CENTRE FOR EXTRACTIVES AND DEVELOPMENT (CEDA)

Human Resource and Administrative Policy

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ACRONYMS/ABBREVIATIONS

CEDA	Centre for Extractives and Development Africa
FAM	Finance and Administrative Manager
HRAP	Human Resource and Administrative Policy
KM	Kilometre
PIP	Project Implementation Plan
PPE	Personal Protective Equipment
SSF	Social Security Fund

TABLE OF CONTENTS

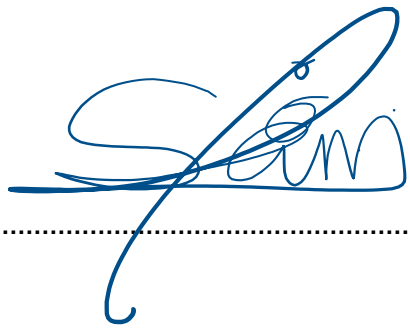
FOREWORD

This manual documents the guidelines which are aimed at providing employees with working conditions that comply with relevant legislation and Ghana's Public Service policies and procedures. All CEDA staff shall work under the conditions contained in this Policy. All staff including new employees shall receive a copy and are expected to study and be conversant with the provisions in the policy as part of his/her induction.

This Policy is expected to be read in conjunction with other policies and procedures in use by CEDA.

The board/management has the authority to modify or alter the provisions of this Policy as may be required from time to time. All employees will however be notified of any change(s) and dates this will take effect.

This Human Resource and Administrative Policy was last updated in **February 2024.**



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Samuel Bekoe,
Executive Director, CEDA

SECTION 1: INTRODUCTION

1.1. Background Information

1.1.1. Establishment

The Centre for Extractives and Development Africa, (CEDA) was established in 2014 registered in Ghana under the Companies Registration Code with registration number CG103822014. CEDA is an extractive and development policy research and advocacy organization working with partners around the continent and beyond to promote better governance of the mineral resource endowment of the continent for improvement of national life.

1.1.2. Vision

To be a leader in extractive and development policy analysis and advocacy, training and mobilization of citizens voices on the best use of Africa's mineral resources for equitable and sustainable development.

1.1.3. Mission

We work to place Africa's extractive sector at the centre of its development policy discourse through evidence based research, training and capacity building, policy advocacy and citizens mobilisation for the efficient, transparent and accountable management of the sector for the improvement of national life.

1.1.4. Goal

The goal of CEDA is to promote good management of African extractive sector in a transparent and accountable manner for the public good.

1.2. Broad Objectives

- Create awareness and cultivate a deeper understanding of Africa's mineral wealth and its transformative potential
- Discuss frameworks, policy options and strategies to better integrate the mineral sector into national development strategies and policies
- Promote sharing of models, experiences, best practices and lessons learned in enhancing the role of natural resources in development
- Promote Gender inclusiveness, Youth Empowerment, Transparency and Accountability and Anti-Corruption as cross cutting issues in all the above mentioned areas
- Grow the Next Generation of civic and oversight leaders in Africa

1.3. Operational Areas

CEDA would operate in Africa and shall focus on the following operational themes;

1. Policy, legal and regulatory issues –Role the mining sector can play in Africa's economic and social transformation and the legal and regulatory barriers that might prevent this role being fulfilled;
2. Economic issues – How the mineral sector could facilitate broader economic and social linkages
3. Governance, human rights, Gender, and Social issues – Including enhancing stakeholder participation along the mining value chain; the institutional and policy space for mineral sector governance to contribute to economic and social transformation,
4. Environmental and Social Issues – The management of environmental and social sustainability through judicious impact assessments and prudent material stewardship
5. Knowledge base, human and institutional capabilities – How to build broad human and institutional skills that support a development oriented African mineral sector in a multi-sectoral and holistic manner
6. Gender, Youth Empowerment, Transparency and Accountability and Anti-Corruption are cross cutting issues in all the above mentioned areas.,

1.4. Our core values

CEDA seeks to promote and adopts a no compromise stand on the following values

- Professional Integrity
- Transparency and Accountability Leadership
- No to Corruption
- non-political partisanship
- Partnership and Trust
- Equity
- Socio-economic and environmental justice
- Shared benefits
- Gender equality and inclusiveness

1.5. Equality, Diversity, and Inclusion

Equality, Diversity, and Inclusion (EDI) is central to CEDA's values and mission, reflected not only in our organizational culture to foster an equitable, inclusive, and diverse workplace and service environment, but fundamentally embedded in the design and implementation of all our projects. We are dedicated to ensuring that all individuals—staff, partners, and stakeholders—are treated with fairness, respect, and dignity, free from discrimination.

We ensure that EDI principles guide every stage of our work - from initial project conceptualization through implementation to final evaluation. Our research methodologies actively incorporate diverse perspectives, ensure inclusive stakeholder engagement, and produce outcomes that benefit all segments of society.

This commitment is underpinned by our adherence to national laws, international standards, and ethical practices that promote inclusion and accessibility for all and go beyond compliance to proactively create inclusive research environments and deliver equitable project outcomes.

A detailed EQUALITY, DIVERSITY, AND INCLUSION POLICY, provided in the Appendices, outlines our specific principles, responsibilities, and implementation measures across both organizational operations and project execution.

SECTION 2: STAFF RECRUITMENT

2.1. Policy

CEDA aims to attract the best possible candidates for the available positions to assist in the achievement of objectives and is committed to giving equal opportunity in all aspects of working life from recruitment through cessation of employment including personal and career development and all other terms and conditions of service.

CEDA shall not discriminate against any employee on any basis prohibited by law, on the grounds of age, colour, religion, sex, race, ethnicity, gender, nationality, marital status, home responsibility, disability, health, culture, beliefs, trade union activity, political affiliation or socio-economic background.

CEDA's recruitment and selection processes are governed by the principles of equal opportunity and non-discrimination, ensuring merit-based hiring and addressing underrepresentation. Refer to Recruitment and Selection section of the EQUALITY, DIVERSITY, AND INCLUSION POLICY for detailed measures on inclusive recruitment practices.

CEDA Board/Management is responsible for all recruitment. The Executive Director shall manage all recruitment processes, in collaboration with the board.

2.2. Employment of Relatives

Spouses, partners or close relatives[1] of employees shall be considered for employment by CEDA based on the same recruitment and selection procedures stated in this policy and may be hired by CEDA under the following specific conditions, notwithstanding clause 2.1:

- The person involved is the most qualified and suitable candidate for the position
- There will be no direct line management relationship
- They will not work within a finance function
- They will not be hired in positions where one is in a position of having to audit/assess the work of the other.

[1] Close relatives are defined as parents, spouses, parents-in-law, children, brothers/sisters, uncles/aunts, nieces/nephews, and first cousins

2.3. Classification of Post

All appointments shall comply with CEDA's classification of posts. An employee's band and scale shall depend on the nature of the job, its inherent level of difficulty, responsibility and above all qualification and experience as stated in an periodically reviewed post classification (**see** CEDA'S POST CLASSIFICATION.)

2.4. Recruitment and Selection Process

The following summarises the process that must be followed in recruiting and selecting staff:

- Establish or review the job description, person specification, salary and selection criteria;
- Advertise the position (advertising depends on the nature of the position)
- Form and brief a selection panel;
- Create a short-list of applicants and call them for interview;
- Carry out interviews;
- Check references;
- Write the selection report;
- Make a job offer;
- Develop and carry out orientation process.

A written requisition for recruitment of staff is to be submitted to the Executive Director in this regard in order to initiate the recruitment process.

2.4.1. Internal Search

In cases where CEDA feels that a vacant position should preferably be filled up from among CEDA's experienced personnel, this vacancy may be opened to existing employees through internal notice followed by an interview process.

2.4.2. External Search

Where the vacancy shall be filled externally, a public notice will be served through various means such as:

- Advertisement in News papers
- CEDA's website
- Other internet sites

2.5. Recruitment of Temporary Staff

CEDA may occasionally seek to recruit casual staff, usually as backfill if other staff members are on leave, or to handle excess work. The recruitment of temporary and casual staff does not necessitate a formal selection process unless the temporary position is for a period longer than six months. Remuneration for such staff may either be on a daily basis or on monthly basis according to a rate

to be determined by the Finance, Administration and Procurement sub-Board of Directors. Casual staff shall not be maintained for a period more than six months.

All temporary staff, including research assistants, field workers, and consultants, must complete our mandatory training in diversity, equality and inclusion, data management, the CEDA Statement of Professional Ethics and Code of Conduct and other relevant procedures before commencing work with CEDA.

Completion of training will be documented and verified, with written acknowledgment required from all temporary staff confirming their understanding and commitment to these policies.

2.6. Engaging Consultants

From time to time CEDA will seek to contract out work, rather than employing a new staff member. This may provide advantages to the organisation if a project is time-limited or requires specialist skills. When seeking to contract out work, the procurement guidelines and procedures in the Financial Manual shall be followed.

2.7. Acting Higher Duties

From time to time CEDA may ask a staff to perform higher duties, usually while another staff member is on leave or recruitment is in progress. This provides a useful development opportunity for staff members, as well as ensuring continuity in positions. The acting of higher duty shall not exceed the period of three (3) months after which the position shall be filled by a substantive officer. A person performing the duties of a senior officer for a minimum of 4 weeks attracts an acting allowance and this shall be the difference between the Acting Officer's salary and the minimum starting point of the acting post or 20 percent of the salary whichever is higher".

2.8. Duration of Employment

All appointments shall be classified as either long term or short term contract. A long term contract shall be offered for a fixed time frame from a minimum of two (2) years and may be renewable depending on successful evaluation of performance by CEDA. A short term contract shall be offered on fixed time frame, usually less than 2 years and/or shall be consistent with the duration of a specific project. The duration of all appointments shall be stated in the appointment letter.

SECTION 3: WORKING WITH CEDA

3.1. Working Hours

The official working week shall be 40 hours worked over five days of 8 hours a day for all employees except where otherwise stated in an employee's appointment letter. Working hours shall be from 8.00 am to 5.00 pm from Monday to Friday with an hour lunch break from 12. noon to 1.00 pm each day. Employees will be expected to put in extra hours as per the demands of their job description, depending on work load at any point in time.

3.2. Probation

The first six (6) months of employment are considered as a period of probation for employees. During the probation period, CEDA assesses the employee's suitability for continued employment or otherwise. CEDA may choose to terminate employment during this period of probation on the basis of any of the following: - poor performance, misconduct, ill health or unsatisfactory reference. During the period of probation, either party shall give at least one week's notice of termination. Probation and staff orientation processes emphasize inclusive practices and awareness of EDI principles as outlined in CEDA's EQUALITY, DIVERSITY, AND INCLUSION POLICY.

3.3. Staff Orientation/Induction

All new staff members joining CEDA shall undergo a comprehensive orientation and induction program designed to ensure their effective integration into the organization. The Finance and Administration Unit coordinates this structured program, which takes place during the first two weeks of employment.

3.4. Induction Program

The induction program consists of the following components:

3.4.1. Organizational Overview

- Introduction to CEDA's vision, mission, and history
- Overview of organizational structure and governance
- Introduction to key stakeholders and partners
- Tour of facilities and workspace orientation

3.4.2. Required Training Sessions

- Equality, Diversity, and Inclusion (EDI) principles and practices
- Workplace Health and Safety procedures
- Data protection and confidentiality protocols
- Information security awareness
- Sexual harassment prevention
- Anti-corruption and ethical conduct

- Environmental responsibility

3.4.3. Mandatory Policy Reviews and Signatures

New employees must review and acknowledge understanding of:

- Employee Code of Conduct
- Health and Safety Policy
- Equality, Diversity, and Inclusion (EDI) Policy
- Human Resource and Administration Policy

3.4.4. Departmental Orientation

- Introduction to team members and reporting lines
- Overview of specific role responsibilities
- Department-specific procedures and protocols
- Project management systems and tools

The Finance and Administration Unit maintains records of completed orientations, including signed acknowledgments of all required policies.

The orientation program includes the following key elements:

- **Equality, Diversity, and Inclusion (EDI) Training**: New employees are trained on CEDA's commitment to equality, diversity, and inclusion. This includes an overview of relevant policies, such as those outlined in Section 4.8 of the EDI Policy, to ensure all staff understand their roles in fostering an inclusive and equitable workplace.
- **Health and Safety Inductions**: New staff are provided with essential health and safety training, including workplace procedures and emergency protocols, to ensure their well-being and compliance with safety standards.
- **Code of Conduct and Professional Ethics**: Employees are introduced to CEDA's professional ethics and behavioral expectations, including standards on confidentiality, conflict of interest, and anti-harassment policies. Signing acknowledgment forms for the Code of Conduct is part of the onboarding process.
- **Organizational Policies and Procedures**: The program also covers key organizational policies, including leave entitlements, performance management, and disciplinary procedures, to equip employees with a comprehensive understanding of their rights and responsibilities.

The structured orientation ensures that all new staff are adequately informed and trained, enabling them to integrate seamlessly into CEDA's operations while upholding the organization's standards and values.

3.5. Attendance at Work

Timeliness is an important part of being a reliable and dependable employee. All employees are therefore expected to be on time for work. Absence from work or lateness for more than an hour should be communicated to the immediate supervisor in advance unless an emergency prevents the employee from doing so.

An Attendance Book shall be kept at the reception. All staff shall register daily arrival, as well as, departure time. Absenteeism without prior permission shall be dealt with in line with provisions in this manual. Where aspects of their duties necessitate that an employee be absent from office, the immediate supervisor must be notified and provided with information on duration of absence.

3.6. Personnel Records

The Finance and Administration Unit shall maintain a personal confidential file for each staff in which shall contain all relevant information about the employee. It shall contain the application letter, CV, photocopies of certificates, medical reports, filled Personnel Data Form, appraisals, leave forms etc. All new recruits shall be required to complete a **Personnel Data Form** (See PERSONNEL DATA FORM) on which personal information shall be recorded. It is important that the Finance and Administrative Unit be notified whenever such information changes to ensure accuracy and relevance of information contained in the personnel file.

SECTION 4: TIME OFF

4.1. Annual Leave

The annual leave year runs from January 1, to December 31 each year in line with CEDA's programmes and financial year. All leave entitlement shall be based on employee's working year, which commences from the date of your employment with CEDA. New staff joining CEDA shall accrue but only be eligible to use their annual leave after successfully completing their initial six (6) months' probation period and being confirmed in their post. All staff going on leave shall fill the **Leave/Absence Application Form (See LEAVE/ABSENCE REQUEST FORM)** which must be approved by the Finance and Administration manager. Employees must take note that: -

- Annual leave may be interrupted at any time if the exigencies of the organisation demand that an employee returns to work before the expiry of his/her leave time. When this happens, any outstanding leave will be deferred.
- As much as possible, all leave must be taken within the calendar year in which it accrues. However, if leave must be deferred to the following year due to exigencies of the job, this will have to be approved by the Executive Director /Board as case may be.
- Requests for annual leave must be made at least **two weeks in advance** and submitted through the Finance and Administrative Unit for approval by the Executive Director/Board chairman.
- An employee on leave who is prevented by illness or injury from returning to duty on the day on which he/she is due shall submit a medical certificate by a qualified and recognised medical practitioner explaining his/her absence.

The following annual leave days will be applicable to all staff:

a) Management level – 36 working days
b) Senior level – 28 working days
c) Junior level – 21 working days

4.2. Sick Leave

Absence from work due to illness must be covered by a medical certificate from a registered medical practitioner and recognised by CEDA.

When a member of staff is unable to report to work due to ill-health, he/she shall inform his/her supervisor as early as possible on the first day of absence. Any excuse from duty shall immediately be communicated to the Finance and Administrative Unit. Excuse duty days, unlike annual leave includes weekends and holidays if they fall within the period.

In the event of long-term illness and as substantiated by a medical certificate, CEDA shall effect salary payments as follows:

a. In event of occupational accident or illness, provisions in the Ghana's Workmen Compensation ACT shall apply

b. In case of non-occupational accidents or illness 50% salary shall be paid for three (3) months or up to end of contract if it is within the three months period.
c. Accrual of benefits of any sort will be discontinued during the period of sick leave.

The Organization reserves the right to ask an employee to be examined by a designated medical officer to ascertain whether or not accident/illness is occupational.

4.3. Maternity Leave

Female employees of CEDA shall be entitled to a total of twelve weeks fully paid Maternity leave as stipulated by the Ghana Labour Law. The employee shall apply in writing for the leave attaching a medical certificate signed by a registered medical practitioner.
Nursing mothers shall be entitled to reduce working hours by three (3) hours (this includes her lunch break) to nurse her baby until the child is six (6) months old.

4.4. Paternity Leave

Male employees of CEDA shall be granted paternity leave of ten (10) working days when they have a new baby by their registered wife known to CEDA. Paternity leave shall be approved within two (2) weeks after the arrival of the new baby.

4.5. Compassionate

All regular staff members shall be eligible for not more than ten (10) working days' compassionate leave in one year when concluding marriage or bereavement of a close member of family (parent, spouse or child). Staff who have gone through defined traumatic experience(s) e.g. conflict, armed robbery and natural disasters shall also be entitled to Compassionate leave.

4.6. Examination Leave

Staff sitting examinations, including academic and professional examinations, during working hours shall be entitled to not more than 10 working days' examination leave.
Staff shall apply, and attach an examination timetable, to the Executive Director for approval and in the case of the Executive Director, approval shall be given by the Chair of the Board of Directors.

4.7. Compensatory Leave

In the event that staff is called in to work on an observed public holiday or weekend, the supervisor may approve the use of compensatory leave. Compensatory leave shall only be approved when the extra work has been authorised by the supervisor or Executive Director or the Chairman in the case of the Executive Director.
If this is approved, staff accrue equal hours of compensatory leave for extra hours worked. Earned and accrued compensatory time should be capped at reasonable attainable limits and should be taken within three (3) months from when it is accrued.

4.8. Public Holidays

CEDA shall observe public holidays in every calendar year as required by law. The Finance and Administrative Unit shall notify staff of public holidays as and when they are due.

SECTION 5: TOTAL COMPENSATION

5.1. Salary Administration

5.1.1. Salary Structure

CEDA's salary scale is based on Bands and Scales according to responsibility levels and person specifications/qualifications. Staff shall progress through the scales on the basis of performance, change in status or position.

New employees shall normally be placed at the 1st level of the grade applicable. Placement of new employees or promoted staff within the salary scales shall be based on credible rationale and approved by the Board of Directors.

5.1.2. Salary Increments and Adjustments

The Board of Directors may approve salary increments as a result of changes in prevailing economic conditions. Authority to instruct the Finance Department to make or pay increments or adjustments lies with the Executive Director.

5.1.3. Payment of Salaries

Staff salaries will be paid regularly and timely in Ghana Cedis (GH¢) each month. Staff will be paid their full current monthly salary less tax deduction and Social Security Fund contributions as required by the laws of Ghana, and also any other deductions as agreed by CEDA.

The salary payment shall be made by the last working day of the month. Salary payment shall be made directly into individual staff bank accounts.

5.1.4. Withholding /Garnishment of Salary

CEDA may withhold the salary of an employee to settle financial obligations owed by the employee. Where the garnishee order is issued by a court, CEDA shall comply.

5.2. Financial Procedures Overview

This section provides a brief overview of key financial procedures affecting all staff. For complete details, refer to CEDA's Constitution, Financial Policies, Procedures and Procurement Manual.

5.2.1. Expense Claims

Staff may claim reimbursement for authorized work-related expenses as detailed in Section 4.2 of the Finance Manual. Claims must be submitted with original receipts within 5 working days and require supervisor/management approval.

5.2.2. Working Floats and Advances

For project implementation and travel, staff may receive advances per Section 5 of the Finance Manual. Requests must be submitted at least 3 working days before required and all advances must be properly accounted for within 5 working days of completion.

5.2.3. Staff Loans

CEDA may provide staff loans subject to conditions in Section 5.2 of the Finance Manual.

5.3. Staff training and development

CEDA shall pursue various forms of staff development including but not limited to;

- Orientation and induction programmes
- Exposure visits, staff meetings and participation in various tasks
- Providing opportunities for staff members to act in different or higher positions where possible
- Providing opportunities for staff members to share knowledge and skills and expertise
- Providing staff members with opportunities to attend relevant training courses, workshops, or conferences.

The Finance and Administrative Unit shall be responsible for training needs assessment and supervision of staff, follow up and post-training assessment. An employee who receives financial support from CEDA for a full-time training programme for a period of three months up to one year, shall be bonded to serve CEDA for 24 months or refund the amount spent on such training (including all salaries and allowances paid for the duration of the programme) plus interest.

5.4. Severance Benefit

Should there be the need for CEDA to conduct a reduction in workforce at any time, severance payment of one-month salary (basic plus allowances) for every year worked will be made to affected staff and pro-rated as the case may be. Employees who voluntarily resign, or are separated for cause or resign in lieu of summary dismissal shall not be entitled to severance pay.
Prior to the payment of severance pay, an employee shall sign a statement waiving all future legal claims against CEDA.

5.5. Death and Funeral Grants

In the event of the death of a serving employee, any accrued benefits at the time shall be paid to his/her legal nominees or his/her next of kin as stated in his/her personnel record form. In addition, CEDA shall make a donation of an amount as deemed appropriate by the Board of Directors to help meet funeral expenses.

5.6. Group Life and Personal Accident Insurance

CEDA shall provide a Group Life and Personal Accident Insurance plan for employees. The Finance and Administration Unit is responsible for enrolling staff on this insurance upon commencement of employment and shall inform staff of benefits under this cover.

SECTION 6: WORKPLACE PROCEDURES

6.1. Performance Management

Performance reviews are first conducted at the end of the probation period and then on an annual cycle. The performance management process is meant to give staff the opportunity to assess their work performance, receive feedback, identify their development and training needs and establish achievable work goals.

The focus of performance appraisal in CEDA shall therefore be developmental rather than being a purely evaluative tool. The Executive Director shall be responsible for the overall development and evaluation of staff performance. The FAM shall be responsible for putting in place and monitoring appropriate performance appraisal systems in CEDA. At the beginning of every year each staff shall prepare their objectives for the year based on their job description and submit it to the Executive Director or his/her designated representative.

All Supervisors shall conduct performance appraisals for staff as the case may be, and the Chair of the Board of Directors in the case of the Executive Director. Pre-designed forms shall be used for formally assessing the performance of staff through an appraisal interview. Reviews must involve active participation of the staff member (including self-evaluation and dialogue)

6.1.1. Key Elements of the Process

a. The first review will occur at the end of the probation period. Following the end of a probation review, the employee will have his employment confirmed if his performance is found to be satisfactory. For less than satisfactory performance, the employee may have his probation period extended during which time he/she would be put on a performance improvement plan. He/she would be given clear goals/targets, closely monitored and also supported to step up his performance for up to three months. Should the employee fail to perform satisfactorily during this period, the appointment will not be confirmed and will be terminated
b. There shall be two (mid-year and end of year) performance review sessions based on the objectives for the year. (**See** MID-YEAR PERFORMANCE EVALUATION FORM).
c. A review meeting date shall be set at a mutually convenient time, held at an appropriate place and time, and set reasonably in advance.
d. The staff member shall complete a Self-Appraisal form. (**See** PERFORMANCE APPRAISAL FORM)
e. The completed Self-Appraisal form is made available for the reviewer (the supervisor) at least 3 days prior to the review meeting.
f. The reviewer(s) shall prepare their own assessment, comments for the review meeting.
g. The staff member and the reviewer meet to discuss performance and development. The discussion shall include opportunities for both parties to clarify and explain their comments.

The goal of such discussion is to reach agreement on performance strengths and areas for improvement, and on action for training or development needs and improvement of job satisfaction and performance as appropriate.

h. Agreed actions shall be included into relevant work plans to clarify responsibilities in follow up.
i. A record is written at the meeting or immediately thereafter on the Staff Performance Review Form (**see** RECORD OF STAFF PERFORMANCE REVIEW) by the staff member and the reviewer to reflect the agreed outcomes.
j. The record is available for implementation of the agreed plans and for consideration of progress at the next review.
k. The record shall be kept on a confidential personnel file with access limited to the staff member, reviewer and the Executive Director.
l. A feedback session on progress against the agreed work objectives and strategies for development should be held at least once before the next review, the date for this meeting is to be agreed between both supervisor and staff member.

6.2. Travel Procedures

All CEDA staff shall fill out a 'Travel Authorisation Form' when travelling out of their duty station. The form should be signed by the staff's supervisor or head of department and approved by the Executive Director or designated representative. Emergency cases will be decided on their own merit.

6.2.1. Per Diem (Meals and Incidental Expenses-M&IE)

Per Diem rates shall be determined by the Board of Directors and reviewed from time to time as economic conditions change. Per Diem payments shall only be processed after presentation of duly signed Travel Authorisation and Per Diem Forms.
Deductions from Per Diem rates for meals paid by CEDA, that is breakfast at hotels or full board at conferences, are reduced as follows:

a. Breakfast -15% of the per diem rate
b. Lunch - 40% of the per diem rate
c. Supper - 25% of the per diem rate
d. 20% of the amount is considered as personal incidentals

Per Diem rates for international travel shall be determined on a case-by-case basis by the Board of Directors.

6.2.2. Accommodation

Where staff travel outside their duty station for official duties within Ghana, CEDA shall take into consideration issues of security and personal comfort of the employee in determining suitable accommodation. Where accommodation arrangements are not made, CEDA shall provide a fixed amount of money to cover accommodation costs.

The rate for accommodation shall be as approved by the Board of Directors. The Finance, Administration and Procurement Board of Directors shall review the rates from time to time as cost of living changes.

6.2.3. Transport

As much as possible official vehicles shall be used for official duties/travels. Where commercial transport is used, the selection of mode of transportation shall be made by management on the basis of safety, cost, convenience and practicality. Mode of travel shall be approved prior to departure by the Coordinating Director and transport cost shall be reimbursed to the staff. As a security measure, staff are encouraged not to travel after 6.00 PM and before 5.00 AM.
Where an employee is required to use his/her personal vehicle for official trips, the employee shall be reimbursed according to a mileage allowance rate approved by the Board of Directors.

6.3. Disciplinary Procedure

The disciplinary procedure aims to help and encourage all employees to achieve and maintain high standards of conduct, attendance and job performance and to ensure that all members of staff are treated fairly, equitably and reasonably and in accordance with the nature of the infringement. No disciplinary action shall be taken against an employee until the case has been fully investigated.

At every stage in the procedure,

- the employee will be advised of the nature of the complaint against him/her
- the employee will be given the opportunity to state his/her case before any decision is made
- the employee will have the right to be accompanied by an employee representative or work colleague during the disciplinary interview.

Some offences shall be dealt with informally depending on how they have been committed; but where the matter is considered serious, the following procedures shall be used:

6.3.1. Verbal Warning

a. If conduct or behaviour does not meet acceptable standards, the employee will normally be given a formal VERBAL WARNING by the immediate supervisor. He/she will be advised of the reason(s) for the warning, that it is the first stage of the disciplinary procedure and of his/her right of appeal.
b. A brief note of the oral warning will be kept on the individual's personal file; but it will lapse after six (6) months, subject to satisfactory conduct and performance.
c. A note confirming the oral warning will be sent to the employee.

6.3.2. Written Warning

a. If the offence is a serious one, if a further misconduct occurs, if performance does not meet acceptable standards, a WRITTEN WARNING will be given to the employee by his/her immediate supervisor.
b. This will give details of the complaint, the improvement required and the time scale. It will warn that action under stage 3 will be considered if there is no satisfactory improvement and will advise of the right to appeal.
c. A copy of the written warning together with details of the complaint or the performance will be kept on the personal file, but it will be disregarded for disciplinary purposes after twelve (12) months.

6.3.3. Performance improvement plan:

Whenever an employee has been involved in a disciplinary situation that has not been readily resolved or when he/she has demonstrated an inability to perform assigned work responsibilities efficiently, the employee may be given a final warning or placed on a performance improvement plan (PIP). PIP status will last for a predetermined amount of time not to exceed 3 months. Within this time period, the employee must demonstrate a willingness and ability to meet and maintain the conduct and/or work requirements as specified by the supervisor and the organization. At the end of the performance improvement period, the performance improvement plan may be closed if goals are met.

6.3.4. Final Written Warning

a. If there is still a failure to improve conduct and performance is still unsatisfactory, or if the misconduct is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, or if any other offence is committed (in effect both first and final warning) a written FINAL WARNING will normally be given to the employee by his/her supervisor.
b. This will give details of the complaint, will warn that dismissal will result if there is no satisfactory improvement and will advise of the right to appeal.
c. A copy of this final written warning will be kept on the personal file, but it will be nullified after twelve (12) months, although in exceptional cases the period may be longer, subject to satisfactory conduct and performance.
d. Alternatively, consideration will be given to imposing a penalty of a disciplinary suspension without pay. The number of days for suspension shall be determined by the Board of Directors

6.3.5. Dismissal

a. If conduct or performance is still unsatisfactory, and the employee still fails to reach the prescribed standards, DISMISSAL will normally result.
b. Only the Board of Directors can take appropriate decision to dismiss.

c. The employee shall be provided, as soon as reasonably practicable, with written reasons for dismissal, the date on which employment will terminate and the right of appeal.
d. Dismissal will not occur without a disciplinary hearing being held during which the employee will have the right to make representations to the investigating Board of Directors.
e. If, on completion of the investigation and the disciplinary hearing, the investigating Board of Directors is satisfied that gross misconduct has occurred, the result will normally be summary dismissal without notice or payment in lieu of notice.

6.3.6. Interdiction

Where an employee is accused of an offence and as a result, disciplinary proceedings are instituted against him/her or he/she is being tried in a Court of Law, CEDA reserves the right to suspend the employee on half pay during such proceedings. If the suspension is not followed by dismissal because of a favourable or not guilty ruling by the court in the matter, the employee shall continue employment with CEDA as if the said accusation and trial have not taken place. The employee's half salary withheld during interdiction will be paid back to him/her. But if found guilty, employee faces automatic dismissal.

6.3.7. Summary Dismissal

Serious misconduct of employees which shall warrant summary dismissal without notice, and forfeiture of entitlements under this manual are as follows:

- Theft, fraud, deliberate falsification of records, or an attempt at any such act.
- Fighting, assault on employee, clients, donors and beneficiaries.
- Violation of CEDA's conflict of interest policy
- Accepting bribes to give illegal assistance to anyone involving the employer's interests
- Wilful damage to CEDA's property.
- Incapability through alcohol or being under the influence of illegal drugs.
- Negligence which causes unacceptable loss, damage or injury.
- Disobedience of CEDA's policies and regulations.
- Unauthorised use of CEDA's vehicles/other assets including the transportation of unauthorised goods, persons or providing services.
- Gross moral misconduct
- Conviction of criminal offence
- Insubordination; refusal or failure to follow instructions or perform work that is assigned;

6.3.8. Right of Appeal

An employee who wishes to appeal against a disciplinary decision should inform the person responsible for the next stage of the procedure in writing within two (2) working days. In the case of

appeal against dismissal, appeals should be made in writing to the Chairperson of the Board of Directors and should be received within five (5) working days of issue.
The Board of Directors will hear all appeals and their decision is final. At the appeal, any disciplinary penalty imposed may be reviewed but it cannot be increased. If an employee is terminated for serious negligence/gross misconduct, the employee is paid only for unused leave and his/her salary from the previous period until the day s/he is terminated.

6.4. Grievance Procedure

CEDA expects all workplace relationships to remain professional, free from bias, prejudice, and harassment. Employees are encouraged to report perceived incidents of discrimination or harassment, as outlined in the Addressing Discrimination and Harassment section of the Equality, Diversity, and Inclusion (EDI) Policy. It is CEDA's policy to promptly and thoroughly investigate such reports, ensuring that all matters are handled fairly and confidentially.

Retaliation against individuals who report discrimination, harassment, or participate in investigations is prohibited, as emphasized in the **Code of Conduct and Professional Ethics** (Section 9.7). Harassment, under this policy, includes verbal, written, or physical conduct that denigrates or shows hostility or aversion toward an individual based on characteristics such as nationality, ethnicity, religion, gender, age, disability, marital status, or any other protected characteristic as per CEDA's Non-Discrimination Clause.

6.4.1. Complaint Process

1. **Initial Reporting**: Employees with grievances should promptly report their concerns to their immediate supervisor or the Executive Director. This step aligns with the communication protocols outlined in Section 10.1.
2. **Investigation Process**: CEDA will investigate all reported incidents promptly, including individual interviews with the involved parties and any relevant witnesses, in line with the Disciplinary Procedures (Section 6.3). Confidentiality will be maintained throughout the process to protect the integrity of the investigation and the privacy of the individuals involved.
3. **Resolution and Appeals**: If the complainant does not agree with the resolution, they may appeal to the Chair of the Board of Directors. This escalation process adheres to Section 6.3.8, which provides clear procedures for addressing unresolved grievances.
4. **False Complaints**: Reports determined to be false or malicious may result in disciplinary action in accordance with CEDA's disciplinary framework detailed in Section 6.3.

All grievance records should be stored securely, either in password-protected digital systems or locked physical storage, with access restricted to authorized personnel. Records must include all relevant information such as dates, times, names, actions taken, and outcomes of investigations. A

retention schedule should be developed based on the situation-specific legal and regulatory guidelines.

6.5. Whistleblowing Procedure

CEDA ensures whistleblower protection in accordance with Ghana's Whistleblowers Act, 2006 (Act 720). Whistleblowers are guaranteed confidentiality, protection from retaliation, and the option for anonymous reporting. This commitment is explicitly stated in our Code of Conduct and enforced through strict disciplinary measures for any form of retaliation against whistleblowers.

Concerns are handled through a three-step process: initial report documentation, preliminary assessment within 48 hours, and formal investigation if warranted. Reports can be made through direct supervisors, HR, or anonymous channels. All reports are treated confidentially and logged in a secure system with restricted access.

Acknowledgment of reports must occur within 24 hours of receipt, preliminary assessment completion within 48 hours, investigation initiation within 5 working days if required, and case resolution within 30 days. Regular updates must provided to all relevant parties,

SECTION 7: LEAVING THE SERVICE OF CEDA

7.1. Exit Clauses

A contract of employment may be terminated by the organisation on the following grounds;

a. By resignation
b. On retirement
c. On being declared redundant
d. Financial position of the organization
e. Upon incidence of death
f. Misconduct
g. Unsuccessful completion of probation
h. Reorganisation or restructuring
i. Because of the inability of the employee to carry out his or her work due to
    (i) Sickness or accident; or
    (ii) Incompetence of the employee;

If however an employee is convicted by a competent court of law of a felony or commits any of the offences stated in section 12.5 his/her appointment shall be terminated forthwith.

7.2. Vacation of Post

Any employee who absents himself/herself from duty for five (5) consecutive days without permission shall be deemed to have vacated his/her post.

7.3. Resignation

Staff who voluntarily separate from employment with CEDA are considered to have resigned. An employee who wishes to resign from the service of the CEDA shall give 4 weeks' notice or the required notice as stated in his/her offer of employment letter.

All employees resigning from the service of CEDA shall be expected to spend their last 4 weeks in the office to ensure that all exit formalities are properly done. This includes an orderly handing over of work-in-progress, returning of supplies, laptop computer and any other CEDA owned items, as well as closing out of accounts with finance and the exit interview which should be conducted in person.

7.4. Redundancy

Continuation of appointment of all categories of staff is dependent on CEDA's financial standing. Therefore, should the need arise to declare any member of staff redundant for any reason, the process shall comply with Section 65 of Ghana's Labour Act.

7.5. Retirement

CEDA reserves the right to retire an employee who reaches the age of sixty (60), but may elect to allow the said employee to remain in service if sufficient reasons so dictate.

7.6. Discharge

CEDA may dismiss an employee for inappropriate and or unsatisfactory conduct. Inappropriate conduct is defined to include, but not limited to, misbehaviour on the job, refusal to work as reasonably expected, wrongful use of or taking of CEDA property, conviction for any criminal offence, violation of CEDA's policies and procedures. Other such offences are as stated in **section 6.3.6** above. An employee who is dismissed shall not qualify for any payment.

7.7. Death

Separation may also arise if an employee dies whilst in the employment of CEDA. CEDA shall pay any benefits accruing as stated in this manual to the registered beneficiaries.

7.8. Exit Interview

CEDA is always looking for ways to better the lot of its employees. In this vein, we would appreciate the participation of every employee who separates from the organization, voluntarily or involuntarily, in an exit interview. Staff leaving CEDA shall be requested to fill out an **Exit Interview Form (see EXIT INTERVIEW FORM)** stating the reason for their departure, their views on the organisation, management and operations, their views on their particular job and possible suggestions for improvement. This filled Exit Interview Form shall be kept in the personnel file and will be revisited for consideration for re-hire, should this come up in the future.

7.9. Rehire

Former employees who left CEDA in good standing may be considered for reemployment in the case of a vacancy. An application must be submitted and the applicant must meet all minimum qualifications and requirements of the vacant position. Rehired employees are considered as new employees and their benefits shall begin from the date of reemployment, just as any other new employee. Previous tenure will not be considered in calculating longevity, leave accruals or any other benefits.

7.10. Return of Office Property

All supplies and work products of an employee, if purchased by CEDA or issued by CEDA shall remain the property of CEDA after the resignation, separation or lay-off of that employee. The affected employee(s) shall return such property or work products including ID and access cards and keys where applicable to the Finance and Administration Unit by the last day of employment. The cost of items not returned will be deducted from last pay-cheque.

SECTION 8: USE OF OFFICE PROPERTY

8.1. Policy

An employee may not directly use, or allow the use of CEDA property of any kind including property leased or loaned to CEDA for any purpose other than officially approved activities.
Employees may be held liable for repair/ replacement of office equipment in their possession that gets lost / damaged as a result of their negligence.

8.2. Vehicles

In addition to CEDA drivers, the Board of Directors may authorise in writing employees with more than two years' driving experience with valid drivers' licences to drive official vehicles. Any staff responsible for driving CEDA vehicles found to have violated any traffic regulations shall be personally responsible for all associated fines. Seat belts must be worn by all drivers and passengers at all times when the vehicle is in motion
The driver shall complete the relevant portions of the log book with particulars of vehicle's movements on a daily basis and with fuel consumption as and when fuel is bought.
In case of an accident involving a CEDA vehicle, a report should be filed with the police immediately and the Secretariat notified immediately. A written report detailing the circumstances of the accident, names of other parties involved and witnesses is to be prepared by the driver for submission to their supervisor.

8.3. Use of CEDA Computers/Laptops/Cameras Etc.

CEDA computers/laptops/cameras etc. shall be for business use only. The contents of a computer's hard drive are the property of CEDA. Personal software shall not be installed on CEDA's computers/laptops. CEDA reserves the right to inspect computer software and hard drive contents at any time.

8.3.1. Electronic Mail and Internet Use

The e-mail and Internet systems are the property of CEDA, and employees who are provided access, as users are required to use the systems in accordance with the rules and regulations accompanying it.

All official email should emanate via CEDA official email or staff official emails. All official information and communications transmitted by, received from, or stored in the systems are records and property of CEDA. Employees should treat all e-mail correspondence as confidential, and only the intended recipient should access information. CEDA's policies prohibiting sexual and other forms of harassment apply fully to the e-mail and Internet systems and any violation of the policies is grounds for remedial action up to and including termination of employment.

SECTION 9: STATEMENT OF PROFESSIONAL ETHICS AND CODE OF CONDUCT

9.1. Standards

All employees are required to uphold CEDA's organizational standards, which align with our policies and values:

- Professional excellence demands attention to quality and detail in all work activities. Employees must meet established job standards, maintain appropriate documentation, and engage in continuous professional development to enhance their capabilities.
- Ethical conduct is fundamental to our operations. Employees must report any suspected corrupt or fraudulent practices and are protected under the **Whistleblowers Act, 2006 (Act 720)**. This includes maintaining transparency in operations and declaring any potential conflicts of interest promptly.
- Our workplace culture requires active contribution to an inclusive environment, as detailed in our **EQUALITY, DIVERSITY, AND INCLUSION POLICY**. Employees must not discriminate or harass others, and are expected to respect diverse perspectives and experiences. Positions of authority must not be used to exert inappropriate influence over others.
- Safety is everyone's responsibility. Employees must follow established health and safety protocols per CEDA's **HEALTH AND SAFETY POLICY**, report incidents promptly, and participate in required safety training. This includes supporting both physical and mental wellbeing initiatives in the workplace.
- Environmental stewardship represents a core organizational commitment. Employees must follow CEDA's environmental conscious practices, minimize waste, and report environmental concerns through appropriate channels.

These standards are reinforced through regular training and performance reviews. Violations of the Code of Conduct may result in disciplinary action as outlined in (Section 6.3). All employees receive detailed guidance on the code of conduct and the expected standards during their induction and through ongoing professional development.

9.2. Data Management and Confidentiality

All employees must handle organizational and stakeholder data responsibly, ensuring its accuracy, confidentiality, and security. Data must be used only for its intended purposes and in compliance with applicable legal and organizational policies.

In the course of employment, no formal written communication should leave the offices of CEDA without the consent of the Executive Director.

No employee shall make any public or press statement on behalf of CEDA without authorisation from the Executive Director.

On termination of employment, for whatever reason, the employee shall remit to CEDA all confidential information which the employee may have in his/her possession relating to the affairs of CEDA.

Employees who violate the data management and confidentiality policy shall be subject to progressive disciplinary action up to and including termination of employment.

9.3. Workplace Behaviour

CEDA's commitment to diversity and inclusion is a cornerstone of our professional ethics. All staff are expected to embody the principles outlined in the EQUALITY, DIVERSITY, AND INCLUSION POLICY, which defines responsibilities for fostering an inclusive culture.

In line with the policy, employees are expected to work towards eliminating discrimination and harassment from the workplace. Employees must respect diversity in the workplace and not use their position to exert inappropriate influence over others.

All employees contribute to a safe working environment per CEDA's HEALTH AND SAFETY POLICY and are mandated to adhere to the safety protocols and incident reporting requirements prescribed.

9.4. Corruption and Bribery

Employees must maintain the highest standards of integrity and comply with the Ghana Anti-Corruption Act (Act 971), the Public Procurement Act, and all applicable anti-corruption legislation.

Staff shall not engage in, facilitate, or ignore any corrupt practices including bribery, kickbacks, facilitation payments, or the offering/accepting of inappropriate gifts or hospitality.

During onboarding (and periodically), all staff receive specific training on identifying and responding to corruption and bribery risks in CEDA's research, policy, and stakeholder engagement activities, with particular attention to situations that commonly arise in the development and extractives sectors.

Any breaches will be treated as gross misconduct and may result in criminal prosecution under relevant laws.

9.5. Substance-free workplace

All employees shall have the right to a workplace free of unlawful controlled substances (herein after called 'drugs' and including alcohol) in order to ensure the safety of all employees, our stakeholders and the general public.

The use, manufacture, sale and/or distribution of illegal drugs or working under their influence on CEDA premises or while operating CEDA vehicles is strictly forbidden and are grounds for immediate dismissal.

9.6. Conflict of Interest

In general, a conflict of interest can be said to arise if it is likely that the performance of a person's duties as an employee of CEDA could be prejudicially influenced by that person's private or personal interest, or that a reasonable person would believe that the person could be so influenced.

Staff members may occasionally encounter conflicts of interest when participating in CEDA's decision-making processes, as other professional or personal roles intersect. CEDA expects that employees will be mindful of potential conflicts of interest, and declare a conflict of interest before it arises.

9.7. Employee Welfare

9.7.1. Harassment

CEDA strictly prohibits any form of harassment, including but not limited to unwelcome sexual advances, requests for sexual favors, or any verbal, non-verbal, or physical conduct that is unwelcome.

All employees are expected to uphold a culture of respect and inclusivity in the workplace, in line with CEDA's EQUALITY, DIVERSITY, AND INCLUSION POLICY. Any breach of this standard, including harassment, will result in disciplinary action, up to and including dismissal.

Retaliation against employees for filing a complaint or participating in an investigation is strictly prohibited.

9.7.2. Protection, Mental Health and Wellbeing

CEDA is committed to protecting the wellbeing of all individuals connected to its operations, including employees, volunteers, and those impacted by its activities. Guided by a duty of care, CEDA ensures its practices uphold principles of equality, integrity, and accountability, prioritizing the safety and dignity of all, particularly vulnerable groups. Responsibility for protection is shared across all staff to foster a safe and inclusive environment.

CEDA recognizes the importance of mental health to overall employee welfare and organizational success. Employees are encouraged to prioritize work-life balance by adhering to core working hours, as outlined in the HEALTH AND SAFETY POLICY. Supervisors are encouraged to look out for signs of mental health concerns and provide appropriate support.

9.7.3. Workplace Safety

CEDA ensures a safe and healthy working environment for all employees. Employees are responsible for following safety protocols and reporting any hazards or incidents outlined in the HEALTH AND SAFETY POLICY.

Personal protective equipment (PPE) and safety training are provided for specific activities, such as field research.

Emergency systems, including fire extinguishers and first aid kits, are maintained to protect employee safety.

SECTION 10: GENERAL ADMINISTRATION

10.1. Internal Communication

CEDA shall have a function which takes responsibility for internal communications. This will include responsibility for the mechanisms for communicating internally. It is the responsibility of all staff to use the mechanism(s) effectively, both to help communicate activities and direction, and to reinforce common values and principles.
All communication among staff as well as between staff and the Board of Directors in the form of notices, requests, instructions, agreement or consent required shall be in writing; either by duly signed memorandum or by email.

10.2. Data Management

CEDA is committed to upholding the highest standards of data management to ensure the confidentiality, accuracy, and security of all organizational and stakeholder information. All staff must adhere to the following guidelines:

- All data, including research findings, stakeholder information, and organizational records, must be treated as confidential and accessed only by authorized personnel.
- Staff are responsible for maintaining the integrity and accuracy of data in their custody and ensuring it is free from errors or misrepresentation.
- Data must be stored securely, with access limited to authorized individuals. Digital data should be protected using secure passwords and encryption, where applicable.
- All data handling must comply with applicable legal and organizational policies, including Ghana's Data Protection Act (Act 843).
- Retention and Disposal: Data should be retained only for the period necessary and disposed of securely when no longer required.

Staff found to misuse or mishandle data may face disciplinary actions in accordance with Disciplinary Procedures outlined in Section 6.3.

A proper filing system is essential for convenience, identification, sorting, storage and retrieval of physical and electronic documents. CEDA shall use subject filing systems. For example, there will be separate files for all subjects, projects, departments, activities etc.

10.3. Security

Security of CEDA's premises shall be ensured through engaging a security personnel for that purpose. Security shall also be the responsibility of all employees of CEDA.
Before leaving office, employees shall among other things:

- Switch off all computers and appliances
- Lock up valuable materials

- Keep away files and papers

Employees should report any activity/incident having bearing on security immediately.

SECTION 11: APPENDICES

APPENDIX 1: EQUALITY, DIVERSITY, AND INCLUSION POLICY

1. Equality, Diversity, and Inclusion Policy

1.1. Equality, Diversity, and Inclusion Policy

CEDA is committed to promoting equality, diversity, and inclusion in all aspects of its operations. We ensure a workplace and service environment where all individuals are treated fairly, respectfully, and without discrimination, in accordance with applicable laws and ethical standards.

1.2. Scope

This policy governs all aspects of CEDA's operations and applies to every individual who engages with our organization. This includes our permanent and temporary employees, board members, and advisory committees who shape our strategic direction. The policy extends to contractors, consultants, and temporary staff who contribute to our projects and operations. Additionally, it covers research participants, community stakeholders, and beneficiaries of our programs who interact with CEDA through our various initiatives.

1.3. Legal Framework and Compliance

CEDA upholds equality through adherence to Ghana's Constitution, the Labour Act (Act 651), and the Persons with Disability Act (Act 715). These legal standards guide our commitment to fair employment practices, accessibility, and inclusivity.

We also align our practices with international standards, including the UN Sustainable Development Goals (SDG 5 and SDG 10). Regular reviews ensure compliance with evolving laws and best practices in equality and inclusion.

1.4. Key Principles

1.4.1. Equal Opportunities

CEDA is committed to equal opportunities across recruitment, promotion, remenuration and program implementation. Regular assessments identify barriers, with targeted action plans to address them, such as modifying spaces or communication methods to ensure accessibility.

1.4.2. Non-Discrimination

CEDA prohibits all forms of discrimination, including those based on gender, disability, age, ethnicity, or socioeconomic background. We actively review policies, conduct training, and foster an inclusive culture to address systemic discrimination.

1.4.3. Inclusive Practices

We promote inclusion through accessible facilities, flexible work arrangements, and culturally appropriate communication. Research and programs are designed to ensure equitable participation and benefits for all stakeholders, with specific attention to addressing barriers faced by marginalized and vulnerable groups.

CEDA's inclusive practices extend to all interactions, engagements, and training activities involving vulnerable groups, including persons with disabilities and children. This commitment ensures that our programs and initiatives are not only equitable but also reflect a proactive effort to foster accessibility, safety, and meaningful participation for marginalized populations.

1.4.4. Modern Slavery Prevention

CEDA prohibits all forms of forced or compulsory labor, servitude, and human trafficking, within our organization and supply chain.

1.5. Implementation Measures

1.5.1. Recruitment and Selection

CEDA ensures fair recruitment by advertising widely, training panels to minimize bias and using standardized assessment criteria based on merit and competency, applied consistently to all candidates. Interview questions focus on job-related skills and experience, avoiding personal matters unrelated to the role.

We maintain detailed records of recruitment decisions and regularly analyze our recruitment data to identify any patterns that might indicate bias and address any underrepresentation through targeted outreach strategies while maintaining our commitment to merit-based selection.

1.5.2. Career Development and Progression

Equal opportunity extends to career growth, with development plans, accessible training, and transparent promotions. Performance evaluations follow standardized criteria that focus on objective achievements and demonstrated competencies. Promotion decisions are based on transparent criteria, with all internal opportunities clearly communicated to all eligible employees. We regularly review promotion patterns to ensure fairness and address any identified barriers to advancement.

1.5.3. Pay and Benefits

CEDA adheres to the principle of equal pay for work of equal value. Our compensation structure is based on objective criteria including job responsibilities, required skills, and market conditions. We conduct regular pay equity audits to identify and address any unjustified pay disparities.

Our benefits package are open to individual adjustments based on diverse family structures and life circumstances and benchmark our compensation and benefits against comparable organizations to ensure competitiveness while maintaining internal equity. Any identified pay disparities are addressed through structured adjustment processes that consider budget constraints while prioritizing equality.

1.6. Addressing Discrimination and Harassment

1.6.1. Zero Tolerance Approach

CEDA prohibits all forms of discrimination, harassment, bullying, victimisation, sexual exploitation, sexual abuse and modern slavery. We recognize that these behaviors can manifest in various ways, from overt actions to subtle microaggressions, and all such behaviors are treated as serious violations of our organizational values and policies, with strict measures to protect whistleblowers.

1.6.2. Reporting and Resolution

Staff can report issues through supervisors, a designated officer, or anonymously. Investigations are confidential, fair, and conducted by trained personnel, with support services provided for affected individuals.

1.7. Disciplinary Measures

Confirmed violations of the policy are met with appropriate disciplinary action as prescribed by the organisation's **Disciplinary Procedures** (Section 6.3), from warnings to termination, based on severity. Serious cases may involve law enforcement.

1.8. Responsibilities

All employees are responsible for upholding the principles of this policy. The Executive Director is designated as the senior position responsible for implementing, monitoring, and reviewing this policy.

1.9. Communication and Training

This policy is communicated to all staff through onboarding sessions, and regular training programs. A comprehensive training program ensures all staff members develop the knowledge and skills needed to implement this policy effectively. Full training covers fundamental concepts of equality and inclusion, legal requirements, and practical application in the workplace and modules addressing specific aspects such as unconscious bias, cultural competency, and disability

awareness and recognizing and responding to potential risks specific to vulnerable groups including persons with disabilities and children.

Training is delivered through a combination of methods including workshop sessions, and practical exercises. Content is regularly updated to reflect emerging best practices and lessons learned from our organizational experience.

Service users are informed about our commitment to equality, diversity, and inclusion via our website and public engagement materials.

1.10. Implementation and Review

This policy is reviewed annually to ensure its effectiveness and compliance with current legal and ethical standards. Feedback from employees and service users is actively sought to improve policy implementation.

APPENDIX 2: HEALTH AND SAFETY POLICY

1. Health and Safety Policy

The Centre for Extractives and Development Africa (CEDA) is committed to providing a safe and healthy working environment for all employees, contractors, and stakeholders engaged in our research and advocacy work. This policy establishes the framework for managing health and safety across all CEDA operations, including office-based work, field research, and stakeholder engagements.

CEDA is dedicated to:

- Maintaining safe and healthy working conditions that meet or exceed all applicable laws and regulations
- Preventing workplace accidents, injuries, and work-related ill health
- Ensuring the safety and wellbeing of all persons affected by our activities
- Continuously improving our health and safety performance

1.1. Responsibilities

1.1.1. Executive Director

- Holds overall responsibility for health and safety
- Ensures adequate resources for implementing this policy
- Reviews and updates policy annually or as needed

1.1.2. Management Team

- Implements health and safety procedures within their areas of responsibility
- Conducts regular risk assessments
- Ensures staff receive appropriate training
- Investigates and reports incidents

1.1.3. All Staff

- Follow health and safety procedures
- Report hazards and incidents promptly
- Participate in safety training
- Use protective equipment when required

1.2. Operational Procedures

1.2.1. Office Safety Procedures

1.2.1.1. Workspace Management

The organization shall ensure that each employee has an adequately equipped workspace that promotes occupational health and prevents work-related injuries.

- Each workstation must include an ergonomically designed chair that provides proper lumbar support and can be adjusted to accommodate individual needs.
- Computer monitors must be positioned at eye level and at an appropriate distance (typically arm's length) from the user to prevent eye strain and maintain proper posture.
- To prevent workplace accidents, all cables and electrical cords must be properly managed using cable management systems.

1.2.1.2. Environmental Controls

CEDA recognizes the importance of maintaining optimal environmental conditions for employee health and productivity.

- The organization shall ensure adequate ventilation through a combination of natural airflow and mechanical systems. Air conditioning systems undergo monthly maintenance, including filter cleaning, and indoor air quality testing is conducted quarterly to maintain healthy working conditions.

1.2.1.3. Emergency Systems

- Fire extinguishers must be provided
- First aid kits placed in reception and staff kitchen
- Emergency exit signs must be clearly demarcated and communicated to all office visiters

1.2.2. Field Research Safety Procedures

1.2.2.1. Pre-Deployment Assessment and Preparation

- The Project Lead must complete and obtain management approval for a comprehensive written risk assessment that identifies potential hazards and establishes specific mitigation measures.
- The organization requires collection and distribution of emergency contact information for all field team members
- Travel first aid kits (one per vehicle) must be inspected and restocked before each field deployment

1.2.2.2. Vehicle Safety Requirements and Management

CEDA maintains strict vehicle safety standards for field research.

- Before each journey, the designated driver must complete a comprehensive vehicle inspection using the organization's standardized checklist. This inspection includes but is not limited to checking fluid levels, tire condition, brakes, and lighting systems.
- Each vehicle must carry at least one (1) functional spare tire and a complete tool kit for emergency repairs.
- prevent driver fatigue, CEDA strictly enforces a maximum driving time of eight hours per day per driver, with mandatory rest breaks every two hours.

1.2.2.3. Personal Protective Equipment Standards

- Field research often involves exposure to various environmental and occupational hazards. CEDA provides appropriate personal protective equipment (PPE) based on specific risk assessments for each field activity.
- When visiting construction or mining sites, staff members must wear hard hats that meet current safety standards.
- Staff conducting field work near roadways or in low-visibility conditions must wear high-visibility vests that comply with international safety standards.
- For activities in dusty conditions, the organization provides N95-rated dust masks.
- Safety glasses are mandatory for activities involving potential eye hazards.
- In recognition of ongoing public health concerns, CEDA provides hand sanitizer and appropriate face masks for all field activities.
- Each staff member receives training in the proper use and maintenance of their assigned PPE.

1.2.2.4. Communication Protocols and Emergency Response

CEDA maintains a robust communication system to ensure staff safety during field activities.

- Field teams must establish communication with the office every four hours during active field work.
- Each field staff member must carry an emergency contact card containing essential information and emergency protocols.
- The organization maintains an active WhatsApp group for real-time communication between field teams and office-based support staff.
- Field team leaders must submit detailed situation reports to the office at the end of each field day.

- Any incidents or near-misses must be reported to the office within one hour of occurrence to ensure prompt response and support.

1.2.3. Stakeholder Engagement Safety Procedures

1.2.3.1. Venue Selection and Management

CEDA implements comprehensive safety requirements for all stakeholder engagement venues.

- Each meeting space must have a minimum of two unobstructed exits to ensure safe evacuation in emergencies.
- The organization determines and strictly enforces maximum occupancy limits based on venue size and local safety regulations. All selected venues must provide barrier-free access for persons with disabilities, including wheelchair-accessible entrances and facilities.
- Before confirming any venue, CEDA staff must verify the presence and proper functioning of ventilation systems. The organization requires current fire safety certificates for all meeting venues.
- Adequate supplies of clean drinking water must be available throughout the duration of all stakeholder events.

1.2.3.2. Health and Safety Protocols for Events

To protect the health and safety of all participants, CEDA implements comprehensive health protocols at all stakeholder events.

- All required by public health directives must be adhered to.
- Prior to each event, staff must identify and document the location and contact information of nearby medical facilities for emergency response planning.

1.2.3.3. Participant Safety

CEDA prioritizes participant safety through a systematic approach to risk management.

- Staff members actively identify and accommodate special needs, including mobility requirements, dietary restrictions, and communication preferences.
- Before each event, staff must clearly communicate evacuation procedures to all participants.
- The organization's incident reporting system is explained to all participants at the beginning of each event, ensuring they understand how to report safety concerns or incidents

1.3. Training and Communication

CEDA implements a comprehensive training program to ensure all staff members understand and can effectively implement health and safety procedures.

- New employees undergo a mandatory health and safety orientation during their first week of employment. This orientation covers workplace hazards, emergency procedures, incident reporting protocols, and the proper use of safety equipment.
- The organization conducts regular safety refresher training sessions on a quarterly basis. These sessions incorporate lessons learned from incident reports and updates to safety procedures.
- The organization maintains detailed training records and regularly assesses the effectiveness of training programs through practical evaluations and feedback sessions

1.4. Incident Reporting and Investigation

CEDA maintains a structured system for reporting and investigating safety incidents to prevent recurrence and improve safety measures.

- Any incident that results in injury, property damage, or a near-miss situation must be reported immediately to the immediate supervisor and the designated safety officer.
- The reporting staff member must complete a detailed incident report form within 24 hours of the occurrence. This report should document the incident circumstances, immediate actions taken, and any contributing factors observed. The organization treats all incident reports as opportunities for learning and improvement rather than occasions for blame.
- A designated investigation team conducts a thorough analysis of each reported incident within 48 hours. The investigation process includes interviews with involved parties, examination of physical evidence, and review of relevant documentation. The team employs root cause analysis techniques to identify underlying systemic issues that may have contributed to the incident.
- The investigation findings inform the development of corrective actions and preventive measures. Management reviews investigation reports monthly to identify patterns and systemic issues requiring organizational attention. The organization communicates investigation findings and resulting safety improvements to all staff while maintaining appropriate confidentiality.

1.5. Mental Health and Wellbeing

CEDA recognizes that mental health is integral to overall employee wellbeing and organizational success. The organization implements a comprehensive approach to supporting mental health through various programs and policies.

- Work hours are structured to prevent burnout, with core working hours established between 8:30 AM and 4:30 PM. The organization encourages regular breaks and maintains a strict

policy against working beyond 8 hours per day except in exceptional circumstances. Flexible work arrangements are available to help employees manage work-life balance, subject to operational requirements and supervisor approval.

- The organization provides access to professional counseling services through an Employee Assistance Program. This confidential service offers support for work-related stress, personal issues, and crisis intervention. Employees can access these services directly without managerial approval to maintain privacy.
- CEDA conducts regular training sessions on stress management, resilience building, and mental health awareness. Supervisors receive additional training to recognize signs of mental distress and provide appropriate support to team members. The organization encourages open dialogue about mental health through regular check-ins between supervisors and team members.

1.6. Monitoring and Review

This policy will be reviewed periodically and updated based on trends and other insights obtained from incident reports to reflect changing conditions. Any changes will be communicated to all staff.

1.7. Compliance and Enforcement

This policy:

- Applies to all CEDA activities
- Must be followed by all staff and contractors
- Will be enforced through appropriate measures
- Includes consequences for non-compliance including suspension, contract or employment termination, based on severity.
- Supports continuous improvement

APPENDIX 3: CEDA'S POST CLASSIFICATION

Salary Band/Scale	Position	Qualifications
Band 1 Scale 1-10	Executive Director	2nd degree + 7 years' relevant experience
Band 2 Scale 1-10	Managers	2nd degree + or 5 years' relevant experience
Band 3 Scale 1-10	Senior Officers	2nd degree + or 2 years relevant experience 1st degree + or 4 years' relevant experience
Band 4 Scale 1-10	Officers	1st degree + or 2 years' relevant experience **OR** HND + or 5 years' relevant experience
Band 5 Scale 1-20	Drivers, security, cleaners, Office Support Assistants	JHS/SHS certificate + special skills training e.g. Driving certificate

APPENDIX 4: PERSONNEL DATA FORM

PERSONAL INFORMATION

Name.....
(First) (Middle) (Last)

Sex..... Blood Group.....

Date & Place of Birth.....

Nationality..... Hometown:.....

Marital Status..... Religion:.....

Name of Spouse.....

Occupation:.....

Passport No..... Date & Place of Issue.....

Driver's Licence No..... ..... Date & Place of Issue.....

Mother's name.....

Father's
Name.....

Children/wards Date of Birth

....

....

....

CONTACT ADDRESSES

Residential.....

Postal.....

Email.....

Land Line..... Mobile .....

LANGUAGES

Writes.....

Reads.....

Speaks.....

EDUCATIONAL BACKGROUND & QUALIFICATIONS

Institution(s) attended since secondary School	Place	Period		Qualification(s) obtained
		From	To	

PROFESSIONAL TRAINING RECEIVED

COURSE	ORGANISER	YEAR	ATTAINMENT(S)

Professional Works e.g. Thesis, Publications

.....
.....
.....
.....
.....
.....

DETAILS OF PREVIOUS EMPLOYMENT

Name of Employer	Post (substantive) held	Period		Reason(s) for leaving
		From	To	

Years of experience before joining CEDA .....

Area(s) of experience

.....
.....
.....
.....

EMPLOYMENT WITH CEDA

Date Employed:.....

Employee Number:.....

Unit.....

Duty Station.....

Starting Position.....Grade.....Level.....

Intermediate Position(s).....Grade.....Level.....

Present Position.....Grade.....Level.....

Duration of Contract.....

SSF NO..... Bank.....

Account Number ....Branch.....

NEXT OF KIN/ PERSON TO BE CONTACTED IN CASE OF EMERGENCY:

Name:.....

Relationship.....

Address.....

Place/Region.....
.

Telephone..... Fax.....

18. NOMINEE BENEFICIARY

Name	Relationship with staff	Address	Age	% for Beneficiary

19. Membership of National & International Professional Board of Directors(s)/ Association(s) Working Group(s)

Name of Professional Board of Directors/ Association/ Working Group	From	To

…… ……
Specimen Signature/ Thumbprint of Employee Date

(For Official Use only)

20. DISCIPLINARY ACTION

Date…… Place……

Offence……

……

Action……

……

21. EXIT

Date of Employment …… Date Left Service……

Reason……

Terminal Benefits……

APPENDIX 5: LEAVE/ABSENCE REQUEST FORM

SAMPLE LEAVE/ABSENCE REQUEST FORM

Name of Employee..... Employee No.....

Total No. of leave days..... Total No. requested.....

Balance remaining:.....

Duration of Requested Leave of Absence

Leave Start Date..... Leave End Date.....

Type of Leave requested (Please tick √)

☐ Sick Leave ☐ Annual leave ☐ Compassionate Leave ☐ Maternity Leave

☐ Paternity Leave ☐ Education Leave ☐ Time off without pay ☐Other Specify).....

Coordinating Director's Approval

Please tick (√)

☐ Approved ☐ Disapproved

Comment:.....
.

.....

Signature:..... Date:.....

Note: You must submit request for absence other than sick leave two weeks prior to the day of you will be absent.

APPENDIX 6: MID-YEAR PERFORMANCE EVALUATION FORM

a) State your objectives and standard of measurements for the year and assess your progress/performance so far in achieving stated objectives;					
1.8. Self Evaluation	1.9. Excellent	1.10. Good	1.11. Satisfactory	1.12. Poor	1.13. Plsticckone
1.14. Give reasons for your stated performance level:					
1.15. Supervisor's Evaluation	1.16. Excellent	1.17. Good	1.18. Satisfactory	1.19. Poor	1.20. Plsticckone

1.21. Give reasons for your stated performance level: 1.22.
b) What improvement strategies do you hope to put in place to enable you cover the required objectives by the end of the year?
c) Do you think the stated improvement strategies can help achieve the stated objectives by the end of the year? How? 1.23.

APPENDIX 7: PERFORMANCE APPRAISAL FORM

Unit:		
Name:	Position:	
Year/Period covered:	Time in present position:	Length of service
Appraisal date:	Appraisal Venue:	Appraiser:

SECTION 1A: GENERAL STATEMENT OF DUTIES AND RESPONSIBILITIES (To be filled by the Appraisee)
A1: State your understanding of your main duties and responsibilities
A2. What do you consider to be your most important achievements of the past year?
A3. What elements of your job interest you the most, and least and why?
A4. What elements of your job do you find most challenging?

SECTION 1A: GENERAL STATEMENT OF DUTIES AND RESPONSIBILITIES (To be filled by the Appraisee)
A5. Has the past year been good/bad/satisfactory or otherwise for you, and why?
A6. What action could be taken to improve your performance in your current position by you, and your boss?
A7. What sort of training/experiences would benefit you in the next year? Not just job-skills - also your natural strengths and personal passions you'd like to develop - you and your work can benefit from these.
A8. What do you consider to be your most important aims and tasks in the next year?

SECTION 1A: GENERAL STATEMENT OF DUTIES AND RESPONSIBILITIES (To be filled by the Appraisee)
A9. What kind of work or job would you like to be doing in one/two/five years time?
SECTION 1B: GENERAL STATEMENT OF DUTIES AND RESPONSIBILITIES (To be filled by the Appraiser during the appraisal-where appropriate and safe to do so, certain items can completed by the appraiser before the appraisal, and then discussed and validated or amended in discussion with the appraisee during the appraisal.)
Describe the purpose of the appraisee's job. Discuss and compare with self-appraisal entry in A1. Clarify job purpose and priorities where necessary.
Review the completed discussion points in A2-9, and note the points of and action

SECTION 3: ANNUAL OBJECTIVES					
List the objectives you set out to achieve in the past 12 months (or the period covered by this appraisal) with the measures or standards agreed (Key result areas and success criteria) - against each comment on achievement or otherwise, with reasons where appropriate. Score the performance against each objective (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent):					
Objective 1:					
Self Evaluation:	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating:					
Supervisor's evaluation	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating (Compare with the self-appraisal by appraisee. Discuss and note points of significance, particularly training and development needs and wishes.					
Objective 2:					

SECTION 3: ANNUAL OBJECTIVES					
Self Evaluation:	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating					
Supervisor's evaluation	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating (Compare with the self-appraisal by appraisee. Discuss and note points of significance, particularly training and development needs and wishes,					
Objective 3:					
Self Evaluation:	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating					
Supervisor's evaluation	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating (Compare with the self-appraisal by appraisee. Discuss and note points of significance, particularly training and development needs and wishes,					
Objective 4:					

SECTION 3: ANNUAL OBJECTIVES					
Self Evaluation:	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating					
Supervisor's evaluation	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating (Compare with the self-appraisal by appraisee. Discuss and note points of significance, particularly training and development needs and wishes,					
Objective 5:					
Self Evaluation:	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating					
Supervisor's evaluation	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating (Compare with the self-appraisal by appraisee. Discuss and note points of significance, particularly training and development needs and wishes,					

SECTION 3: ANNUAL OBJECTIVES					
Objective 6:					
Self Evaluation:	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating					
Supervisor's evaluation	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating (Compare with the self-appraisal by appraisee. Discuss and note points of significance, particularly training and development needs and wishes,					
Objective 7:					
Self Evaluation:	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating					

SECTION 3: ANNUAL OBJECTIVES					
Supervisor's evaluation	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating (Compare with the self-appraisal by appraisee. Discuss and note points of significance, particularly training and development needs and wishes,					

SECTION 4: SKILLS, TECHNICAL KNOWLEDGE AND COMPETENCE					
Score your own capability or knowledge in the following areas in terms of your current role requirements (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent). If appropriate bring evidence with you to the appraisal to support your assessment.					
Self Evaluation:	Excellent	Good	Satisfactory	Poor	Pls choose one
1. 1.Technical knowledge			1. Leadership and integrity		
2. 2.Time management			2. Honesty/transparency		
3. 3.Communication skills (written/verbal)			3. Corporate responsibility and ethics		
4. Meeting deadlines/commitments			4. Mutual Respect		
5. Creativity/innovation			5. Ability to take up responsibilities outside Job Description.		
6. Problem-solving and decision-making			6. Planning, budgeting and forecasting		
7. Team-working and developing others			7. Adaptability, flexibility, and mobility		
8. Reporting			8. Personal appearance and image		

SECTION 4: SKILLS, TECHNICAL KNOWLEDGE AND COMPETENCE

Score the appraisee's capability or knowledge in the following areas in terms of their current (and if applicable, next) role requirements (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent). If appropriate provide evidence to support your assessment. The second section can be used for other criteria or if the appraisee is working towards new role requirements. **Compare scores with the self-appraisal above. Discuss and note agreed points training/development needs and wishes**

Supervisor's Evaluation:	Excellent	Good	Satisfactory	Poor	Pls choose one

1. Technical knowledge		9. Leadership and integrity	
1. Time management		10. Honesty/transparency	
2. Communication skills (written/verbal)		11. Corporate responsibility and ethics	
3. Meeting deadlines/commitments		12. Mutual Respect	
4. Creativity/innovation		13. Ability to take up responsibilities outside Job Description.	
5. Problem-solving and decision-making		14. Planning, budgeting and forecasting	
6. Team-working and developing others		15. Adaptability, flexibility, and mobility	
7. Reporting		16. Personal appearance and image	

SECTION 5: TRAINING AND DEVELOPMENT

In light of your current capabilities, your performance against past objectives, and your future personal growth and/or job aspirations, what activities and tasks would you like to focus on during

SECTION 5: TRAINING AND DEVELOPMENT
the next year. Again, also think of development and experiences outside of job skills - related to personal aims, fulfilment, passions. (To be filled by the Appraisee)
Discuss and agree on the appraisee's career direction options and wishes, and readiness for promotion, and compare with and discuss the self-appraisal entry in section 5 above. (Some people do not wish for promotion, but everyone is capable of, and generally benefits from, personal development - development and growth should be available to all, not just people seeking promotion). **Note the agreed development aim(s): (To be filled by the Appraiser)**

SECTION 5: TRAINING AND DEVELOPMENT
Discuss and agree the skills, capabilities and experience required for competence in current role, and if appropriate, for readiness to progress to the next role or roles. Refer to actions arising from section 3 and the skill-set in section 4, in order to accurately identify all development areas, whether for competence at current level or readiness to progress to next job level/type.) Note the agreed development areas: (To be filled by Appraiser)
Discuss and agree the specific objectives that will enable the appraisee to reach competence and to meet required performance in current job, if appropriate taking account of the coming year's plans, budgets, targets etc., and that will enable the appraisee to move towards, or achieve readiness for, the next job level/type, or if no particular next role is identified or sought, to achieve the desired personal growth or experience. These objectives must adhere to the SMARTER rules - specific, measurable, achievable, realistic, time-bound, ethical, recorded.

SECTION 5: TRAINING AND DEVELOPMENT
Discuss and agree (as far as is possible, given budgetary, availability and authorisation considerations) the training and development support to be given to help the appraisee meet the agreed objectives above.
Personal development and support must be offered to all employees, irrespective of age, gender, race, disability, etc., and not just to those seeking promotion. Development is not restricted to job skills - it includes 'whole person'. Use your imagination. Job skills training isn't restricted to courses. Think about coaching, mentoring (by and of the appraisee), secondment to another role, holiday job cover, shadowing, distance-learning, e-learning, books, videos, attending meetings and workshops, workbooks, manuals and guides, researching, giving presentations; anything relevant, helpful and agreed to help the person develop. Avoid committing to training expenditure before suitable approval or availability has been confirmed. Understand development options and procedures before conducting the appraisal. Develop the whole person.
Other issues (to be covered separately outside of this appraisal - continue on a separate sheet if necessary)

SECTION 5: TRAINING AND DEVELOPMENT
Signed and dated by Appraisee: Signed and dated by Appraiser:

APPENDIX 8: RECORD OF STAFF PERFORMANCE REVIEW

Record of Staff Performance Review

This form shall be held in the staff member's file and access shall be limited to the employee and their supervisor unless otherwise approved by the staff member and the supervisor. Issues and actions should be summarised as agreed during the review session.

Name of Appraisee .....

Position:.....

Supervisor/Reviewer:..... Date of Discussion:.....

1. Review of current Statement of Duties or main areas of work over last 12 months

Comments:.....

.....

.....

2. Review of outcomes and follow up from last review (if applicable)

Comments:.....

.....

3. Review of performance in each broad area of the job description and (where relevant) work plan.

Comments: .....

.....

.....

4. Areas of skills/strengths:
.....

.....

5. Areas for skills development or performance improvement:
.....

.....

6. Training and development priorities needs .....

7. Strategies:.....

8. Longer term objectives for skills development/performance improvement

Comments:.....

.....

.....

9. Group dynamics and interpersonal relationships in the office

Comments:.....

.....

……

10. Job satisfaction:……

11. Specific goals and:……

12. Any areas of disagreement that should be recorded: ……

……

……

……

Signature of staff member: _____Date: _____

Signature of reviewer: _____Date: _____

APPENDIX 9: EXIT INTERVIEW FORM

The purpose of this form is to solicit opinion and gather information on HR/OD and other general management issues that need redress and /or improvement. No issue commented on will be taken up adversely in any way against the respondent. Filled forms are to be submitted directly to the Coordinating Director. It is therefore expected that a lot of openness and honesty will be exhibited in filling the form.

Please indicate your response and opinions on the following:

Name.....

Date of Appointment in CEDA.....

Positions held with dates.....

.....

.....

Last job title.....

Duration in CEDA.....

Unit.....

SECTION 1

Reasons for leaving. Please check one or more of these as appropriate

- ❑ Found a better job elsewhere in terms of payment
- ❑ Found a better job elsewhere in terms of type of job
- ❑ Found a better job elsewhere in terms of location
- ❑ Dissatisfied with working conditions
- ❑ Problems with supervisors
- ❑ Problems with colleagues

❑ No prospect in the organisation
❑ Just to change job
❑ Illness
❑ Marriage
❑ Decision by the organisation
❑ Other reasons(specify).....

Please elaborate your reason(s) below:

.....

.....

.....

What do you like most about CEDA?

.....

.....

.....

What do you dislike most about CEDA?

.....

.....

.....

How does CEDA compare with other similar Organisations in general?

.....

……

……

What things should be improved in CEDA?

……

……
……

……

What things should be continued in CEDA

……

……

……

Please write any other comments/suggestions you would like to make about CEDA's operations in general:

……

……

……

……

Thank you for your co-operation.

Signed…… Date……