



FAIR WAGES AND SALARIES COMMISSION

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• Transitioning to excellence: Dr. George Smith-Graham with Directors Dollar Agbenu, Prof. Charles Adabo Oppong, and Dr. Bernard Adjei-Poku, leading the charge towards an Independent Emoluments Commission.

New Era Dawns; FWSC Transitions To Independent Emoluments Commission

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New Era Dawns; FWSC Transitions To Independent Emoluments Commission

As the country prepares to bid farewell to the Fair Wages and Salaries Commission (FWSC) after 15 years of implementing the Single Spine Salary Structure, the country is on the cusp of a new era in public sector compensation.

The establishment of the Independent Emoluments Commission (IEC) is set to revolutionize the way salaries are administered, promoting fairness, transparency, and productivity in the public sector.

The IEC's proposed mandate is comprehensive, covering emoluments and benefits of all public sector workers, from the President to the lowest paid public sector worker.

This move aims to eliminate unjustifiable disparities in public sector compensation, promote productivity and efficiency, and enhance transparency

and accountability in salary administration.

The IEC will develop policies, advise the government on job evaluation and salary administration, and conduct labour and pay research analysis. It will also determine allowances and benefits of public sector workers, with the ultimate goal of consolidating

allowances and benefits through sector-based joint standing negotiations.

The establishment of the IEC is expected to promote fairness, transparency, and productivity in the public sector. Some of the key outcomes of

The establishment of the IEC is expected to promote fairness, transparency, and productivity in the public sector.

the IEC would include; elimination of unjustifiable disparities in public sector compensation, promotion of productivity and efficiency in the public sector and enhancement of transparency and accountability in salary

administration.

The IEC will engage extensively with its stakeholders, including government agencies, public sector workers, labour unions, and civil society organizations.

This collaborative approach will ensure that the commission's decisions are transparent, accountable, and responsive to the needs of all stakeholders. With the Acting Chief Executive of the FWSC, Dr. George Smith-Graham, at the helm, the IEC is poised to make a significant impact on public sector compensation. By engaging with stakeholders and developing policies that promote fairness, transparency, and productivity, the IEC will play a critical role in shaping the future of public sector compensation.

As we look to the future, it's clear that the IEC will be a driving force behind efforts to promote fairness, transparency, and productivity in the public sector.

The IEC, with collective support and collaboration can achieve its vision of becoming a model institution that can be emulated globally.

Chief Executive's Profile

DR. George Smith Graham is a name synonymous with excellence in compensation management, public service reforms, and strategic leadership.

With over three decades of experience in these fields, Dr. Graham has established himself as a renowned expert in talent management, human capital management, business development, and leadership development.

As the first substantive Chief Executive of the Fair Wages and Salaries Commission (FWSC) from 2009 to 2017, Dr. Graham successfully implemented a government pay and compensation policy that had a profound



Portrait of a Leader: Dr. George Smith-Graham

impact on the public sector.

His expertise did not stop at Ghana's borders, as he went on to lead reform efforts in Sierra Leone in 2018, providing technical assistance to establish the country's Wages and Compensation Commission.

Dr. Graham's impressive credentials include a Doctor of Business Administration (DBA) degree, and he is a Certified Management Consultant, Certified International Professional Manager, and Fellow of the International Professional Managers Association (UK). He also serves as an Adjunct Professor, sharing his knowledge and experience with the next generation of leaders. As the Founder and Chief Executive Officer of the International Institute for Productivity and Public Management (IPPUM), Dr. Graham is driving productivity and governance transformation in Africa. His leadership roles have also seen him serve as University Council Chairman of the Assemblies of God Institute of Higher Learning and a member of the Board of Prime Insurance. Notably, he is a former board chairman of Universal Merchant Bank (UMB). Throughout his career, Dr. Graham has held senior leadership positions, including Senior Vice President for Human Capital Management and Administration at Databank Financial Services Group, and Human Resources Manager at the Forestry Commission of Ghana.

Dr. George Smith Graham's remarkable journey is a testament to his dedication, expertise, and passion for public service and leadership development. His contributions to Africa's development continue to inspire and shape the next generation of leaders.



Leading the conversation on fair compensation: Dr. George Smith-Graham, Chief Executive of the Fair Wages and Salaries Commission, shares his vision for a more equitable workforce.

New Appointments



Mrs. Joseline Pogunipo Gbaruk, newly appointed Head of Accounts at the Fair Wages and Salaries Commission, brings expertise and dedication to ensuring financial accuracy and efficiency in the commission's operations.

MRS. Joseline Pogunipo Gbaruk is the new head of Accounts of the Fair Wages and Salaries Commission. Mrs. Gbaruk brings with her a wealth of experience from her previous role at the Controller and Accountant General's Department.

With her expertise in accounting and financial management, Mrs. Gbaruk is expected to play a key role in overseeing the financial operations of the FWSC. Her appointment is seen as a significant step in strengthening the commission's financial management capabilities.

The Commission looks forward to leveraging Mrs. Gbaruk's skills and experience to ensure effective financial management and accountability in its operations. We congratulate Mrs. Gbaruk on her new role and wish her success in her new position.



Congratulations to Ms. Elisa Moses on her well-deserved promotion to Corporate Services Executive in the Public Affairs Unit.

IN recognition of her dedication and hard work, Ms. Elisa Moses has been upgraded from her role as Office Assistant to the position of Corporate Services Executive in the Public Affairs Unit at the Fair Wages and Salaries Commission (FWSC). This promotion took effect on May 15, 2025.

Ms. Moses undertook her national service with the Parliament Library of the Parliamentary Service of Ghana from October 2021 to September 2022. She holds a degree in Communication Studies, Public Relations from the University of Media Arts and Communication, which she pursued after completing a Diploma in Communication Studies from the Ghana Institute of Journalism.

In her new role, as the Corporate Services Executive, Ms. Moses will utilise her skills and experience to contribute to the commission's success. We congratulate Ms. Moses on this well-deserved promotion and wish her continued success in her career.



Dr George Smith-Graham, Chief Executive of the Fair Wages and Salaries Commission, addresses the TUC pre-May Day conference, discussing the establishment of the proposed Independent Emoluments Commission.

Independent Emoluments Commission To Be Set Up By End Of 2025

THE Acting Chief Executive of the Fair Wages and Salaries Commission, Dr. George Smith-Graham, has emphasised the need for fairness, transparency, and alignment with national development goals in public sector compensation. Speaking on, Thursday April 24, 2025 at the Trade Unions Congress pre-May Day conference in Accra, Dr. Smith-Graham highlighted the proposed establishment of an Independent

Emoluments Commission to oversee salary setting in the public sector.

The event, organised by the Trades Union Congress (TUC), was on the theme: "Resetting Pay and Working Conditions in Ghana: The Role of Stakeholders."

Eliminating disparities

Dr. Smith-Graham said the emoluments commission would be established by the end of the 2025 and it aims to bring all public sector

employees under the same pay policy, ensuring that salaries are determined based on a fair and transparent framework. The move is expected to eliminate unjustifiable disparities and promote productivity in the public sector. Dr. Smith-Graham noted that the establishment of the Independent Emoluments Commission would require a constitutional review and a new enactment. The Commission will have the power to determine the salaries of public sector employees, including those in the executive, judiciary, and other agencies. This proposal is part of a broader effort to reform the public sector and promote good governance.

Dr. Smith-Graham emphasised the need for a national consensus on public service reform, involving government, labour, employers, and other stakeholders.

Living wage

In a subsequent interview with journalists, Dr. Smith-Graham shed light on the ongoing discussions surrounding the implementation of a living wage in Ghana. Dr. Smith-Graham expressed his support for the concept of a living wage, stating, "I'm not against the living wage at all. I think that as a country, we can do it, but it has to be a long-term plan."



Engaging discussion: Dr. George Smith-Graham, Chief Executive of FWSC, converses with Professor Charles Adabo Oppong, Director of Grievances and Negotiation at FWSC (left), and one of the leaders of the Trades Union Congress (TUC) (right), highlighting collaborative efforts in labor relations and fair compensation practices.

UNIMAC Management Pays Courtesy Call On FWSC Chief Executive

A TEAM led by the Vice-Chancellor of University of Media, Arts and Communication (UniMAC), Prof. Eric Opoku Mensah of the University of Media, Arts and Communications (UniMAC) has paid a courtesy call on the Chief Executive of the Fair Wages and Salaries Commission (FWSC), Dr. George Smith-Graham.

The delegation also comprised the Prof. Winston Abroampa, Pro. Vice-Chancellor

Chancellor; Prof. Christina Hammond, Rector of the UniMAC's Institute of Journalism; Prof. Cecilia Addai, Rector of UniMAC's Institute of Languages, Patience Sowah, Acting Registrar of UniMAC; Francis Obeng, Director of Finance; Nana Efua Rockson, Director of Public Affairs; Dr. Lawrencia Agyapong, Director of Global Education and Collaboration who doubles as UniMAC UTAG President.



Building bridges: The Vice Chancellor of the University of Management and Technology (UNIMAC) warmly greets Dr. George Smith-Graham, Chief Executive of the Fair Wages and Salaries Commission (FWSC), marking a new era of collaboration and partnership between the two institutions.



Strengthening ties: Management of the University of Management and Technology (UNIMAC) pays a courtesy visit to Dr. George Smith-Graham and directors of the Fair Wages and Salaries Commission (FWSC), exploring opportunities for collaboration.

FWSC Chief Executive Briefs Police On Upcoming Independent Emoluments Commission

DR. George Smith-Graham, Acting Chief Executive of FWSC, has called on the Inspector General of Police and Police Management Board.

He used the occasion to formally introduce himself and discuss issues on the proposed Independent Emoluments Commission.

He explained the President's vision of establishing the Commission which will oversee salary administration from the President to the lowest-paid public servant. The IEC seeks to promote fairness, transparency, and global best practices in public sector compensation. Dr. Smith-Graham noted that the Commission is expected to be operational by the end of 2025.

This initiative forms part of broader efforts to reform public sector pay systems. The IGP, Mr. Christian Tetteh Yohuno, congratulated Dr. Smith-Graham on his reappointment. He affirmed the Police Service's support in



Partnership in progress: Management Board of the Ghana Police Service welcomes Dr. George Smith-Graham and management members of the Fair Wages and Salaries Commission (FWSC) during a visit to the Police Headquarters.

resolving salary disparities among its personnel.

The Police expressed readiness to collaborate with FWSC on compensation reforms. FWSC was commended for prioritizing police welfare and equitable pay systems.



Honoring excellence: Inspector General of Police (IGP) Mr. Christian Tetteh Yohuno presents a plaque to Dr. George Smith-Graham, Chief Executive of the Fair Wages and Salaries Commission, during a courtesy visit to the Police Headquarters, symbolizing respect and appreciation for his work.

VOX POP

How prepared are you as a staff of FWSC for the transition to the Independent Emoluments Commission?

AS a proud member of the FWSC team, I am not just embracing the transition to the Independent Emoluments Commission. I'm excited about it! This is not just a policy shift; it's a powerful step forward for Ghana. This is more than a structural change, it is a bold leap toward fairness, transparency, and equity in public sector pay. To me, this moment isn't a challenge, it is an opportunity. An



**KWESI ASAFO,
LEGAL DEPARTMENT**

opportunity to help build a system where every public servant's pay is not only fair, but fully justifiable.

I am ready to bring my passion, skills, and commitment to this new chapter, particularly my experience in reviewing and drafting

legislation and policies that will guide the Commission's work. Because I believe in a Ghana where every public servant is valued, and every salary is justifiable.

VOX POP



**CHARITY AKEY,
REGISTRY**

AS a staff member, transitioning from the Fair Wages and Salaries Commission (FWSC) to the Independent Emoluments Commission (IEC), my preparedness involves cultivating resilience and adaptability. I view this change as an opportunity for personal and professional growth to contribute effectively to the IEC's mission.



**ALEX INKOOM,
INTERNAL AUDIT**

IAM fully prepared as a FWSC staff member and ready to collaborate with all Directorates in order to achieve the objectives of the Independent Emoluments Commission, (IEC).

With my experience in managing the Commission's assets and facilities, I am confident that I can contribute to the effective management of the IEC's resources. I am also working with the team to identify potential logistical challenges that the Commission may face and developing strategies to address them.

I believe that our collective efforts will ensure that the IEC is well-equipped to deliver on its mandate.



**ANTHONY ADOM QUANSAH
FINANCE & ADMINISTRATION
DIRECTORATE**

AS a FWSC staff member, I am fully prepared for the transition. I am working closely with the team to review budgetary transition frameworks, ensuring a smooth transition to the Independent Emoluments Commission.

Our team is also preparing budgetary projections and forecasts to support the Commission's planning and decision-making. Additionally, we are identifying potential financial risks and opportunities that the Commission may face and developing strategies to mitigate them.

I am excited to bring my financial expertise to the Commission and contribute to its success.



**SELINA DAPLAH,
PERFORMANCE MANAGEMENT**

IAM well-prepared for the transition to the Independent Emoluments Commission, which is expected to be established by the end of 2025.

To ensure a smooth transition, I have been developing relevant skills, familiarising myself with the procedures ongoing ahead of the transition. I am confident that my skills and expertise will enable me to adapt and contribute to the Commission's success, supporting its work and ensuring a seamless transition.



**RICHARD OPPONG
NKETIAH, REGISTRY**

IAM fully prepared because implementing a true and open system for determining compensation will ensure fairness, transparency, and sustainability in the public sector pay structure.

This system will eliminate long-standing disparities and promote equal opportunities. With my experience in records management and data analysis, I am confident that I can contribute to the

development of a robust database that will inform the Commission's decisions and ensure that all public sector employees are fairly compensated. I look forward to working with the team to ensure a seamless transition.

Dr. Smith-Graham Takes Over As Acting Chief Executive Of FWSC

DR. George Smith-Graham has officially taken over from Ing. Benjamin Arthur as the new Acting Chief Executive Officer of the Fair Wages and Salaries Commission (FWSC).

At a brief handing-over meeting, outgoing Chief Executive Ing. Benjamin Arthur, who was in office for over three years, handed over key documents to his successor. With over three decades of experience in compensation management, public service reforms, and strategic leadership, Dr. Smith-Graham said he was poised to lead the government's drive toward establishing an Independent Emoluments Commission.

The proposed commission will determine pay and compensation for public sector workers, seeking to eliminate disparities and enhance productivity.

Call For Teamwork

In a meeting with FWSC staff after the handover ceremony, Dr. Smith-Graham stressed the



Smooth transition: Ing. Benjamin Arthur, outgoing Chief Executive of the Fair Wages and Salaries Commission, hands over to Dr. George Smith-Graham, newly appointed Acting Chief Executive, ensuring continuity and stability in the commission's mandate to implement fair wages and salaries policies.

importance of teamwork, noting that the Independent Emoluments Commission would represent a significant shift from the current Fair Wages Commission, expanding its mandate to determine salaries for all public workers, including

ministers, judges, and parliamentarians. He stressed that collective effort would be essential to successfully establish the new Commission and urged the Commission's workforce to fully prepare for the responsibilities ahead.



Smith-Graham connects with staff of the Fair Wages and Salaries Commission following his appointment as Chief Executive, signaling a fresh start and renewed commitment to the commission's mission.

Support For New Chief Executive

Outgoing Chief Executive, Ing. Benjamin Arthur, expressed his gratitude to the staff for their support during his tenure, which he described as a period marked by several notable achievements. He encouraged them to extend the same level of support to his successor, stating, "The next phase will be more demanding."



Building partnerships: Members of the Parliamentary Select Committee meet with Dr. George Smith-Graham and management of the Fair Wages and Salaries Commission, fostering collaboration and understanding on labor issues and fair compensation policies.

Parliamentary Select Committee On Employment Visit Fair Wages And Salaries Commission

THE Parliamentary Select Committee on Employment, Labour Relations and Pensions has paid a familiarization visit to the Fair Wages and Salaries Commission (FWSC), as part of its oversight responsibilities.

This visit forms part of the Committee's broader mandate to investigate and examine the operations and

administration of Ministries, Departments, and Agencies (MDAs) under its jurisdiction.

The engagement offered the committee an opportunity to assess the Commission's current operations and identify areas in need of improvement. The delegation was led by the Chairman of the Committee, Hon. Joseph Appiah Boateng, and was received by the Chief

Executive Officer of FWSC, Mr. George Smith-Graham, together with members of the management team of the Commission.

Dr. Smith-Graham expressed appreciation for the Committee's visit, noting that such engagements are vital in ensuring alignment between institutional goals and national policy objectives.

New Chief Executive Engages Staff In Maiden Open House Forum

IN a spirit of openness and collaboration, the Fair Wages and Salaries Commission (FWSC) has held its maiden open house forum for the new Chief Executive, Dr George Smith-Graham to engage staff.

The interactive forum created a space for staff to connect directly with Dr Smith-Graham, who used the occasion to share updates on ongoing developments within the Commission.

These included recent departmental changes, structural improvements, and the broader vision for the future of wage administration in the public service.

Dr Smith-Graham, a seasoned human resource professional, underscored his commitment to building a results-driven institution anchored on unity, trust, and a shared sense of purpose.

In outlining his vision, he placed strong emphasis on the establishment of the Independent Emoluments

Commission, urging staff to see it as a national call to duty and an opportunity to create a model pay administration institution for the country.

"I believe in grooming talent and equipping people to grow within their roles," he said, adding that developing staff capabilities is key to achieving the Commission's goals.

"Each person must find their place of strength and purpose

within this organisation."

Staff also had the opportunity to share ideas on how to enhance teamwork, build trust, and sustain the Commission's progress.

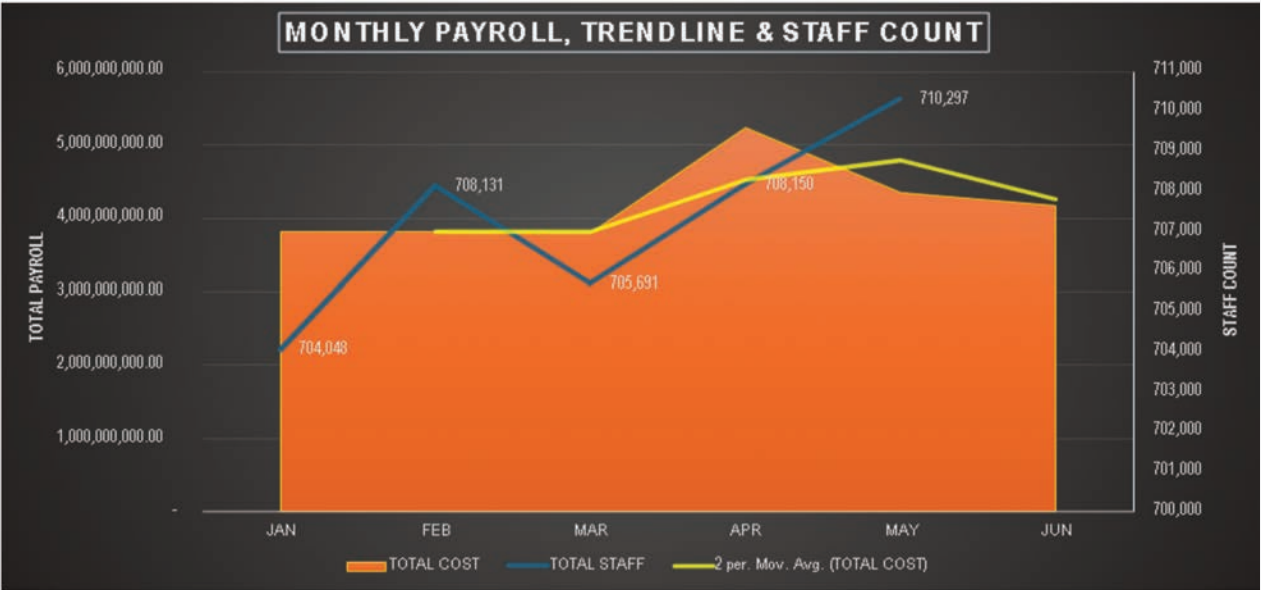
Their contributions reflected a deep sense of dedication to the FWSC's mandate and a desire to support the new leadership.

The forum ended on a high note, with renewed energy.



FWSC In Numbers: Graphical Representations Of Payroll And Staff Analysis

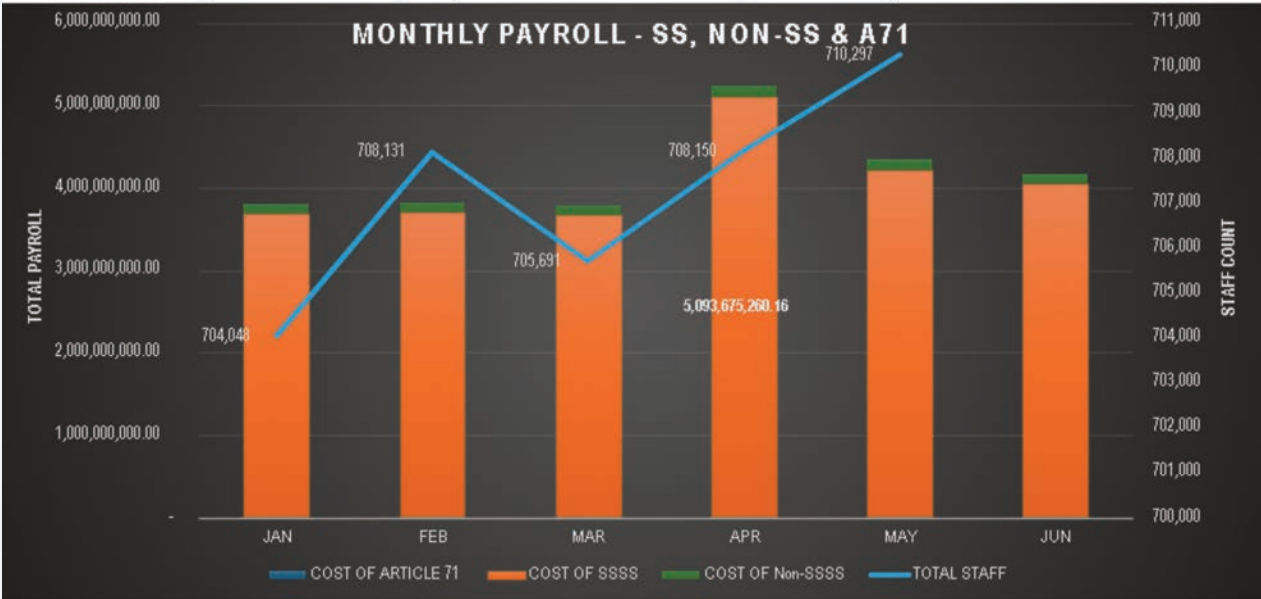
FIGURE 1: Analysis of Monthly Payroll and Staff Count.



INFERENCE:

Figure 1 depicts the total monthly cost on GOG payroll decreases as total staff increases from January to June 2025. This could be attributed to attrition by retirement or employees leaving public service.

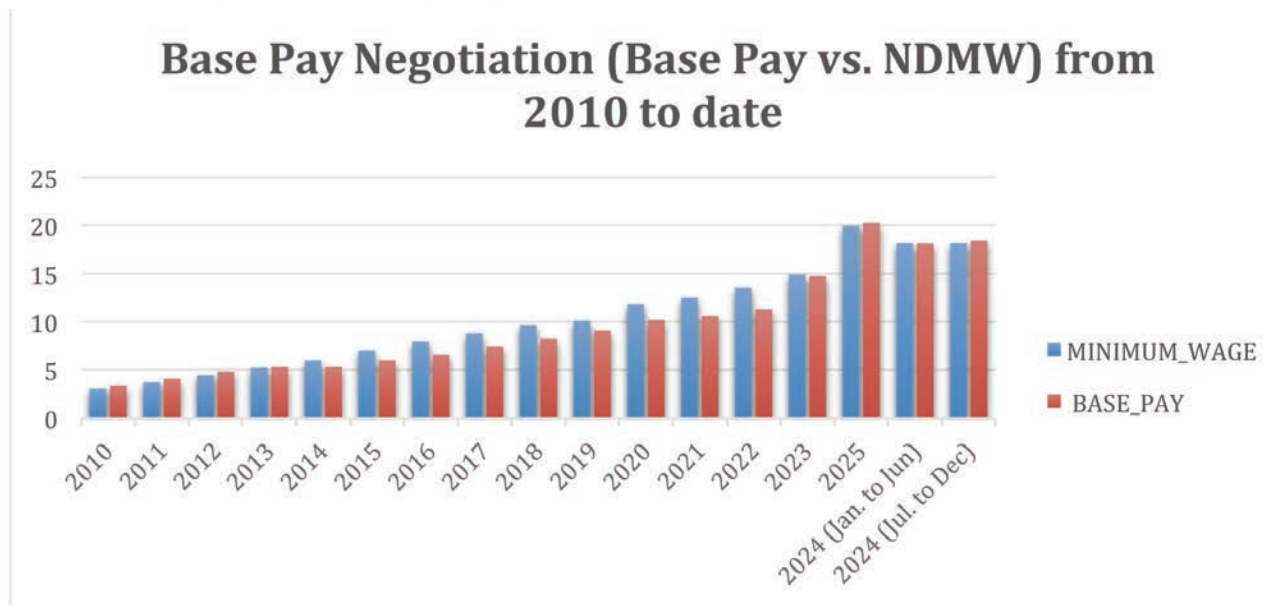
FIGURE 2: Analysis of Monthly Payroll for Staff on SSSS, NON-SSSS, ARTICLE 71.



INFERENCE:

Staff on the SS currently consume between 96% to 97% of the wages and salaries paid by the CAGD. The Non-Single Spine entities take up about 3% while Article 17 title holders take up barely a third of a percentage point of the wages and salaries paid by CAGD.

FIGURE 3: Analysis of Base Pay Negotiations.



INFERENCE:

Figure 3 shows the base pay and minimum wage have both increased steadily from 2010 to 2025 indicating the basic minimum remuneration/ salary a worker should be paid. Confirming the direct linear relationship between base pay and minimum wages.

DID YOU KNOW?

A contract of employment for a casual worker need not be in writing; but casuals have rights to minimum remuneration for each day worked, overtime and medical facilities.

Striking A Fair Deal

Nurses Suspend Strike After Productive Talks With Government

THE Ghana Registered Nurses and Midwives Association (GRNMA) suspended its 10-day nationwide strike on June 14, 2025. The decision comes after a fruitful engagement with the Parliamentary Select Committee on Health and the government team represented by the Fair Wages and Salaries Commission (FWSC), Ministry of Health and the Ministry of Finance. The strike, which began on June 4, 2025, was prompted by delays in implementing the Collective Agreement signed in May 2024. Despite the National Labor Commission declaring the strike "illegal", the GRNMA insisted on continuing the strike until their demands were met. Ahead of the meeting with the Parliamentary committee on health, the Fair Wages and Salaries Commission (FWSC) met with GRNMA on June 9, 2025, to address the ongoing strike and find a lasting solution. At the meeting which attracted all stakeholders in the health sector, FWSC appealed to GRNMA to call off the strike and return to the negotiation table.



Dialogue for Progress: Dr. George Smith-Graham engages in a productive discussion with Perpetual Ofori-Ampofo, President of the Ghana Registered Nurses and Midwives Association (GRNMA), exploring ways to address key issues affecting nurses and midwives.

Background

The GRNMA had been negotiating with the government over delays in implementing the 2024 Conditions of Service agreement. The agreement was signed on May 20, 2024, and was expected to take effect on July 1, 2024. However, due to a court case filed by the Psychiatric Nurses Association, implementation was put on hold.

Suspension Of Strike

The suspension of the strike brought relief to patients and healthcare services nationwide, which were severely impacted by the industrial action. According to GRNMA President, Perpetual Ofori-Ampofo, the association's industrial action, was suspended pending the outcome of a follow-up meeting scheduled for June 26, 2025. The GRNMA leadership assured its members that they remain committed to ensuring the full terms of the Collective Agreement are honored.



Building alliances: Dr. George Smith-Graham, Acting Chief Executive of the Fair Wages and Salaries Commission, meets with the leadership of the Conference of Principals of Colleges of Education, Ghana (PRINCOF), strengthening ties and exploring opportunities for collaboration.

PRINCOF Visit Fair Wages Chief Executive

THE leadership of the Conference of Principals of Colleges of Education, Ghana (PRINCOF), has held a successful meeting with the Fair Wages and Salaries Commission (FWSC) to discuss matters related to their welfare and conditions of service.

The meeting, which focused on resolving outstanding concerns, ended on a positive note, with both parties expressing satisfaction with the outcomes.

The Chief Executive of the FWSC, Dr. George Smith-Graham, welcomed the delegation warmly and emphasised the importance of dialogue in addressing labour issues.

Dr. Smith-Graham also highlighted the government's plans to establish an Independent Emoluments Commission (IEC), which will be tasked with determining the salaries of all public sector workers.

He reassured the PRINCOF team of the Commission's continued commitment to open and constructive engagement. The President of PRINCOF, Professor Samuel Atintono who led the delegation expressed appreciation to the FWSC for the prompt and cordial engagement, which led to the amicable resolution of some outstanding issues.

He also pledged the PRINCOF's continued cooperation in maintaining a harmonious labour front.

FWSC Team Participate In ILO Conference In Geneva

A THREE-MEMBER delegation from the Fair Wages and Salaries Commission (FWSC) recently participated in the International Labour Organization (ILO) conference in Geneva, Switzerland.

The team comprised Dr. Baaba Anquandah, Director of Performance Management; Dr. Bernard Adjei-Poku, Director of Research, Monitoring, and Evaluation; and Ambrose Boateng, Deputy Director of Performance Audit.

The ILO conference provided a platform for the FWSC team to engage with global experts and peers on key issues related to labor and employment. The team actively participated in

discussions, shared their expertise, and gained valuable insights from the conference.

The FWSC team's participation in the ILO conference is a testament to the commission's commitment to staying at the forefront of global best practices in labor and employment. The experience and knowledge gained from the conference will undoubtedly inform the commission's work and contribute to the development of more effective policies and programs.

The FWSC team returned to Ghana with new ideas, renewed energy, and a deeper understanding of the global labor landscape.



Global Labor Insights: Dr. Bernard Adjei-Poku, Director of Research, Monitoring, and Evaluation, Ambrose Boateng, Deputy Director of Performance Management, and Dr. Baaba Anquandah, Director of Performance Management, represented the Fair Wages and Salaries Commission at the International Labour Organization (ILO) conference in Geneva, engaging with global experts on labor issues.



5 Indoor Plants That Clean The Air Naturally

INDOOR air pollution is a common issue in modern homes and offices, caused by toxins from cleaning products, paints, furniture, and electronics.

Breathing poor-quality air can lead to health problems like headaches, allergies, and respiratory issues. Fortunately, certain indoor plants can naturally purify the air and promote better living.

1. Spider Plant: Removes formaldehyde, carbon monoxide, and benzene. Easy to grow and non-toxic to pets.
2. Snake Plant: Removes formaldehyde, benzene, and xylene. Produces oxygen at night, making it ideal for bedrooms.
3. Peace Lily: Removes ammonia, benzene, and formaldehyde. Helps reduce mold spores, but toxic to pets.
4. Areca Palm: Removes formaldehyde, xylene, and toluene. Acts as a natural humidifier and loves bright, indirect light.
5. Aloe Vera: Removes benzene and formaldehyde. Low-maintenance and has skin-healing properties.

Benefits of Indoor Plants

- Cleaner air and improved health
- Better sleep quality
- Reduced stress levels and improved mood
- Natural decoration that adds life to any space

By incorporating these plants into your home or office, you can create a healthier and more peaceful environment. Start small, care for them with love, and watch your space transform.

FWSC Chief Executive Engages CETAG, Discusses Key Issues

THE Chief Executive of the Fair Wages and Salaries Commission (FWSC), Dr. George Smith-Graham, has engaged the leadership of the College of Education Teachers Association Ghana (CETAG). The visit aimed to introduce Dr. Smith-Graham to CETAG, discuss the transition of FWSC to an Independent Emolument Commission, and address pressing issues affecting teachers in Ghana. The meeting

also covered some key issues, including the implementation of signed agreements, conditions of service submission, and budget allocation processes.

Transition

Dr. Smith-Graham briefing the CETAG leadership on the transition of FWSC to an Independent Emolument Commission indicated that the government's plans to establish a National Steering Committee to

guide the development and implementation of the new policy. He encouraged CETAG to identify countries with best practices that Ghana can learn from in designing a robust and effective system. CETAG National President, Maxwell Bunu, commended Dr. Smith-Graham for proactively engaging with the association to understand their concerns firsthand, and urged for more frequent interactions.



Dr George Smith-Graham with the leadership of the Colleges of Education Teachers' Association of Ghana (CETAG), marking a significant step in addressing the concerns of teachers and advancing their welfare.

Gallery



Gallery



Word Puzzle

I	N	D	U	S	T	R	I	A	L	R	E	L	A	T	I	O	N	S	O	P
N	C	O	N	D	I	T	I	O	N	S	O	F	S	E	R	V	I	C	E	A
G	P	Q	O	I	Q	C	L	S	Q	F	Q	Q	A	M	A	D	A	K	O	S
T	I	A	I	G	W	X	P	R	O	D	U	C	T	I	V	I	T	Y	G	D
N	H	S	T	B	E	Z	K	D	T	R	A	N	S	P	A	R	E	N	C	Y
E	S	C	A	V	R	A	W	U	N	S	K	S	D	O	L	L	A	R	Y	Q
D	R	X	I	E	T	S	R	O	E	A	G	X	I	V	Y	U	C	C	T	W
N	E	Z	T	D	Y	D	I	W	M	A	N	D	A	T	E	N	I	G	O	A
E	N	B	O	C	U	T	K	E	U	M	P	Z	Y	U	I	L	Q	Y	L	T
P	T	N	G	B	I	F	H	R	L	N	U	X	E	R	O	N	T	F	K	E
E	R	G	E	S	I	G	I	T	O	B	R	C	T	P	T	E	U	E	M	R
D	A	D	N	Q	O	H	O	Y	M	V	T	V	Y	Y	V	B	V	S	B	F
N	P	A	H	S	P	J	P	U	E	C	Y	A	S	D	A	G	D	X	V	L
I	R	Q	D	G	L	K	D	C	Z	X	P	B	A	A	B	A	Y	U	S	O
T	S	A	L	A	R	Y	R	E	V	I	E	W	R	T	Y	I	X	O	T	W

Transition

Negotiation

Pay Policy

Emoluments

Conditions of
Service

Transparency

Independent

Mandate

Industrial
Relations

Salary Review
Productivity

Partnership

Editorial Team



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WENDY SARKODIE



FAIR WAGES AND SALARIES COMMISSION