

MTC WORKPLACE ETHICS AND PROFESSIONALISM

For Executive Drivers

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LEARNING AGREEMENTS: GROUND RULES



- A two-day workshop works only with a shared discipline:

- Be Present

- Be Candid

- Confidentiality Holds

- Speak Up, Step Back

- Apply, Do Not Just Listen

- Punctuality After Breaks



LET'S DISCUSS



What is **your expectation** or what you **seek to learn** from this training.

FIVE OUTCOMES THE GIIF EXECUTIVE DRIVER DIRECTLY ENABLES



1 Organisational Image

The driver who opens the door at a development partner meeting is, in that moment, the face of GIIF.

2 Executive Safety

The CEO and senior officials are public figures. Driver alertness and route discipline contribute directly to their safety.

3 Trust

A senior official who must monitor what their driver may be hearing cannot work in transit. Trust makes the vehicle a workspace.

4 Confidentiality

A casual word at a fuel station can move a market or breach the public-service confidentiality obligation.

5 Workplace Effectiveness

A driver who arrives on time, in a clean vehicle, well presented, and prepared enables the principal's productivity.

6 Reputation Compounding

The driver known to be discreet, reliable, and excellent becomes the driver senior officials request.

TABLE OF CONTENTS



| | | | | | |
|---|------------------------------------|------------------|----------------------------|---|-------------------------------------|
| 1 | FOUNDATIONS OF WORKPLACE ETHICS | 2 | PROFESSIONAL BEHAVIOUR | 3 | CONFIDENTIALITY & DISCRETION |
| 4 | INTEGRITY ON THE ROAD | 5 | WORKPLACE RELATIONSHIPS | 6 | GROOMING, COMMUNICATION, SERVICE |
| | 7 | ETHICAL DILEMMAS | | 8 | SERVICE EXCELLENCE |

“Whatever the work is, do it well – not for the boss, but for yourself.”

- Toni Morrison -



FOUNDATIONS OF WORKPLACE ETHICS

LET'S DISCUSS



As an executive driver of GIIF, what **behaviours and attitudes demonstrate professionalism** beyond simply driving a vehicle safely? Outline **two (2)** of them.



THE SIX GUIDING PRINCIPLES OF PUBLIC LIFE



| PRINCIPLE | WHAT IT MEANS | WHAT IT LOOKS LIKE FOR A DRIVER |
|--------------------|--|---|
| Selflessness | Act in the public interest, not for personal benefit. | Do not use the official vehicle for personal errands or family use. |
| Integrity | Be honest. Avoid obligations that could compromise duty. | Decline gifts or favours from anyone whose interests may be affected by what you see or hear. |
| Justice & Fairness | Treat all people equitably. | Show the same respect to a junior officer as to a Board member. |
| Accountability | Accept responsibility for decisions and actions. | Report a near-miss, vehicle issue, or route deviation rather than hide it. |
| Transparency | Be open, within the limits of confidentiality. | Keep a clean trip log. Do not falsify mileage, fuel, or time entries. |
| Leadership | Set and uphold the standard for others. | Model on-time arrival, clean appearance, and discreet conduct for newer drivers. |

ETHICS VERSUS COMPLIANCE: THE FOUR QUADRANTS



- **Ethical + Legal:** The safe ground. **Proceed.**
- **Ethical, Illegal:** **Raise it;** do not act unilaterally.
- **Legal, Unethical:** The **hardest quadrant.** This is where ethics matters most.

- **Illegal, Unethical:** Refuse and report.
- **The rule:** **Compliance is following the rules. Ethics is doing right even when the rules are silent.**

THE FOUR-QUESTION TEST: ASK BEFORE ACTING



- **Is it legal?** Does it comply with Ghanaian law and GIIF policy?
- **Is it fair?** Would I be comfortable if everyone in my position did this?
- **Is it transparent?** Would I be comfortable if my supervisor, the CEO, or my family saw it?
- **Is it beneficial?** Does it serve GIIF and the public interest, not just my own?
- If **any answer is NO**: Do **not proceed**. Raise it with your supervisor.



PROFESSIONAL BEHAVIOUR

PROFESSIONAL CONDUCT THAT OPERATES EVERY WORKING DAY

1 Punctuality

Arrive at the pickup point 10 minutes early. Vehicle washed, fuelled, and ready. Time is the most visible form of respect.

2 Presentation

Clean uniform or business attire. Polished shoes. Vehicle interior immaculate. Two complete sets in rotation.

3 Courtesy

Greet by appropriate title. Open doors. Acknowledge security and protocol with the same respect as senior officials.

4 Discretion

Maintain professional distance. Do not initiate small talk. Treat what you hear as if not said.

5 Composure

Remain calm in traffic, in delays, and during disagreements. Aggression on the road reflects on GIIF, not on you alone.

6 Reliability

Do what you said you would, when you said. If something changes, communicate immediately.

7 Loyalty to Institution

Represent GIIF in the way you speak, behave, and present – in the vehicle and outside it.

8 Continuous Improvement

After every duty, reflect on one thing that went well and one to improve. Small daily refinements compound.

FORMS OF ADDRESS AND PROTOCOL

| POSITION | DEFAULT FORM OF ADDRESS | AVOID |
|---------------------|--|-----------------------------------|
| GIIF CEO | Sir / Madam – or "Chief Executive" in formal context | First name only |
| GIIF Board Chairman | Mr Chairman – or Sir | First name unless invited |
| GIIF Board Member | Sir / Madam / Honourable (where applicable) | First name unless invited |
| Government Minister | Honourable Minister – or Sir / Madam | First name |
| Traditional Ruler | The title (Nana, Nii, Togbe, Naa) + name | First name without title |
| Development Partner | Sir / Madam – or the position title (Country Director) | Familiarity in early interactions |
| Senior Officer | Sir / Madam – or "Mr/Mrs Surname" | First name unless invited |

THE PRESENCE-IN-VEHICLE PROTOCOL: FIVE RULES

The single most important behavioural rule for the Executive Driver in transit is this: your presence should enable the principal's working time, not interrupt it.

No music unless the principal requests it.

01

No phone calls except for trip-related communication, on speaker only when alone.

02

No initiation of conversation. Respond if addressed; otherwise drive.

03

Climate control set to the principal's preference, not yours.

04

Smooth driving. No sudden braking, lane changes, or aggressive overtaking.

05

CASE SCENARIO: THE PHONE CALL THAT WAS NOT FOR YOU



You are driving the Chief Investment Officer to a meeting at the African Development Bank country office in Cantonments. She is on a call from the back seat – you can hear that it is about a sensitive transaction that has not yet been disclosed publicly. Her call ends as you arrive. She says: "What do you think about that deal, [your name]?" – in a half-joking, half-curious tone. There is a security officer at the gate within earshot.

Discussion Questions

1. What is the **principal actually testing or asking?**
2. What is the **correct response** – in words?
3. How **does this change how you approach the next call she takes** in the vehicle?





CONFIDENTIALITY AND DISCRETION

INFORMATION CLASSIFICATION

| CATEGORY | EXAMPLES AT GIIF | HANDLING RULE |
|-----------------|---|--|
| 1. Public | GIIF press releases, public investments, the CEO's public speeches. | Free to discuss. If unsure, treat as confidential. |
| 2. Internal | Office routines, who attended which meeting, internal staff matters, schedules. | Do not discuss outside GIIF. Do not name officers, vehicles, or schedules to outsiders. |
| 3. Confidential | Transaction details, deal pricing, Board discussions, government policy direction discussed in transit. | Treat as if you have not heard it. Do not discuss with anyone, including GIIF staff not on the conversation. |

WHERE CONFIDENTIALITY IS TESTED

PRESSURE POINTS: WHERE BREACHES USUALLY HAPPEN

1. **Family member** who asks about your day at work.
 2. **Friend** who asks "what is GIIF up to these days?"
 3. **Other driver** at a parking lot during a meeting.
 4. **Fuel attendant** who knows you and chats while filling.
 5. **Media or "researcher"** who calls or approaches with innocent questions.
- **The pressure is not to betray. The pressure is to be polite.**

PRACTISED SCRIPTS: HANDLING THE PRESSURE POINTS

- **Family / friend:** "It was a normal day, thank God. You know I cannot really talk about work – but tell me about your day."
- **Other driver:** "Honestly, [name], I just drive and mind my business. You know how it is."
- **Third party:** "I am sorry, I am not able to share that. Is there something I can help you with at this gate?"
- **Media:** "Thank you, but I am not the right person for that. Please contact the GIIF Corporate Affairs office."

CASE SCENARIO: THE VISITING DELEGATION AT THE HOTEL CAR PARK

You are waiting in the car park of the Kempinski Hotel while the CEO is in a closed-door meeting with a visiting delegation. Another driver, whom you recognise from a bank, approaches your vehicle for a friendly chat. After some small talk, he asks: "So who is your boss meeting today? Anyone interesting?" He is friendly, professional, well-presented – not obviously fishing. You suspect he is asking on instruction from his own principal.

Discussion Questions

1. Why does **refusing politely matter more than the specific words**?
2. **How would you respond** in this scenario?





INTEGRITY ON THE ROAD

INTEGRITY BEGINS WITH THE VEHICLE

- Integrity in the Executive Driver role is **not an abstract value**; it is a **set of daily practices**, most of them invisible to anyone except the driver.
- Example: The fuel log entered honestly when no one is watching, the mileage that matches the journey.
- Industry guidance on executive transportation reinforces that professional drivers "**perform regular maintenance checks and keep the vehicle clean and in excellent working condition**" and **treat the vehicle, the fuel, and the time as institutional resources rather than personal benefits.**

PRE-TRIP PROTOCOL

TYRES; Pressure correct on all four; no visible damage; spare verified.

FLUIDS; Engine oil, brake fluid, coolant, washer fluid – all at correct levels

LIGHTS; Headlights, brake lights, indicators, hazards – all functional.

FUEL; At least three-quarters full at start of day; voucher and receipts on board.

INTERIOR; Clean, no clutter, water available for the principal, climate control set correctly.

EXTERIOR; Washed, no visible damage, registration plates visible and clean.

DOCUMENTS; Licence, insurance, vehicle registration, trip log – all on board.

THE REPORTING DISCIPLINE

- The **hardest part of integrity is reporting things** that you could probably have concealed.
- This could be a **route deviation** because of an unexpected closure, a **request from a third party** that you handled but should be on record.
- The rule is simple: **if something happened that could become a question later, report it now**. The institutional cost of a known issue is always lower than the institutional cost of a concealed one.
- The driver who has a **clean record of self-reporting builds reputational capital** that is hard to acquire any other way.



WORKPLACE RELATIONSHIPS

WHY WORKPLACE RELATIONSHIPS MATTER

- You **do not work in isolation**.
- Across a normal week, **you interact with the principal you serve, fellow drivers of GIIF, the security, protocol officers at meeting venues, fuel attendants, mechanics, vehicle inspectors**, and the receptionists and assistants at every office you visit.
- Each of **these interactions either builds or erodes the relationships** that determine whether your work is enabled or obstructed.
- The Ghanaian public service code expects officers to "**act fairly and equitably in official dealings with colleagues and members of the public**" and to "respect the rights of colleagues and the public" (Public Service Code of Conduct, n.d.)

THE FOUR-TIER RELATIONSHIP MAP

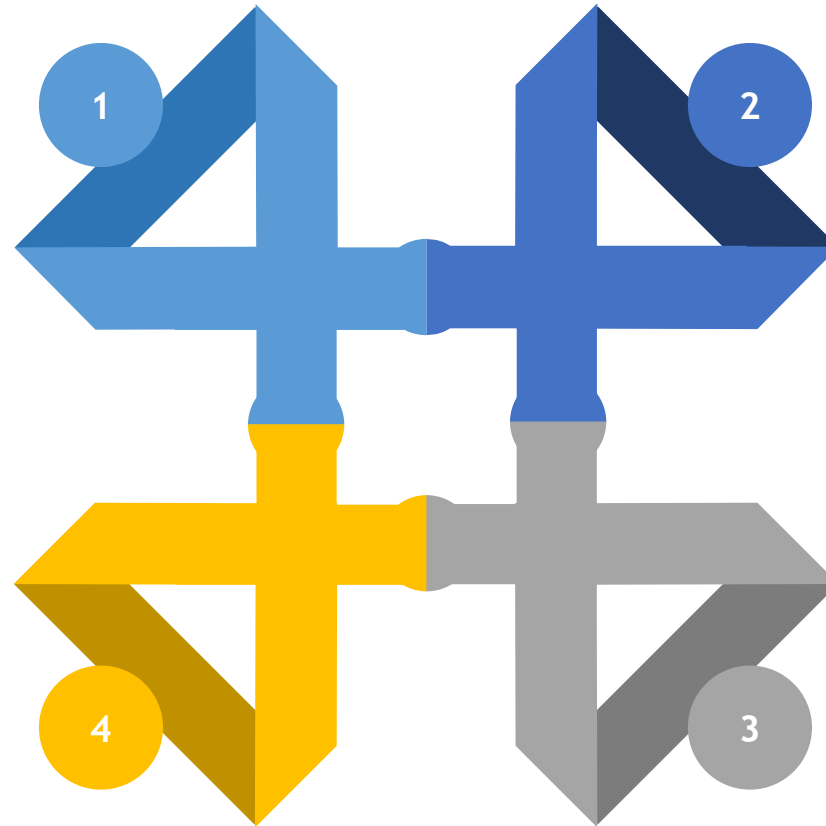
Every workplace relationship in your role falls into one of four tiers. Each tier has a different conduct standard.

Tier 1 • The Principal

The CEO, Board members, senior officers you directly transport. Standard: deference, discretion, professional distance.

Tier 4 • Service Providers

Fuel attendants, mechanics, car wash staff, vehicle inspectors. Standard: respect, professional clarity, no off-record deals.



Tier 2 • GIIF Colleagues

Fellow drivers, transport coordinator, admin team, security at office. Standard: collegiality, mutual support, no gossip.

Tier 3 • Host-Site Staff

Security, protocol, reception at meeting venues; household staff. Standard: courtesy, name recognition, brief warmth.

TIER 1: THE PRINCIPAL

| BEHAVIOUR | PROFESSIONAL | UNPROFESSIONAL |
|--------------|---|---|
| Conversation | Respond when addressed. Brief, courteous, factual. | Initiate small talk, offer opinions on the principal's decisions, discuss third parties. |
| Familiarity | Use the principal's preferred form of address consistently. | Slip into first-name or nicknames; reference personal matters casually. |
| Confidence | Treat what is said in your presence as if not said. | Repeat conversations, even to colleagues. Refer to them later as if you were a party to them. |

TIER 2: GIIF COLLEAGUES

- Within the GIIF transport pool, **you and your fellow drivers** form a small, tight team that **operates on trust and mutual coverage**.
- A colleague who covers your route when you are unavailable, who fuels the vehicle when you are pulled into a long meeting, or who picks up an unexpected pickup at the airport **is doing more than a favour – they are sustaining the institution's operations**.
- **Three rules should govern conduct** among GIIF drivers:
 - Do not discuss the principals you transport.
 - Do not compete for favoured assignments through anything other than professional performance.
 - Cover for colleagues professionally.

TIER 3: HOST-SITE STAFF

- The security guard at the gate of a development partner office, the receptionist at the Ministries – these are the **people who decide whether your principal's arrival is smooth or awkward**.
- **Knowing them by name, greeting them by name, and treating them with the same respect** you would show their most senior officers is a small habit that **produces a large compounding benefit**.
- When you **arrive at a venue for the first time, identify the senior gatekeeper**. Introduce yourself and your principal's organisation. Ask their name. **Thank them on departure. On the next visit, greet them by name.**
- Over a year, you will have **built a network of relationships across Accra's institutional landscape** that few people in any role have access to.

TIER 4: SERVICE PROVIDERS

- Fuel attendants, mechanics, and inspectors are professionals doing their own jobs. **Treat them with the same respect you expect for yourself.**
- At the same time, **maintain professional clarity: no off-record arrangements, no informal "thank you" payments outside the proper voucher system, no shortcuts** that benefit either party at GIIF's expense.
- The **combination of personal warmth and institutional discipline** is the standard.

CASE SCENARIO: THE DRIVER WHO ASKS FOR YOUR SCHEDULE

A driver from another government agency, whom you have come to know at various waiting areas, asks you over lunch one afternoon for the CEO's schedule for the coming week. He says his principal is trying to schedule a meeting and wants to know when the CEO is available – it would help him avoid a clash. He is friendly. The request seems reasonable. He has helped you with parking advice in the past.

Discussion Questions

1. Why is this request more problematic than it appears?
2. How do you decline without damaging the relationship?





GROOMING, COMMUNICATION AND SERVICE

GROOMING STANDARD

| ELEMENT | STANDARD | NOTES |
|------------------|--|---|
| Attire | Smart business or approved uniform. Dark trousers, plain shirt, jacket where required. | Clean and pressed daily. Two complete sets in rotation. |
| Footwear | Polished black or dark-brown leather shoes. Closed and clean. | Replace when worn. Sneakers and sandals not acceptable. |
| Grooming | Hair neat. Facial hair clean and trimmed. Nails clean and short. | Daily check before duty. |
| Hygiene | Daily shower. Subtle deodorant or scent. Oral hygiene. | The vehicle is a small enclosed space; strong scents are inappropriate. |
| Accessories | Watch acceptable. Wedding band or similar acceptable. No flashy jewellery. | The principal's presentation, not yours, should be visible. |
| Vehicle interior | Spotlessly clean. No personal items visible. Water available for the principal. | The vehicle is part of your presentation. |

THE THREE MODES OF COMMUNICATION

IN-PERSON COMMUNICATION

- Greet first. "Good morning, Sir/Madam." Even if the principal is preoccupied or hurried.
- Speak only when necessary or addressed.
- Maintain eye contact when addressed. Step slightly back when not in conversation.
- Avoid loud voice in shared spaces.

PHONE COMMUNICATION

- Answer GIIF-related calls within three rings. State your name and role clearly.
- Identify the caller and the purpose before sharing any information.
- Never confirm the principal's location, schedule, or current activity to unknown callers.
- Speak quietly. Step away from the vehicle if the principal is on board.

WRITTEN COMMUNICATION (TRIP LOGS, REPORTS, WHATSAPP)

- Be specific. Times, places, names, mileage – facts, not impressions.
- Be brief. Three sentences usually suffice for an incident report.
- Be careful on WhatsApp. Anything you write can be screenshotted.
- Avoid voice notes for anything sensitive.

SERVICE EXCELLENCE STANDARD

Service excellence in the Executive Driver role rests on five behaviours that, applied consistently, transform the role from "transportation" to a working partnership with the principal you serve.

- **ANTICIPATE** — know the schedule before you are told.
- **PREPARE** — vehicle, route, contingencies all ready.
- **ARRIVE** — on time, every time, presentation excellent.

- **DELIVER** — smooth, discreet, attentive throughout the trip.
- **CLOSE** — thank the principal; reset the vehicle; report.

FOUR-STEP SERVICE RECOVERY MODEL

- 1. ACKNOWLEDGE** the problem clearly and quickly. "Sir, the Tetteh Quarshie is at a complete stop. I have already identified an alternate route through Spintex."
- 2. ACT** immediately on the alternative. **Do not wait for instructions if the alternative is obvious and within your authority.**

- 3. ADVISE** on revised timing. "We will be approximately 12 minutes late. I have notified the venue."
- 4. AFTER** document and learn. Note in the trip log. Identify what could have anticipated this and apply it next time.



ETHICAL DILEMMAS

THE PAUSE DECISION MODEL FOR ETHICAL DILEMMAS

1

P · PAUSE

Stop. Do not react to social pressure or time pressure. The moment of pause is what separates a considered response from a reactive one.

2

A · ASK

What is actually being asked of me? Whose interests are involved? What are the realistic options?

3

U · USE

Apply the four-question ethical test. Check the six principles of public life. Use the frameworks you already have.

4

S · SPEAK

If unclear or risky, speak to your supervisor BEFORE acting. Better to delay than to do the wrong thing quickly.

5

E · EVALUATE

After the situation, review what you did. What would you do differently? Record it for next time.

SIX HIGH FREQUENCY DILEMMAS

| DILEMMA | WHAT IS BEING TESTED | THE RIGHT MOVE |
|---|---|--|
| Personal errand during official duty | Selflessness; use of public resources. | Politely indicate the constraint. Offer to do it outside official hours in own vehicle. |
| Offered a gift after dropping a visitor | Integrity; non-acceptance of inducements. | Decline politely and clearly. Report to supervisor in writing within 24 hours. |
| Witness another driver behaving improperly | Loyalty vs duty to institution. | Speak to colleague first if appropriate; if not, escalate through proper channel. |
| "Just this once" from a senior officer | Authority pressure vs ethical standard. | "Sir, I would need to clear that with the transport coordinator first." |
| Safety risk the principal is ignoring | Deference vs duty of care. | Raise clearly and briefly. "Sir, I am concerned about this route at this time of night." |
| Third-party pressure at fuel station / checkpoint | Composure; institutional protection. | Stay calm. Cooperate with legitimate authority. Refuse improper requests. Document. |

LET'S DISCUSS

Describe a situation you have an encountered that you were in an ethical dilemma.

- How did you **handle the situation**?
- What was the **consequence of your response** to the situation?





REPRESENTING GIIF THROUGH SERVICE EXCELLENCE

YOU ARE GIIF WHEN YOU ARE IN THE VEHICLE

- Of all the people who carry the GIIF brand into the field every day, the **Executive Driver is among the most visible.**
- When you **wear the GIIF badge, drive the GIIF vehicle, and operate in the role**, you are not "a driver who works for GIIF." **You are GIIF in that moment.**
- The implications of this run in both directions: it is a **substantial responsibility, and it is also a privileged form of representation** that few people in the institution have.

THE SEVEN CHARACTERISTICS OF THE GIIF EXECUTIVE DRIVER

1 Punctual

Before the principal needs to ask. Arrival 10 minutes early, vehicle ready, schedule confirmed.

2 Presentable

Vehicle and self both immaculate. Uniform pressed, shoes polished, interior spotless.

3 Discreet

What is said in my presence stays in my presence. The scripts are rehearsed.

4 Honest

The trip log matches the day, every day. Self-report under the 24-hour rule.

5 Composed

Calm in traffic, in pressure, in conflict. Aggression on the road reflects on GIIF.

6 Respectful

Same standard to the gatekeeper as to the Chief Executive. Names learned. Greetings extended.

7 Reliable

What I said I would do, I do. When something changes, I communicate immediately.

CASE SCENARIO: THE STANDARD ON THE HARD DAY

It is a Tuesday in November. You have been on duty since 05:30. You have driven the CEO across four meetings in five hours, with no real break. Lunch was a quick water bottle in the parking lot. You are running late to the next meeting because of unexpected traffic on Liberation Road. The CEO is on a difficult call in the back seat. Your phone has been buzzing with calls from your supervisor about a separate matter. Your back is stiff. You realise you have not eaten anything since 06:00.

Discussion Questions

1. What is **the temptation in this moment** – to drop which standard?
2. Which **two of the seven characteristics discussed earlier are MOST at risk** in this state?
3. What can you do, in the **immediate moment, to recover your composure**?



IN CONCLUSION...



- Professionalism and workplace ethics are **not merely organisational requirements**; they are **personal commitments** that define an individual's character, credibility, and value to the institution.
- For executive drivers, **professionalism extends beyond operating a vehicle**. It encompasses **punctuality, integrity, discretion, respect, accountability, safety consciousness, and the ability to represent the institution positively at all times**.

PERSONAL REFLECTION



- What attitude must I adjust to become more professional and ethical?
- What old habit must I let go off immediately?
- How can I effectively tackle my pressure points?

**SCAN CODE
TO EVALUATE
SESSION**



THANK YOU



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