Staged report of the Corporate Planning process in the Office of the Head of Service and the Public Service Office of Lagos State Government

Interim report

September, 2011
The opinions expressed in this report are those of the authors and do not necessarily represent the views of the Department for International Development.
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### Abbreviations and Acronyms

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<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>CG</td>
<td>Core Group</td>
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<tr>
<td>CP</td>
<td>Corporate Planning</td>
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<td>ESSPIN</td>
<td>Education Sector Support Programme in Nigeria</td>
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<td>EXCO</td>
<td>Executive Committee</td>
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<td>GL</td>
<td>Grade Level</td>
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<td>HOS</td>
<td>Head of Service</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<td>KPIs</td>
<td>Key Performance Indicators</td>
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<td>LSG</td>
<td>Lagos State Government</td>
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<tr>
<td>MDAs</td>
<td>Ministries, Departments and Agencies</td>
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<td>MEPB</td>
<td>Ministry of Economic Planning and Budget</td>
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<td>METP</td>
<td>Ministry of Establishment Training and Pension</td>
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<td>MSRD</td>
<td>Management Services Reforms and Directorate</td>
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<td>OD</td>
<td>Organisational Development</td>
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<td>OHOS</td>
<td>Office of Head of Service</td>
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<td>P&amp;S</td>
<td>Policy &amp; Strategy</td>
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<tr>
<td>PESTLE</td>
<td>Political Economic Social Technological Legal and Environmental</td>
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<td>PFM</td>
<td>Public Financial Management</td>
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<td>PS</td>
<td>Permanent Secretary</td>
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<td>PSM</td>
<td>Public Service Management</td>
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<td>PSO</td>
<td>Public Service Office</td>
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<td>SPARC</td>
<td>State Partnership for Accountability, Responsiveness and Capability</td>
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<tr>
<td>SWOT</td>
<td>Strength, Weaknesses, Opportunities, Threat</td>
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<tr>
<td>TOR</td>
<td>Terms of Reference</td>
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In 2010 the State Partnership for Accountability, Responsiveness and Capability (SPARC) worked with Management Services Reforms and Directorate (MSRD) and Lagos State Government (LSG) to produce Ministries, Departments and Agencies (MDAs) mandates, methodologies for workforce planning and policy guidance for service charters. At a series of joint reviews of SPARC progress the Public Sector Management (PSM) Working Group agreed in principle to adopting ‘whole systems organisational development’ or corporate planning methodology. MDAs generally have published vision and mission statements (either on their websites or in the Official Gazette or both). But mandates need to be clearer and the capability to deliver more advanced than it is now. SPARC determined that medium and long term objectives and service standards are not evident, nor is there any systematic workforce planning. The Head of Service (HOS) has already asked MDAs to create plans based on the SPARC Change Plan template and to publish Service Charters.

PSM 2 Corporate Planning/ Organisational Development (OD) were launched in August 2010. In this process medium term plans, objectives, MDA structures, functions, work volumes and workforce planning needs will be derived from mandates, policies and service performance plans for MDAs. In January 2011 the PSM Working Group agreed to extend the Corporate Planning (CP)/OD approach to the Office of the Head of Service (OHOS)/Public Service Office (PSO). A consultant was engaged to work on the CP process for the OHOS/PSO. The terms of reference provide that the CP process at OHOS/PSO should cover the following outcomes:

**Outputs**
- Run a sensitisation workshop for OHOS. The workshop should promote understanding of the concept, get participating agency to appreciate the implications of undertaking their own corporate planning exercises and ultimately determine their buy in (or otherwise);
- Facilitate the process of revalidating OHOS ministerial mandate, long term plans, vision and mission statements, medium term plans, functional process and structural reviews, establishment and workforce planning, job descriptions and performance targets;
- Facilitate ownership of the corporate planning process with the top management of HOS Develop collaborative relationships for corporate planning with SPARC Policy and Strategy (P&S), Public Financial Management (PFM), and the Education Sector Support Programme in Nigeria (ESSPIN);
- Train the selected HOS team in the use of the guidelines for corporate planning in OHOS;
- Support HOS CP team in conducting staged corporate planning activities in line with the guidelines. Facilitate and encourage implementation of CPs;
- Provide overall technical and logistical co-ordination for SPARC corporate planning inputs.
Section Two: Corporate Planning Process

The implementation of the CP process began in the OHOS/PSO with the inaugural meeting of the Core Group (CG) on 1 of February 2011. This served as the sensitization workshop which is output 1 mentioned above. The session was jointly facilitated by the consultant and PSM technical adviser with support from SPARC. There were four representatives from MSRD in attendance.

The objectives of the meeting were to:

- Enable CG members to become familiar with the CP process and its application in OHOS;
- Review the project activity plan and Terms of Reference (TOR) for the CG;
- Identify key working methods and ‘ground rules’ for the CG;
- Review the OHOS mandate;
- Explore why OHOS’s role matters to others and who those others are;
- Identify the external forces that will have an impact on OHOS;
- Build a bridge to the next meeting which will focus further on OHOS mandate, vision, mission and values.

This inaugural work session and sensitization workshop was followed by three more work sessions which held on 21 and 28 of February and 16 of March 2011. The consultant facilitated the work sessions and through this process achieved the following outputs:

- Review and Validation of Mandate for OHOS/PSO;
- Review and Validation of Vision;
- Review and Validation of Mission statement;
- Setting and Validation of core values;
- Stakeholder mapping;
- Environmental scanning which involved situational analysis;
- SWOT\textsuperscript{1} analysis;
- PESTLE\textsuperscript{2} analysis;

\textsuperscript{1} Strengths, Weaknesses, Opportunities and Threats

\textsuperscript{2} Political, Economic, Social, Technological, Legal and Environmental
Section Three: OHOS/PSO Mandates, Vision, and Mission Statements

The validated mandates of the OHOS/PSO are listed below:

Office of the Head of Service Mandate

- Providing leadership and direction to the Civil Service by maintaining high morale, esprit-de-corps and good image of the service;
- Fostering professionalism among Civil Servants;
- Advising the State Chief Executive on the appointment, posting and deployment of Permanent Secretaries;
- Posting of Civil Servants of all cadres;
- Promoting good relations between Commissioners and other political office holders on the one hand and Permanent Secretaries and other Civil Servants on the other hand;
- Career development of all management staff (Grade Level (GL) 13 and above in the Civil Service), including training schemes for such officers in collaboration with Ministry of Establishment, Training and Pension (METP);
- Service Welfare Matters;
- Central purchasing, allocation and boarding of vehicles and motorcycles;
- Provision and allocation of Office and Residential accommodation to Career Public Servants and Political Office Holders in existing and newly established agencies;
- Liaison with Head of the Civil Service of the Federation and States Heads of the Civil Service;
- Overseeing the following:
  - Public Service Office;
  - Public Service Recreation Club;
  - Processing of Requests for Dispensation to recruit new Officers for MDAs including Local Government Service Commission, Health Service Commission and Education Districts;
  - Public Service Day Celebration;
  - Attendance at the Executive Council (EXCO) Meetings;
  - Deployment of Officers in the State Civil Service and Education Districts;
  - Promotion of all Administrative Officers and other Officers on GL 13 and above in conjunction with relevant agencies;
  - Approval for Public Servants travelling abroad;
  - Appointment and deployment of Chief Executives of Parastatals;
  - Vetting of appointment and posting of Heads of Departments of Local Government Councils for the approval of the Governor.
Public Service Office Mandate

- Assisting the OHOS to actualize its mandate;
- Co-ordination of administrative activities in the Public Service;
- Managing the Career of Administrative, Executive and Secretarial cadres;
- Award of Honours to deserving staff. i.e. Long Service Awards and others;
- Handling matters affecting the Senior Management Group;
- Relations with the State Service Commissions and Education Districts;
- Allocation of Offices, Staff Quarters and Supervision of Staff Housing Board;
- Collection and Collation of information in respect of government owned staff quarters and office buildings;
- Rehabilitation of staff quarters in conjunction with the Office of Works;
- Management of State Auditorium;
- Management of Rent in lieu of Housing Allowance;
- Supervision of the Public Service Club;
- Service Welfare Matters;
- Liaison with code of conduct Bureau;
- Post Service Welfare matters;
- Capturing of New Entrants (Senior Officers and Political Appointees) and updating of existing staff information in the Oracle Database.

**OHOS/PSO OLD VISION STATEMENT**

“To be an organ of the State Government that set the pace in providing direction for policy implementation using a corps of competent, dedicated and well motivated officers for excellent service delivery”

**NEW VISION STATEMENT**

“To be an efficient, pro-active and value-driven organ of the state government that provides leadership and direction in building a dynamic and well motivated workforce for effective service delivery”

**OHOS/PSO OLD MISSION STATEMENT**

“Committed to providing a sustainable leadership for an efficient, proactive, value driven and well motivated public service”

**NEW MISSION STATEMENT**

“Committed to optimal utilisation of available human and material resources through deployment of competent and well motivated workforce for excellent service delivery”

**Consultant’s Observations**

The HOS is in agreement that is no need to have two sets of mandates in the OHOS and PSO Lagos State. The existence of these two mandates has led to duplication in the mandates themselves which
down the line leads to more duplication in effort and growing inefficiencies in operations and service delivery. This was recognised by the CG.

**Recommendations**

- There should be only one mandate for the office of the OHOS;
- The Vision and Mission statements need a bit more refinement to reflect better the purpose and objectives of the OHOS. The CG should revisit these in due course.
Section Four: Setting of Long Term and Medium Term Objectives and Key Performance Indicators

Once the mandates, vision and mission of the OHOS/PSO had been validated, the CG set about the task of setting the long term and medium term objectives as well as the key performance indicators (KPIs). The consultant facilitated this part of the CP process at the departmental level. The process began with the agreement by the CG to initial work sessions with the various directorates and units of the OHOS/PSO. The Permanent Secretary (PS) and the Director Finance and Administration agreed to a schedule to be followed by the consultant. The work sessions which focused on the setting of long term objectives began the week of 21 of March 2011 and the process took eight weeks.

The results of the process were put before the CG at a meeting held on 13 of June 2011. At that work session, the medium term objectives and KPIs were to be set. The session proved to be rather tedious and was long drawn out. Participants had great difficulty in setting their medium term objectives. This was so for several reasons:

- The long term objectives as set during the initial work sessions were not well defined;
- Participants who were unfamiliar with strategy found it much easier to identify with their functions versus objectives;
- Many of the participants were still to understand the CP process itself;
- Having operated for the most part in a system which is not performance based, the process of setting KPIs was quite foreign to participants.

It was decided at the end of the session that the departments required more assistance in understanding the CP process and setting the objectives and KPIs. The departments were given a week to work on their own and produce the intended results. When this did not work, it was further decided that the consultant with the assistance of the Ministry of Economic Planning and Budget (MEPB) pilot consultant and support from MSRD, would work at the departmental level to provide hands on support to the departments through this portion of the CP process. The team of consultants was to spend a week working with the departments to articulate the objectives and KPIs to achieve the intended outcomes.

Further departmental work took place between 13 of July and the first week of August 2011. At the conclusion of these work sessions, the departments were able to set their long and medium term objectives, as well as KPIs. The output from the work sessions are herewith attached as Appendix One to this report.

Consultant’s Observations

The CP process of setting the long term and medium term objectives and KPIs revealed duplication of efforts between departments, redundancies, overlaps and other gaps which hinder the efficient operations of the OHOS/PSO. These anomalies need to be addressed and straightened out before HOS Directors launch into the stage of functional reviews. The PS PSO is aware of this but not the detail rationale underpinning it.
Section Five: Recommendations

MANDATE: Only one set of mandates should be retained for the OHOS. Below is a recommended draft for consideration

Office of the Head of Service Mandate

- Providing leadership and direction to the Civil Service by maintaining high morale, esprit-de-corps and good image of the service;

- Co-ordination of administrative activities in the Public Service which includes:
  - Processing of Requests for Dispensation to recruit new Officers for MDAs including Local Government Service Commission, Health Service Commission and Education Districts;
  - Promotion of all Administrative Officers and other Officers on GL 13 and above in conjunction with relevant agencies;
  - Approval for Public Servants travelling abroad;

- Deployment of:
  - Chief Executives of Parastatals;
  - Civil Servants of all cadres in the State Civil Service;
  - Heads of Departments of Local Government Councils;
  - Officers in the Education Districts;

- Career development of:
  - Administrative, Executive and Secretarial cadres;
  - All management staff (GL 13 and above in the Civil Service);
  - Officers in the Education Districts;

- Fostering professionalism among Civil Servants;

- Advising the State Chief Executive on:
  - The appointment, posting and deployment of Permanent Secretaries;
  - Appointment of Heads of Departments of Local Government Councils;

- Appointment of Chief Executives of Parastatals;

- Managing relations:
  - With the State Service Commissions and Education Districts;
  - Between Commissioners and other political office holders and Permanent Secretaries and other Civil Servants;

- Attending to Service and Post Service Welfare Matters;

- Central purchasing, allocation and boarding of vehicles and motorcycles;
• Supervision of the Staff Housing Board and the provision, rehabilitation and allocation of Offices, Residential accommodation to:
  • Career Public Servants;
  • Political Office Holders;
• Liaison with Head of the Civil Service of the Federation and States Heads of the Civil Service;
• Overseeing the Public Service Recreation Club;
• Collection, Collation and updating of information in respect of:
  • Government owned staff quarters and office buildings;
  • New Entrants (Senior Officers and Political Appointees);
  • Existing staff information in the Oracle Database;
• Celebrating Public Servants by:
  • Hosting the Public Service Day Celebration;
  • Awarding Honours to deserving staff;
• Attendance at the Executive Council Meetings;
• Management of State Auditorium;
• Management of Rent in lieu of Housing Allowance;
• Liaison with code of conduct Bureau.

The above draft mandate subsumes the PSO mandate into that of OHOS while deleting the duplications. It definitely needs further consideration, discussion and refinement but this should be done with the buy in and involvement of the CG for the CP process at OHOS. This is because up until now there has been very strong resistance by members of the CG to the very idea of merging the two mandates into one. But as mentioned above the HOS thinks there is no need for two versions of the office mandate

**Vision and Mission Statements:** - The vision and mission statements in the light of the further review of the mandate and the conclusion of the setting of objectives should be refined by the CG once they have a clearer idea about the functions of the office.

**Long and Medium Term Objectives and KPIs** :- The process of setting objectives and KPIs highlighted overlaps, redundancies, gaps and other inefficiencies in the functions of the departments. Find below comments and observations on the submitted outputs.

<table>
<thead>
<tr>
<th>S/NO</th>
<th>DEPARTMENT/UNIT</th>
<th>OBSERVATIONS ON FUNCTIONS</th>
<th>REMARKS</th>
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<tbody>
<tr>
<td>1</td>
<td>OHOS DIRECTORATE</td>
<td>a) OHOS essentially has a secretariat function</td>
<td>a) This secretariat function is also effected by SERVICE MATTERS</td>
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<td></td>
<td></td>
<td>b) Are involved in purchase and boarding of vehicles</td>
<td>Question: where should this secretariat function lie?</td>
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<tr>
<td></td>
<td></td>
<td>c) Processes requests for recruitment</td>
<td>b) Purchase and boarding of vehicles is essentially handled by SERVICE WELFARE</td>
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</table>
| 2.      | FINANCE AND ADMIN DIRECTORATE | a) Essentially has an administrative, finance and HR function  
b) Are involved in welfare matters | Welfare matters are also handled by SERVICE WELFARE DIRECTORATE  
Question: where should this welfare function in F&A reside? |
| 3.      | SERVICE WELFARE MATTERS DIRECTORATE | a) Essentially handle welfare matters  
b) Approval of public servants travelling abroad | Question: where should function of approval for public servants travel abroad lie? |
| 4.      | PLANNING AND STATISTICS UNIT | a) Essentially provides statistical data  
b) Performs surveys  
c) Engages in Planning  
d) Provides secretariat services to tenders board | Question: where should the function of providing secretariat services to tenders board lie? |
| 5.      | RESEARCH, DOCUMENTATION AND APPEALS DIRECTORATE | a) Essentially handles appeals and petitions  
b) Provides secretariat services to investigative committees  
c) Publishes and secures records on top government functionaries | Comment: The research function here is redundant |
| 6.      | STAFF HOUSING BOARD | a) Essentially provides staff housing rented or otherwise and office accommodation | a) The collection of statistical information is a core function of planning |

MATTERS
Question: Shouldn’t this remain with Service Welfare Matters?

c) This recruitment request function is also effected by FINANCE and ADMIN.  
Question: shouldn’t this move to F&A?
| 7. | PUBLIC RELATIONS UNIT | b) Provides housing loans  
| | | c) Collection of information on staff housing and government buildings  
| | | d) Rehabilitation of government housing and buildings  
| | | Question: should planning unit be collecting the data on housing and government buildings?  
| | | b) Rehabilitation of buildings  
| | | Question: Is rehabilitation not the purview of the Office of Works?  
| 8. | INTERNAL AUDIT UNIT | a) Essentially develops and implements all public relations programmes  
| | | b) Manages internal and external communications  
| | | Question: Is there any other audit function it could be performing?  
| 9. | INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) UNIT | a) Essentially maintains and supports IT infrastructure and systems  
| | | b) Conducts IT training  
| | | Question: would F&A managing this training not improve its effectiveness?  
| 10. | POST SERVICE DIRECTORATE | a) Essentially provides welfare services to retirees  
| | | b) Resolving complaints on pension and gratuity matters  
| | | c) Organise interactive sessions  
| | | a) Complaints resolution function also handled by RDA.  
| | | Question: where should resolution of pension complaints lie?  
| | | b) Public relations programmes also handled by PUBLIC RELATIONS UNIT  
| | | Question: Which department should handle retirees’ interactive session?  
| 11. | ACCOUNTS DIRECTORATE | Essentially provides accounting services  
| 12. | SERVICE MATTERS | a) Essentially handles service matters concerning career  
| | | a) Collection and update of database  

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<th></th>
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<th>development, promotion, deployment, recruitment and discipline of public servants</th>
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<tr>
<td>b)</td>
<td>Organises interactive sessions, retreats, award ceremonies and public service day celebrations</td>
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<td>c)</td>
<td>Maintaining and updating data on public servants and political appointees</td>
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<tr>
<td>d)</td>
<td>Providing secretariat services to HoS</td>
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<tr>
<td>Question: should this function lie with the planning and statistics unit?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b)</td>
<td>Where should secretariat services for HoS lie?</td>
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Section Six: Implications for the Structure and Organisation of the OHOS

The duplications that have evolved over recent years are clearly illustrated in the above table. Directors and staff in OHOS are aware of these. The issue is what to do about them. As the body that oversees and supervises most LSG service matters the OHOS should be a model of good practice. The contrast with MEPB, the other CP pilot, is marked. MEPB’s functions are more clearly defined. This should be the case also for OHOS.

The OHOS would appear to have the following main functions:

- **Secretariat** support to the HOS: responsibility for logistics and meeting information management in support of the HOS’s role in relation to EXCO, Heads of MDAs, other HOSs and Federal Government;

- **Strategy, policy and planning for senior appointments** (Chief Executives of Parastatals, Heads of Departments and Local Governments) covering senior workforce planning; careers, succession planning and top talent management; interface with Federal policy, Commissions and Education Districts on public service; promoting professionalism, morale and standards;

- **Executive**: implementing from a policy perspective; coordination across MDAs and tiers of government; liaising with Commissions and METP on employment matters; recruitment, career development; post-employment; staff benefits and welfare: PS Club, housing, vehicles, post-employment support;

- **Monitoring and evaluation** of LSG public service against policy, plans and compliance with regulations, including appeals and investigations; public service staff records, statistics and data eg on gender and social inclusion;

- **Support and enabling** – finance and administration, internal audit, accounts, ICT.

OHOS should be organized in a way that allows it to fulfil its mandate and carry out its functions in an optimal way. This means eliminating duplication, clarifying roles and configuring the Office in a new structure. The current organogram of the OHOS/PSO is attached to this report as Appendix Two.

This organogram needs to be reviewed upon agreement of the consolidation of the mandate.
Section Seven: Conclusion

The following outputs have been achieved:

- Sensitisation workshop on CP process (output 1);
- Validation of Mandate, Vision, Mission (output 2), though there is more to be done with respect to consolidating the mandate;
- Setting of long term objectives, medium term objectives and KPIs (output 2);
- Training of CG in use of CP guidelines (output 4).

The following outputs are continuous and on-going:

- Facilitate ownership of the corporate planning process with the top management of HOS, develop collaborative relationships for corporate planning (output 3);
- Support HOS CP team in conducting staged corporate planning activities in line with the Guidelines. (Output 5).

However at the conclusion of the setting of objectives and KPIs it has become apparent that the OHOS will need to make some serious decisions about the future organisation of the office. The recommendations in this summary report need to be taken up with the HOS and PS PSO before further work is undertaken on the CP Process.
### Appendix One: Report of the Departmental Work Sessions

**Report of the Departmental Work Sessions for the Setting of Long Term Objectives in the CP Process of the OHOS/PSO of Lagos State Government Held from Wednesday the 13th July 2011 to Friday Thursday 21st July, 2011**

<table>
<thead>
<tr>
<th>S/N</th>
<th>Mandate</th>
<th>Current Functions</th>
<th>Long Term Objective</th>
<th>Strategy</th>
<th>Medium Term Objective</th>
<th>KPIs</th>
<th>Responsible Department</th>
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<tr>
<td></td>
<td>Office of the Head of Service</td>
<td>Providing Leadership and Direction to the Civil Service (OHOS 1)</td>
<td>i. Making arrangements for the meetings of HOS with: a. Body of Permanent Secretaries and Heads of MDAs b. States Heads of Service c. HOS of Federation ii. Initiating /Advising HOS on Public Service policy formulation, implementation and monitoring iii. Liaise with accounting officers of MDAs for thorough supervision of management of the MDAs</td>
<td>To Enhance The Performance Of The HOS In Providing Effective Leadership Roles For The Public Service</td>
<td>Briefing And Reporting To The HOS</td>
<td>i. To have ICT enabled processes to improve communication between the HOS &amp; MDAs by 2013 ii. The Quality of information &amp; advice from the HOS is trustworthy &amp; reliable.</td>
<td>i) Documents that are error free delivered within a specific timescale ii) Documents that are concise</td>
</tr>
<tr>
<td>2.</td>
<td>Promoting good relations between Commissioners and other Political Office holders on the one hand and Permanent Secretaries and other Civil Servants on the other (OHOS 5)</td>
<td>Preparing materials, documentation and collation of data for the HOS concerning issues to be raised at: a. Executive Council meetings b. Body of Permanent Secretaries</td>
<td>To Facilitate a harmonious working relationship between political office holders and career civil servants</td>
<td>The Generation And Analysis Of Information and the prompt dissemination of the conclusion there of.</td>
<td>i.) To have ICT enabled processes to improve communication between the HOS &amp; MDAs by 2013 ii.) The Quality of information &amp; advice from the HOS is trustworthy &amp; reliable.</td>
<td>i.) Documents that are error free delivered within a specific timescale ii)Documents that are concise</td>
<td>OHOS Directorate</td>
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<td>3.</td>
<td>Career development of all Senior Management staff (GL.13 and above in the Civil Service), including training schemes for such officers in collaboration with Ministry of Establishments, Training &amp; Pensions</td>
<td>i.) Assisting the HOS in developing HR management policies, processes and procedures for all Senior Management staff (GL.13 and above in the Public Service) in collaboration with: a) Ministry of Establishments, Training &amp; Pensions b) Service Matters Department ensuring that these are done in consonance with best practices ii.) Appointment,</td>
<td>i.) To facilitate the Head of Service development of HR management policies for Senior management. ii.) Staff and ensure that this category of staff have the best training and placement</td>
<td>Regular appraisal of the career of senior Management staff and alert / briefing of the HOS</td>
<td>i.) To have an e-data base on the career of Senior Management Staff. ii.) To establish an ICT enabled trigger that will alert the relevant MDAs on Manpower needs, promotion, training etc by 2013</td>
<td>i.) Adequate and appropriate Training programs to be designed well in advance. ii.) Fool-proof career data</td>
<td>OHOS Directorate</td>
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<tr>
<td>MANDATE</td>
<td>CURRENT FUNCTIONS</td>
<td>LONG TERM OBJECTIVES</td>
<td>STRATEGY</td>
<td>MEDIUM TERM OBJECTIVES</td>
<td>KPIs</td>
<td>RESPONSIBLE DEPARTMENT</td>
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<tr>
<td>FINANCE AND ADMINISTRATION DIRECTORATE</td>
<td>Providing</td>
<td>i.) Provision of Uniforms</td>
<td>i.) To evolve</td>
<td>i.) Setting up good</td>
<td>i.) Good impression</td>
<td>i.) Well tended</td>
<td>Finance and</td>
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(OHOS 6) Promotion and discipline in collaboration with the Civil Service Commission

4. Central Purchasing, Allocating and Boarding of vehicles and motorcycles (OHOS 8)
   - i.) Evaluation of requests for the procurement of vehicles
   - ii.) Approvals for the procurement of vehicles
   - iii.) Correlation between approvals and procurement
   - iv.) Prompt delivery of the vehicle to the beneficiary
   To assist the HOS in ensuring:
   - a. Regular update of motor vehicle allocation records
   - b. Regular briefing of the HOS
   - i.) Updating Motor vehicle allocation record
   - ii.) Regular briefing of HOS
   - To have a reliable motor vehicle allocation/maintenance record
   - Prompt allocation of vehicle within 4 weeks
   - OHOS Directorate

5. Processing of requests for dispensation to recruit new Officers for MDAs including Local Government Service Commission, Health Service Commission and Education Districts (OHOS 12)
   - i.) Evaluation of request for recruiting for employment
   - ii.) Obtaining approval for recruitment
   - iii.) Ensuring that there is correlation between approvals & recruitment
   - iv.) Setting-up the process for the payment of first salary
   To facilitate the HOS’ determination of qualitative and qualified personnel to be recruited into the service
   - Regular briefing of the HOS on staff disposition
   - To have ICT enabled process to improve recruitment
   - 100% qualified and qualitative staff to be recruited
   - OHOS Directorate
| 7. | Fostering professionalism among Civil Servants (OHOS II) | **I.)** Developing robust and comprehensive Training plans and organize training programmes that take care of officers training needs.  
**ii.)** Capturing training needs through Schedule of Duties and SPADEV  
**iii.)** Grooming of all members of staff in OHOS & PSO for optimal performance | **I.)** To develop a corps of competent, skilled and proactive workforce  
**ii.)** To groom a corps of disciplined officers | **I.)** Training need analysis  
**ii.)** Training plan  
**iii.)** Actual training  
**iv.)** Follow up mechanism on training  
**i.)** Induction programme  
**ii.)** Exposure to service norms,  
**i.)** Objective identification of training gap  
**ii.)** Even and equitable capacity development of Staff  
**iii.)** To have competence and skilled officers  
**iv.)** Objective assessment of the training needs analysis | **I.)** The report of the training needs analysis  
**ii.)** Total number of Staff trained according to the training plan  
**iii.)** Result of performance evaluation  
**iv.)** Improved performance of the office by 2012  
**i.)** Improved staff performance on duties from December 2011  
**iii.)** Conducive work environment from December 2011  
**iv.)** Optimal performance of all Government assets | **front office**  
**i.)** Timely response to assigned tasks.  
**ii.)** Improved staff performance on duties from December 2011  
**iii.)** Clean and safe work environment  
**iv.)** X % of assets working at optimal level | **Administration** |
| 8. | Career development of Staff in the Public Service Office, in collaboration with Ministry of Establishments, Training and Pension. (OHOS 6) | i.) Preparation of Personnel Budget to project funds for salary Administration. 
ii.) Utilization of approved Personnel Budget for promotion and recruitment. | i.) Accurate projection for efficient and effective salary administration 
ii.) To ensure Officers advancement as and when due 
iii.) To recruit officers as required | i.) Preparation of Personnel Budget 
ii.) Defence of Personnel Budget 
iii.) Compilation of eligibility list 
iv.) Promotion exercise 
v.) Request for dispensation to recruit 
vi.) Processing for | i.) To make adequate provision for payment of Staff salary 
ii.) Promotion of all successful officers 
iii.) Recruitment of capable officers | i.) To have officers that are familiar/conversant with the norms, values and ethics of the service 
ii.) 100% compliance with set rules and regulations | i.) Decrease in cases of unethical conduct 
ii.) X % compliance | Finance and Administration |
<table>
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<th>9.</th>
<th>Processing of requests for Dispensation to recruit new Officers for MDAs including Local Government Service Commission, Health Service Commission and Education Districts (OHOS 12)</th>
<th>HOS approval</th>
<th>Recruit new Officers for MDAs including Local Government Service Commission, Health Service Commission and Education Districts (OHOS 12)</th>
<th>Finance and Administration</th>
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<tbody>
<tr>
<td></td>
<td>i.) Obtaining approval for dispensation for the appointment/recruitment/replacement of Junior Staff.</td>
<td>i.) To ensure that all MDAs are equipped with skilled Staff in the Junior cadre (GL 01-06)</td>
<td>i.) Appraising requests and obtaining approval for dispensation</td>
<td>i.) Number of requests met</td>
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<td></td>
<td>ii.) Holding of Personnel Management Board meetings for conversion, confirmation and recruitment</td>
<td>ii.) Ensure proper career management of Staff of OHOS and PSO</td>
<td>iv.) Embark on recruitment processes</td>
<td>ii.) Number of meetings held</td>
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<td>v.) Deployment to MDAs</td>
<td>v.) Deployment to MDAs</td>
<td>iii.) 100% implementation of the approved recommendations of the Board</td>
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<td>vi.) Ascertaining the need</td>
<td>vi.) Ascertaining the need</td>
<td>iv.) Issuance of letters of appointment deployed to the recruited Staff within a week of the adoption of the recommendation of the Board</td>
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| 10. | Assisting HOS to actualize its mandate (PSO 1) | Internal posting of Officers to different Directorates in the office to acquire experience on the job | Development of Officers for higher responsibilities | i.) Identify the need  
ii.) Presentation of proposal for deployment for the approval of the Permanent Secretary  
iii.) Actual deployment of Staff | All job positions are filled from July 2011 | i.) Number of vacant job position filled  
ii.) X% increase in the number of officers with improved skills | Finance and Administration |
|   |   |   |   |   |   |   |
| 11. | Overseeing the Public Service Office (PSO 11a) | i.) Coordinating the activities of PSO  
ii.) Ensuring effective communication of Government policies/programmes and ideals to Staff of OHOS and PSO | i.) Effective administration of the daily activities of PSO  
ii.) Ensuring that all members of Staff are involved | i.) Bi monthly management meetings  
ii.) Collation of monthly, quarterly, bi annual and annual activity reports  
iii.) Circulation of essential documents to all Directorates and Units  
iv.) Issuance and | i.) A system of administration that is proactive  
ii.) All tasks are promptly executed as and when due from July 2011 | i.) % reduction in inter departmental conflicts  
ii.) Immediate dissemination of information to all Directorates and Units  
iii.) % of tasks executed within specified time | Finance and Administration |
<table>
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<tr>
<th></th>
<th>Service Welfare Matters (OHOS 7, PSO 12)</th>
<th>Taking care of Welfare Matters in respect of OHOS and PSO Staff</th>
<th>distribution of internal memos</th>
<th></th>
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<td>12.</td>
<td></td>
<td>i.) To motivate Staff ii.) Encouraging and developing a sense of belonging among members of Staff</td>
<td>i.) Issuance of introductory letters to Government hospitals for free medical treatment ii.) Collation and processing of Staff insurance issues/matters iii.) Structured financial assistance to all Staff iv.) Provision of end of the year Welfare package v.) Annual job satisfaction survey</td>
<td></td>
<td>i.) To attain improved job satisfaction among members of Staff from July 2011 ii.) % attrition rate of Staff surveyed who are satisfied with their job</td>
</tr>
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<td>13.</td>
<td>Liaison with the Code of Conduct Bureau (PSO 14)</td>
<td>Collection and distribution of forms to Staff of OHOS/PSO from Code of Conduct Bureau</td>
<td>Ensuring compliance with constitutional requirements for the declaration of assets for Staff of OHOS and PSO</td>
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<td>Finance and Administration</td>
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<td></td>
<td></td>
<td>i.) Submission of nominal roll at the Bureau ii.) Collection and distribution of forms to Staff of OHOS and PSO</td>
<td>All Staff who are required to fill have received the Code of Conduct Form</td>
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<td>100% distribution of forms to concerned Staff</td>
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Finance and Administration
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<tr>
<th>MANDATE</th>
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<th>LONG TERM OBJECTIVES</th>
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<th>KPIs</th>
<th>RESPONSIBLE DEPARTMENT</th>
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| 14.     | SERVICE WELFARE MATTERS. (OHOS 7, PSO 13) | i.) CENTRALISED STAFF BUSES (CSB): Provision, operation and maintenance of the fleet of buses in the CSB scheme.  
ii.) STAFF CANTEEN Operation and maintenance of staff canteens | i.) To optimize the productivity of the workforce through the provision of a stress free transportation system to and from the office.  
ii.) To ensure the safety of the workforce and to be able to maintain the value of the Assets.(Buses and Canteens)  
iii.) Motivation of the Workforce through the provision of quality meals at affordable rates.  
iv.) To have a PPP arrangement | i.) Gradual replacement of four (4) aging buses per year.  
ii.)Regular maintenance of buses in the fleet of CSB.  
iii.) Continuously improve on the quality of food being served to public servants/clientele  
iv.) To regularly maintain kitchen equipment and utensils as well as its environment.  
v.) Timely replacement of obsolete kitchen utensils and equipment.  
vi.) Training and re-training of staff at | i.) To maintain and operate a sustainable fleet of comfortable CSB at minimum cost.  
ii.) Continuously improve on the quality of food being served to Public Servants.  
iii.) To have a sustainable PPP arrangement for improved CSB and canteens service delivery to the public servants by 2015 | i.) 100% implementation of the work plan schedule.  
ii.) Increasing adherence to maintenance schedule.  
iii.) Meet a minimum of 75% of scheduled targets.  
iv.) Quality of the food  
v.) Feedback from the clientele  
vi.) Daily reconciliation of tickets sold, cash with inventory.  
vii.) 100% revenue targets.  
viii.) Full operation of the CSB and staff | Welfare Matters |
|   |   | within the next 5 years for both the CSB and the Canteens | the two staff canteens.  
 vii) Processing request for proposal from interested private sector.  
 viii.) Development of legal framework for the partnership.  
 ix.) Development of business plan.  
 x.) Obtain necessary approvals and implementation. | canteens under the PPP arrangement |
|---|---|---|---|---|
| 15. | MANAGEMENT OF THE STATE AUDITORIUM (PSO 10) | Maintenance and supervision of the operation of the auditorium | To provide a befitting and conducive venue for state functions, save cost and generate revenue for the State Government.  
 i.) To have a well organized and timely management schedule for the auditorium and its facilities.  
 ii.) Constantly updating the facilities of the auditorium to meet current standard  
 iii) Conduct periodic survey of | To upgrade and extend the auditorium to accommodate up to 2,500 people with functional multi-media system by 2013.  
 i.) 100 % error free bookings  
 ii. )Adequate record keeping.  
 iii. )Feedback from Clientele  
 iv. )Adherence to the work plan | Welfare Matters |
| 16. CENTRAL PURCHASING, ALLOCATION AND BOARDING OF VEHICLES AND MOTORCYCLES (OHOS 8) | I.) Boarding of personalized vehicles for Directors and above.  
ii.) Boarding of used/unserviceable vehicles to public servants | I.) To motivate staff by assisting them to own a car at less than market rate.  
ii.) To ensure that disposal vehicles are sold while they still have good salvage value.  
iii.) Establishing a bidding process.  
iv.) Ensuring sale to the highest bidder. | To ensure that vehicles with useful life are boarded to public servant. | i.) The number of vehicles boarded to public servants | Welfare Matters |
|---|---|---|---|---|---|
| 17. APPROVAL FOR PUBLIC SERVANTS | I.) Issuance of approval to public servants wishing to travel abroad for | I.) To monitor and have record of Staff  
Mechanism for timely process of request from public | Prompt issuance of approval letters within 7 working days of | 100% processing of approval request. | Welfare Matters |
| **TRAVELLING ABROAD.**  
**(OHOS 17)** | annual leave, medical and training.  
ii) Issuance of Introduction letter to embassies.  
travelling abroad in case the eventuality of an emergency.  
ii.) To facilitate the issuance of visas at embassies  
| servant wishing to travel abroad.  
receipt.  
| | |
| **OVERSEEING THE PUBLIC SERVICE RECREATION CLUB.**  
**(OHOS 11b)**  
**SUPERVISION OF THE PUBLIC SERVICE CLUB.**  
**(PSO 12)** | i.) Facilitating the release of funds for capital projects  
ii.) Attendance at AGMs and elections of the Club  
iii.) Appraisal of Annual Reports.  
To ensure that the Public Service Club is well funded and managed.  
i.) Audit alert on the operation of the club  
ii.) Appraisal of request on the release of fund by the club executive  
iii.) Follow up with MEPB for the timely approval for the release of fund.  
iv.) Follow up of timely release of fund to the club from STO for capital projects  
v.) Technical advice at AGM of the club.  
To have effective monitoring of the activities of the club from 2012  
ii.) To ensure timely implementation of capital projects from 2012  
i.) Report of periodic checks on the club  
i.) 100% compliance with implementation plans of capital projects.  
Welfare Matters | | |
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<th>MANDATE</th>
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<tr>
<td>PLANNING AND STATISTICS UNIT</td>
<td>Assisting the Head of Service to actualize his mandate (PSO 1)</td>
<td>i.) Preparation of the annual budget of the OHOS/PSO. ii.) Implementation of planning document iii.) Technical support to development partners programmes / projects in OHOS/PSO. iv.) Project monitoring and evaluation. v.) Preparation of briefs on OHOS/PSO projects to the state tenders board. vi.) Providing secretariat functions for ministerial tenders board.</td>
<td>i.) To ensure that all project and activities of the office are adequately funded. ii.) Proper implementation of project to ensure value for budgeted fund. iii.) To ensure that due process is followed in project implementation.</td>
<td>i.) Localize the Budget calendar. ii.) Develop mechanism of Budget call circular. iii.) Timely organization of in house bi lateral discussion. iv.) Timely drafting and submission of annual Budget. v.) Develop mechanism for successful defence of Budget. vi.) Develop a performance based monitoring and evaluation frame work for the office. vii.) Review and update the procedure of Tenders Board to make it more transparent.</td>
<td>i.) Timely preparation of Budget from July 2011. ii.) Preparation of Budget that is line with Budget guideline beginning from July, 2011. iii.) To have equitable allocation of resources among directorates and units. iv.) To build the reputation for timely compliance for Budget timeline. v.) Sufficient appropriation of resources needed for project in office from 2012 fiscal year. vi.) To monitor and evaluate project performance in terms of service delivery from 2012 fiscal year. vii.) Improved service</td>
<td>i.) Timely preparation according to budget calendar. ii.) Increase in Compliance with Budget guideline. iii.) 100% acceptance of Budget envelop by all Directorates and Units. iv.) % increase in annual appropriation of the office. v.) Increase in level of commendation from within and outside the office. vi.) 100% compliance with developed frame work. vii.) Number of</td>
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<td>delivery on projects implemented by the office from 2012 fiscal year.</td>
<td>projects duly implemented.</td>
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<td>20.</td>
<td>Central Purchasing, Allocation and Boarding of vehicles and motorcycles. (OHOS 9)</td>
<td>i.) Provision of Statistical data on the following: a) Official vehicles/motorcycles. b) Newly recruited Officers. c) Service wide manpower statistics ii.) Any other requirement of OHOS/PSO.</td>
<td>To produce and make available reliable information for planning purposes. i.) Collection and analysis of relevant data within and outside the office. ii.) Produce and disseminate statistical report to appropriate authorities. iii.) Develop and adopt a feedback mechanism</td>
<td>i.) Regular updating and upgrading of the Motor Vehicles/Motorcycles data bank from December 2011. ii.) To make available reliable statistical data for planning purposes by relevant authorities. i.) Data bank updated and upgraded by first quarter of every year. ii.) Report available by first quarter of every year. iii.) Feedback from relevant authorities.</td>
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| 21. | Collection and collation of information in respect of Government owned staff quarters and office buildings. (PSO 8) | i.) Carrying out surveys on the following: a) Users of Staff Canteens. b) Users of Centralized Staff Bus. c) Government owned Staff Quarters d) Government owned official buildings. e) Any other requirement of OHOS/PSO | To ensure that all Government welfare packages are improved and maintained. i.) To carry out Statistical surveys on all Government welfare packages. ii.) Report on the outcome of the Surveys. iii.) Develop and adopt feedback mechanism on the report. | i.) Availability of reliable information on all Government welfare schemes. ii.) Timely submission of performance evaluation report. iii.) Timely response through informed decision. i.) Annual Impact assessment report on all Government welfare scheme. ii.) Quarterly update of performance evaluation report. iii.) Feedback from beneficiaries. | Planning Unit Planning Unit
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<tr>
<td>Fostering Professionalism among Civil Servants OHOS 2 &amp; Assisting the Head of Service to actualize its Mandate (PSO 1)</td>
<td><strong>Appeal and Petitions</strong>&lt;br&gt;i.) Collection, Appraisal and investigation of Various Appeals and petitions&lt;br&gt;ii.) Providing a report of findings to OHOS for the purpose of taking final decision.&lt;br&gt;<strong>Reporting</strong>&lt;br&gt;Keeping an up to date record of past Heads of Service, the Secretaries to the State Government and Permanent Secretaries since creation of the State to date.&lt;br&gt;<strong>Adhoc Duties</strong>&lt;br&gt;Adhoc duties such as serving as secretariat to investigative committees set up by the Head of Service on correspondence referred to this office by His Excellency the Governor</td>
<td>Ensure that all cases are investigated and given a fair hearing.&lt;br&gt;To secure the records, foster professionalism and motivate the career Public Servants to greater performance&lt;br&gt;To ensure proper and confidential documentation of proceedings</td>
<td>i.) Receiving petitions or appeals&lt;br&gt;ii.) Analyzing the petition or appeal&lt;br&gt;iii.) Investigating the appeals or petitions&lt;br&gt;iv.) Reconciliation of the appeals and petitions&lt;br&gt;v.) Confidential reporting of the petitions or appeals&lt;br&gt;vi.) Research and development of manuscripts on past and serving top career Civil servants&lt;br&gt;vii.) Generate database of all past and serving top career Civil Servants (Heads of Service &amp; Permanent Secretaries)</td>
<td>i.) Objective resolution of all appeals and petitions from August 2011&lt;br&gt;ii.) Handy information on past and serving top Government functionaries readily available&lt;br&gt;iii.) Serving Officers are educated and motivated by achievement of their predecessors&lt;br&gt;iv.) Amicable resolution of conflict issues within the service</td>
<td>i.) Number of appeals and petitions objectively resolved&lt;br&gt;ii.) Availability of the publication&lt;br&gt;iii.) % increase in demand for the publication&lt;br&gt;iv.) Number of conflict issues amicably resolved</td>
<td>Research, Documentation and Appeal</td>
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<td>23. Provision and allocation of office and residential accommodation to career Public Servants and Political Office holders in existing and newly established MDAs. (OHOS 8)</td>
<td>i.) Provision of Staff Quarters to career Public Servants. ii.) Provision of Rented apartments to Top Government functionaries. iii.) Provision of Office accommodation to existing/newly created MDAs.</td>
<td>i.) To enhance the comforts of career Public Servants through Home Ownership Scheme ii.) Provision of Office accommodation to Political Office holders/MDAs.</td>
<td>Flexible and affordable Mortgage Scheme/Office accommodation.</td>
<td>Facilitating the process of Home ownership for career Public Servants.</td>
<td>Number of Home ownerships facilitated for career Public Servants.</td>
<td>Staff Housing Board</td>
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<tr>
<td>24. Allocation of Office, Staff Quarters and supervision of Staff Housing</td>
<td>i.) Monthly loan recovery from the beneficiaries for further disbursement to other qualified Public</td>
<td>i.) To assist Public Servants to be a house owner at</td>
<td>i.) Regular update of occupants’ database for proper monitoring.</td>
<td>i.) To have a regularly updated and coordinated data base. ii.) Qualified</td>
<td>i.) Updated date base. ii.) The number of</td>
<td>Staff Housing Board</td>
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| Board (PSO 6) | Servants.  
| ii.) Provision of affordable housing scheme to Public Servants under the Home ownership Mortgage Scheme of the State Government.  
| iii.) Discontinuance of rented apartment /office accommodation and continuous construction of same by the State.  
| iv.) Issuance of Clearance letter of non-indebtedness to Public Servants leaving the service.  
| retirement.  
| ii.) To reduce accommodation challenges faced by Public Servants.  
| iii.) To ensure compliance with the rules and regulations guiding the occupation of Residential /Office accommodation.  
| ii.) To develop mechanism that enables qualified Public Servants to subscribe for the Mortgage Scheme.  
| iii.) Mechanism for the enforcement of rules and regulations guiding the occupation.  
| Public Servants benefit from the Mortgage Scheme from December 2011.  
| iii.) A well organized and maintained Staff quarters from July 2011.  
| beneficiaries qualified for the Mortgage Scheme.  
| 100% compliance with rules and regulations.  
| 25. Collection and collation of information in respect of Government owned Staff Quarters and Office Buildings (PSO 7).  
| Monthly update of Staff Quarters/Office buildings according to types and location.  
| i.) To objectively determine allocation of Staff Quarters and Offices.  
| ii.) To help Government uncover housing fraud.  
| Develop a system mechanism for allocation of Government Staff Quarters/ Office buildings.  
| To have objectivity and transparency in allocation of Government Staff Quarters/Office allocation.  
| Number of staff quarters and offices duly allocated on a monthly /quarterly And yearly basis.  
| Staff Housing Board  
| 26. Rehabilitation of Staff Quarters in conjunction with Office of  
| Monthly compilation of Government Staff Quarters that require rehabilitation for onward transmission to Office of  
| To maintain the value of Staff Quarters and Government Offices.  
| Develop mechanism for maintenance of Government Staff Quarters and  
| Regular maintenance of Government Staff Quarters and Offices in conjunction with Ministry of Works.  
| No of Government Staff Quarters/Office building regularly maintained.  
<p>| Staff Housing Board |</p>
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<th>Works (PSO 8)</th>
<th>Works</th>
<th>Offices</th>
<th>Creation of ICT Unit within Staff Housing Board to ensure that defaulters are investigated and penalized.</th>
<th>Reduced cases of Rent defaulters by December, 2012.</th>
<th>% reduction in cases of rent defaulters.</th>
<th>Staff Housing Board</th>
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</table>
| Management of Rent in lieu of Housing Allowance (PSO 10). | i.) Forwarding letter of allocation of Government Quarters of allotees to their respective MDAs for notification.  
ii.) Forwarding names and oracle Nos. of occupants of Government Quarters to State Treasury Office for monthly rent deductions. | To access the Centralized Payroll and Data Validation Directorate (CPDVD) oracle module on monthly rent deductions/generated | Creation of ICT Unit within Staff Housing Board to ensure that defaulters are investigated and penalized. | Reduced cases of Rent defaulters by December, 2012. | % reduction in cases of rent defaulters. | |

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| 27.      | Providing Leadership and direction to the civil service by maintaining high morale, esprit-de-corps and good image of the service (OHOS 1) | i.) Develop and implement Office’s public information programmes  
ii.) Formulate strategies to publicize Office’s programmes and special events. | i.) To ensure that the Public (Internal and External) are informed of the activities of the OHOS  
ii.) Create, maintain and protect the Office’s reputation. | i.) Press Releases  
ii.) Organizing Public Events  
iii.) Publication of News Letters  
iv.) Press Conference | i.) To ensure that all serving and retired Public Servants are adequately informed on all issues concerning them beginning from July 2011  
ii.) All top Government functionaries are regularly updated of the activities of OHOS from the last quarter of 2011 | i.) % reduction in the rate of complaints related to poor dissemination of information  
ii.) Number of serving and retired Civil Servants adequately informed  
iii.) Number of Public Relation programmes | Public Relations |
|   | Assisting the Head of Service to actualize its mandate (PSO 1) | Maintain liaison with representatives of news media and develop programmes and strategies to enhance the public perception of the Office’s services and other stakeholders perception | To Create and maintain a good public image of the OHOS | i.) Press Releases  
ii.) Organizing Public Events  
iii.) Publication of News Letters  
iv.) Press Conference  
v.) Maintain media relationship | i.) To ensure that all serving and retired Public Servants are adequately informed on all issues concerning them beginning from July 2011  
ii.) All top Government functionaries are regularly updated of the activities of OHOS from the last quarter of 2011  
iii.) Improve capacity of OHOS to reach the general public | i.) % reduction in the rate of complaints related to poor dissemination of information  
ii.) Number of serving and retired Civil Servants adequately informed  
iii.) Number of Public Relation programmes implemented.  
v.) Number of top media houses patronized | Public Relations |
|---|---|---|---|---|---|---|---|
| 29. | Promoting good relations between Commissioners and other political office holders on one hand and Permanent Secretaries and Civil Servants on | i.) Prepare informative, news releases and other public relations documents such as programmes and brochures.  
ii.) Advising officials regarding public relations matters | i.) Ensure cordial relationship between career public servants and political office holders  
ii.) Enhance smooth running of Government business | i.) Public events (Retreat and consultative forum)  
ii.) Production of Public Service Handbook for State Executive council Members | Harmonious relationship between the Political class holders and the bureaucrats | Less reports of conflicts | Public Relations |
<p>| 30. | | | | | | Public Relations |</p>
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<tr>
<td>31. Service Welfare Matters (OHOS 7 &amp; PSO 13)</td>
<td>Prepare and disseminate information materials on various welfare schemes for the staff.</td>
<td>i.) To motivate members of Staff ii.) Create awareness about government welfare programmes</td>
<td>i.) Press Releases ii.) Organizing Public Events iii.) Production of Handbill</td>
<td>To ensure that all Public Servants are adequately informed on government staff welfare programmes from July 2011</td>
<td>% of Staff that benefitted from the welfare programme.</td>
<td>Public Relations</td>
<td></td>
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<td>32. Public Service Day Celebration (OHOS 13)</td>
<td>i.) Develops concepts for informational and promotional programmes ii.) Prepares programme materials such as speeches and brochures</td>
<td>i.) To create awareness about the programme ii.) To elicit active participation by a large number of Public Servants.</td>
<td>i.) Press conference ii.) Press Release iii.) Features Writing iv.) Production of Posters/Bill Boards</td>
<td>For Public servants to have a sense of belonging and appreciation.</td>
<td>i.) % of participation by public servants. ii.) Extent of media coverage</td>
<td>Public Relations</td>
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<td>33. Award of honours for the deserving Staff i.e. Long Service Award and others (PSO 4)</td>
<td>Prepare speeches, programmes and other informative materials.</td>
<td>For Government to be seen as rewarding meritorious service</td>
<td>i.) Press Release ii.) Features Writing iii.) Production of special programme</td>
<td>To appreciate and reward deserving public servants for diligence and loyalty.</td>
<td>Number of awardees</td>
<td>Public Relations</td>
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<td>34. Appointments and Deployment of</td>
<td>Prepares news release on the appointment of the government</td>
<td>To create awareness on such</td>
<td>News Release</td>
<td>To ensure that the public are familiar with public service</td>
<td>Number of the Public adequately informed of</td>
<td>Public Relations</td>
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<td>MANDATE</td>
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<td>35. <strong>Post Service Welfare matters</strong> <em>(OHOS 20 &amp; PSO 15)</em></td>
<td>Prepare and disseminate information materials on various welfare schemes for Retired Public Servants.</td>
<td>To keep retirees abreast of developments in the service regarding them.</td>
<td>i.) Press Releases  ii.) Organizing Public Events (Interactive Session)  iii.) Production of Handbills</td>
<td>i.) To ensure that retirees are adequately informed of important Government policies.  ii.) That retirees' problems &amp; complaints are amicably resolved</td>
<td>% reduction in the rate of complaints from retirees related to neglect by Government.</td>
<td>Public Relations'</td>
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<td>36. <strong>Provision and allocation of office and residential accommodation to career public servants and political office holders in existing and newly established MDAs (OHOS 9)</strong>  <strong>Service welfare matters (OHOS 7)</strong></td>
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<td>Internal Audit Unit</td>
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<td>i.) Prepayment auditing  ii.) Post payment audit.</td>
<td>To ensure accountability in the process of procurement and allocation of resources.</td>
<td>i.) To develop an annual audit plan  ii.) Verify documentation for procurement  iii.) Crosscheck documents with physical inspection of goods and services procured  iv.) Periodic stock taking  v.) To carry out end user spot checks.</td>
<td>To have effective allocation and utilization of resources from August 2011</td>
<td>i.) 80% adherence to annual audit plan  ii.) X% reduction in waste and excess expenditure</td>
<td>Internal Audit Unit</td>
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<td><strong>37.</strong></td>
<td>Service welfare matters</td>
<td>Management of the State Auditorium</td>
<td>Central Purchasing, Allocation and Boarding of vehicle and Motorcycle</td>
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<td></td>
<td>(OHOS 7)</td>
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<td>To keep proper records of revenue generated</td>
<td>To ensure that all revenue generated by OHOS and PSO is properly accounted for</td>
<td>Reconciliation of the book of accounts with the receipt and bank statement.</td>
<td>To ensure that all revenue generated is secured</td>
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<td>i.)  To confirm that all revenue generated goes into Government account.</td>
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<td>i.) 100% compliance with Government financial regulations</td>
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<td>ii.) 100% correlation in bank statement against audit records</td>
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<td>38.</td>
<td>Assisting the OHOS to actualize its Mandates.</td>
<td>Monthly Internal Audit Report.</td>
<td>To assist management in its planning, decision making and performance</td>
<td>To have improvement in the performance of management as a whole</td>
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<td>(PSO 1)</td>
<td>ii.) Annual Internal Audit Report.</td>
<td>i.) To review the books of account</td>
<td>i.) To carryout inspection of goods procured and in</td>
<td>i.) Submission of the report in accordance with the audit plan</td>
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<td>ii.) i.) To improve the conduct of business in the organization</td>
<td>i.) X% of implementation</td>
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<td>To have improvement in the performance of management as a whole</td>
<td>i.) Submission of the report in accordance with the audit plan</td>
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<td>39. Assisting the Head of Service to actualize its Mandates (PSO 1) Capturing of new entrants (Senior Officers and Political Office holders) and updating of existing staff information in the Oracle data base. (PSO 16)</td>
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<td>i.) Maintenance of computer systems (Hardware &amp; software) ii.) Support of IT infrastructure iii.) Internet connectivity iv.) Provision of training to OHOS/PSO Staff on the use of computer software</td>
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<td>i.) To ensure that the computer systems in OHOS &amp; PSO work effectively ii.) To ensure that the OHOS &amp; PSO Staff are abreast of the latest technology</td>
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<td>i.) To develop a maintenance schedule for quarterly routine checks of the equipment ii.) Prompt response to complaints iii.) Data recovery measures for faulty computer systems iv.) Carrying out minor repairs on the physical computer network v.) To develop a training plan vi.) To develop a training budget vii.) To develop a process for post training assessment</td>
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<td>i.) To have effective work flow from August 2011 ii.) To have Staff who are proficient in the use of computer application from February 2012</td>
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<td>i.) % reductions in complaints ii.) Numbers of functional systems properly maintained iii.) Number of Staff trained in accordance with training plan iv.) Result of post training assessment</td>
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<td>POST SERVICE DIRECTORATE</td>
<td>Providing leadership and direction to the Civil Service by Maintaining high morale, esprit-de-corps and good image of the Service (OHOS 1)</td>
<td>i.) Maintaining regular communication/ contacts with retirees ii.) To provide welfare services to retired Civil Servants iii.) Attending last day in office ceremonies on behalf of the HOS to present iv.) Resolving complaints arising from pension and gratuity matters in liaison with LASPEC and CSPO v.) Organizing interactive sessions between the HOS and retirees twice in a year</td>
<td>i.) To show caring for retired officers and to boost the image of the State Government ii.) To appreciate the past contribution of retirees to the development of the State iii.) To honour and appreciate meritorious service of retiring officers iv.) To ensure that retirees get their retirement benefits as at when due v.) To provide necessary assistance to retired officers</td>
<td>i.) Regular phone calls to retirees ii.) Visits to retirees’ homes iii.) To develop an update form iv.) Uploading of retirees contact information into Post Service database v.) Design and printing of cards and presentation of gifts to retirees for: a) birthdays b) festive seasons vi.) Visits to retirees who are ill vii.) Provide financial assistance to retirees viii.) Honouring invitation for special occasions</td>
<td>i.) To have an up to date database of retirees contact information from August 2011 ii.) To ensure that welfare packages are provided to retirees as approved from September 2011 iii.) To ensure all officers existing the service are duly recognized and appreciated iv.) To provide prompt and effective assistant to retirees in obtaining their pension benefits v.) To have a well organized and successful interactive session between the HOS and the retired officers vi.) 100% correlation between the update form and the database vii.) Feedback from retirees on phone calls made viii.) Checking the phone log to ascertain that 50% of retirees on the database have been reached in a particular month ix.) Number of retirees that benefited from the service x.) Number of last day in office ceremony attended in correlation with invitations received</td>
<td>POST SERVICE DIRECTORATE</td>
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| & ensure efficient service delivery on pension matters | from retirees

ix.) Presentation of:
   a) Certificate of Service
   b) Last day in office gift
   c) Delivery of motivation speech by representative of HOS

x.) Arrange for the attendance of a representative of LASPEC to educate serving officers on how to assess their retirement benefits

xi.) Liaison with MDAs to confirm the date of Last Day in Office

xii.) Receipt and processing of complaints

xiii.) Liaise with LASPEC and CSPO

xiv.) Provide information to retirees to facilitate complaints resolved as against numbers of complaints received

vii.) The extent of media coverage

viii.) Numbers of invitees in attendance

ix.) Result of events evaluation |
the processing of their benefits
xv.) Create a list of invitees for approval
xvi.) Print and distribute invites
xvii.) Develop the programme for the event
xviii.) Manage logistics for the event
xix.) Develop feedback mechanism

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<th>MANDATE</th>
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<td>41. PSO1</td>
<td>Maintenance of proper accounting system.</td>
<td>To achieve a true record of financial transactions of OHOS &amp; PSO.</td>
<td>i.) Classification of all money collected as revenue using proper and approved Accounts Code Combination as in the Estimates. ii.) Charging into accounts under proper Accounts</td>
<td>To have an accounting system with effective internal control and maintenance of updated statutory financial records by July 2011</td>
<td>i.) Conformity with the financial regulation and Accounting Standards ii.) % reduction of errors in accounting records</td>
<td>Accounts Department</td>
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| Code | iii.) Bringing into accounts all cash found in excess of the cash bank balance  
iv.) Reporting deficiency in cash or bank balances to the appropriate authorities |
|-----|----------------------------------------------------------------------------------------------------------------------------------|
| 42. | PSO1 Safe Keeping of public monies, security documents, receipts, tickets and Valuable documents.  
To secure Public Monies and other Statutory Documents  
i.) Provision of strong safe  
ii.) Maintenance of Asset Registers  
iii.) Provision safe environment by installing burglary proof and security doors  
iv.) Safe conveyance of money  
To have a secure system in place that will guarantee availability of money and other documents when needed by July, 2011  
i.) Up to date asset register  
ii.) Percentage reduction in irregularities on job performance  
Accounts Department |
| 43. | PSO1 Maintenance of optimal cash management  
To ensure capacity of OHOS and PSO to meet its current financial obligations  
i.) Maintaining adequate levels of cash at hand  
ii.) Maintaining cordial relationships with other MDAs to  
To be able to supply cash as at when required by July, 2011  
Percentage reduction in the number of complaints received  
Accounts Department |
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<td>iii.) Maintaining a good relationship with the bank to ensure access to cash when needed</td>
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<td>To produce Statutory reports that facilitate decision making by July 2011</td>
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<td>Number of recommendations adopted by OHOS</td>
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<td>ii.) Collection of financial data</td>
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<td>i.) Receipt of approval and supporting</td>
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<td>To ensure that all approve expenditure for projects and activities of OHOS and</td>
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<td>Number of projects and activities executed</td>
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<td>OHOS 7,8,9,11 13,16 &amp; 20</td>
<td>expenditures by OHOS and PSO</td>
<td>documents ii.) Preparation of payment vouchers iii.) Processing of payment vouchers iv.) Disbursement of funds</td>
<td>PSO are executed starting from October 2011</td>
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<tr>
<th>46. OHOS 7, 8 &amp; 9 PSO 10</th>
<th>Collection of revenue</th>
<th>To ensure proper accountability of all revenue generated by OHOS and PSO</th>
<th>To meet the revenue target of OHOS and PSO by December, 2011</th>
<th>% of revenue target achieved</th>
<th>Accounts Department</th>
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<td>i.) Sales of canteen Ticket to Staff ii.) Collection of boarded vehicles fees iii.) Collection of rent and water iv.) Issuance of demand notice to defaulters v.) Collection of rent on State Auditorium from the Public users</td>
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<td>47. Providing Leadership and direction to the civil service by maintaining</td>
<td>i.) Organize interactive sessions between the Head of Service (HOS) and Public Servants at least once in a quarter. i.) To ensure platform for a regular interaction between the</td>
<td>i.) Deciding on the necessity for the forum to take place ii.) Develop the</td>
<td>To have a system in place that captures and implements the outcomes of the interactive session</td>
<td>i.) No. of interactive sessions held ii.) No. of recommend -</td>
<td>Service Matters</td>
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| high morale, esprit-de-corps and good image of the service (OHOS 1 & PSO 2) | ii.) Serve as secretariat at Meetings between HOS and Body of Permanent Secretaries  
iii.) To initiate and develop policies as it affect the entire workforce.  
iv.) Attending to matters relating to Recruitment, Deployment and Performance of Staff  
v.) Establish panel of enquiries to investigate petitions. | Head of Service and Public Servants.  
ii.) To ensure planning documentation and communication of proceedings of the meetings  
iii.) Engender transformations, provide direction and enhance efficiency in the Public Service  
viv.) To ensure that the right calibre of people are employed and appropriately deploy for efficient service delivery  
v.) To maintain harmony in the Service  
agenda  
iii.) Decide on the framework  
iv.) Create awareness for the forum  
v.) The execution  
vi.) Planning and preparation for meetings  
vii.) Recording of proceedings of meetings  
viii.) Pre-meeting briefings of the Head of Service  
ix.) Issuance of circulars and development of policies.  
x.) Champion the systematic reforms, change and transformation to enhance efficiency in Public Service.  
xii.) Deployment of officers to various MDAs based on from July, 2011  
   To have an accurate system of recording and communication proceedings of meetings from July, 2011  
   To have cohesion and uniformity in policy implementation from Sept. 2011  
   To have in place an effective system of Recruitment and Deployment of Officers by Dec. 2011  
   Resolutions of all petitions received from July, 2011  
   dations implemented  
   iii.) % reduction in error  
   iv.) % reduction in complaints received  
   v.) level of compliance  
   vi.) % reduction in complaints from MDAs  
   vii.) No. of petitions received |
| 48. | Managing the careers of Centrally Deployed Cadres in the (CDC) (Administrative, Executive and Secretarial) (OHOS 2 PSO 3, OHOS 16) | i.) Advising relevant agencies on the career development of pooled officers in OHOS and PSO vis-a-vis Recruitment, Promotion, Deployment, Training & Discipline.  
ii.) To ensure compliance with schemes of service.  
iii.) Ensuring membership of professional bodies by officers.  
iv.) Promotion of centrally deployed | To enhance the career progression of officers and ensure optimal utilization of manpower in the Public Service. | i.) To develop a 360 degree appraisal method  
ii.) Review of disposition list of CDC | Have a well organized and coordinated system in the career management of officers by June, 2013 | i.) Full compliance with the scheme of service.  
ii.) Number of requests processed against number of candidates presented.  
iii.) Full compliance.  
iv.) Error free eligibility list.  
v.) % Reduction in the Number of SERVICE MATTERS |
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| 49. | **Promoting good relations between Commissioners and other Political office holders on the one hand and Permanent Secretaries and Civil Servants on the other hand** (OHOS 5) | Organizing Retreats for the:  
a) Exco with the Body of Permanent Secretaries Quarterly.  
b) Common Services (METP, Civil Service Commission, Public Service office) once in a year.  
c) Centrally Deployed cadres once in a year. | i.) To Evaluate & Review government policies and programmes.  
ii.) To establish and sustain a cordial relationship between the workforce.  
iii.) To allow for a good working relationship between the Exco and Body of Permanent Secretaries and interact with the Public on the welfare of the Citizenry.  
iv.) To ensure that Government Agencies function optimally with the required man power |
|   |   |   |   |
| 50. | **Handling Matters affecting Senior Management Staff** (OHOS 6, 12 & 16 PSO 5) | i.) Processing of requests for dispensation to recruit new officers.  
ii.) Managing Career of Senior Staff.  
iii.) Deployment for Strategic functions. | i.) Collation of request to recruit from MDAs  
ii.) Ensure that there is a budgetary provision for such request from  
iii.) Feedback from participants through questionnaires  
iv.) Degree of satisfaction |
| 51 | Public Service Day Celebration. (OHOS 13) | Organizing the public service day in accordance with Tangier declaration of 1994 mandating 23rd June as African day of Public Service. | To promote the importance of the civil servant in Governance. | i.) Prepare the Budget and obtain approval for the celebration. ii.) Event management. | To celebrate and appreciate the contribution of Civil Servants from June 2011 | i.) Adequate planning & preparation for the event. ii.) Satisfaction of officers who attended the event. iii.) Level of attendance. | SERVICE MATTERS |
| 52 | Capturing of new entrants in the Senior cadres and political Appointees into the Oracle data base(PSO 16) | i.) Maintain and continuously update Data Base on the senior Cadres and Political Appointees ii.) Collation of data on staff strength for the entire public service. | To keep accurate records of the staff strength for the entire Public Service to enable effective planning. | i.) Regular auditing/headcount of each Agency ii.) Identify the number of Staff had resign, on leaf of absence, absconded etc iii.) Cleansing of the database to ensure the removal of non existing staffs | To ensure that Lagos State Government only pay bonafide Staff and blocked wastage of Government funds | i.) Accurate Staff strength. ii.) Correct updated staff information. | SERVICE MATTERS (HR) |
| 53 | Relations with | i.) Liaising & overseeing | To ensure a | i.) Attendance at | To ensure compliance | i.) Existence of | SERVICE |
| the Lagos State Service Commissions and Education Districts and Teachers Establishment & Pension Office (PSO 6 & OHOS 15) | the activities as it affects staff in the Education Districts and other MDAs.  
ii.) Advising on policy matters in relation to the activities of those MDA’s. | harmonious working relationship amongst the respective Education District, service commissions and other MDAs | PMB meetings  
ii.) Issuance of circulars to ensure compliance  
iii.) Compliance with the set standards | with the set standards from July 2011 | harmonious working relationship between the service commissions and education districts.  
ii.) 100% compliance with standards. | MATTERS |
|---|---|---|---|---|---|---|
| Award of Honours to deserving staff- (PSO 4) | i.) Organization of:  
a) Long Service Award  
b) Pull out ceremony for HOS.  
c) Pens down ceremony for Permanent Secretaries retiring.  
d) Merit Award to deserving officers and MDA’s. | To reward dedicated officers that have served the Public Service meritoriously and to motivate other Staff. | i.) Preparation of Budget and obtaining approval for the award celebration.  
ii.) Release of Circular.  
iii.) Collation of names of nominees from MDAs  
iv.) Procurement of Gift items.  
v.) Managing the event. | To encourage / motivate Staff to improve productivity and enhance loyalty/dedication from staff | i.) 100% adequate planning & preparation for the event.  
ii.) Feedback from beneficiaries.  
iii.) Level of attendance. | SERVICE MATTERS |
Appendix Two: Organogram of the Office of the Head of Service