0	0	0	8.4	8.4	0	0	0	8.4	0	0	0	15.79
P2	Public Service Human Resource Management	3.82	3.82	0	0	0	0	3.82	3.82	0	0	0	3.82	3.82	0	0	0	3.82	0	0	0	7.81
SP2.1	Recruitment & Career Development	2.15	2.15	0	0	0	0	2.15	2.15	0	0	0	2.15	2.15	0	0	0	2.15	0	0	0	6.24
SP2.2	Performance Management & Organization Development	1.67	1.67	0	0	0	0	1.67	1.67	0	0	0	1.67	1.67	0	0	0	1.67	0	0	0	1.57
etc.	Total Programme 2	3.82	3.82	0	0	0	0	3.82	3.82	0	0	0	3.82	3.82	0	0	0	3.82	0	0	0	7.81

* as per releases on GIFMIS

** Actual expenditure is liabilities incurred plus payment made.

*** Your anticipated expenditure at the end of year 2023

Table 6: Summary of Expenditure by Economic Classification

Expenditure Item	2023 Approved Budget/ Appropriation	2023 Amount Released	Actual Expenditure for the 2023	Actual Payments for the 2023	Projections for 2024
Wages and Salaries	9,700,000.00	9,700,000.00	9,449,400.00	9,449,400.00	9,739,692.00
o/w GoG	9,700,000.00	9,700,000.00	9,449,400.00	9,449,400.00	9,739,692.00
IGF	0	0	0	0	0
Use of Goods and Services	2,063,650.00	2,063,650.00	2,063,650.00	2,063,650.00	2,835,208.00
o/w GoG	2,063,650.00	2,063,650.00	2,063,650.00	2,063,650.00	2,835,208.00
ABFA	0	0	0	0	0
IGF	0	0	0	0	25,410
DP Funds	0	0	0	0	0
Capital Expenditure	451,800.00	345,180.00	345,180.00	345,180.00	4,030,499.00
o/w GoG	451,800.00	345,180.00	345,180.00	345,180.00	4,030,499.00
ABFA	0	0	0	0	0
IGF	0	0	0	0	0
DP Funds	0	0	0	0	0
Total	12,215,450.00	12,108,830	12,108,830	12,108,830	23,614,645.00

Or

Table 7: Additional Funds received during the year (Reallocations) ((Not-Applicable)

Expenditure Item	Amount Reallocated	Amount Released	Actual Expenditure	Actual Payments
Wages and Salaries				
o/w GoG				
Use of Goods and Services				
o/w GoG				
ABFA				
Capital Expenditure				
o/w GoG				
ABFA				
Total				

Table 8: Summary of IGF Performance by Revenue Categories

Revenue Categories	Projections/ Budget	Actual Collection For 2023	Payment into Consolidated Fund For 2023	Retentions For 2023	Remarks
A	B	C=D+E	D=C-E	E=C-D	
Examination Fees	GH¢65,000.00	GH¢68,400.00	GH¢68,400.00	0	
Canteen (rentals)	GH¢12,000.00	GH¢12,000.00	GH¢12,000.00	0	
Fines/Forfeitures	0	0	0	0	
Licenses	0	0	0	0	
Interests	0	0	0	0	
Total	GH¢77,100.00	GH¢80,400.00	GH¢80,400.00	0	

No retention policy for the Commission to retain any internally generated fund. All funds received as part of the Internally Generated Funds are paid into the Consolidated Fund.

Table 9: Covered Entity's Cash Position as at 31st December, 2023

Account Name(s)	Balance As At 31st December, 2023
GoG Sub CF	GH¢0.25
Internally Generated Fund (IGF)	GH¢0.00
Donor	GH¢0.00
*Other Accounts	GH¢0.00
Total Cash Position	GH¢0.25

*Please provide details and balances on other accounts not listed above in accordance with Section 30(3) of PFM Act.

Table 10: Government Flagship Programmes /Projects -Goods & Service (in GH¢m) ((Not-Applicable)

Government Flagship Programme / Project	Key Performance Indicators (KPIs)	Unit of Measurement	Approved Budget / Appropriation for 2023			Amount Released for 2023			Actual Expenditure for 2023			Projections for 2024		
			Total	GoG	ABFA	Total	GoG	ABFA	Total	GoG	ABFA	Total	GoG	ABFA
Total														

* skip if your covered entity did not implement any of the 16 flagship programmes / programmes

Table 11: Government Flagship Programmes /Projects -CAPEX (in GH¢m) ((Not-Applicable)

Government Flagship Programme / Project	Key Performance Indicators (KPIs)	Unit of Measurement	Approved Budget / Appropriation for 2023			Amount Released for 2023			Actual Expenditure for 2023			Actual Payment for 2023			Projections for 2024		
			Total	GoG	ABFA	Total	GoG	ABFA	Total	GoG	ABFA	Total	GoG	ABFA	Total	GoG	ABFA
Total																		

* skip if your covered entity did not implement any of the 16 flagship programmes

PART D: COVERED ENTITY'S STAFF STRENGTH

Table 12: Established Post Category

S/N	GRADE	Staff Strength target for 2023	No. at post as at 31st December 2023	Projections for 2024	Projections for 2025	Projections for 2026
1	Chairman	1	1	1	1	1
2	Vice Chairman	1	1	1	1	1
3	Commissioners	6	6	6	6	6
4	Secretary	1	1	1	1	1
5	Deputy Secretary	3	3	4	4	4
6	Assistant Deputy Secretary	5	5	5	5	5
7	Chief Budget Analyst	1	1	1	1	1
8	Principal Assistant Secretary	3	2	3	3	3
9	Chief Administrative Assistant	3	3	3	3	3
10	Senior Assistant Secretary	4	4	4	4	4
11	Assistant Secretary I	32	32	32	47	49
12	Assistant Information Officer	1	1	1	1	1
13	Principal Administrative Assistant	0	0	0	0	0
14	Senior Administrative Assistant	11	11	11	11	11
15	Administrative Assistant I	1	1	1	1	1
16	Administrative Assistant III	1	1	1	1	1
17	Chief Office Assistant	2	2	2	2	2
18	Principal Office Assistant	0	0	0	0	0
19	Senior Office Assistant	2	2	2	2	2
20	Administrative II	0	0	0	0	0

No.	Position					
21	Administrative III	10	10	10	10	10
22	Office Assistant I	2	2	2	2	2
23	Office Assistant III	4	4	4	4	4
24	Office Assistant IV	22	22	22	22	22
25	Office Assistant	1	1	1	1	1
26	Driver Grade 1	1	1	1	1	1
27	Chief Accountant	0	0	0	0	0
28	Principal Accountant	1	1	1	1	1
29	Senior Accountant	2	2	2	2	2
30	Accountant	0	0	0	0	0
31	Asst. Procurement Officer	1	1	1	1	11
32	Office Assistant V	2	2	2	2	2
	TOTAL	138	138	138	146	148

Table 13: Non-Established Post Category (Not Applicable)

	Staff in post as at ... of 2022	No. of posts as at 31 December ...	Projected for ... 2023	Projections due ... 2024	Projection 2025
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
17					
18					
19					
20					
23					
24					
Total					

PART E: ACTIONS TAKEN TO IMPLEMENT THE RECOMMENDATIONS OF PARLIAMENT ON THE MOST RECENT REPORT OF THE AUDITOR-GENERAL

Table 14: Actions taken on Parliament recommendations on the most recent Auditor-General's Report (Not Applicable)

Sn.	Recommendations by Parliament	Actions Taken	Remarks
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

*Please refer to Section 27 (4d) of the PFM Act. Please skip if not applicable.

PART F: PROGRESS REPORT ON GOVERNMENT ON-GOING PROJECTS

Table 15: Details on Government On-going Projects(Not Applicable)

S/N	Project Title and Location (a)	Contract Sum (b)	Variations to Contract sum	Total Revised Contract Sum (c)	Amount Payments to date	Balance	Last Payment made		Amount Budgeted for 2022	Amount programmed for 2023	Amount programmed for 2024	Remarks
							Date	Amount				
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
14												
15												
16												
17												
18												
19												
20												

*Remarks should include status of completion

23

PART G: CONCLUSION

In 2023, the Commission continued the implementation of the underlisted prioritized programmes and sub-programmes which geared towards the achievement of the goals and objectives of the National Development Policy Framework. The Public Services Commission (PSC) is mandated by the 1992 Constitution to provide consultative, regulatory and supervisory services in matters relating to human resource management and development in the Public Services of Ghana.

The two main programmes implemented were: the Management and Administration Programme and the Public Service-Wide Human Resource Management Programme.

The Management and Administration Programme provide administrative and logistical support for the efficient and effective operations of the Commission. Under the Programme, the Commission initiated the process of validating its five year strategic plan and purchase of office equipment to equip the Commission to discharge its constitutional mandate.

The Public Service-Wide Human Resource Management Programme on the other hand, covers the regulatory, supervisory, consultative and advisory functions of the Commission.
Key operations under the programme included establishment of a performance management system across the public sector to enhance performance and improve service delivery in Public Service Organizations, Recruitment and Career Development, development of Scheme Of Services to guide training and career development, conduct of HR Audit for the determination of establishment ceilings to improve position management on the Human Resource Management Information system, among others.

The Human Resource Management Policy Framework and Manual was developed and approved by Cabinet in 2015 to standardize and harmonize human resource management policies, practices and procedures in the Public Services. In 2023, the Public Services Commission continued the process for the review of the Human Resource Management Policy Framework (HRMPF) and Manual to reflect modern practices in human resource management. It is instructive to note that, following the sensitization and training of Governing Board/Councils, Chief and Deputy Chief Executives, and Senior Management Staff of Public Service Organizations over the years, many MDAs are currently using the HRMPFM as their reference point in human resource management.

The Commission, by its mandate, is required to provide guidelines for the development of Schemes and Conditions of Service for Public Service Organizations. The Scheme of Service facilitates effective recruitment, career development and progression, as well as motivate staff for effective service delivery.

On the other hand, the Conditions of Service provides the framework that regulates the relationship between the employer and the employee with regard to rights and responsibilities, working conditions and environment, ethics, benefits, and labour relations.

In 2023, Ten (10) workshops on the development of Scheme of Service (SoS) were organized for Public Service Organizations (PSOs). The Commission also received seventy-nine (79) Draft Scheme of Service and Organograms from Public Service organizations, fifty-four (54) out of this number were reviewed, twenty (20) Organograms and sixteen (16) Schemes of Service were approved by the Commission for use by the organizations.

During the year, the Commission received requests for Performance Management training workshops from two (2) Public Service Organisations. Workshops were facilitated for all the two (2) institutions. This is approximately hundred percentage response to the request for training from MDAs. Training participants were given an overview of the New Performance Management System for the Public Services and taken through performance planning, target setting and performance review and appraisal. In all two hundred and six five (265) participant attended the training programme.

In 2023, the Commission planned on conducting *Human Resource (HR) Audit* HR audits for three (3) PSOs with the aim of setting establishment ceilings levels for the said organizations in the Human Resource Management Information System (HRMIS), but no HR Audit was conducted due to inadequate funds. However, Full Audit as has been planned as part of the Public Financial Management Strategy in 2024.

To strengthen controls and control the rising wage Bill through prudent human resource (HR) management, Government directed the reimplementation of the Human Resource Management Information System (HRMIS), because of the initial implementation challenges.

Five (5) additional PSOs have been added to the HRMIS bringing the total number of PSOs enrolled to seventy-five (75). End-user training has been organized for four hundred and seventeen (417) End-users from GHS, GES, LGS and OHCS trained on Employees Profile and Establishment Management. Training manual was developed, and Sensitisation workshops were organized for Regional Directors, Regional Human Resource Managers and Human Resource Officers in all the sixteen (16) Regions for the twelve piloted PSOs.

Though the progress has been slow due to reimplementation of the HRMIS project, the HRMIS has brought about better establishment control, leading to better control over payroll expenditure. The Establishment Ceilings of some of the Live PSOs have been determined and set on the HRMIS. The information on the payroll was adopted for PSOs that do not have approved establishment ceilings, pending the conduct of HR Audit for them. Positions are now controlled which makes it impossible for PSOs to recruit outside their Establishment Ceilings, whether with an approved establishment ceiling or status quo. Only staff within the establishment ceilings is, therefore, paid by the Controller and Accountant-General's Department (CAGD). This will go a long way to eliminate ghost names/workers from the payroll of these PSOs.

The live PSOs on the system are now able to instantly update their HR records when the payroll is opened. This has cut down the time used to undertake the HR business processes and has, thus, allowed new employees to receive their first pay within a maximum of two (2) months after recruitment.

The Live PSOs are now able to also generate various reports on all their HR data in the HRMIS to plan better for their HR needs and make other HRM decisions. For example, the Live PSOs are using the system to generate: Position Vacancy Reports, Staff at -Post Information, Gender Profile of staff and Age Profiles of Staff. The system has been able to prevent the receipt of double pay by GoG employees, detection of the Overage on the Payroll and monitoring the removal of officers who have reached the mandatory retirement age of 60 years.

The Commission received One hundred fifty-four (154) requests on appointments/promotions into Categories "A" and "B" positions in the Public Service Organisations. In all, the Commission responded to seventy-four (74) of the requests received. This represented forty eight percent (48.05%) of request for recruitment/promotion of categories 'A' and 'B' office holders in the Public Service.

In furtherance of its Constitutional mandate, the Commission, in 2023, continued to play a critical role in the appointment/recruitment and promotion of personnel to various grades in several Ministries, Departments and Agencies (MDAs), through the representation of its staff on selection and assessment interview panels. This is to ensure that best human resource practices are applied to promote transparency, fairness, and credibility of the appointment/recruitment processes. The Commission was represented on seventy-eight (78) interview panels in 2023.

The Commission conducts examinations to evaluate the competence and general disposition of specified categories of serving public servants to assume higher responsibilities. The Commission organised Qualifying Promotion Examinations for eight hundred and sixty-five (865) candidates from five (5) Public Service Institutions, who registered for and wrote the 2023 Examination.

The Commission issued thirty-four (34) Technical Clearance to facilitate recruitment and replacement of staff in the Public Service Organisations (PSOs) The Commission also responded to appeals, grievances and petitions from Public Service Organisations (PSOs) and public servants. In all, forty seven percent (47%) out of the hundred- percent (100%) appeals and grievances were resolved.

The Commission despite its human and financial challenges, was able to make significant achievement in the implementation of its programmes and sub-programmes earmarked for the year.

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