

**CODES OF ETHICS AND  
CONDUCT OF THE GHANA  
ATOMIC ENERGY  
COMMISSION (GAEC)**

7/18/2022

# CHAPTER 1

## INTRODUCTION

### SECTION 1: BACKGROUND

#### 1.1 Preamble

As employees, we are subject to several moral duties, which include moral duties to ourselves, our colleagues at the workplace and the institution of employment. To harness these moral duties, a documented code of ethics and code of conduct are important guides to this end. This document, consisting of code of ethics and code of conduct directed at general employees and specific professions or roles (hereinafter "Codes of Ethics and Conduct" or "GAEC Code") is fundamental to ensuring the highest possible ethical standards in the achievement of the vision and mission of the Ghana Atomic Energy Commission (GAEC).

As employees of the Ghana Atomic Energy Commission, we must advocate for, encourage, and act in accordance with the moral principles and ethical code of conduct herein described, and to those stated or implied in all statutory documents of the GAEC. These codes of ethics and conduct are intentioned to guide the conduct, behaviour, and decision-making at all levels of GAEC employees and to help resolve opposing ethical issues that may arise. The Codes of Ethics and Conduct is an add-on to the provisions of the Conditions of Service for Senior Members as well as the Collective Bargaining Agreement. Also, it provides detailed information regarding what constitutes some of the offences, among others, stated in the Conditions of Service for Senior Members as well as the Collective Bargaining Agreement.

#### 1.2: Scope of Application

The Codes of Ethics and Conduct sets forth are enforceable values, principles, and standards to guide employees' conducts. It is applicable to all employees in general and also to professional functions, and management roles employees play within the GAEC. This demands a career-long commitment to behaving ethically and to encourage others to do so.

Management shall adhere to and ensure proper dissemination of the GAEC Code by means of distribution to all officers and posting it on locations (physical and virtual) accessible by all. All employees must endeavour to uphold the principles in the GAEC Code, as violations of these

ethical standards will lead to the imposition of sanctions as described in the accompanying Conditions of Service for Senior Members and the Collective Bargaining Agreement.

### 1.3: Definitions

- a) **An Employee:** A person on contract of employment with the Ghana Atomic Energy Commission (which include a person, employed by the Government and paid by same) as well as those on contract for employment (which include a person on attachment, internship, secondment, national service, fellowship, contract, and services contract working on the premises of GAEC).
- b) **A Senior:** is a person of a higher rank, and the one who has served longer years on that rank in cases of two or more persons of the same rank.
- c) **A Relative:** this is someone who is related by blood or marriage within the third degree to an employee. This includes parents, grandparents, in-laws, spouses or domestic partners, children, grandchildren, siblings, uncles, aunts, nieces, nephews, stepparents, stepchildren and adopted children.
- d) **Management** includes the Director-General, the Deputy Director-General, directors, deputy directors, centre managers, heads of department.
- e) **Scientific staff** includes research scientist, technologist, or a technician.
- f) **Administrative staff** includes staff at administration, human resource, basic school, communication, and commercialisation directorate.
- g) **Financial staff** includes staff at finance and internal audit directorates.
- h) **Conflict of Interest** is any situation in which the existence or/and pursuit of personal interest conflicts with the interests and mission of the GAEC. Situations from which an employee may gain profit and/or an undue advantage from opportunities that come to their attention during or by virtue of the performance of their duties or such as may seem to or may make it difficult for them to be objective.
- i) **Sexual harassment includes** sexual solicitation, physical advances, or verbal or nonverbal conduct that is sexual in nature, occurs in connection with the work activities, and it is either; uninvited, offensive, or creates a hostile environment, and the employee knows or ought to know or he/she is told this; or sufficiently severe or intense as to be deemed

abusive by a reasonable person in the context. Sexual harassment can consist of a single intense or severe act or of multiple persistent or pervasive acts.

- j) ***Reasonable person***: A hypothetical individual who approaches any situation with the appropriate amount of caution and then acts sensibly.
- k) ***GAEC Code***: The codes of ethics and conduct of the Ghana Atomic Energy Commission.

## **CHAPTER 2**

### **EMPLOYEE GENERAL CODE OF ETHICS**

#### **SECTION 2: GENERAL ETHICAL VALUES AND PRINCIPLES**

Although this code of ethics is underpinned by all applicable moral principles, there is the need to highlight the underlisted moral principles to guide employee to acceptable conduct and the implementing the GAEC Code.

##### **2.1 Human Dignity**

- a) Being human, every employee has an intrinsic worth beyond their abilities and usefulness to other entities and this shall be respected.
- b) Based on human value, no employee must be used as a tool and/or a means for another person's goals, interest, benefit, or satisfaction.
- c) Employees should be informed and be able to make decisions (including consenting) regarding what happens to them without the use of force, manipulation, or threats.

##### **2.2 Natural Justice**

- a) The fundamental requirements of natural justice, that every employee must be given adequate notice, fair hearing, and absence of bias in a decision that will negatively affect him/her, must be adhered to. For example, administrative decisions must be taken, and sanctions applied in line with the three fundamental requirements of natural justice.
- b) Rules and regulations must be applied to all employees fairly and impartially ensuring that each employee receives his/her fair share of opportunities, resources, responsibilities, or rewards etc.

##### **2.3 Harm and Risk**

- a) An employee must not wilfully and negligently cause harm or increase the risk of harm to other employees and the general public either directly or indirectly.
- b) An employee owes a duty to ensure that their actions do not result in harm to the public and/or the environment in performing his/her duties.

- c) An employee should strive to adopt the safest/least harmful standards in conducting research and the provision of other services.

#### **2.4 Equality / Universality**

- a) An employee must treat others and be treated equally without fear or favour and fairly without bias.
- b) A higher ranked officer must provide equal opportunity to employees, particularly in respect of placements, promotions, nominations, and transfers.

#### **2.5 Teamwork**

- a) An employee must work together and cooperate with others to achieve the vision of the GAEC.

#### **2.6 Non-discrimination**

- a) An employee must welcome and support other employees of diverse backgrounds, including, those of different race, ethnicity, culture, national origin, social and economic class, educational level, sex, age, size, family status, religion, and mental and physical disability groupings etc.

#### **2.7 Respect and Consideration**

- a) An employee must acknowledge the role of other employees in achieving the outcomes of work and give him/her credit.
- b) An employee should consider the role of other employees as important in achieving the mission of GAEC.

#### **2.8 Accountability**

- a) An employee must always take responsibility for his/her actions in respect of his/her duties and its outcomes.
- b) An employee has the responsibility to ensure that those he/she supervises perform their duties efficiently.

## **2.9 Integrity**

- a) An employee must exhibit trust, honesty, sound judgment, courage, consistency, and the willingness to admit errors in judgment in all their dealings with the Commission or other employees.
- b) An employee must uphold all ethical principles rules and regulation that guides every decision making in GAEC.

## **2.10 Stakeholder and Customer Satisfaction**

- a) An employee must strive to provide impactful research output, high value products, innovative solutions and quality services resulting in value to stakeholders, customers, and the GAEC.

## **2.11 Compliance**

- a) An employee must comply with all legislation, regulations, statutes, bylaws, and agreements as well as international instruments relevant to the operations of the GAEC.

## **2.12 Environmental Stewardship**

- a) An employee must utilize the best management and safety practices to maintain and/or improve quality of the environment.
- b) An employee must utilize the best management and safety practices to improve environmental impact while reducing risk of damage to the environment.

## **2.13 Innovation**

- a) An employee must create and/or facilitate an enabling environment where innovation and creativity are encouraged in other to promote cost-effective and sustainable research impact, products, and services to create value.

## **2.14 Proficiency**

- a) An employee should strive to continually develop and apply current knowledge to increase personal skills, fostering the highest standard of professional competency and optimising responsible use of resources to the benefit of the GAEC.

**2.15 Non-disclosure and Confidentiality of Information**

- a) An employee must keep in confidence all information regarding the work of GAEC.

**2.16 Conflict of Interest**

- a) An employee must avoid any situations of conflict of interest or the appearance of conflicts of interest in the performance of his/her duties.

**CHAPTER 3**  
**PROFESSION-SPECIFIC CODE OF ETHICS**

**SECTION 3: SCIENTIFIC STAFF**

**3.1 Social Responsibility**

- a) A scientific staff must strive to promote social good and prevent or mitigate harms (including social and physiological harms) through responsible conduct of research, public education, advocacy and informing policy for the benefit of society.
- b) A scientific staff must have the welfare of the society in mind as a goal and strive for the benefits of research to outweigh the risks to society.

**3.2 Research ethics**

- a) A scientific staff shall ensure that research he/she conducts is done in accordance with the requirements of research ethics.

**3.4 Research Integrity**

- a) A scientific staff must strive to conduct research in such a way that allows others to have confidence and trust in the methods and findings of his/her research.
- b) A scientific staff must ensure that his/her research is carried out with transparency, honesty, and open communication, including use of honest and verifiable methods in proposing, performing, and evaluating research.
- c) A scientific staff must also follow commonly accepted codes and norms in his/her discipline or profession.

**SECTION 4: ADMINISTRATIVE STAFF**

**4.1 Professionalism**

- a) An administrative staff must strive to adhere, maintain, and enhance the dignity, status, competence, and high standards of handling enquiries, requests, correspondences, taking minutes. arranging both internal and external events; efficient time management,

providing administration support to management and general office management productively.

- b) An administrative staff must strive to be an effective communicator on-line, in person and interpersonally.
- c) An administrative staff must develop and maintain an admirable administrative image for the Commission, GAEC, Institutes and members of management.
- d) An administrative staff must strive to be a good steward of public information.
- e) An administrative staff must also follow commonly accepted codes or norms in his/her profession.

#### **4.2 Impartiality / Fairness**

- a) An administrative staff shall ensure that decisions concerning employment, compensation, performance, and promotion are devoid of biases and based upon merits, professional ability, and experience.

#### **4.3 Confidentiality**

- a) An administrative staff shall take all reasonable measures to protect the confidentiality of information of staff, members of Management, Institutes, the GAEC, the Commission and related collaborators and shall only disclose them when there is a legal or professional obligation to do so.

### **SECTION 5: INTERNAL AUDITORS**

#### **5.1 Professionalism**

- a) An internal auditor must strive to adhere, maintain, and enhance the dignity, status, competence, and high standards of assessing relevant operations and internal controls, GAEC's adherence to laws and statutes, identification, investigating and communicating improper conduct productively.
- b) An internal auditor must develop and maintain an admirable operational image for the Commission, GAEC, Institutes and members of management.
- c) An internal auditor must strive to be a good steward of internal information.

- d) An internal auditor must also follow commonly accepted codes and norms in his/her profession.

### **5.3 Integrity**

- a) An internal auditor must be trustworthy as this is the basis for reliance on his/her judgement.

### **5.4 Objectivity**

- a) An internal auditor must exercise the highest level of objectivity in gathering, evaluating, and communicating information about an activity or process under examination.
- b) An internal auditor must make a balance assessment of all relevant circumstances devoid of any undue influence and personal interest in decision-making.

### **5.5 Confidentiality**

- a) An internal auditor shall not disclose outcome of assessment and any related information except when there is a legal or professional obligation to do so.

## **SECTION 6: FINANCE OFFICER**

### **6.1 Professionalism**

- a) A finance officer must strive to adhere, maintain, and enhance the dignity, status, competence, and high standards of preparing of budgets; managing records and receipts; reconciling transactions; preparing financial reports productively.
- b) A finance officer must strive to be effective financial communicator on-line, in person and interpersonally.
- c) A finance officer must develop and maintain an admirable financial image for the Commission, GAEC, Institutes and their members of management.
- d) A finance officer must strive to be a good steward of public and staff financial information.

- e) A finance officer must also follow commonly accepted codes or norms of their profession.
- f) A finance officer must seek to develop innovative financial and accounting solutions to the difficulties arising from the changing financial standards and processes.

### **6.3 Integrity**

- a) A finance officer shall carry out his/her responsibilities honestly, in good faith and with integrity, due care and diligence, exercising always their best independent judgment.

### **6.4 Confidentiality**

- a) A finance officer shall take all reasonable measures to protect the confidentiality of financial and related information of the GAEC and its clients and shall only disclose them when there is a legal or professional obligation to do so.

## **SECTION 7: PROCUREMENT OFFICER**

### **7.1 Professionalism**

- a) A procurement officer must strive to adhere, maintain, and enhance the dignity, status, competence, and high standards of overseeing staff purchases; preparing purchasing plans; reviewing, comparing and choosing of product and providers; managing inventories; keeping purchase and pricing records, and evaluating prospective suppliers productively.
- b) A procurement officer must strive to be an effective transactional communicator on-line, in person and interpersonally.
- c) A procurement officer must develop and maintain an admirable purchasing image for the GAEC, Institutes and members of management.
- d) A procurement officer must strive to be a good steward of public, GAEC and institute transactional information.
- e) A procurement officer must seek to develop innovative purchasing solutions to the difficulties arising from the changing standards, rules, and processes.

- f) A procurement officer must also follow commonly accepted codes and norms of in his/her profession.

## **7.2 Integrity**

- a) A procurement officer must strive not to use their position for personal financial gain.
- b) A procurement officer must ensure information given in the course of work is accurate and not misleading.
- c) A procurement officer must strive for genuine fair and transparent competition.
- d) A procurement officer must be truthful about information of suppliers.

## **7.3 Confidentiality**

- a) A procurement officer shall take all reasonable measures to protect the confidentiality of purchase, transactional and related information of the GAEC and its collaborators and shall only disclose them when there is a legal or professional obligation to do so.

# **SECTION 8: HUMAN RESOURCE OFFICER**

## **8.1 Professionalism**

- a) A human resource officer must strive to adhere, maintain, and enhance the dignity, status, competence, and high standards of recruiting, training, and development of staff; administration of pensions and benefits; monitoring staff performance; monitoring attendance; and negotiating working conditions productively.
- b) A human resource officer must strive to effectively communicate on-line, in person and interpersonally.
- c) A human resource officer must develop and maintain an admirable administrative image for the Commission, GAEC, Institutes and members of management.
- d) A human resource officer must strive to be a good steward of staff and employment information.
- e) A human resource officer must follow commonly accepted codes and norms in his/her profession.

## **8.2 Impartiality / Fairness**

- a) A human resource officer shall ensure that decisions concerning employment, compensation, performance, and promotion are devoid of biases and are based on merits, professional ability, and experience.

## **8.3 Confidentiality**

- a) A human resource officer shall take all reasonable measures to protect the confidentiality of information of staff, members of management, Institutes, the GAEC, and related collaborators and shall only disclose them when there is a legal or professional obligation to do so.

**CHAPTER 4**  
**GENERAL CODE OF CONDUCT**

**SECTION 9: GENERAL PRINCIPLES OF ETHICAL CONDUCT**

**9.1 Respect for Personal Dignity and Non-Discrimination**

- a) All employees must avoid discriminatory conduct based on religion, race, ethnicity, nationality, age, gender, sexual orientation, state of health, political affiliation, economic status or any personal characteristic or identities in general.
- b) An employee must not exploit persons including supervisees, national service personnel, job seekers and vulnerable employees and employees of lower rank. over whom they have evaluative or other authority.
- c) An employee must focus on resolving issues, learning from mistakes, avoid blaming each other and acknowledge that we all make mistakes, noting that we may not be able to completely understand why someone holds a viewpoint.

**9.2 Integrity**

- a) An employee must not pursue personal or corporate profit in violation of the GAEC Code or any other rules applicable to him/her.
- b) An employee must keep and safeguard GAEC property and resources with all due precautions.
- c) An employee must accept full responsibility for work he/she performs.
- d) An employee must take appropriate action in regard to any illegal or unethical practices that comes to his/her attention.

**9.3 Confidentiality and Use of Confidential Information**

- a) An employee has an obligation to ensure the protection of the GAEC confidential information.
- b) An employee must take reasonable precautions to protect the confidential information of all employees even if such information is not protected or privileged.

- c) An employee shall keep in confidence and shall not disclose, all such information as personal records and data, on-going research data, not-to-be published research data and reports, classified service, project and program reports and protocols, agreements, memos, letters, board minutes, committee minutes and other such reports within and of the GAEC.
- d) An employee shall be permitted to disclose such information upon a written authorization of the Director-General (Or a person acting on his/her behalf) only when disclosure is required by law under the Right to Information Act or by a court of competent jurisdiction or duly sanctioned administrative purpose.

#### **9.4 Public Statement**

- a) An employee cannot make public statement for or on behalf of the GAEC unless authorized by the Director-General.
- b) An employee who is authorized to make public statement for or on behalf of the GAEC must not make statements that are false, deceptive, misleading, or fraudulent, either because of what they state, convey, or suggest or because of what they omit, including, but not limited to, false or deceptive statements concerning the GAEC, its working partners or other employees.
- c) An employee who is authorized to make public statements or comments on behalf of the GAEC, must take reasonable precautions to ensure that the statements are based on appropriate research, literature, facts, and the statements are otherwise consistent with the GAEC Code.

#### **9.5 Sexual Harassment**

- a) An employee must not knowingly engage in any behaviour that is sexually suggestive, harassing or demeaning to others with whom they interact on the premises of and/or in relation to GAEC activities.
- b) An employee shall not engage in any form of sexual harassment.

#### **9.6 Conflict of interest**

- b) An employee must refrain from assuming roles in which his/her interests or relationships could reasonably be expected to impair objectivity, competence, or effectiveness; or expose the GAEC to harm or exploitation.
- c) An employee must disclose all conflict of interest to the Director-General.
- d) An employee who may not be able to refrain from assuming such conflicting or potentially conflicting roles shall provide in writing measures to
  - i. ensure the conflict does not actualise,
  - ii. mitigate the conflict(s) if they actualise and
  - iii. conduct a post-role analysis of the impact of the conflict.

### **9.7 Protection of Intellectual Property Rights**

- a) In accordance with laws protecting intellectual property rights, an employee must not permit or support the use, for any reason or purpose, of products bearing counterfeit brands or marks, or the manufacture, sale or any other act relating to products already patented by third parties.
- b) An employee must take the necessary steps to seek permission from owners of such intellectual property before use in or for the GAEC.
- c) An employee must ensure the appropriate steps are followed in the use of GAEC's intellectual property.

### **9.8 Diligence in the Use of GAEC Resources**

- a) An employee must protect and safeguard GAEC's goods and valuables entrusted to them.
- b) An employee must avoid situations that might impact negatively on the soundness and safety of GAEC's property.
- c) An employee is prohibited for the use of GAEC's property or resources assigned to him/her for purposes not connected with GAEC business.

**CHAPTER 5**  
**PROFESSION-SPECIFIC CODE OF CONDUCT**

**SECTION 10: SCIENTIFIC STAFF**

**10.1 Fabrication**

- a) A scientific staff must not make up/create/add unattained data, results or findings that were not obtained during the conduct of every particular study and recording of these or reporting them, except in the management of missing data according to standards procedure and reporting that occurrence.
- b) A scientific staff must ensure that studies are adequately designed and powered to support the reported conclusions.

**10.2 Falsification**

- a) A scientific staff must not manipulate, in the conduct of their study, materials/ reagents/ chemicals/ consumables, equipment, or processes/ protocols/ procedure such that the records do not represent what happened during the study.
- b) A Scientific staff must not change, omit data or results/findings such that the research is not accurately represented in whatever record there may be of the study; except doing so according to standards procedure, such as removing outliers, and reporting it.

**10.3 Plagiarism**

- a) A scientific staff must not as part of proposing, conducting, or reporting research appropriate or use another person's ideas, processes, procedure, results, outputs, outcomes, intellectual contributions, or words without giving appropriate credit and/or recognition.
- b) A scientific staff must not be engaged in copying (verbatim) or manipulation of copied (almost verbatim copying) text (phrases, sentences and/or paragraphs) of another person's or one's own previous work without giving appropriate credit and/or recognition and following internationally accepted good practice and standard procedures for doing so.

#### **10.4 Research Team Conduct**

- a) A scientific team leader must openly and respectfully discuss the current and changing roles and responsibilities of individuals in their research team, with all team members.
- b) A scientific staff must respect the confidentiality of the members of the research team.
- c) A scientific team member must be adequately informed prior to all dissemination activities.

#### **10.5 Human and Animal Participants**

- a) A scientific staff must seek approval from RAMSRI-GAEC Ethics review committee and/or any other appropriate ethics review committee prior to the conduct of research involving human and animal participants.
- b) A scientific staff must follow the applicable ethics principles and protect the rights and welfare of the human participants.
- c) A scientific staff must follow the applicable ethics principles and treat animal used in their studies humanely and with consideration for animal welfare.

#### **10.6 Publication**

- a) A scientific staff must make publications of any types with honesty and transparency regarding all persons involved and the subject matter.
- b) A scientific staff must avoid “Salami publication” which is to submit two or more manuscripts with substantially related content that should have been reported in one manuscript, for publication by two or more journals.

#### **10.7 Authorship**

A scientific staff must ensure authorship is reserved for only those who:

- a) Have significantly made contributions to the conception and design, and/or acquisition of data, and/or analysis and interpretation of data.
- b) Participated in the drafting and/or significant revising of the manuscript.
- c) Have agreed to the final version (including author list, positions and content) of the manuscript to be submitted to a particular journal.

## **10.8 Collaboration and Funding**

- a) A scientific staff must respect and carefully follow agreements and contracts, particularly confidentiality agreement duly made with collaborators and funders.
- b) A scientific staff must make forthright, in reporting of the study, public disclosures that have to do with collaborators and funders.

## **10.9 Duty to Society**

- a) A scientific staff and their research must contribute to the well-being of society.
- b) In keeping with the principle of beneficence, Scientific staff should have the welfare of the research communities/population in mind as a goal and strive for the benefits of the research to outweigh the risks.

## **10.10 Informed Consent**

- a) A scientific staff must ensure that all research participants voluntarily agree to participate in research, without pressure from financial gain or other coercion, and their agreement must include an understanding of the research and its risks.
- b) When participants are unable to consent or when vulnerable groups are involved in research, specific actions must be taken by a scientific staff and their institute to protect the participants and their interest.

## **10.11 Non-discrimination and Non-exploitation**

- a) A scientific staff should minimize attempts to reduce the benefits of research on specific groups and to deny benefits from other groups.
- b) A scientific staff should not exploit or take unfair advantage of research participants.

## **10.12 Privacy and Confidentiality**

- a) A scientific staff should not deny participants their right to control access to their personal information and to their bodies in the collection of biological specimens.
- b) A scientific staff must allow Participants to, if they will, control how others see, touch, or obtain their information.

- c) A scientific staff must protect the private information provided by participants from release. Confidentiality refers to the participant's understanding of, and agreement to, the ways identifiable information will be stored and shared.

### **10.13 Professionalism**

- a) A scientific staff should engage only in work that they are qualified to perform, ones for which they are able to choose appropriate research methods, statistical methods, and sample sizes to avoid misleading results.
- b) A scientific staff should participate in training and betterment programs with the intent of improving their skill sets.
- a) A scientific staff should engage in ethical research and help other Scientific staff to engage in ethical research by promoting ethical behaviours through practice, publishing and communicating, mentoring, and teaching among others.

## **SECTION 11: ADMINISTRATIVE STAFF**

### **11.1 Diligence**

- a) An administrative staff shall act as a trusted agent in exercising knowledge and skill to handling enquiries, requests, correspondences, taking minutes. arranging both internal and external events, managing time efficiently, providing administrative support to management and general office management.
- b) An administrative staff shall insist that judgment concerning continued employment, compensation, performance management and promotion be based upon professional knowledge, ability, experience, and performance.
- c) An administrative staff must consider the promotion and preservation of the safety and welfare of all employees to be the paramount duty.
- d) An administrative staff shall act to avoid the loss, and/or misplacement of documents, and records.
- e) An administrative staff shall not and/or shall not cause information to be mis-captured and wrongly transfer, wrongly kept.

- f) An administrative staff shall not cause the generation or spread of rumour based on information that come to him/her as part of his/her duties and roles.
- g) An administrative staff shall not access (open, read, copy, transfer, take photograph) of any document or information whilst moving same from one point to another except it is part of his/her duties or permitted to do by the recipient of the document or information.
- h) An administrative staff shall not use or extend GAEC privileges to nonemployees of the GAEC.
- i) An administrative staff must consider the long-term uses of the information, when gathering confidential information, including its potential placement in public archives or the examination of the information by others.

## **SECTION 12: FINANCIAL STAFF**

### **12.1 Confidentiality**

- a) A financial staff is not allowed to spread information of any kind about the GAEC or its collaborators or partners to third party without consent from the GAEC (represented by the Director-General) and the related collaborator or partner.
- b) A Financial staff must take all reasonable measures to protect the confidentiality of non-public information relating to GAEC and its clients.

### **12.2 Integrity**

- a) A financial staff should perform their professional activities in accordance with applicable laws and regulations.
- b) A financial staff shall avoid any conflict of interest.
- c) A financial staff must never take, directly or indirectly, any action to coerce, manipulate, mislead, or fraudulently influence GAEC's internal and external auditors in the performance of their audit or review of the GAEC's financial statements.
- d) A financial staff must assist in the production of full, fair, accurate, timely and understandable disclosure in reports and documents that GAEC and its Institutes file with, or submit to, the Ministry of Finance and other regulators.

- e) A financial staff must avoid coverups and modification of the records to misrepresent the state of affairs so as to biased and impair both stakeholders and GAEC.

### **12.3 Competency**

- a) A financial staff must apply current or up-to-date knowledge, skills, and experiences at all times in the performance of his/her duties.
- b) A financial staff must be proactive in developing competency and upgrading skills in the use of financial and accounting software.

### **12.4 Proper Management of Accounting Processes**

- a) A financial staff must ensure compliance with the principles of transparency, accuracy, veracity and correctness of accounting information.
- b) A financial staff must endeavour to maintain a reliable administrative/accounting system that represents operations correctly.

## **SECTION 13: SECURITY**

- a) A security officer must act intentionally and foreseeably to protect life and property of the staff of and of the GAEC.
- b) A Security officer must act intentionally and foreseeably to prevent or reduce crime against the GAEC and employees of GAEC.
- c) A security officer must carry out duties with the best of their ability so as to prevent unlawful entry or access to the premises or properties of the GAEC.
- d) A security officer must discharge duties truthfully, accurately and prudently without interference of personal feelings, prejudices, animosities or friendships to influence judgments.
- e) A security officer must report violations of law or rule or regulation immediately to the supervisors.
- f) A security officer must respect and protect information considered confidential and privileged by the GAEC, except where its interests are contrary to law or the GAEC Code.

- g) A security officer must cooperate with all recognized and responsible law enforcement agencies within GAEC's jurisdiction.
- h) A security officer must accept no compensation, commission, gratuity, or other advantage without the knowledge and consent of the Director-General of GAEC.
- i) A security officer must conduct him/herself professionally at all times and perform their duties in a manner that reflects credit upon oneself, GAEC and the security profession.

**CHAPTER 6**  
**MANAGEMENT-SPECIFIC CODE OF CONDUCT**

**SECTION 14: PRINCIPLES OF ETHICAL CONDUCT FOR MANAGEMENT**

**14.1 Respect for Personal Dignity**

- a) Management must ensure respect for human dignity, both for self and others, in all its dealings.
- b) A member of management must not engage in altercation with each other or juniors whenever there is a disagreement.

**14.2 Integrity, Honesty and Propriety**

- a) Management must comply with the highest standards of corporate integrity.
- b) Management must not approve or justify any threat or act of violence against anybody or aimed at promoting conduct contrary to the GAEC Code.
- c) Management must manage GAEC's capital, revenue and other assets with all due precautions to ensure full prudence.
- d) A member of management must take appropriate action in regard to any illegal or unethical practices that comes to his/her attention.

**14.3 Transparency and Verifiability of Operations**

- a) Management must demand all operations and transactions to be correctly recorded, authorized, verifiable, legitimate, and congruous.
- b) Management must ensure it is possible to verify the process of decision-making, authorization, and performance.
- c) Management must ensure all operations are backed by adequate documentary evidence so that the necessary checks may be performed at any time, to ascertain the characteristics of the reasons for the operation concerned.
- d) A member of Management must ensure that the output of GAEC's work is used in a socially responsible way to the best of his/her ability.

#### **14.4 Employment Placement and Promotion**

- a) Management must ensure that employment, placement, nomination, and promotion should be based on the statutory regulations, guidelines, and staff establishment of the GAEC, as well as considering proven skills, character, and work ethics.
- b) A higher ranked officer, supervisors, managers, deputy directors, directors, the Deputy Director-General, and Director-General should avoid all forms of nepotism, favouritism, and conflicts of interest in the employment, placement, and promotion of employees.
- c) A higher ranked officer, supervisors, managers, deputy directors, directors, deputy Director-General and Director-General cannot be involved in a supervisory/reporting relationship with a relative.
- d) Management must ensure that an employee is not part of a committee, or a search party, which is to interview, investigate, conduct background check or any such related activity involving their relative for the purpose of hiring, placement, nomination, awarding, recognition, promotion, or termination of appointment.
- e) Management must ensure that when an employee becomes related to a higher rank officer, supervisors, managers, deputy directors, directors, the Deputy Director-General and the Director-General or someone he/she directly reports to, one of the two has to be transferred or give up the position.

#### **14.5 Exploitation of Subordinates**

- a) A member of Management acting in his/her official role must act in the best interest of the Commission.
- b) A member of Management entrusted with funds/property of or by the Commission must not act to disadvantage the Commission's financial policies.
- c) A member of Management cannot receive compensation, gifts, or other special consideration in return for the promise of giving contracts or jobs or promotion etc.
- d) A member of management must not take advantage of the lack of knowledge or inexperience on the part of others, particularly persons of lower rank in any situation

#### **14.6 Confidentiality and Use of Confidential Information**

- a) A member of Management must maintain the integrity of confidential deliberations, activities, roles of persons or/and reports, including, where applicable, of committees, review panels, or interview panels.
- b) A member of Management shall not seek to benefit personally from any confidential information obtained in the course of his/her employment with the GAEC unless such information is within the public domain.
- c) Management must ensure that as part of the collection of confidential information, the owner of such information is informed of any limitation on the confidentiality and foreseeable uses of such information by the GAEC.

#### **14.7 Occupational Health, Safety and Environment**

- a) Management must be fully committed to pursuing the goal of safeguarding health and safety at the workplace and undertakes to comply with the health and safety legislation in force.
- b) Management must ensure that work processes are designed around human requirements, including in relation to the design of laboratories, offices and fields, the choice of work equipment and related methods, and reducing the health and environmental impact of work.
- c) Management must ensure that all employees operate in accordance with the following principles and criteria:
  - i. to avoid undue risks
  - ii. to assess risks that cannot be avoided and plan for mitigation
  - iii. to combat risks at their source
  - iv. to employ a more recent technical means of doing the work.
  - v. to replace hazardous items and practices with non-hazardous or less hazardous items and practices.
  - vi. to plan adequate prevention initiatives, with a view to imposing a coherent approach that takes account of and integrates the organization of work, work conditions, social relations and other factors relating to the work environment.

- vii. to give priority to collective protection measures over individual protective measures
- viii. to give adequate instructions to employees

#### **14.8 Value of Employee and Teamwork**

- a) Management must nurture growth and professional development with a view to enhancing the pool of expertise at its disposal, in accordance with the Laws of Ghana with particular reference to the moral and physical integrity of employee.
- b) Management must promote an environment that encourages innovation, creativity, and the achievement of results through teamwork.
- c) Management must create and maintain a positive work environment, free from conduct that might even appear to be degrading, intimidating or offensive to other employees.

#### **14.9 Relations with Local Bodies and Public Institutions**

- a) Management must ensure that relations (whether contractual and/or relating to applications for and/or management of funding, contributions, or public grants) with local bodies and public institutions, including the regulatory authorities, whether Ghanaian or foreign must be handled with the utmost clarity, integrity, and propriety.

#### **14.10 Disciplinary Action**

- a) Management must avoid sanctioning an employee without a properly constituted disciplinary committee.
- b) Management must avoid sanctioning an employee without giving the person a fair hearing and an opportunity to defend himself or herself.
- c) Management must avoid sanctioning an employee without following the documented procedures for disciplinary actions.

**CHAPTER 7**  
**COMMUNICATION, IMPLEMENTATION, AND MONITORING**

**SECTION 15: OPERATIONS OF THE CODES OF ETHICS AND CONDUCT**

**15.1 Communication**

- a) Management must support the GAEC Ethics and Disciplinary Committee to undertake the communication of the GAEC Code, to both internal and external employees, by means of distribution to all employees and publication on the GAEC's website.

**15.2 Training**

- a) The Human Resource Directorate must undertake the communication of the GAEC Code through regular training for members of management, which is to be facilitated by the GAEC Ethics and Disciplinary Committee.
- b) The Human Resource Directorate must organise an orientation for new employees on the GAEC Code to be facilitated by GAEC Ethics and Disciplinary Committee.

**15.3 Monitoring and Evaluation**

The implementation of and compliance with the GAEC Code must be monitored by the Human Resource Directorate and the GAEC Ethics and Disciplinary Committee which must do the following.

- a) Verify compliance (receive and investigate complaints) with the GAEC Code.
- b) Make observations regarding any ethical issues that may arise within the framework of management's decisions or staff conduct.
- c) Respond to the requests of interested parties for explanations and clarification regarding the interpretation of the GAEC Code.
- d) Respond to the requests of interested parties for the clarification of the morality of an instance of their own conduct or the conduct of others.
- e) Initiate and coordinate the updating of the GAEC Code, including by means of proposals for changes and updates.

- f) Promote and monitor the implementation of communication and training activities regarding the GAEC Code, with the consent of Management.

**15.4 Sanctions**

- a) The GAEC Ethics and Disciplinary Committee shall investigate, establish if a violation has occurred or not.
- b) The GAEC Ethics and Disciplinary Committee shall recommend to management necessary disciplinary actions if violation of the GAEC Code is established according to the conditions of service for senior members, the collective bargaining agreement, and such statutory documents of GAEC.

OFFICIAL  
SIGNED:

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**Mr. William Srekumah**  
**DIRECTOR OF ADMINISTRATION**  
**GAEC**

.....  
**Prof. Samuel B. Dampare**  
**DIRECTOR-GENERAL**  
**GAEC**