



Education for Sustainable Development (ESD)

**Revised Human Resource Policy and Procedure
Manual**

January 2015

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INTRODUCTION

i. Background

Education for Sustainable Development (ESD) is an Ethiopian Residents Charity registered by the Agency for Charities and Societies. It is reregistered as per the new Ethiopian Government's registration and regulation Proclamation NO.621/2009 with registration number of 0259.

ESD was established in 2007 as a result of initiatives taken by a few educated, experienced and committed Ethiopian mothers who felt the need to contribute towards the development of child care and education and the development of female socially and economically.

ESD's work is guided by universal values, informed by local and international knowledge, experiences and expertise and the needs and conditions of Ethiopian children. ESD aspires to contribute to a collective effort in promoting the healthy development of the child that calls for common understanding, shared commitment and united action, among many actors across government sectors, communities, donors, development agencies and institutions.

Structurally, the organization is composed of the General Assembly, Board of Directors and The Executive Director who is responsible with the day-to-day management of the organizational activities.

Vision Statement:

ESD envisions that 'every child will be emerging and female will be economically and socially empowered to overcome poverty.

Mission Statement:

ESD strives to 'create a brighter future for children, youth and female through education, skills training and female livelihood promotion in partnership with communities and other stakeholders.

Core Values/Guiding Principles

- Accountability to self, to target groups, communities government bodies and donors

- Transparency by involving the target groups, communities, government bodies and donors throughout the project cycle
- Equity by making possible access to the disadvantaged
- Participation by involving target groups, communities, government bodies and donors
- Sustainability by ensuring sense of ownership and commitment among the target groups, communities, government bodies and other stakeholders

ii. Objectives of the Manual

This Human Resource Policy and Procedures Manual provides a written reference to all policies, procedures and guidelines for staff and management in their day-to-day activities. It has the following objectives:

1. To create a harmonious working relationship between Education for Sustainable Development and its employees to facilitate a conducive working environment.
2. To maintain a satisfied, self-controlled and motivated work force;
3. To clearly identify the rights and obligations of employees, to sustain mutual understanding and peaceful working conditions;
4. To ensure that staff development and personnel policies are managed in a consistent, transparent, equitable and effective manner;
5. To provide fair and equal opportunities for the employees to all benefits of Education for Sustainable Development;
6. To create a sense of collective and individual responsibility in the management of Education for Sustainable Development and protecting its interest;
7. To determine organizational discipline and grievance handling mechanisms.
8. To provide mean of inducting new staff to the ways of working & value of Education for Sustainable Development.
9. To be a working document used as the first source of information on personnel & staff development matters by all staff.

iii. Definitions

1. **'Board'** and **'Board of Directors'** shall mean Board of Directors of Education for Sustainable Development.
2. **'Employer'** shall mean Education for Sustainable Development.
3. **'Employee'** shall mean a person who concludes a contract of employment with the employer. A contract of employment shall be deemed formed where a person agrees directly or indirectly to perform work for and under the authority of an employer for a definite period or piece of work in return for wage

4. **'Relevant law'** shall mean the Labor Proclamation No. 377/2003, and amendment proclamations No. 494/2006 issued by the legislature, Proclamation No. 715/2011 and other civil laws that govern employment relations;

iv. Scope of the Manual

1. This Human Resource Policy and Procedures Manual govern all relations between Education for Sustainable Development and its staff. The Labor Law (Proclamation No. 377/2003, amendment proclamations No. 494/2006, Proclamation No. 715/2011) or any law or proclamation of the government of Ethiopia will cover any omission in this manual;
2. This policy will not apply to consultants or any other persons who undertake to do or execute a definite piece of work on their own;
3. In case of lack of clarity about any particular clause, sentence or word contained in this manual, the interpretation of the Executive Director of Education for Sustainable Development shall be final;
4. The Board of Directors is vested with the authority to introduce additional policies as well as to amend or alter existing policies and procedures as may be required from time to time. Such changes shall be communicated to the staff through the Executive Director.

In developing the manual applicable labor laws and good and acceptable practices in similar NGOs operating in the country were considered.

The policies and procedures outlined in this manual should be fully explained to and understood by all Education for Sustainable Development employees. Each employee should sign a declaration that he/she understands and agrees to abide by the policies and procedures detailed in the manual. This declaration will be placed in their personal file.

v. Amendment of the Manual

The issue and implementation, and when necessary the revision, of this manual will be made with the approval of the Board of Directors of Education for Sustainable Development.

This Manual replaces all Human Resource Policy and Procedures issued previously and shall come into effect from January 2015.

Section

1

RECRUITMENT AND EMPLOYMENT

1.1 Employment Policy

- 1.1.1 Education for Sustainable Development provides equal employment opportunity for all applicants and equal promotion consideration to all its employees, based on performance. Education for Sustainable Development subscribes fully to the doctrine of non-discrimination in employment regarding race, color, nationality, ethnicity, disability, religion, sex, age, sexual orientation etc. However, preference in employment shall be given to Ethiopian citizens.
- 1.1.2 Recruitment for all contractual employment shall always be on a competitive basis.
- 1.1.3 The exception to the equal employment opportunity policy shall be in cases when and where recruitment and development of female becomes necessary to achieve a more gender balanced staff profile.

1.2 Recruitment, Selection and Appointment

1.2.1 General

- 1.2.1.1 The management team shall identify the manpower requirement of the organization and plan for the next fiscal year before the end of the current fiscal period. Based on need, increases in staffing can be effected with approval of the management team.
- 1.2.1.2 Education for Sustainable Development's primary objective of recruitment is to secure high standards of competence by providing equal employment opportunities for all applicants.
- 1.2.1.3 In recruitment and selection, priority will be given to qualified internal candidates through competitive promotion, appointment or transfer procedure and processes.
- 1.2.1.4 Until a satisfactory gender balance, especially at the middle and senior levels is achieved, the recruitment of female will be encouraged.

1.2.1.5 Recruitment shall be performed with high efficiency and control with the active participation of respective supervisors at all levels of management.

1.2.2 Identification of Vacancy

When a post becomes vacant or a need for an additional post is identified the Immediate Supervisors shall discuss with the Executive Director or next higher authority. The Executive Director should approve all new appointments.

1.2.3 Vacancy Announcement

1.2.3.1 Vacancy announcements shall be made internally or externally or both.

1.2.3.2 Vacancy announcements may not be necessary for temporary employment. In such cases, other methods can be applied.

1.2.3.3 Internal vacancy announcements shall be made for posts for which suitable candidates might be available within Education for Sustainable Development. Applicants who only meet the requirements for the job will be examined and the most suitable candidate offered the post.

1.2.3.4 External vacancy announcements shall be announced using local Medias (newspaper, radio, etc.) and/or bulletin boards at various suitable places, where appropriate. The decision for selecting the appropriate medium shall be the discretion of the management team.

1.2.3.5 The management team is responsible for preparing vacancy announcements. Vacancy announcements shall include, but will not be limited to:

- a) Position/Title;
- b) Brief description of duties and responsibilities;
- c) Qualification and experience required;
- d) Duty Station [place of work];
- e) Mode of Employment;
- f) Application procedures;
- g) Closing date for applications;
- h) Address or post office number of Education for Sustainable Development.

1.2.4 Receipt of Applications and Short listing

1.2.4.1 All applications shall be made through a letter of application accompanied by CV, relevant documents and credentials and directed to the specified address stated in the announcement.

1.2.4.2 The management team and other staff to be delegated by the Executive Director will be responsible for overseeing the recruitment file, screening the applications and preparing shortlists in line with the announcements.

1.2.4.3 The minimum age for employment with Education for Sustainable Development is 18 years, effective on the date of hire and the mandatory retirement age is 60 years. Management may defer the retirement of an

employee for a limited period if it believes that the best interest of Education for Sustainable Development will be served.

1.2.4.4 Education for Sustainable Development may reject the application of any applicant that indicates the applicant does not possess any one of the requirements of the announced particulars or if the applicant does not satisfactorily complete the prescribed application forms. (see Annex 8 Application Form)

1.2.4.5 Applications may also be rejected on the following grounds:

- a) If the applicant is under or exceeds established age limit requirements for employment by Education for Sustainable Development;
- b) If the applicant fails to qualify for the post for medical reasons;
- c) If evidence indicates that the applicant is addicted to the use of drugs or intoxicating liquor;
- d) If the applicant has in the past been terminated from Education for Sustainable Development for delinquency or misconduct;
- e) If the applicant has made false statements of any material fact, or practiced or attempted to practice any deception or fraud in her/his application;
- f) If her/his post employment record is unsatisfactory; and
- g) For any other sufficient cause as determined by the management team.

1.2.4.6 Whenever an application is rejected, the nature and reasons for the rejection shall be informed to the applicant by the management team.

1.2.5 Examinations

1.2.5.1 Education for Sustainable Development uses competitive examination for recruitment where applicable.

1.2.5.2 Such examination shall include, but will not be limited to, written, oral, physical or performance tests, or an interview designed to determine general fitness and ability for the position, or any combination of these.

1.2.5.3 These tests may take into consideration such factors as education, experience, general aptitude, skills, characters, physical fitness or any other qualifications which in the judgment of the recruitment committee attest the fitness and ability of the applicant.

1.2.5.4 When important, examinations may be administered by relevant organizations such as colleges, consultancy firms, etc.

1.2.6 Examination Rating and Confidentiality of Exam Scores

1.2.7.1 In all examinations, the minimum rating by which eligibility may be achieved and shall be established by the Recruitment Committee.

- 1.2.7.2 Candidates may be required to attain at least a minimum rating on each part of the test in order to receive a “passing grade” or to be rated on the remaining parts of the test.
- 1.2.7.3 The standing of candidates and the number of vacancies shall determine the “passing grade”.
- 1.2.7.4 The method of rating examinations shall be applied uniformly to all applicants.
- 1.2.7.5 The overall examination score of each passing applicant shall be made available to the appointing Unit at the time of certification.

1.2.7 Selection Procedures

- 1.2.7.1 To ensure efficiency, justice and equity, selection shall be done by a recruitment committee that shall be named by the management committee.
- 1.2.7.2 The management team shall have the following as its members:
 - a) Executive Director or the next higher authority – Chairperson
 - b) Supervisors- member;
 - c) One elected staff member.
- 1.2.7.3 Temporary staff for a short duration not exceeding three (3) months may be selected by Unit Heads/Immediate Supervisors in consultation with the coordinator or the Executive Director.
- 1.2.7.4 The recruitment committee shall select suitable applicants according to the examination, interview results testimonials and experience.
- 1.2.7.5 The results are sent to the Executive Director or coordinator with the recommendation of the committee, requesting that the appropriate candidate be appointed.
- 1.2.7.6 To meet a satisfactory gender balance, Education for Sustainable Development will give priority of employment to female capable of fulfilling the requirements.
- 1.2.7.7 Education for Sustainable Development will request references from potential candidate and request confidential information from such references regarding the potential candidates before decision is made on recruitment.

1.2.8 Recruitment and Employment of Relatives

- 1.2.8.1 No close relative of an employee shall be recruited to regular employee status
- 1.2.8.2 No staff member shall sit on an interview panel where his/her relative is an interviewee.
- 1.2.8.3 Failure to provide information on relationships or suppression of such information shall result in disciplinary action.

1.2.9 Making the Appointment

- 1.2.9.1 Appointment authority includes the responsibility to issue and sign all relevant correspondences with employees according to these guidelines.
- 1.2.9.2 Appointment authority is vested in the Executive Director or her/his designate.

- 1.2.9.3 Appointment authority of the Executive Director is vested in the chair person of the board of directors or her/his designate.
- 1.2.9.4 Employment letter shall be prepared by the line supervisor or coordinators and signed by the Executive Director. The employment letter shall include the position title, type of employment, salary, probation period and any specific conditions relating to the offer.
- 1.2.9.5 On the receipt of the authorization from the Executive Director to make an offer of appointment, the management team or supervisors or coordinators shall draft a contract of employment (Appendix 1: Contract of Employment) consisting of the following:
- a) Job title;
 - b) Immediate Supervisor;
 - c) Mode of employment;
 - d) Duration of the contract;
 - e) Probationary period;
 - f) Remuneration, Allowance and Benefits.
- 1.2.9.6 The original and two copies of the contract shall be given to the appointee who will return the copy after signing on it indicating his/her agreement with the offer of appointment. The third copy shall go to Finance after the recruit accepts the offer.
- 1.2.9.7 A copy of the job description of the post shall be attached to the contract agreement.
- 1.2.9.8 Newly recruited staff should provide true personal information along with all credential needed for employment such as details of dependents, persons to be notified in case of emergency, legal beneficiaries

1.2.10 Confirmation of Employment

- 1.2.10.1 Medical examination is required from authorized health institute before a recruit is confirmed. Education for Sustainable Development will cover or reimburse the cost of this examination.
- 1.2.10.2 Upon successful completion of the probation period, the employee will be issued a letter of confirmation of contract employment by the EXECUTIVE DIRECTOR .
- 1.2.10.3 Effective from the date of confirmation benefits specified in this manual will be offered to the employee, after completion of probation period.

1.2.11 Date of Hire

- 1.2.11.1 All new appointments will be effective from the date specified in the contract of employment. The salary for the first month of employment shall be pro-rated to reflect the actual number of days worked.

1.2.12 Issuance of ID

- 1.2.12.1 Employee should be issued Education for Sustainable Development ID card after successful completion of the probation period. During probation periods the employee shall be issued a temporary ID.
- 1.2.12.2 ID card should be registered and a photocopy should be kept at personal file
- 1.2.12.3 The Validity of an ID should be explicitly specified with date month and year.
- 1.2.12.4 ID card to be valid should be signed by Executive Director or his/her delegate
- 1.2.12.5 When a staff employment contract is terminated for any reason, ID card has to be returned and punched invalidated.
- 1.2.12.6 When a staff loses his/her ID card, he/she should report to Education for Sustainable Development and must bring police certificate. If this is so, Education for Sustainable Development shall issue another ID with different number.

1.2.13 Job Descriptions

- 1.2.13.1 All Education for Sustainable Development staff shall be given competency based Job Descriptions (see Annex 2) immediately on appointment.
- 1.2.13.2 It is the duty of every Immediate Supervisor to attempt to assure that every employee of Education for Sustainable Development understands his/her role in "the team". This will ensure clarity of role, and will also give the staff a chance to comment.
- 1.2.13.3 Job description may be amended and any change may be carried out by mutual consent between the employee and Education for Sustainable Development management.

1.2.14 Staff Records

- 1.2.14.1 Each new recruit shall be required to complete a "Staff data" form (see Appendix 3: Staff Data Form) on which personal information, employment history, educational and training data, etc. shall be recorded.
- 1.2.14.2 A numbered file for each employee will be maintained at the Head Office by the Finance and Administration Unit.
- 1.2.14.3 Each numbered employee file will contain the following documents:
 - a) Staff Data Form;
 - b) Letter of advertisement and notice;
 - c) Letter of application for employment;
 - d) Contract of Employment;
 - e) Job Description;
 - f) Copies of certificates and license;
 - g) Copies of all correspondence about the employee, including warning letters;
 - h) Copies of all performance appraisals;
 - i) Copies of all salary/benefits adjustment notices;
 - j) Copies of all appropriate medical records;
 - k) Release paper from his/her previous employer, if any;

- l) 2 passport size photos;
 - m) Employment test results/interview notes;
 - n) Pre-employment medical certificate.
 - o) Leave records etc
- 1.2.14.4 Access to an employee's file will be restricted to the Immediate Supervisor, Finance and Administration Officer and the Executive Director or her/his designate.
- 1.2.14.5 It will be the employee's responsibility to inform the organization in writing of any change in personal status such as marital status, number of dependents, address, telephone number, etc.

1.3 Induction and Orientation

- 1.3.1 Every newly recruited staff shall be required to undergo an orientation and induction program. Staff promoted to a new position within Education for Sustainable Development will also receive appropriate induction.
- 1.3.2 Objectives of the induction and orientation program are to ensure that all staff who are newly appointed to a post are:
- a) able to undertake their job description efficiently and effectively as soon as possible after taking up the post;
 - b) become familiar with their environment as quickly as possible;
 - c) Becoming acquainted with the staff before commencing duty;
 - d) become familiar with the policies, procedures, principles and working methods of Education for Sustainable Development; and
 - e) Understand the mission, vision, history, strategies, objectives and values of Education for Sustainable Development.
- 1.3.3 The new employee shall be fully oriented about his/her horizontal and vertical work relationship.
- 1.3.4 The Finance and Administration Officer/coordinator/the immediate supervisor is responsible for the coordination of induction and orientation programmer, while the respective Units Heads/Offices are responsible for induction and orientation into programs functions and work assignments.

1.4 Probationary Period

- 1.4.1 During probationary period, the employee is given all possible assistance to help him/her learn and adjust to his/her assignment. The probationary period shall be utilized for closely observing the employee in his/her position, and for assessing and rejecting an employee whose performance is not satisfactory.
- 1.4.2 The probationary period shall be for 45 days;
- 1.4.3 The probation period shall also be used in connection with promotional appointments. However, the probation for appointment can be extended for 60 days.

- 1.4.4 At least 5 days before the completion of the probationary period, the employee will be subject to a performance appraisal. If the worker proves to be unfit for the job by the end of his/her probation period, Education for Sustainable Development can terminate the contract of employment without notice and is not obliged to pay severance pay and compensation.
- 1.4.5 A worker on probation period may terminate his contract of employment without notice.

Section 2

CONDITIONS OF SERVICE

2.1 General

- 2.1.1 Education for Sustainable Development is concerned to provide fair and just conditions of employment for all staff and endeavors to find a balance between the demands of the service and the welfare of staff members.
- 2.1.1.1 The conditions, which Education for Sustainable Development offers, confer benefits but also obligations and all staff members are advised to acquaint themselves with both aspects.
- 2.1.1.2 It should be noted that the list hereunder is by no means complete and should not be used as supporting evidence for defense.

2.2 Rights and Obligations

2.2.1 Rights of Education for Sustainable Development

Education for Sustainable Development has the right to:

- a) Plan, direct, control issues and amend or delete policies and procedures within the legal limit;
- b) Hire, suspend, fire, promote, demote, transfer, recommend, fine or reprimand (give warning) employees according to legal procedures;
- c) Reduce the workforce according to legal procedures;
- d) Create job grades and job descriptions;

- e) Determine salary scales
- f) Develop and change organization structures; and
- g) Take other managerial and administrative measures needed.

2.2.2 Rights of Staff Members

Every employee has the right to:

- a) Enjoy all benefits that are given by Education for Sustainable Development to other employees unless otherwise a clear provision is stipulated;
- b) Compete, or apply for transfer, promotion, or change of work or work place, subject to the contract of employment with Education for Sustainable Development;
- c) Exercise his/hers legal right to see to it that his/her interests, right and dignity are respected; and
- d) Reject directives, orders or assignments that are manifestly detrimental to her/his life, body and the life and body of others.

2.2.3 Obligations of Education for Sustainable Development

Education for Sustainable Development shall have the obligations to:

- a) Provide work to the employee/worker;
- b) Provide materials, tools and facilities for the worker/employee to perform his/her duties;
- c) Pay the workers' wages, salaries and other benefits as encoded in this Manual;
- d) Respect the worker's/employee's human dignity;
- e) Take all necessary occupational safety and the standards and directives given by the appropriate authorities in respect of these measures;
- f) Defray the cost of medical examination, whenever, such medical examination is required by law or the appropriate authority,
- g) Keep a register of employee's/worker's details, personnel attendance, health conditions, and injury and any other particulars as required by the labor law;
- h) Refrain from inflicting any illegal penalty on an employee/worker;
- i) Provide job description for each position;
- j) Observe the provisions of the labor proclamation, work rules, and directives issued in accordance of the law;
- k) Upon termination of employment contract or with request of the employee, provide a certificate to the employee; such certificate may include the type of work, the length of time in the employment of Education for Sustainable Development and salary/wage earned.

2.2.4 Obligations of staff members

Staff members shall have the following obligations: -

- a) To perform in person the work specified in the job description and performance plans;
- b) To follow instructions given based on the terms of employment;
- c) To handle with due care all instruments and tools entrusted to them for work;
- d) To report for work always in fit mental and physical conditions;
- e) To give all proper aid when an accident occurs or an imminent danger threatens life or property in their place of work without endangering their own safety and health;
- f) To observe work rules and directives issued by Education for Sustainable Development;
- g) To keep confidential information to themselves;
- h) Not to engage in any outside employment or paid consultancy without the knowledge of the organization.
- i) Not to take away property from the work place without the authorization of the responsible person;
- j) Not to be repeatedly late for work;
- k) Not to be absent, late or disappear from work without permission and outside the rules of the organization;
- l) Not to create or engage in quarrels at the work place;
- m) Not to accept gifts or remuneration from a third party as recognition of collaboration which may be found irregular and result in dishonesty;
- n) Not to use information known to them by reason of their official position to their private advantage or the advantage of a third party;
- o) To show an acceptable, disciplined conduct when representing Education for Sustainable Development;
- p) Not to engage in promoting religion (songs, posters, screen saver or any related things) or party politics while at work;
- q) Not to assault or intimidate other employees;
- r) To give accurate information in respect of educational qualifications or experience;
- s) To demonstrate team synergy in the workplace;
- t) Not to abuse authority;
- u) Not to present forged or false receipts or documents.

2.3 Work Location

When new staffs are recruited, their working location will be specified in their contract. However, within reason Education for Sustainable Development will expect staff to operate at other locations when their work requires it.

2.4 Length of Contract

All individual contracts of appointment will state the duration of the contract.

2.5 Other Out-of-Work Activities and Political Affiliations

Staff members are requested not to undertake political activity which could prejudice Education for Sustainable Development's interest. Any other work or activities outside an employee's work with Education for Sustainable Development must not conflict with Education for Sustainable Development's interest or affect their work standard.

2.6 Hours of work

2.6.1 The normal work of Education for Sustainable Development will be:

Monday-Friday Morning 8:00 to 12:30 and Afternoon 1:30 to 5:30

2.6.2 Certain workers (e.g. watchmen) may be required to work longer hours and on a different basis. In these circumstances the individual's contract will specify the conditions required.

2.6.3 Staff may be required to work extra hours and extra days when the need arises.

2.6.4 It is the duty of all staff members to report for work on time every official working day.

2.6.5 If staff members are absent from their place of work, they must advise the relevant authority ideally until mid-day.

2.6.6 Absence from duty of more than half day shall require the submission of a Leave Request Report Form on the first day after returning to duty.

2.7 Official Holiday

2.7.1 The official National Holidays of the Federal Government shall be considered as day off.

2.7.2 Staff members may be required to work on Public Holidays when special/emergency situations demand.

2.8 Promotion

2.8.1 General

2.8.1.1 Promotion means advancement from a lower position to a higher position in which duties and responsibilities are materially different to the previous post.

2.8.1.2 A promoted employee shall be entitled to all the benefits arising from the new position.

2.8.1.3 Promotion shall be applicable only to regular staff members.

2.8.1.4 Performance records shall be given greater weight when a staff member is considered for promotion. This means academic qualifications and experience requirements may be waived at the discretion of the Executive Director.

2.8.1.5 Preferential consideration shall be given to female staff members with potential for the post to promote a satisfactory gender balance in the organization.

- 2.8.1.6 A staff member may be promoted either to an existing post, for which there is a vacancy, or to a newly created post.
- 2.8.1.7 To qualify for promotion, an employee is required to have served at least a year in the Organization and/or expected to have worked in a new position resulting from a previous promotion for at least a year.
- 2.8.1.8 Without prejudice to items stated in 2.8.1.7 above, an employee needs to secure at least average performance evaluation results in the last two periodic evaluations in order to qualify for a new post.

2.8.2 Procedures

- 2.8.2.1 The promotion procedure shall be conducted with the full participation of the recruitment committee/management committee.
- 2.8.2.2 Before advertising a job externally any vacant or new post may be advertised internally within Education for Sustainable Development.
- 2.8.2.3 The vacancy notice should state the position title, grade, qualifications required, mode a deadline of application.
- 2.8.2.4 Short listed applicants who meet the requirements for the job would be interviewed and/or examined and the most suitable candidate offered the post.
- 2.8.2.5 If all applicants do not qualify for promotion, the promotion committee shall make a point in its minutes that it will take its own measure to employ the required personnel from outside sources.
- 2.8.2.6 The decision of the promotion committee should be submitted in writing to the Executive Director who would give a final verdict on the minutes of the panel.
- 2.8.2.7 A letter of promotion shall be written to the staff member signed by Executive Director and copied to the relevant units.

2.9 Transfer and **Secondment**

- 2.9.1 Transfer is defined as the movement of a staff member from one post to another of the same grade or from project area to another project area.
- 2.9.2 Transfer of staff members may be made upon the request of the staff member or when the work necessitates it.
- 2.9.3 A staff member who wishes to get a transfer should apply in writing to her/his Immediate Supervisor. The Immediate Supervisor may approve and pass over the application to the Executive Director or supervisor or coordinator.
- 2.9.4 When a post becomes vacant the Executive Director or supervisor or coordinator shall consult the releasing and accepting Immediate Supervisors for their consent and if both agree, a transfer letter shall be written to the staff member signed by the Executive Director and copied to the relevant units.
- 2.9.5 When the decision for a transfer is to be taken due to the work requirement, the letter shall be signed by the Executive Director for all positions. Movement within a project that does not entail change of position title will not be considered a transfer.

2.9.6 Any staff member reallocated from his/her work station within the program; he/she will be entitled additional 20% of his/her base salary.

2.10 Occupational Health and Safety

2.10.1 The aim of this policy and procedures is to set up a system protecting staff and resources of the organization against possible risks and thefts.

2.10.2 Education for Sustainable Development regards health and safety as an integral part of its operations which it supports and expects all reasonably practicable measures to be taken to ensure the health, safety and welfare at work of all its employees, partners and others who may be affected by the activities which it supports. The principal aim is to prevent accidents which result in:

- a) The injury or ill-health of any person;
- b) Damage to, or destruction of property;
- c) Operations having to cease;
- d) Any other incident which may have a detrimental effect on the efficiency or reputation of Education for Sustainable Development.

2.10.3 All Education for Sustainable Development office premises and workplace shall be rented, built, installed and managed in a way that all Education for Sustainable Development staff is properly protected against possible risks and thefts.

2.10.4 Education for Sustainable Development workplaces shall be well-ventilated areas with good hygiene/sanitation and electricity.

2.10.5 The following authorities (staff members) shall have the responsibility to ensure the organization comply with this policy and procedures:

- a) Executive Director
- b) Program Coordinator/manager
- c) Senior Staff
- d) Guards

2.10.6 A first aid box containing all relevant supplies shall be maintained both in the office and in each of Education for Sustainable Development's vehicles for use during emergencies. Staff particularly drivers will be oriented to First Aid skills.

2.10.7 Education for Sustainable Development shall take the necessary measures to safeguard adequately the health and safety of the employees. This includes:

- e) Place appropriate steps to ensure that employees are properly instructed and notified concerning the hazards of their respective occupations and the precautions necessary to avoid accident and injury to health and ensure that directives are given;
- f) Provide employees with personal protective equipment, clothing and materials, instruct them of their use;

- g) Ensure that the work place and premises do not cause danger to the health and safety of the employees; and
- h) Take appropriate pre-executions to ensure that all the processes of work shall not be a source or cause of physical, chemical, biological and psychological hazards to the health and safety of the employees.

2.10.8 Employees shall:

- a) Co-operate with Education for Sustainable Development in the formulation and implementation of work rules to safeguard the employees' health and safety;
- b) inform to the employer of any defect related to the appliances used and injury to health and safety of the workers that is discovered in the undertaking;
- c) report to Education for Sustainable Development any situation which she/he may have reason to believe could present a hazard and which she/he cannot remedy on her/his own any accident or injury to health which arises in the course of or in connection with work;
- d) make proper use of all safeguards, safety devices and other appliances furnished for the protection of her/his health or safety and for the protection of the health and safety of others; and
- e) Obey all health and safety instructions issued by the Education for Sustainable Development.

2.11 Exit Interviews

When employees leave, for any reason, it is important that they have the opportunity to discuss their reasons for leaving and to be able to discuss openly how they have found their period of work within Education for Sustainable Development (Appendix 5: Exit Interview Form). This information can then be used to inform Staff Development processes in future.

Section

3

LEAVE ADMINISTRATION

3.1 General

- 3.1.1 It is the policy of Education for Sustainable Development to acknowledge the need for annual leave as a way of rest and relaxation. Therefore, accumulation of leave is not allowed.
- 3.1.2 All staff members wishing to take leave shall submit a written request to their Immediate Supervisors. The notice required for each type of leave is given under the appropriate sections below. The minimum leave period is half day. Time off required by the employees for less than one half day shall be considered by the Immediate Supervisor.
- 3.1.3 The Executive Director or supervisor or coordinator shall manage the leave authorization. Records of leave are kept in the employee's file. All staff members shall have a leave record that notes and monitors all types of leave taken and due.

3.2 Annual Leave

- 3.2.1 The annual leave year of Education for Sustainable Development commences on January 1 and ends on December 31 of every Gregorian year. All staff members are entitled to 20 working days of leave in the first calendar year of service prorated to their date of hire. They are entitled to one additional leave day for every additional year of service up to 35 working days.
- 3.2.2 Service with Education for Sustainable Development will be considered in the computation of annual leave.
- 3.2.3 Requests for Annual Leave (Appendix 6: Annual Leave Request Form) must be submitted by the staff member to his/her Immediate Supervisor preferably one week in advance of the commencement of the leave. Leave requests in excess of the number of accrued leave days available for each employee shall not be approved.

- 3.2.4 In addition each staff member should indicate his/her tentative leave schedule by January 1st for each year. Initial leave approvals will be given based of this tentative leave schedule.
- 3.2.5 Immediate Supervisors are responsible to ensure that leave is planned, scheduled and taken in as non-disruptive manner as possible and according to the regulations.
- 3.2.6 Occasionally, the Immediate Supervisor may ask an employee to adjust the timing of his/her annual leave request in order to minimize the disruption to their section.
- 3.2.7 Annual leave must be taken with the calendar year and cannot be carried forward to the next year. However, it may be postponed when the employee requests in writing and Education for Sustainable Development agrees.
- 3.2.8 A leave that is postponed for more than two years shall expire, However, in exceptional cases where an employee is proved to be irreplaceable to go on leave, annual leave may be accumulated for a maximum of two years, at the request of his/her supervisor and approval of the Executive Director.
- 3.2.9 Education for Sustainable Development may, for reasons dictated by the work conditions of the undertaking, leave of the employee either postponed or pay in lieu of at the discretion of Executive Director.
- 3.2.10 Leave of the Executive Director will be determined by the Board of Directors.
- 3.2.11 Unscheduled leave application may be made to the immediate supervisor for some emergency reasons and might be considered to make some arrangement.
- 3.2.12 Annual leave which is neither applied for by the employee concerned nor carried over to the next year following 3.2.9 above shall expire at the end of calendar year.
- 3.2.13 For emergency purposes, an employee might be called from annual leave and may subsequently take/his/her leave balance or cash-in-lieu at the discretion of the Executive Director or coordinators or supervisors.
- 3.2.14 If a staff who is outside work place during his/her annual leave be called back to office, his/her transportation cost will be covered by Education for Sustainable Development. The cost of transportation will be covering the minimum transportation available in the area. The employee should present a request & corresponding receipts(s).
- 3.2.15 When an employee is leaving on annual leave, he/she may request and is eligible for a month's salary in advance.
- 3.2.16 Employees or their designated beneficiaries in case of the employee's death – will receive financial compensation for any accrued annual leave due to the employee at the time of separation from the Education for Sustainable Development.
- 3.2.17 Reimbursement of accrued annual leave shall only be considered on separation from the organization and shall not be considered during the service of employees, except when specially authorized by the Executive Director.

3.2.18 A staff member on maternity and paternity leave should not be called back to office unless extraordinary emergency need encountered

3.3 Sick leave

3.3.1 An employee, who has completed the probation, is rendered incapable of work owing to sickness other than resulting from employment injury, shall be entitled to sick leave.

3.3.2 Application for leave because of sickness must be reported to immediate supervisor within 24 hours.

3.3.3 Any sick leave days taken in excess of three days that are not accounted with medical certificate from a clinic or medical practitioner shall be charged to annual leave or, if there is an insufficient annual leave balance, then to leave without pay.

3.3.4 Regular staff members who have completed their probation shall be eligible for sick leave in the course of twelve months as follows:

- a) The first month with full monthly salary
- b) The next two months with half monthly salary
- c) The next three month leave without pay.

Such leave shall only be approved upon hospitalization or producing a medical certificate from medical organization. Sick leave within a year shall not exceed three months.

3.3.5 If the contract of an employee expires while he/she is on a sick leave, his/her sick leave also ends on the date of the expiry of his/her contract.

3.3.6 Employees with chronic illness including HIV/AIDS shall be granted a longer period of sick leave with pay. This will not exceed a period of three months with full pay and three months with half pay. The authority for this shall rest with the Executive Director.

3.3.7 Sick leave shall not be accrued nor shall any financial compensation in lieu of leave be considered.

3.4 Maternity Leave

3.4.1 A pregnant employee shall be granted time off with pay for medical examination connected with her pregnancy upon submission of a medical certificate.

3.4.2 A pregnant employee shall be granted a period of thirty consecutive days of leave with pay preceding the presumed date of her confinement and a period of sixty consecutive days of leave after delivery.

3.4.3 If the employee fails to give birth during the thirty days prenatal leave she will be granted additional leave until her confinement. However, if delivery takes place prior to the expiration of the thirty days pre-natal leave, the postnatal leave shall commence to run.

- 3.4.4 Breast-feeding time of one hour may be provided to a female employee after lunch hours until her baby becomes six months old.
- 3.4.5 Maternity leave shall be granted on the submission of a medical certificate of pregnancy, which also indicates the expected delivery date.
- 3.4.6 Maternity leave shall not be accrued nor shall any financial compensation in lieu of leave be considered.

3.5 Paternity Leave

- 3.5.1 Regular staff members shall be eligible for paternity leave of 3 working days within a fifteen days period before or after confinement of wife.
- 3.5.2 Paternity leave request shall be supported by valid evidence and prior approval from the immediate supervisor.

3.6 Compassionate Leave

- 3.6.1 All staff members shall be eligible 3 working days leave when concluding marriage. Leave form should be filled.
- 3.6.2 All staff members shall be eligible for 3 working days leave on the event of the death of employee's spouse, descendants or ascendants, or other relative, whether by affinity or consanguinity up to the second degree. Leave form should be filled.
- 3.6.3 The paid leave shall not exceed 8 days in a leave year. However, an employee wishing to take leave on compassionate grounds in excess of his/her compassionate leave entitlement of eight days may by prior arrangement with the Executive Director, or the supervisor or coordinator be granted such leave up to his/her annual leave entitlement. Such leave will be offset against the employee's annual leave entitlement.
- 3.6.4 Staff members shall be obliged to immediately inform their immediate supervisor of the need for such leave and obtain prior approval.

3.7 Leave for Special Purposes

- 3.7.1 All staff members shall be eligible for leave with pay for the time they need to appear before courts, police stations or Kebeles to meet legal obligations or exercise their civil rights and to conduct final examination in colleges or universities.
- 3.7.2 Such leave must be supported by genuine paper evidence and must have the prior authorization of the Immediate Supervisor.

3.8 Leave without Pay

- 3.8.1 All employees shall be entitled to leave without pay for up to 5 working days in case of exceptional and serious events and when their annual leave entitlement is exhausted.
- 3.8.2 All employees are required to apply to their respective supervisors for permission to take leave without pay.

- 3.8.3 The Executive Director or supervisor or project coordinators, in consultation with the immediate supervisor of the applicant and other concerned, may grant a leave without pay of up to five working days.
- 3.8.4 Requests for leave without pay for a period exceeding 5 days shall be treated as exceptional case and be approved only by the Executive Director. The year of service of the staff member may be considered in this regard.
- 3.8.5 The Executive Director in consultation with the immediate supervisor of the applicant and other concerned may grant leave without pay up to two months.
- 3.8.6 Failure to secure prior approval for leave without pay shall be deemed as unauthorized absence and will result in subsequent disciplinary action.
- 3.8.7 Staff members who take leave without pay in excess of authorized duration shall be considered to have infringed agreed policy and will be considered under disciplinary procedures.

Section

4

STAFF PERFORMANCE MANAGEMENT

4.1 General

- 4.1.1 Staff appraisal shall be aimed at objectively evaluating the weakness and strength of employees on their job and thereby enhancing their contribution to the attainment of the Organization's objectives (Annex 7).
- 4.1.2 It is a basis for reward allocation and for assessing the training needs of the employees based on financial availability and approval of Executive Director.
- 4.1.3 Employees shall have the right to see their records and evaluation results and to file complaints or grievances.
- 4.1.4 The management shall identify a set of evaluation criteria for each position.
- 4.1.5 Employees shall be given appropriate training and counseling for short falls observed in their performances.

4.2 Appraisal and Recording procedures

- 4.2.1 Performance evaluation of employees shall be recorded on a continuous basis.
- 4.2.2 Periodic performance evaluation of employees shall be conducted every six months, i.e. within 15 days after the end of June and December.
- 4.2.3 Periodic performance evaluation shall by and large have to include the following evaluation criteria:
 - a) Commitment to Education for Sustainable Development's stated objectives.
 - b) Strong & weak points demonstrated in the performance of job.
 - c) General relationship with workmates, superiors, and subordinates.
 - d) Other criteria that may be set as necessary.
- 4.2.4 Periodic performance evaluation of an employee shall be done by his/her immediate supervisor, in consultation with the next higher supervisor.

- 4.2.5 The management committee shall coordinate the process of periodic evaluation and give all the necessary administrative support.
- 4.2.6 The evaluation results of an employee shall be discussed between the concerned supervisor and the employee. The employee shall be given all the necessary counseling and training for identified weak points, and encouragement and incentives for his positive performances.
- 4.2.7** The Finance and Administration shall collect the performance evaluation forms of all employees, and files them in each individual employee's personal record files.

4.3 Merit award and/or certification

As per the employees evaluation results the Award and Certification committee will decide on the basic criteria to grant the necessary Certificate; or Award; or Recognition

Section 5

SALARY AND BENEFITS

5.1 General

- 5.1.1 Education for Sustainable Development shall exert possible effort to improve the living standard of its employees and shall always maintain a fair and equitable salary structure.
- 5.1.2 Based on the financial capability or availability of fund; Education for Sustainable Development shall seek to provide salaries that attract, retain and motivate competent employees. Thus, it shall regularly survey the movement in the market levels of salaries and review its pay structure in a competitive and equitable manner with other comparable organizations.
- 5.1.3 With the exception of temporary/part time employees, each staff member on commencement of employment with the Organization shall be placed at the first step of the grade applicable.
- 5.1.4 A newly recruited employee shall normally receive the base salary fixed for the position she/he would be assigned to fill. However, higher qualifications and experience may be factors for placement on higher steps.
- 5.1.5 The pay day will be on the end of the Gregorian calendar of every month.
- 5.1.6 Salary shall be paid in Cash or by cheque to the staff members in person or to a person fully authorized by the employee. If, however, a staff member went abroad/or went to regions the delegation letter should be brought from appropriate legal institution.
- 5.1.7 Prior arrangements should be made with the Finance and Administration for payment of salary, which falls due during leave.
- 5.1.8 Consultants, part-time and casual employees payment shall be made according to terms and conditions of work and payment agreed in employment contract.
- 5.1.9 The Executive Director or coordinators or supervisors shall authorize all salary payments of Education for Sustainable Development.

5.2 Salary Deductions

- 5.3.1 Notice of authorization to make stop or deduct payment of salary shall be authorized by Executive Director or coordinators or supervisors, or Finance and Administration Officer supported with documents and other work rules.
- 5.3.2 Any deduction at any one time shall not exceed one third of an employee's monthly salary.
- 5.3.3 Deductions from the staff members' salaries shall be made automatically for the following reasons:
 - a) For days not worked due to unauthorized leave, or leave without pay.
 - b) Income tax, provident fund contribution and other legally mandated salary deductions.
 - c) Salary advance or loan. Deductions of this type shall be made according to the terms and schedule of the particular advance.
 - d) Legal court ordered reasons and/or if authorized by the employee (e.g. bank loan repayment).

5.3 Daily Subsistence Allowance (DSA)

- 5.5.1 DSA is paid when traveling to authorize places outside the "Duty Station".
- 5.5.2 All travel allowance should be approved by the appropriate Immediate Supervisor in advance.
- 5.5.3 Education for Sustainable Development recognizes the following staff per diems and accommodation allowances:

S.No.	Allowance (refer to financial manual)	Amount (Birr)
1	Field work per diem 6am-6pm)	
2	Field work per diem(overnight)	
3	Overnight in major towns (including Addis Ababa, North Shoa , Hawassa .	
4	Addis Ababa to North Shoa , North Shoa to Addis Ababa	
5	Addis Ababa to Hawassa; Hawassa to Addis Ababa	
5	Other African Countries	

Section

6

STAFF TRAINING AND DEVELOPMENT

6.1 Purpose of Staff Training

The purpose of this policy and procedures is to provide employees with opportunities to strengthen their skills and knowledge so as to carry out, professionally, the ESD operations are affected more effectively and efficiently. Staff training will be consider if and only if the financial capacity or availability of fund of ESD allows it.

6.2 Staff Training Policy

- 6.2.1 'Educations for Sustainable Development' is committed to develop its human resources continuously, since the secret of success of the organization lies in the quality of its human resources.
- 6.2.2 Educations for Sustainable Development shall provide its employees with opportunities to improve their skills and knowledge and undertake their duties according to organization's standards in order to accomplish objectives and goals of the organization.
- 6.2.3 Educations for Sustainable Development shall plan for its staff training needs according to annual performance evaluation results and the organizational strategic needs.
- 6.2.4 Educations for Sustainable Development recognize the importance of providing relevant training and support to help staff work effectively and professionally. It also aims to give them appropriate personal, professional support and development during their service with the organization.
- 6.2.5 Educations for Sustainable Development shall try to consider individual aspirations as much as it can. However, the main objective of offering training opportunities is to fulfill the needs of Educations for Sustainable Development /organizational

performance requirements-which is to make the staff member be more effective professional.

- 6.2.6 A training provided to a staff member should not be regarded as entitlement.
- 6.2.7 All staff members who have taken part in local or international training/workshops are expected to write a training/workshops report to his/her immediate supervisor within a period of 10 days from the day he/she returned from the respective training.
- 6.2.8 As a part of the report, individual trained staff shall develop an action plans in which he /she shall clearly detail how the organization shall benefit from his/her hew knowledge/skill. The action plan shall be signed to indicate the commitment of compliance to this organizational procedure.
- 6.2.9 On behalf of the Executive Director, the immediate supervisors shall follow up every individual staff who was trained for the interest of Educations for Sustainable Development and evaluate against the following aspects before annual staff-performance appraisal:
 - a. Acceptable training report
 - b. Detailed action Plans signed by trained member staff submitted to his/he immediate supervisor and the immediate supervisors.
 - c. The immediate supervisors shall write and make a thorough report against individuals of staff members that exposed/attended to the Educations for Sustainable Development's training opportunities.
 - d. The immediate supervisors will file a copy of report he/she written against the trained staff-member in the respective personal file.
 - e. The immediate supervisors shall report to the Executive Director how the organization benefited from the staff that acquired additional new skill during the year.
- 6.2.10 All staff members trained for a specific organizational interest, due to achieve meaningful purpose, has to benefit the organization according to the plan.
- 6.2.11 All staff members who take part in local or international training are expected to submit a copy of the training materials, which were provided to him/her while in training to the HR officer who later transfers the materials to the relevant program.
- 6.2.12 The immediate supervisors shall assume responsibility for planning implementing and monitoring staff training and development activities.
- 6.2.13 This staff training and development policy guides Educations for Sustainable Development 'S training activities, in order to continuously develop the technical and managerial skills of its staff members
- 6.2.14 Educations for Sustainable Development shall concentrate on short-term training involving courses, workshops, seminars and exposure visits.
- 6.2.15 Educations for Sustainable Development shall strive its staff to attend the right courses and shall look where and which training suited benefits it.
- 6.2.16 Exposure visits shall aim at learning and from the experience of other Educations for Sustainable Development sub-Offices and other sister organizations whose

lines of activities are similar to that of Educations for Sustainable Development office.

- 6.2.17 Workshops and short-term courses shall be endorsed by the management and approved by Executive Director/Program Director. Priority will be given to the relevant department/program.
- 6.2.18 Decision for staff training and development shall be determined considering availability of funds, individual development plans or project plans
- 6.2.19 The Executive Director and immediate supervisors have the responsibilities to facilitate and rollout of these policies and procedures:

6.3 Scope of the Procedure

- 6.3.1 Training needs assessment
- 6.3.2 Training content & delivery
- 6.3.3 Training impact evaluation

6.4 Procedures

To tailor the training to the organizational strategic and staff needs. EDUCATIONS FOR SUSTAINABLE DEVELOPMENT shall carry out the following steps:

6.5 Training Needs Assessment (TNA)

- 6.4.1 The staff trainings should be prioritized on the basis of strategic needs of the organization.
- 6.4.2 A systematic training and development needs assessment shall be carried out for all staff members every two year.
- 6.4.3 The executive director will use the following four resources to determine the training needs of individuals in the organization:
 - a) Performance appraisal.
 - b) Analysis of job requirement.
 - c) Organizational analysis.
 - d) Employee survey.

6.5 Training Contents and Delivery.

Educations for Sustainable Development will give trainings to its staff in the following methodologies:

- 6.5.1 In response to annual performance appraisal. Educations for Sustainable Development can offer training to staff in the form of attachment to other organizations, attending schools and universities.
- 6.5.2 Staff can participate in workshop/training related to his/her job qualification.
- 6.5.3 Educations for Sustainable Development can conduct on job training for its staff.

6.6 Training Impact Evaluation:

Educations for Sustainable Development will evaluate the impact of the training on work performance by:

- 6.6.1 Assessing improvement of employee's performance since he/she has been trained.
- 6.6.2 Performance planning and review shall be carried out constantly to ensure that employees put the gained benefits from the training into practice.

Section

7

TERMINATION OF CONTRACT EMPLOYMENT

7.1 General

The employment of a staff member can be terminated upon the initiation of Educations for Sustainable Development or the employee or expiration of contract period. The provisions below shall apply in each case of separation.

7.1.1 Reasons for separation shall comprise the following:

- a) Resignation
- b) Health Problems
- c) Probationary termination
- d) Disciplinary termination
- e) Death of Employee
- f) Imprisonment or conviction of an offense
- g) Redundancy
- h) Cessation of the Organization partially or wholly
- i) Inability to perform prescribed duties in a satisfactory manner
- j) Retirement

7.1.2 Termination of contract of employment can take place with or without notice depending on the case as provided in the Labor Proclamation.

7.1.3 Termination of contract of employment shall be effected in writing.

7.1.4 Termination payments shall be granted depending upon each case and presentation of a duly signed clearance paper (See Annex 8: Clearance Form) as provided in the policy.

7.2 Termination by Resignation

7.2.1 All staff members shall have the right to resign from their services giving in writing a one - month notice. The letter should be addressed to the Executive Director.

7.3 Termination due to health problems

7.3.1 The employment of a staff member can be terminated if he/she is, for reasons of health or disability, unable to carry out his/her obligations under the terms of employment.

7.3.2 The employment contract of a staff member who absents herself/himself beyond the sick leave entitlement of six months in any twelve months' period shall be subject to termination due to health problems.

7.4 Termination resulting from probation

7.4.1 EDUCATIONS FOR SUSTAINABLE DEVELOPMENT can terminate the employment of a staff member on probation before the expiry of the probationary period.

7.4.2 The decision for termination must be based upon an objective assessment of the performance of the staff member. Since such an assessment must be formal, the form designed for the purpose must be filled out in advance.

7.4.3 Such termination will be made in writing to the staff member by the Executive Director.

7.5 Disciplinary termination

7.5.1 Termination due to a major offence resulting in summary dismissal can take place without notice in accordance with the provisions stated in 7.2.1 of this manual.

7.5.2 Termination due to other offences, not resulting in summary dismissal, shall take place with a prior notice in accordance to the provision stated under 7.12

7.6 Death

Employment contract of a staff member will cease upon death of the employee.

7.7 Imprisonment or conviction of an offence

Absence from work due to sentence of imprisonment passed against an employee for more than thirty days shall subject him/her to termination without notice.

7.8 Redundancy

- 7.8.1 The service of an employee can be terminated with notice when the operation of the organization requires the cancellation of the post of the Employee member, reclassification of posts or reduction of work force.
- 7.8.2 The notice of termination shall be in writing and state the reasons and effective date of termination.
- 7.8.3 Letter of termination shall be handed to the Employee member in person. In case of refusal or impossibility to find the Employee member, the letter shall be posted on the notice board for ten consecutive days.

7.9 Cessation of the Organization

In an event, which entails of the organization in part or whole, the provision of the proclamation shall be applied.

7.10 Poor Performance

- 7.10.1 The employment of any contract may be terminated due to inability to perform prescribed duties in a satisfactory manner- returning output which, despite the potential of the worker, is persistently below the qualities and quantities determined by the agreement of the two parties.
- 7.10.2 An Employee should be informed of his/her deficiencies verbally as well as in writing before the supervisor proposes termination.

7.11 Retirement

- 7.11.1 The mandatory retirement age for Employee shall be 60 years
- 7.11.2 Educations for Sustainable Development may retain an Employee beyond the retirement age upon the approval of the Executive Director.

7.12 Notice period

- 7.12.1 The period of notice for the termination of service shall be as follows:
 - a) One month in the case of a staff member who has completed his/her probation and has a period of service not exceeding one year;
 - b) Two months in the case of a staff member who has a period of service of more than one year to nine years;
 - c) Three months in the case of a staff member who has a period of service of more than nine years;

7.13 Procedure for giving notice

- 7.13.1 Notice of termination shall be in writing. The notice shall specify the reasons for the termination of the contract and the dates on which the termination shall take effect.
- 7.13.2 Notice of termination by Educations for Sustainable Development shall be handed to the staff member in person. Where it is not possible to find the staff member or if he or she refuses to receive the notice, it shall be affixed on the notice board in the workplace of the staff member for ten consecutive days.

7.14 Termination payments

- 7.14.1 Where a contract of employment is terminated, salary and other payments due to the employee shall be paid within seven working days from the date of termination.
- 7.14.2 All such payments shall be made after presentation of separation clearance paper. The time of payment may be extended where the employee delays, because of her/his own fault to present clearance.
- 7.14.3 Payment of salary and other outstanding payments on termination of employment shall be dealt with as stipulated in the Labor Proclamation.
- 7.14.4 If a staff member has taken annual leave in advance, and by the date of separation has not acquired enough service credits to cover such leave, payment is owed by the staff member to Educations for Sustainable Development in respect of salary, allowance and any other benefits granted during the excess leave. This can be made by means of cash refund, or by offsetting the money owed against money due.

Section

8

DISCIPLINARY AND GRIEVANCE PROCEDURES

8.1 General

In order to maintain organizational peace and stability, management and employees should facilitate open communication between themselves. They have to come to the understanding that disciplinary penalty aims at rehabilitating the delinquent employee where he/she can learn from his mistakes and reform herself/himself to restore a behavior of trustworthiness.

- 8.1.1 Disciplinary rules and procedures are necessary for fairness and order in the treatment of individuals. This disciplinary code has been developed in order to inform staff members of the possible consequences of actions, which are contrary to the standard of conduct, or performance expected of staff members.
- 8.1.2 Educations for Sustainable Development encourage a climate of mutual respect, openness, understanding healthy debate and discussion among immediate supervisors and subordinates.
- 8.1.3 Disciplinary procedure shall be fair, free and speedy.
- 8.1.4 Every employee, during accepting employment with Educations for Sustainable Development shall agree to work in a responsible, harmonious and productive manner, to be loyal to the Organization (ESD) and observe its rules and regulations.
- 8.1.5 Minor issues will normally be dealt with informally outside the procedure but where the matter is more serious the disciplinary procedure will be followed.
- 8.1.6 No disciplinary action will be taken against an employee until the case has been fully investigated. The employee may be suspended (i.e. quitting of the place of work until further notice) from duty at this time, in order to fully investigate the issue. Suspension is normally with pay and all other benefits.

- 8.1.7 At every stage in the procedure the employee will be advised of the nature of the complaint against him or her and will be given the opportunity to state his or her case before any decision is made. At all stages the employee may be accompanied by a work colleague.
- 8.1.8 No employee will be dismissed for a first breach of discipline except in the case of gross misconduct when the penalty will be dismissal without notice or payment in lieu of notice.
- 8.1.9 An employee who is subject to the disciplinary procedure will be given clear explanations (in writing) of any warning periods or any penalties imposed.
- 8.1.10 An employee will have the right to appeal against any disciplinary penalty imposed. The procedure may be implemented at any stage if the employee's alleged misconduct warrants such action.

8.2 Actions subject to the disciplinary code

Termination of contract of employment is subject to a) termination of employment without notice and b) termination of employment with notice.

- 8.2.1 Unless otherwise determined by a collective agreement, a contract of employment shall be terminated without notice only on the following grounds;
- a) Repeated and unjustified tardiness despite warning to that effect;
 - b) Absence from work without good cause for a period of five consecutive working days or ten working days in any period of one month or thirty working days in a year;
 - c) Deceitful or fraudulent conduct in carrying out his/her duties having regard to the gravity of the case;
 - d) Misappropriation of the property or fund of the EDUCATIONS FOR SUSTAINABLE DEVELOPMENT with intent to procure for himself/herself or to a third party undue enrichment;
 - e) Returning output which, despite the potential of the employee, is persistently below the qualities and quantities stipulated and determined by the agreement of the two parties;
 - f) Responsibility for brawls or quarrels at work place having regard to the gravity of the case;
 - g) Conviction for an offence where such conviction renders him/her incapable for the post which he/she holds;
 - h) Responsibility for causing damage intentionally or through gross negligence to any property of Educations for Sustainable Development or to another property which is directly connected with the work of the undertaking;
 - i) Commission of any of the unlawful activities referred as:

- Intentionally commit in the place of work any act which endangers other staff's life and property of Educations for Sustainable Development;
 - Take away property from the work place without the express authorization of the Educations for Sustainable Development;
 - Report to work in a state of intoxication (liquor, drugs etc);
 - Except for HIV/AIDS test, refuse to submit himself/herself for medical examination when required by law or by the Education for Sustainable Development for good cause;
 - Refuse to observe safety and accident prevention rules and to take the necessary safety precautions.
- j) Absence from work due to a sentence of imprisonment passed against the Educations for Sustainable Development for more than 30 days;
- k) Commission of other offences stipulated in a collective agreement as grounds for terminating a contract of employment without notice.

8.2.2 The following grounds relating to the loss of capacity of, and situation affecting, the Educations for Sustainable Development shall constitute good cause for terminating a contract of employment with notice:

- a) When the employee manifest loss of capacity to perform the work to which he/she has been assigned; or his/her lack of skill to continue his work as a result of his/her refusal to take the opportunity of training prepared by the Educations for Sustainable Development to upgrade his/her skill or after having been trained, his/her inability to acquire the necessary skill;
- b) When an employee is permanently unable to carry out his/her obligations as per the contract of employment for the reason of health or disability;
- c) When employee's unwillingness to move to a branch to which the undertaking moves;
- d) When the position of the employee is cancelled for good cause and the employee cannot be transferred to another post;
- e) Any event which entails direct and permanent cessation of the worker's activities in part or in whole resulting in the necessity of a reduction of the workforce;
- f) Financial problems, not attributable to the fault of Educations for Sustainable Development, that requires the suspension of its activities not for less than 10 days;
- g) A decision to alter work methods or introduce new technology with a view to raise productivity resulting in the reduction of the workforce.

8.3 Penalties

Depending on the gravity of the offence various penalties may be imposed. These shall include:

- a) Summary dismissal
- b) Termination
- c) Demotion
- d) Suspension
- e) Written warning
- f) Verbal warning

8.3.1 Summary dismissal

Summary dismissal entails the termination of contract employment without notice. Offences for which summary dismissal is mandatory are listed in the Labour Law.

8.3.2 Termination

8.3.2.1 Termination of the service of a staff member by Educations for Sustainable Development for disciplinary reasons does not entail the loss of eligibility to any payment for the normal period.

8.3.2.2 Termination will occur if a staff member is terminated subsequent to a further offence occurring within the effective dates of a final warning, or if the staff member is considered to have abandoned his or her post. The employee will be provided, with written reasons for termination, the date on which employment will terminate and the right of appeal.

8.3.3 Demotion

8.3.3.1 Demotion may take one of two forms; either demotion to the lowest point on the staff member's current salary scale for the grade, or a change in status, when the salary scale will be that appropriate to the change in duties and responsibilities.

8.3.3.2 Demotion is the most serious penalty before termination of service and may only be imposed after final written warning within one year.

8.3.3.3 Grounds for demotion are:

Willful or habitual absence from the place of service;

- a) Insubordination;
- b) Disorderly or indecent behavior;
- c) Negligence;
- a) Breach of Education for Sustainable Development's work rules;
- b) Unwillingness or inability to do prescribed duties in a satisfactory manner;
- c) Proven record of poor performance;

8.3.4 Suspension

- 8.3.4.1 Suspension from duty entails the immediate quitting from the place of work for a maximum of one month until further notice. Suspension is employed in cases where time is needed for investigation of a possible offence.
- 8.3.4.2 Suspension is normally with pay and all other benefits. However, on the advise of the relevant supervisor and Administration and Finance Officer, the Executive Director may authorize, suspension without pay or reduced pay.
- 8.3.4.3 If after the investigations have been completed, the staff member is found to be innocent of the suspected offence, all withhold pay and benefits are reimbursed.

8.3.5 Written warnings

- 8.3.5.1 Written warning is considered where a verbal warning has already been given and there is no satisfactory improvement or where the offences are more serious. A written warning consists of a formal letter containing a brief description of the offence, the date from which the written warning is effective.
- 8.3.5.2 If a further offence occurs within the effective dates of the first written warning, and the supervisor wishes to impose a further written warnings as a penalty. Any further offence within the effective dates of the final warning results in either demotion or termination of service depending upon the capability of the staff member to make restitution.
- 8.3.5.3 A final warning is valid for 12 months from the date of issue, after which it is deleted from the records.
- 8.3.5.4 During the period of validity of either a written warning or a final warning, no merits increase to salary may be awarded unless specifically authorized by the Executive Director.
- 8.3.5.5 In addition to the imposition of a written warning, the Officer, Administration and Finance may also require that the staff member undergo quarterly or biannual evaluations to assess the improvement in the staff member's performance.
- 8.3.5.6 Written warnings may be imposed for any offence for which time is needed to note performance improvement or to take remedial action, such as transfer or training. Grounds for issue of a written warning includes
- a) Willful or habitual absence from the place of work;
 - b) Insubordination: refusal to follow decisions of supervisors in line with responsibility;
 - c) Disorderly or indecent behavior;
 - d) Negligence;
 - e) Unwillingness to perform prescribed duties in a satisfactory manner;

8.3.6 Verbal warnings

- 8.3.6.1 Verbal warnings, with a note to file, are the least penalty, which may be imposed by a supervisor. Verbal warnings are not cumulative, and attract no higher penalty. However, they may be taken into account at the annual evaluation.

8.3.6.2 If there is no satisfactory improvement, a brief note of the oral warning will be kept on her/his personal file but it will be disregarded for disciplinary purposes after 6 months, subject to satisfactory conduct and performance.

8.4 Procedures

8.4.1 When a minor misconduct is alleged to have occurred the immediate supervisor shall first arrange a meeting to discuss and/or rectify the matter with the employee. If the issue continues the following staged procedure shall be followed (see table below). At each step a full investigation will be carried out by the supervisor, observing the following principles:

- a. The case or allegation must be presented to the employee;
- b. The employee must be allowed representation;
- c. The employee must be allowed to state her/his case;
- d. The supervisor must hear and be seen to hear the case and must only form a judgment after having considered all the facts presented.

8.4.2 As far as practically possible all stages will be conducted through face-to-face interview.

8.5 Authority to Impose Penalties and Procedures.

The authority to impose penalties shall be vested in the responsible Line Officer in the following manner:

- a) Summary dismissal – Executive Director
- b) Termination – Executive Director
- c) Written warning – Immediate Supervisor
- d) Verbal warning – Immediate Supervisor

8.6 Grievance Procedure

8.6.1 Grievance procedures are procedures whereby staff members can raise their grievances in respect to decisions taken on them. They aim at settling a grievance fairly and quickly and help to prevent minor disagreements developing into more serious disputes.

8.6.2 Aggrieved staff members can bring their grievance first to their Immediate Supervisors. Staff members and supervisors shall be expected to discuss misunderstandings before the case becomes severe.

8.6.3 Aggrieved staff members should present their case within one week of occurrence of the incident. Immediate supervisors shall be obliged to reply to any grievance within one week from the day of receipt of the grievance letter. In case of failure to reply, the aggrieved can take the matter to a higher level Immediate Supervisor.

- 8.6.4 If the grievance cannot be resolved, then the case can be taken in writing to the Executive Director.
- 8.6.5 The Executive Director may designate a person or persons or disciplinary committee who will investigate the case and advise her/him on actions to be taken. She/he may not select any person who has been substantively involved in the case pending investigation.
- 8.6.6 On receipt of the enquiry report of disciplinary committee and the employee's explanation, the Management Committee will hold a hearing of the case. The Committee will state the nature of the offence, and allow evidence to be presented by both the author of the enquiry and the employee. The Committee will reach a decision, within 5 working days after the submission of the report and communicate this to the staff member in writing, whose decision is final on the part of Educations for Sustainable Development.
- 8.6.7 For staff members who are reporting to the Executive Director, the next level of appeal shall be the Board whose decision is also final.
- 8.6.8 Staff members have the right to take their unresolved grievances to court of law if unsatisfied with the final decisions by Educations for Sustainable Development.

Light Offences (Sample)

No.		Disciplinary Measures					
		1 st Step	2 nd Step	3 rd Step	4 th Step	5 th Step	6 th Step
1	Being late to work 30 minutes without permission or good cause	Oral warning	1 st Written warning	2 nd written warning	2 nd written warning 1 day wage	5 days wages last letter or warning	Dismissal
2	Leaving place of work without good cause or permission	Oral warning	Written warning and deduction of 1 day wage	2 days wage	5 days wage last letter or warning	Dismissal	
3	Absence from work ½ to 1 day without good case or permission	1 day wage	2 days wage	4 days wage	5 days wages last letter or warning		
4	Refusal to execute work order from supervisor without good cause	Written warning and deduction of 1 day wage	5 days wages last letter or warning				
5	Damage to property of the organization or personal use of it without permission	Written warning	5 days wages last letter or warning	Dismissal			
6	Wrong use of vehicle of the organization without taking care	Written warning	2 days wage	5 days wages last letter or warning	Dismissal		

7	Insulting others except self defense brawling in the place of work	Oral warning	Written warning	5 days wages last letter or warning	Dismissal		
8	Failure to put on uniform and follow safely instructions.	Oral warning	Written warning	1 day wage	2 days wage	5 days wages last letter or warning	Dismissal
9	Failure to obey circulars, notices, orders	Oral warning	Written warning	2 days wages	5 days wages last letter or warning	Dismissal	
10	Gambling in place of work	Written warning	5 days wages last letter or warning	Dismissal			

11	Failure to finish work on time deliberately	Oral warning	Written warning	2days wage	5 days wages last letter or warning	Dismissal	
12	Failure to report immediately accident on work	Written warning	3 days wage	5 days wages last letter or warning	Dismissal		
13	Doing personal work on duty without permission	Oral warning	Written warning	5 days wages last letter or warning	Dismissal		
14	Spreading rumor, which spoils the relation of the organization with the workers	Oral warning	Written warning	1 day wage	5 days wages last letter or warning	Dismissal	
15	Showing bad manners and causing problem to participants and clients	Oral warning	Written warning	1 day wage	5 days wages last letter or warning	Dismissal	
16	<u>Refusal to do overtime work</u> without good cause.	Oral warning	Written warning	<u>5 days wages</u> last letter or warning	Dismissal		

(A)

EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
SPECIMEN CONTRACT OF EMPLOYMENT

(Regular/contract Staff)

This Contract of Employment is entered into this _____ day of _____ at _____, Ethiopia, by and between EDUCATIONS FOR SUSTAINABLE DEVELOPMENT a Foreign Charity organization working in Ethiopia under Agreement with the Government of Ethiopia (hereinafter referred to as the "Employer "on one part and

Ato/Wz. _____

Address: Region _____, City _____, Sub-City/Woreda _____, Kebele _____ H. No. _____. (Hereinafter referred to as the "Employee") on the other part.

ARTICLE 1

Employment

- 1.1 The Employer undertakes to engage the Employee in the post of _____ and the Employee ascertains that he/she accepts the employment.
- 1.2 The Employee accepts that his/her work being _____ his/her employment relationship will be governed under the Civil Code of 1960 and the labour Proclamation 377/2003.

ARTICLE 2

Place of work

- 2.1 The place of work of the Employee shall be at _____.
- 2.2 Notwithstanding the provisions of Art. 2.1 above the Employee undertakes to perform his duties at such place or places as the Employer may decide.

ARTICLE 3

Duration of the Contract

- 3.1 This Contract shall remain in force for a period of _____ year commencing from _____.

3.2 Nothing shall, however, affect the rights of the Parties to terminate this Contract as provided under Art. 1.2 of this Contract.

ARTICLE 4

Employee's Warranties

- 4.1 The Employee guarantees that he/she is professionally qualified for job.
- 4.2 He/she further guarantees that documents and testimonials he/she presented to the Employer are genuine.
- 4.3 Should the Employee be found incompetent or should documents and testimonials he/she presented found to be false, the Employer reserves the right to terminate this Contract without prejudice to claim any damages it may have suffered.

ARTICLE 5

Remuneration

- 5.1 The Employee shall be entitled to a monthly gross salary of Birr _____ at Grade ____ Step ____
- 5.2 The necessary tax levied by the Government shall be deducted from such salary and the net salary shall be paid by the Employer in arrears not later than the last date of the month during which the salary was earned.

ARTICLE 6

Termination

The employer may terminate this contract for any one of the following reasons.

- 6.1 Due to one or more of the grounds of termination as provided for under the Labor Proclamation.
- 6.2 Due to one or more of the grounds of termination as per the rules and regulations of the employer.

ARTICLE 7

Miscellaneous

7.1 The Employee's job description and the Human Resource Policy and Procedures Manual shall constitute an integral part of this Contract.

7.2 Other entitlements, rights, benefits of the Employer not specifically mentioned here in shall be governed by the labor law of Ethiopia/and or the rules, regulations or policies of the Employer.

7.3 The Employer has the right to take disciplinary action against the Employee in accordance the employer's rules, regulations, policies or manuals.

In WITNESS WHEREOF, the parties to this Contract and Witness mentioned below have set and subscribed their signatures on this Contract on the year and date first above written.

THE EMPLOYEE

FOR EDUCATIONS FOR
SUSTAINABLE DEVELOPMENT

WITNESSES

- 1. _____
- 2. _____

Annex 1 (B)

**EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
SPECIMEN CONTRACT OF EMPLOYMENT
 (Service Contract)**

This service agreement took place between EDUCATIONS FOR SUSTAINABLE DEVELOPMENT and _____

To provide EDUCATIONS FOR SUSTAINABLE DEVELOPMENT the below mentioned services according to the terms and conditions set in this agreement/contract.

The responsibilities to the service provider: the service provider will:

=====

Responsibilities of EDUCATIONS FOR SUSTAINABLE DEVELOPMENT upon successful completion of the above service EDUCATIONS FOR SUSTAINABLE DEVELOPMENT will give the service provider the following facilities.

Total contract stipulated under this contract is (Eth, Birr) _____)
In words: _____

Duration: The service contract starts from: _____ to: _____
Generally each part can terminate this service contract giving a written letter to other side before (within) _____ days. Both parties understood fully and will obey the terms and conditions set in this service contract/agreement.

Prepared by:

Name: _____ Title: _____

Date: _____ Signature: _____

Service provider:

Name: _____ Title: _____

Date: _____ Signature: _____

On behalf of EDUCATIONS FOR SUSTAINABLE DEVELOPMENT

Name: _____ Title: _____

Date: _____ Signature: _____

Annex 2

EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
JOB DESCRIPTION FORMAT

JOB-DESCRIPTION

Position:

Reports to:

Duty Station:

Grade/ Payment:

1.0 Duties and Responsibilities

1.1. _____

1.2. _____

1.3. _____

1.4. _____

1.5. _____

2.0 Qualifications & Experience

2.1 Education _____

2.2 Experience _____

3.0 key skilled Required

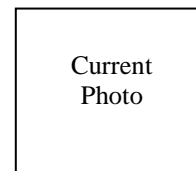
3.1 _____

3.2 _____

3.3 _____

3.4 _____

**EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
Staff Data Form**



i. Full name (including grand father's name)

_____ Name _____ Father's name _____ Grand father's name

Mother's name: _____

Date of birth: _____ Place of birth _____ Sex _____

Address: sub-city/Woreda _____ Kebele _____ House no. _____

Tel. residence _____

Marital status: _____ Spouse's name: _____

S. No.	Children's name	Sex	Date of birth
1.			
2.			
3.			
4.			

ii. Person to be contacted in case of emergency

Name: _____ Sub-city/woreda _____ Kebele _____ House no. _____ Tel. Res. _____ office _____

iii. Name and location of schools attended

Name of institute	Location	Cert./ diploma/degree	Year of graduation

iv. Special training

Name of institution	Type of training	Duration

v. Employment history

Years of experience before joining ESD : _____

Name of institution	Position	From(dd/mth/yr)- To(dd/mth/yr)

vi. Do you possess a valid driver's license?

Yes no

If yes place of issue _____ grade _____ license number _____

vii. Current status

Employment date in ESD : _____

Employee ID. no.: _____

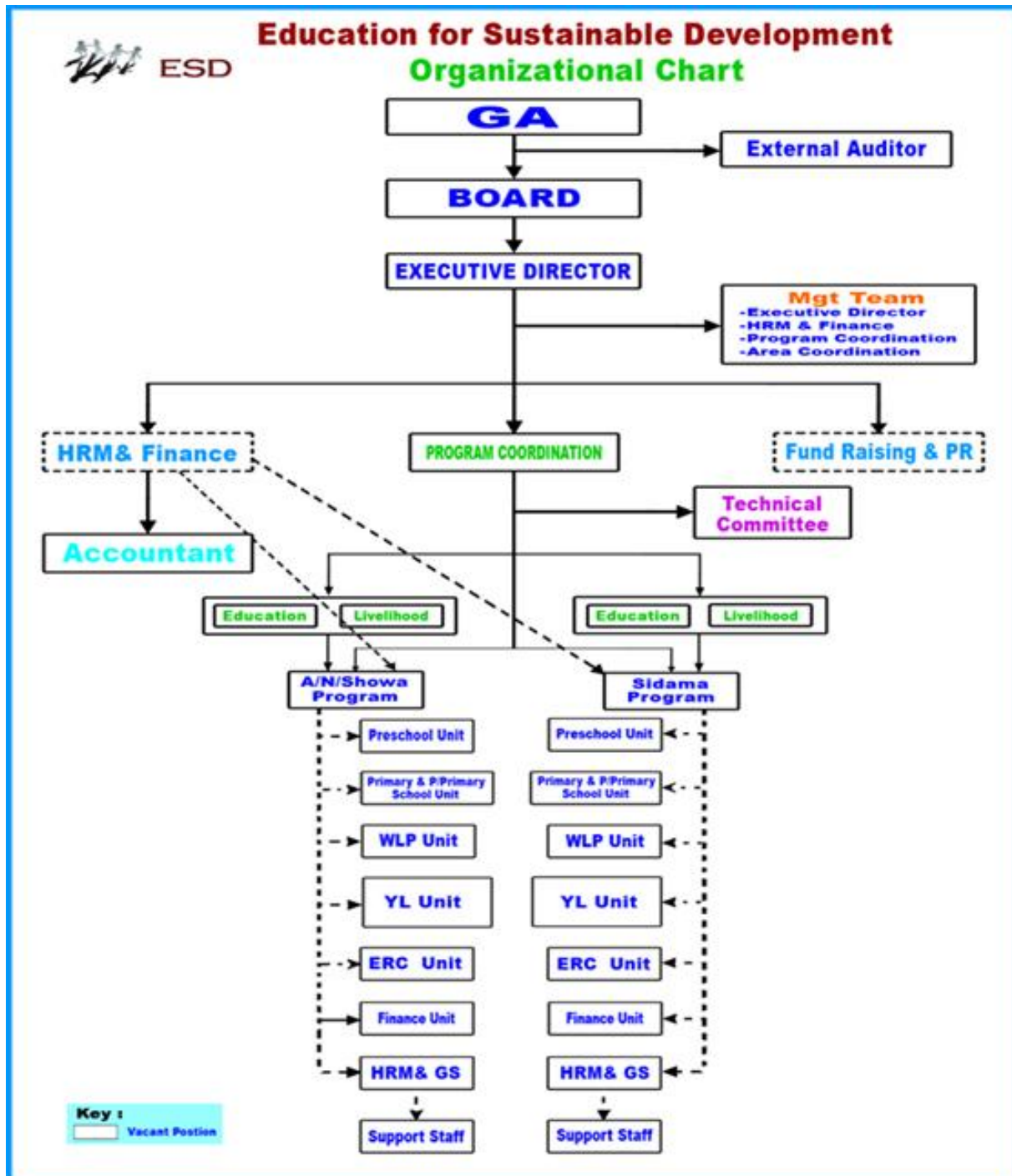
Starting position in EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
: _____

Starting salary: _____

I hereby certify that the above information given by me is true and complete to the best of my knowledge.

Name & signature

EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
Organization Structure



EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
Exit Interview Form
For Voluntarily Separating Employee

Name _____ Position _____
Unit _____ Duty station _____
Date of hire _____ Date of separation _____

1. Why are you leaving EDUCATIONS FOR SUSTAINABLE DEVELOPMENT?

2. Were you satisfied in your job while working with EDUCATIONS FOR SUSTAINABLE DEVELOPMENT?

3. How was your work relationship with your supervisor and other staff?

4. What is your opinion regarding the policies and procedures of EDUCATIONS FOR SUSTAINABLE DEVELOPMENT? Any recommendation?

5. Do you have any other comments?

NB. Please interview and document if there is a need for additional information.

**EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
LEAVE APPLICATION FORM**

TO BE FILLED BY EMPLOYEE

No. of Days Requested:

Working Days _____ Total _____

Requested from (date) _____ to _____

Type of Leave:

Annual _____ Sick _____ Maternity _____

Compassionate _____ Without pay _____ Other _____

Requested By: _____ Emergency phone number _____

Name: _____ Signature _____ Date _____

TO BE FILLED BY ADMINISTRATION AND FINANCE

Type of Leave	Total	Taken	Balance
Annual			
Sick			
Maternity			
Paternity			
Compassionate			
Without Pay			
Other			

Leave to be taken on (date) _____

Due to return on (date) _____

Name _____ Signature _____ Date _____

TO BE FILLED BY Executive Manager/Supervisor or Coordinator

Approved by:

Name _____ Signature _____ Date _____

Annex 7

**EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
Annual Performance Appraisal**

Name of the Employee _____

Position of the Employee _____

Assessment period _____ to _____

Date Assessed _____

No	Rating Factor	Weight	5	4	3	2	1	Score
			Excell-ent	Very Good	Good	Satisfa-ctory	Un-satisfactory	
1	Punctuality and attendance	8						
2	Quality of work	10						
3	Dependability and sense of responsibility	10						
4	Initiative	10						
5	Attitude and cooperation	8						
6	Industriousness	7						
7	Integrity	10						
8	Discipline	7						
9	Intelligence	15						
10	Leadership	15						
Total weighted score								

Appraisee's strong areas

Areas requiring strengthening or improvement

Training and development needs

<u>Need (Area)</u>	<u>Strategy (Action)</u>
_____	_____
_____	_____
_____	_____

Additional Remarks of the Appraiser

Any other relevant information about the performance of the employee

Recommendations

Name Signature Date

Remarks of the appraised employee

Please state your opinion about the evaluation

Name Signature Date

Remarks of the supervisor of the appraiser (not applicable for staff reporting to the ED)

Please state whether you agree with the assessment and if not, the reasons therefore

Name

Signature

Date

Guidelines on Evaluating Factors

1. Punctuality & Attendance

Consider the following

- Time responsiveness – keeping deadlines
- Reporting to duty on time
- Using office hours for official purposes.

Rating Factor

- Exceptionally known for being on duty during office hours -5
- always on duty unless for exceptional cases -4
- most of the time he/she is on duty -3
- stays on duty reasonably -2
- most of the time absent from duty without valid reasons -1

2. Quality of Work achieved, accuracy and quantity

Consider the following

- thoroughness (Completeness)
- Extent of how work is done without error

Rating Factors

- Does very neat, accurate and complete work - 5
- Does neat and complete work with acceptable degree of accuracy -4
- work is nearly always reliable but makes few errors -3
- gets flustered when pressure. The accuracy of his/her work needs to be checked-2
- lacks the required standard, makes major errors -1

3. Dependability and sense of responsibility

Consider the following

- readiness to take appropriate action when called upon in ones duties
- degree of reliability in ones assignment
- awareness of obligation to carry out assigned activities to the best of ones ability
- degree of commitment to ones duties

Rating Factors

- Always accepts responsibility without hesitation. keeps-up the maximum effort to handle responsibility in all areas of his /her assignments -5
- accepts responsibility and takes due care in performing assignments -4
- holds responsibility at a reasonable degree -3
- Hesitant to accept responsibility. Does not go through the work if left alone -2
- Unreliable, requires to much attention. At loss if left alone -1

4. Initiative (Interested in Making Improvement, Creativeness)

Consider the following

- Ability to come out with constructive ideas.
- Act without having to be told.

Rating Factors

- An imitative, exceptionally has an original mind and always comes up with new ideas. Most of the time he/she is self-starting.....5
- Has a fertile mind. Applies novel approaches to all problems. Usually he/she is self-starting -4
- can properly develop other people's ideas usefully-3
- Only sees the obvious. Does not produce useful ideas -2
- never comes out with ideas, always stuck to old ones or unimaginative and obstructive to new ideas -1

5. Attitude and cooperation

5.1. Relationships (With Subordinates)

Consider the following

- willingness to teach and inform subordinates
- Delegate subordinates where applicable
- command respect and earn acceptance

Rating Factor

- informs, and delegates his/her subordinates-5
- in most cases teaches, informs and delegates -4
- sometimes teaches, informs and delegates -3
- teaches, informs, delegated rarely -2
- Not respected at all, does not teach and inform his/her subordinates -1

5.2. Cooperative attitude to supervisors, subordinates and beneficiaries

Consider the following

- willingness to work with others to achieve Unit and/or organizational objectives
- sociable, maintain good work relationships

Rating Factors

- Exceptionally very good, and effective diplomat, liked and respected -5
- always sociable, liked and respected -4
- maintains good work relationships, -3
- Goes along with the majority does not have much personal impact -2
- upsets people needlessly. A poor team work -1

5.3. Relationships with Supervisors

Consider the following

- helpful and prompt in attending to instructions
- maintaining mutual understanding
- readiness to accept assignments

Rating Factors

- highly co-operative. he/she maintains mutual understanding -5
- mostly helpful, properly handles instructions -4
- reasonably helpful and cooperation -3
- mostly disregards instructions and is not helpful and co-operative -2
- always disregards instructions and is not helpful -1

6. Industriousness (ability to work, conscientious on job)

Consider the following

- Is he/she relatively slower in performing assigned duties or does he/she complete his/her assignments with utmost expedition?
- Rating Factors**
- perform assigned duties much before expected time -5
- always in time to report assigned assignments -4
- keep-up his /her assignments with the normal flow of work -3
- he/she is slow to complete assigned work in a reasonable time -2
- very slow in performing assigned duties -1

7. Honesty, utilization of organization resources for the purpose of intended

- Consider the degree of concentration he/she exercise in the reduction of all kinds of wastefulness.

Rating Factors

- Always does his/her job economically.....5
- In most cases, handles his/her job economically ...4
- Normally cost conscious in performing his duties3
- In most cases does his/her job uneconomically2
- Always uneconomical.....1

8. Manner, and sociability (General discipline)

Consider the following

- characteristics of an individual such as integrity, maturity, and self discipline
- the manner in which an employee behaves
- qualities that make up a person's character

Rating Factors

- neat, always bright and shiny, pleasant to make the working areas normal and his/her manner is extremely appreciable -5
- has a very good manner and personality as a whole -4
- has a good manner and responsibility as a whole -3

- ❑ usually unhappy and also careless in his/her overall personality -2
- ❑ always unhappy and usually unpredictable to evaluate his/her character and personality as a whole -1

9. Intelligence & decision making ability (thinks intelligently, takes logical decisions) - (for supervisory position)

Consider the following

- ❑ possession of the required skill and ability for assigned duties
- ❑ knowledge of related duties
- ❑ familiarity with/or understanding of EDUCATIONS FOR SUSTAINABLE DEVELOPMENT policies and procedures in general

Rating Factors

- ❑ has an exceptional knowledge of assigned duties, and an all round general understanding of related duties and EDUCATIONS FOR SUSTAINABLE DEVELOPMENT policies and objectives -5
- ❑ knows own and related job very well and has fair knowledge of EDUCATIONS FOR SUSTAINABLE DEVELOPMENT policies and objectives -4
- ❑ has reasonable knowledge of own and related duties -3
- ❑ has fair knowledge of assigned duties but needs much help in carrying out his/her assignment -2
- ❑ unable to copy up with requirements -1

10. Leadership & coordination (ability to organize, coordinate and lead subordinates and generate higher performance level) - for supervisory position

Consider the following

- ❑ Ability of influencing people to strive willingly for mutual objectives
- ❑ ability of directing the activities of others effectively
- ❑ the ability to build teamwork, develop subordinates and delegate work
- ❑ ability to establish discipline with firmness and fairness

Rating Factor

- ❑ Takes a disciplined control of subordinates.
- ❑ Leads his/her unit firmly and fairly, possesses the qualities of a real leader-5
- ❑ produces enthusiasm for the achievement of clearly defined objectives and usually has the qualities of a very good leader -4
- ❑ while he/she has the other qualities of a good leader he/she sometimes fails to delegate authority -3
- ❑ inclined to leave subordinated to get on without enough guidance or control -2
- ❑ inconsistent and in general does not at all fit in a position where leadership quality is needed -1

**EDUCATIONS FOR SUSTAINABLE DEVELOPMENT
Clearance Form**

Name of Staff: _____

Date of employment: _____

Position/Title: _____ Duty station: _____

Reason for clearance: _____

Effective date: _____

	Project/Section/Unit	Property borrowed, salary advance, loan, leave taken, etc.	Verified	Signature
1	Line Unit			
2	Finance and Administration			
3	Cashier			
4	Store			
5	Others			

After completion of the clearance, it should be presented to Executive Director or immediate supervisor or coordinator to initiate and finalize the termination remunerations.

Annex 8

**Education for Sustainable Development
Application Form**

Position		Date	
First/Given		Surname/Family	

Names		name	
--------------	--	-------------	--

Sex Male Female

Marital status _____

Nationality _____

Statement of Interest

Please use the space below to describe how your experience, skills, knowledge and qualities make you suitable for appointment to this post. You can list experience and knowledge gained from current and previous employment, voluntary work and any other activities which you consider relevant to this post.

Please refer to the requirement of this post from the role profile in the advert.

Please continue on a separate sheet if necessary

Qualifications / Training

Schools, Colleges, University etc.:

Qualification/results	Institution	From (Month and year)	To (Month and Year)

Other relevant training / qualifications:

Course	From	To	Details

Current professional membership

Membership	Body

Please continue on a separate sheet if necessary

Employment History

In chronological order starting from your present or most recent employer first

Name and address of employer				
Dates employed	From (Month and Year)		To (Month and year)	
Job Title			Work Location	
Brief summary of duties and achievements				

Current / most recent salary (per annum gross)		Reason for leaving	
Notice Required			

1) Name and address of employer			
Dates employed	From (Month and Year)		To (Month and year)
Job Title			Work Location
Brief summary of duties and achievements			
Current / most recent salary (per annum gross)		Reason for leaving	
Notice Required			

2) Name and address of employer			
Dates employed	From (Month and Year)		To (Month and year)
Job Title			Work Location
Brief summary of duties and achievements			
Current / most recent salary (per annum gross)		Reason for leaving	
Notice Required			

3) Name and address of employer			
Dates employed	From (Month and Year)		To (Month and year)
Job Title			Work Location

Brief summary of duties and achievements			
Current / most recent salary (per annum gross)		Reason for leaving	
Notice Required			

Please continue on a separate sheet if necessary

Personal data

First/Given Names			Surname/Family name	
Title (Ms/Miss/Mrs/Mr/Other) Please specify				
Full Address				
Telephone no)	Home		Mobile	
Personal Email				
If you are not available on your personal contact details, please provide us with alternative numbers/email				
Please give dates of when you are unable to attend interview. We cannot undertake to avoid these dates but will try to do so.				

Referees (one should be your current or most recent employer)

Please note that any job offer is subject to two satisfactory references by your line managers in your two most recent employments. As part of our selection process we may seek references please advise us if you do not want us to contact referees at this stage.

	Referee 1	Referee 2
Name		
Job Title		
Relationship to you		
Full Address		
Email address		
Tel no.		
Can we contact?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>

Data Protection

Any data about you will be held confidentially and will only be used for recruitment to the vacant post though this data will be kept anonymous. If you are unsuccessful, your application will be destroyed after 1 month and if you are successful, the relevant information will be kept as part of your employee file.

Declaration

I confirm that to the best of my knowledge all the information set out in this application are true and complete. I understand that any fabrication may lead to disqualification from the selection process or dismissal if appointed.

Signed		Date:	
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