



HUMAN RESOURCE POLICY

Table of Contents

SECTION ONE	7
INTRODUCTION	7
1.1 Background Information	7
1.2 Vision	7
1.3 Mission	7
1.4 Aim	7
1.5 Expectations Of The Manual	7
SECTION TWO	9
STATEMENT OF PROFESSIONAL ETHICS AND CODE OF CONDUCT	9
2.1 Job Standards	9
2.2 Confidentiality	9
2.3 Behaviour On The Job	10
2.4 Commitment To The Work Of AHEFS	10
2.5 Use Of Resources	11
2.6 Conflict Of Interest	11
SECTION THREE	12
STAFF RECRUITMENT	12
3.1 Purpose AHEFS's policy is to select on the basis of merit.	12
3.2 Objectives of the Staff Recruitment Policy The aims of the policy are to:.....	12
3.3 Equal Opportunity Policy Statement (EOPS).....	12
3.4 Employment Of Relatives	12
3.5 Classification Of Post	13
3.6 Policy Principles	13
3.7 Staff Recruitment Policies & Procedures	14
3.8 Responsibilities	14
3.9 Recruitment and Selection Process	14
3.10 Recruitment Of Temporary Staff.....	18
3.11 Engaging Consultants	18
3.12 Acting Higher Duties.....	18
3.13 Staff Orientation/Induction	19
3.14 Personnel Records	19
3.15 Duration Of Employment.....	20
SECTION FOUR	21
VOLUNTEERS, INTERNS AND NATIONAL SERVICE PERSONS	21
4.1 Introduction	21
4.2 Recruitment	21
4.3 Conduct	21
4.4 Responsibilities Of A Volunteer/Intern/NSP	21
4.5 AHEFS's Responsibilities	22
4.6 Orientation And Training	22

4.7	Volunteer Agreement	23
4.8	Complaints Procedure.....	23
4.9	Reimbursement Of Out-of-Pocket Expenses	23
4.10	Confidentiality	23
SECTION FIVE		24
WORKING TIME CONDITIONS.....		24
5.1	Working Hours.....	24
5.2	Overtime.....	24
5.3	Attendance At Work	24
5.4	Vacation Of Post.....	25
SECTION SIX.....		26
SALARY ADMINISTRATION		26
6.1	The Principle.....	26
6.2	Salary Structure	26
6.3	Salary Increments and Adjustments	26
6.4	Payment Of Salaries	27
6.5	Salary Advance.....	27
6.6	Deductions from Salary	28
6.7	Motivation and Non-Monetary Reward.....	28
SECTION SEVEN.....		29
STAFF BENEFITS AND ENTITLEMENTS		29
7.1	The Principle.....	29
7.2	Staff Medical Care.....	29
7.3	Staff Leave	29
7.4	Public Holidays.....	33
7.4	Death and Funeral Grants	34
SECTION EIGHT.....		35
GENERAL TRAVEL PROVISIONS AND OTHER REIMBURSABLES		35
8.1	Travel And Accommodation.....	35
SECTION NINE.....		37
PERFORMAMNCE MANAGEMENT		37
9.1	The Policy	37
9.2	The Principles.....	37
9.3	Purpose Of The Process	38
9.4	Responsibilities/ Procedure	38
9.4.1	Key Elements Of The Process.....	38
SECTION TEN.....		40
STAFF TRAINING AND DEVELOPMEMT		40
10.1	The Principle.....	40
10.2	The Procedure	41
SECTION ELEVEN.....		42
OFFICIAL USE OF VEHICLES AND OTHER ASSETS.....		42

11.1 The objective.....	42
11.2 Use of other Assets.....	43
11.2.1 Use Of AHEFS Computers/Laptops/Cameras Etc.....	43
SECTION TWELVE	45
DISCIPLINARY PROCEDURE	45
12.1 Introduction.....	45
12.2 Principles.....	45
12.3 Procedure	45
12.4 Interdiction	47
12.5 Summary Dismissal.....	47
12.6 Right of Appeal.....	47
SECTION THIRTEEN	49
GRIEVANCE PROCEDURE	49
13.1 Definition of Grievance.....	49
13.2 Purpose.....	49
13.3 Steps To Follow In The Grievance Process	50
SECTION FOURTEEN	52
LEAVING THE SERVICE OF AHEFS	52
14.1 Principle.....	52
14.2 Resignation.....	52
14.3 Redundancy	52
14.4 Discharge.....	53
14.5 Death.....	53
14.6 Exit Interview	53
14.7 Office Property	53
SECTION FIFTEEN	55
HEALTH AND SAFETY POLICY	55
15.1.0 Policy Statement	55
15.2.0 Objectives.....	55
15.3.0 Responsibilities	55
15.4.0 Key Procedures and Arrangements.....	56
SECTION SIXTEEN.....	58
PROTECTION FROM SEXUAL EXPLOITATION, ABUSE, AND HARASSMENT (PSEAH) ..	58
16.1 Policy Statement & Commitment	58
16.2.0 Purpose & Objectives.....	58
16.3.0 Definitions	58
16.4.0 Roles & Responsibilities.....	59
16.5.0 Reporting Mechanisms	59
16.6.0 Response & Investigation Procedure.....	59
16.7.0 Prevention Measures	60
SECTION SEVENTEEN.....	61
DATA PROTECTION POLICY.....	61

17.1.0 Policy Purpose.....	61
17.2.0 Scope.....	61
17.3.0 Core Data Protection Principles.....	61
17.4.0 Key Responsibilities	61
17.5.0 Individual Rights	62
17.6.0 Data Security & Breach Response	62
SECTION EIGHTEEN	63
WHISTLEBLOWING POLICY	63
18.1.0 Policy Purpose & Commitment.....	63
18.2.0 Scope.....	63
18.3.0 What to Include in a Report.....	63
18.4.0 Protection & Confidentiality	64
18.5.0 Investigation Process.....	64
SECTION NINETEEN	65
MENTAL HEALTH AND WELL-BEING POLICY	65
19.1.0 Preamble & Rationale	65
19.2.0 Vision	65
19.3.0 Policy Objectives.....	65
19.4.0 Scope.....	65
19.5.0 Guiding Principles.....	65
19.6.0 Roles and Responsibilities	66
19.7.0 Key Policy Provisions	66
19.8.0 Implementation and Monitoring.....	67
19.9.0 Resources and Support.....	68
19.10.0 Mental Health Authority (MHA).....	68
Policy Approval:	71
Appendix 1: AHEFS's Post Classification	72
Appendix 2: Performance Appraisal F	74
Appendix 3: Personnel Data Form	80
Appendix 5: PROJECT ACCOUNTANT OBJECTIVES FOR 2007 Objective 1:	86
PROJECT ACCOUNTANT OBJECTIVES FOR 2007	86
KEY RESULT AREAS	86
SUCCESS CRITERIA	86
KEY RESULT AREAS	86
SUCCESS CRITERIA	86
Appendix 6: Record of Staff Performance Review Record of Staff Performance Review	87
Appendix 7: Exit interview form AHEFS - EXIT INTERVIEW FORM	89
SECTION 1	89
Appendix 8: Personal use of official vehicle/Other assets undertaking Form	92
Appendix 9 AHEFS Mid Year Performance Evaluation Form.....	93

ACRONYMNS

BOT	Board of Trustees
ES	Executive Secretary
FPPM	Financial Policies and Procedures Manual
HRM	Human Resource Manual
EOPS	Equal Opportunity Policy Statement
DFO	Director of Finance and Operations
FO	Finance Officer
HR	Human Resource
HRO	Human Resource Officer
NHIS	National Health Insurance Scheme
NSP	National Service Personnel
PAYE	Pay As You Earn
PO	Project Officer Project Officer
SSF	Social Security Fund
SSNIT	Social Security and National Insurance Trust

SECTION ONE

INTRODUCTION

1.1 Background Information

Agency For Health and Food Security (AHEFS) was established in February 2006 to undertake diverse health activities. AHEFS currently has over 400 community Volunteers in the Ashanti region in all the 43 MMDAs.

AHEFS, though established in the year 2006, was registered in 2007 as a company limited by guarantee under the companies' code 1963, Act 179 with registration number G-20,695. AHEFS is committed to improving our performance through developing our staff, recognising and valuing their contributions. We believe that human resource development in AHEFS is critical to achieving our mission. AHEFS is therefore committed to providing a positive work environment in which employees feel that they are valued, motivated, treated fairly and given recognition for their contribution to the organisation's success.

1.2 Vision

A Region where Health inequalities will be a thing of the past.

1.3 Mission

AHEFS is a reputable not-for-profit organization providing public health and safety interventions across the Ashanti Region through evidence-based advocacy, empowerment of members, innovative programming, Organisational Development services and behaviour change communication.

1.4 Aim

The aim of the organization is to promote, protect and represent the interest of the disable, vulnerable, marginalized and the poor working in the area of health in the Ashanti Region of Ghana.

1.5 Expectations Of The Manual

1. This manual documents the policies and procedures which are aimed at providing employees with working conditions that comply with relevant legislation, and which are comparable with industry standards.
2. All AHEFS staff shall work under the conditions contained in this manual and covers all standard working conditions such as salaries, leave entitlements, staff development etc.
3. The Human Resource Manual (HRM) shall be binding on all employees of AHEFS.
4. All staff including new employees of AHEFS shall be provided with a copy and are expected to study and be conversant with the provisions in the manual as part of his/her induction with his/her supervisor.
5. This manual shall be read in conjunction with other governance documents of AHEFS,

including the Financial Policies and Procedures Manual (FPPM), Procurement Policy, and AHEFS Constitution. In the event of any inconsistency, the provisions of national law shall prevail

6. All Staff are expected to be responsible for knowing their rights and responsibilities as described in this manual.
7. The Board is vested with the authority to modify or alter the provisions of this manual as may be required from time to time.
8. This HRM supersedes all previous Human Resource and Administrative documents and memoranda that may have been issued on any subject contained in this Manual.
9. All employees will however be notified of any change(s) and dates this will take effect.
10. The Human Resource Officer shall, in collaboration with the Finance and Administrative Manager, develop and maintain an HR Monitoring and Evaluation framework with indicators such as staff retention rate, training participation rate, disciplinary case resolution, and gender balance in recruitment. The framework shall be reviewed annually by Management and the Board.
11. No individual or supervisor has the authority to change the policies and provisions contained in this manual at any time.
12. All provisions of this manual shall comply with the Labour Act, 2003 (Act 651), the Data Protection Act, 2012 (Act 843), the Persons with Disability Act, 2006 (Act 715), the Whistleblower Act, 2006 (Act 720), and the Mental Health Act, 2012 (Act 846).
13. This HRM covers all HR procedures and comes into effect from December 1, 2011.

SECTION TWO

STATEMENT OF PROFESSIONAL ETHICS AND CODE OF CONDUCT

2.1 Job Standards

All employees are required to adhere to the following standards:

1. Employees endeavour to comply with relevant job standards, paying appropriate attention to quality and detail. They satisfactorily meet the requirements of the position, and follow instructions that are reasonable and lawful, and within their capability and training.
2. Employees are encouraged to report suspected corrupt or fraudulent practices of others and will be protected from reprisal by the Whistle Blower Act.
3. Create a co-operative, equitable and effective workplace.
4. Employees shall use digital platforms and social media responsibly, ensuring that their personal or public online statements do not bring AHEFS into disrepute. Staff shall not post confidential information or opinions that could compromise the organization's integrity or stakeholders' trust.

2.2 Confidentiality

Confidential information and documents are those designated as such by the Board and management of AHEFS. Confidential information may include data generated in AHEFS's investigations and research, personnel issues, etc. The following procedures shall be adhered to by all staff.

1. All staff of AHEFS shall seek clearance from the DIRECTOR or his/her representative before making any public or press statement on behalf of AHEFS.
2. During the course of employment, an employee may have access to confidential information such as but not limited to, financial data, Personnel personal records, computer programs etc. All these information shall remain the property of AHEFS.
3. On termination of employment, for whatever reason, the employee shall remit to AHEFS all confidential information which the employee may have in his/her possession relating to the affairs of AHEFS.
4. No formal written communication should leave the offices of AHEFS without the consent of the Director.
5. Employees do not misuse information obtained at work either for financial reward or gain, or for taking advantage of another person
6. All Employees shall follow AHEFS's policies and practices as well as national regulations regarding information management in the collection, storage and disposal of files and other records.
7. Employees who violate confidentiality policy shall be subject to progressive disciplinary action up to and including termination of employment.

2.3 Behaviour On The Job

All employees are required to demonstrate the following behaviours:

1. Employees work towards eliminating discrimination and harassment from the workplace.
2. Employees respect diversity in the workplace.
3. Employees do not use their position to exert inappropriate influence over others.
4. All AHEFS employees shall have the right to a workplace free of unlawful controlled substances (herein after referred to as 'drugs') in order to ensure the safety of all employees, our stakeholders and the general public.
5. The use, manufacture, sale and/or distribution of illegal drugs or working under their influence on AHEFS premises or while operating AHEFS vehicles are strictly forbidden and are grounds for immediate dismissal.
6. Alcohol shall not be consumed during working hours or on AHEFS work sites. An employee found under the influence of alcohol at work shall be subject to immediate dismissal.
7. Smoking is prohibited in AHEFS premises or controlled facilities, sites and vehicles. Employees who have to smoke must do so outside such facilities.
8. AHEFS shall not tolerate any acts or threat of violence committed by or against any employee. AHEFS shall discipline or terminate the appointment of any employee found to have violated this policy.
9. AHEFS shall not condone any acts or threat of violence against any AHEFS employee or visitors on AHEFS's premises at any time or while engaged in business with or on behalf of AHEFS on or off AHEFS premises.

2.4 Commitment To The Work Of AHEFS

1. Staff members share a commitment to the values and objectives of AHEFS.
2. Staff members work within priorities identified by the organisation's Board and management.
3. Staff members actively participate in AHEFS's planning and consultative processes where appropriate and contribute to the development of AHEFS and the constituents we work with.
4. Staff members use the line management structure and welcome constructive feedback and criticism.
5. Each employee is expected to give his/her full commitment to job responsibilities during working hours.
6. Any employee found to be in conflict with office procedures or involved in activities that reflect negatively on the organisation shall be subject to discipline.
7. AHEFS values diversity and inclusivity in its workforce. All staff and volunteers shall

promote an environment free from discrimination, harassment, and bias on the basis of gender, disability, ethnicity, faith, or social background.

2.5 Use Of Resources

1. Employees ensure they have the necessary delegation to authorise expenditure.
2. Employees only use AHEFS's materials, facilities, funds, people and equipment for authorised purposes and take responsible steps to prevent misuse by others.

2.6 Conflict Of Interest

1. In general, a conflict of interest can be said to arise if it is likely that the performance of a person's duties as AHEFS staff member 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 AHEFS's decision making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include but not limited to:
 - recruitment of staff or consultants
 - proposing to undertake projects or enter into partnerships with other agencies
 - representing the organisation in other forums.

All staff of AHEFS are expected to promote the organisation's stated interests and to refrain from using their position with AHEFS to supplement their incomes directly or indirectly or to obtain other material benefits including gifts. AHEFS employees shall not directly or indirectly be financially engaged or involved in any project to which AHEFS is providing assistance AHEFS expects that staff members will be mindful of potential conflicts of interest and declare a conflict of interest before it arises. **(Refer to Chapter 9.4 and appendix 18 in the Financial Policies and Procedures Manual)**

SECTION THREE

STAFF RECRUITMENT

3.1 Purpose AHEFS's policy is to select on the basis of merit.

The purpose of the Staff Recruitment Policy is to ensure that AHEFS fills available positions with the best possible candidate in a timely and cost effective manner.

3.2 Objectives of the Staff Recruitment Policy The aims of the policy are to:

- Attract the best possible candidates for the available positions to assist in the fulfilment of our mission.
- Recruit highly motivated and capable individuals who will add value to the efficiency and effectiveness of AHEFS.
- Ensure all selections are based on merit.
- Ensure that all legal selection requirements are met and actively practised.
- Plan strategically to meet future organisational requirements.

3.3 Equal Opportunity Policy Statement (EOPS)

1. AHEFS is committed to the establishment and the development of equity of opportunity in policy and practice. AHEFS shall apply this policy and practice 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.
2. AHEFS values diversity and inclusivity in its workforce. All staff and volunteers shall promote an environment free from discrimination, harassment, and bias on the basis of gender, disability, ethnicity, faith, or social background.
3. AHEFS further provides equal opportunity in promotion, wages, benefit and other privileges, terms and conditions of employment.
4. AHEFS shall value individuals for their contribution and shall give them the opportunity to realise their full potential within the organisation insofar as this contributes to the fulfilment of our mission.
5. AHEFS shall ensure that all staff and volunteers abide by the content and spirit of these statements.
6. Employees are directed to bring any violation of this policy to the immediate attention of the Director. Complaints brought under this policy shall be promptly investigated and handled with due regard for the privacy and respect of all involved.
7. AHEFS is committed to a programme of action to make this policy fully effective and will constantly monitor and review the procedures, practices and guidelines that underpin it.

3.4 Employment Of Relatives

Spouses, partners or close relatives may be hired by the organisation under the following specific

conditions:

- 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.

Employees' close relatives shall be considered for employment by AHEFS based on the same recruitment and selection procedures stated in this policy manual.

3.5 Classification Of Post

All appointments shall comply with AHEFS's classification of posts (Grades and Levels) as stated in the HRM (Appendix 1).

1. Close relative are defined as parents, husbands, wives, parents-in-law, children, brothers/sisters, uncles/aunts, nieces/nephews, and first cousins
2. The Director in consultation with the Board shall be responsible for reviewing such classifications.
3. These classifications may be reviewed to suit changes in AHEFS's organisational structure.
4. There shall be four (4) broad placement/salary grades in AHEFS starting from Grade one (1) which is the lowest to Grade four (4) which is the highest.
5. An employee's grade and level shall be dependent on the nature of the job, its inherent level of difficulty, responsibility and above all qualification and experience as stated in appendix 1.
6. New employees shall normally be placed on the first level on the applicable grade
7. The classification shall be used in determining salaries and benefits of all staff.

3.6 Policy Principles

All staff involved in recruitment and selection must adhere to the following:

- EOPS
- The Values of AHEFS
- Approved recruitment and selection policies and procedures,
- Confidentiality and sensitivity,
- Staff development.

3.7 Staff Recruitment Policies & Procedures

1. All-stages of the recruitment and selection process must be in accordance with AHEFS's approved policies, practices and award requirements.
2. During the recruitment and selection process, discretion should be exercised to ensure that all applicants are treated with respect and sensitivity. All details disclosed in applications and during interviews are to remain confidential.
3. Panel members should also be mindful of potential conflicts of interest and declare any such conflicts where appropriate.
4. Access to information about staff members and applicants shall be restricted to those with a genuine need to know. Access to electronic information shall also be restricted.

3.8 Responsibilities

Generally, the Human Resource Officer (HRO) shall manage all recruitment processes. This involves taking responsibility for all aspects of the process, including:

- Consulting the recruitment and selection policy,
- Managing all aspects of the process,
- Ensuring all recruitment and selection principles are followed,
- Gaining the necessary budget and recruitment approvals,
- The timely processing and distribution of paperwork
- Liaising with all applicants regarding the progress of their applications.

3.9 Recruitment and Selection Process

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

Determine whether the vacancy needs to be filled;

- Establish or review the job description, person specification, salary and selection criteria;
- Obtain authority from the Board of Trustees to recruit;
- Determine the recruitment budget in consultation with the Executive Secretary
- Advertise the position (advertising depends on the nature of the position)
- Acknowledge and review all applications;
- 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;
- Communicate with unsuccessful applicants;

- Develop and carry out orientation process.
- Document all the recruitment process

3.9.1 Requisition For Staff

1. Authority to recruit staff shall come from the Board on recommendation of the Director based on identified needs of the organisation.
2. A written requisition for recruitment of staff is to be submitted to the HRO by the designated person responsible in this regard in order to initiate the recruitment process. The requisition shall contain the following;
 - The job description / job profile of the proposed staff as far as possible.
 - The competencies required with minimum academic qualification required for the post
 - If the post requires previous experience, this should be specifically stated for how many years and from what type of organisation
 - The requisition should also mention the name of the project where s/he will be absorbed and for what period.
 - The amount of salary proposed and whether there is a provision in the project budget.
 - Any other relevant information justifying the recruitment

3.9.2 Approval And Vacancy Announcement

On receipt of the above requisition, the HRO will start the actual recruitment process or may ask for more information, if required.

After having satisfied the requirement, the HRO will minute on the face of the requisition for the approval of the Director.

Vacancy announcement shall be made internally and/or externally

3.9.3 Internal Search

In cases of recruitment for key positions of a new project, if the organisation feels that the position should preferably be filled up from among AHEFS's experienced personnel for the greater interest of the project, AHEFS may open the position to its existing employees through internal notice followed by the normal interview process.

3.9.4 External Search

Where the vacancy shall be filled externally, a public notice will be served through any of the following methods;

- Advertisement in News paper
- Emailing advert to friends and members to forward to interested applicants
- AHEFS's website

- Serving 'Notice' in AHEFS's office notice boards or
- Referring to AHEFS's data bank from job application file.

3.9.5 Short Listing Of Candidates

1. All applications should be presented to the HRO to do the short listing as per the published criteria. A technical person may be opted to support the HRO where the need arises.
2. A Maximum of five (5) candidates shall be shortlisted for interview.
3. Short listed candidates shall be called for an interview through email and phone calls.
4. AHEFS shall ensure that all short-listed candidates go through a rigorous selection process.
5. All shortlisted candidates for positions involving contact with vulnerable groups or financial management shall undergo background and reference checks prior to confirmation of employment.

3.9.6 Formation of Recruitment Panel

1. The HRO in consultation with the Director shall constitute an interview panel to conduct the interview. The panel members shall include; staff members, resource person from outside when the need arise etc.
2. Board members may also participate in other selection panels where the Director considers this to be useful.

3.9.7 Conducting Interview

The whole recruitment process will aim at a minimum probe for competencies and commitment to AHEFS's mission and values and shall include oral, written tests, computer tests, group discussions etc where necessary.

3.9.8 Offer of Appointment

After completing the interview process, an interview report containing the recommendation of the recruitment panel signed by each member of the panel shall be forwarded to the Board for approval.

3.9.8 Offer of Appointment

1. After completing the interview process, an interview report containing the recommendation
2. of the recruitment panel signed by each member of the panel shall be forwarded to the Board for approval.
3. The report should clearly mention the name of selected candidate. All the interview documents
4. of the selected candidate should also be attached with the report for future reference.

5. The terms and conditions of employment will be guided by the job classification on the report
6. of the interview panel and should be agreed with the Board before any offer is made
7. All placements shall usually begin on level 1. However, The Board shall reserve the right to negotiate placement on a higher level on the advice of the DIRECTOR.
8. AHEFS shall conduct reference checks on all prospective employees prior to their employment. Findings from these checks shall be a determinant of whether or not a final offer of employment shall be made.
9. All appointments shall be drafted in writing by the HRO for the review of the Director and approval of the Board
10. Appointment letters shall clearly state the date of appointment, title of position, type of employment and duration, the salary scale and the other benefits, probation period for regular staff and any specific conditions relating to the offer.
11. A copy of the job description shall be attached to the letter of appointment.
12. All prospective regular staff will be required to undergo a medical examination by a registered medical officer approved by the Board who will send the report directly to AHEFS. Personnel employed as drivers may also be required to take an eye and driving test at DVLA.

3.9.10 Probation And Confirmation Of Appointment

1. Regular staff members shall initially be employed with a probation period of three (3) months during which time their suitability for the posts shall be tested.
2. The staff shall fill a Performance Appraisal Form (Appendix 2) at least one week before the expiry of the probationary period and will be appraised by the immediate supervisor.
3. The probation period may be extended for another three (3) months if performance is not satisfactory. During this period either party may terminate appointment in writing by giving at least two weeks advance notice.
4. The staff shall become eligible for confirmation of his/her appointment subject to a report of satisfactory work and conduct as per the appraiser report and recommendation from the immediate supervisor to the Director.
5. The HRO shall draft the letter of confirmation of contract for employment for the approval of the Director for staff in the Secretariat. The Board shall approve for the letter of confirmation for the position of the Director.
6. Three (3) copies of the letter of confirmation of contract for employment shall be given to an employee who has successfully completed the probationary period. The Staff shall sign all copies if he/she is in agreement to the terms contained therein and return two (2) copies to the HRO. A copy shall be given to the finance department for payroll preparation and a copy shall be kept on the relevant staff file.

7. AHEFS can terminate the employment of an employee who proves to be unfit for the job within the probation period without being obliged to pay severance compensation. The Director shall before the last day of the probation period transmit such a decision to the relevant staff member in writing on the advice of the Board.

3.10 Recruitment Of Temporary Staff

1. AHEFS may occasionally seek to recruit casual staff, usually as backfill if other staff members are on leave, or to handle excess work.
2. 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.
3. Remuneration for such staff may either be on a daily basis or on monthly basis according to a rate to be determined by the Director in consultation with the Finance and Administrative Officer.
4. Casual staff shall not be maintained for a period more than six months.

3.11 Engaging Consultants

1. From time-to-time AHEFS 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. The following factors shall be taken into account when deciding to contract out work:
 - Impact on AHEFS's resources
 - Availability of skills required to complete the project
 - Value for money.
 - Availability of Funds
 - Contracting of work shall always be approved by the Board
2. When seeking to contract out work, the procurement guidelines and procedures in section 9.4
3. of the Financial Manual shall be followed.

3.12 Acting Higher Duties

1. From time-to-time AHEFS may ask staff to perform higher duties, usually while another staff member is on leave or a recruitment process is being undertaken. This provides a useful development opportunity for staff members, as well as ensuring continuity in positions.
2. It is at the discretion of the Board on the advice of the Director to determine whether it is appropriate to temporarily fill a position by offering an employee the opportunity to undertake higher duties.
3. The person acting in a higher duty shall not exceed the period of three (3) months after

which the position shall be filled by a substantive officer.

3.13 Staff Orientation/Induction

AHEFS believes that in order to build a strong culture, the process of socialising staff into the organisation's vision, mission and values is vital; and that effective induction is important to its success through the motivation and orientation of staff.

3.13.1 The Orientation Procedures

1. All new staff to AHEFS shall undergo a structured Orientation programme on commencing work.
2. The HRO shall be responsible for organising the orientation programme for the new staff and shall brief the new recruit on the organisation, its vision and mission, history, etc and introduce her/him to the existing staff before she/he commences duty.
3. The checklist of other areas to cover during the orientation programme includes but are not limited to:
 - introduction to the organisation and other staff members,
 - location of amenities and equipment,
 - employment conditions,
 - occupational health and safety procedures,
 - AHEFS's Statement of Professional Ethics.
 - Policy and Procedure Manuals etc
4. The HRO shall also be responsible for arranging IT access, telephone system and database. The FAO shall assist with tax and social security information, pay arrangements etc.
5. The Supervisor shall be responsible for orienting the staff to the specific requirement of the job that the new staff has been employed for.

3.14 Personnel Records

1. The HR department shall maintain a personal file for each staff in which shall contain all relevant information about the employee.
2. A confidential personnel file shall be opened for each staff member by the HRO. The application letter, CV, photocopies of certificates, medical reports, filled Personnel Data Form, appraisals etc shall be kept in this file.
3. All new recruits shall be required to complete a Personnel Data Form (Appendix 3) on which personal information shall be recorded.
4. All new recruits shall be expected to provide two references, one of which shall be their most recent employer.

5. It is important that the HRO be notified whenever such information changes to ensure accuracy and relevance of information contained in the personnel file.
6. Staff may have access to their own personnel file provided they contact the HRO in advance. The HRO shall be present with staff members who are inspecting their own personnel file.

3.15 Duration Of Employment

1. Except where otherwise stated, all appointments shall be on fixed term basis.
2. Where staff is employed specifically for a particular project which is less than two years, the offer of appointment shall be in line with the closure date of the project
3. A person may be appointed on a temporary basis usually for a period less than six month and/or shall be consistent with the duration of a given specific assignment for an agreed pay.

SECTION FOUR

VOLUNTEERS, INTERNS AND NATIONAL SERVICE PERSONS

4.1 Introduction

1. AHEFS recognises that volunteers/ interns/National Service Persons (NSPs) make a valuable and vital contribution to the effective operation of community based services.
2. AHEFS also recognises that when based on sound principles, volunteering benefits the volunteers/ interns/ NSP, the organisation, its projects and the communities which benefit from these services.
3. This policy is designed to meet the needs of AHEFS and its volunteers/interns/NSP and to ensure positive outcomes for both parties.

4.2 Recruitment

1. The recruitment of volunteers is at the discretion of the Director. Volunteers will not be used to replace paid workers in any service offered by AHEFS.
2. AHEFS shall recruit volunteers for one-off task and for ongoing work, as well as offering placements to Interns/students/ NSPs for work experience.

4.3 Conduct

Volunteers/interns/NSP, are expected to conduct their duties in a cooperative and honest manner. AHEFS expects volunteers to:

- be reliable
- arrive on time
- notify the supervisor if you are running late
- respect confidentiality
- represent the interest of the organisation - not yourself
- give feedback, communicating relevant important information
- be accountable and accept evaluation
- be committed to the program, where relevant
- acknowledge decisions made by staff
- undertake training and have a good understanding of the program, where relevant
- address areas of conflict with the appropriate staff member
- ask for support when it is needed.

4.4 Responsibilities Of A Volunteer/Intern/NSP

When working for AHEFS, volunteers are expected to:

- undertake voluntary work according to training, the policies and practices of AHEFS.
- participate in the co-operative team effort to achieve the goals of the organisation,

- fulfil the individual agreement with the organisation in a reliable and dependable manner,
- be willing to accept direction from the supervisor,
- accept the privacy and dignity of staff, clients and fellow volunteers, and follow the organisation guidelines for privacy and confidentiality
- advise the supervisor as soon as possible with respect to any change in availability,
- maintain a positive, optimistic and non-judgemental attitude,
- undergo training, evaluation and participation in support groups as required.

4.5 AHEFS's Responsibilities

AHEFS recognises its responsibilities towards volunteers, and undertakes to:

- Treat volunteers with respect as co-workers - not just free help,
- Provide the volunteer with information about the organisation and its policy on volunteers,
- Provide the volunteer with work that is appropriate to their skills, abilities, availability and individual interests,
- Provide volunteers with the resources, information, training and support they need in order to do their work,
- Provide continuing education on the job as a follow up to initial training, providing information about new developments,
- Provide sound guidance and direction
- Provide the volunteer with opportunities to offer feedback and express concerns that arise during their work with the organisation
- Ensure volunteers are aware of the boundaries/limits of the service,
- Provide financial reimbursement to volunteers for out-of-pocket expenses where appropriate.

4.6 Orientation And Training

1. AHEFS shall provide volunteers with work that is appropriate to their skills, abilities and availability.
2. AHEFS will ensure that volunteers receive appropriate training prior to commencing work with the organisation.
3. All volunteers recruited to AHEFS shall have a specific supervisor appointed to them. The supervisor acts as a primary point of contact between the volunteer and AHEFS. The supervisor is responsible for:
 - assessing the volunteer's training needs and arranging training where necessary,
 - providing information about the organisation and its volunteer policy,
 - providing orientation to the workplace,
 - providing work that is appropriate to the volunteer's skills, capabilities, availability

and wherever possible to their personal interests,

- undertaking administrative tasks related to volunteering (e.g. liaising with volunteer agencies),
- providing feedback to the volunteer about their work and resolving any issues that arise.

4.7 Volunteer Agreement

1. Volunteers do not have the status of employees of AHEFS. To facilitate effective accountability all volunteers assisting AHEFS on an ongoing basis will have a written agreement with the organisation.
2. This agreement will refer to the commitments that AHEFS makes to the volunteer, and what AHEFS expects from the volunteers.

4.8 Complaints Procedure

1. Volunteers who have a complaint or grievance should raise the matter with their immediate supervisor in the first instance.
2. If this is not appropriate or not successful, the volunteer should approach the HRO.

4.9 Reimbursement Of Out-of-Pocket Expenses

AHEFS recognises that volunteers incur expenses when providing a service. Reasonable expenses will be reimbursed by prior agreement with their supervisor. This means volunteers anticipating claiming such expenses should discuss the matter in advance.

4.10 Confidentiality

1. AHEFS upholds the rights of volunteers to dignity, privacy and confidentiality of information regarding their background, health status and other personal information and will take steps to ensure that privacy is maintained under all reasonable circumstances.
2. All volunteers should be aware of and understand AHEFS's policy on privacy and confidentiality.

SECTION FIVE

WORKING TIME CONDITIONS

5.1 Working Hours

1. The official working week shall be 40 hours work over five days of 8 hours a day for all employees except where otherwise stated in an employee's appointment letter.
2. Working hours shall be from 8.00 am to 5.00 pm from Monday to Friday with an hour lunch break from 12.30 pm to 1.30 pm each day.
3. Employees may be requested to work for extra hours depending on work load at any point in time. However, a reasonable notice shall be given

5.2 Overtime

1. AHEFS work demands that the employee may sometimes work outside the normal office hours, and this is taken into account in fixing salaries.
2. Overtime shall only be worked when authorised by the Director or his/her designated representative.
3. An employee who is authorised to work overtime shall be compensated with a day off for every 8 hours over time worked in a week to be agreed upon with the Director.
4. Staff who work at weekends or on public holidays at the request of the Director may take days off in compensation at a time agreed with the Director or their supervisor.
5. All employees authorised to work overtime shall fill a time sheet indicating what has been done and for what hours.

5.3 Attendance At Work

1. Timeliness is an important part of being a reliable and dependable worker. All employees are therefore expected to be on time for work.
2. Punctual and regular attendance is a condition for continued employment with the coalition
3. Timeliness also applies to working with our stakeholders. When a meeting is scheduled with stakeholders, staff should endeavour to keep to the time schedule.
4. AHEFS shall only pay for absence from work due to authenticated sickness
5. Absence from work or lateness for more than an hour should be communicated to the Director or his/her designated representative in advance unless emergency prevents the employee from doing so.
6. Where certain aspect 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.
7. Absence from work due to illness must be covered by a medical certificate from a registered medical practitioner and recognised by AHEFS. Failure to present a medical certificate will be regarded as absence without leave which is liable to disciplinary action.

8. In case of emergency and excuse duties for health reasons, employees are expected to inform the office before noon so that arrangement can be made to cover their absence.
9. Any employee who absents himself/herself from duty for Three (3) consecutive days without a valid cause commits an offence under this Manual and may face disciplinary action, which may include dismissal.
10. Employees who record high levels of absenteeism will also face disciplinary action which may include dismissal.

5.4 Vacation Of Post

Any employee who absents himself/herself from duty for Ten (10) consecutive days without permission shall be deemed to have vacated his/her post.

SECTION SIX

SALARY ADMINISTRATION

6.1 The Principle

1. AHEFS believes that remuneration must be fair, adequate, non-exploitative, non-discriminatory, and should apply equally to all staff. AHEFS therefore seeks to provide compensation packages that are attractive, competitive and motivate competent employees.
2. AHEFS is committed to pay salaries which are commensurate with positions, employee's competence as well as his/her job performance.
3. AHEFS's compensation plan consists of four (4) general grades with ten (10) steps for each grade for professional, technical and clerical personnel as described in section 3.5

6.2 Salary Structure

1. AHEFS shall have a salary scale based on Grades and Levels according to responsibility levels and person specifications/qualifications
2. All grades will be attached to salary scales which will be progressive systems with incremental steps.
3. Staff shall progress through the scales on the basis of length of service, change in status or position
4. 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, justifiable to all staff and approved by the Board.

6.3 Salary Increments and Adjustments

1. AHEFS shall review its salary structure annually and benchmark it against the project or grant standard standards in Ghana to remain competitive and equitable. This shall be based upon performance outlined in an annual evaluation/appraisal conducted by the employee's Supervisor and availability of funds.
2. Authority to instruct the Finance Department to make or pay increments or adjustments lies with the Board
3. Merit increments shall be done with the view to motivating staff. It may be given to those staff members who demonstrate exceptional performance through a period of time. Such an increase shall be given depending on availability of funds. The final approval for such increment shall be the discretion of the Board.
4. Periodic increments or other adjustments of individual salaries, generally on an annual basis, shall be made subject to the following conditions:
 - Evaluation by the Board
 - Salary reviews,

- Budget provisions,
 - AHEFS's ability to pay (availability of funds)
 - The general economic situation in the country.
 - Where the national inflation rate exceeds 10% annually, the Board shall review and adjust staff compensation accordingly.
5. Such adjustments will be subject to review by the Director with the consequent financial implications provided by the FAO and must be approved by the Board

6.4 Payment Of Salaries

1. Staff salaries will be paid regularly and timely in Ghana Cedis (¢) 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 AHEFS.
2. The salary payment shall be made on the 25th of every month or if it is a holiday on the previous day.
3. The date of payment may change due to unavoidable circumstances, but attempts shall be made to strictly adhere to the 25th day of the month.
4. Salary payment shall be made directly into individual staff bank accounts.
5. Notice of authorisation to make, stop payment or deduct from salary should be passed in writing to the Finance Department duly authorised and approved by the Director.
6. The Finance Department shall be responsible for preparing detailed monthly pay slips showing the consolidated salary, tax and SSF contributions, and any deductions to recover advances or loans etc. Such pay slips will be prepared in duplicate, one copy of which is signed and retained by the HR Department and the other given to the employee.
7. AHEFS shall contribute 13% of the employee's basic salary to the Social Security Fund (SSF) and the employee's own contribution of 5.5% shall be deducted at source from his/her monthly basic salary and paid to Social Security National Insurance Trust (SSNIT) as stipulated by Law. However, when the law changes, the new law shall apply.
8. AHEFS shall deduct income tax (PAYE) from employee's salaries on a monthly basis at the rate specified by the Ghana Government under the IRS Act and pay it directly to the Ghana Revenue Authority.
9. Payslips shall be given to all members of staff at the end of every month.

6.5 Salary Advance

1. In any one month, advances on monthly salaries may be given at the discretion of the Director up to but not exceeding 40% of the employee's total monthly salary after tax and SSF deductions.
2. This amount shall be deducted from the current month's salary payment.

3. Outstanding advances shall become fully payable in the event of resignation or termination.

6.6 Deductions from Salary

1. Deductions from salary may be made for the following reasons: -
 - Social Security Fund contributions
 - Repayment of advances
 - PAYE
 - Deduction of debits such as loss of funds (repeated loss of funds should be investigated and penal measures taken).
2. It is the responsibility of all employees to check their payslips to ensure that all allowances and/or deductions made are accurate.

6.7 Motivation and Non-Monetary Reward

Non-monetary recognition such as commendation letters, certificates of excellence, or training sponsorships shall be instituted to motivate outstanding performance.

SECTION SEVEN

STAFF BENEFITS AND ENTITLEMENTS

7.1 The Principle

1. AHEFS believes that the welfare of its staff is of the utmost importance as it contributes to improved performance, motivation, morale, physical and mental health.
2. AHEFS also believes that by having a comprehensive range of benefits, it will remain competitive as an employer, be able to promote itself as a good employer both internally and externally in order to recruit and retain high quality staff and remain equitable in making these benefits accessible to all staff.

7.2 Staff Medical Care

1. AHEFS believes in the physical and emotional well-being of her employees and as such all employees of AHEFS shall receive the benefits of this medical cover.
2. The one legitimate spouse and two (2) children (ie, biological, step and adopted) under the age of 18 of the employee shall also be eligible for cover, provided they have been registered as such with AHEFS in the personal data form.
3. It is the responsibility of the employee to provide AHEFS with the names, ages and other pertinent details in respect of the aforementioned dependants to be covered by the medical care provision.
4. AHEFS advises all staff to ensure that they and their dependants qualified under this policy are registered under the National Health Insurance scheme (NHIS)
5. AHEFS shall pay for the cost of the annual NHIS premiums for the aforementioned dependents. However, employees shall be responsible for covering any cost associated with patients' co- payments required by the policy
6. When an employee is sick, he/she must report to work and get a referral letter to a doctor. In emergency cases an employee may go directly to the doctor but must report the visit to the HRO/Director on the first working day following treatment.

7.3 Staff Leave

7.3.1 The Principle

AHEFS staff shall be entitled to not less than fifteen (15) working days of paid annual leave after twelve (12) months of continuous service, in line with Section 20 of the Labour Act, 2003 (Act 651). Carry-over of up to 5 working days into the following year may be permitted, subject to approval.

1. AHEFS acknowledges the need to make time available to staff for rest, recreation and for fulfilling various social obligations and needs.
2. The HRO shall control schedules of staff leave for the purpose of coordination.
3. Staff leave shall include annual leave; holiday leave, sick leave, personal leave, and

natural disaster leave.

7.3.2 Annual Leave

1. The annual leave year runs from January 1 to December 31 each year in line with the AHEFs programmes and financial year
2. All employees of AHEFS shall be entitled to annual leave with pay in any one calendar year. The HRO shall control the leave schedules of staff.
3. All leave entitlement shall be based on employee's working year, which commences from the date of your employment with AHEFS
4. New staff joining AHEFS shall be eligible for their first annual leave after successfully completing their initial three (3) months' probation period and being confirmed in their post.
5. At the beginning of each financial year, the HRO shall draw up a leave schedule in which all staff shall indicate their leave dates in order to effectively plan and co-ordinate such leave with projected AHEFS activities.
6. Annual leave may be interrupted at anytime 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
7. outstanding leave will be deferred.
8. The Director shall reserve the right to alter leave dates of staff members for reasons related to work conditions.
9. All staff going on leave shall fill the Leave/Absence Application Form (Appendix 4) which must be approved by the Director.
10. As much as possible, all leave must be taken within the calendar year in which it accrues. However, a maximum of 5 working days' leave not utilised in the previous calendar year can be carried over to the next year on the approval of the Director.
11. When such happens, the leave must be taken within the 1st quarter of the current year after which time it is forfeited.
12. Requests for annual leave must be made at least two weeks in advance and submitted through the HRO for approval by the Director.
13. Employees who have not served a full continuous year shall have their leave days pro-rated.
 13. 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.
14. In case of unauthorised/unapproved over spent leave, the number of days overspent shall be deducted from the employee's next annual leave and a disciplinary action taken against such an employee
15. The following annual leave days (including 2 days for travel) will be applicable to all staff:

Level	Number of Days
Non-Formal Staff	15
Junior Staff	20
Managerial Staff	25

7.3.3 Sick Leave

1. Sick leave, paid at normal salary, shall be granted to employees who are absent from work due to illness, where such absence is authorised by a medical certificate issued by a AHEFS recognised doctor.
2. 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 and thereafter report to a clinic.
3. Employees are entitled to a maximum of three (3) days sick leave in any given month and up to ten (10) days in any given year.
4. Where an employee is given any excuse from duty, he/she shall immediately inform the Director and submit the excuse duty form
5. Excuse duty days, unlike annual leave includes weekends and holidays if they fall within the period
6. Provided the incapacity for work is substantiated by a medical certificate, AHEFS shall affect salary payments as follows:
 - In event of occupational accident or illness, 100% salary shall be paid for two (2) months or up to end of contract provided it falls within the 2 months period
 - In case of non-occupational accidents 50% salary shall be paid for one (1) month or up to end of contract if it is within the one-month period.
 - Payment of allowances of any sort will be discontinued during the additional period of sick leave.
7. The above regulations will not apply to illness or accident caused intentionally or by gross negligence.
8. 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.
9. Un-notified absence from duty shall be taken as leave without permission and shall not earn pay.

7.3.4 Maternity Leave

1. Female employees of AHEFS shall be entitled to a total of twelve weeks fully paid maternity leave (six weeks before and six weeks after confinement) as stipulated by the

Ghana Labour Law.

2. The employee shall apply in writing for the leave attaching a medical certificate signed by a registered medical practitioner.
3. Normal salary shall be paid during the period of maternity leave.
4. Female staff who have served the organisation for less than one year shall be entitled to 12 weeks maternity leave but with half monthly pay
5. Any extension to the maternity period shall be subject to the recommendation of a registered medical practitioner.
6. AHEFS encourages all mothers to exclusively breastfeed their babies.
7. To make the above possible, nursing mothers shall be entitled to reduce their working hours by two (2) hours (this includes her lunch break) to nurse her baby until the child is six (6) months old.
8. An employee who overstays her leave shall be deprived of her salary for the period of her absence. Where she is absent for more than ten (10) consecutive working days, her absence shall be considered as vacation of post.
9. No female employee shall be entitled to paid maternity leave within two consecutive years.
10. Supervisors shall ensure handover notes are completed before the commencement of maternity leave, and reintegration sessions shall be organized upon return to duty.

7.3.5 Paternity Leave

1. Male employees of AHEFS shall be granted paternity leave of up to five (5) working days when they have a new baby by their registered wife known to AHEFS.
2. Paternity leave shall be approved within two (2) weeks after the arrival of the new baby.
3. Paternity leave shall be granted only once in any given year.
4. Supervisors shall ensure handover notes are completed before the commencement of paternity leave, and reintegration sessions shall be organized upon return to duty.

7.3.6 Compassionate Leave

1. All regular staff members shall be eligible for seven (7) working days compassionate leave in one year exclusive of travels when concluding marriage or bereavement of a close member of family (parent, spouse or child).
2. Compassionate leave cannot be accumulated from one year to the next.
3. Compassionate leave granted on any other occasion will be deducted from annual leave.
4. Staff who have gone through defined traumatic experience(s) e.g. conflict, armed robbery and natural disasters shall be given a minimum of three (3) working days of compassionate leave to recuperate. This will be decided with approval from the Director.

7.3.7 Educational Leave

1. Staff sitting examinations, including academic and professional examination, during working hours may be given leave of absence for the period of the examination only.
2. Staff shall apply to the Director for approval and attach an examination timetable.
3. Such leave shall not exceed seven (7) working days in a leave year and shall not count against annual leave.

7.3.8 Compensatory Leave

1. In the event that staff works more than the number of hours normally worked in a workday or work week or works on an observed public holiday or weekend, the supervisor may approve the use of compensatory leave.
2. Compensatory leave shall only be approved when the extra work has been authorised by the supervisor or the Director.
3. If this is approved, staff accrues 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.

7.3.9 Other Leaves

1. All staff members shall be eligible for leave with pay for the time they need to appear before courts, and for other civic responsibilities to meet legal obligations or exercise their civil rights.
2. Such leave must be supported by genuine paper evidence and must have the prior authorisation of the Director.
3. Leave without pay to a maximum of five (5) working days may be granted to regular staff members who have exhausted their leave entitlements as stipulated in this Policy Manual.
4. Such leave can only be approved if the staff member presents an acceptable written explanation and gets prior approval from the Director.
5. To qualify for leave without pay, a staff should have served the AHEFS for at least two years
6. An employee shall not be entitled to any allowance or benefit during leave without pay.
7. Failure to secure prior approval for leave without pay shall be deemed as unauthorised absence and will result in subsequent disciplinary action.
8. Staff members who overstay the authorised duration shall be considered to have terminated their employment with AHEFS.

7.4 Public Holidays

1. AHEFS shall observe public holidays in every calendar year as required by law. The

following public official national holidays shall be observed.

- **New Year's Day**– 1 January
 - **Constitution Day**– 7 January
 - **Independence Day**– 6 March
 - **Good Friday**– 18 April
 - **Easter Monday**– 21 April
 - **Labour Day**– 1 May
 - **Eid-ul-Fitr** (Ramadan)– date movable
 - **Shaqq Day** (day after Eid-ul-Fitr)– date movable
 - **Eid-ul-Adha** (Hajj)– date movable
 - **Republic Day**– 1 July (reintroduced in 2025)
 - **Founder's Day**– 21 September
 - **Farmer's Day**– first Friday in December
 - **Christmas Day**– 25 December
 - **Boxing Day**– 26 December
2. The list of holiday dates shall be distributed to all staff by the HRO as and when it is due.
 3. In addition to the above, the offices of AHEFS will normally be closed between Christmas and New Year's Day from 12 noon on December 23rd with staff resuming work on January 3rd. Employees shall receive normal pay on all official national holidays.

7.4 Death and Funeral Grants

1. In the event of the death of a serving employee, the accrued benefits at the time shall be paid to his/her legal personal nominees or his/her next of kin as stated in his/her personal record form.
2. In addition, AHEFS shall make a donation of an amount as deemed appropriate to help meet funeral expenses.
3. In the event of death of an employee's registered dependant (those named and eligible for medical treatment), a father, a mother or a guardian of the serving staff member, AHEFS shall make a donation of an amount as deemed appropriate to help the employee meet funeral expenses.

SECTION EIGHT

GENERAL TRAVEL PROVISIONS AND OTHER REIMBURSABLES

8.1 Travel And Accommodation

8.1.1 Travel Authorisation

1. All AHEFS staff shall fill out a 'Travel Authorisation Form' when travelling out of their duty station.
2. The form should be signed by the staff's supervisor or head of department and approved by the Director or her designated representative (Refer to Section 8 and appendix 14 in the FPPM)
3. Emergency cases will be decided on their own merit.
4. Per Diem payments shall only be processed after presentation of duly signed and authorised Travel Authorisation Forms.

8.1.2 Per Diem (Refer to Travel and Transport Policy for Senior Staff Per Diem)

1. A Staff who are required in the course of his/her duties to spend at least a night on
2. official duty away from their duty station with approval from the Director shall be paid per diem.
3. In cases where staff spends more than eight (8) hours but not a night outside their duty station, a "day allowance" of GH¢150 shall be paid to cover lunch.
4. All Per diem for AHEFS staff shall be as approved by the Board. 4. Per diem shall cover breakfast, lunch, dinner and incidentals.
5. The per diem rate shall be GH¢150 made up of GH¢20 for breakfast, GH¢60 for lunch and dinner respectively.
 - Where AHEFS organises a workshop outside the duty station for which staff are entitled to per diem, the following shall apply;
 - Where the workshop is full board i.e. breakfast, lunch and supper are provided, the per diem rate shall be (determined per the approved Project rate)
 - Where only lunch or dinner is provided, the rate shall be (determined per the approved Project rate)
6. Where none of above is provided, the rate shall be (determined per the approved Project rate)
7. Per diem rate for international travel shall be determined and approved by the Board.
8. The HRO and the FM shall review the rate from time to time as cost-of-living changes and this shall be recommended by Directorfor approval of the Board. This will however be subject to availability of funds.

8.1.3 Accommodation

1. Whenever there is the need for an official travel by AHEFS staff, whether as a group or as

individuals, AHEFS shall arrange the travel and bear costs associated with the trip. As much as possible, AHEFS shall take into consideration issues of security and personal comfort of the employee among others, in choosing accommodation for its staff.

2. Where an individual staff travels outside their duty station for official duties within Ghana without AHEFS making the necessary accommodation arrangement, AHEFS
3. shall reimburse the cost of reasonable accommodation for such staff upon presentation of actual and authentic receipts.

AHEFS shall only cover the cost of hotel accommodation not more than GH¢50.00 per night.

8.1.4 Travel

1. As much as possible the official vehicle shall be used for official duties/travels
2. Where commercial transport is to be used, the selection of mode of transportation shall be made by management based on cost, convenience and practicality. Mode of travel shall be approved prior to departure by the Director or his/her designated officer.
3. Where official vehicles are not available and staff use other means of transport such as Taxi, Troto, Bus and the like for official duty, the transport cost shall be reimbursed to the staff.

SECTION NINE

PERFORMAMNCE MANAGEMENT

9.1 The Policy

1. AHEFS is committed to Staff Performance Management that contributes to development of the individual and hence the organisation. The performance management process should give staff the opportunity to assess their work performance, receive feedback, identify their development and training needs and establish achievable work goals.
2. Performance Appraisals enable the organisation to document staff performance for current and future references. It provides a consistent basis for recognition of outstanding performance.
3. Performance of staff is directly linked to organisational performance. The focus of performance appraisal in AHEFS shall therefore be developmental rather than being a purely evaluative tool.
4. Staff performance shall be monitored continually, and an appraisal shall be done on an annual basis and also just before the completion of probation period.
5. The review of performance of all AHEFS staff shall be based on the skills/behaviour/competencies defined for a particular position.
6. Reviews are confidential, and records will be kept on the staff member's personnel file.
7. Pre-designed forms shall be used for formally assessing the performance of staff through an appraisal interview. (Appendix 2).
8. Employees whose performance falls below expectation shall be placed on a Performance Improvement Plan (PIP) for a period not exceeding three months, with clear deliverables and coaching support.
9. Performance appraisal outcomes shall inform training nominations, promotion and salary increments considerations, if need be.

9.2 The Principles

AHEFS's staff Performance Management process is based on the following principles:

1. Staff development reviews should not be used as a substitute or defacto grievance procedure or as a mechanism for discipline. Separate policies and procedures exist for these matters.
2. Proper staff development and performance reviews are part of the responsibilities of the organisation to its staff.
3. Reviews must involve active participation of the staff member (including self evaluation and dialogue) in conjunction with their supervisor, and in the case of the Director , a Board representative.
4. Everyone involved in the review process should have realistic expectations of the process.

5. Staff development reviews are part of a continuous planning and review process, and do not replace regular reporting on work or supervision.
6. The reviews provide staff with a means of expressing views about the organisation, as well as providing feedback on their own performance.

9.3 Purpose Of The Process

1. To develop agreed realistic expectations in relation to the staff member's job description and workplan, against which assessment of performance can be made.
2. To seek a common ground for ways to improve employee performance where needed.
3. To discuss and document how the employee is performing from their point of view and from their supervisor's point of view.
4. To identify strengths in skills and knowledge and consider if these can be better utilised.
5. To provide a formal means by which achievements can be recognised.
6. To identify any weaknesses or problems in performance from the point of view of the employee and their supervisor.
7. To identify training needs and discuss other forms of support or on-the job development which is required.
8. To reach agreement on any specific goals to be pursued in the period following the assessment.

9.4 Responsibilities/ Procedure

1. The Director shall be responsible for the overall development and evaluation of staff performance.
2. The HRO shall be responsible for putting in place and monitoring appropriate performance appraisal systems in AHEFS.
3. 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 Director or his/her designated representative. (See appendix 5 for sample objectives)
4. The HRO/ Director /Supervisors shall conduct performance appraisals for all staff as the case may be.

9.4.1 Key Elements Of The Process

1. The first review will occur six months after appointment.
2. There shall be two (mid-year and end of year) performance review sessions based on the objectives for the year.
3. A review meeting date shall be set at a mutually convenient time, held at an appropriate place and time, and set reasonably in advance.
4. The staff member shall complete a Self Appraisal form. (Appendix 2)

5. The completed Self Appraisal are made available for the reviewer (the supervisor) at least 3 days prior to the review meeting.
6. The reviewer shall prepare their own assessment comments for the review meeting.
7. The staff member and the reviewer meet to discuss development and performance. The discussion shall include opportunities for both parties to clarify and explain their comments. The goal of such discussion is to reach an 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.
8. Agreed actions shall be included into relevant workplans to clarify responsibilities in follow up.
9. A record is written at the meeting or immediately thereafter on the Staff Performance Review Form (Appendix 6) by the staff member and the reviewer to reflect the agreed outcomes.
10. The record is available for implementation of the agreed plans and for consideration of progress at the next review.
11. The record shall be kept on a confidential personnel file with access limited to the staff member, reviewer and the Director.
12. 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.

SECTION TEN

STAFF TRAINING AND DEVELOPMENT

10.1 The Principle

1. AHEFS believes that staff are the most important assets of the organisation. The successful accomplishment of its mission rests with its staff. It is therefore committed to a continuous development of staff to utilise their potential.
2. AHEFS believes that providing opportunities for staff members to increase their skills
3. will improve job satisfaction and raise AHEFS's professional standards. AHEFS therefore aims to support its staff in undertaking appropriate training, education, and development activities to enhance their knowledge and skills.
4. Training and development programmes in AHEFS shall essentially be a learning process in which opportunities are purposely structured by management.
5. The aim of the learning process is to develop in AHEFS's employees the knowledge, skills and attitudes necessary for the effective performance of their work, and hence for the achievement of organisational aims and objectives by the most cost-effective means available
6. Staff development shall therefore be based on increasing and enhancing skills rather than vertical promotion in a hierarchy.
7. AHEFS shall allocate not less than 3% of its annual HR budget to staff training and capacity development.
8. AHEFS 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
 - Approving study leave
 - Providing opportunities for staff members to act in different or higher positions where possible
 - Providing opportunities for staff members to share knowledge, skills and expertise
 - Providing staff members with opportunities to attend relevant training courses, workshops, or
9. The Director or his/her designated representative shall be responsible for training needs assessment, coaching, consultation with and supervision of staff and follow up and post-training assessment.
10. The HRO shall assume responsibility for planning, implementation, monitoring and evaluation of staff development programmes.

10.2 The Procedure

1. AHEFS may sponsor deserving employees for approved courses and Professional attachments to enable them acquire qualifications or experience relevant to their work.
2. Employees who wish to further their education may be granted study leave to enable them to undertake further institutional training.
3. An employee must be in the service of AHEFS for a minimum of three (3) years to qualify for study leave.
4. The terms of the leave e.g. Study leave with or without pay and payment terms would depend on the following:
 - Relevance of the training program to the organization's objectives
 - The previous performance of the employee,
 - Does the learning opportunity extend the worker's current knowledge and skills base?
 - Availability of funds
 - How will the worker be taking this learning opportunity impact on other team members and the outputs of the organisation?
 - How is this balanced against the positive gains the learning opportunity offers the worker and the organisation?
 - Does AHEFS gain added value through the staff member's participation?
5. Where the training is AHEFS's sourced, AHEFS will provide sponsorship either from its own resources or from external assistance sought by AHEFS.
6. However, in the case of staff-sourced training, the employee concerned will have to seek external funding when the course is approved.
7. Study leave may be granted to staff for a period not exceeding one year where training and development is for external professional academic study which is supported and approved in advance by AHEFS.
8. Continuation of study leave will depend on satisfactory reports on progress. Such reports should be sent by the institution where study takes place directly to the organization.
9. Employees shall be required to forward to the HRO a written report on training attended, its relevance to the work area and its benefit as a whole to the organisation.
10. AHEFS may adjust working hours for employees who seek to further their education upon the approval of the board . Qualification for such a facility shall depend on the following:
 - Employee has worked continuously with AHEFS for at least three (3) years
 - All fees related to the course of study have been fully paid by the employee
 - Revert to normal work schedule during academic holidays
11. Staff benefiting from long-term or high-cost training (exceeding GH¢10,000 or lasting over three months) shall sign a bond committing to serve AHEFS for a minimum of one year post-training.

SECTION ELEVEN

OFFICIAL USE OF VEHICLES AND OTHER ASSETS

This session should be read in conjunction with section 13 of the Financial Policy and Procedures Manual.

11.1 The objective

The use of AHEFS vehicles and other assets shall be controlled for the following reasons;

1. Personal safety of all staff
2. To ensure that the assets are always available for the use of AHEFSs purposes when they are needed.
3. To ensure that assets are used for the purposes of the organisation.
4. To safeguard the assets of the organization
5. To prevent misuse for private purposes
6. To reduce the financial impact and save cost for the organization

11.1.1 Use Of Official Vehicle

1. All official vehicles shall be used by authorised AHEFS drivers.
2. Besides official project drivers, the Board may authorise in writing employees with more than three years driving experience with valid driving licence to drive official vehicle.
3. All drivers are expected to drive in a careful, responsible and defensive manner.
4. Drivers are also expected to adhere strictly to all traffic regulations including speed limit, parking regulations etc.
5. Any staff responsible for driving AHEFS vehicles found to have violated any traffic regulations shall be personally responsible for all associated fines.
6. Seat belts must be worn by all drivers and passengers at all times when the vehicle is in motion
7. No smoking is permitted in all AHEFS vehicles whether parked or moving.
8. All AHEFS vehicles shall be appropriately labelled for easy identification.
9. Each vehicle shall be allocated a log sheet (Please refer to appendix 27 in the FPPM) in which information about the vehicle usage shall be recorded.
10. 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.
11. In case of an accident involving AHEFS vehicle, a report should be filed with the police immediately and the Board is to be notified immediately.
12. 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 the Board.

11.1.2 Private Use Of AHEFS Vehicles

1. All AHEFS vehicles are to be used for official purposes only unless otherwise authorised by the Board.
2. Request for all private usage of AHEFS vehicles by staff should be done in writing and addressed to the HRO for approval by the Director
3. When vehicle is approved for a staff for private use, the cost of fuel shall be recouped from the staff.
4. All employees using AHEFS vehicle for personal use must sign and return to the the Board Personal use of Official Vehicle Undertaking Form (Appendix 8) accepting personal responsibility for any damage(s) or loss.

11.1.3 Insurance Of AHEFS Vehicles

1. All AHEFS vehicles shall be insured for third party comprehensive and collision coverage for the full value of the vehicle.
2. Procurement for insurance providers shall follow AHEFS's procurement policy stated in section nine (9) of the FPPM to ensure a competitive bidding process.
3. Proof of insurance must be carried in the vehicle at all times during vehicle use.
4. The HRO shall be responsible for ensuring that all vehicles are properly insured before use.
5. Until proper and adequate insurance coverage is obtained, no employee shall use an uninsured vehicle

11.2 Use of other Assets

1. An employee may not directly use, or allow the use of AHEFS property of any kind including property leased or loaned to AHEFS for any purpose other than officially approved activities.
2. An employee has a positive duty to protect and conserve all property including equipment, supplies and other property entrusted or issued to him.
3. Employees may be held liable for repair/ replacement of office equipment in their possession that gets lost, damaged intentionally or as a result of their negligence.

11.2.1 Use Of AHEFS Computers/Laptops/Cameras Etc.

1. AHEFS computers/laptops/cameras etc shall be for business use only.
2. The contents of a computer's hard drive are the property of AHEFS.
3. Personal software shall not be installed on AHEFS's computers/laptops without approval from the Board.
4. AHEFS reserves the right to inspect computer software and hard drive contents at any time.
5. In order to protect the content of official computers /laptops, official passwords shall be created for all AHEFS's computers/laptops.
6. The HRO shall be the custodian of all the passwords of all computers/laptops of AHEFS.

7. Employees are not to put any personal passwords on any of AHEFS's computers/Laptops apart from those created officially.

12.2.3 Electronic Mail and Internet Use

1. The e-mail and Internet systems are the property of AHEFS, and employees who are provided access, as users are required to use the systems in accordance with the rules and regulations accompanying it.
2. All information and communications transmitted by, received from, or stored in the systems are records and property of AHEFS.
3. Employees who use the systems do not have personal privacy in any matter stored in, created by, received or sent over electronic mail.
4. HRO with the approval of the Board shall monitor all systems and may access, retrieve and delete stored materials at any time, with or without notice.
5. Employees should treat all e-mail correspondence as confidential, and only the intended recipient should access information.
6. Employees are not authorized to retrieve or read any e-mail messages that are not sent to them.
7. Any exception to this policy must receive the supervisor's approval.
8. AHEFS's EOP and its 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.
9. No e-mail or internet use shall involve creating, sending or receiving intimidating, hostile or offensive material concerning race, colour, national origin, religion, gender, sexual orientation, age, disability, veteran's status, marital status or any other characteristic protected by law.

SECTION TWELVE

DISCIPLINARY PROCEDURE

12.1 Introduction

1. AHEFS has certain rules and standards of behaviour which are necessary to promote the well being of its staff and to assist it to operate effectively.
2. 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.
3. This disciplinary procedure applies to all employees of AHEFS.

12.2 Principles

1. No disciplinary action shall be taken against an employee until the case has been fully investigated.
2. At every stage in the procedure, the employee will be advised of the nature of the complaint against him/her and will be given the opportunity to state his/her case before any decision is made.
3. At all stages, the employee will have the right to be accompanied by an employee representative or work colleague during the disciplinary interview.
4. No employee shall be dismissed for a first breach of discipline except in the case of gross misconduct, where the penalty will be dismissal without notice or payment in lieu of notice (See Summary Dismissal).
5. An employee shall have the right to appeal against any disciplinary penalty imposed. The HRO must be present at all disciplinary interviews beyond stage 1 to advice and record proceedings.
6. AHEFS has the right to invoke any of the understated procedures at whatever stage deemed appropriate, depending on the severity of the case.

12.3 Procedure

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

12.3.1 Stage One: Verbal Warning

- a. If conduct or performance 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.

12.3.2 Stage Two: 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.

12.3.3 Stage Three: 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 for up to a maximum of five (5) working days.

12.3.4 Stage Four: 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 Director 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. If an employee is accused of an act of gross misconduct (see section 12.5), he/she may be suspended from work on full pay, normally for not more than five (5) working days, while the alleged offence is investigated.
- e. Dismissal will not occur without a disciplinary hearing being held during which the

employee will have the right to make representations to the investigating committee.

- f. If, on completion of the investigation and the disciplinary hearing, the investigating committee is satisfied that gross misconduct has occurred, the result will normally be summary dismissal without notice or payment in lieu of notice.

12.4 Interdiction

1. If an employee is accused of a criminal offence and as a result, proceedings are instituted against him/her and he/she is being tried in a Court of Law, AHEFS reserves the right to suspend the employee on half pay during such proceedings.
2. 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 AHEFS as if the said accusation and trial have not taken place.
3. The employee's half salary withheld during interdiction will be paid back to him/her. But if found guilty, employee faces automatic dismissal.

12.5 Summary Dismissal

Serious misconduct of employees which shall warrant summary dismissal without notice, and forfeiture of entitlements under this manual of AHEFS 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 AHEFS's conflict of interest policy
- Accepting bribes to give illegal assistance to anyone involving the employer's interests
- Wilful damage to AHEFS's property.
- Serious incapability through alcohol or being under the influence of illegal drugs.
- Serious negligence which causes unacceptable loss, damage or injury.
- Disobedience of AHEFS's policies and regulations.
- Unauthorised use of AHEFS'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;

12.6 Right of Appeal

1. 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.
2. In the case of appeal against dismissal, appeals should be made in writing to the Director and should be received within five (5) working days of issue.
3. The Director will hear all appeals and his/her decision is final. At the appeal, any

disciplinary penalty imposed will be reviewed but it cannot be increased.

4. If an employee's appointment 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.

SECTION THIRTEEN

GRIEVANCE PROCEDURE

13.1 Definition of Grievance

For the purpose of this manual a workplace grievance may involve any act, omission, situation or decision, related to the work environment, that an individual believes is unfair, unlawful, unjust or discriminatory. It may also include acts of workplace harassment, bullying, and occupational violence.

13.2 Purpose

1. The purpose of this procedure is to ensure that disputes and issues relating to functions of the work environment do not go unresolved and affect workplace productivity and relationships.
2. The procedures are designed to assist the parties prevent or settle any grievance, complaint or dispute at the workplace, without stoppage of work, with a view to ensuring that services are maintained without interruption or detriment.
3. Whilst not seeking to preclude or affect the rights of any party to an industrial dispute from proceeding under the provisions of the Labour Law or other relevant legislation, the procedures in this document shall be followed for the settlement of workplace grievances.
4. To deal with a grievance as promptly and effectively as possible, it is recommended that the grievance procedures described below be followed.
5. At all stages, the employee has the right to be accompanied by a colleague or a representative of the staff.

13.2.1 Principles To Be Followed During A Workplace Grievance

1. All complaints need to be handled promptly and with transparency. The following principles must be adhered to in the grievance resolution process:
 - a. **Confidentiality:** No person should have access to information on the grievance, other than those directly involved or those handling the grievance.
 - b. **Impartiality:** All parties must be given the opportunity to present information directly related to the grievance, and no decisions or judgements will be made until all information has been carefully and impartially considered by those responsible for resolving the grievance.
 - c. **Compassion and respect:** All people handling the grievance must be sensitive to the needs of those directly involved, and also to others who may be indirectly affected by the grievance.
 - d. **Prompt action:** All grievances must be dealt with promptly, and time limits should be formally agreed to at all stages of the process. Whilst each situation is individual the organisation aims to complete all steps within the grievance procedure within four weeks.
 - e. **Freedom from persecution or unjust repercussions:** No form of persecution, harassment or discrimination will be tolerated as a consequence of a person notifying a grievance, or as a

consequence of the outcome of the grievance process.

2. understated formal procedure does not need to be used in every case, since often grievances can be resolved through discussion with the immediate supervisors.
3. If the formal procedure is used, a written record should be kept of the discussions and recommendations made.
4. A copy of said written record must be sent to the employees concerned not later than five (5) working days after the discussions.
5. The written record should be made available at any subsequent discussions.

13.3 Steps To Follow In The Grievance Process

1. The following steps should be followed if a person has a workplace grievance:

• Step 1

Depending on the nature of the grievance, it may be appropriate for the aggrieved person to raise his/her concerns directly with the person causing the grievance, thereby giving that person the opportunity to resolve the issue.

• Step 2

If it is not appropriate to directly approach the person responsible for the grievance, the aggrieved person should discuss his/her concerns directly with the immediate supervisor, unless the supervisor is the person against whom the complaint is being lodged. In this case, the concerns should be raised with the Board either formally or informally. The Board or supervisor will then take action to resolve the grievance, which may include (with the aggrieved person's concurrence) talking to other members of staff.

• Step 3

If Step 2 does not resolve the issue, a person may lodge a formal grievance. This must be in writing to the Director, or if the grievance is with the Director, it should be in writing to the Chair of the Board. The grievance notification should contain a full description of the incident or events relating to the grievance, including times, dates, person(s) involved, and actions taken in an attempt to remedy the situation. The grievance notification must be dated and signed by the person lodging the grievance.

2. The following processes will be followed once the Director has been formally notified of a grievance:
 - a. The Director will constitute a Grievance Committee to look into the grievance and shall convene a meeting of the Committee within seven (7) days of receipt of the grievance notification.
 - b. The Director will advise all Committee members that a grievance has been received and will be investigated by a sub-committee of at least two members of the Grievance Committee
 - c. The details of the grievance will only be available to the two members of this sub-committee to ensure confidentiality.

- d. The sub-committee will have the delegated authority to investigate the issues and report back to the Grievance Committee within four (4) weeks.
- e. The Director or the Chair of the Board as the case may be shall notify the person lodging the formal grievance, in writing, of the timeframes and composition of the sub-committee.
- f. If there is any objection raised to the composition of the sub-committee, on the grounds of conflict of interest, these objections will be considered by the Grievance Committee and, if justified, necessary changes made.
- g. The sub-committee will interview the person lodging the grievance and may also interview other persons directly involved in the grievance.
- h. All persons interviewed will be given the opportunity of having a witness of their choosing throughout the interview process.
- i. The sub-committee will examine and consider all information necessary to bring about a fair and just resolution of the grievance.
- j. Following the investigation process, the sub-committee will report its findings and recommendations to the Grievance Committee after which the aggrieved person, and other person(s) directly affected by the grievance, will be notified, in writing, of the outcome of the investigation, within two (2) days of the Grievance Committee meeting.
- k. This notification will include details of the strategies and actions taken to resolve the conflict.
- l. Documentation relevant to the grievance will be placed on the staff members personnel file and treated with strict confidence: available to management and the staff member concerned. This documentation will be destroyed after a 7 year period.
- m. The outcomes of a formal grievance process may include (but not be limited to):••••
- a verbal or written apology
 - a change in policy or procedure
 - changes in work practices
 - training of staff
 - counselling of staff n.
- n. If a formal grievance remains unresolved, the sub-committee may recommend external mediation.
- o. Any disciplinary action against a staff member arising from a complaint or grievance will be taken in accordance with the procedures contained section 13 above.

SECTION FOURTEEN

LEAVING THE SERVICE OF AHEFS

14.1 Principle

1. A contract of employment may be terminated on the following grounds;
 - a. By resignation
 - b. On retirement
 - c. On being declared redundant
 - d. Lack of funding for part/ all of the organization
 - e. Upon incidence of death
 - f. If the employee is found on medical examination to be unfit for employment
 - g. 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;
2. If however, an employee is convicted by a competent court of law of a felony or commits any of the offences stated in section 13.5 his/her appointment shall be terminated forthwith.

14.2 Resignation

1. A contract of employment shall be terminated by either party giving the required noticed period in writing stated in their terms and conditions of service or pay in lieu
2. An employee who wishes to resign from the service of AHEFS shall give notices as follows;
 - a. Staff on grade 3-4 shall give two (2) month's notice or pay two month's salary in lieu of notice.
 - b. Staff on grade 1-2 shall give one (1) month's notice or pay one month's salary in lieu of notice.
3. All employees resigning from the service of AHEFS shall be expected to spend their last 4 weeks in the office to ensure that all exit formalities are be properly done. This includes an orderly handing over of work-in- progress, returning of supplies, laptop computer and any other AHEFS owned items, as well as closing out of accounts with finance and the exit interview which should be conducted in person.

14.3 Redundancy

1. Continuation of appointment of all categories of staff is subject to AHEFS's ability to fund its activities. Therefore, should the need arise to declare any member of staff redundant for any reason; this will be treated as termination of appointment.
2. The affected staff shall be given one (1) month notice (depending on grade and as specified in appointment letter) or one month's pay in lieu of notice at basic rate.
3. Subject to consideration being given to such factors as skill, education, ability and those

other factors which constitute efficiency, the policy of "first employed last to be made redundant, and last employed first to be made redundant" will apply.

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

14.4 Discharge

1. AHEFS may dismiss an employee for inappropriate and or unsatisfactory conduct.
2. 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 AHEFS property, conviction for any criminal offence, violation of AHEFS's policies and procedures.
3. Other such offences are as stated in section 12.5 above.
4. An employee who is dismissed shall not qualify for any payment.

14.5 Death

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

14.6 Exit Interview

1. AHEFS 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.
2. The main purpose of the exit interview is to make AHEFS a better place for employees to work in.
3. Staff leaving AHEFS shall be requested to fill out an Exit Interview Form (Appendix 7) 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.
4. The filled forms are to be sent directly to the Director
5. Upon the receipt of the Exit Interview Form, the Director shall conduct a face-to-face exit interview with the employee, his/her supervisor and the HRO in the form of a discussion.
6. The Board will review all exit interview forms.
7. This filled Exit Interview Form shall be kept in the personal file and will be revisited for consideration for re hire, should this come up in the future.

14.7 Office Property

1. All supplies and work products of an employee, if purchased by AHEFS or issued by the Director, shall remain the property of AHEFS after the resignation, separation or lay-off of that employee.
2. The affected employee(s) shall return such property or work products including ID and

access cards and keys where applicable to the HRO by the last day of employment.

3. The cost of items not returned will be deducted from last pay-cheque.

SECTION FIFTEEN

HEALTH AND SAFETY POLICY

15.1.0 Policy Statement

AHEFS is fundamentally committed to protecting the health, safety, and welfare of all its employees, volunteers, interns, contractors, and visitors. We recognize our moral and legal responsibility to provide a safe and healthy work environment in all our offices, field operations, and project sites.

Our commitment is to:

1. with all relevant health and safety legislation in Ghana, including the **Ghana Labour Act, 2003 (Act 651)**, the **Workers' Compensation Act, 1987 (P.N.D.C.L. 187)**, and all regulations set forth by the **Factories, Offices and Shops Act** and other relevant authorities.
2. Systematically identify, assess, and control workplace hazards to minimize the risk of accidents, injuries, and occupational illnesses.
3. Promote a strong culture of safety where every individual feels responsible not only for their own safety but also for the safety of their colleagues.
4. Ensure continuous improvement of our Health and Safety Management System through regular review, consultation, and training.

This policy applies to all activities under the control of the AHEFS and requires the full cooperation and participation of every member of our team.

15.2.0 Objectives

The primary objectives of this policy are to:

- Achieve zero work-related fatalities and strive for zero major injuries.
- Reduce the number of work-related illnesses and minor accidents.
- Ensure all staff and volunteers are competent in health and safety procedures relevant to their roles.
- Integrate health and safety considerations into all planning and decision-making processes.
- Provide and maintain safe premises, equipment, and systems of work.
- Ensure preparedness for emergencies through effective planning and drills.

15.3.0 Responsibilities

15.3.1 Management (Executive Director/Board/Heads of Department)

- Provide leadership and allocate adequate resources (financial, time, equipment) for health and safety.
- Ensure this policy is implemented, reviewed, and communicated effectively.
- Actively participate in health and safety committees and investigations.
- Lead by example by adhering to all safety rules and procedures.

15.3.2 Human Resources Department

- Incorporate health and safety clauses into employment contracts and volunteer agreements.
- Ensure health and safety induction training is provided to all new staff and volunteers.
- Maintain records of training, incidents, and risk assessments.
- Manage incidents involving staff in liaison with management.

15.3.3 Line Managers & Project Coordinators

- Be directly responsible for the health and safety of their team members.
- Conduct regular team-specific risk assessments and ensure control measures are in place.
- Ensure their team has the necessary safety equipment and training to perform their duties safely.
- Monitor work practices and correct unsafe acts or conditions immediately.
- Report all incidents and near-misses to management.

15.3.4 All Employees, Volunteers, and Contractors

- Take reasonable care of their own health and safety and that of others who may be affected by their actions.
- Cooperate with management on all health and safety matters, including following procedures and attending training.
- Correctly use all equipment, tools, and Personal Protective Equipment (PPE) provided.
- Not interfere with or misuse anything provided for health and safety.
- Immediately report any hazards, accidents, near-misses, or unsafe conditions to their supervisor.

15.4.0 Key Procedures and Arrangements

15.4.1 Risk Assessment

- Regular risk assessments must be conducted for all activities, with particular attention to:

Office Environments: Slips, trips, falls; electrical safety; ergonomics (workstation setup); fire safety.

Field Operations: Travel safety; driver safety; working in remote locations; potential for community conflict; exposure to infectious diseases (e.g., TB, HIV, COVID-19); heat stress; animal bites.

Project-Specific Hazards: (e.g., construction, clinical outreach, waste handling). Findings must be documented, and control measures must be implemented, monitored, and reviewed.

15.4.2 Incident Reporting and Investigation

- All work-related accidents, occupational illnesses, and near-misses **must be reported** using the

official incident report form.

- A prompt investigation will be conducted to determine the root cause and implement corrective actions to prevent recurrence.
- All incidents will be recorded in a central register for trend analysis.

15.4.3 Emergency Preparedness and Response

- Each office must have a clearly documented **Emergency Action Plan** covering fire, medical emergencies, severe weather, and security threats (e.g., robbery, civil unrest).
- Emergency exits, assembly points, and first aid kits must be clearly marked and accessible.
- Fire drills must be conducted at least annually.
- A list of first aiders and emergency contact numbers (fire service, police, ambulance, hospital) must be prominently displayed.

15.4.4 First Aid

- Adequately stocked first aid kits must be available in all offices and project vehicles.
- A sufficient number of staff must be trained and certified as first aiders.

15.4.5 Welfare Facilities

- AHEFS will provide and maintain clean and safe facilities, including access to potable water, hygienic toilet facilities, and rest areas.

15.4.6 Information, Instruction, and Training

- **Induction Training:** Mandatory for all new personnel, covering this policy, emergency procedures, and role-specific hazards.
- **Ongoing Training:** Regular refresher training on key topics (e.g., fire safety, defensive driving, disease prevention, stress management).
- **Specialized Training:** Provided for staff with specific risks (e.g., deep field travel, handling of medical specimens).

15.4.7 Consultation

- Health and Safety will be a standing agenda item in team meetings.
- Staff are encouraged to raise health and safety concerns with their managers or HR at any time.

15.4.8 Workplace Risk Assessment Procedures and Emergency Evacuation Plans

- The Human Resource Officer shall coordinate quarterly workplace safety audits and ensure that emergency exits, fire extinguishers, and first-aid kits are functional and accessible.

SECTION SIXTEEN

PROTECTION FROM SEXUAL EXPLOITATION, ABUSE, AND HARASSMENT (PSEAH)

16.1 Policy Statement & Commitment

AHEFS(hereinafter has a zero- tolerance policy towards Sexual Exploitation, Abuse, and Harassment (SEAH). We are committed to creating and maintaining a safe, respectful, and dignified environment for everyone we work with and for, including our staff, volunteers, partners, and the communities we serve, particularly beneficiaries who are often vulnerable.

This policy applies to all individuals working for or on behalf of AHEFS, including permanent and temporary staff, volunteers, interns, consultants, contractors, and board members.AHEFS expressly prohibits any form of SEAH. Any violation of this policy will result in disciplinary action, up to and including summary dismissal, and may lead to criminal prosecution under the laws of Ghana, including but not limited to the **Criminal Offences Act, 1960 (Act 29)**, the **Domestic Violence Act, 2007 (Act 732)**, and the **Labour Act, 2003 (Act 651)**.

16.2.0 Purpose & Objectives

The purpose of this policy is to:

- Clearly define prohibited conduct (SEAH).
- Outline the responsibilities of all personnel.
- Establish safe, accessible, and confidential mechanisms for reporting concerns.
- Provide a fair, safe, and survivor-cantered procedure for responding to and investigating allegations.
- Ensure support and protection for survivors/complainants and whistleblowers.
- Promote a organizational culture of dignity, respect, and accountability.

16.3.0 Definitions

- **Sexual Exploitation:** Any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including profiting monetarily, socially, or politically from the sexual exploitation of another. *Example: Demanding sex in exchange for aid, services, or employment.*
- **Sexual Abuse:** The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. *Example: Rape, sexual assault, unwanted touching.*
- **Sexual Harassment:** Any unwelcome sexual advance, request for sexual favors, verbal or physical conduct, or gesture of a sexual nature that might reasonably be expected or be perceived to cause offense, humiliation, or interfere with work or create a hostile work environment. This includes:

Quid Pro Quo: Submission to such conduct is made a condition of employment or used a basis for

employment decisions.

Hostile Environment: The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Examples: Sexual jokes, comments about appearance, displaying explicit material, unwelcome invitations, stalking, bullying of a sexual nature.

Survivor/Complainant: The person who is subject to SEAH.

Subject of Complaint (SoC): The person against whom an allegation is made. **Whistleblower:** A person who reports a concern in good faith.

16.4.0 Roles & Responsibilities

All Personnel: Understand and adhere to this policy; complete mandatory PSEAH training; report any concerns immediately.

Managers & Supervisors: Model appropriate behavior; ensure staff are trained; create an environment where staff feel safe to report; immediately escalate any reports received.

Human Resources (HR): Manage the reporting and investigation process; ensure confidentiality; provide support to all parties; implement disciplinary measures.

Designated PSEAH Focal Point(s): (Appointed senior staff members, ideally one male and one female). Serve as the primary, confidential point of contact for reports; provide initial support and information to survivors; coordinate with HR and management.

Senior Management/Board: Ultimate accountability for enforcing this policy; allocating resources for training and implementation; fostering a culture of safety and accountability.

16.5.0 Reporting Mechanisms

AHEFS shall provide confidential and anonymous channels for reporting PSEAH concerns, including email, hotline, or suggestion boxes. These include but are not limited to:

Direct to PSEAH Focal Person: [0552565793/0209361200, , and Email(ahefsngo@gmail.com)].

Direct to HR Department: [0242272347].

Direct to Immediate Supervisor.

Anonymous Reporting: A dedicated, secure email address (e.g., pseah.report@[ahefsemail].org) or a confidential hotline number managed by an external provider, if feasible.

16.6.0 Response & Investigation Procedure

1. AHEFS's Board shall receive and investigate all reports of sexual exploitation, abuse, or harassment. These proceedings will take place with reference to the Conflict-of-Interest Statement or Policy.

2. **Immediate Action & Safety:** Upon receiving a report, the PSEAH Focal Point/HR will first

ensure the immediate safety and well-being of the survivor.

3. Initial Assessment: A small committee (e.g., HR, PSEAH FP, a senior manager) will confidentially assess the report to determine the risk and next steps.

4. Investigation: A prompt, fair, and thorough investigation will be conducted by trained investigators (internal or external, depending on the severity and context). The investigation will include interviews with the complainant, SoC, and relevant witnesses, and a review of evidence, while maintaining confidentiality.

5. Finding & Conclusion: The investigation will result in a finding based on the balance of probabilities ("more likely than not") that the allegation is substantiated or unsubstantiated.

6. Disciplinary Action: If the allegation is substantiated, disciplinary action will be taken against the SoC, proportionate to the severity of the misconduct. This ranges from mandatory training and written warnings to immediate dismissal. Termination of contract with consultants/partners will also occur. Criminal cases will be referred to the Ghana Police Service.

7. Closure & Feedback: The outcome will be communicated to the complainant and the SoC to the extent possible without violating confidentiality.

16.7.0 Prevention Measures

- **Mandatory Training:** All staff, consultants, Service Providers and volunteers shall undergo mandatory Protection from Sexual Exploitation, Abuse and Harassment (PSEAH).
- **Background Checks:** Rigorous background checks (including reference verification) will be conducted for all new hires, especially for positions of authority and trust.
- **Awareness Raising:** This policy will be publicly promoted and made available in English and relevant local languages throughout offices and project sites.
- **Code of Conduct:** All personnel will sign the AHEFS's Code of Conduct, which explicitly includes PSEAH provisions.
- **Integration in Programming:** PSEAH risk assessments and mitigation measures will be integrated into project design and implementation.

SECTION SEVENTEEN

DATA PROTECTION POLICY

17.1.0 Policy Purpose

AHEFS is committed to processing data in accordance with its responsibilities under applicable data protection laws. This policy outlines our commitment to protecting the rights and privacy of individuals and ensures that all data processing is conducted lawfully, fairly, and transparently.

17.2.0 Scope

This policy applies to all employees, contractors, and third parties processing personal data on behalf of AHEFS. It covers all personal data processed by AHEFS, in any format, whether electronic or paper based.

17.3.0 Core Data Protection Principles

1. AHEFS shall appoint a Data Protection Officer (DPO) responsible for ensuring compliance with the Data Protection Act, 2012 (Act 843) and handling data breach incidents.
2. Employee and project data shall be retained for a maximum of five (5) years after employment termination, after which it shall be securely destroyed.

AHEFS adheres to the following principles:

Lawfulness, Fairness, and Transparency: We will identify a lawful basis for processing (e.g., consent, contract, legal obligation) and be clear with individuals about how their data is used.

Purpose Limitation: Data is collected for specified, explicit, and legitimate purposes and not further processed in a manner that is incompatible with those purposes.

Data Minimization: We only collect data that is adequate, relevant, and limited to what is necessary for the intended purpose.

Accuracy: We will take all reasonable steps to ensure personal data is accurate and kept up to date.

Storage Limitation: Data is kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed.

Integrity and Confidentiality (Security): Data is processed in a manner that ensures appropriate security, including protection against unauthorized or unlawful processing and against accidental loss, destruction, or damage, using appropriate technical and organizational measures.

Accountability: GC is responsible for and must be able to demonstrate compliance with these principles.

17.4.0 Key Responsibilities

All Staff: Must protect personal data they handle, report data breaches immediately, and complete required data protection training.

Data Protection Officer (DPO)/Lead: (If applicable) Oversees compliance, provides guidance, and serves as the point of contact for regulatory authorities and data subjects.

Management: Is responsible for ensuring their teams comply with this policy and implementing appropriate security measures within their departments.

17.5.0 Individual Rights

GC will facilitate the rights of individuals, including the right to:

- Be informed about data collection.
- Access their personal data.
- Rectify inaccurate data.
- Erasure (to be forgotten).
- Restrict processing.
- Data portability.
- Object to processing.

Requests from individuals exercising these rights will be handled promptly and in accordance with legal timeframes.

17.6.0 Data Security & Breach Response

AHEFS implements robust technical (e.g., encryption, access controls) and organizational measures (e.g., training, policies) to protect personal data.

Any suspected or actual data breach must be reported to the DPO or designated manager **immediately**. A formal breach response procedure will be followed to contain, assess, and notify where required.

SECTION EIGHTEEN

WHISTLEBLOWING POLICY

18.1.0 Policy Purpose & Commitment

AHEFS is committed to the highest standards of integrity, accountability, and transparency in all its operations and those of its member organizations. This policy provides a secure and confidential channel for employees, volunteers, partners, and community members to report any suspected wrongdoing, illegal practices, or unethical conduct without fear of retaliation. This policy is guided by the **Whistleblower Act, 2006 (Act 720)** of Ghana.

18.2.0 Scope

This policy applies to all staff (permanent, temporary, and seconded), volunteers, Board. It covers reports related to any activity within AHEFS or its member that is:

Illegal (e.g., fraud, corruption, embezzlement, theft)

Unethical (e.g., gross mismanagement of funds, conflict of interest, forgery)

A danger to public health or safety (e.g., diversion of medical supplies, manipulation of health data, unsafe medical practices)

A violation of professional codes of conduct or AHEFS policies A deliberate concealment of any of the above

3. How to Report (Reporting Channels)

Reports can be made through the following confidential channels:

Primary Channel: Dedicated Email: **ahefsngo@gmail.com** (Managed by the Chair of the Board's Audit & Risk Committee).

Alternative Channel: In Writing: A sealed envelope marked "STRICTLY CONFIDENTIAL–FOR THE CHAIR OF THE BOARD" and delivered to the AHEFS office.

External Channel (As per Act 720): Reports can also be made directly to the Commission on Human Rights and Administrative Justice (CHRAJ) or any other relevant authority prescribed by law.

4. Whistleblowing reports shall follow a clear reporting hierarchy: Supervisor→ HR Officer→ Director→ Ethics → Board .

5. Acknowledgment of a whistleblowing report shall be issued within five (5) working days from the Director, and an investigation initiated within ten (10) working days.

18.3.0 What to Include in a Report

To help us investigate effectively, please provide as much detail as possible:

Your name and contact information (reports can be anonymous, but named reports are easier to investigate).

The names of the individuals and member (s) involved. The date, time, and location of the incident.

A clear description of the malpractice or wrongdoing. Any evidence or supporting documents (if available).

18.4.0 Protection & Confidentiality

Confidentiality: The identity of the whistleblower and the details of the report will be kept confidential to the fullest extent possible, in line with Act 720.

No Retaliation: The AHEFS strictly prohibits any form of intimidation, harassment, victimization, or retaliation against anyone who makes a report in good faith. Any individual found to engage in retaliation will face disciplinary action.

Protection for Malicious Reports: This policy protects individuals who report concerns in good faith. However, making knowingly false or malicious allegations is a serious offense and may result in disciplinary or legal action.

No staff, volunteer, or contractor shall suffer retaliation for making a report in good faith. Any form of victimization shall attract disciplinary action.

18.5.0 Investigation Process

All reports will be acknowledged within 5 working days. An impartial investigation will be conducted promptly and fairly by designated persons (e.g., the Board's Audit & Risk Committee or an independent external auditor). The whistleblower will be informed of the outcome, subject to constraints of confidentiality and legality

SECTION NINETEEN

MENTAL HEALTH AND WELL-BEING POLICY

19.1.0 Preamble & Rationale

AHEFS recognizes that its most valuable asset is its people. Our staff, volunteers, and members work tirelessly, often in challenging and high-stress environments, to improve the health and well-being of Ghanaians. This work, while deeply rewarding, can expose individuals to psychological stress, burnout, secondary traumatic stress, and other mental health challenges.

AHEFS is committed to creating a supportive, destigmatized, and resilient organizational culture. This policy formalizes our commitment to promoting positive mental health and psychological well-being for everyone within our Organization. It aligns with Ghana's Mental Health Act (Act 846) of 2012, the World Health Organization's (WHO) guidelines on mental health at work, and the Sustainable Development Goals (SDGs), particularly SDG 3.4.

19.2.0 Vision

An Organization where mental well-being is prioritized, stigma is eliminated, and every individual is empowered to thrive both professionally and personally.

19.3.0 Policy Objectives

1. To promote a culture of care, respect, and openness around mental health.
2. To prevent work-related mental health conditions by proactively managing psychosocial risks.
3. To provide clear pathways for support, resources, and confidential assistance for those experiencing mental health challenges.
4. To equip managers and team leaders with the skills to support their teams effectively.
5. To foster resilience and create a psychologically safe and healthy work environment for all.

19.4.0 Scope

This policy applies to all permanent and temporary employees, volunteers, interns, consultants, and leadership of AHEFS Secretariat. Furthermore, AHEFS strongly encourages and will support its member to adopt these policies. New staff orientation shall include sessions on stress management, work-life balance, and the organization's mental health resources.

19.5.0 Guiding Principles

- Dignity and Respect: Every individual's mental health journey is treated with dignity, respect, and confidentiality.
- Non-Discrimination: No one will be discriminated against based on their mental health status.
- Psychological Safety: Everyone should feel safe to speak up about challenges without fear of

negative consequences.

- **Prevention and Promotion:** Emphasis is placed on proactive measures to promote well-being and prevent harm.
- **Confidentiality:** All interactions with support services will be treated with the utmost confidentiality, in line with Ghanaian data protection regulations.
- **Inclusivity:** Support mechanisms will be sensitive to cultural, gender, and religious diversity.
- AHEFS shall designate an HR focal person to coordinate psychosocial support, awareness campaigns, and peer counselling.

19.6.0 Roles and Responsibilities

19.6.1 AHEFS Secretariat (Management) is responsible for:

- Championing this policy and allocating necessary resources.
- Ensuring a supportive work environment that minimizes undue stress.
- Appointing and supporting designated Mental Health First Aid Officers.
- Ensuring mandatory training for all staff and managers.
- Leading by example in promoting well-being practices.

19.6.2 Managers and Team Leaders are responsible for:

- Promoting well-being within their teams and monitoring workload.
- Having open, non-judgmental conversations with team members about well-being.
- Recognizing signs of stress and mental fatigue and signposting to support.
- Attending mandatory mental health awareness training.
- Ensuring reasonable accommodations are made for staff needing support.

19.6.3 All Staff and Volunteers are responsible for:

- Taking proactive steps to manage their own well-being.
- Treating colleagues with respect and empathy.
- Participating in training and awareness sessions.
- Seeking help early when needed.
- Respecting the confidentiality of colleagues.

19.7.0 Key Policy Provisions

19.7.1 Awareness and Destigmatization:

- Annual observances of World Mental Health Day (October 10th) with organized activities.
- Regular communication via newsletters and staff meetings to share resources and stories (anonymously) to normalize conversations about mental health.

19.7.2 Training and Capacity Building:

- Mandatory for all: Basic Mental Health Awareness training annually.

- **Mandatory for Managers:** Enhanced training on managing mental health in teams, managing stress, and having supportive conversations.
- **Designated Staff:** Selected staff will be trained as **Mental Health First Aid Officers** to act as first-point confidants.

19.7.3 Creating a Healthy Work Environment:

- **Workload Management:** Realistic deadlines, clear priorities, and equitable distribution of tasks.
- **Work-Life Balance:** Encouraging use of annual leave, respecting non-work hours, and promoting flexible working arrangements where operationally feasible.
- **Physical Environment:** Ensuring workspaces are safe, well-lit, and conducive to productivity.

19.7.4 Confidential Support Services:

- **Employee Assistance Program (EAP):** AHEFS will partner with a accredited mental health service provider to offer a confidential counselling service for all staff and volunteers, accessible via a toll-free line and in-person sessions. This service will cover issues like stress, anxiety, grief, relationship problems, and financial worries.
- **Referral Pathway:** A clear and simple referral pathway to specialized mental health services in Ghana (e.g., psychiatric hospitals, certified therapists) will be established and communicated to all.

19.7.5 Crisis Response and Incident Support:

- For staff involved in critical incidents (e.g., field accidents, security incidents, witnessing trauma), a Critical Incident Stress Debriefing (CISD) protocol will be activated to provide immediate and medium-term psychological support.

19.7.6 Leave Policy:

- Staff are encouraged to use their sick leave for mental health days when needed, without requirement for excessive detail.
- The existing leave policy will be reviewed to ensure it supports well-being.

19.8.0 Implementation and Monitoring

- A Well-being Task Force with representatives from staff and management will be formed to oversee implementation.
- The policy will be reviewed **biannually** to assess its effectiveness and relevance.
- Anonymous well-being surveys will be conducted annually to gauge staff sentiment and identify areas for improvement.
- Utilization rates of the EAP (anonymized and aggregated) will be monitored to ensure access.

19.9.0 Resources and Support

1. National Governing Body & Emergency Helpline

This is the most important starting point for national coordination and crisis intervention.

19.10.0 Mental Health Authority (MHA)

Role: The main government body responsible for formulating and implementing mental health policies in Ghana.

Address: Main Office, Accra (Specific Street address is less important for initial contact; calling is best).

Phone Number: +233 (0) 244 688 334 (This is a general contact line for the MHA secretariat).

Website: <https://www.mha.gov.gh> (A good resource for policies and official information). **National Mental Health Emergency Helpline**

Phone Number: 0800 670 650 (Toll-free)

Operated by: The Mental Health Authority in collaboration with various partners. **Purpose:** This is a free, 24/7 crisis hotline for anyone experiencing a mental health emergency, seeking information, or needing someone to talk to. It is one of the most accessible resources.

2. Major Public Psychiatric Hospitals (accredited for training and severe cases)

These are the three main public psychiatric hospitals, handling severe cases, inpatient care, and outpatient services.

Accra Psychiatric Hospital

- o **Address:** Accra, near the Korle Bu Teaching Hospital.
- o **Phone Number:** +233 (0) 302 662 227 / +233 (0) 302 662 228
- o **Note:** Serves the southern sector of Ghana. **Pantang Hospital**
- o **Address:** Pantang, Abokobi, on the Accra-Aburi Road.
- o **Phone Number:** +233 (0) 302 400 648 / +233 (0) 244 223 233
- o **Note:** A large facility offering both inpatient and outpatient services.

Ankaful Psychiatric Hospital

- o **Address:** Ankaful, near Cape Coast, Central Region.
- o **Phone Number:** +233 (0) 332 210 373 / +233 (0) 332 210 371

o **Note:** Serves the central and western sectors of Ghana. **3. General Hospitals with Psychiatry Departments**

Most regional and teaching hospitals have psychiatric units (often called "Psychiatry Department" or "Department of Behavioural Sciences") that can provide outpatient clinics, counselling, and referrals.

Korle Bu Teaching Hospital (KBTH) - Department of Psychiatry

- o **Address:** Accra.
- o **Phone Number (Main Hospital):** +233 (0) 302 665 401-5. Ask for the Psychiatry Department.

Komfo Anokye Teaching Hospital (KATH) - Department of Behavioural Sciences

- o Address: Kumasi, Ashanti Region.
- o Phone Number (Main Hospital): +233 (0) 322 022 349 / +233 (0) 322 022 352. Ask for the Psychiatry/Behavioural Sciences Department.

Cape Coast Teaching Hospital

- o Address: Cape Coast, Central Region.
- o Phone Number: +233 (0) 332 390 278. Ask for the Psychiatry Unit. 4. NGOs & Community-Based Services (Counseling, Advocacy, Support)

These organizations are crucial for community outreach, therapy, counseling, and support groups.

MindFreedom Ghana

- o **Role:** A leading mental health advocacy NGO focused on human rights, anti- stigma campaigns, and community support.
- o **Contact:** They are very active on social media (Facebook: MindFreedom Ghana). It is best to reach out via their online platforms for the most current contact details.

BasicNeeds Ghana

- o Role: Works with people with mental illness and epilepsy through community- based interventions, economic empowerment, and research.
- o Address: Accra.
- o Phone Number: +233 (0) 302 783 728 / +233 (0) 244 813 308
- o Website: <https://basicneeds.org/ghana/>

• PsyCare Mental Health Foundation

- o Role: Provides psychological counselling, mental health education, and runs a residential facility for rehabilitation.
- o Address: Accra.
- o Phone Number: +233 (0) 544 331 677 / +233 (0) 200 255 888
- o Social media: Very active on Facebook and Instagram (@psycareghana).

• The Oracle Medical Centre (Specializes in Mental Health)

- o **Role:** A private facility offering comprehensive psychiatric care, counselling, and therapy.
- o **Address:** Accra (East Legon and other locations).
- o **Phone Number:** +233 (0) 277 558 855 (Main line for appointments and inquiries).

5. Online & Telehealth Resources

• Therapists in Ghana (Online Directory):

- o **Website:** <https://therapistsinghana.com/>
- o **Purpose:** A valuable online directory where you can search for licensed therapists, psychiatrists, and counsellors by their specialty, location, and whether they offer online sessions.

Key Advice for Seeking Help:

1. **For Emergencies:** Call the **0800 670 650** toll-free helplines first.
2. **For General Inquiries:** Start by calling the Mental Health Authority or a psychiatric hospital

near you.

3. **For Therapy/Counselling:** Contact an NGO like PsyCare or use the "Therapists in Ghana" directory to find a private practitioner that fits your needs.

4. **Cost:** Public hospitals are generally more affordable, while private clinics and NGOs may have varying fees. Always inquire about costs beforehand.

Policy Approval:

Approved By:

1..... Date of Approval:

[CHAIRMAN] Name and Signature

2..... Date of Approval.....

[BOARD MEMBER] Name and Signature

Appendix 1: AHEFS's Post Classification

Salary Grade/Levels	Position	Qualifications
Grade 4 Level 1-10	Director	2nd degree + 5 years relevant experience with 4 yrs in executive management position
Grade 3 Level 1-10	Programme Manager	2nd degree + 2 years relevant experience OR 1st degree + 4 years relevant experience Bsc. Administration Accounting option/B.com / part III of ACCA, ICA, CIMA + 5 years relevant experience OR Part III of professional Accounting qualification of ACCA, ICA, CIMA + 7 years experience. OR Master of Business Administration (MBA/Accounting) or ACCA, ICA, CIMA, CPA qualified + 2 years' experience
Grade 3 Level 1-10	Finance Manager	
Grade 3 Level 1-10	HR Officers Finance and Administrative Officers	1st degree + 2 years relevant experience OR HND + 5 years relevant experience 1st degree in Accounting /B,com/part II of ACCA, ICA, CIMA + 2 years relevant experience OR Part III of professional Accounting qualification + 3 years relevant experience OR HND Accountancy + Part II of professional Accounting qualification + 2 years relevant experience 1st degree + 2 years relevant experience OR HND + 3 years relevant experience OR Equivalent professional certificate e.g Certificate in social work, Certificate in Rural Development + 4 years relevant experience
	Program Officers/Knowledge Manangment/M&E Officer	

Grade 2 Level 1-10	Administrative Assistants	HND in Management Studies + 2 years relevant experience OR DBS + 5 years relevant experience
Grade 1 Level 1-20	Drivers, security, cleaners	JHS/MSLC/SHS certificate+ special skill training e.g Driving certificate, mechanics + 3 years relevant experience

Appendix 2: Performance Appraisal F

PERFORMANCE APPRAISAL FORM

Unit:		Location:
Name:	Position:	Ref:
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, interests you the most, and least and why?
A4. What elements of your job do you find most difficult?
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?
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 be 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
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OBJECTIVES.....

List the objectives you set out to achieve in the past 12 months (or the period covered by this appraisal) with the measurements 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):

Self Evaluation:	Excellent	Good	Fair	Poor	(Pls tick one)
Reasons for rating:					
Supervisor's	Excellent	Good	Fair	Poor	(Pls tick one)

SECTION 3: ANNUAL

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:						
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:					
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

SECTION 3: ANNUAL					
Reasons for rating (Compare with the self-appraisal by appraisee. Discuss and note points of significance, particularly training and development needs and wishes.					
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					
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 8:					
Self Evaluation:	Excellent	Good	Fair	Poor	Pls tick one
Reasons for rating					
Supervisor's Evaluation	Excellent	Good	Fair	Poor	Pls tick one

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

SECTION 5: TRAINING AND

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 the next year. Again, also think of development and experiences outside of job skills - related to personal aims,

SECTION 5: TRAINING AND DEVELOPMENT

Discuss and agree on 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.

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.

SECTION 5: TRAINING AND DEVELOPMENT

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):

Signed and dated by Appraisee:

Signed and dated Appraiser:

Appendix 3: Personnel Data Form

PERSONNEL DATA FORM

(PERSONAL INFORMATION)

1. Personnel No:

2. Name.....

(First) (Middle) (Last)

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

4. Date & Place of Birth.....Nationality.....

1. Marital Status.....Religion:

2. Name of Spouse..... Occupation:

7. PassportNo.....Date & Place
of Issue.....

17. Driver's LicenceNo.....Date & Place of Issue.....

18. Mother's Name.....

19. Father's Name.....

20. Children/wards Date of Birth

.....

.....

.....

12. CONTACT ADDRESSES

House No.....

Post Office Box.....

Place.....

..

Land Line..... Mobile

Fax.....

13. LANGUAGES

Writes.....

Reads.....

Speaks.....

14. EDUCATIONAL BACKGROUND & QUALIFICATIONS

Institution(s) attended since	Place	From	To	Qualifications (s) Obtained
Secondary School				

14.1 PROFESSIONAL TRAINING RECEIVED

COURSE	ORGANISER	YEAR	ATTAINMENTS

15. DETAILS OF PREVIOUS EMPLOYMENT

Name of Employer	Post Held	From	To	Reasons for Leaving

15.1 Years of experience before joining AHEFS.....

Area(s) of experience.....

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

16. EMPLOYMENT WITH AHEFS

Date Employed:

Sector/Unit.....

Duty Station.....

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

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

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

Duration of Contract.....

SSF NO.....

Name of Bank.....

Bank Account: No Branch.....

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

Name:

Relationship.....

Address.....

Place/Region.....

Telephone.....Fax

18. NOMINEE BENEFICIARY

Name	Relationship with Employee	Address	Age	% for beneficiary

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

Name of Professional Committee/ 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 Employed..... Date Left Service.....
Reason.....

TerminalBenefits.....

LEAVE/ABSENCE REQUEST FORM

Employee Name: Employee No:

Total No. of leave days: Total No. requested: Balance remaining:.....

Duration of Requested Leave of Absence Leave Start

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).....

Executive Secretary's Approval

Please tick(√)

Approved Rejected Comment:

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

Signature:

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

Appendix 5: PROJECT ACCOUNTANT OBJECTIVES FOR 2007 Objective 1:

PROJECT ACCOUNTANT OBJECTIVES FOR 2007

Objective 1: Provide technical advice to the Project Coordinator on the effective management of the Project budget and production of regular financial reports for circulation to the management agency

KEY RESULT AREAS

Monitor on a regular basis budget under-and over utilization through the quarterly management accounts and advice the PC

Monitor on a quarterly basis expenditure of all grant partners and report to the PC on any follow up issues.

Produce on a quarterly basis management account for review by the PC and onward discussions at MANAGEMENT meetings.

Review on yearly basis the yearly project budget for discussion at management meeting for possible adoption

Support and provide necessary information for the external and internal audit of SAVA Respond to queries/enquiries/suggestions from BOT

SUCCESS CRITERIA

Number of advice given to PC

Quality of technical support and advice to PC Timeliness of the technical advice to PC

Number of follow up issues of budget and expenditure of SAVA and Partner Timeliness for submission of management accounts to BOT

The level of responsiveness to queries from BOT

Objective 2: Ensure that financial management procedures required by CEF are adhered to and provide financial reports which comply with the requirement of CEF.

KEY RESULT AREAS

Produce synthesized Grantees financial report on 6-monthly basis to CEF Support the annual DFID OPR processes.

Produce on a quarterly basis financial report for review by the PC and onward submission to CEF.

Respond to queries/enquiries/suggestions from CEF

Provide necessary information to External and CEF auditors in their yearly audits of SAVA

Participate in all other review process

SUCCESS CRITERIA

Number of report sent to CEF The quality of report sent to CEF

The level of participation in reviews/audits initiated by CEF The level of responsiveness to queries

Appendix 6: 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 action 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) workplan.

Comments:

.....

.....

.....

4. Areas of skills/strengths:

.....

.....

5. Areas for skills development or performance

improvement:.....

.....

.....

6. Training and development priorities

Needs:

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 action:

12. Any areas of disagreement that should be recorded:

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

Signature of staff member: _____ Date: _____ Signature of reviewer:

_____ Date: _____

Appendix 7: Exit interview form AHEFS - 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 Executive Secretary.

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 AHEFS.....

Duty Station.....

Positions held with dates.....

.....

.....

Last job title.....

Duration in AHEFS.....

Unit/Sector.....

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 AHEFS?

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

What do you dislike most about AHEFS?

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

How does AHEFS compare with other similar NGOs in general?

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

What things should be improved in AHEFS? (This is with reference to HR policies & procedures)

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

What things should be continued in AHEFS?

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

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

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

Thank you for your co-operation.

Signed.....Date.....

Appendix 8: Personal use of official vehicle/Other assets undertaking Form
PERSONAL USE OF OFFICIAL VEHICLE/OTHER ASSETS UNDERTAKING FORM

I, hereby made this undertaking to AHEFS on thisday of 20...accepting full personal responsibility of any damage(s) or loss to AHEFS vehicle/motorbike/other asset (specify)..... in my possession.

Signature; Date:

For Office use only:

Date of return of item: Received by:.....

Condition of item (Comment):.....
.....
.....

Appendix 9 AHEFS 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;

Self Evaluation	Excellent	Good	Satisfactory	Poor	Pick One
--------------------	-----------	------	--------------	------	----------

Give reasons for your stated performance level:

Supervisor's Evaluation	Excellent	Good	Satisfactory	Poor	Pick One
----------------------------	-----------	------	--------------	------	----------

Give reasons for your stated performance level:

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??