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The HR NEWS

Your Authoritative HR Bulletin

ISSN 2704-4807 JUNE/JULY 2020

Chartered Institute of Human Resource Management Ghana Act, 2020 (Act 1020) passed



Page 14

Hon. Matthew Opoku Prempeh
Education Minister of Ghana



IHRMP

INSTITUTE OF HUMAN RESOURCE MANAGEMENT PRACTITIONERS, GHANA

ISSN 2704-4807



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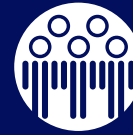
INSTITUTE OF HUMAN RESOURCE MANAGEMENT PRACTITIONERS, GHANA

CORE VALUES



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



TEAM WORK

We value teamwork. Our employees and stakeholders work together harmoniously toward common goals.



INTEGRITY

We strictly adhere to ethical and moral standards of fairness and honesty in all our undertakings.



INNOVATIVENESS

We encourage creativity and continuous improvement in the conduct of our business.



CUSTOMER-DRIVEN

We perform with a high level of efficiency geared toward customer satisfaction.

Our Vision: TO BE A REPUTABLE PROFESSIONAL BODY RECOGNIZED LOCALLY AND INTERNATIONALLY.

Our Mission: TO ADVANCE HUMAN RESOURCE MANAGEMENT PRACTICE IN GHANA

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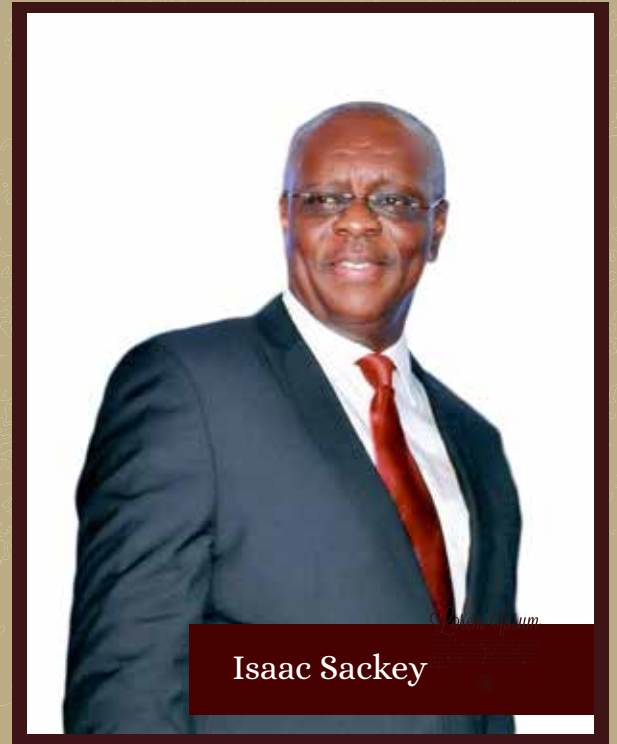


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Letter From The Editor –In-Chief



Isaac Sackey

WELCOME

To the second issue of The HR News!

After the inaugural November/December edition six months ago, **The HR News** is here again and it is with great pleasure that we present the second issue to you.

Indeed, launching a new magazine of this nature is no small feat, let alone sustaining it. In this regard, before I proceed further, I wish to extend my profound thanks to my colleague Editor Yen, the Editorial Team and all contributors who made diverse contributions for this production to see the light of day and to be on schedule despite the disrupting impact of the COVID – 19 pandemic.

Mindful of the COVID – 19 pandemic and its impact particularly on lives and the world of work, this edition introduces a responsive new section on the guidelines issued by the Institute of Human Resource Management Practitioners, Ghana to aid

HR Practitioners to effectively manage their operations and plans to navigate the challenges.

This is followed up with the news column providing an overview of the most important recent news on IHRMP and related stuff. The next section is dedicated to our lead story, an insightful exploratory research article on the:

"Chartered Institute of Human Resource Management Ghana Act, 2020 (Act 1020) passed."

Aside the lessons readers are exposed to on the law making process, it is our hope that members will appreciate the route or journey our HR Bill traversed to date.

Additionally, as you might have observed from the maiden issue, there is a deliberate editorial plan to ensure the history of our beloved Institute is well archived in the maiden series of the magazine.

Thus in this edition too, we take another trip down memory lane, this time round, profiling the pioneer General Secretaries of the Institute up to the current Executive Director.

The Personality Profile also features one of the legends of our time, one who is a Fellow and former President of the Institute. Like in the first personality profile where we featured Professor T.B. Wereko, in this one too, we are privileged to be the first media outlet to comprehensively profile this legend.

Some interesting articles are also featured by members. All these are pieced together and we hope you will enjoy reading them.

Above all, we are thankful and thrilled to have you as

***Stay with us
and have a pleasant Reading!***

To advertise in **The HR News** as well as for all questions, comments and submissions, Kindly contact:

The Editor, The HR News via

E-mail : y.sapark@humanresource.org.gh

Mob : +223 - 242-438758

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Message From The Executive Director

Hello Practitioners!!

I hope that you, your loved ones, your colleague employees and organizations are safe and well, despite the disruptions of the COVID – 19 pandemic. I believe I am not alone in my belief that I have never experienced an event with such a drastic and far – reaching impact on how we live and work and relate to one another.

That said, instead of looking down in despair and complaining of the darkness, may I advert our mind to the better option - the switch to put on the light and take the steps beyond what we are typically required to do.

Its disruptions and impact notwithstanding, it is obvious that this COVID – 19 pandemic presents us with a unique opportunity to step up to be counted at the corporate strategic table.

“
Certainly, what is guaranteed is that the HR of the 21st Century is no longer expected to be a statistic or an order-taker!
”

Unfortunately, many at times as HR Practitioners, the tendency has been for us to see every issue or challenge from the perspective of only a nail required to be nailed in so far as our experience proves that we have only but a hammer in our toolbox.

However, may I welcome us, friends, to what COVID – 19 has unveiled to us – an HR practice in an un-enterprise



Dr. Ebenezer Agbettor

environment. The future of HR is here and now, and the organizations we lead can only thrive and survive if only we step up our role by taking a centre stage in planning and driving strategic change agenda in among others operating innovatively, helping business leaders in identifying talent trends, recruiting skilled and fit-for-purpose employees with knowledge of the operating password and codes of the post – COVID -19 agile and digital era.

To this end, I dare add that in the post - COVID - 19 era, technology which is already impacting on how we live and work, will continue to radically change the HR function, hence, it is time for us to:

- Redefine our obsolete HR Policies and models

- Stop focusing on outdated HR methods of delivery
- Review our HR philosophies, practices and systems
- Avoid playing the corporate games by the sidelines and rather
- Focus on our unique position of guiding business leaders on the future of work as well as
- Delivering technologically-based solutions such as producing user-friendly apps, automating of transactional activities in the face of embracing remote working and flexible work-life balance at the workplace.

In pursuit of the Institute's mission at such a time as this, the Institute stepped up to its role and issued a guidance document in April, 2020 dubbed "HR Guidelines for HR



Management in the Workplace amidst the COVID – 19 pandemic." We trust that you find it useful in navigating HR operations during this "new normal" period.

Additionally, the COVID-19 and its impact notwithstanding, it is also worth mentioning two major successes that the Institute managed to achieve in the last year or so. It has been long coming for two dreams of the Institute to become a reality which are no mean achievements. Yes, as already known to you, the Institute celebrated its first anniversary in the new HR Centre building located in Tse Addo-East La on May 6, 2020.

This was followed up with the passage of the HR Bill in Parliament on June 4, 2020, and assented to by the President on August 13, 2020. The Institute is therefore poised to move to the next level of exercising its mandate of not only promoting the training of Human Resource Management in Ghana but also regulating the practice of it.

For this, I would like to take this opportunity to once again express the Institute's appreciation and gratitude to the Minister

THE HR CENTRE

for Education, Dr. Matthew Opoku Prempeh, the Attorney General's office - Mrs. Mavis Amoa and her Team, the Chairman and members of the Parliamentary Select Committee on Education, Head of Table (Parliament House), for their immense contribution in making the passage of the HR Bill a reality. Read more on the HR Bill's journey in this edition (page 11)

As we shape up and gear ourselves to move into the next level of the Institute's evolution of legally regulating the practice of HR in Ghana, I would like to take this opportunity to thank the Institute forerunners like all former Presidents (Professor Wereko, Mr. Austin Gamey, Mr. Kwadwo Asare Bediako, Mr. Dan Acheampong, Mr. John Wilson); all former General Secretaries (Mr. John Mbroh, Mr. Afedzi - Mensah, Mr. J.C. Garbrah, Mr. Alexander Amankwah-Boateng, Mr. J.P. Appiah, Dr. Donkor); all former and present executive members of the

National Governing Council, the present President Dr. Edward Kwapong, Mr. Alexander Williams, the Secretariat staff and all members, for every contribution made to bring us this far.

Yes, above all, I give thanks and praise to GOD ALMIGHTY for the growth and development of the Institute and continue to entrust the works yet to be accomplished and years ahead into His mighty hands.

**Thank You and
God Bless Us All**

IHRMP

INSTITUTE OF HUMAN RESOURCE MANAGEMENT PRACTITIONERS, GHANA

**HR GUIDELINES
FOR HR MANAGEMENT
IN THE WORKPLACE
AMIDST COVID-19
PANDEMIC**

IHRMP HR GUIDELINES FOR HR MANAGEMENT IN THE WORKPLACE AMIDST COVID-19 PANDEMIC

The outbreak of COVID -19 across the world has brought with it a lot of uncertainties that have led to fear, anxiety and insecurity among employers and employees. In effect the situation is testing stress levels and the ability of the partners to stay stable and resilient in these trying and unusual times.

It is against this background that IHRMP has identified the obvious and foreseeable challenges such as how to:

1. Get a consistent flow of information and updates out to employees.
2. Maintain high employee engagement levels and trust with the leadership teams.
3. Act as a trusted advisor to management in the times of the crisis.
4. Maintain relevant work regulations and practical rules during the pandemic.
5. Predict the future workforce needs in response to the evolving economic landscape.
6. Manage with inadequate resources to aid the control and prevention of the outbreak within the workplace.
7. Measure and improve the work efficiency of remote workers.

As part of measures to mitigate the negative impact of the COVID-19 pandemic on the operations of organizations, IHRMP calls on HR Practitioners and other stakeholders to consider the following guidelines:

1. WORKFORCE MANAGEMENT

- Facilitate a review of current working arrangements and HR policies and procedures to accelerate the institution of Flexi-Working, Working From Home , remote working or teleworking arrangements as well as explore to select and invest in fit-for-purpose cost-effective technical support systems including digitization and Information Technology.
- Delay new hires, decrease outsourcing arrangements and carry out job sharing arrangements.

2. AWARENESS CREATION

- Increase regular communication to bring to the awareness of staff and clients safety assurances based on adequate COVID-19 preventive measures and protocols being employed.

3. ESTABLISH COUNSELING SERVICES FOR EMPLOYEES

- Consider the need of engaging the services of Occupational Psychologists to provide occupational therapeutic and counseling services to help employees navigate through the phases of fear and panic.

4. REDUCTION OF EMPLOYEE-CLIENT INTERACTIONS

- Evaluate and reduce employee-customer ratio to the barest minimum to minimize interactions between employees and clients.
- Identify high traffic areas of the work settings where there's regular contact of personnel, or personnel with clients contact and increase frequency of disinfection fumigation and cleaning of such areas.

- Where applicable, provide relevant training and retraining of all employees interfacing with clients who provide online services to ensure customer service and efficiency do not decline.

5. STAFF TRAINING

- Where applicable, provide relevant training and retraining of critical employees in the use of Public Health Authorities recommended Personal Protective Equipment to ensure correct usage.
- Upskill staff training in digital technology.

6. BENEFITS/LEAVE MANAGEMENT

- Review HR policies and procedures with regard to leave and sick leave to be in tandem with public health demands and standards.
Furthermore, where applicable, consider:
 - Active leave management – voluntary and involuntary leave as well as early retirement options without penalty.
 - Self-isolation under the present circumstance as either paid leave, sick leave or compassionate leave.
 - Requesting staff whose services may not be required during the lock down period to take their leave. However, the employer would need to notify the employee(s) in advance that the absence from work will be deemed as leave or that some number of days of absence will be deemed as leave.
 - Negotiating with employees on the variation in remuneration under the existing employment contract, such as paying lesser salary for such period, where the lock down period exceeds an employee's leave entitlement.

7. SALARY/INCENTIVES

Organisations that may experience a period of drastic reduction in revenue and/or have been operating largely with loans/overdraft may consider, where applicable:

- Deferring or delaying annual Cost of Living Adjustment(COLA) and merit salary increment
- Deferring or Reducing Annual bonus.

Note: These decisions should be done in good faith and based on facts and figures and transparent communication.

8. IHRMP SUPPORT SERVICE HELP LINE FOR HR PRACTITIONERS:

Contact us on any of the numbers below if you require further clarification or any other assistance in managing your employees in these difficult times:

0202012110; 0244204641; 0277596868; 0244328677; 0244569363

SIGNED
PRESIDENT

IHRMP in the News

- HR News in Brief - 1st half 2020

President Akufo-Addo Affirms Col. (Rtd) Kwadwo Damoah As Customs Commissioner



Col. (Rtd) Kwadwo Damoah

The President of the Republic, Nana Addo Dankwa Akufo-Addo has confirmed the appointment of a member of the Institute of Human Resource Management Practitioners, (IHRMP), Ghana, Col. (Rtd) Kwadwo Damoah as Commissioner of the Ghana Revenue Authority (Customs Division).

It would be recalled that Col. (Rtd) Kwadwo Damoah until his confirmation was first appointed to the post howbeit in an acting capacity as Commissioner of the Customs Division of the Ghana Revenue Authority since 30th May 2019.

The May 19, 2020 confirmation letter signed by Nana Asante Bediatuo, the Executive Secretary to the President referencing an earlier letter from the Board Chairman of the Ghana Revenue Authority on the subject said in part that: "I am pleased to inform you that the President

has granted you a two-year contract of service as Commissioner (Customs Division) of the Ghana Revenue Authority effective 14th October, 2019 to 13th October, 2021."

Expectations

While congratulating Col (Rtd) Kwadwo Damoah on this feat, we at the Institute of Human Resource Management Practitioners (IHRMP), Ghana have no doubt about your abilities, expertise and commitment to duty. It is thus our hope that you will bring your knowledge of HR and Industrial Relations Practice to bear on this critical national assignment.

Once again, congratulations to you, Practitioner Col. (Rtd) Kwadwo Damoah!!!!

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**PROFESSIONAL
CERTIFICATION
PROGRAMME**
AND BECOME
CERTIFIED.

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ZOOMLION DISINFECTS IHRMP GHANA (HR COMPLEX) TO SUPPORT FIGHT AGAINST COVID -19



The Zoomlion COVID – 19 Project Team at the HR Complex

Waste Management Company, Zoomlion Ghana Limited on Saturday, June 20, 2020, embarked on disinfection and cleaning of the HR Complex of the Institute of Human Resource Management Practitioners (IHRMP), Ghana as part of its corporate social responsibility initiative.

Speaking at the launch of the disinfection exercise, Mr. Salifu Dasana, the Human Capital Manager of the Accra Zone and Accra District of Zoomlion Ghana Limited who doubles up as a student member of the Institute pointed out that the initiative which is part of ongoing efforts by Zoomlion Ghana Limited to disinfect vulnerable institutions, selected public hospitals and schools across Ghana is also part of the initiatives of enforcing the President's directives on COVID – 19 on educational institutions.



Mr. Dasana Salifu (left), closely monitoring the disinfection exercise being carried out.

On his part, the Executive Director, Mr. Ebenezer Agbetor, while expressing the appreciation of the Institute to Zoomlion Ghana Limited, seized the opportunity to assure all that “the disinfection of the HR Complex has sealed off all the safety measures Management had embarked on to put the place in a proper state to receive our valued students, members and all visitors to the Institute.”

Mr. Agbetor further revealed that in line with the Institute’s health and safety policy and in compliance with the COVID – 19 safety protocols, the Institute had prior to the disinfection exercise instituted measures to comply accordingly. Pursuant to this, the Executive Director revealed that, the Institute has since acquired a temperature gun to assess the temperatures of all staff, members and visitors to the Secretariat. Additionally, he said, “No Mask, No Entry Notices” have also been pasted at the main points of entry to the HR Complex, while a veronica bucket with water, soap and tissue have been set at the entrance of the Secretariat for all visitors to the Institute to observe all the necessary protocols including the hand washing protocols before accessing the Secretariat. Furthermore, he stated that upon entering the Secretariat, sanitizers have been provided and set at the front desk for all entrants to sanitize their hands.

The Executive Director thus seized the opportunity to entreat all members of the Institute, students and visitors to the Institute to beware of the measures and endeavour to strictly observe same anytime they turn up at the Institute.



One of the Zoomlion Field Officers disinfecting one of the entry points to the Secretariat.



The main entrance to the HR Complex was thoroughly disinfected and cleaned



The frontage of the HR Complex which is currently undergoing beautification was not spared in the disinfection and cleaning exercise

CURBING THE COVID – 19 PANDEMIC, IHRMP GHANA DONATES TO THE LABOUR DEPARTMENT, ACCRA



Dr. Edward Kwapong, President of the Institute’s Governing Council (in white shirt) presenting the items to the Chief Labour Officer Mr. Eugene Korlety (right).

The Institute of Human Resource Management Practitioners (IHRMP), Ghana on Thursday, June 11 made a donation of some Personal Protective Equipment to the Labour Department which is under the Ministry of Employment and Labour Relations.

The PPE items donated comprised of 100 pieces of nose masks, some gallons of sanitizers and liquid soap, hand tissues and veronica buckets.

Making the presentation on behalf of the Institute, President of the National Governing Council, Dr. Edward Kwapong accompanied by his Vice, Mr. Leonard Quarcoopome and the Executive Director, Mr. Ebenezer Agbetor described the donation as the modest contribution of the Institute to help a sister agency, the Labour Department in its measures to curtail the spread of the corona virus. He expressed the hope that the items would help protect the Labour Officers from the virus in their line of duties.

Receiving the donation, the Acting Chief Labour Officer, Mr. Eugene Korley, who was grateful for the donation, on behalf of his Team, assured the IHRMP delegation that the items will be put to good use.

Earlier before the presentation, the IHRMP Ghana delegation had a mutually beneficial relationship discussion with the Labour Department officials bordering on areas of interest to the two bodies.

IHRMP URGES DELAY IN COLA PAYMENTS TO WORKERS



Dr. Edward Kwapong
IHRMP (Current President)

The Institute of Human Resources and Management Practitioners (IHRMP) has suggested to organizations whose revenue stream have adversely affected as a result of the COVID-19 pandemic, to consider deferring the annual Cost of Living Adjustment (COLA) and salary increment for employees.

“Organizations that may experience a period of drastic reduction in revenue and/or have been operating largely with loans/overdraft may consider, where applicable: Deferring or delaying Annual Cost of Living Adjustment (COLA) and merit salary increment and Deferring or Reducing Annual Bonus,” it said.

However, the Institute urges that any deferred payment activity should be done in good faith, based on fact and figures and transparent communication.

The proposal was expressed in the Institute’s HR Guidelines for HR Management in the Workplace amidst COVID-19 pandemic. The guidelines aim to assist Human Resource practitioners in the country to mitigate the negative impact of COVID-19 pandemic on their respective organizations.

According to the new IHRMP guidelines, due to the present uncertainties and anxiety among employers and employees, there is a need for testing stress levels and ability of practitioners to stay stable and resilient in current times.

The eight point guideline covers areas including Workforce Management, Awareness Creation, Counseling Services for Employees, Reduction of Employee-Client Interactions, Staff Training, Benefits/Leave Management, Salary/Incentives and IHRMP Support Services Help for HR Practitioners.

While recommending that HR managers facilitate a review of current working arrangement and HR policies and procedures to accelerate the institution of Flexi-Working, Working from Home, Remote working or teleworking arrangements as well as explore to select and invest in fit-for-purpose cost-effective technical support systems including digitization and information technology, it then advised them not only to delay recruitment but also decrease outsourcing arrangement to enable a productive job sharing structure.

Source:
Benjamin Nana Appiah/ adrdaily.com

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Chartered Institute of Human Resource Management Ghana Act, 2020 (Act 1020) passed

Researched and Compiled By Yen Sapark



**"I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference"**

**Source: Robert Frost's Poem:
"The Road Not Taken"**

As part of celebrating the recent Parliamentary passage of the HR Bill (Chartered Institute of Human Resource Management Ghana Bill, 2019) followed by the Presidential assent of the Bill into the Chartered Institute of Human Resource Management Ghana Act, 2020 (Act 1020), **"The HR News"** digs into the archives and takes its readers through a peep into history, the evolution of the Bill so far including the detours made to get the Bill this far.

Starting early, at the dawn of the establishment of the Institute of Human Resource Management Practitioners (IHRMP), Ghana, the founding members envisioned a reputable professional body, one recognized locally and internationally.

In search and pursuit of the actualization of that noble vision, successive leaders and members of the Institute faced a dilemma of options. Eventually one key route was identified – that of acquiring a legal mandate of the state, to provide professional training in human resource management and to regulate human resource management practice in the country. This decision, "The HR News" found out later to be an appropriate one as it is compatible with Article 109 (1) of the Constitution of the Republic of Ghana, 1992 which states thus: "Parliament may by law regulate professional, trade and business organisations."

Pursuant to this and in need of an entity to impact the field of human resource in the country, a bill was conceived. The bill ultimately evolved into the Chartered Institute of Human Resource Management Bill, 2018, got modified into the Chartered Institute of Human Resource Management Ghana Bill, 2019 and eventually passed by Parliament on June 4, 2020 and assented to by the president on August 13, 2020.

The passage of the HR Bill adverts our

curious minds to situate on what is an excellent and practical example of the Ghanaian legislative process in action. Satisfying our curiosity on the passage of the HR Bill will however not be complete without a preliminary appreciation of Bills.

BILLS-WHAT ARE THEY?

A Bill may be explained as a draft of a legislative proposal introduced by a Minister or a Private Member which, when passed by the House and assented to by the President, becomes a law known as an Act of Parliament. Meanwhile, the power to make laws is vested in Parliament by Article 106(1) of the Constitution of the Republic of Ghana, 1992 and is defined as one exercised in the Bills passed by Parliament and assented by the President.

Bills are however of three kinds - Public, Private and Hybrid. Basically, the distinction is thus: whereas the Public Bills cover matters of general public interest, Private Bills deal with matters of a local or personal interest. Hybrid Bills on the other hand are at once public and private.

Introducing a Bill – How Does That Happen?

A Bill may be introduced either by a Minister in which case it is called a Government Bill or by a Private Member where it is referred to as a Private Member's Bill. Thus, a practical example of the Government Bill is the HR Bill.

IHRMP GHANA, THE HR BILL -Its origin and conception

The first documented mention of the HR Bill, formerly dubbed "Chartered Institute of Human Resource Management Bill" was sighted in the Keynote Address of the former President of the Institute of Human Resource Management Practitioners (IHRMP), Ghana, Mr. Kwadwo Asare-Bediako (2003-2007) on the occasion of the 1st Graduation Ceremony of the Institute held on 27th April, 2006, at the Engineers Centre, Accra. Touching on the history of the Professional Certification Programme as part of his keynote address, Kwadwo revealed among others that:

"The certification body is the Institute of Human Resource Management Practitioners, Ghana. The Institute conducts the examinations and awards certificates.

After some time, as other professional bodies the world over do, the Institute shall apply for the granting of a presidential or parliamentary charter or mandate."

Source:

April - June 2006 Issue of:

"**The HR Practitioner,**" Newsletter of the Institute of Human Resource Management Practitioners, Ghana (page 3).

PRELIMINARY ACTIONABLE STEPS

1.Consultation with AGs Office

A giant step toward the establishment of the HR bill was taken in September 2010, when the then Executive Director, Mr. Asare-Bediako and the current Corporate Affairs Manager, Mrs. Josephine Ayesu - Djan visited the Legislative Drafting department of the AGs office to seek advice on the drafting of an HR bill.

In October, 2010, Mrs. Mavis Amoa submitted a write up on the process for getting a bill passed to the Institute.

2.Draft Bill

The IHRMP Secretariat put together a draft HR bill which went through various stages of refinement.

3.Consultative Forum

The draft bill was subjected to scrutiny at a one – day Stakeholders' Consultative Forum held on Tuesday, November 8, 2011 at the Alisa Hotel, North Ridge, Accra under the Chairmanship of the then Minister of Employment and Social Welfare, Honourable E.T. Mensah and his Deputy, Honourable Antwi-Bosiako Sekyere.

At the Consultative Forum, the proposed Bill (Discussion Draft) was widely discussed and accepted by the invited stakeholders of the Institute.

Prominent among the stakeholders included Executive Members of the Dan Acheampong - led National Governing Council and Members of the Institute, Ministry of Employment and Labour Relations, Ministry of Education, Public Services Commission, Ghana Employers Association, Ghana Telecom University College, Ghana Institute of Management and Public Administration (GIMPA), Management Development and Productivity Institute (MDPI), Association of Ghana Industries, Bank of Ghana and the Trades Union Congress.

4.Draft HR Bill Sent to Employment Minister

Towards the end of November 2011, the Secretariat sent the draft bill and a cover Cabinet Memorandum to the Employment Minister.

5.Draft HR Bill Makes Early Entry to Cabinet

Eventually in January 2012, the Minister submitted a Cabinet Memorandum on the bill to Cabinet. Unfortunately, this initial progress was short lived as subsequent changes in Government meant that Cabinet did not have the time to approve it.

6.Draft HR Bill Re-routed?

Determined in pursuit for the way out for the Bill, in July, 2014, leadership of the Institute were advised and directed by both then Minister for Justice and Minister for Employment and Labour Relations to have the Bill sponsored for processing rather by the Ministry of Education.

Pursuant to this and following a June 18, 2015 meeting with representatives of the Chief Director of the Education Ministry, namely Director of Finance and Administration, Director of Budget, and Director of Tertiary Education to discuss the HR Bill, leadership of the Institute were directed to write an official request to the then Minister of Education to seek his support in sponsoring the HR Bill.

This resulted in the Institute's re-routing of the draft HR Bill on June 23, 2015 to the Ministry of Education, then under the leadership of Professor Jane Naana Opoku – Agyemang.

The Bill Faces Interruptions

At the Ministry of Education, the draft HR Bill received some positive attention. It was feverishly worked on by the Ministry of Education's then Director of Finance and

Administration, Mr. Ben Afful. He edited the document and just as the Bill was to be forwarded to the Attorney General's office, Mr. Afful got transferred late in 2016 to the Ministry of Culture as the Chief Director.

Shedding light on the practical challenges the Bill encountered, Mr. Ebenezer Agbetteor, the Executive Director of the Institute revealed that the Bill had been shifted around for the past ten years and in the process, spanned three regimes of governments. He recounted that:

"The Bill which commenced its journey during the Presidency of Atta Mills was initially routed through the Ministry of Employment and Labour Relations, then from there to the Attorney General." He added that "the Bill however suffered its first jolt following the untimely passing of His Excellency President Atta Mills."

The Executive Director added that after a while, the IHRMP yet again, attempted to move the Draft Bill during the President Mahama's administration where it progressed to Cabinet.

However, before it could progress to Parliament, there was once again, a change of the Government of President John Dramani Mahama to that of Nana Dankwa Akuffo Addo in 2016.

After a while, leadership of the Institute dusted off the setbacks, picked up the Draft Bill and proceeded with it again.

Intervening Historical Milestones

May 2017 – As part of the Institute's strategic measures, a five-member delegation led by the immediate past President of the National Governing Council, Mr. John Wilson, paid a courtesy call on the Honourable Minister of

Employment and Labour Relations, Mr. Ignatius Baffour Awuah, to discuss pertinent issues impacting on HR development in Ghana. Key among the discussions was the HR Bill, which was highlighted as an imperative for fast-tracking the Institute's bid for Charter status.

August 15, 2017 – Retracing its steps again to the Ministry of Education, the Institute managed to submit the draft reviewed HR Bill afresh for the consideration of the Dr. Mathew Opoku Prempeh led - Ministry of Education and for subsequent re-submission to Cabinet.

June 2018 – The Ministry of Education (MoE) submitted the Bill to Cabinet. The Institute's officials were then invited and interacted with the Cabinet Sub – Committee on the Bill.

July 2018 - The Bill ultimately got approved by Cabinet.

By this time, the Bill, which had gone through all the legal processes, was submitted to Parliament before Parliament went on recess and so the Institute was hopeful that by the middle of 2019 it would be passed.

HR Bill Makes a "False" Start in Parliament?

October 30, 2018 – the HR Bill got initially laid in Parliament by the Hon. Deputy Minister responsible for Education, Dr. Yaw Osei – Aduwum on behalf of the Minister for Education.

Following the movement by Dr. Yaw Osei – Aduwum, the Hon. Second Deputy Speaker referred the Bill to the Committee on Education for consideration and report.

April 9, 2019 – Following the first reading of the HR Bill in Parliament, the Institute was invited by the Parliamentary Select Committee on Education and a five – member Team from the Institute comprising the President, Dr. Edward Kwapong, his vice, Leonard Quarcoopome, the Executive Director, Mr. Ebenezer Agbetteor, Mr. Alexander Williams and Mrs. Josephine Ayesu – Djan met the Parliamentary Select Committee on Education at the Parliament House to discuss amendments to the HR Bill.

April 14 – 16, 2019 A second meeting was called and this time round, the Institute comprised of a three - member Team of Messrs. Dr. Edward Kwapong, Ebenezer Agbetteor and Alexander Williams met with the Parliamentary Select Committee on Education in Koforidua. In attendance were representatives from the Ministry of Education, the Attorney General's Department and some staff from Parliament's Secretariat. The Committee did a thorough job, scrutinizing the draft Bill page by page all the while making very useful input to its enrichment.

September 3, 2019-

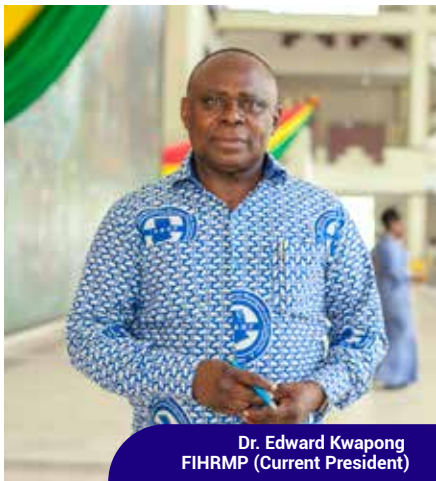
Yet a third meeting became necessary, thus consequently, a three-member Team from the Institute made up of Messrs. Leonard Quarcoopome, Ebenezer Agbetteor and Alexander Williams met up again with the Parliamentary Select Committee on Education in Koforidua. At this meeting, further amendments to the Bill were made and the AG's Department was required to effect the changes made and then get it gazetted prior to it being reported back to Parliament.

So, Why the HR Bill?

Following what appeared to be a slow pace of progress of the HR Bill, the Institute explored alternative ways of pacing it. Thus

in one such initiative in February 2019, in a speech advocating for the passage of the HR Bill and revealing the intent of the HR Bill, Dr. Edward Kwapong, the President of the National Governing Council of the Institute said if passed, the Bill would give the Institute a charter status and legal recognition as well as empowerment to regulate the practice of HR in the country to the extent of licensing practitioners. He added that:

"It would also enable us come out with code of ethics to regulate the practice of HR in the country. Right from recruitment, through training, through performance management and reward management and career development, standards would be set to ensure that organizations and companies follow these standards."



Dr. Edward Kwapong
FIHRMP (Current President)

Dr. Kwapong concluded that the law would also enable the Institute sanction members who misconduct themselves or get involved in unethical practices or behaviour and also protect HR practitioners who are treated wrongfully during the discharge of their duties.

Strategies Employed

As the Bill delayed, the Institute engaged in tact diplomacy, lobbying as well as advocacy in the media space as calls such as these were made:

1. Institute of Human Resource Management Practitioners calls for passage of HR Bill *November 4, 2018*

2. Expedite action on passage of Human Resource Management Practitioners Bill –Parliament urged *February 22, 2019*

From the IHRMP's experience in progressing the HR Bill, we observed that though many different individuals and organizations play major roles in the lawmaking process, the power to actually construct and pass laws is distributed between parliament (which passes the bill) and the President (who assents the bill).

Thus from the inception of the HR Bill to its passage, the following phases stood out:

INITIATION OF A BILL - THE HR BILL

The HR Bill, enjoyed the generous and passionate sponsorship of the Hon. Minister for Education, Dr. Matthew Opoku Prempeh, who in presenting the Memorandum to Cabinet, detailed among others the purpose, principles, the policy underpinning the proposed legislation (the Chartered Institute of Human Resource Management Bill) as well as the defects or gaps in the current system, necessitating the legislation.

The Chartered Institute of Human Resource Management Bill was thus published in the Gazette on 16th July, 2018. Following this, the Bill was presented to Parliament and read the first time on the 30th of October, 2018.

THE HR BILL AT THE FIRST READING STAGE

The Chartered Institute of Human Resource Management, Ghana Bill, 2018 was initially laid by the Hon. Deputy Minister responsible for Education, Dr. Yaw Osei-Adutwum on behalf of the Minister responsible for Education on Tuesday, 30th October, 2018.

However, by leave of the Rt. Hon. Speaker and the House, the Hon. Minister responsible for Education, Dr. Matthew Opoku Prempeh withdrew the 2018 HR Bill on Thursday, 30th of January, 2020.

The Rt. Hon. Speaker accordingly withdrew the referral from the Committee on Education.

On the same day, Thursday, 30th January, 2020, the Chartered Institute of Human Resource Management, Ghana Bill, 2019 was presented to Parliament by the Hon. (Dr) Matthew Opoku Prempeh (MP) and read the first time.



Hon. Matthew Opoku Prempeh
Minister for Education

THE HR BILL AT THE SECOND READING STAGE

In the case of the Chartered Institute of Human Resource Management, Ghana Bill, 2019, the motion was moved on Friday, 21st February, 2020 by the Hon. Majority Leader and Minister for Parliamentary Affairs, Mr. Osei Kyeyi-Mensah-Bonsu on behalf of the Hon. Minister for Education, and seconded by the Hon. Chairman of the Committee on Education, Mr. William Agyapong Quaitoo who then presented the Committee's Report.

THE HR BILL AT THE CONSIDERATION STAGE

For the Chartered Institute of Human Resource Management Ghana Bill, 2019, **the Consideration stage commenced from the 2nd June to 4th June, 2020** with amendments proposed to the various clauses of the Bill as well as the Schedules.

Following the consideration of the Long Title which was the last item of the Bill, the Consideration Stage of the Chartered Institute of Human Resource Management, Ghana Bill, 2019 came to an end.

THE HR BILL AT THE THIRD READING STAGE

In the case of the Chartered Institute of Human Resource Management, Ghana Bill, 2019, the Third Reading was held on the Eleventh Sitting day of the Second Meeting of the Seventh Parliament on Thursday, 4th June, 2020.

By leave of the House, the Hon. Majority Leader and Minister for Parliamentary Affairs, Mr. Osei Kyeyi-Mensah-Bonsu (on behalf of the Hon. Minister responsible for Education) moved for the motion for the Third Reading of the Bill the same day (4th June, 2020) the Consideration Stage came to an end.

Subsequent to this, the Hon. Minister for Parliamentary Affairs, Mr. Osei Kyeyi-Mensah-Bonsu on behalf of the Minister for Education moved the motion for the Chartered Institute of Human Resource Management, Ghana Bill, 2019 to be read the third time. The motion was seconded by the Hon. Chairman of the Committee on Education, Mr. William Agyapong Quaitoo. The question was put and motion agreed to. A Clerk-at-the-Table read the long title of the Bill aloud and the Chartered Institute of Human Resource Management Ghana Bill, 2019 was deemed to have been read the third time and passed.

PRESIDENTIAL ASSENT

Following the the passage of the Bill in Parliament, the Presidential assent was secured on August 13, 2020. Thus Chartered Institute of Human Resource Management Ghana Act, 2020 (Act 1020)

References

1. Article 106 (1), 1992 Constitution of the Republic of Ghana
2. Article 106 (2), 1992 Constitution of the Republic of Ghana
3. Article 106 (4), 1992 Constitution of the Republic of Ghana
4. Article 106 (5), 1992 Constitution of the Republic of Ghana
5. Article 109 (1), 1992 Constitution of the Republic of Ghana
6. Ayensu K.B. and Darkwa S.N. (2000): **How Our Parliament Functions – An introduction to the Law, Practice and Procedure of the Parliament of Ghana.**
7. Friedrich Ebert Stiftung Ghana, January 2011

8. Minutes of the Eleventh Sitting of the Second Meeting of Parliament, Thursday, 4th June 2020

9. Minutes of the Ninth Sitting of the Second Meeting of Parliament, Tuesday, 2nd June 2020

10. Minutes of the Sixteenth Sitting of the First Meeting of Parliament, Friday, 21st February 2020

11. Minutes of the Third Sitting of the First Meeting of Parliament, Thursday, 18th January 2020

12. Minutes of the First Sitting of the Third Meeting of Parliament, Tuesday, 30th October 2018

13. Order Paper for the Eleventh Sitting of the Second Meeting of Parliament, Thursday, 4th June 2020

14. Order Paper for the Ninth Sitting of the Second Meeting of Parliament, Tuesday, 2nd June 2020

15. Order Paper for the Thirteenth Sitting of the First Meeting of Parliament, Tuesday, 18th February 2020

16. Order Paper for the First Sitting of the Third Meeting of Parliament, Tuesday, 30th June 2018

17. Parliamentary Debates – Official Report of Thursday, 4th June, 2020

18. Report of the Committee on Education on the Chartered Institute of Human Resource Management, Ghana Bill, 2019

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Past General Secretaries to Current Executive Director



Mr. John Mbroh
(FIHRMP), 1993 – 1996



Mr. Kodwo Afedzi -Mensah
(FIHRMP), 1996 – 1998



Joseph Cantamanto Garbrah
(FIHRMP), 1998-2005



Mr. Alexander
Amankwaa - Boateng
(FIHRMP), 2005 - 2009



Mr. Joseph
Paamarcos Appiah
(FIHRMP), 2005 - 2009



Dr. Thomas
Alexander Donkor
2005 – 2009



Mr. Kwadwo
Asare – Bediako
(FIHRMP), 2009-2011



Dr. Ebenezer Ofori Agbettor
(FIHRMP), March 2012 - to date

General Secretaries Era



Mr. John Mbroh
(FIHRMP), 1993 – 1996

Mr. John Mbroh, a product of the University of Ghana (1967), having served the Institute of Human Resource Management Practitioners (IHRMP), Ghana in various capacities since 1993 is the current Chairman of the Membership and Fellow Status Committee.

A foundation member of the Institute, John Mbroh has paid his dues to the Institute, having served as **the pioneer General Secretary of the Institute in 1993, a position he served for two terms from 1993 to 1996.** As the first General Secretary, working closely with the first President of the Institute, Professor T.B. Wereko, then Director General of GIMPA, John Mbroh at the time was tasked with among others,

helping to set up the Secretariat, being in charge of membership as well as managing correspondences. Mr. John Mbroh, later had to leave abruptly to take up a new appointment with Guinness Ghana Limited, in Kumasi, thus prompting Mr. Afedzi - Mensah to step in as General Secretary from 1996 to 1998.

He began his University education at the University of Ghana, Legon where he graduated with B.Sc. in Economics in 1967 from where he proceeded to Harvard University in the US for his postgraduate studies.

John Mbroh who has over 40 years working experience got his first appointment by the Ghana Trade Union Congress where he served as the Assistant Principal to the T.U.C. training school, Ghana Labour College (GLC), deputising the Principal, Mr. Gould, an American. Soon, he left the GLC for the main hall as he was promoted to the position of a Deputy Head of the Economics and Resource Department of the T.U.C. in 1970. Thereafter, John Mbroh had distinguishing working stints with the National Service Corps where he rose up to the post of a Deputy Director.

Mr. Mbroh's distinguished career also took him to ACP African Concrete Products Limited (ACP) as the Administrative Manager and Guinness Ghana Limited as the Director for HR, where he once had the

privilege of addressing the World Conference of HR Directors in Glasgow, Scotland.

John Mbroh's relationship with the Institute is a kind of an umbilical cord as he is actually part of the formative years of the Institute which started then at the Industrial Area enclave of Accra; the informal group known as the Industrial Area Personnel Managers Association of which he was the group's Secretary with Mr. Samuel Ransford Asiedu as its Chairman. The group through their periodic meetings eventually linked up with Professor T.B. Wereko, propelling the group's development and evolution to the Ghana Institute of Personnel Management (GIPM) and now IHRMP Ghana.

With his wealth of experience, John has since then transitioned into the Consultancy space as a Private HR Consultant from where he has remained supportive of the Institute to date.



**Mr. Kodwo Afedzi -Mensah
(FIHRMP), 1996 – 1998**

Mr. Afedzi - Mensah, one - time Assistant Registrar of the University of Cape Coast is a proud product of Mfantsipim School (1957) and the University of Ghana (1964). He also pursued a two – year post graduate programme at the Institute of African Studies at the University of Ghana, Legon.

A native of Sekondi, Mr. Afedzi - Mensah is a foundation member of the Institute, having first been appointed as an Administrative Officer in August, 1996. He later replaced Mr. John Mbroh as General Secretary in about two months, after a new official assignment took the latter out of Accra to Kumasi. Mr. Afedzi - Mensah served as General Secretary from 1996 to 1998. While serving as General Secretary, he got engaged by GIMPA as a Resource Person for their Management Development Programme. A year after joining the Institute, the enthusiastic Afedzi – Mensah facilitated the inauguration of the maiden Central Regional Chapter of the Institute. Thus just as his predecessor did, Mr. Afedzi -

Mensah continued working closely with the first President of the Institute, Professor T.B. Wereko, then Director General of GIMPA. He carried out the required administrative duties and working together with his colleague pioneer National Executive members helped set up the Secretariat, being in charge of membership as well as managing correspondences.

During the course of his professional career, Mr. Afedzi - Mensah had the opportunity to participate in several workshops and management development programmes.

The experienced Human Resource Management Practitioner began his professional HR career in 1974 when he got appointed as an Assistant Registrar of the University of Cape Coast (UCC). From the UCC, Mr. Afedzi - Mensah left to join the erstwhile State Gold Mining Corporation in Tarkwa in December, 1980 as its Personnel Manager. Thereafter, in September 1986, he resigned his position to start his own consultancy practice. Later on in 1993, he got lured and appointed as the Personnel Manager with the Accra Brewery Company Limited. It was from the ABC that he left to take up the position of General Secretary of the Institute of Human Resource Management Practitioners, Ghana replacing Mr. John Mbroh in the process and thus serving in the role till his exit in 1998.

Now retired from corporate HR Practice, Mr. Afedzi - Mensah has reverted to the Private Consultancy practise.



**Joseph Cantamanto Garbrah
(FIHRMP), 1998-2005**

Mr. Joseph C. Garbrah, a University of Ghana Business School Executive MBA Degree (Human Resource Management) holder, is the second General Secretary of the Institute of Human Resource Management Practitioners, Ghana. Prior to his masters' degree, he obtained his BSc. Business Administration Degree from the then School of Administration, University of Ghana, Legon, in 1980. Additionally, he holds a Postgraduate Diploma in International Relations and Mass Media from the International Graduate School (IGS), University of Stockholm, Sweden, as well as a Postgraduate Diploma in Communication Studies from the School of Communication Studies, University of Ghana, Legon.

Commencing his professional HR career at the Volta Aluminium Company Limited (VALCO), Tema where he served for 15 years from May 1988 to May 2003 as an Industrial Relations Specialist of the Company, the seasoned HR Consultant proceeded to join Glory

Oil Company Limited, Accra as the Company's pioneer Administrative Manager from August 2003 to September 2004.

Thereafter, Mr. Garbrah joined the Ghana Rubber Estates Limited (GREL), Takoradi, serving as the Human Resource and Administrative Manager over 3,000 employees from October 2004 till December, 2012 when he moved from that position to assume the role of the Company's Corporate Affairs Manager from January 2013 till his eventual retirement in July 2015.

Mr. J.C. Garbrah was one of the foundational members of the Institute of Human Resource Management Practitioners (IHRMP), Ghana where he once served as the General Secretary from **October 1998 to November 2005.**

Aside that, he has dutifully served the Institute in various capacities such as:

- An Instrumental Member of the maiden Team that planned and established the Institute's Professional Certification Programme in August 2002 to commence the professional training and certification of HR Professionals in Ghana.
- Member/Secretary of the Academic Board of the IHRMP that designed the syllabus for the Institute's Professional Certification Programme (PCP).
- A Lecturer (Part-time) at both the Foundation and Professional Stages of the professional school of the IHRMP from its inception in 2002 to October 2004.
- Editor of 'The HR Practitioner' - the maiden Newsletter of the IHRMP from 1998 to January, 2006.
- Lecturer in Industrial Relations Practice at the Professional Certification Programme (PCP) of the Institute, Tema Centre, from September 2015 to July 2018)

- First Regional Chairman of the Takoradi Chapter of the Institute (2011-2017).

In respect of these, on April 13, 2012, Mr. Garbrah was "awarded the IHRMP Star Award in recognition and appreciation of his immense and selfless contribution to the overall development and growth of the Institute. This feat was accomplished during and after his tenure as General Secretary of the Institute."

Mr. J.C. Garbrah has contributed several HR publications in the local print media.

Currently, Mr. J. C. Garbrah is Founder and Chief Executive Officer (CEO) of JC-HR Consult in Takoradi, an HR and Industrial Relations consulting firm, and also lectures Industrial Relations Practice at the Professional Certification Programme (PCP) for the Evening Programme in Takoradi.

Middlesex University in the United Kingdom and a holder of Bachelor of Science (BSc) Degree in Administration from the University of Ghana, Legon. Mr. Amankwaa – Boateng is also a Fellow of the Chartered Institute of Personnel & Development (CIPD), UK from 2005 to date having been a member of the CIPD since 1992.

In 2005, Alex assumed the role of General Secretary of the Institute having previously commenced serving the Institute as a Deputy General Secretary from 1998 to 2005. As a General Secretary, Mr. Amankwaa – Boateng served from 2005 with Mr. J.P. Appiah as his Deputy till a time that J.P. Appiah filled the role in acting capacity.

Starting his professional HR career as Administrative Manager of Dumplex Fashions in the UK from 1986 to 1992, Alex, has over twenty – five (25) years' experience as a practitioner. In the process, Alex, now a seasoned Human Resource Professional, rose to the status of Head of Human Resource in many institutions in the United Kingdom and Ghana.

He has worked and increasingly occupied senior positions in many private and public organizations. He has also as part of teams consulted in several high profile projects including the review of the Human Resource policies of the Ghana Revenue Authority (GRA) and the nationwide training of Human Resource Managers of the Local Government Service.

Mr. Amankwaa – Boateng is particularly experienced in the Human Resource Management of financial institutions, having worked as a Training and Resource Manager in Cal Bank, Head of Human Resource at Unibank and also Head of Human Resource of the Agricultural



Mr. Alexander Amankwaa - Boateng (FIHRMP), 2005 - 2009

Mr. Alex Amankwaa – Boateng, a Fellow of the Institute of Human Resource Management Practitioners (IHRMP), Ghana is a Master of Arts (MA) in Human Resource Management Degree holder from the

Development Bank. Additionally, he worked briefly as the Human Resource Manager at the Ghana International Airlines.

Currently, Alex who is a Fellow of the Institute of Human Resource Management Practitioners, Ghana has previously served the Institute in various capacities such as:

- **Member of the National Governing Council of the Institute and**
- **Member of the Institute's Professional Certification Board**
- **Deputy Secretary and later General Secretary**



Mr. Joseph Paamarcos Appiah (FIHRMP), 2005 - 2009

Mr. Joseph P. Appiah, currently Area Manager, HR/Administration at Volta Aluminum Company (VALCO) and a Fellow of the Institute of Human Resource Management Practitioners, Ghana (FIHRMP), holds an Executive MBA degree in Human Resource Management from the University of Ghana Business School (UGBS), Legon and a Bachelor of Science Degree in HRM from the Central University, Accra.

Mr. Appiah is a seasoned HR practitioner with over 33 years of HR and general management experience gained through his work with local and multinational organizations. He has participated in numerous HR workshops and seminars. In the process of his prime, the seasoned HR Practitioner got involved with the Institute of Human Resource Management Practitioners, Ghana.

Mr. Appiah's involvement with the Institute dates way back to the 2000s when he served in various capacities, rising from a Chapter Secretary to a General Secretary of the Institute. Within 2005 to 2009, Mr. Appiah acted the role of General Secretary for some time. Thus J.P. Appiah continued his role as General Secretary till after the November 2009 Annual General Meeting where the two positions (General Secretary and Deputy General Secretary) together with the other Executives were re-elected un-opposed and their Executive positions converted to National Governing Council Membership. Messrs. Alexander Amankwaa - Boateng and J.P. Appiah thus continued as National Governing Council members till they exited office finally in 2013.

Earlier however, Mr. Appiah in 2005 commenced his role as a Member of the National Executive Council serving the Institute as the Deputy General Secretary deputizing Mr. Alexander Amankwaa Boateng who was the General Secretary. While serving the Institute;

- **JP together with the late Executive Director, Dr. T.A, Donkor, sourced for and secured the Nyaniba Estates building to be used as the HR Centre for a long time before moving to the Institute's own building complex.**

- **Facilitated arrangements with the Kingdom Books to secure lecture room furniture for all the Institute's lecture theatres at the time.**

- **Embarked on an aggressive membership drive to bring many HR professionals on board.**

Mr. Appiah has built over 26 years' experience in Standing Joint Negotiation/Management Steering Committee Meetings with strong computer literacy skills and the ability to handle sensitive business information. As a practitioner, Mr. Appiah has had extensive experience in industrial relations, compensation management, mass recruitment and placement, auditing of HR processes/actions, organizational re-structuring, policy development and execution, HR Information Systems, among others.

Mr. Appiah has attended several Management courses during his career which includes a course in Corporate Governance at the Manchester University, UK, the 9th Annual African Business Conference at the Harvard University, Boston, USA., Change Management Program by Proudfoot Consulting of U.S.A., Systems Leadership & Cultural Change Process by Ian MacDonald Consulting of South Africa, Collective Bargaining Towards Industrial Peace & Increased Productivity, and HR Challenges and the Emerging Trends by MPA Consulting, UK among others.

He has consulted for some public and private sector organizations in the areas of job evaluations and classification, organization structure design, development of job descriptions, salary structure design, and an HR Manual for administration.

He continues to serve the Institute and is currently a Resource Person in Industrial Relations at the Institute's Professional Certification Program.

Executive Directors Era



Dr. Thomas Alexander Donkor
 2005 – 2009

Dr. Alex Donkor, until his passing away, was the immediate past Chairman of the Professional Certification Board of our Professional Institute. Prior to this, he together with the late Prof. S.A. Amoa, Dr. D.K. Ahoose, Messrs. K. Asare-Bediako and J. C. Garbrah assiduously worked together to update the Institute's training programmes in conformity with

modern trends and demands, resulting in a new Academic Board being inaugurated by the then President, Hon. Austin Gamey, in November, 2000. In September, 2002, the Academic Board's efforts were crowned with the launching of the Professional Certification Programme and Dr. T.A. Donkor was then appointed as the first Chairman of the Professional Certification Board (PCB).

Earlier, the late Dr. T.A. Donkor, a retired but experienced Human Resource Manager was appointed as the first Executive Director of our beloved Institute in 2005. He had his appointment confirmed at the Institute's Annual General Meeting (AGM) held on 11th November, 2005 at the Engineers Centre at the Roman Ridge in Accra. Dr. Donkor served as Executive Director from 2005 to Feb 2009,

Dr. Donkor has had more than 35years experience in Human Resource Management and Development both at Ghana Italian Petroleum Limited (GHAIP), TOR and Nestle Ghana Limited where he was the Human Resource Manager.

By 2005, the fledging Institute had started witnessing some growth and thus required a dedicated and experienced HR Professional to head the Secretariat as the Executive Director as well as to lead the professional management of the Institute. Ultimately the lot fell on Dr. Donkor. Thus as part of his responsibilities, Dr. Donkor was tasked with the responsibilities of managing the day to day affairs of the Secretariat.

Dr. Donkor had more than 35years experience in Human Resource Management and Development both at Ghana Italian Petroleum Limited (GHAIP), TOR and Nestle Ghana Limited where he was the Human Resource Manager.

He also acquired public sector experience as a member of the Public Services Commission from May 2002 to August 2005. As an Executive Director, among others, Dr. Donkor served in several bodies including:

- Council Member of the Ghana Employers Association (GEA),
- Member of the National Tripartite Committee and
- Member of the Advisory Committee on Labour.

Dr. Donkor executed a number of assignments for the Institute. Notable among the contributions of Dr. Donkor to the Institute included the following, he:

- Was a member of the National Governing Council of the Institute
- Facilitated and organized the maiden Graduation Ceremony of the Institute held on 27th April, 2006 at the Engineers Centre at the Roman Ridge, Accra
- Co-ordinated the inauguration of the HR Practitioners' Forum held on 4th October, 2006.
- Co-ordinated the maiden Investiture Programme of the Institute held on 1st March, 2008
- Was Editor of 'The HR Practitioner' - the Newsletter of the IHRMP

IN LOVING
 MEMORY OF

Dr. Thomas Alexander Donkor





**Mr. Kwadwo
Asare – Bediako
(FIHRMP), 2009-2011**

Kwadwo Asare-Bediako, currently a retired Human Resource Management and Organization Development Consultant is a **Fellow and immediate past Executive Director of the Institute of Human Resource Management Practitioners (IHRMP), Ghana.** A professionally trained Teacher, Asare-Bediako holds a Bachelor of Arts degree in Industrial and Organizational Psychology from the University of Ghana, Legon. He studied human resource management at the Kaiser Aluminium Training Centre in Oakland California, and organization development at the NTL Institute of Applied Behaviour Science in Washington DC.

With over three decades of HR and organization development practice, Kwadwo began his professional HR career in 1979 with the Volta Aluminium Company (VALCO), Tema as a Management Training Supervisor. In 1983, he was promoted to the post of Management Development Supervisor where he assumed full

responsibility for the Company's management training and career development programmes.

While working for VALCO, Asare-Bediako was attached to the Human Resource Department of Kaiser Mead Company in Spokane, U.S.A. in 1981 to study the Company's human resource and organization development practices.

In 1987 Asare-Bediako started a career as a Human Resource Management and Organization Development Consultant in Accra. He provided consultancy services for several companies including Volta River Authority, Electricity Company of Ghana, Nestle Ghana Limited, Unilever Ghana Limited, Standard Chartered Bank, Barclays Bank, Ghana Commercial Bank, Ghana Ports and Harbours Authority and Guinness Ghana Limited.

Notable among others, Asare-Bediako was the Human Resource Director of the Forestry Department/Commission (1998 to 2000), Training and Organizational Development Officer of GTZ Road Maintenance Project (2002).

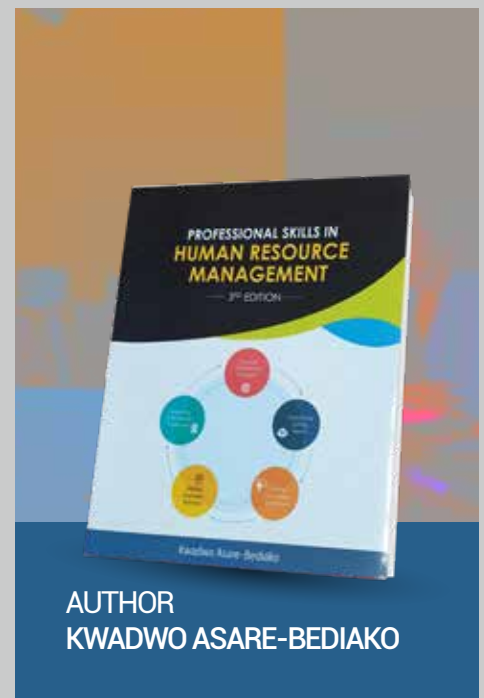
Kwadwo served the Institute in various capacities including Chairman of the Academic Board launched in November, 2000 which worked for the eventual launch of the Professional Certification Programme in September, 2002. Also having served as the Institute's two – time President from 2003 to 2007, he came back to serve the Institute, this time round as a successor to Dr. T.A Donkor as the Executive Director from March 2009 to December 2011.

As was well intended by the National Governing Council with his appointment, Mr. Asare-Bediako's deep knowledge of the Institute as a former President, his

central role in the development of the three main operational areas of Professional Development Programmes for the Institute, his specialization and authorship of state-of-the art or science books on Human Resource Management Practices, and his outstanding inputs as a facilitator cum management consultant moved the Institute to greater heights of achievement.

Thus for instance, as the Executive Director, Kwadwo among others:

- **Designed and institutionalized a comprehensive Continuing Professional Education (CPE) programme for the Institute for HR Practitioners across the country.**
- **Initiated and did a lot of preparatory work on the proposed HR Bill – Chartered Institute of Human Resource Management Bill as well as**
- **Developed the Institute's 5 – year Strategic Plan (2009 – 2013) to serve as a roadmap to guide the Institute into the 21st Century global knowledge economy.**



**AUTHOR
KWADWO ASARE-BEDIAKO**



Dr. Ebenezer Ofori Agbetteor
(FIHRMP), March 2012 - to date

Ebenezer, the **current Executive Director and Fellow of the Institute of Human Resource Management Practitioners, Ghana** as well as **Fellow of the Ghana Institute of Management**, is an experienced HR Professional. Having commenced his tertiary education at the University of Ghana, Ebenezer who currently holds a PhD in Theology from the Immanuel Bible Institute and Seminary (USA) is a scholar of no mean standing. He holds an MBA (Distinction) from the London South Bank University (UK), Post – Graduate Diploma in Accounting and Finance from the Thames Valley University (UK) and another Post – Graduate Diploma in Management Studies from the Kingston University (UK). He has an MA in Ministry (Distinction) from the Trinity Theological Seminary, Legon.

Ebenezer, popularly referred to by many as “Ebby” has an extensive professional experience spanning both international and local arena. Prior to assumption of his current role as Executive Director of the

Institute, Ebenezer Agbetteor worked as the General Manager/HR Business Partner for Vodafone Ghana. Earlier, he also worked as Head of Human Resource for Ghana Airways Limited. Ebenezer also worked as a Tutor and Learning Advisor on the Henley Management College, UK’s MBA Distance Learning Programme, served as Senior Consultant at Lexcroft Consultancy Limited, as well as serving as a Management Consultant (Organizational Development) for Pricewaterhouse Coopers. Additionally, he previously worked as an Assistant Project Manager for Look Ahead Housing Limited in the UK.

Moreover, Dr. Ebenezer Agbetteor has managed a number of consultancy projects and facilitated numerous Management Development programmes and speaking engagements for a number of organizations both home in Ghana and abroad.

Ebenezer has chaired and continues to serve as a member of a number of evaluation committees and Boards in both the Public and Private Sectors of Ghana. He has a number of publications to his credit and in the past 4 years contributed to 2 books edited by the Vice President of the Republic, Dr. Mahamudu Bawumia and Professor Kwaku Appiah - Adu. In both books, he wrote a chapter each on the following topics:

1. “Organizational Structure and Competitive Performance” (Book Titled: “Executing Strategy in a Developing Economy”)
2. “Human Capital and National Development” (Book Titled: “Key Determinants of National Development, Historical Perspectives and Implications for

Developing Economies”)

Dr. Ebenezer Agbetteor has been an Executive Director of the Institute since March 2012 to date having taken over from Mr. Kwadwo – Asare Bediako. As Executive Director, Dr. Agbetteor has among others:

- Played a critical role in getting the HR Bill passed in Parliament on June 4, 2020 and secured Presidential assent on August 13, 2020.
- Inaugurated Accra, Takoradi, Kumasi, Tarkwa, Koforidua, Tamale and University of Education Winneba Chapters
- Upgraded the Institute’s website in 2012
- Purchased 3 plots of land behind the La Trade Fair Tse – Adu, Accra in 2013 and had the Institute’s building project (HR Complex) completed in May, 2019
- Played a critical role in conducting the Ghana HR Conference & HR Excellence Awards Events in October 2013 at the La Palm Royal Beach Hotel and HR Star Awards in 2017.
- Re-instituted the conferring of Fellows in 2017
- Introduced the weekend PCP stream both in Accra and Tema in 2012 and 2015 respectively.
- Improved corporate governance by introducing a Code of Practice for Councilors and Code of Ethics for members.

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Personality Profile

By Yen Sapark

INTRODUCTION

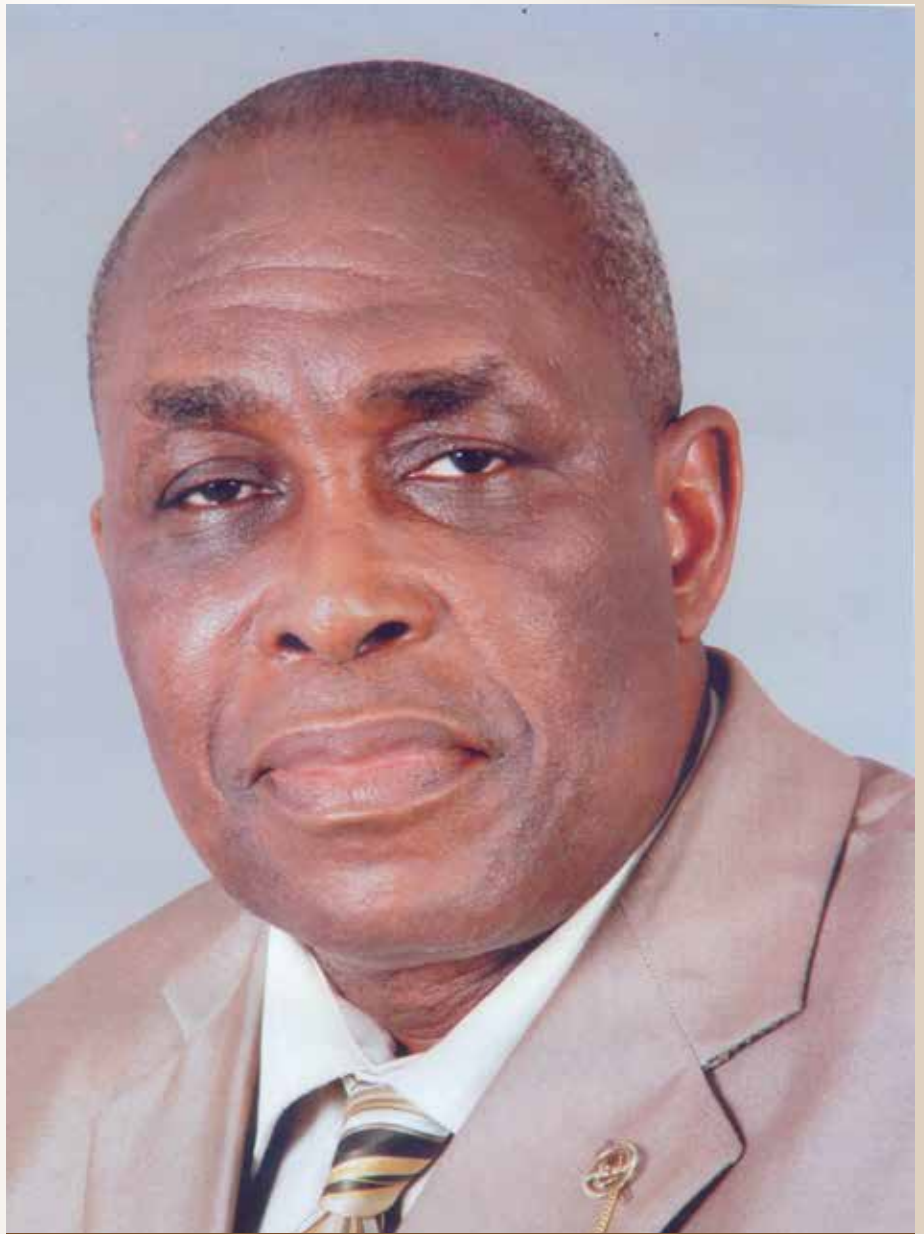
In this edition, "The HR News" honours this distinguished individual, one of the foremost Labour Experts and Renowned Alternative Dispute Resolution (ADR) Practitioner in Africa and the second President of the National Governing Council of the Institute of Human Resource Management Practitioners during whose tenure, the then Ghana Institute of Personnel Management (GIPM) was transformed from GIPM to the current Institute of Human Resource Management Practitioners (IHRMP), Ghana.

Indeed, the story of the life of our profiled personality, is an example of how a person can evolve as the years pass.

MR. AUSTIN AKUFO GAMEY (FIHRMP)

Early Life

Long before he could reach his current respectable status as a Fellow of the Institute of Human Resource Management Practitioners (IHRMP), Ghana and Founder and Chief Executive Officer of Gamey and Gamey Group, an affiliate of PULSE Institute International, Calgary, Canada and the University of Virgin Islands, USA, Austin was born in Volo Community specifically in the Salem hood in the North Tongu District of the Volta Region of Ghana on 26th October, 1949.



Mr. Austin Akufo Gamey (FIHRMP), 1998 - 2003

Born to the late Mr. Emmanuel T.T. Avorvuttor, a man Austin describes as "one of the most gifted people ever" and an agrarian and petty trading mother, the late Madam Lucia Aya Avorvuttor, Austin have nostalgic memories of both of them.

Popularly known as Akufo as a young boy in his native community, Austin who was christened Augustine was originally named as **Augustine Akufo Gameduabao** only for the "Augustine" to be shortened to Austin while the Ewe name "Gameduabao" was also transformed to Gamey.

Austin Gamey is married to Mrs Gladys Gamey, a retired teacher and blessed with seven adult children of four young men and three young ladies.

Educational Background

A product of Accra Polytechnic (now Accra Technical University), Austin started his education at the Evangelical Presbyterian (EP) Primary School in Volo in the North Tongu District of the Volta Region. From there he proceeded to the Local Authority (L/A) Middle School in Volo. Following the rather strange cancellation of the North Tongu District's WAEC results of his year group's Middle School Leaving Certificate Examination, Austin had to relocate from his native Volo Community to stay with his senior brother at Ashaiman in the Greater Accra Region in 1967 and subsequently in Tema in 1968. Anxious to continue his education, Austin was fortunate as his sporting prowess got him admitted by his late headmaster Mr. McCarthy, to form 3 during the 2nd term at the Akodzo Middle School in Tema. This enabled him to re-write the Middle School Living Certificate Examination which he successfully passed in 1968. While at Akodzo Middle

School, Austin displayed so much skills in his passion for sports and in one such, he got named as the captain of the school's volley ball team which got him an opportunity to play for the National Volley Ball Team in 1969. Additionally, he represented the school in the long distance athletics from where he had the accolade "Akodzo Miller."

Is Austin Born with a Golden Spoon in the Mouth?

Contrary to public perception of such national figures, Austin who smilingly described himself as a "tired Man" points to his own life as an example of how a person can evolve with determination as the years pass. The featured speaker at several national and international academic and business forums who now inspires and motivates thousands out of his several years of consultancy and training experience gained from work activities, training, research and benchmarking programmes in Ghana, U.S.A., Switzerland, Italy, Japan, Canada, Denmark and Norway emerged from a humble background.

For instance, he recalled that, as a young man and financially challenged yet anxious for academic pursuits, he had to navigate his way through life by taking up some weekend part-time menial jobs at the Accra Sports Stadium where he could raise fees for the Secretaryship and Office Management programme at the Accra Polytechnic. Thus, pursuant of his dreams, he relocated to Adabraka, a suburb of Accra where he perched with colleagues and embarked on the self-financing programme of studies from 1970 to 1971.

Since then, Austin Gamey during his professional practice has been passionate

and strategic in embarking on further progressive learning and in the process, obtained strategic certificates at various levels of education and training including:

Certificate (Advanced Industrial Relations), Fourah Bay College, Sierra Leone, 1976

Diploma in Industrial Relations and Labour Standards at the International Institute of Labour Studies (IILS), Geneva and ILO Turin Center, Italy in 1991.

Certificate in International Labour Relations – 1995. Austin Gamey Studied International Labour Relations, Conflict Resolution and Salary Administration in a USAID sponsored programme at various Institutions, Boards and Universities in 10 States in the US - Washington DC, New Orleans, Louisiana, South Dakota, San Francisco, California, Chicago, Illinois and New York.

1996 and 1998 – sponsored by the Japanese Institute of Labour to study the practice of Human Resource Management and Industrial Relations with Nissan, Honda and Chiba Prefecture who are the third largest manufacturers of Steel in the world.

Certificate in Preventive Mediation, Self-Mediation, Managerial Mediation and Leadership Mediation at the Mediation Training Institute International (MTI), Florida, Key West, Guatemala, Belize and Mexico 2006.

Certificate in PULSE Professional and Consultancy in ADR, Coaching and Mentoring (2007 and 2008), Calgary.

(PULSE Complex in Mediation and Coaching) Vancouver, Canada.

Advanced Mediation Certificate, 2009 in Conflict Prevention, Self-Mediation, Managerial Mediation, Organization-Wide Conflict Resolution and Professional Mediation. Kansas City, USA.

Advanced Mediation Certificate, 2009 Calgary, Canada in Conflict Prevention, Self-Mediation, Managerial Mediation, Organization-Wide Conflict Resolution and Professional Mediation.

Positive Appreciative Inquiry (Phase 1) 2011 Tokyo, Japan

Denver, Colorado, USA – October **2019** In Change Management and the Application of 4D to Facilitate Dialogue in the application and practice of Appreciative Inquiry and providing Quality Leadership.

Professional Career

After earning his Secretaryship and Office Management certificate from the Accra Polytechnic, he had some initial brief stints at the Council for Scientific and Industrial Research (CSIR), Accra as a Secretary to one of the Directors. He taught in Nsawam at the then Advanced College of Commerce from 1972 to 1973 and then became a factory worker at the AJ Seward in Accra but these left him unfulfilled.

This led him to the Black Star Line a State Shipping Organization where he was employed in in May 1973 as a Stenographer Secretary and upon assumption of duties, got transferred to the Superintendence Office at Tema.

The Black Star Line was to birth Austin's Unionism and Industrial Relations Practice as he was elected as the Assistant Secretary to the Junior Staff Union and barely three months into this position, he

assumed the substantive Secretary position which was vacated by the substantive secretary due to an act of indiscipline. As one thing leads to the other, young Austin further got elected to the National Executive Committee of the then most powerful National Union, the Maritime and Dock Workers Union in Tema where he was privileged to serve with experienced Senior Unionists such as Bob Spio, Comrade Kofi Asamoah (former TUC Secretary General) and Mr. Ebo Tawiah (late former PNDC member) and Mr. J.R. Baiden as its General Secretary.

Thereafter, after returning to the classroom at Nungua Presbyterian Secondary School, from 1984 to 1985, Austin got appointed in 1986 as the Industrial Relations Officer of the Maritime and Dock Workers Union for the Tema Region. From this position, he was appointed at Tema based Mankoadze Fisheries Limited as the Executive Manager responsible for Human Resource Management, Industrial Relations and Communications, where he was reporting directly to the Managing Director from 1987 to 1992. This position, according to Austin Gamey, marked the beginning of his transformation as most of his professional development initiatives occurred from this period up.

Austin became actively involved in the organization of the Tema Branch of the Ghana Institute of Personnel Management.

Austin represented the Fisheries and Agriculture interest on the Council of the Ghana Employers Association where he was elected as one of the representatives of the Council at the National Tripartite forum where the minimum wage is determined and other labour related matters are discussed.

Political Life

Reflecting on how he got into politics, Honourable Austin Gamey who rather stated surprisingly that he is not a Politician revealed that, it all started when a cousin of his was set to contest the Parliamentary Primaries of his party, the National Democratic Congress (NDC). But before the parliamentary primaries could hold, some of the Party functionaries came and lobbied Austin to contest and he eventually had to replace his cousin. Contesting the parliamentary primaries for the North Tongu Constituency with four others, Austin emerged the winner and went on to contest the National Parliamentary Election where he won with a landslide vote margin. Now divided into two namely Central and North Tongu constituencies, Austin Gamey revealed that at the time it was one constituency known as North Tongu Constituency. Thus, as a new Member of Parliament at the dawn of Ghana's return to democratic rule, Hon. Austin Gamey was part of the inaugural 200 Members of Parliament of the 4th Republic of Ghana where he served two terms from 1993 to 2000.

In May 1995, the former President of Ghana, H.E. Jerry John Rawlings appointed Hon. Austin Gamey to the then Ministry of Employment and Social Welfare where he served as the Deputy Minister in charge of Labour Relations with the able support of Hon. Mrs. Ama Benyiwa Doe, his colleague Deputy Minister in charge of Social Welfare. Austin thus served in this political position from 1995 to 2001.

While in politics, Hon. Austin held several positions including: Chairman of the Parliamentary Committee on Emoluments (1993 – 1996), Chairman of the National

1999) and Commissioner, Presidential Commission on Pensions (2004 - 2006). Additionally, Hon. Austin was the lead person for Government in negotiating various conditions of service and contributed immensely to the current salary administration (Single Spine Salary Structure).

Defining Time with IHRMP, Ghana

Recounting his days of HR Practice with the Institute and just like the founding President Professor Wereko, Austin revealed that, that was the time the Institute was originally known as the Ghana Institute of Personnel Management (GIPM) in an era that Personnel Management was in vogue for anything HR.

As an Industrial Relations Professional, Austin sought to explore his passion for industrial relations practice and inspiring others by connecting with like-minded individuals to start. Austin revealed that it all started during his time at Mankoadze Fisheries and he started as the Chairman of the then buoyant Tema Chapter of the Institute in 1987/88. The Tema Chapter, he added was the pivot around which the Accra Chapter began. **Notable among the pioneering Tema Chapter Executives at the time he recalled were Messrs. J.C. Garbrah as Secretary, Dan Acheampong, Kofi Bayitsey and Mrs. Ellen Jonah who was the Treasurer.**

Touching on the secret of the success of the Tema Chapter at the time, **Austin paid tributes to personalities such as Dr. David Ahoese (Director of HR, VALCO at the time), Mr. Amartey, J.C. Garbrah, late Mr. R.U. Kumedzro (Chief of Personnel, GHAPOHA at the time) and his successor, Mrs. Rose Karikari Annan (Chief of Personnel,**

GHAPOHA). He added that others included Messrs. Wilson and Akafia Jerome, both with UNILEVER at the time.

Following his exploits in helping mobilize HR Professionals particularly in the Tema and Accra enclave, it was only a matter of time as Austin caught the eyes of his colleagues. It was therefore not surprising when in 1998, Hon. Austin Gamey, then incumbent Deputy Minister of Employment and Social Welfare was voted by his colleagues as the President of the National Governing Council of the Institute, then referred to as the Ghana Institute of Personnel Management (GIPM). Hon. Austin Gamey thus took over the mantle of leadership of the Institute from the founding President, Professor T.B. Wereko who had completed serving a two term.

Asked about notable developments during his tenure, Hon. Austin Gamey revealed that his tenure as President witnessed **the change of the original name of the Institute from the Ghana Institute of Personnel Management (GIPM) to the current - Institute of Human Resource Management Practitioners (IHRMP), Ghana at an Annual General Meeting held at the Trade Fair, Accra.** Touching on the question of what necessitated the change of the name of the Institute,

FACT CHECK

Hon. Austin affirmed that the idea was to reposition the body of HR in Ghana to give it a more practical application and differentiate it from just an amorphous Management Professional Body.

Additionally, he pointed out that it was during his Presidency that the Institute in 2003 launched and commenced its current HR Professionals training programme dubbed the Professional Certification Programme at the Museum and

Monuments Board, Accra.

Notable among his executives or Council members during his tenure that quickly came to his mind was his Vice President, the late Professor Sakyi Awuku Amoah (who was one-time Deputy Director-General of GIMPA), Messrs. J.C. Gabrah (then General Secretary), S.R. Asiedu and Dan Acheampong (current CEO of VRA).

Hon. Austin Gamey successfully served a two-term in office as President of the Institute from 1998 to 2003.

Austin Gamey's Take on the Institute Today and the Charter Status

Asked for his views on the Institute now, Hon. Austin Gamey said unlike in the past, the engagement of a permanent official as a full time Executive Director has contributed massively to its feats in contemporary times.

Following the outbreak of the news of Parliament passing of the much-coveted Chartered Institute of Human Resource Management Ghana Bill on the day of his interview, Hon. Austin Gamey, seized the opportunity to congratulate all involved for the feat.

He was however quick to add that, with the Charter Status of the Institute, it is imperative for a higher commitment from all functionaries.

Additionally, he said at this stage, there is the need for the organization of a strategic stakeholder forum to brainstorm with a view to enhancing the Professional Certification Programme befitting the Institute's new Chartered status.

On the part of staff at the Secretariat, while commending the current staff, he however said, **“the Secretariat must be strengthened by way of beefing the staff numbers and building staff capacity as well as taking care of them to deliver experiential value.”**

Touching on the Institute’s Resource Persons, he called for them to be further resourced to be able to deliver as expected. For graduates of the Institute, Mr. Austin Gamey proposes the need for what he describes as a Special Purpose Workshop, a kind of a top – up programme to be held for all past graduates to upgrade based on the proposed upgraded Professional Certification Programme. Thereafter, all such should be assessed on their contemporary HR knowledge through the development of relevant Project Papers to merit the issuance of Chartered Certificates.

For current students of the Institute in the mainstream, he proposes tweaking of the current Programme to incorporate practical insights.

Austin’s View on the Current HR Landscape in Ghana

Citing the litany of disputes or cases on the labour front at the National Labour Commission, Austin Gamey attributed much of the problem to HR’s obsession for position – based negotiations which he described as an unfortunate position of strength bargaining with staff or labour unions coupled with HR Managers’ lack of managerial mediation skills.

As a control measure, he reminded HR or Industrial Relations Practitioners that contemporary industrial relations practice has no place for warfare mindset of “take it or leave it” which is an adversarial approach. He thus emphasized that



Mr. Austin Gamey (left) stressing a point during the interview with the Editor, Mr. Yen Sapark

industrial relations must not be managed with a warfare mindset and dwelling in the past but must be futuristic. Hon. Austin Gamey added that industrial relations operate in a dynamic working environment and as such must be approached with continuous development of the skills of the Human Resource Professional. To this end he said, the Institute has a major role to play through the education, training and development of the skills of HRM Professionals.

“ the strength of a Company is deposited in Human Resource Management (HRM) and if HRM is playing at the peripheries, then there is a devaluation of the HRM role and this must be fixed. **”**

Additionally, he bemoaned the age – old Ghanaian Public Sector ghost names phenomenon and attributed the challenge to the non – recognition of Human Resource Management role. He pointed out that,

What do others say about Austin? Mr. Kwadwo Asare - Bediako

Perhaps Austin’s contribution to the Institute is best captured in the keynote address of the former President of the

Institute, Mr. Kwadwo Asare – Bediako on the occasion of the first Graduation Ceremony of the Institute held on 27th April, 2006 at the Engineers Centre when he said: “Several individuals have played several roles and I cannot mention all the names. What I can say is that while the bulk of the planning was done during the two (2) terms that Dr. T.B. Wereko was the President of the National Governing Council, **the implementation was done during the period that Mr. Austin Gamey was the President.”**

“ Mr. Gamey is a straight forward person and dislikes dishonest clients. He does not support his clients in error **”**
- Mr. Edmund Mingle - ADR Daily Editor

Before accepting to offer a service, you will hear him tell the client: “I will not support you in your error.”

In all his facilitation, be it conciliation, mediation, negotiation, arbitration or industrial relations management, he pursues fairness, openness and good

The HR News Editor

We at The HR News are grateful for this rare opportunity and privilege to be the first publication to have a comprehensive profile of Mr. Austin Gamey.

THE FUTURE OF REMOTE WORKING

By Deon De Swardt



The reality is that few **"Future of Work Visions"** have emerged as rapidly and unexpectedly as the work from home (or as I see it affectionately shorted WFH) phenomenon. The one moment we were still talking about it and arguing the merits of it, and the next moment it was there, almost like a mysterious creature from mythical times.

For those who were unprepared, there was no time to think about protocols, processes, governance and most importantly, can we trust our people to do this. I am a believer, having worked from home in my last corporate role. In my context, I can't see work delivered any other way. The reality though is that for many organisations, it was a mere pipe dream. This article applies to roles that allow for work from home; not all positions fit into this category.

So is it here to stay, and what needs to fundamentally change for it to be considered standard practice in the future?

I facilitated a quick LinkedIn survey on it last week, by no means a scientific study by any stretch of the imagination. Still, from the 45 responses, only 4% said they anticipate a full return to work post-COVID-19, with 80% saying they expect some form of partial retainment of the approach and 16% saying they expect it will stay for their organisations. The results, although unscientific, are encouraging and reflective of the need for change.

But, I wonder if our organisational systems and cultures carry enough trust to make this work, and I have to say, although a practising WFH agent, I have some doubts. What I have observed over the last 20 years, and often so from my HR profession, is a barrage of systems to control and govern. Dare I say I made myself complicit to this

reality. I would consider this one of my professional regrets. Governance is, of course not a bad thing, but sometimes

To allow people to work from home requires some severe credit in the realm of trust.

we overdo it, with no real benefit and value, on the contrary, to the great frustration of many involved. It will require a significant shift in "giving" implied trust that employees will deliver and will be productive when working from home.

From personal experience, and in speaking to many people that work from home, conversations are often about



We require a fundamental shift in our thinking on Performance Management, it holds tremendous power and value, but in my view, not in its current form and certainly not as an over-engineered approach focused on activity and governance.

higher productivity and long work hours. Giving people trust instead of waiting for it to be earned will be a good starting point.

That brings me to the second focus, Performance Management. For years I would say that Performance Management has been my favourite practice of all people practices. **If you think about it, it gives us as HR people the ability to help the organisation and Executive Leaders to deliver the strategy**, by cascading and aligning deliverables. So what is the power that it holds in enabling remote working?

We need to develop our thinking in this regard, from measuring effort to measuring output and outcomes. If I know what result I need to deliver, then where I do it from shouldn't matter that much. This, of course, assumes your "delivery environment" is enabled, stable and trustworthy.

I think it is time for leaders to take the plunge and give trust before it needs to be earned, and by measuring on the outcome rather than the effort, we can create the right structure to drive delivery. If we can create the proper building blocks, we can ensure this dream no longer lives in the Future of Work.

“
Is your company ready to embrace this? Are you?
”

IN SEARCH OF EXCELLENCE IN HR

By Joseph C. Garbrah (FIHRMP)

In March 2018, the Association of Plantation HR Managers (APRHP) extended an invitation to our Institute to share some professional ideas with them during their annual meeting in Takoradi. The President of our Institute asked me to represent the Institute.

I was given the leverage to share ideas on any HR subject with the managers, having worked in the sector for 11 years and engineered the formation of the association. Upon deep reflection, I settled on the above-captioned headline as the topic to deliberate on.

In Search of Excellence by Thomas J. Peters and Robert H. Waterman, Jr. is a seminal book the title of which is an inspiration to the generality of managers. However, the ideas espoused herein are entirely mine.

For starters, we reflected on what HR author Wayne F. Cascio wrote on page 6 of the third edition of his book "Managing Human Resources: Productivity, Quality of Work Life, Profits", 1992):

- The Enterprise is the People - organisations are managed and staffed by people.
- Without people, organisations cannot exist.
- Every organisation
- Comprises people
- Who perform specialised tasks
- That are coordinated
- To enhance the value or utility
- Of some good or service
- That is wanted by and provided to a set of customers or clients.
- *So Organisations need People and People need Organisations.*

Knowledgeability - One of our key strengths is our knowledge base. Know the HR field very, very well. Know the field in which you are working. For us, it's Agric knowledge. It's important. Know the laws and conventions of our profession, especially Industrial Relations laws and Regulations, Act 651, PNDCL 187 of 1987, etc. They must be on our finger-tips.

Assertiveness - Another important attribute of the HR professional is assertiveness. But you can't be assertive if you are not knowledgeable. Assertiveness goes with boldness. Be frank and candid with your boss - without being rude. Lack of assertiveness is bringing a lot of our colleagues down, especially those who have expatriate bosses.

Be abreast of current best practices - As a people-centred profession, our field is always in a flux - changing with the effluxion of time. HR is always evolving - we've gone beyond the stage when non-performers and failures in other professions were pushed into HR. Now we are the central point of organisations - we're even more influential than CEOs and MDs if we play our roles with professional integrity. We hold the centre of organisations - honestly.

Geographical specificity of HR issues - Let's be mindful of geographical specificity of some HR issues. For example, managing employees in a big urban-based manufacturing company or in a banking environment is not the same as managing "rural" employees. (I shared some personal experience with them). Those of us who find ourselves in multinational environments should be mindful of the fact that wages and salaries are fixed within a geographical context. You can be successful at managing HR in the cities but flop in the "rural" environment. The behavioural settings are different.

Community Awareness – This ties in with the previous point. But for those of us in Agric we have to be mindful of the community dynamics, especially when you combine the job of community relations with HR role. Know the dynamics of community traditions and cultural practices. One area to be careful about is the Chieftaincy domain. Seek professional views on land acquisitions – know the traditional practices and respect them.

Awareness of the germane - Let's be aware of the social, political and economic issues of the time. It is important to

be abreast of government policies and initiatives – CPI, inflation, activities of the National Tripartite Committee, etc. Be conversant with international prices for your produce – rubber, oil palm, banana, etc.

The 4 Fs - Let's remind ourselves of my time-tested philosophy of the 4 Fs: Be **Free, Fair, Firm and Follow up** assignments. These are important qualities for success as managers.

The Future State - Let's be mindful of the futuristic dimensions of our policies while in office:

Housing;

Economic independence;

Good pension programmes – securing the future of employees – and by extension – your own future too. Retirement can be bitter if it's not well-planned.

Food for Thought - As I brought my presentation to an end I urged my colleagues to be constantly mindful that our field is a THANKLESS one. But that should not deter us from being human-centred in our roles. Let's make HR a Vocation and not an ordinary Profession.



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BRIEF REFLECTION ON “WOMEN IN LEADERSHIP”

By Mildred Sika Tettey (FIHRMP, ACIPD)

“Men rule because women let them. Male misogyny is real enough, and it has dreadful consequences, but female misogyny is what keeps women out of power”. (Germaine Greer, *What will electing a woman PM do for Australian women?* Sun Herald 28/6/2010)

According to Marie Curie, Physicist and first woman to win the Nobel Prize; **“Nothing in life is to be feared. It is only to be understood. Now is the time to understand more, so that we may fear less”**

There is a general perception that, 'qualified' women are not represented in higher positions in organisations. Some attribute this perception to possible recruitment barriers, organisational policies, work ethics and/or the “glass ceiling” concept just to mention a few. But what do you and I think?

In September 2010, I decided to take a career break in preparation for the next phase of my professional career. At that time I was contemplating a part time career in academia hoping it would accord me the “flexible” working schedule to enable me include some voluntary community based activities. While embarking on my career break, I was very clear in my mind that, even though I have worked in the field of human resources management for over three decades, and can confidently say I am conversant with the practical functions of an HR department at both the International and national levels, I still needed to get back to the academic environment to find out and experience what theoretical HR



applications have been institutionalized. Was I really prepared for the challenge of matching “theories” developed by HR academics to the practical ways I had over the decade's successfully resolved HR issues which came to me naturally and in line with the application of established and approved HR rules, regulations, policies and best practices?

During my career break, I decided to do an MSc in Human Resource Management and despite a number of human resource topical areas to research on, I settled on the topic 'Women in leadership' taking into account and focusing on the human behaviour with the perception that “recruitment barriers” hindered women from attaining leadership positions in formal organisational structures. The research target sample population was made up of professionals within selected establishments in an emerging economy.

Let me clarify that, the purpose of my study, was to determine if cultural and societal considerations as well as organisational policies hinder the recruitment of women to leadership positions with my particular focus on selected establishments within the selected emerging economy.

I must admit that, it was rather disheartening to realize and come to terms with the seemingly lack of relevant literature from the emerging economy being used, however having convinced myself that, this perception of under-representation of women in leadership positions knows no boundaries, I had no choice but to use research material and literature from the high income economies who also experience similar concerns. As part of my research methodologies I reviewed academic literature; used questionnaires; analyzed archival and published materials as well as carried out semi structured interviews to name a few.

According to Mullins (2007:155), "Reviews and articles explaining position and status of women typically conclude with exhortations to organisations to introduce and promote schemes that would positively help and support women". In my personal opinion, the introduction of these proposed "positive help and support" to women, if not handled professionally, effectively and or properly, could end up provoking resentment from men.

As summarised by Wilson (2003:96); Jenny Firth-Cozens (1991) believed that, there are three reasons why changes have failed to occur; firstly, economic forces have not necessitated change; secondly, men who have the power in organisations do not want the situation to change; and thirdly, women are reluctant or at least ambivalent about helping change come about. It is also generally perceived that, men dominate organizations with respect to the development of strategic policies and plans which invariably include the recruitment process. Implications might therefore be that, these policies and rules would most likely have male orientations and "biases". However, by understanding the cultural demands on women, organisational structures could take steps to reduce the recruitment barriers women are perceived to experience.

According to the UN Secretary-General's report (October 2002) on the under-representation of women, it was indicated that: "other partial and probable causes would include weak accountability mechanisms, attitudinal problems, merely rhetorical commitment to gender at all levels, inadequate spousal employment and work life policy and its application, insufficient attention to career development, inefficiencies and delays of the internal justice system, technicalities of the recruitment, promotion and placement

system, questions of attrition....". From this excerpt, it can be ascertained that, there is an array of factors contributing to the under-representation of women which are underpinned by traditional cultures within both the society and organisations.

When establishments develop an understanding of the experiences of women, they could strategically endeavour to anticipate or institutionalize organisational measures and cultural interventions to address the 'glass ceiling' that is perceived to be hindering the under-representation of women in leadership positions. Africa's continental body, the African Union (AU) in its attempt to address this perception continentally, adopted Resolutions and Declarations at its Maputo, Mozambique Summit in 2000.

Taking the exploratory study of Farai Tengai Makombe (2006) which was grounded in the social constructivist philosophy, it is evident that women are culturally expected to play subservient roles even in the work place. This study further viewed culture and its interaction with other systems as a basis for women's advancement strategies in Zimbabwe. Leadership style matters a lot, according to Knights and Willmott (2007) who mentioned that, "... more recent thinking emphasise the particular circumstances (of culture, technology, history etc) in which management disciplines and functions are applied". They further commented that, "... there is greater attentiveness to how cultural differences and established ways of doing things – compromising practices of organizing, managing and leading considered 'normal' and 'acceptable' within particular environments – exert an influence upon people as they work".

Being mindful of the various theories, comments and observations with respect

to the underrepresentation of women in leadership position as a result of the glass-ceiling perception being dominant in organisations, my personal views have been guided by the fact that, notwithstanding the 'positive action' concepts, the policies and practices being instituted, the empowerment programs and assistance being offered, there is an understanding of what constituted cultural differences in various parts of the globe with respect to recruitment of women.

As an established accepted norm, both men and women have responsibilities to provide for their families; cultural expectations place these non-material well beings squarely at the 'doorsteps' of women. Being cognizant of these cultural expectations, it is observed that, "...women managers were more likely to be single, divorced or separated (27% women as compared to 7% men) (Wilson 2003:25). Davidson and Cooper (1992:105) also commented that, many women managers felt that their male colleagues created stress for them and seemed to be threatened by them. Taking these few comments into consideration, would it be acceptable to state that, in most cases, women do not always apply for higher positions out of "choice"? During the research for this study, various academic observations cited by Wilton & Purcell (2010:272) contribute to the notion of employment choices of women as follows: "...Evidence indicates that, in order to maintain or establish a career, an increasing proportion of young female graduates appear to be opting not to have children (Purcell et al., 2006) or postpone reproduction until they have established a career (Blackwell and Bynner, 2002) and to compress familybuilding within a shorter time period (Rendall and Smallwood, 2003; Barbera et al., 2000)". Being mindful of these academic remarks, would I be right in

concluding that, the actual number of women represented at leadership positions, is attributed to 'career path choices' women themselves are making, and which are possibly determined by cultural, societal expectations and traditions?

In summary, I feel that, no matter the literature and research, women who have made it to the top of their career ladder most probably had to modify their behaviour to match organisational expectations which help them cope in male – dominated cultures (Franklin 1985) as cited by Wilson (2003:62).

Thank you

Comments or additional contributions backed by certified research findings are welcomed and can be sent to the author on: mildredsika@gmail.com

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CRIMINAL RECORD AND EMPLOYMENT OPPORTUNITIES IN GHANA

By Dr. Justice Tankebe (University of Cambridge, UK) and
Dr. Thomas Akoensi (University of Kent, UK)

Background

It gives us great pleasure to have been asked to contribute to the 2nd edition of **The HR News Magazine**. We should say from the outset that we are Criminologists; hence it is a legitimate question to ask what business we have with a magazine for human resource managers. However, upon a closer consideration, it becomes clear that we are not entirely out-of-place. As Criminologists, we are not only students of the process of rule-breaking behaviours; we are also interested in understanding why people stop breaking rules, a process known as desistance.



Brief Research Scope and Findings

The study involved HR Managers reading one of four scenarios in which hypothetical individuals of the same educational qualifications and job experiences are presented. The only pieces of information we varied were the criminal records (**yes** vs. **no**) and sex (**male** vs. **female**) of the hypothetical individual job applicants. Consequently, the scenarios were:

- a female applicant with a criminal record,
- a female applicant without a criminal record,
- a male applicant with a criminal record, and
- a male applicant without a criminal record.

This approach allowed us **to measure the extent to which a criminal record posed an obstacle to employment among individuals who are equally qualified for a job**.

Each scenario was followed by the same set of questions. The questions included whether HR Managers would likely invite the applicant for a job interview. We also asked questions about attitudes towards offenders, and what the HR Managers believed their colleagues in the industry would likely decide. The survey was administered online and each research participant was randomly assigned to read only one scenario.

Out of 249 HR Managers who engaged with the survey, 221 completed it. They included 54.5% females and 45.5% males.



The evidence shows that rule-breakers who find employment are more likely to desist from future offending.



Consequently, there has been scholarly and policy interests in the attitudes of employers towards offenders and the effect of criminal record on employment prospects.

We were struck by the fact that the research evidence had come almost exclusively from studies in the US and Europe. **There had been no equivalent research on human resource managers in Ghana.** Hence, until now we knew nothing about how they perceived (ex-) offenders

and how much weight they assigned to a criminal record when making recruitment decisions. We were, therefore, interested in plucking this knowledge gap.

It was this interest that led us to the Institute of Human Resource Management Practitioners, as we sought access to practitioners for our study. We were delighted when Dr Ebenezer Agbettor and Mr Yen Sapark agreed to support our research project by granting access to IHMRP members. Our aim in this short entry is to share the findings from the research and to reflect on the policy implications.

Work experience varied: 37.3% had up to 5 years of experience, 30% had between 6 and 10 years of experience, and 32.7% had been HR Managers for at least 10 years. **Approximately, 42% worked with companies with stated policies on hiring people with a criminal record, and 13% were unsure about company policy.**

A number of important findings emerged:

First, among male job applicants, we found no evidence that a criminal record was a barrier to employment opportunities. **About 87% of HR Managers would invite a male applicant without a criminal record for a job interview as opposed to 78% who would interview the male applicant with a criminal record;** however, the apparent difference was not statistically significant.

That was not the case for female job applicants: among females, having a criminal record presented a major barrier to employment. Without a criminal record, 92.9% of the HR managers would interview the female applicant in our scenario; with a criminal record, the chance of an interview drops to 73%. Further analysis showed the HR Managers who would invite applicants for an interview were those who believed their colleagues would also likely do so.

Our second set of findings concerned general attitudes towards ex-offenders. **Most HR Managers (67.8%) believed ex-offenders were not better or worse than other people; only 13.1% believed ex-offenders were somehow different from other people, while 19% were unsure.**

A question that often arises concerns whether offenders are inherently bad people, suggesting the scope for rehabilitation is limited. **A large majority of our 221 HR Managers (81.9%) did not**

hold that view; 13.1% were unsure and only 5% believed offenders were inherently pathological.

Can an ex-offender ever be trusted to tell the truth? This is a question about integrity and credibility, key attributes HR Managers would like look for in prospective employees. When asked that question, HR Managers proffered mixed responses:

40.9% did not believe ex-offenders could even be trusted to tell the truth, 30.5% disagreed while 28.6% were uncertain.

Finally, we explored whether the HR Managers believed most ex-offenders needed to be helped. While such help can take different forms, employment is one evidence-based support that assists ex-offenders live a crime-free life. **Approximately 1 in 8 HR managers (79.5%) said ex-offenders needed to be helped, 13.6% were not sure ex-offenders need help, while 6.8% strongly believed help was not what they needed.**

Policy Implications

This is the first study of its kind in Ghana and it is based on a convenience sample of HR Managers. We are, therefore, necessarily cautious about the extent to which the findings will generalize to other HR Managers in Ghana. However, they offer some insight into the barriers to employment that ex-offenders might face in Ghana.

1 min Read

Overall, attitudes to ex-offenders are not overly negative. However, when we consider the potential hiring decisions, we find that a criminal record limits employment prospects for female job seekers.

There is an ongoing campaign in North America and Western Europe to forbid questions about applicants' criminal histories until the point where job offers are made.

FACT CHECK

In the US, California's 2018 Fair Chance Act makes it illegal for employers to ask about the criminal records of job applicants before a job offer is made.

The aim is to offer ex-offenders an opportunity at being judged on their qualifications and experiences rather than criminal history, especially when that history might not have a direct bearing on the job in question.

Our study comes at a time when Ghana is considering a review of the Labour Act, 2003 (Act 651).

“

We believe it is right for the review to include some discussions about the criminal records of job applicants.

”

BOOK REVIEW

Title Of Book : Industrial Relations
 - The Theory
 - The Practice In Ghana (1st Edition)
Author : Ben Jones Agbai
No. Of Pages : 160
Reviewed : Ben Jones Agbai

It gives me great pleasure as a human resource professional and a high-level teacher in Industrial Relations to come out with a book that I believe will provide the urgently needed knowledge and understanding of the subject area of Industrial Relations.

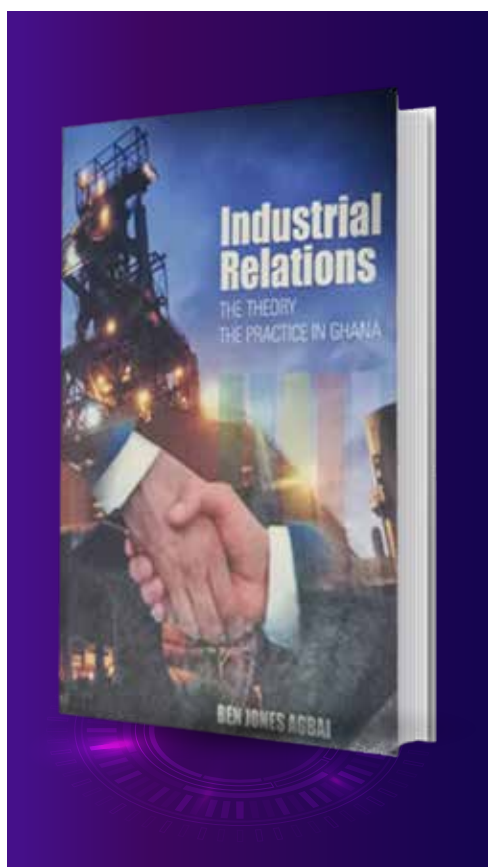
I believe this book will be a one stop gap material for practitioners, students and all other who are seeking knowledge in the practice of industrial relations given the limited reading material that is available on this subject of Industrial Relations particularly in Ghana.

Industrial Relations is an area of study and practice that is concerned with the administration of the employment function in modern public and private enterprise. It is also about the people and their relationship with other people, behaviours and the environment in which it is practised. The Industrial Relations function involves workers, unions, managers and government. It concerns itself with the employment relationship between enterprise and its employees and among the employees themselves. Of course, the industrial relations function is also about

the behaviour and interaction of people at work and also has to do with how individuals, organizations and institutions make decisions which shape employment relationship.



Author : Ben Jones Agbai



Scope

The topics covered in this book are intended to operationalize the broad subject of industrial relations discussed above so that the reader can relate to the key issues that drive the practice and knowledge of industrial relations. They include the following;

1.The Foundational Issues in Industrial Relations, which essentially are about the theories of Industrial Relations. They include the Unitary, the Pluralistic, the Marxist and the System theories of Industrial Relations and how these theories, to some extent manifest in the practice of Industrial Relations in Ghana.

2.The Levels at which Industrial Relations is practised i.e. at the enterprise, industry and the national levels and how industrial relations can be organized for economic efficiency and productivity.

3. Actors in Industrial Relations. The relevant actors involved in industrial relations including the Union, Employers, Government and some others that are peculiar to our environment in Ghana. Discussion is made of their structure and what they do.

4. The Nature of Collective Bargaining – the centre piece of Industrial Relations. In this section, the theories of collective bargaining, the collective agreement, bargaining levels, bargaining scope, collective bargaining negotiations, preparations for negotiations including the selections of the management negotiation team, going into negotiation and what to expect at the early, later or final stages of negotiations. This book also discusses the controversial nature of the wage and salary negotiations, the standards of equitable settlement (the comparative norm principle, the ability to pay and the standard of living factor).

5. Industrial Relations Machinery, Industrial Conflicts, Grievance Handling, Managing Conflicts, Mediation and Arbitration interventions, the National Labour Commission Regulations, etc, are thoroughly discussed under this section.

6. Discipline and Termination. Under discipline and termination, the Just Cause Principle and the grounds for termination and discharge are thoroughly discussed

7. Strikes and Lockouts.

Why workers go on strike, the nature of strikes and the handling of strikes

8. Separation through Redundancy

Why redundancies, the nature of redundancies and management of redundancies including victims of redundancies

9. Communication for Effective and Sound Industrial Relations.

What communication is, forms of communication, individual characteristics of communication, organizational characteristics, listening skills in communication, basic principles in communication and the grapevine are some of the key issues covered under this topic

10. Overview of the Labour Act, 2003 (Act 651)

11. Occupational Health, Safety and Environment

Although it is my hope that this book will assist all readers who desire a deeper knowledge and understanding of industrial relations, I have specifically designed it for students of Industrial Relations who seek a one stop book that effectively identifies, treats and balances the theory and practice of industrial relations. **Human Resource and Industrial Relations Practitioners will also find this book extremely valuable and helpful in their practice.**

This book – Industrial Relations

- The Theory

- The Practice,

in Ghana is a must buy, must have and must read for the practitioner, the student and any desiring to acquire broader knowledge in Industrial Relations



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