

MTC

PROFESSIONALISM AND WORKPLACE ETHICS



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GHANA INFRASTRUCTURE INVESTMENT FUND

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FOUNDATIONS OF WORKPLACE ETHICS AND PROFESSIONAL CONDUCT

1.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Define Workplace Ethics and Professional Conduct in Plain Language.
- b. Identify The Six Guiding Principles of Public Life That Govern Conduct At GIIF.
- c. Distinguish Ethics (What Is Right) From Compliance (What Is Required) And Explain Why Both Matter.
- d. Apply The Four-Question Ethical Test to a Real Situation from Your Own Duty Roster.

1.1 What Are Workplace Ethics?

Workplace ethics are the standards of right and wrong that guide how we behave at work. They are not a set of rules to be memorised; they are a set of principles that help us make the right choice when no rule is being enforced and no one is watching. In the Executive Driver role, this matters enormously — because most of the situations where ethics are tested are precisely those where no supervisor is present.

The Commission on Human Rights and Administrative Justice defines professionalism as the high standard of performance expected from a person well trained in a particular job, and identifies confidentiality, integrity, and the protection of the public interest as core obligations of every public officer in Ghana (CHRAJ, 2025). GIIF, as a body corporate wholly owned by the Government of Ghana, operates under these obligations — and every member of its staff, including Executive Drivers, carries them.

1.2 The Six Guiding Principles of Public Life

The Code of Conduct for the Ghana Civil Service (OHCS, 2022) identifies six principles that govern the conduct of every person who serves the public in Ghana. These principles apply directly to GIIF as a state-owned investment vehicle, and they translate into specific behavioural expectations for Executive Drivers.

| Principle | What It Means | What It Looks Like For A Driver |
|--------------------|---|---|
| Selflessness | Act in the public interest, not for personal benefit. | You do not use the official vehicle for personal errands or family use, even when no one would notice. |
| Integrity | Be honest and avoid any obligation that could compromise your duty. | You decline gifts, favours, or hospitality from anyone whose interests could be affected by what you see or hear. |
| Justice & Fairness | Treat all people equitably, without favouritism or discrimination. | You show the same respect to a junior officer arriving at the office as to a Board member. |

| | | |
|----------------|--|--|
| Accountability | Accept responsibility for your decisions and actions. | You report a near-miss, a vehicle issue, or a route deviation rather than hiding it. |
| Transparency | Be open about what you do, within the limits of confidentiality. | You keep a clean trip log; you do not falsify mileage, fuel, or time entries. |
| Leadership | Set and uphold the standard for others in your role. | You model on-time arrival, clean appearance, and discreet conduct for newer drivers. |

1.3 Ethics vs Compliance

A common confusion is to treat ethics and compliance as the same thing. They overlap, but they are not identical. Compliance is about following the rules; ethics is about doing what is right even when the rules are silent.

- a. **Ethical + Legal:** The safe ground. Proceed.
- b. **Ethical, Illegal:** Raise it; do not act unilaterally.
- c. **Legal, Unethical:** The hardest quadrant. This is where ethics matters most.
- d. **Illegal, Unethical:** Refuse and report.
- e. **The rule:** Compliance is following the rules. Ethics is doing right even when the rules are silent.

NB: The hardest quadrant is bottom-left: it is allowed, but it is not right.

Consider a small example. A senior officer asks the driver to drop off a personal package at a private address on the way back to the office. The vehicle is owned by GIIF; the fuel is paid for by GIIF. Doing so may not be explicitly prohibited in the staff handbook — but it is not what public funds are intended for. It falls into the bottom-left quadrant: allowed perhaps, but not right. The Executive Driver who can identify these moments — and handle them with respect for the principal and respect for the institution — is the driver GIIF needs.

1.4 The Four-Question Ethical Test

When you are unsure whether something is right, ask yourself four questions. If the answer to any of them is "no", it is not right — regardless of whether it is legal, customary, or convenient.

THE FOUR-QUESTION ETHICAL TEST

1. IS IT LEGAL?

Does it comply with Ghanaian law and GIIF policy?

2. IS IT FAIR?

Would I be comfortable if everyone in my position did this?

3. IS IT TRANSPARENT?

Would I be comfortable if my supervisor, the CEO, or my family saw it?

4. 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.

1.5 Case Scenarios

1.5.1 The Cousin at the Fuel Station

CASE SCENARIO

You are on duty at the GIIF office. Your cousin, who works as a fuel-station attendant at a station you frequent for official fuelling, mentions privately that he can arrange for you to over-record fuel quantities on the GIIF voucher in exchange for splitting the difference. He emphasises that no one will notice, the amounts are small, and "everybody does it." He frames this as a family favour, not a corrupt arrangement.

1. Identify each of the six principles of public life that this situation violates.
2. Why is the framing as a "family favour" particularly dangerous?
3. What are the consequences if the arrangement is discovered — for you, for your cousin, and for GIIF?
4. How do you decline without damaging the family relationship?

1.6 Module Assessment

1.6.1 Quiz 1 - Foundations of Ethics

Tick the most appropriate answer for each question. Discuss the answers in plenary after the module.

Q1. Which of the following is the BEST definition of workplace ethics?

- A.** The rules in the staff handbook.
- B.** The standards of right and wrong that guide behaviour, especially when no one is watching.
- C.** Whatever the supervisor tells you to do.
- D.** The traffic laws of Ghana.

Q2. A driver is offered a small "thank-you" envelope by a visitor he transported from the airport to the GIIF office. The visitor says "this is between us." Which principle of public life is MOST directly tested?

- A. Selflessness
- B. Integrity
- C. Justice and Fairness
- D. Leadership

Q3. In the Ethics-vs-Compliance grid, which quadrant is hardest to manage?

- A. Ethical and Legal
- B. Ethical but Illegal
- C. Unethical but Legal
- D. Unethical and Illegal

Q4. You are asked to do something that you suspect may not be right, but you are not sure. What does the four-question ethical test tell you to do?

- A. Do it anyway, since you are not sure.
- B. If any of the four answers is "no", do not proceed and raise the matter with your supervisor.
- C. Ask your colleagues first.
- D. Check the staff handbook only.

Q5. Which principle of public life is most directly about NOT using a public position for personal benefit?

- A. Leadership
- B. Selflessness
- C. Transparency
- D. Accountability

1.6.2 Practical Task - To Be Completed on Your Own Duty Roster

This task is the bridge between the classroom and the workplace. Complete it within the next 7 days. Bring your completed work to the next module session.

1. **Audit one week of your duty.** Over the next 7 days, keep a private note of any situation where you faced (or could have faced) an ethical decision. Note the situation, what you did, and how the four-question test applies.
2. **Write your personal driver ethics statement.** In one page (handwritten or typed), write the conduct standards you will hold yourself to as a GIIF Executive Driver. Frame it as "I will..." statements. Reference the six principles where relevant.
3. **Bring both to the next session.** Be ready to share one situation from your week with a partner. You will not be asked to share publicly unless you wish to.

PROFESSIONAL BEHAVIOUR AND WORKPLACE INTERACTIONS

2.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Demonstrate Professional Behaviour When Interacting with Executives, Colleagues, Clients, And Stakeholders.
- b. Apply The Seven Standards of Professional Conduct in Transit and at the Office.
- c. Use The Correct Forms of Address for Senior GIIF Officials, Board Members, And Visiting Dignitaries.
- d. Manage Your Presence on the Vehicle So That the Principal's Working Time Is Protected.

2.1 What Professional Behaviour Means in the Driver's Role

Professional behaviour for an Executive Driver is the visible expression of internal standards. It is how you greet the CEO at 06:45 in the morning. It is the way you hold the door for a visiting development partner. It is the silence you maintain when the Director of Investments is on a call from the back seat. It is the calm of your driving when traffic on the Tetteh Quarshie Interchange is impossible.

The Ghanaian Civil Service Code defines professionalism as the high standard of performance expected from a person well trained in a particular job, demonstrated through competency, transparency, and impartiality in the performance of duties (OHCS, 2022). For Executive Drivers, this translates into seven specific standards that operate every working day.

2.2 The Seven Standards of Professional Conduct

| STANDARD | IN PRACTICE AT GIIF |
|-------------------------------|---|
| 1. Punctuality | Arrive at the pickup point at least 10 minutes before the scheduled time. Vehicle washed, fuelled, and ready. Time is the most visible form of respect. |
| 2. Presentation | Clean uniform or business attire. Polished shoes. Personal grooming consistent with the office environment. The vehicle interior immaculate. |
| 3. Courtesy | Greet by appropriate title. Open doors. Acknowledge other staff, security, and protocol officers with the same respect as senior officials. |
| 4. Discretion | Maintain professional distance. Do not initiate small talk unless the principal does. Treat what you hear as if it has not been 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 do, when you said you would do it. If something changes, communicate immediately. |
| 7. Loyalty to the Institution | Represent GIIF in the way you speak, behave, and present yourself — in the vehicle and outside it. |

Table 1: Seven Standards of Professional Conduct

2.3 Forms of Address and Protocol

Knowing how to address senior officials correctly is a small thing that signals a large thing — that you know whose institution you serve. Use the table below as a quick reference. When in doubt, default to "Sir" or "Madam" and let the principal correct you to a less formal form if they choose.

| 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 |
| Member of Parliament | Honourable — or Sir / Madam | First name |
| Traditional Ruler (e.g. Nana, Nii) | The title (Nana, Nii, Togbe, Naa) followed by name | First name without title |
| Development Partner Representative | Sir / Madam — or the position title (Country Director, etc.) | Familiarity in early interactions |
| Senior Officer (Director, Manager) | Sir / Madam — or "Mr/Mrs Surname" | First name unless invited |
| Junior or Peer Colleague | "Mr/Mrs Surname" until first names are mutually adopted | Nicknames |

Table 2: Forms of Address and Protocol

2.4 Managing Your Presence in the Vehicle

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.

THE PRESENCE-IN-VEHICLE PROTOCOL — five rules

1. No music unless the principal requests it.
2. No phone calls except for trip-related communication, on speaker only when alone.
3. No initiation of conversation. Respond if addressed; otherwise drive.

4. Climate control set to the principal's preference, not yours.
5. Smooth driving. No sudden braking, lane changes, or aggressive overtaking.

The principal should be able to read, take calls, or rest as if alone in the vehicle.

2.5 Case Scenarios

2.5.1 *The Board Member You Have Never Met*

CASE SCENARIO

A newly appointed Board member is due to attend her first Board meeting at the GIIF head office in Accra tomorrow morning. You have been assigned to pick her up from her residence in East Legon at 08:00. You have never met her before. You arrive at 07:50. The gate is opened by a household staff member who says "Madam will be out in a moment." A woman in business attire emerges shortly after, accompanied by two other people. You are not sure which one is the Board member.

Discussion Questions

1. How do you greet the group as they emerge?
2. What is the correct way to confirm the identity of the Board member without causing embarrassment?
3. What is your role with respect to the two other people — are they coming along, or seeing her off?
4. What information should you have established before arriving at 07:50?

2.5.2 *Case 2.2 - The Phone Call That Was Not For You*

CASE SCENARIO

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. What is the correct posture and tone — not the words?
4. How does this incident change how you approach the next call she takes in the vehicle?

2.6 Module Assessment

2.6.1 Quiz 2 - Professional Behaviour

Tick the most appropriate answer for each question. Discuss the answers in plenary after the module.

Q1. You arrive at the pickup location and find the principal is not yet ready. What is the professional standard?

- A. Wait inside the vehicle with the engine running.
- B. Call the principal to ask when they will be ready.
- C. Wait calmly and patiently, with the vehicle ready, until the principal emerges.
- D. Use the time to run a quick personal errand nearby.

Q2. What is the default form of address for a GIIF Board member you have not been introduced to by first name?

- A. First name only.
- B. Sir or Madam.
- C. "Boss."
- D. No greeting; just open the door.

Q3. The principal takes a phone call in the back seat that is clearly about sensitive business matters. What do you do?

- A. Lean forward to hear better, in case they need a response.
- B. Play music to give them privacy.
- C. Drive smoothly, keep silent, behave as if you have not heard anything.
- D. Tell them you can wait outside the vehicle.

Q4. Which of the following is NOT one of the seven standards of professional conduct described in this module?

- A. Punctuality
- B. Composure
- C. Charisma
- D. Reliability

Q5. A junior officer at the GIIF office asks you for a small favour you would not do for a senior officer. What is the right response?

- A. Refuse, because they are junior.
- B. Agree, because they are junior and unlikely to complain.
- C. Apply the same standard to the junior officer as you would to a senior officer.
- D. Ask your supervisor first.

2.6.2 Practical Task - To Be Completed on Your Own Duty Roster

This task is the bridge between the classroom and the workplace. Complete it within the next 7 days. Bring your completed work to the next module session.

1. **Practise the seven standards for one full day.** On any working day this week, deliberately apply all seven standards. At the end of the day, note privately which standards you found easy and which you found hard.
2. **Build a forms-of-address quick reference.** Using the table in Section 2.3, build a one-page card you can keep in the vehicle. Add any specific GIIF Board members or frequent visitors by name and preferred title.
3. **Run the five-rule presence protocol.** On your next three trips with a principal, deliberately operate the five rules in Section 2.4. Note any moment where you were tempted to break a rule — and why.

CONFIDENTIALITY AND DISCRETION IN THE DRIVER'S ROLE

3.0 Learning Objectives

At the end of this module, participants will be able to:

- a. Apply Confidentiality and Discretion In Handling Sensitive Information.
- b. Identify The Four Categories of Information You May Encounter and The Rule for Each.
- c. Respond To Attempts to Extract Information — From Family, Friends, Third Parties, Or Media — Using A Practised Script.
- d. Understand The Legal and Reputational Consequences of a Confidentiality Breach in The Public Service.

3.1 Why Confidentiality Is the Defining Driver Competence

Of all the competencies described in this manual, confidentiality is the one that most directly defines whether a person is trusted at the executive level. Driving skill can be taught; punctuality can be insisted upon; appearance can be inspected. But the discretion to hear without repeating, to see without commenting, and to be present without remembering aloud — these are competencies that cannot be enforced externally. They must be internalised.

Ghanaian law and public-service codes reinforce this directly. Public officers are required to protect non-public confidential and classified information at all times, and not to disclose such information without written authority (CHRAJ, 2025). Industry sources on executive transportation note that drivers must "maintain strict confidentiality concerning the passengers and their travel details" and that information overheard in the vehicle "matters because it often does — it could move markets" (Jersey Car and Limo, 2026). At the level of GIIF, the same observation applies more directly than most: investment-decision conversations carry both market-moving and policy-relevant information.

3.2 The Four Categories of Information

Every piece of information you encounter as a GIIF Executive Driver falls into one of four categories. Each category has a different handling rule.

| CATEGORY | EXAMPLES | HANDLING RULE |
|-----------------------------|---|---|
| 1. Public Information | Information already announced — GIIF press releases, public investments, the CEO’s public speeches. | Free to discuss. If unsure whether it is public, treat as confidential. |
| 2. Internal Information | 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 Information | 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 other GIIF staff who are not on the conversation. Do not retell. |
| 4. Personal Information | Health, family matters, personal preferences, social engagements of the principal. | Treat with stricter discretion than even confidential information. The principal’s personal life is never your conversational material. |

Table 3: Four Categories of Information

3.3 The Common Sources of Pressure to Disclose

Most confidentiality breaches do not come from deliberate betrayal. They come from small moments where social pressure makes silence feel rude. Recognising the pattern is the first defence.

THE FIVE PRESSURE POINTS — where confidentiality is tested

1. **THE FAMILY MEMBER** who asks about your day at work.
2. **THE FRIEND** who asks "what is GIIF up to these days?"
3. **THE OTHER DRIVER** at a parking lot during a meeting.
4. **THE FUEL ATTENDANT** who knows you and chats while filling.
5. **THE MEDIA** or "RESEARCHER" who calls asking innocent questions.

**The pressure is not to betray. The pressure is to BE POLITE.
Most breaches happen because silence felt impolite in the moment.**

3.4 The Practised Script

The most effective tool against accidental disclosure is a script you have practised. When the pressure point arrives, you do not have time to invent a graceful response — so prepare it in advance. Below are the four most-used scripts; rehearse them aloud until they sound natural.

SCRIPT 1 · The family member or friend who asks about your day

"It was a normal day, thank God. You know I cannot really talk about work — but tell me about your day."

Redirect quickly. Do not even confirm whether the day was busy or quiet.

SCRIPT 2 · The other driver who fishes for information at a meeting venue

"Honestly, [name], I just drive and mind my business. You know how it is."

A short, friendly, definite close. Do not elaborate. Do not ask them anything back that could be reciprocated.

SCRIPT 3 · The third party who asks where you are going or who you are carrying

"I am sorry, I am not able to share that. Is there something I can help you with at this gate / desk?"

Polite but firm. Redirect to a question they can ask. Never confirm or deny identity in transit.

SCRIPT 4 · The media or "researcher" who calls or approaches you

"Thank you, but I am not the right person for that. Please contact the GIIF Corporate Affairs office."

End the call or step away. Report the interaction to your supervisor the same day, with the caller's name and contact if available.

3.5 The Legal and Reputational Consequences

A confidentiality breach by a public-service driver is not a small matter. It can result in summary dismissal, criminal liability, and personal damage that follows the individual for the rest of their career. The Ghana Civil Service Code (OHCS, 2022) explicitly lists acts that bring the service into disrepute as grounds for disciplinary action, and disclosure of confidential information is among them. Beyond formal sanction, the reputational damage to GIIF — and the loss of trust between the institution and its development partners, co-investors, and the Government — can be substantial.

The reverse is also true. A driver who is known to be discreet becomes the driver senior officials request. Trust, once built, opens career opportunities that are not available to those who treat the role transactionally.

3.6 Case Scenarios

3.6.1 Case 3.1 - The Cousin's Pension Question

CASE SCENARIO

At a family gathering on Sunday, a cousin who works in financial services pulls you aside. He says he has heard that GIIF is about to announce a new investment vehicle that will allow pension funds to participate in infrastructure project financing — something he believes could be a major opportunity for his clients. He asks if you can confirm anything: timing, structure, partners. He is not asking you to share documents; just to confirm whether it is real. He is family. He says it is "just between us."

Discussion Questions

1. Why is this conversation more dangerous than the cousin appears to realise?
2. Apply the four-question ethical test from Module 1. Where does this land?
3. Use Script 1 from Section 3.4 to craft your specific response.
4. What do you do after the conversation? Do you report it? To whom?

3.6.2 Case 3.2 - The Visiting Delegation at the Hotel Car Park

CASE SCENARIO

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, who you recognise from a Tier 1 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, who may want to know who GIIF is meeting.

Discussion Questions

1. Identify the three reasons this is a higher-stakes conversation than it appears.
2. Why does refusing to answer politely matter more than the specific words?
3. Use Script 2 to craft your response.
4. What do you do if he persists, or attempts to look at the vehicle's logbook or itinerary?

3.7 Module Assessment

3.7.1 Quiz 3 - Confidentiality and Discretion

Tick the most appropriate answer for each question. Discuss the answers in plenary after the module.

Q1. Which of the following is the BEST description of why confidentiality is the defining driver competence?

- A. Because the principal will fire you if you breach it.

- B. Because what you hear in the vehicle often involves market-moving or policy-relevant information.
- C. Because the staff handbook says so.
- D. Because it is illegal to disclose it.

Q2. Which category of information requires the strictest discretion?

- A. Public information
- B. Internal information
- C. Confidential information
- D. Personal information of the principal

Q3. A friend asks "what is GIFF up to these days?" What is the correct response?

- A. Share what is publicly known.
- B. Politely deflect and change the subject.
- C. Tell them only one or two general details.
- D. Ask them what they have heard first.

Q4. Most confidentiality breaches are caused by:

- A. Deliberate betrayal.
- B. Social pressure that makes silence feel impolite.
- C. Financial inducements.
- D. Lack of training on what is confidential.

Q5. A journalist calls you asking about a transaction. What should you do?

- A. Politely refer them to the GIFF Corporate Affairs office and end the call.
- B. Confirm only what is in the public domain.
- C. Tell them you do not know.
- D. Ask what they want to know before deciding.

3.7.2 Practical Task - To Be Completed on Your Own Duty Roster

This task is the bridge between the classroom and the workplace. Complete it within the next 7 days. Bring your completed work to the next module session.

1. **Rehearse the four scripts aloud.** Stand in front of a mirror or with a trusted partner. Say each script aloud at least five times until it sounds natural. Confidence in delivery is what makes the script effective.
2. **Identify your three highest-risk pressure points.** From the five pressure points in Section 3.3, identify the three most likely to occur in your specific work week. Write down where they happen and who is most likely to ask.
3. **Run a one-week discretion audit.** For 7 days, after each duty, note in a private log: did any conversation come close to a pressure point? How did you handle it? What would you do differently?

INTEGRITY, ACCOUNTABILITY, AND RESPONSIBILITY ON THE ROAD

4.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Exhibit Integrity, Accountability, And Responsibility in the Performance Of Driving Duties.
- b. Apply Pre-Trip, In-Trip, And Post-Trip Protocols That Produce an Honest, Complete Record.
- c. Manage Vehicle Care, Fuel, Mileage, And Maintenance with Full Transparency.
- d. Respond Correctly to a Near-Miss, An Incident, Or A Deviation — By Reporting, Not Concealing.

4.1 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. The fuel log entered honestly when no one is watching. The mileage that matches the journey. The minor scrape that gets reported rather than concealed. The 20-minute personal stop that does not happen because the vehicle is GIIF property.

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 (Household Staff Agency, 2026). For GIIF, where every vehicle is purchased with public funds and operated under public-trust obligations, the standard is higher still.

4.2 The Pre-Trip Protocol

Every duty begins with the same discipline. The pre-trip protocol takes ten minutes and prevents most of the problems that lead to delays, embarrassments, or incidents during the day.

PRE-TRIP PROTOCOL — the ten-minute discipline

THE NIGHT BEFORE

- Confirm tomorrow's schedule with the principal's office.
- Identify the route, alternative routes, and expected traffic.
- Note any special requirements (third-party passengers, equipment).

THE MORNING OF — arrive 30 minutes before pickup

- Tyres: pressure correct, no visible damage.
- Fluids: oil, brake, coolant, washer levels.
- Lights: headlights, brake lights, indicators — all functional.
- Fuel: at least three-quarters full at start of day.

- Interior: clean, no clutter, water available, climate control set.
- Exterior: washed, no visible damage, registration visible.
- Documents: licence, insurance, vehicle registration on board.

Sign the daily checklist before turning on the ignition.

4.3 Accountability Through the Trip Log

The trip log is the single most important accountability instrument in the role. A complete, honest, contemporaneous trip log protects the driver, the principal, and the institution. A falsified or sloppy trip log is one of the fastest paths to disciplinary action and loss of trust.

| ENTRY | WHAT IT MUST CONTAIN | COMMON ERRORS TO AVOID |
|-------------------------|--|--|
| Date and Driver Name | Today's date. Your full name. Your signature. | Pre-signing a week of blank logs. |
| Vehicle Details | Registration number. Make and model. Odometer reading at start of day. | Estimating instead of recording. |
| Trip Start | Time of departure. Location of departure. Principal's name (or "Official Trip"). | Rounding times to the nearest hour. |
| Trip Destination | Specific destination. Purpose if known and appropriate. Time of arrival. | Vague descriptions like "town". |
| Trip End | Time of return. Location of return. Final odometer reading. Total kilometres. | Completing the log at the end of the week from memory. |
| Fuel | Quantity, cost, station, voucher number. Receipt attached. | Inflating quantity in collusion with attendant. |
| Incidents or Deviations | Any near-miss, delay, route change, third-party request, or unusual event. | Omitting "minor" incidents that later become major. |

Table 4: Accountability Through the Trip Log

4.4 The Reporting Discipline

The hardest part of integrity is reporting things that the driver could probably have concealed. A small scrape in the parking lot. A near-miss that did not result in damage but could have. 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. And the driver who has a clean record of self-reporting builds reputational capital that is hard to acquire any other way.

THE 24-HOUR REPORTING RULE

Any incident, near-miss, deviation, or unusual interaction is reported in writing within 24 hours. "Incident" includes: any contact with another vehicle, however minor; any traffic stop; any conversation that pressed against the confidentiality boundary; any request from a third party; any vehicle issue that could affect safety or reliability.

The written report goes to your immediate supervisor with a copy to the GIIF Administration team.

A report made within 24 hours is treated very differently from the same event reported — or discovered — a week later.

4.5 Case Scenarios

4.5.1 *The Parking Lot Scrape at the Movenpick*

CASE SCENARIO

You are reversing the vehicle in the underground car park of the Movenpick Ambassador Hotel after dropping off the CEO for a dinner with a development partner. You feel a slight bump and hear a sound — not loud, but unmistakable. You step out and see a faint mark on the rear bumper of the GIIF vehicle and a similar mark on the front bumper of a parked Toyota Land Cruiser. There is no one around. The principal is in the dinner for at least two more hours. You can wipe the mark off the GIIF vehicle and leave — it is likely no one will ever know. Or you can stay, document, and report.

Discussion Questions

1. Apply the four-question ethical test from Module 1. Where does this land?
2. What is the institutional cost if you leave — and the issue is discovered later?
3. What is the right immediate action? List the specific steps.
4. How does the CEO's likely reaction differ between "I have to tell you I had a small scrape" and "There is a complaint that one of our vehicles damaged a Land Cruiser at the Movenpick last night"?

4.5.2 *The Fuel Voucher Round-Up*

CASE SCENARIO

You fuel the GIIF vehicle at your usual station on the Spintex Road. The attendant fills 47.3 litres at a cost of GHC 661.10. He offers, as he has before, to round the voucher up to 50 litres — a difference of about GHC 38. He suggests you can keep the difference. He does this casually, as if it is routine — and notes that "many other drivers do it." You have refused him before. Today he asks more directly.

1. Identify each of the six principles of public life this proposition violates.
2. Why does the attendant's framing as "routine" make it more dangerous, not less?
3. What is the right way to refuse — firmly but without making a scene that could create a different kind of problem at the station?
4. Should you report the offer? To whom? In what level of detail?

4.6 Module Assessment

4.6.1 *Quiz 4 - Integrity, Accountability, and Responsibility*

Tick the most appropriate answer for each question. Discuss the answers in plenary after the module.

Q1. When should the pre-trip vehicle check be completed?

- A. Once a week.
- B. At the start of every duty day, before turning on the ignition.
- C. Only when the vehicle has been in service.
- D. Whenever the principal asks for it.

Q2. You have a small parking-lot scrape that no one witnessed. What do you do?

- A. Wipe off the mark and continue with the day.
- B. Report only if the other vehicle owner notices.
- C. Document the incident immediately and report it to your supervisor within 24 hours.
- D. Tell your colleague driver and let them advise.

Q3. When should the trip log be completed?

- A. Once a week, from memory.
- B. At the end of the day, all at once.
- C. Contemporaneously — each entry as it happens.
- D. Only when the supervisor requests it.

Q4. A fuel attendant offers to round up the voucher quantity in exchange for splitting the difference. What is the correct response?

- A. Accept once, since the amount is small.
- B. Decline politely and firmly, and report the offer to your supervisor.
- C. Decline but say nothing further.
- D. Discuss with another driver first.

Q5. Why is the 24-hour reporting rule so important?

- A. Because the staff handbook requires it.
- B. Because a known issue costs the institution less than a concealed issue.
- C. Because supervisors expect daily contact.
- D. Because it is required by law.

4.6.2 *Practical Task - To Be Completed on Your Own Duty Roster*

This task is the bridge between the classroom and the workplace. Complete it within the next 7 days. Bring your completed work to the next module session.

1. **Run a full pre-trip protocol for one week.** For 7 days, complete the full ten-minute pre-trip protocol every morning. Sign the daily checklist before each first trip. Note any issue that was caught by the protocol that would otherwise have been missed.
2. **Re-audit your trip log against the seven-entry standard.** Review your trip logs for the last 30 days. Identify any entries that fall short of the seven-entry standard in Section 4.3. From this week forward, every entry meets the standard.
3. **Practise the 24-hour reporting rule.** Identify any incident, near-miss, or deviation in the past two weeks that you did not report. Write a retrospective report and submit it to your supervisor with the note "self-disclosed under the 24-hour rule from this week forward."

MANAGING WORKPLACE RELATIONSHIPS PROFESSIONALLY

5.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Manage Workplace Relationships Professionally and Respectfully Across the GIFF Organisation.
- b. Apply The Four-Tier Relationship Map For Executive Drivers and The Conduct Standard For Each.
- c. Resolve Common Workplace Tensions (Between Drivers, With Security Staff, With Protocol Officers) Without Escalation.
- d. Maintain Appropriate Professional Boundaries With the Principal You Serve.

5.1 Why Workplace Relationships Matter

The Executive Driver does not work in isolation. Across a normal week, you interact with the principal you serve, fellow drivers in the GIFF transport pool, security and gate staff at the office, protocol officers at meeting venues, household staff at residences, 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.). For Executive Drivers, this principle has a practical face: the way you treat the receptionist at the African Development Bank office today determines how smoothly you can deliver your principal to the next meeting there.

5.2 The Four-Tier Relationship Map

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

THE FOUR-TIER RELATIONSHIP MAP

TIER 1 · THE PRINCIPAL

The CEO, Board members, senior officers you directly transport.

Standard: deference, discretion, professional distance.

TIER 2 · GIFF 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 professional warmth.

TIER 4 · SERVICE PROVIDERS

Fuel attendants, mechanics, car wash staff, vehicle inspectors.

Standard: respect, professional clarity, no off-record arrangements.

5.3 Tier 1 — The Principal

Of all the relationships you manage, the one with the principal you serve is the most consequential and the most easily mishandled. The principal is your employer’s most senior officer, but they spend more time with you than with most of their colleagues. Over weeks and months, a working closeness develops naturally. This closeness is healthy when it stays within professional bounds and corrosive when it does not.

| 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. |
| Favours | Decline personal favours that fall outside the role. | Run errands; deliver personal items; assist with private matters using the official vehicle. |
| 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. |
| Gifts | Politely decline; report any pressed gift to your supervisor. | Accept regular hospitality or gifts; allow obligation to accumulate. |
| Social Engagement | Decline social invitations from the principal’s wider circle. | Attend family gatherings or social events of the principal’s circle. |

5.4 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.

The professional standard within this team is collegiality without gossip. Three rules govern conduct among GIIF drivers:

- a. Do not discuss the principals you transport. Each driver carries the same confidentiality obligation. A breach by one driver damages the entire pool.
- b. Do not compete for favoured assignments through anything other than professional performance. Lobbying, undermining colleagues, or trading off relationships erodes the team.
- c. Cover for colleagues professionally. If you cover a route, complete the trip log under your name with full transparency. If you are covered, return the favour without keeping score.

5.5 Tier 3 — Host-Site Staff

The security guard at the gate of a development partner office, the receptionist at the Ministry of Finance, the protocol officer at a Board venue — 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.

5.6 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.

5.7 Case Scenarios

5.7.1 *The Driver Who Asks for Your Schedule*

CASE SCENARIO

A driver from another government agency, whom you have come to know at various waiting areas, asks you over coffee one morning 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.

1. What category of information (from Module 3) is the CEO's schedule?
2. Why is this request more problematic than it appears?
3. How do you decline without damaging the relationship?
4. What is the right way for the other agency to obtain the meeting time?

5.7.2 *The Protocol Officer at the Jubilee House*

CASE SCENARIO

You arrive at the Jubilee House gate for a meeting between the GIIF CEO and a senior official in the Presidency. The protocol officer at the gate is new and processes your details with unusual delay. The CEO is in the back seat. Time is short. The protocol officer is courteous but slow. You sense the CEO's frustration. You want to move things along.

1. What is the wrong move that would worsen the situation?
2. How do you intervene professionally without undermining the protocol officer?
3. What is the right thing to do at the end of the visit, on departure?
4. What habit, applied earlier, would have prevented this situation?

5.8 Module Assessment

5.8.1 *Quiz 5 - Workplace Relationships*

Tick the most appropriate answer for each question. Discuss the answers in plenary after the module.

Q1. Which tier in the four-tier relationship map calls for the strictest professional distance?

- A. Tier 1 — the Principal
- B. Tier 2 — GIIF Colleagues
- C. Tier 3 — Host-Site Staff
- D. Tier 4 — Service Providers

Q2. A fellow GIIF driver invites you to share details about a difficult conversation you overheard. What is the right response?

- A. Share, since they are also a GIIF driver.
- B. Decline politely; what you heard is confidential regardless of audience.
- C. Share only the general topic, not specifics.
- D. Tell them only if they share something similar in return.

Q3. You arrive at a new venue and a security guard delays you for vetting. The principal is impatient. What is your move?

- A. Argue with the guard on behalf of the principal.

- B. Drive past while the guard is distracted.
- C. Remain calm, comply with the process, and address it professionally if it recurs.
- D. Call your supervisor to intervene.

Q4. A driver from another agency offers to share schedule information about his principal in exchange for the GIIF CEO's schedule. What is the right response?

- A. Accept — it is mutual.
- B. Decline; the CEO's schedule is not for inter-agency sharing.
- C. Share but ask him to share more.
- D. Discuss with the GIIF transport coordinator.

Q5. How should you treat a receptionist at a meeting venue you visit regularly?

- A. Polite but no need for personal recognition.
- B. Learn their name; greet them by name on each visit; thank them on departure.
- C. Speak only when necessary.
- D. Defer interaction to the principal.

5.8.2 Practical Task - To Be Completed on Your Own Duty Roster

This task is the bridge between the classroom and the workplace. Complete it within the next 7 days. Bring your completed work to the next module session.

1. **Map your relationships against the four tiers.** List all the people you interact with in a typical week. Place each into Tier 1, 2, 3, or 4. Identify where you currently fall short of the conduct standard for their tier.
2. **Learn the names of five Tier 3 gatekeepers.** Over the next two weeks, learn the names of five host-site staff you encounter regularly (gate security, reception, protocol). Greet them by name on every subsequent visit.
3. **Identify and end one off-record arrangement.** If you have any informal arrangement with a service provider that is not on the official voucher system, end it this week. Report what you have done to your supervisor.

PERSONAL GROOMING, COMMUNICATION, AND CUSTOMER SERVICE

6.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Maintain High Standards of Personal Grooming Consistent with the GIIF Executive Environment.
- b. Communicate Clearly, Respectfully, And Concisely, In Person, By Phone, And in Writing.
- c. Apply The GIIF Service-Excellence Standard to Every Interaction with Executives, Colleagues, And Visitors.
- d. Recover Service Moments That Go Wrong, Using A Structured Approach.

6.1 Grooming as Institutional Signal

The Ghanaian Civil Service Code requires that staff "dress appropriately at all times, in conformity with professional, cultural and international accepted standards and norms of dressing" and that attire must not appear "too gaudy or shabby so as to draw unfavourable comments" (OHCS, 2022). For the Executive Driver, this is doubly important: you are visible at every venue your principal visits, you are often the first GIIF representative a third party meets, and your presentation is read as a direct signal of how the institution conducts itself.

6.2 The GIIF Driver 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 are not acceptable. |
| Grooming | Hair neat. Facial hair clean and trimmed if kept. Nails clean and short. | Daily check before duty. |
| Personal 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. |

Table 5: Grooming Standards

6.3 The Three Modes of Communication

In the role, you communicate in three modes: in person, by phone, and in writing (trip logs, reports, brief messages). Each mode has its own standard.

6.3.1 In-Person Communication

- Greet first. "Good morning, Sir/Madam." Even if the principal is preoccupied or hurried.
- Speak only when necessary or addressed. Brief, factual, courteous.
- Maintain eye contact when addressed. Step slightly back when not in conversation.
- Avoid loud voice in shared spaces; the principal's privacy carries into the corridor.

6.3.2 Phone Communication

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

6.3.3 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. Bullet points are acceptable.
- Be careful on WhatsApp. Anything you write can be screenshotted. Treat it as if it could be reproduced in writing.
- Avoid voice notes for anything sensitive. Voice notes can be played publicly without your knowledge.

6.4 The GIIF 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.

THE FIVE BEHAVIOURS OF SERVICE EXCELLENCE

1. **ANTICIPATE** — know the schedule before you are told.
2. **PREPARE** — vehicle, route, contingencies all ready.
3. **ARRIVE** — on time, every time, presentation excellent.
4. **DELIVER** — smooth, discreet, attentive throughout the trip.
5. **CLOSE** — thank the principal; reset the vehicle; report.

The standard is not "good driving."

The standard is presence that enables productivity.

6.5 Service Recovery

Even with the best preparation, things go wrong. A road closes unexpectedly. A tyre fails. Traffic on Liberation Road locks down beyond any prediction. Service recovery is the discipline of handling the moment professionally so that the disruption is contained and the relationship with the principal is preserved.

THE 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 to the meeting. 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.

6.6 Case Scenarios

6.6.1 *The Tyre at the Mallam Junction*

CASE SCENARIO

You are returning the CEO from a Cabinet meeting at the Jubilee House. Traffic is heavy. As you approach the Mallam Junction, you hear and feel a tyre give way. You move to the side carefully. Inspection confirms a flat rear tyre. The CEO has a video call in 45 minutes that he must take from his office; the office is 25 minutes away in normal traffic. You have a serviceable spare. Changing the tyre will take you 20-25 minutes alone, or 10-12 minutes if the CEO's security detail (following in a separate vehicle) assists.

DISCUSSION QUESTIONS

- Q1. Apply the four-step service recovery model. What is the first thing you say to the CEO?
- Q2. What is the right course of action — change the tyre with help, call a replacement vehicle, or some combination?
- Q3. How do you communicate the revised timing so that the CEO can make decisions — reschedule the call, take it on the move, or proceed once you are at the office?
- Q4. What goes in the trip log for this incident?

6.6.2 *The Greeting You Forgot*

CASE SCENARIO

You are dropping off the Chairman of the Board at his residence after a long Board meeting. You are tired, focused on the next pickup, and slightly behind on time. You park, step out, open the door for the Chairman, and he walks toward the house. You realise as he is halfway up the steps that you have not said "Good evening, Sir" or any other greeting throughout the entire

journey — you completed the trip in silence. The Chairman has not commented, but you suspect he noticed.

DISCUSSION QUESTIONS

- Q1.** What does the omission of the greeting actually communicate, even if the driving and timing were excellent?
- Q2.** What is the right thing to do in this specific moment, before he reaches the front door?
- Q3.** What habit, applied differently, would have prevented this?
- Q4.** How do you ensure the same omission does not happen tomorrow morning?

6.7 Module Assessment

6.7.1 Grooming, Communication, and Service

Tick the most appropriate answer for each question. Discuss the answers in plenary after the module.

Q1. Which of the following is NOT part of the GIIF driver grooming standard?

- A.** Polished closed shoes.
- B.** Daily-pressed business attire or uniform.
- C.** Strong personal scent or cologne.
- D.** Clean nails and trimmed facial hair.

Q2. You answer a call asking where the CEO is currently located. The caller identifies themselves as "a journalist." What is the correct response?

- A.** Confirm the general location.
- B.** Decline to share and redirect to the GIIF Corporate Affairs office.
- C.** Hang up immediately without speaking.
- D.** Ask your supervisor first, in front of the caller.

Q3. The four-step service recovery model begins with which step?

- A.** Apologise profusely.
- B.** Acknowledge the problem clearly and quickly.
- C.** Wait for the principal to notice.
- D.** Call your supervisor for instructions.

Q4. Which of the five behaviours of service excellence happens AFTER the trip?

- A.** Anticipate
- B.** Prepare
- C.** Deliver
- D.** Close

Q5. You complete a long trip in silence — no greeting at start, no thank you at end. What is the most important consequence?

- A.** Nothing; the driving was excellent.

- **B.** The principal felt their presence was unacknowledged, which signals lack of professional attention.
- **C.** The principal will report you.
- **D.** The trip log will be wrong.

6.7.2 Practical Task · To Be Completed on Your Own Duty Roster

This task is the bridge between the classroom and the workplace. Complete it within the next 7 days. Bring your completed work to the next module session.

1. **Run a grooming self-audit.** Using the six-element table in Section 6.2, audit your current standard. Identify two elements that need improvement. Address them within 14 days.
2. **Practise the five service-excellence behaviours.** For one full week, deliberately apply Anticipate, Prepare, Arrive, Deliver, Close on every trip. Note where you found execution easy and where you found it hard.
3. **Rehearse the four-step recovery script.** Identify three plausible service-disruption scenarios for your typical routes. Write out the specific words you would use for each step. Rehearse aloud.

HANDLING ETHICAL DILEMMAS AND CHALLENGING SITUATIONS

7.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Handle Ethical Dilemmas and Challenging Workplace Situations Appropriately.
- b. Apply The PAUSE Decision Model When a Situation Is Not Clearly Right or Wrong.
- c. Respond To Specific High-Frequency Dilemmas Drawn from Executive Driver Experience in Ghana.
- d. Use The Speak-Up Channels Available at GIIF When Something Is Seriously Wrong.

7.1 Why Dilemmas Are Different from Decisions

Most decisions in the Executive Driver role are clear: drive safely, arrive on time, treat people well. A dilemma is different. It is a situation where two legitimate values pull in opposite directions, or where the right course of action is genuinely unclear, or where any choice has costs.

Dilemmas are not failures of training; they are inherent in the role. The discipline is not to avoid them, but to recognise them when they arrive and to use a structured approach rather than an instinctive reaction. The PAUSE model is that structured approach.

7.2 The PAUSE Decision Model

THE PAUSE DECISION MODEL — for ethical dilemmas

- P · PAUSE** Stop. Do not react to social pressure or time pressure.
- A · ASK** What is actually being asked of me?
Whose interests are involved? What are the options?
- U · USE** Apply the four-question ethical test (Module 1).
Check the six principles of public life.
- S · SPEAK** If unclear or risky, speak to your supervisor **BEFORE** acting.
Better to delay than to do the wrong thing quickly.
- E · EVALUATE** After the situation, review what you did.
What would you do differently? Record it.

7.3 High-Frequency Dilemmas at GIIF

From the experience of executive drivers in Ghanaian public institutions, six dilemmas recur often enough that you should rehearse your response in advance.

| DILEMMA | WHAT IS BEING TESTED | THE RIGHT MOVE |
|---|---|---|
| Asked to do a personal errand during official duty | Selflessness; use of public resources. | Politely indicate the constraint. Offer to do it outside official hours and in your own vehicle if appropriate. Document. |
| Offered a gift after dropping a visitor | Integrity; non-acceptance of inducements. | Decline politely and clearly. Report to your supervisor in writing within 24 hours. |
| Witness another driver behaving improperly | Loyalty vs duty to institution. | Speak to the colleague first if appropriate; if not, or if no change, report through proper channel. |
| Asked to bend a rule "just this once" by a senior officer | Authority pressure vs ethical standard. | Politely indicate the limit. "Sir, I would need to clear that with the transport coordinator first." |
| Aware of a potential safety risk the principal is ignoring | Deference vs duty of care. | Raise the matter clearly and briefly. "Sir, I am concerned about the route at this time of night. May I suggest the alternative?" |
| Pressured by a third party at a fuel station or police checkpoint | Composure under pressure; institutional protection. | Stay calm. Cooperate with legitimate authority. Refuse improper requests. Document fully and report. |

Table 6: High-Frequency Dilemmas at GIIF

7.4 Speak-Up Channels

Some situations are beyond the scope of a single driver to resolve. A persistent pattern of impropriety, a senior officer behaving in a way that is clearly wrong, a serious safety concern that is being ignored, these require formal escalation. Knowing the channels in advance, and knowing your right to use them, is part of the conduct standard.

GIIF SPEAK-UP CHANNELS · by level of severity

Routine concern. Discuss with the Transport Coordinator in person. Document the conversation.

Material concern. Written report to your immediate supervisor with a copy to the GIIF Administration Manager.

Serious concern. Written report to the GIIF HR / Administration Manager with escalation rights to the CEO's Secretariat.

Whistleblower concern. Under the Whistleblower Act, 2006 (Act 720), a disclosure made in good faith to the appropriate authority cannot be used against you. The Commission on Human Rights and Administrative Justice (CHRAJ) is the lead authority.

Speaking up is not disloyalty; it is the highest form of loyalty to the institution. The Whistleblower Act, 2006 (Act 720) protects public-service workers who make a disclosure in good faith to a recognised authority (Republic of Ghana, 2006).

7.5 Case Scenarios*7.5.1 The After-Hours Use Request***CASE SCENARIO**

A senior officer (not the CEO, but a Director who outranks the transport coordinator) calls you at 19:00 on a Friday. He asks you to use the official vehicle to pick up his cousin from Kotoka International Airport at 22:30 and drop her at a residence in Trasacco Valley. He stresses that "the transport coordinator does not need to know about this — it is just a family thing." He frames it as a personal favour to him. He has been pleasant to you in the past.

DISCUSSION QUESTIONS

- Q1.** Apply the PAUSE model step by step to this situation.
- Q2.** Why is the framing "just a family thing" the most dangerous part of the request?
- Q3.** Compose your specific response to the Director — polite, clear, professional.
- Q4.** What do you do after the call — regardless of the Director's reaction?

*7.5.2 The Colleague Who Inflates Mileage***CASE SCENARIO**

Over the past two months, you have noticed that a fellow GIIF driver routinely records mileage on his trip logs that appears inflated. Yesterday, you saw him pump 60 litres into the vehicle but record 70 on the voucher. When you raised it discreetly, he laughed and said "everyone does it, my brother. Relax." You have not seen anyone else do it. You know this colleague has a sick mother whose treatment is expensive.

DISCUSSION QUESTIONS

- Q1.** Use the PAUSE model to think through this dilemma.

- Q2.** What is the difference between loyalty to a colleague and loyalty to the institution?
- Q3.** Which speak-up channel is appropriate here — and at what level of severity?
- Q4.** What is the personal cost to YOU if you stay silent and the practice is later discovered?

7.6 Module Assessment

7.6.1 Ethical Dilemmas

Tick the most appropriate answer for each question. Discuss the answers in plenary after the module.

Q1. What is the first step of the PAUSE decision model?

- A.** Apply the four-question test.
- B.** Speak to the supervisor.
- C.** Pause — do not react under pressure.
- D.** Evaluate after the fact.

Q2. A Director asks you to use the official vehicle for a personal errand and says "the transport coordinator does not need to know." What does the framing tell you?

- A.** It is a routine favour.
- B.** It is a request the Director knows the coordinator would not authorise — which makes it more, not less, problematic.
- C.** It is fine because a Director outranks the coordinator.
- D.** It depends on the size of the errand.

Q3. Which Ghanaian law protects a public-service worker who reports impropriety in good faith?

- A.** The Public Procurement Act, 2003.
- B.** The Whistleblower Act, 2006 (Act 720).
- C.** The Public Officers Act, 1962.
- D.** The Civil Service Act, 1993.

Q4. You see a colleague inflating mileage on the trip log. What is the right escalation, after first speaking to the colleague?

- A.** Ignore it; it is not your problem.
- B.** Tell the principal you transport.
- C.** Written report to your supervisor with a copy to the GIIF Administration Manager.
- D.** Discuss with other drivers first to see if they have noticed.

Q5. What does the "E" in PAUSE stand for?

- A.** Escalate
- B.** Evaluate
- C.** Explain
- D.** Exit

7.6.2 Practical Task · To Be Completed on Your Own Duty Roster

This task is the bridge between the classroom and the workplace. Complete it within the next 7 days. Bring your completed work to the next module session.

1. **Pre-script your responses to the six high-frequency dilemmas.** For each of the six dilemmas in Section 7.3, write out the specific words you would use. Rehearse aloud until they feel natural.
2. **Walk the PAUSE model with a recent dilemma.** Identify one dilemma you faced in the past 90 days. Apply PAUSE retrospectively. Document what you would do differently with this model.
3. **Identify your three escalation contacts.** Write down the names and contact details of your: (1) Transport Coordinator, (2) Administration Manager, (3) CEO's Secretariat / HR Manager. Keep this on a small reference card.

REPRESENTING GIIF THROUGH SERVICE EXCELLENCE

7.0 Learning Objectives

By the end of this module, participants will be able to:

- a. Represent GIIF Positively Through Professional Conduct and Service Excellence at Every Touchpoint.
- b. Integrate All Seven Preceding Modules into One Coherent Personal Standard.
- c. Articulate The "GIIF Driver" Identity in Your Own Words — Internally And Externally.
- d. Commit To A 30/60/90 Implementation Plan That Turns This Manual Into Daily Practice.

8.1 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. The Chief Executive arrives in your vehicle. The Board Chairman steps out from your back door. The visiting development partner from the African Development Bank sees you first when they arrive at Kotoka International Airport. The Government Minister, the high-net-worth co-investor, the senior officer from the Ministry of Finance — their first and last impression of GIIF, on most days, is the driver who transported them.

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.

8.2 Integrating the Eight Modules

The seven preceding modules and this one form one integrated standard. Each module contributes a piece; together they make the whole.

| MODULE | WHAT IT CONTRIBUTES TO THE STANDARD |
|---------------------------|--|
| 1. Foundations of Ethics | The principles that govern conduct — the why behind everything else. |
| 2. Professional Behaviour | The visible expression of internal standards in daily conduct. |
| 3. Confidentiality | The discretion that makes the vehicle a productive workspace for the principal. |
| 4. Integrity on the Road | The honest record — fuel, mileage, incidents — that the institution can rely on. |

| MODULE | WHAT IT CONTRIBUTES TO THE STANDARD |
|----------------------------|--|
| 5. Workplace Relationships | The network of professional relationships that enables smooth operations. |
| 6. Grooming and Service | The presentation, communication, and service that produces consistent quality. |
| 7. Ethical Dilemmas | The decision discipline for moments that are not clearly right or wrong. |
| 8. Service Excellence | The integration — the GIIF Driver identity in daily practice. |

8.3 The "GIIF Driver" Identity

Identity is more durable than rules. A driver who has internalised the identity of "GIIF Driver" does not need to remember the rule in each situation — they ask "what does a GIIF Driver do here?" and the answer is usually clear. Building this identity is the deepest work of this programme.

THE GIIF DRIVER — the seven characteristics

1. **PUNCTUAL** — before the principal needs to ask.
2. **PRESENTABLE** — vehicle and self both immaculate.
3. **DISCREET** — what is said in my presence stays in my presence.
4. **HONEST** — the trip log matches the day, every day.
5. **COMPOSED** — calm in traffic, in pressure, in conflict.
6. **RESPECTFUL** — same standard to gatekeeper as to Chief Executive.
7. **RELIABLE** — what I said I would do, I do.

Not a list. An identity.

8.4 When Things Get Hard

The standard described in this manual is high. There will be days when it feels burdensome — when traffic is brutal, the principal is irritable, the schedule is impossible, and the temptation to cut corners is strong. Three things to remember on those days:

- **The standard is what makes the role meaningful.** A driver who maintains the standard on the hard days has reputational capital that the easy-day driver never builds.
- **The institution sees you.** Senior officers notice the driver who is consistently excellent. Career opportunities flow from this attention. Trust is the currency.

- **You are not alone.** Your fellow GIIF drivers are running the same standard. The transport coordinator, the administration team, your supervisor — they are the support system that exists for moments when the standard is hard to keep.

8.5 Case Scenarios

8.5.1 *The Visiting Delegation from the African Development Bank*

CASE SCENARIO

A four-person delegation from the African Development Bank is arriving at Kotoka International Airport at 14:30. They will be in Accra for three days for discussions on a co-financing structure for an infrastructure project in the northern region. You have been assigned to lead the transport for the three days. The delegation includes the AfDB Country Manager (whom you have met before), two senior investment officers from headquarters in Abidjan (whom you have not met), and a junior analyst.

DISCUSSION QUESTIONS

- Q1. How do you prepare for the three days BEFORE the delegation arrives?
- Q2. On arrival, who do you greet first, and in what order?
- Q3. During the three days, the delegation will sometimes travel in your vehicle with members of the GIIF management team. How do you manage the conversation dynamic across the eight integrated standards?
- Q4. On the day of departure, what is the right final touch?

8.5.2 *The Standard on the Hard Day*

CASE SCENARIO

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 the Liberation Road. The CEO is on a difficult call in the back seat and is visibly frustrated. 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

- Q1. What is the temptation in this moment — to drop which standard?
- Q2. Which two of the seven characteristics in Section 8.3 are MOST at risk in this state, and what does that look like in your driving and presence?
- Q3. What can you do, in the immediate moment, to recover your composure?
- Q4. What systemic change — not a one-off fix — prevents this from recurring next Tuesday?

8.6 Module Assessment

8.6.1 Representing GIIF

Tick the most appropriate answer for each question. Discuss the answers in plenary after the module.

Q1. What is the central proposition of Module 8?

- A. Driving skills are the most important competence.
- B. When you are in the vehicle on duty, you are GIIF — not a driver who works for GIIF.
- C. The principal's comfort is the only standard.
- D. The seven preceding modules can be applied selectively.

Q2. Which of the seven characteristics of the GIIF Driver is hardest to fake on the road?

- A. Punctuality
- B. Presentation
- C. Composure
- D. Honesty

Q3. A driver who maintains the standard on the hard days builds what?

- A. Resentment that wears them down.
- B. Reputational capital that the easy-day driver never builds.
- C. A reputation for being inflexible.
- D. Conflict with colleagues.

Q4. When a visiting delegation arrives at the airport, who do you greet FIRST?

- A. The most senior person you can identify.
- B. The person you already know.
- C. The whole delegation simultaneously with a clear, courteous greeting.
- D. No one until they speak to you first.

Q5. What is the relationship between the seven preceding modules and Module 8?

- A. Module 8 replaces them.
- B. Module 8 is independent of them.
- C. Modules 1–7 each contribute a piece; Module 8 is the integration into a personal identity.
- D. Module 8 is optional.

8.6.2 Practical Task · To Be Completed on Your Own Duty Roster

This task is the bridge between the classroom and the workplace. Complete it within the next 7 days. Bring your completed work to the next module session.

1. **Write your "GIIF Driver" statement in 100 words.** In your own words, write a 100-word statement of what kind of GIIF Driver you are committing to be. Reference the seven characteristics. Sign it. Date it. Keep it.

2. **Pair up for accountability.** Identify one fellow GIIF driver who has also been through this training. Agree to check in with each other every two weeks for the next 90 days. Specific date, specific time.

3. **Schedule your 30/60/90 self-review.** Put three dates in your diary now: 30 days from today, 60 days, and 90 days. On each, re-read your statement and assess honestly: am I living it?

8.7 Implementation Guide — 30 / 60 / 90 Day Plan

The training produces no behaviour change without the 90 days that follow. This plan turns the eight modules into a structured implementation over twelve weeks. Read it the day after the workshop. Discuss it with your supervisor. Put the review dates in your diary now.

8.7.1 Days 1–30 · ESTABLISH

Build the foundations of the new standard. By Day 30, the daily disciplines should be in place and the visible elements (presentation, punctuality, vehicle care) should be operating at the new level.

| DAY | ACTION | EVIDENCE OF COMPLETION |
|----------|---|--|
| Day 1 | Re-read your "GIIF Driver" 100-word statement. Sign and date it. Place it where you will see it daily. | Statement on display. |
| Day 1–7 | Complete the full ten-minute pre-trip protocol every morning before duty. Sign the daily checklist. | Seven signed daily checklists. |
| Day 1–14 | Operate the seven Standards of Professional Conduct (Module 2) deliberately. Note any standard you find hard. | Personal reflection journal entries. |
| Day 7 | Practise the four Confidentiality Scripts aloud (Module 3). Rehearse with a trusted partner if possible. | Self-confirmation. |
| Day 14 | Audit your trip logs against the seven-entry standard (Module 4). Identify and correct any shortfalls. | Clean trip log from Day 14 forward. |
| Day 21 | Identify the five Tier-3 gatekeepers (Module 5) you encounter most often. Learn their names. | List of five names; greet by name from Day 22. |
| Day 30 | Self-review: are all four daily disciplines in place — pre-trip protocol, trip log standard, presentation, presence protocol? | Written self-assessment. |

8.7.2 Days 31–60 · DEEPEN

Move from visible disciplines to the deeper competencies — confidentiality, integrity, the PAUSE model. By Day 60, the harder situations should be being handled with structure, not instinct.

| DAY | ACTION | EVIDENCE OF COMPLETION |
|--------|---|----------------------------------|
| Day 31 | Identify any pressure point on confidentiality you encountered in the first 30 days. Refine your script. | Updated personal scripts. |
| Day 35 | Run the four-step service recovery model (Module 6) on the next disruption you encounter. | Documented recovery in trip log. |
| Day 42 | Apply the PAUSE model (Module 7) to any dilemma encountered. Document the situation and decision. | Written PAUSE walk-through. |
| Day 45 | Self-report at least one minor incident, near-miss, or deviation under the 24-hour rule. Practise the discipline before it is needed for a major event. | Filed self-report. |
| Day 50 | Pair check-in with your accountability partner from Module 8. What are you finding hard? What is working? | Documented conversation. |
| Day 60 | Self-review: am I applying the PAUSE model under pressure? Am I self-reporting? Are the harder competencies operating? | Written self-assessment. |

8.7.3 Days 61–90 · EMBED

The final phase. By Day 90, the standard should be operating without conscious effort — the GIIF Driver identity should feel internal, not external. The final review confirms what has changed and identifies what still needs work.

| DAY | ACTION | EVIDENCE OF COMPLETION |
|--------|---|------------------------------------|
| Day 61 | Re-read all eight modules. Note which sections feel less relevant now (because internalised) and which still feel hard. | Personal annotation of the manual. |
| Day 70 | Audit your relationships across the four tiers (Module 5). Have new relationships been built? Have any deteriorated? | Updated relationship map. |

| DAY | ACTION | EVIDENCE OF COMPLETION |
|--------|--|---|
| Day 75 | Pair check-in with your accountability partner. Honest conversation about what has changed and what has not. | Documented conversation. |
| Day 80 | Mentor a newer driver informally. Share one practice from this manual that has made a real difference. | Personal note of conversation. |
| Day 85 | Re-read your "GIIF Driver" 100-word statement (from Day 1). Revise if needed. Re-sign and re-date. | Revised, re-signed statement. |
| Day 90 | Final self-review: am I the GIIF Driver I committed to being? What is the next standard to raise? | Written 90-day self-review submitted to supervisor. |

8.8 The Three-Person Accountability Structure

You will not sustain this alone. Three people support your implementation:

- **Your supervisor.** They sign off the 30-day, 60-day, and 90-day self-reviews. They notice when standards slip. They are your formal accountability.
- **Your accountability partner.** A fellow GIIF driver who has been through the same training. Bi-weekly check-ins. Honest conversation. Mutual support when the standard is hard to keep.
- **Yourself.** The 100-word statement on the wall. The diary entries on Day 30, 60, 90. The personal commitment that makes the difference between attending a workshop and changing your conduct.

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.

The work of the Executive Driver is largely invisible when done well — which is precisely the point. The principal you transport will not write a memo about the smoothness of the ride or the discretion of the silence. But over months and years, your reputation will become known. The driver who is requested. The driver who is trusted. The driver to whom newer drivers are pointed as the standard. That reputation, built quietly across many ordinary days, is the lasting reward of the role.

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