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Our Core Values

- Professionalism
- Discipline
- Integrity
- Teamwork
- Innovation & Excellence
- People Centred



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My Ref. GHS/HRD/MGT/04/14/2023

22nd February, 2023.

Your Ref.....

IMPLEMENTATION OF HALF YEAR PROMOTION & GUIDELINES FOR 2023 HALF YEAR PROMOTIONS

Employees of the Service enjoy promotion as part of conditions of service enshrined in respective Collective Agreements and in line with provisions of the Promotion Policy.

However, promotion interviews are held at the end of each year which compels employees who become eligible for promotion in the course of the year to wait until such a time that interviews are conducted. As a way of addressing difficulties faced with this practice which includes non-payment of arrears as well as the huge numbers of staff who take turns to attend promotion interviews, the Human Resources Division will from 2023 conduct two sessions of promotion exercises to ensure that employees receive promotion as and when they become eligible as indicated:

Session	Period	Target for 2023 Half Year
1 st	End of June each year	Staff appointed, upgraded or converted by 30 th June, 2020
2 nd	End of December each year	Staff appointed, upgraded or converted by 31 st December, 2020

In furtherance of the above, the attached half year guidelines have been developed to assist in the selection and promotion of eligible staff.

Managers at all levels are to ensure that all necessary processes are carried out without any financial cost to beneficiary employees. Regional/Divisional Directors of Health Service are to liaise with their Head of BMCs to raise the needed resources to carry out the first batch of 2023 promotion interviews.

The first session is expected to commence from **Monday 19th June and end on Friday 30th June, 2023**. It is expected that the entire promotion exercise will be conducted within a **maximum period of two (2) Weeks** and regions are will be expected to submit reports on interviews by **7th July 2023** to facilitate the timely processing of promotion letters.

Thank you.


DR. PATRICK KUMA-ABOAGYE
DIRECTOR-GENERAL, GHS

DISTRIBUTION

ALL REGIONAL DIRECTORS OF HEALTH SERVICE
ALL DIVISIONAL DIRECTORS OF HEALTH SERVICE

- Cc: All Chief Executives, Teaching Hospitals
- The Chief Executive, Mental Health Authority
 - The Executive Director, Christian Health Association of Ghana

IMPLEMENTATION OF NON-FINANCIAL DEPRIVED DISTRICT INCENTIVE

In line with the approval by the Ghana Health Service Council for the implementation of Non-Financial Deprived District incentive which includes early promotion for employees working in districts designated as deprived, employees working in these Districts will enjoy promotion as indicated below:

Description	No. of years for non-deprived district	No. of years for deprived district
First promotion (Senior level)	3	2
Second promotion (Principal level)	5	4
Third promotion (Dep. Chief/Asst Chief level)	5	4
Fourth promotion (Chief level)	5	4
Total no of years' service	18	14

It should be noted that for employees in the Deprived Districts to enjoy early promotion, the entire required duration should have been served in those Districts.

Attached to these guidelines is a schedule indicating the various deprived districts in all the sixteen (16) regions.

PART 1 – CATEGORY OF OFFICERS TO BE INTERVIEWED AT THE DISTRICT LEVEL

- a) All Category 'D' & 'E' staff
- b) First promotion of all grades below Degree entry level

A. PROMOTION OF CATEGORIES "D" & "E" STAFF

Arrangements For Promotion

1. The respective Regional Directors of Health Service are responsible for the promotion of Junior Staff i.e. (Category E) and other staff below HND/Diploma grades (Category D), and thus are to ensure that eligible Junior Staff are promoted based on these guidelines by **30th June, 2023**.
2. Processes for promotion of the above categories **SHALL** occur in districts within which eligible staff work. The respective District Directors of Health Service shall liaise with Medical Superintendents in districts where there are District Hospitals to undertake all relevant activities as specifically provided for in this document.
3. In selecting eligible staff, districts and facilities shall be guided by the provisions below:

i. Promotion to Senior level

Staff **in all regions (non-deprived districts)** appointed to the first job level by **30th June, 2020**, and staff in **all regions (deprived districts)** appointed to the first job level by **30th June, 2021**. However, for Secretarial staff, corresponding certificate from training institution such as NACVET etc. is required for consideration.

ii. Subsequent Promotions

Level	All Regions (Non-Deprived Districts)	All Regions (Deprived Districts)
Principal	Five (5) years continuous service on the grade of Senior, Or A total of eight (8) years continuous service i.e. should have been appointed by 30 th June 2015.	Four (4) years continuous service on the grade of Senior for staff working in all deprived districts as per "Schedule 1".
Exit	Five (5) years continuous service on the grade of Principal, Or A total of Thirteen (13) years continuous service i.e. should have been appointed by 30 th June 2010.	Four (4) years continuous service on the grade of Principal for staff working in all deprived districts as per "Schedule 1".

B. FIRST PROMOTION OF CATEGORY 'C' GRADES BELOW DEGREE ENTRY LEVEL

- i. To facilitate the speedy conduct of promotion interviews, prevent masses of people from travelling to the respective Regional Health Directorates for purposes of attending promotion interviews and in a bid to building capacities at the lower levels, interviews for promotion to the first-grade job levels will be conducted at the district levels.
- ii. In selecting staff for first promotion, the following cut-off dates shall be used:
 - **Non-deprived districts:** Staff appointed to the first job level by **30th June, 2020** with satisfactory performance and conduct as evidenced in the previous years' performance appraisal reports.
 - **Deprived districts:** Staff appointed to the first job level by **30th June, 2021** with satisfactory performance and conduct as evidenced in the previous year's performance appraisal reports.
- iii. Human Resource Management practitioners at the respective District Health Directorates and District Hospitals shall work together to identify eligible staff within their respective districts and ensure that promotion interviews are organized in accordance with provisions of this guidelines.
- iv. Respective Deputy Directors, HR/Regional Human Resource Managers shall provide technical oversight to ensure the smooth conduct of promotion interviews at the various district centres.

COMPOSITION OF INTERVIEW PANEL AT THE DISTRICT LEVEL

Respective District Directors of Health Service working together with Medical Superintendents of District Hospitals shall constitute assessment panels to assess eligible staff as tabled:

Role	Composition
Chairperson	District Director of Health Service for candidates in Public Health field and Medical Superintendent for candidates in clinical field.
Member	District Coordinating Director or a Senior Officer in the Administrative/HR Class.
Member	District Public Health Nurse for Community Health Nurses and Nurse Manager at the District Hospital or Health Centre for General/Enrolled Nurses.
Member	Senior Professional Colleagues in fields not mentioned who are above the grade for which interview is conducted shall be invited to serve on the panel
Member	Head of Administration at the respective District Hospital
Coordinators	HR managers/practitioner at the DHD and the District Hospital

ACTION AFTER INTERVIEWS

- i. HR Managers at the DHDs and District Hospitals shall ensure that reports on the interviews are prepared within one week after completion of the interviews. The report shall comprise of "Summary Report Form" (Form 215) for each category interviewed, "Merit Sheets" (Form 214) endorsed by all panel members for each category interviewed and "Particulars of Eligible Officers Form" (Form 211) for each category interviewed. **No narrative interview report is required.**
- ii. The respective District Directors of Health Service shall ensure that reports on the interviews are forwarded to the respective Regional Health Directorates.
- iii. Deputy Directors HR/Regional HR Managers shall forward reports on category 'C' to the Human Resource Directorate upon receipt and process promotion letters for categories 'D' and 'E' grades which are usually done at the Regional level and ensure they are delivered to staff through their respective DHDs.
- iv. In forwarding promotion interview reports for the first promotion of category "C" grades below degree entry level to HRD, the reports shall comprise of the amended Merit Sheets, ("Form 214"), specified in schedule 2 and the amended "Particulars of Eligible Officers Form" (Form 211) specified in schedule 3 only. **No narrative report is required.**
- v. Promotion letters of officers interviewed to the first grade job level, for the category "C" grades below degree entry level, are not to be processed at the Regional level. Deputy Director's of Human Resource/Regional HRM's upon the receipt of such reports are to forward same via mail to Director, HRD for prompt processing of promotion letters.
- vi. HR Managers/Practitioners at the DHD and District Hospitals upon receiving promotion letters and other supporting documents shall process relevant inputs for payment of new salaries of staff.

4. PASS MARK

The pass mark for the above-mentioned grades is an average score of 50 out of 100 marks (50%).

PART 2 – GUIDELINES FOR CATEGORY “C” STAFF

Processes for promotion of staff in the above category beyond the first promotion levels shall be undertaken at the various Regional Health Directorates of the Service.

Regions after coming out with lists of eligible staff **MAY** consider conducting interviews in zones where practicable to cut down cost and also address inconveniences associated with staff travelling long distances from their various stations to the Regional Health Directorate to attend promotion interviews.

1. ADMINISTRATIVE ARRANGEMENTS

i. Assessment Panel

The following officers shall constitute the assessment panel:

S/N	Role	Composition
1	Chairman	The Deputy Director at the Regional Health Directorate representing the class of employees being interviewed
2	Member	Representative of Regional Coordinating Council who must be an officer in the HR/Administrative class
3	Member	Head of Occupational Class or Professional Colleague who must be above the grade for which interview is conducted
4	Member	The Deputy Director of Human Resource/RHRM
5	Secretary	HR Manager from the Regional HR Unit

Note: There shall be appointed for each region a liaison officer who is a representative of the Human Resource Directorate. The liaison officer shall not be physically present during interview at the Regional Health Directorate but will coordinate the interview process, receive reports from the assigned regions and ensure that promotion letters are processed within schedule. Regions shall therefore treat such officers as part of their panel.

ii. Positions to be Assessed at Headquarters

Only degree exit grades i.e. **Chief Grades** which are usually based on limited vacancies shall be held at the Headquarters and this will be done at the end of the year.

Promotion Interviews for Human Resource Managers which hitherto were held at the Headquarters will now occur at the respective Regional levels except promotion to the Chief grade.

iii. Pass Mark

The following shall be the pass marks for the various categories:

- Degree grades – An average score of 60/100 marks (60%)
- Diploma grades – An average score of 50/100 marks (50%)

iv. Submission of interview reports

Regions shall be required to process comprehensive narrative interview reports for only Deputy Chief grades which are usually submitted to the Ghana Health Service Council for approval. For all other grades, regions shall be required to submit "Summary Report Form" (Form 215) for each category interviewed, "Merit Sheet" (Form 214) endorsed by all panel members for each category interviewed and the amended "Particulars of Eligible Officers Form" (Form 211) specified in schedule 3 for each category interviewed.

v. Supporting Documents to be submitted

In submitting promotion interview reports to HRD, regions are required to submit relevant documents including appraisal reports for staff recommended for promotion to the grade of Deputy Chief ONLY. Documents and Appraisal reports of officers on grades below Deputy Chief are to be used by the panel for assessment only and not for submission to HRD.

2. ELIGIBILITY FOR GENERAL GRADES

i. General Eligibility Criteria

As provided in the Promotion Policy of the Service, it is a requirement for an employee to satisfy the under-listed conditions to become eligible for consideration:

- Continuous service for the prescribed period/number of years
- Consistent satisfactory performance in the last three years
- Participation in at least one in-service training programme relevant to one's profession/job within the last three years.
- Non-involvement in a major offence for which he is under investigation
- Possession of valid professional license/good standing with the regulatory body.

In ascertaining the above, DDHRs/RHRMs shall use the following:

- First appointment letter and assumption of duty where appointment letter does not have an effective date
- Upgrading and conversion letters
- Last promotion letter
- Original Performance Appraisal Reports over the required period
- Academic and professional certificates (original and photocopies)
- Evidence of in-service training (Certificates or logbook on training)
- Evidence of good standing with regulatory body in cases where profession is regulated by law.
- Pay slip (not more than six (6) months old)
- Any other documents officer may consider necessary for the promotion
- Release letter in respect of Officers transferred or re-appointed from other agencies of MOH.

Deputy Directors HR/Regional HR Managers shall endeavor as much as possible, to use past records of eligible staff and only ask for documents not available to lessen the burden associated with asking eligible staff to send photocopies of documents already on their personal files.

ii. Other Eligibility Criteria

a. First Promotion

Based on the first 3-year promotion policy of the Service, staff in non-deprived districts, whether appointed/re-appointed, upgraded or converted to the 1st job level of category "C" position become eligible for promotion to the second level of the job after 3 years **continuous working experience**. Therefore, Senior Officers (Category 'C' staff) who were appointed, upgraded or converted to the **1st job level by 30th June, 2020 in all regions (non-deprived districts)** shall be eligible for consideration in the 2023 half year promotion exercise to the senior level. In the case of staff working in deprived districts as provided for in "schedule 1", **30th June, 2021** shall be the cut-off date for their selection.

Beyond the first Promotion, staff in districts designated deprived shall enjoy promotion one (1) year earlier than their counterparts in the non-deprived districts as provided for below:

S/N	Level	All Regions (Non-Deprived Districts)	All Regions (Deprived Districts)
3	Chief	Five (5) years on the level of Deputy Chief, Or	Four (4) years on the level of Deputy Chief.
		Total of eighteen (18) years i.e. staff should have been appointed by 30/6/2005	
2	Deputy Chief	Five (5) years on the level of Principal, Or	Four (4) years on the level of Principal.
		Total of thirteen (13) years i.e. staff should have been appointed by 30/6/2010	
1	Principal	Five (5) years on the level of Senior, Or	Four (4) years on the level of Senior.
		Total of eight (8) years i.e. staff should have been appointed by 30/6/2015	

NB: For employees in the Deprived Districts to enjoy early promotion, the entire required duration should have been served in those Districts.

iii. Eligibility for progression to the last position in the Degree grades

Establishment for last positions in all degree grades is **one (1) per region**. Officers aspiring to progress to the last grade in the degree classes must, in addition to the number of years of work experience, have a relevant **Masters' Degree** or equivalent professional qualification **with the exception of Physician Assistants with Advanced Diploma background**. Officers who do not possess the above requirement shall not be eligible for promotion to the **Chief** position in a degree class.

iv. Progression of Senior Management Staff on their Technical Grades

Officers on limited engagement in Senior Management positions such as District Director of Health Service, Medical Superintendent, Medical Director, Deputy Director (Administration, Public Health, Clinical Care, HR etc.) by their level of placement will not be required to seek promotion in their respective technical grades. However, in an event of reversion from management post onto technical grade, due consideration shall be given to where they would have been if they had not been appointed into management positions and be placed accordingly.

v. Staff on Temporary Disengagement

Staff eligible for promotion but on short leave of absence (annual vacation, maternity, casual etc) or on secondment to other public service agencies shall be invited for the interview. However, those on long leave or pursuing academic programmes shall be treated as follows:

- **Staff on Study Leave with pay**

Officers who were eligible for promotion before the commencement of their approved study leave with pay are eligible to attend promotion interviews. On the other hand, those who became eligible for promotion after the commencement of their leave shall be considered when they complete the course and resume duty.

Officers pursuing approved sandwich courses/distance learning programmes or Medical/Dental/Nursing and Pharmacy Staff in residency programs in Ghana shall be invited for promotion interview when eligible.

- **Staff on Leave without Pay**

Officers who became eligible for promotion before proceeding on an approved leave without pay shall be eligible to attend promotion interview upon assumption of duty. However, those who did not serve the required period to become eligible for promotion before proceeding on leave without pay shall be required to serve the outstanding period before becoming eligible for consideration.

vi. Promotion Out-Of-Turn

In accordance with the policy on additional qualification (Policy Guideline No. HRM 102) staff **who obtained approval to pursue further studies** and have obtained **Additional Relevant Qualification** shall be eligible for promotion out- of-turn as specified in the narrative below.

- **Post-graduate Qualification**

Officers on degree grades who obtain a PhD or Master's degree will wait for their normal promotion soon after the new qualification and be eligible for promotion out of turn to the next grade as follows - officers who obtain a PhD will be required to serve two (2) years instead of the required number of years for promotion whilst officers who obtain a master's degree will be required to serve three (3) years.

vii. Promotion in the Finance Class

- **Accountants without first degree**

Staff who were appointed or upgraded as Accountants without the requisite minimum entry qualification i.e. Bachelors Degree in Accounting, Finance or Commerce or equivalent professional qualification shall not be eligible for promotion until they acquire the qualification.

- **Promotion to Chief Accountant**

In addition to the required number of years' service, an officer aspiring to the grade of Chief Accountant must be a **member** of a recognised professional body or must have a relevant master's qualification.

- **Promotion Out of Turn (Accounting grade)**

Accountants who obtain Membership status from a recognised professional body will wait for his/her normal promotion to the next higher grade soon after the new qualification and become eligible for promotion out-of-turn to the next grade in line with criteria earlier provided in these guidelines.

viii. Special provision relating to re-appointed staff

Staff who were re-appointed after a break in service will be considered for promotion in line with the current guideline.

HALF YEAR PROMOTION INTERVIEWS – (JANUARY – JUNE, 2023)

PART 3 – GUIDELINES FOR PROMOTION OF NURSES

S/N	Level	All Regions (Non-Deprived Districts)	All Regions (Deprived Districts)
4	Principal Nursing Officer	SNOs who had their 1 st appointment as Staff Nurses (SRN/RMN) by 30th June, 2005 and have not broken service, OR	SNOs who had their 1 st appointment as Staff Nurses (SRN/RMN) by 30th June, 2008 for staff in deprived districts in the five (5) Northern Regions and have not broken service. OR Four (4) years continuous service on the grade of SNO for staff working in all other deprived districts as indicated in "schedule 1".
		SNOs who were EN/CHN before being upgraded as staff nurse (SRN/RMN) by 30th June, 2008 and have not broken service, OR	SNOs who were EN/CHN before being upgraded as staff nurse (SRN/RMN) by 30th June, 2011 for staff in deprived districts in the five (5) Northern Regions and have not broken service. SNOs in all other deprived districts who have served continuously for four (4) years on the current grade.
		SNOs who were appointed/upgraded as Nursing Officers by 30th June, 2015 and have not broken service	SNOs who were appointed/upgraded as Nursing Officers by 30th June, 2016 for staff in deprived districts in the five (5) Northern Regions and have not broken service. SNOs in all other deprived districts who have served continuously for four (4) years on the current grade.
3	Senior Nursing Officer	Nursing Officers appointed or upgraded by 30th June, 2020 and have not broken Service, OR	Nursing Officers appointed or upgraded by 30th June, 2021 and have not broken Service,
		Nursing Officers who were appointed as Staff Nurses (SRN/RMN) by 30th June, 2010 and have not broken service, OR	Nursing Officers who were appointed as Staff Nurses (SRN/RMN) by 30th June, 2012 for staff in deprived districts in the five (5) Northern Regions and have not broken service. Four (4) years' service on current grade for staff in all other deprived districts as indicated in "schedule 1".
		Nursing Officers who were EN/CHN and were upgraded as staff nurses (SRN/RMN) by 30th June, 2013 and have not broken service, OR	Nursing Officers who were EN/CHN and were upgraded as staff nurses (SRN/RMN) by 30th June, 2015 for staff in deprived districts in the five (5) Northern Regions and have not broken service.

			Four (4) years' service on current grade for staff in all other deprived districts as indicated in "schedule 1".
2	Nursing Officer	Senior Staff Nurses (straight) who were appointed as Staff Nurse by 30th June, 2015 and have not broken service	Senior Staff Nurses (straight) appointed as Staff Nurse by 30th June, 2016 for staff in deprived districts in the five (5) Northern Regions and have not broken service. Four (4) years' service on current grade for staff in all other deprived districts as indicated in "schedule 1".
		Serving Personnel (EN/CHN) who were upgraded as Staff Nurses by 30th June, 2018	Serving Personnel (EN/CHN) who were upgraded as Staff Nurses by 30th June, 2019 for staff in deprived districts in the five (5) Northern Regions and have not broken service. Four (4) years' service on current grade for staff in all other deprived districts as indicated in "schedule 1".
1	Senior Staff Nurse	Staff nurses appointed to the first job level by 30th June, 2020 and have not broken service.	Staff nurses appointed to the first job level by 30th June, 2021 and have not broken service.
		Staff Nurses who were Enrolled/Community Health Nurses before conversion as Staff Nurse by 30 th June, 2021 and have not broken Service.	

PART 4 – GUIDELINES FOR PROMOTION OF MIDWIVES

S/N	Level	All Regions (Non-Deprived Districts)	All Regions (Deprived Districts)
4	Principal Midwifery Officer	<u>Straight Midwives</u> SMOs who were appointed or re-engaged as Staff Midwives by 30th June, 2005 without break in service, <p style="text-align: center;">OR</p>	<u>Straight Midwives</u> SMOs who were appointed or re-engaged as Staff Midwives by 30th June, 2008 without break in service, <p style="text-align: center;">OR</p> Four (4) years continuous service on the grade of SMO for staff working in all other deprived districts as indicated in "schedule 1".
		<u>Serving Midwives</u> SMOs who were EN/CHN and were converted as Staff Midwife by 30th June, 2008 and have not broken service, <p style="text-align: center;">OR</p>	<u>Serving Midwives</u> SMOs who were EN/CHN and were converted as Staff Midwife by 30th June, 2011 and have not broken service, <p style="text-align: center;">OR</p> Four (4) years continuous service on the grade of SMO for staff working in all other deprived districts as indicated in "schedule 1".
3	Senior Midwifery Officer	<u>Straight Midwives</u> MOs' who were appointed or engaged as Staff Midwives by 30th June, 2010 without break in service , <p style="text-align: center;">OR</p>	<u>Straight Midwives</u> MOs' who were appointed or engaged as Staff Midwives by 30th June, 2012 without break in service, <p style="text-align: center;">OR</p> Four (4) years continuous service on the grade of MO for staff working in all other deprived districts as indicated in "schedule 1".
		<u>Serving Midwives</u> Midwifery Officers who were EN/CHN and were converted as staff midwife by 30th June, 2013 and have not broken service.	<u>Serving Midwives</u> Midwifery Officers who were EN/CHN and were converted as staff midwife by 30th June, 2015 and have not broken service.

			Four (4) years continuous service on the grade of MO for staff working in all other deprived districts as indicated in "schedule 1".
		Midwifery Officers appointed or upgraded by 30th June, 2020 and have not broken service.	Midwifery Officers appointed or upgraded by 30th June, 2021 and have not broken service.
2	Midwifery Officer	<u>Straight Midwives</u> Senior Staff Midwives who were appointed/converted/re-engaged as staff midwife by 30th June, 2015 without break in service.	<u>Straight Midwives</u> Senior Staff Midwives who were appointed/converted/re-engaged as staff midwife by 30th June, 2016 without break in service. Four (4) years continuous service on the grade of SSM for staff working in all other deprived districts as indicated in "schedule 1".
		<u>Serving Midwives</u> Officers upgraded as staff midwives by 30th June, 2018 without break in service.	<u>Serving Midwives</u> Officers upgraded as staff midwives by 30th June, 2019 without break in service. Four (4) years continuous service on the grade of SSM for staff working in all other deprived districts as indicated in "schedule 1".
1	Senior Staff Midwife	Staff Midwives who were appointed by 30th June, 2020 and have not broken service.	Staff Midwives who were appointed by 30th June, 2021 and have not broken service.
		Staff midwives who were Enrolled/Community Health Nurses before conversion as staff midwife by 30th June, 2021	

PART 5 – OTHER ANCILLARY PROVISIONS

A. NURSING AND MIDWIFERY STAFF FROM CHAG

The effective date of appointment for Nursing and Midwifery staff whose services are regarded as continuous when they were released or re-appointed from CHAG Hospitals will be used to determine their eligibility for promotion (provided there was no break in service between the period of leaving CHAG and re-appointment into GHS). The affected staff must provide copies of letters of their first appointment and subsequent promotions (where applicable) or documentary evidence from the Mission Hospitals where they worked.

B. RE-APPOINTMENT AFTER BREAK IN SERVICE

Nursing and Midwifery staff who were re-appointed after a break in service will be considered for promotion in line with the current guideline.

LIST OF DEPRIVED DISTRICTS

S/N	REGION	DEPRIVED DISTRICTS
1.	ASHANTI	Sekyere Afram plains
		Sekyere Central
		Ejura Sekyedumasi
		Bosome Freho
		Amansie West
		Amansie South
2.	BONO	Banda
		Tain
		Jaman North
		Jaman South
		Dormaa West
3.	BONO EAST	Sene West
		Sene East
		Pru West
		Pru East
		Atebubu Amantin
4.	EASTERN	Kwahu Afram Plains South
		Kwahu Afram Plains North
		Upper Manya Krobo
		Ayensuano
		Fanteakwa North
5.	GREATER ACCRA	Ada East
		Ada West
		Ningo Prampram
6.	VOLTA	Agortime Ziope
		South Dayi
		North Tongu
		Akatsi North
		Anloga
7.	WESTERN	Wassa East
		Wassa Amanfi West
		Wassa Amanfi East
		Jomoro
		Ellembelle
8.	CENTRAL	Upper Denkyira West
		Upper Denkyira East
		Assin North
		Assin South
		Twifo Hemang Lower Denkyira
9.	AHAFO	Asunafo South
10.	NORTHERN	All Districts (except Tamale and Sagnarigu)
11.	NORTH EAST	All Districts
12.	SAVANNAH	All Districts
13.	UPPER EAST	All Districts (except Bolgatanga)

14.	UPPER WEST	All Districts (except Wa)
15.	OTI	All Districts
16.	WESTERN NORTH	All Districts (except Bibiani Anhwiaso Bekwai and Sefwi Wiawso)

GHANA HEALTH SERVICE
ASSESSMENT OF CANDIDATES ON MERIT
FIRST PROMOTION OF CATEGORY "C" GRADES BELOW DEGREE ENTRY LEVEL

District:

Region:

Grade to be promoted to:

Total No. of Candidates:

No.	Name	Marks	Status (Pass / Fail)	Reason For Failure

PANELIST

NAME AND RANK

SIGNATURE

1.

.....
(CHAIRMAN)

2.

.....
(MEMBER)

3.

.....
(MEMBER)

4.

.....
(MEMBER)

5.

.....
(SECRETARY)

FORM 214 : This form to be used only for first promotion of officers on category "C" grades below degree level

