

**CENTRE FOR ENVIRONMENT AND MIGRATION
ASSISTANCE (CEMA)**



HUMAN RESOURCE POLICY

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1. Introduction

The **Human Resource Policy** of the **Centre for Environment and Migration Assistance (CEMA)** is foundational to fostering a productive, ethical, and inclusive work environment that supports the organization's mission of addressing environmental and migration challenges. As CEMA works toward its goals of providing effective services to vulnerable populations, especially in the areas of migration, environment, and disaster risk reduction, its human resources are its most valuable asset. The policy aims to guide the management and development of the staff, ensuring that CEMA attracts, retains, and nurtures talented individuals who are committed to its vision and values.

This policy is designed to ensure that CEMA's human resource practices align with its core values of **transparency, accountability, diversity, and inclusivity**. It is based on principles that ensure both **organizational efficiency** and the **well-being** of staff members. The policy will be applied fairly and consistently to create a supportive work environment that enhances employee satisfaction, fosters professional growth, and contributes to CEMA's success.

Objectives of the Human Resource Policy

The key objectives of this policy are to:

- **Ensure legal compliance:** The policy will ensure that CEMA's human resource practices comply with **Uganda's labor laws**, as well as relevant international labor standards and guidelines.
- **Promote fairness and equality:** CEMA is committed to providing equal employment opportunities to all individuals, irrespective of gender, race, religion, disability, or other protected status. The policy ensures non-discriminatory practices in all aspects of employment.
- **Foster a supportive work environment:** The policy aims to establish a positive and supportive work culture, where employees are respected, empowered, and encouraged to contribute to the organization's goals.
- **Attract and retain talent:** CEMA seeks to attract and retain skilled, motivated, and passionate individuals by offering competitive compensation packages, opportunities for professional development, and a workplace that values diversity and inclusion.
- **Develop staff potential:** The policy will outline opportunities for **training, mentorship, and career development**, ensuring employees have the skills and knowledge to grow within the organization.

- **Enhance organizational effectiveness:** By ensuring effective performance management, clear roles, and transparent communication, CEMA will be able to optimize staff performance and achieve its strategic objectives.

Scope of the Policy

This policy applies to all **employees** of CEMA, whether employed on a **permanent, temporary, contract, or internship** basis. It governs all aspects of the employment relationship, including recruitment, compensation, employee benefits, performance management, disciplinary actions, termination, and grievance procedures.

Core Principles

The Human Resource Policy is underpinned by several key principles:

1. **Equity and Fairness:** All staff members are treated equitably and fairly in accordance with their role and performance. No employee shall be discriminated against based on personal characteristics unrelated to job performance or organizational needs.
2. **Transparency:** All decisions related to recruitment, promotions, compensation, and other HR matters will be made in an open and transparent manner, with clear communication to staff members.
3. **Confidentiality and Integrity:** CEMA is committed to maintaining the confidentiality of personal and sensitive information related to employees, ensuring that staff data is handled with the utmost care and integrity.
4. **Collaboration and Teamwork:** CEMA fosters an environment where employees work together towards common goals, contributing their unique skills and ideas to the collective mission.
5. **Respect and Dignity:** Every employee is treated with respect and dignity, and a zero-tolerance approach is adopted for any form of harassment, bullying, or discrimination.

Adherence to Ugandan Labor Laws and Best Practices

CEMA recognizes the importance of adhering to the **Employment Act of Uganda** and other relevant labor regulations. This policy is designed to align with these legal requirements while reflecting international best practices in human resources management. CEMA will also adapt to any changes in labor laws and regulations, ensuring that the organization remains fully compliant with Uganda's evolving legal framework.

2. Purpose and Scope

The **Purpose** and **Scope** of the Human Resource Policy for the **Centre for Environment and Migration Assistance (CEMA)** are integral to creating a well-structured, fair, and supportive work environment that aligns with the organization's core values and operational objectives. This section outlines the key objectives that the policy seeks to achieve and defines the employees to whom the policy applies.

Purpose of the Policy

The purpose of this policy is to ensure that CEMA's human resource practices support the organization's mission and vision while maintaining **compliance** with **labor laws** and **best practices**. Specifically, the policy aims to:

1. Ensure Legal Compliance:

- CEMA is committed to fully complying with **Uganda's labor laws** as well as international labor standards. The policy provides guidance to ensure that all aspects of employment—ranging from recruitment and compensation to termination and dispute resolution—are conducted in accordance with legal requirements. This includes **tax laws**, **social security contributions (NSSF)**, and **health and safety regulations**, among others.

2. Establish a Framework for Fair and Transparent Employee Management:

- The policy seeks to provide a **structured framework** for managing CEMA's workforce in a manner that promotes **fairness**, **transparency**, and **accountability** in all human resource-related decisions. This will include defining the **roles and responsibilities** of employees and management, ensuring **equal opportunity** in recruitment and promotion processes, and fostering an environment where employees' rights are protected.
- By instituting clear and consistent procedures for recruitment, performance evaluation, and conflict resolution, the policy will help prevent any form of bias or discrimination and create a transparent process for employees at all levels of the organization.

3. Support CEMA's Organizational Goals:

- The policy aims to align CEMA's **human resource practices** with the organization's strategic goals. By attracting, retaining, and developing **skilled, motivated, and**

passionate employees, the policy will support CEMA in achieving its mission of addressing **environmental, migration, and disaster risk** challenges. High-performing employees are a critical asset in delivering successful programs, advocating for vulnerable populations, and meeting donor requirements.

- This framework ensures that the organization has the **right talent** to carry out its programs and initiatives, while also creating an environment that fosters **staff development** and **career growth**. Motivated employees are more likely to contribute innovative ideas, maintain high levels of productivity, and help the organization stay competitive and responsive to the evolving needs of refugees, migrants, and local communities.

4. **Foster a Positive Work Environment:**

- By establishing policies for **employee relations, recognition, and well-being**, CEMA aims to create a work culture where staff feel valued, supported, and motivated. The policy sets out guidelines for **workplace behavior, respect, and collaborative teamwork**, all of which are essential for fostering positive employee engagement and a healthy organizational culture.

5. **Promote Professional Growth and Development:**

- The policy places significant emphasis on **career development** and **employee training**, ensuring that staff are not only provided with opportunities for skill development but also actively encouraged to pursue **professional growth**. CEMA aims to develop its employees, offering them the tools, support, and opportunities they need to thrive in their roles.

Scope of the Policy

This policy is applicable to all **employees** of CEMA, regardless of their employment type or contractual arrangement. It governs all aspects of the employee-employer relationship, including, but not limited to, **recruitment, compensation, performance management, benefits, workplace behavior, employee relations, leave entitlements, and termination** procedures.

- **Permanent Employees:** This category includes staff members who are employed on a **full-time, indefinite basis** and are eligible for all benefits outlined in this policy. Permanent employees are expected to fulfill their roles as per the terms of their contract and engage in the full scope of organizational activities.
- **Temporary Employees:** This category includes employees who are hired for a **fixed-term contract** or for **specific short-term projects**. Temporary employees will be subject to the

provisions of this policy that apply to the duration of their contract or assignment, with rights and benefits typically prorated.

- **Contract-Based Employees:** This category refers to individuals who are hired for a **specific project or task** for a predefined period. Contract-based employees will follow the relevant aspects of this policy, especially in terms of job roles, performance expectations, and compensation, subject to the terms of their contract.
- **Interns and Volunteers:** The policy also applies, in part, to **interns** and **volunteers** at CEMA, ensuring that their rights, safety, and welfare are respected. Interns and volunteers will receive support for their development but may not be entitled to the same full benefits as permanent employees.

Application to All Organizational Levels

The policy applies uniformly across the organization, covering:

- **Management:** Senior leadership, including the Executive Director, program directors, and managers, who are responsible for implementing and adhering to this policy while also supporting the growth and well-being of their team members.
- **Staff:** All program staff, support staff, administrative staff, and any other roles that contribute to CEMA's operations.
- **Board Members:** Although not directly employed, board members will be expected to adhere to high standards of **professional conduct** and **ethics** when interacting with staff, ensuring that their governance functions align with the organization's values.

Exclusions or Special Provisions

Certain provisions of this policy may not apply to specific categories of staff (e.g., **consultants** or **third-party service providers**) who have separate contracts outlining their relationship with CEMA. In such cases, the terms of the contract will prevail, although the organization will strive to apply core principles of fairness, transparency, and ethical conduct to all engagements.

3. Recruitment and Hiring

CEMA is committed to maintaining a **transparent, fair, and inclusive** recruitment process that attracts the **best talent** to support the organization's mission. The recruitment and hiring process is designed to ensure that CEMA selects employees based on merit, qualifications, and

their alignment with the organization's values. This section outlines the procedures for recruitment, ensuring that the organization attracts a diverse and skilled workforce capable of meeting its operational and programmatic objectives.

Job Descriptions

- **Clear and Up-to-Date Job Descriptions:** CEMA will ensure that all job positions have detailed and accurate **job descriptions** that clearly outline the **key responsibilities, qualifications, expectations, and skills** required for each role. Job descriptions will be regularly reviewed and updated to reflect any changes in job functions, organizational needs, or responsibilities. Each job description will also provide information about the **reporting lines**, the **department** the role falls under, and the **working conditions** (e.g., location, travel requirements, working hours). This clarity helps ensure that potential candidates fully understand the expectations for the role and the criteria for success.
- **Role-Specific Requirements:** Each job description will specify the **necessary qualifications** (e.g., education level, professional certifications), **experience** (e.g., years of relevant work experience), and **skills** (e.g., technical skills, communication abilities) needed. The qualifications and experience listed will reflect the core competencies required for the role and the level of responsibility.

Equal Opportunity

- **Commitment to Diversity and Inclusion:** CEMA is dedicated to providing **equal employment opportunities** for all individuals, regardless of **gender, race, ethnicity, religion, disability**, or other protected categories under Ugandan labor laws and international standards. CEMA's recruitment process will actively prioritize **diversity and inclusivity** to create a workforce that reflects a broad range of perspectives, experiences, and backgrounds.
- **Non-Discrimination:** The recruitment process will be free of **bias** or discrimination, and the selection criteria will be based solely on the candidate's qualifications, experience, and fit for the role. The organization will take steps to ensure that its recruitment practices are inclusive, offering equal opportunities to all candidates and making reasonable accommodations for those with disabilities.
- **Gender and Disability Equality:** CEMA aims to increase **gender diversity** in its workforce, particularly in leadership and technical roles, and is committed to implementing strategies to enhance **gender equality** and the **representation of women** in all positions.

Additionally, the organization will make reasonable accommodations for employees with disabilities during the recruitment process and throughout their employment.

Recruitment Process

The recruitment process at CEMA will typically include the following steps:

1. Job Advertising:

- **Position Advertising:** CEMA will ensure that all open positions are publicly advertised to reach a wide pool of candidates. Advertisements will be posted on relevant platforms, including the **CEMA website, job boards, social media**, and professional networks. The advertisements will provide detailed information about the job responsibilities, qualifications, and the application process.
- **Targeted Outreach:** To promote diversity, CEMA will also target specific groups, such as underrepresented communities, women, persons with disabilities, and other marginalized populations, through specialized channels, including community-based organizations, local employment agencies, and outreach events.

2. Screening Applications:

- **Application Review:** CEMA's recruitment team will review all applications based on the **required qualifications** and **experience** outlined in the job description. Applications will be screened to ensure that the candidates meet the minimum criteria for the role.
- **Shortlisting:** Shortlisted candidates will be selected based on their ability to meet the qualifications and the specific competencies required for the position. Only candidates who meet the minimum requirements will be moved to the next stage of the selection process.

3. Interviews:

- **Interview Process:** Candidates who are shortlisted will be invited for an **interview**. The interview will assess the candidate's technical skills, **experience**, and **cultural fit** within CEMA's organizational values and team dynamics. The interview panel may include relevant department heads, HR personnel, and the hiring manager.
- **Interview Format:** Interviews will be conducted in a standardized format to ensure consistency and fairness. Candidates will be asked a series of questions that assess their qualifications, problem-solving abilities, interpersonal skills, and motivation for the role. Additionally, candidates may be asked to participate in practical assessments, skills tests, or case studies related to the position.

4. Reference and Background Checks:

- **Reference Checks:** CEMA will conduct **reference checks** for all final candidates to verify the information provided during the interview and assess past performance. References will typically be provided by previous employers, supervisors, or colleagues.
- **Background Verification:** CEMA will also perform a background check to verify the candidate's identity, academic qualifications, professional experience, and any other relevant credentials. The extent of background checks may vary depending on the role, with specific checks performed for sensitive positions (e.g., financial or programmatic roles).

Note: CEMA respects candidates' privacy rights, and all checks will be conducted in compliance with relevant laws and regulations.

Probation Period

- **Probationary Period:** All new employees at CEMA will be subject to a **probation period** of up to **six months**. During this time, the employee's performance and suitability for the position will be closely monitored and evaluated.
 - **Performance Reviews:** During the probationary period, regular performance reviews will be conducted to assess the employee's ability to meet the job's expectations, the quality of their work, and their integration into the team. The employee will receive feedback from their supervisor and have the opportunity to discuss their strengths, areas for improvement, and professional development.
 - **Confirmation of Employment:** After the probation period, if the employee's performance meets the required standards, they will be confirmed in their position, and their employment will continue under the terms of the permanent contract. If there are concerns about performance or fit within the organization, the probationary period may be extended or terminated, depending on the situation.
 - **Support During Probation:** CEMA will provide employees with necessary support during the probationary period, including access to **mentoring, training**, and feedback, to help them succeed in their role and develop professionally.
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4. Employment Types and Conditions

CEMA is committed to providing fair and equitable employment opportunities to its staff, based on the needs of the organization and the qualifications of individual employees. This section outlines the various employment types, work hours, leave entitlements, and workplace health and safety measures that are designed to foster a productive and supportive work environment.

Employment Types

CEMA offers different **employment types** to accommodate the diverse nature of its programs and operational needs. These include:

- **Full-Time Employment:** Employees in full-time positions work the standard weekly hours (typically 40 hours per week). Full-time employees are entitled to all benefits and protections as outlined in the organization's policies, including annual leave, sick leave, and other benefits.
- **Part-Time Employment:** Part-time employees work fewer than the standard 40 hours per week. They will receive benefits on a pro-rated basis, depending on their number of working hours and the terms of their contract. These employees are entitled to some benefits, though not necessarily all the benefits available to full-time employees.
- **Temporary Employment:** Temporary employees are hired for a specific period or to meet the needs of short-term projects. The duration of their employment will be specified in the employment contract. Temporary employees may be entitled to certain benefits depending on their length of service and the terms of their contract.
- **Contract-Based Employment:** Contract-based employees are hired for a fixed-term duration, typically for specific projects or tasks. Their employment contract will clearly define the duration of the contract, compensation, and specific duties. These employees will receive benefits in accordance with the terms of their contract.

Employment Contracts

- **Written Employment Contracts:** All employees will receive a **written employment contract** upon hire. The contract will outline the key terms and conditions of employment, including:
 - **Job Title and Responsibilities:** The position, reporting structure, and key responsibilities of the employee.

- **Compensation:** Salary, bonuses (if applicable), and any other financial compensation.
- **Duration of Employment:** If applicable, the start and end date of the contract, especially for temporary or contract-based roles.
- **Benefits:** Detailed information on entitlements, such as leave, healthcare, and other allowances.
- **Working Hours:** The expected working hours and any overtime expectations.
- **Termination:** The conditions under which either party may terminate the employment relationship, including notice periods.
- **Confidentiality and Intellectual Property:** Provisions for protecting the organization's confidential information and intellectual property.
- **Contract Modifications:** Any amendments or changes to the contract, including job duties, salary, and benefits, will be documented in writing and agreed upon by both the employee and CEMA.

Work Hours

- **Standard Workweek:** The standard workweek at CEMA is **40 hours**, typically distributed across **Monday to Friday**. Specific working hours may vary depending on the nature of the role, department requirements, or special projects.
 - **Flexible Work Hours:** Where possible, CEMA may offer **flexible working hours** for employees to accommodate personal needs, provided the core operational hours are covered and team collaboration is not disrupted.
 - **Overtime:** Employees who are required to work beyond the standard 40 hours per week may be eligible for overtime compensation, in line with Ugandan labor laws and the terms of their contract.
- **Public Holidays:** CEMA observes **public holidays** as stipulated by Ugandan labor laws. When an employee is required to work on a public holiday, they will be compensated with **time off** or **additional pay**, as per their contract and organizational policies.

Leave Policies

CEMA recognizes the importance of providing employees with sufficient time off for rest, health, and family-related matters. The organization offers the following leave entitlements:

- **Annual Leave:**

- Employees are entitled to **21 days of paid annual leave** each year. Employees are encouraged to take their leave in full during the year, subject to operational requirements.
- Leave requests should be submitted at least **one month** in advance to allow for proper planning and workload management.
- **Sick Leave:**
 - Employees are entitled to **14 days of paid sick leave** per year. Sick leave can be taken in case of illness or injury that prevents the employee from performing their duties.
 - To access sick leave, employees must provide a **medical certificate** from a registered healthcare provider confirming the need for sick leave. If the illness extends beyond the allocated 14 days, further documentation may be required.
- **Maternity Leave:**
 - Female employees are entitled to **60 days of paid maternity leave**, as per Ugandan labor laws. Maternity leave is granted for childbirth and recovery.
 - Maternity leave should be requested in advance, and the employee must provide the necessary documentation, including a medical certificate confirming the due date.
 - CEMA supports the **right to return to work** following maternity leave in the same role or an equivalent one.
- **Paternity Leave:**
 - Male employees are entitled to **7 days of paid paternity leave** in the event of the birth of their child. This leave should be taken within a reasonable time following the birth.
- **Other Leave:** CEMA may grant leave for other reasons, including:
 - **Compassionate Leave:** In the event of the death or serious illness of a close family member, employees may be granted compassionate leave, subject to approval by their supervisor.
 - **Unpaid Leave:** In exceptional circumstances, employees may request **unpaid leave** for personal reasons, subject to the approval of their supervisor and in line with operational requirements.

Workplace Health and Safety

- **Commitment to Health and Safety:** CEMA is committed to providing a **safe and healthy working environment** for all employees. This commitment includes complying with **Ugandan occupational health and safety laws** and taking proactive measures to minimize risks in the workplace.
 - **Health and Safety Protocols:** CEMA will ensure that:
 - The workplace is regularly assessed for **health and safety risks**.
 - Employees are trained on **health and safety procedures** relevant to their roles.
 - Adequate safety equipment and resources are available where necessary (e.g., protective gear, fire extinguishers, first aid kits).
 - **Reporting Hazards:** Employees are encouraged to promptly report any **workplace hazards** or **unsafe conditions** to their supervisor or the HR department. CEMA will investigate any reported hazards and take appropriate corrective actions.
 - **Emergency Procedures:** Employees will be trained on the organization's emergency procedures, including **evacuation plans, fire safety protocols, and first aid** procedures.
 - **Employee Wellness:** CEMA encourages employees to maintain a **healthy work-life balance** and supports their well-being through various wellness initiatives and programs, such as **mental health support** and **employee assistance programs**.
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5. Compensation and Benefits

CEMA values its employees and is committed to providing a fair, competitive, and comprehensive compensation and benefits package that attracts, retains, and motivates talented individuals. This section outlines the organization's approach to salary structure, employee benefits, and other perks that support staff well-being and career growth.

Salary

- **Determining Salary:**
 - Employees' salaries will be determined based on several factors, including the **role, experience, qualifications, and industry standards**. CEMA aims to offer competitive salaries that reflect the responsibilities of the position and the skills required to perform the job effectively.
 - **Salary Scales:** CEMA will maintain a salary scale to ensure **equity and transparency** in salary determination. This scale will consider market rates and

internal equity to prevent salary discrepancies within similar roles and levels of responsibility.

- **Salary Review:**

- Salaries will be reviewed **annually** during performance appraisals or when there are significant changes in the role, the external labor market, or financial constraints.
- The salary review process will ensure that CEMA remains **competitive** in the market while taking into account the organization's financial health and sustainability.

- **Pay Frequency:**

- Employees will be paid on a **monthly basis**, and salary payments will be made by the **end of each month**.
- CEMA will ensure that salary payments are made **on time**, and any discrepancies or issues with payments will be promptly addressed by the Finance Department.

Employee Benefits

CEMA offers a comprehensive **benefits package** to its employees to support their **well-being** and **job satisfaction**. The organization aims to ensure that employees are well-protected and supported in both their professional and personal lives. Benefits offered include:

- **Health Insurance:**

- **Health Coverage:** All **full-time employees** are entitled to **health insurance** that covers medical expenses for the employee and their **immediate family members** (e.g., spouse and children).
- **Family Coverage:** Health insurance benefits will extend to dependents, ensuring that employees can maintain a healthy work-life balance and minimize the financial burden of health-related issues.
- **Healthcare Providers:** CEMA will collaborate with **approved healthcare providers** to offer comprehensive and reliable medical insurance options. The organization will review the available options annually to ensure they meet the needs of employees.

- **Retirement Benefits:**

- **National Social Security Fund (NSSF):** In compliance with **Ugandan labor laws**, all employees will be enrolled in the **National Social Security Fund**

(NSSF). This ensures that employees are provided with **retirement savings** and benefits upon reaching retirement age.

- **Employer Contribution:** CEMA will make regular **employer contributions** to the NSSF on behalf of its employees, as required by law. Employees are also expected to contribute a portion of their salary to the NSSF.
- **Additional Retirement Savings:** CEMA will explore options for providing **additional retirement savings schemes** for its employees, beyond the mandatory NSSF contributions, depending on the financial capacity of the organization.
- **Training and Development:**
 - **Professional Growth:** CEMA recognizes the importance of continuous **learning and professional development**. As part of its commitment to staff growth, CEMA will provide employees with opportunities to **enhance their skills** and **advance their careers**.
 - **Training Programs:** The organization will facilitate access to **training programs, workshops, and conferences** that are relevant to employees' roles and career aspirations. This includes both **internal** and **external training opportunities**.
 - **Career Development:** CEMA supports **career progression** within the organization. Employees will be encouraged to take part in **mentorship programs, leadership development** activities, and other initiatives designed to prepare them for future roles within the organization.
 - **Educational Assistance:** CEMA may offer **financial support** or **study leave** for employees pursuing higher education or specialized certifications that are relevant to their roles at the organization.
- **Other Benefits:**
 - **Transportation:** In some cases, CEMA may offer transportation allowances or arrange for **company transport** to facilitate staff commuting to and from the workplace, particularly for field-based positions.
 - **Meals:** For employees working in the field or in areas where food services are not readily available, CEMA may provide **meal allowances** or **subsidized meals**.
 - **Performance-Based Bonuses:** CEMA may offer **performance-based bonuses** or incentives to employees who meet or exceed their performance targets or contribute significantly to the organization's success.

Leave Benefits

In addition to the general leave entitlements listed in section 4, CEMA also provides the following specific **leave benefits** to its employees:

- **Public Holidays:** CEMA observes **Ugandan public holidays**. Employees who are required to work on a public holiday will be compensated with additional **time off** or **overtime pay** in accordance with Ugandan labor laws.
- **Compassionate Leave:** In the event of the death or serious illness of an immediate family member, employees are entitled to **compassionate leave**. This leave is granted on a case-by-case basis, and the duration will be determined by the HR Department, with consideration of the specific circumstances.
- **Unpaid Leave:** In special circumstances, employees may request **unpaid leave** for personal reasons, subject to approval by their supervisor and the HR Department.

Other Employee Perks

- **Employee Recognition:** CEMA recognizes the contributions of its employees and will implement an **employee recognition program** to acknowledge outstanding performance and dedication. This may include awards, certificates, or public recognition during meetings or events.
- **Work-Life Balance:** CEMA encourages employees to maintain a healthy **work-life balance** by offering flexible work arrangements where possible, including the option for **remote work** or **adjusted working hours**.
- **Employee Assistance Programs:** CEMA may provide **employee assistance programs** that offer counseling services, financial advice, and support for employees facing personal challenges.

6. Performance Management and Development

CEMA recognizes that effective performance management and staff development are vital to the achievement of its mission and strategic goals. The organization is committed to fostering a results-oriented culture where employees are motivated, supported, and empowered to perform at their best. This section outlines the framework for evaluating performance, enhancing professional capabilities, and nurturing career growth.

Performance Reviews

CEMA uses a structured performance management system to ensure that employee performance aligns with organizational objectives.

- **Annual Appraisals:**
 - All employees will undergo a **formal annual performance review**, during which their job performance, accomplishments, strengths, and areas for improvement will be discussed in a constructive manner.
 - Performance reviews will be conducted by the employee's **immediate supervisor or line manager** and will involve two-way dialogue to foster clarity and alignment on expectations and outcomes.
- **Mid-Year Check-Ins:**
 - In addition to the annual review, CEMA will encourage **mid-year performance check-ins** to monitor progress, recalibrate goals if necessary, and provide timely feedback and support.
- **Key Performance Indicators (KPIs):**
 - Each employee will have **Key Performance Indicators (KPIs)** aligned with their job responsibilities, departmental goals, and overall organizational strategy.
 - KPIs will be established at the start of the performance cycle in consultation with supervisors and reviewed regularly to track progress and achievements.
- **Performance Documentation:**
 - A **performance appraisal form** will be used to document assessments, feedback, development needs, and goals for the upcoming year.
 - These records will be maintained in the employee's personnel file and used for decision-making regarding promotions, training, and contract renewals.

Training and Development

CEMA is committed to continuous learning and capacity building to ensure that staff possess the necessary knowledge and skills to perform their duties effectively and grow professionally.

- **Training Opportunities:**
 - Employees will have access to a variety of **training and development opportunities**, including workshops, seminars, online courses, professional certifications, and peer learning sessions.
 - Training may be offered internally or through partnerships with external institutions and will be prioritized based on organizational needs and individual performance goals.
 - **Skills Assessments:**
 - CEMA will conduct **regular skills gap assessments** to identify training needs at individual, departmental, and organizational levels.
 - These assessments will inform the design of tailored training programs that address current and future capacity needs.
 - **Learning and Development Plans:**
 - Each employee may be encouraged to develop an **Individual Learning and Development Plan (ILDLP)** in collaboration with their supervisor.
 - ILDPs will outline specific learning objectives, timelines, and expected outcomes to guide professional growth.
 - **Mentorship and Peer Learning:**
 - Where feasible, CEMA will implement **mentorship programs** and promote a culture of **peer learning** to support knowledge transfer and build leadership within the organization.
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Career Growth and Advancement

CEMA is committed to creating an environment where employees can build meaningful careers and advance within the organization.

- **Promotion Opportunities:**
 - Employees who consistently demonstrate **high performance, initiative, and alignment with CEMA's values and mission** may be considered for promotions or expanded responsibilities.
 - Promotions will be based on merit, readiness, and availability of suitable roles, and will follow a transparent and equitable process.
- **Internal Mobility:**

- CEMA supports **internal mobility** and encourages employees to apply for new opportunities within the organization that match their skills and career aspirations.
 - Internal vacancies will be advertised internally before external recruitment is considered.
 - **Succession Planning:**
 - The organization will develop a **succession planning framework** to identify and prepare high-potential employees for critical leadership and technical roles in the future.
 - **Recognition of Excellence:**
 - Employees who demonstrate exceptional performance, innovation, or commitment to CEMA's mission may be recognized through formal **staff recognition programs**, awards, or career development incentives.
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Feedback and Communication

- **Open Feedback Culture:**
 - CEMA promotes a **culture of open communication**, where feedback is constructive, ongoing, and supportive of learning and improvement.
 - Supervisors are encouraged to provide **real-time feedback** and coaching to reinforce good performance and address issues promptly.
 - **Employee Input:**
 - Employees are encouraged to share their perspectives on their work environment, performance processes, and development needs through **surveys, suggestion boxes**, or regular team meetings.
 - Feedback from staff will be used to enhance performance systems and support mechanisms.
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7. Employee Relations

CEMA is committed to fostering a respectful, inclusive, and supportive working environment. The organization believes that strong employee relations based on trust, transparency, and mutual accountability are critical to achieving its mission. This section outlines the expected

standards of employee conduct, procedures for resolving grievances, and the disciplinary framework.

Employee Conduct

CEMA expects all employees to act with integrity and uphold the highest standards of professional behavior.

- **Code of Conduct:**

- All employees must comply with **CEMA's Code of Conduct**, which sets expectations for professional behavior, ethical decision-making, and respectful treatment of colleagues, partners, and beneficiaries.
- The Code of Conduct includes provisions on:
 - **Respect for diversity and inclusion.**
 - **Zero tolerance for harassment**, discrimination, or bullying.
 - **Professionalism in communication**, punctuality, dress code, and interactions.
 - **Confidentiality and data protection**, particularly regarding sensitive organizational or beneficiary information.
 - **Conflict of interest disclosure** to avoid situations that could compromise integrity.

- **Accountability:**

- All staff are personally accountable for upholding CEMA's values and for contributing positively to the organizational culture.
 - Violations of expected conduct will be addressed according to the disciplinary procedures outlined below.
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Grievance Procedure

CEMA provides employees with a clear and confidential process for addressing concerns or complaints related to the workplace.

- **Principles:**

- The grievance process will be **fair, transparent, confidential, and timely.**

- Retaliation against any employee who files a grievance in good faith is strictly prohibited.
 - **Step 1: Informal Resolution:**
 - Employees are encouraged to **first address grievances informally** by discussing the issue with their immediate supervisor or department head.
 - Many issues can be resolved at this level through open and respectful dialogue.
 - **Step 2: Formal Complaint:**
 - If the matter is unresolved or the employee is uncomfortable with informal resolution, a **formal written complaint** should be submitted to the Human Resources (HR) Department.
 - The complaint should include a clear description of the issue, relevant dates, persons involved, and any supporting evidence.
 - **Step 3: Investigation and Resolution:**
 - Upon receipt, the HR Department will **acknowledge the complaint** and initiate an investigation.
 - Both the complainant and the respondent will have the opportunity to present their perspectives.
 - A resolution will be communicated to the employee in writing within a **reasonable timeframe** (typically within 15–30 working days, depending on complexity).
 - **Appeals:**
 - If an employee is dissatisfied with the outcome, they may **appeal to the Executive Director** or a designated Grievance Committee for a final review.
-

Disciplinary Procedures

Disciplinary procedures are intended to correct behavior, uphold standards, and ensure accountability. They are guided by principles of **fairness, proportionality, and due process**.

- **Grounds for Disciplinary Action:**
 - Misconduct that may warrant disciplinary action includes, but is not limited to:
 - Violation of CEMA's Code of Conduct or policies.
 - Insubordination or repeated poor performance.
 - Harassment, discrimination, or workplace bullying.
 - Theft, fraud, or misappropriation of organizational resources.

- Unauthorized disclosure of confidential information.
 - Absenteeism or tardiness without valid reason.
 - **Types of Disciplinary Action:**
 - Depending on the severity and frequency of the offense, CEMA may impose the following disciplinary measures:
 1. **Verbal Warning** – for minor or first-time infractions.
 2. **Written Warning** – formal notice placed in the employee’s personnel file.
 3. **Suspension** – temporary removal from duty (with or without pay) pending investigation or as a disciplinary sanction.
 4. **Final Warning** – issued before potential dismissal for repeated or serious offenses.
 5. **Termination** – dismissal from employment for gross misconduct or repeated violations.
 - **Procedure:**
 - Before disciplinary action is taken, the employee will:
 - Be informed of the allegation(s).
 - Be given an opportunity to respond during a hearing or meeting.
 - Be notified in writing of any decisions made and any right to appeal.
 - **Right to Appeal:**
 - Employees have the right to **appeal any disciplinary action** to a higher authority (e.g., Executive Director or Board-level committee), whose decision shall be final.
-

Workplace Culture and Communication

- **Team Building:**
 - CEMA encourages **team-building activities, staff retreats, and inclusive celebrations** to strengthen relationships and morale.
- **Staff Feedback:**
 - Employees will be given regular opportunities to provide feedback through **staff satisfaction surveys**, suggestion boxes, and open forums.
- **Employee Wellbeing:**

- CEMA recognizes the importance of mental and emotional well-being and will strive to provide support mechanisms such as **counseling services, flexible work arrangements** where feasible, and **employee assistance programs (EAPs)**.

8. Termination of Employment

CEMA is committed to managing the termination of employment in a fair, respectful, and lawful manner. Whether initiated by the employee or the organization, all separations will be conducted in line with Uganda's labor laws, the organization's policies, and the specific terms of the employment contract. This section outlines procedures for voluntary resignation, employer-initiated termination, and exit management processes.

Resignation

Employees are free to resign from their position at CEMA, and the organization respects their right to do so.

- **Notice Period:**
 - Employees must submit a **written notice of resignation** at least **30 calendar days** prior to their intended departure date.
 - The notice must be addressed to the employee's immediate supervisor or the Executive Director.
- **Failure to Provide Notice:**
 - If an employee fails to provide the required notice without valid justification, **CEMA reserves the right to withhold the final paycheck or any accrued benefits** as permitted under Ugandan law and organizational policy.
- **Handover Process:**
 - Employees who resign must complete a **comprehensive handover**, including transferring all duties, files, and organization property before their departure date.

Termination by CEMA

CEMA may terminate an employee's contract for a variety of legitimate reasons. All terminations will be conducted fairly and in compliance with the Employment Act of Uganda.

- **Grounds for Termination:**

- **Poor performance** after documented attempts at performance improvement.
- **Misconduct or gross misconduct**, such as theft, fraud, or harassment.
- **Redundancy**, due to restructuring, funding changes, or elimination of a position.
- **Breach of contract**, including repeated violations of CEMA policies or code of conduct.

- **Process and Documentation:**

- Before terminating an employee, **CEMA will carry out a fair and documented process**, which may include:
 - Issuing verbal or written warnings.
 - Conducting a performance improvement plan or disciplinary hearing.
 - Providing the employee with an opportunity to respond to any allegations.
 - Providing notice or payment in lieu of notice as per the employment contract.

- **Notice and Severance:**

- CEMA will provide the legally required **notice period** or payment in lieu of notice.
- **Severance pay**, where applicable, will be provided in accordance with **Ugandan labor laws**, the employee's contract, and any donor requirements.

Contract Expiry and Non-Renewal

- For fixed-term contracts, employment will **automatically end upon the expiry date** unless the contract is renewed.
- CEMA will endeavor to provide reasonable notice in cases where a contract **will not be renewed**, allowing the employee to prepare accordingly.

Retirement

- Employees who reach the **mandatory or agreed retirement age** will be retired in accordance with their contract and Uganda's retirement regulations.
 - Retirement benefits, including any accrued pension or NSSF entitlements, will be processed according to applicable laws.
-

Death in Service

- In the unfortunate event of an employee's death, CEMA will:
 - Notify next of kin immediately.
 - Facilitate payment of any final dues and benefits (including NSSF and insurance) to the legal beneficiaries.
 - Offer support to the family as per CEMA's policies and available resources.
-

Exit Interviews

- CEMA will conduct **confidential exit interviews** for all departing employees to:
 - Gather feedback about the work environment, leadership, and organizational policies.
 - Identify areas for improvement in staff retention and morale.
 - Ensure that any unresolved issues are addressed professionally.
 - Feedback from exit interviews will be documented and used **for internal learning and HR planning**, while maintaining confidentiality.
-

Final Clearance and Handover

- Departing employees must complete a **final clearance process** before receiving their final pay. This includes:
 - Returning organizational property (e.g., laptops, ID cards, documents).
 - Settling any outstanding advances or liabilities.
 - Completing a detailed handover note, approved by the supervisor.
- **Final payments**, including unpaid salary, leave days, or severance, will be processed **within 30 days** of the employee's last working day, subject to clearance.

9. Confidentiality and Data Protection

The Centre for Environment and Migration Assistance (CEMA) recognizes the importance of protecting confidential information and personal data entrusted to the organization by employees, partners, beneficiaries, and other stakeholders. This section outlines the policies and expectations related to confidentiality and data protection to ensure compliance with applicable laws, including the **Data Protection and Privacy Act, 2019** of Uganda.

Confidentiality

CEMA expects all employees to uphold the highest standards of confidentiality in the course of their duties.

- **Scope of Confidentiality:**
 - Employees must not disclose or misuse any confidential information acquired during their employment. This includes, but is not limited to:
 - Financial and donor-related information.
 - Human resources and personnel records.
 - Strategic plans, internal reports, and project data.
 - Information pertaining to beneficiaries and communities served.
- **Employee Obligations:**
 - Employees must sign a **confidentiality agreement** upon joining CEMA, acknowledging their responsibilities regarding non-disclosure.
 - Confidentiality obligations extend **beyond the term of employment**; former employees remain bound by these terms after departure.
- **Breaches of Confidentiality:**
 - Any unauthorized disclosure of confidential information may result in disciplinary action, including termination, and may lead to legal consequences where applicable.

Data Protection

CEMA is committed to protecting the privacy of personal data in line with national legislation and international best practices.

- **Personal Data Defined:**
 - Personal data includes any information relating to an identified or identifiable individual, such as name, contact details, ID numbers, health records, employment history, or biometric data.
- **Legal Compliance:**
 - CEMA will comply with the **Data Protection and Privacy Act (2019)** of Uganda and any relevant donor or international data protection requirements.
- **Data Collection and Use:**
 - Personal data will only be collected for legitimate purposes, such as recruitment, payroll, performance management, and legal compliance.
 - Individuals will be informed about the purpose and scope of data collection, and consent will be obtained where required.
- **Data Storage and Security:**
 - All personal data will be stored securely, whether in physical or digital form.
 - Access to sensitive information will be **restricted to authorized personnel** only and managed using password-protected systems or locked filing cabinets.
 - Regular **data backups and cybersecurity protocols** will be implemented to prevent data loss or breaches.
- **Access and Corrections:**
 - Employees have the right to access their personal records and request corrections to any inaccurate or outdated information.
- **Third-Party Sharing:**
 - CEMA will not share personal data with third parties without the individual's informed consent, except when required by law or for legitimate organizational purposes (e.g., statutory reporting to NSSF or URA).

Training and Awareness

- All staff will receive **orientation and periodic training** on data protection principles, cybersecurity, and confidentiality obligations.
- The HR and IT departments will work together to ensure compliance and raise awareness about risks related to data handling.

Incident Reporting and Response

- Any suspected data breach or unauthorized access to confidential information must be **reported immediately** to the Human Resources or IT department.
 - CEMA will investigate incidents promptly, take corrective action, and, where necessary, notify affected individuals and relevant authorities in line with the law.
-

10. Code of Ethics and Professional Conduct

CEMA is committed to the highest standards of ethics, integrity, and professionalism. All employees are expected to uphold these values in their work and interactions with colleagues, beneficiaries, donors, and partners. The purpose of this Code is to provide guidance on the behavior expected of all CEMA personnel and to promote a respectful and trustworthy work environment.

10.1. Professionalism

- Employees must demonstrate reliability, competence, accountability, and diligence in the performance of their duties.
- All staff should maintain a high standard of behavior and appearance that reflects positively on CEMA.
- Employees must avoid any behavior that could discredit the organization or undermine its mission.

10.2. Integrity and Honesty

- Employees must act with integrity in all dealings, ensuring transparency, fairness, and truthfulness.
- Falsifying information, including time sheets, reports, or financial claims, is strictly prohibited and may lead to disciplinary action.

10.3. Confidentiality

- Employees must respect and maintain the confidentiality of sensitive organizational, financial, and personnel information.
- No confidential information should be disclosed to unauthorized individuals or used for personal gain.
- Confidentiality obligations continue even after termination of employment.

10.4. Conflict of Interest

- Employees are required to avoid situations in which personal interests conflict with those of the organization.
- Any actual, potential, or perceived conflict of interest must be disclosed immediately to the Executive Director or Human Resources.
- Employees must not accept gifts, favors, or services that could influence their decision-making in the course of their official duties.

10.5. Respectful Workplace

- CEMA promotes a workplace free from harassment, discrimination, bullying, or any form of abuse.
- Employees must treat each other with respect and dignity, regardless of role, background, gender, religion, or ethnicity.
- Derogatory remarks, offensive jokes, and any form of unwelcome conduct are prohibited.

10.6. Protection of Organizational Assets

- Employees must use CEMA's assets—including vehicles, computers, and office equipment—only for official purposes and with care.
- Misuse, theft, or intentional damage of organizational property is grounds for disciplinary action.

10.7. Use of Social Media and Public Representation

- Employees must not make unauthorized public statements on behalf of CEMA.
- Use of social media must be responsible and not harm the organization's reputation.
- Employees should clarify when views expressed on personal platforms are their own.

10.8. Compliance with Laws and Organizational Policies

- Employees must comply with Ugandan labor laws and all CEMA policies and procedures.
- Ignorance of policies is not a defense; staff are encouraged to seek clarification where needed.

10.9. Reporting Misconduct

- CEMA encourages the reporting of unethical behavior, fraud, harassment, or any violations of this Code.
- Reports can be made to supervisors, HR, or through anonymous reporting channels.
- Whistleblowers will be protected from retaliation as outlined in the Whistleblower Policy.

10.10. Disciplinary Action

- Violations of this Code will result in disciplinary measures, including verbal/written warnings, suspension, or termination, depending on the severity of the offense.

11. Gender Equality and Inclusion

CEMA is committed to fostering a diverse, inclusive, and gender-responsive working environment that promotes equal opportunities for all staff, irrespective of gender, age, disability, ethnicity, religion, nationality, or sexual orientation. The organization recognizes that embracing diversity enhances creativity, decision-making, and organizational effectiveness.

11.1. Commitment to Gender Equality

- CEMA upholds gender equality as a core organizational value and strives to ensure equitable representation of women, men, and gender-diverse individuals at all levels of the organization.
- All recruitment, retention, and promotion decisions will be based on merit and qualifications, without discrimination or bias.
- CEMA will take proactive measures to eliminate gender stereotypes and promote positive gender roles through training, policy enforcement, and inclusive programming.

11.2. Non-Discrimination and Equal Opportunity

- All employees will be treated with fairness and dignity regardless of their background or identity.

- Discrimination or harassment based on gender, disability, race, age, marital status, HIV status, religion, or any other protected characteristic is strictly prohibited and will result in disciplinary action.
- CEMA will ensure that its facilities, practices, and communications are inclusive and accessible to all staff.

11.3. Gender-Sensitive Recruitment and Promotion

- Job advertisements, descriptions, and interview panels will be designed to attract diverse candidates and avoid gender-biased language or practices.
- Female candidates and persons from underrepresented groups will be encouraged to apply for all positions, particularly in leadership and decision-making roles.
- CEMA will strive to implement affirmative action strategies where necessary to redress existing gender imbalances.

11.4. Workplace Accommodations and Support

- CEMA will provide reasonable accommodations to employees with disabilities and make adjustments to ensure their full participation in the workplace.
- Flexible working arrangements, such as part-time work or remote work, will be made available to support employees with caregiving responsibilities or other personal circumstances.
- Facilities such as breastfeeding rooms or child care support may be considered where feasible to create a family-friendly workplace.

11.5. Prevention of Sexual Harassment and Gender-Based Violence

- CEMA has a zero-tolerance policy toward sexual harassment and any form of gender-based violence within the workplace.
- A confidential and survivor-centered mechanism will be established to report, investigate, and address such complaints, ensuring protection for victims and witnesses.
- Regular training will be conducted to raise awareness of gender-based violence, sexual harassment, and respectful workplace behavior.

11.6. Gender Mainstreaming in Organizational Culture

- Gender equality and inclusion principles will be mainstreamed into CEMA's policies, programs, and activities.

- Staff at all levels will receive training on gender equity, unconscious bias, and inclusion.
- A Gender Focal Person or Committee may be appointed to oversee gender integration and monitor progress across the organization.

11.7. Monitoring and Accountability

- Gender and inclusion indicators will be incorporated into CEMA's performance management and organizational reporting systems.
- Annual reviews will assess gender balance, inclusion practices, and identify areas for improvement.
- Leadership and management will be held accountable for promoting and maintaining an inclusive workplace.
-

12. Remote Work and Flexible Work Arrangements

CEMA recognizes that flexible and remote work arrangements can contribute to increased productivity, employee well-being, and organizational resilience—especially in the face of changing work environments, family responsibilities, or emergencies such as pandemics or natural disasters. These arrangements must, however, align with the organization's goals and operational needs.

12.1. Eligibility for Remote Work

- Remote work arrangements may be considered for positions that do not require full-time physical presence at the office or field location.
- Eligibility will be determined by the employee's job responsibilities, past performance, nature of the role, and agreement with their supervisor or line manager.
- A remote work arrangement must not compromise service delivery, team collaboration, or stakeholder engagement.

12.2. Types of Flexible Work Arrangements

CEMA supports several types of flexible work options, including:

- **Telecommuting:** Working from home or another remote location on a full-time or part-time basis.
- **Flexible Hours:** Adjusting start and end times of the workday, provided the core hours (e.g., 10:00 AM to 3:00 PM) are respected.
- **Compressed Workweek:** Working longer hours over fewer days (e.g., four 10-hour days instead of five 8-hour days), subject to supervisor approval.
- **Part-Time Work:** Working fewer hours per week than a standard full-time schedule.
- **Hybrid Model:** A combination of in-office and remote work based on a set schedule or mutual agreement.

12.3. Request and Approval Process

- Employees must submit a written request to their immediate supervisor detailing the reason, type of arrangement, and expected schedule.
- Supervisors will assess the feasibility based on workload, team dynamics, performance history, and IT capacity.
- Approved arrangements must be documented in writing and reviewed periodically.

12.4. Responsibilities of Remote Workers

Employees working remotely are expected to:

- Remain accessible and productive during agreed work hours.
- Maintain a safe and secure workspace that ensures data privacy and compliance with organizational policies.
- Attend virtual meetings, respond to emails, and meet deadlines as required.
- Submit weekly or monthly work reports if required by the supervisor.

12.5. Provision of Equipment and Support

- CEMA may provide basic tools such as a laptop, internet allowance, or mobile phone credit where possible and justified by the employee's role.
- Employees are responsible for maintaining the security of work devices and adhering to CEMA's data protection protocols while working remotely.

12.6. Performance Monitoring and Communication

- Supervisors will maintain regular check-ins with remote workers to monitor progress, provide support, and ensure accountability.
- Clear goals, timelines, and outputs must be established and reviewed regularly.
- Employees are encouraged to maintain strong communication with team members and supervisors to avoid isolation.

12.7. Termination or Modification of Arrangement

- CEMA reserves the right to terminate or modify any flexible or remote work arrangement based on operational needs, performance issues, or misuse of the privilege.
- Either the employee or supervisor may request to review or adjust the arrangement with reasonable notice.

13. Volunteer and Intern Management

CEMA recognizes the significant contributions that volunteers and interns can make to the organization. Volunteers and interns bring fresh perspectives, skills, and enthusiasm while helping CEMA achieve its mission. This policy outlines the framework for recruiting, managing, and supporting volunteers and interns to ensure their experience is meaningful and aligned with CEMA's objectives.

13.1. Definition and Roles

- **Volunteers:** Individuals who provide their time, skills, and expertise to CEMA without monetary compensation. Volunteers may assist with a variety of roles and tasks, depending on the organization's needs.
- **Interns:** Students or recent graduates who join CEMA to gain practical experience in their field of study. Interns may receive academic credit or a stipend, depending on the arrangement.

Both volunteers and interns will work under the guidance and supervision of CEMA staff to contribute to specific projects or operational areas.

13.2. Recruitment and Selection

- **Volunteers:** CEMA will seek volunteers who are passionate about the organization's mission and who can add value to its programs. The recruitment process will include:
 - Advertising volunteer opportunities on CEMA's website, social media, and other relevant platforms.
 - Reviewing applications based on skills, experience, and alignment with CEMA's goals.
 - Conducting interviews (if necessary) and ensuring that volunteers understand the roles and expectations.
- **Interns:** CEMA will partner with educational institutions to offer internship opportunities. The recruitment process for interns will include:
 - Posting internship opportunities on job boards, university portals, and CEMA's own channels.
 - Reviewing applications based on academic background, relevant skills, and alignment with CEMA's strategic objectives.
 - Interviewing and selecting interns who can benefit from practical experience while contributing to CEMA's work.

13.3. Orientation and Training

- All volunteers and interns will receive an orientation session to introduce them to CEMA's mission, values, policies, and procedures. This will ensure that they understand their roles and the organization's expectations.
- Specific training will be provided based on the role and the project they will be involved in. This may include skills development, use of technology, safety protocols, and any subject matter relevant to their assignments.

13.4. Roles and Responsibilities

- **Supervision:** Volunteers and interns will be assigned a supervisor who will guide their work, provide feedback, and ensure that they have the support they need to succeed.
- **Performance Monitoring:** Volunteers and interns will have their performance monitored regularly. Feedback sessions will be held to discuss progress, challenges, and opportunities for growth.
- **Work Hours:** The work hours for volunteers and interns will be determined in collaboration with their supervisor and based on the project requirements. Flexible hours may be arranged, subject to the organization's needs.

13.5. Compensation and Benefits

- **Volunteers:** Volunteers will not receive a salary but may be provided with reimbursements for out-of-pocket expenses, such as transportation or meals, where applicable and as per CEMA's guidelines.
- **Interns:** Interns may receive a stipend, academic credit, or allowances, depending on the terms of the internship agreement. Stipends will be determined based on the scope of the internship and available funding.
- **Recognition:** Both volunteers and interns will be recognized for their contributions to CEMA. This may include certificates of appreciation, letters of recommendation, or public acknowledgment at events.

13.6. Code of Conduct

Volunteers and interns are expected to adhere to CEMA's **Code of Ethics and Professional Conduct**, which includes:

- Respecting the organization's policies and procedures.
- Maintaining confidentiality and professionalism at all times.
- Treating all staff, stakeholders, and beneficiaries with respect.

Any violation of the Code of Conduct may result in termination of the volunteer or internship agreement.

13.7. Duration and Termination of Service

- **Volunteers:** Volunteers will serve for a specific duration, as agreed upon during the recruitment process. If a volunteer wishes to discontinue their service, they should provide at least two weeks' notice. Similarly, CEMA reserves the right to terminate a volunteer's engagement for misconduct, lack of commitment, or organizational reasons.
- **Interns:** Internship duration will be agreed upon before the internship begins, based on the academic program or project requirements. Interns are expected to provide notice if they wish to end their internship early, and CEMA may terminate an internship for reasons such as failure to meet performance expectations or inappropriate behavior.

13.8. Health and Safety

- Volunteers and interns are entitled to a safe working environment, and CEMA will ensure that they adhere to health and safety protocols, particularly when working on field-based projects.
- Volunteers and interns will be provided with appropriate personal protective equipment (PPE) if required for their roles, and they will be informed of emergency procedures and contact points in case of health or safety issues.

13.9. Feedback and Evaluation

- **Volunteers:** CEMA will periodically seek feedback from volunteers regarding their experience with the organization, including the onboarding process, task assignments, and overall support received.
- **Interns:** Interns will undergo a formal evaluation process at the end of their internship period. This will include performance feedback from their supervisor and an opportunity for the intern to provide feedback on their experience.

14. Conflict of Interest Policy

CEMA is committed to maintaining the highest standards of integrity, transparency, and accountability in all its operations. This **Conflict of Interest Policy** is designed to ensure that all employees, volunteers, and board members act in the best interests of the organization and avoid any situations where personal interests may conflict with their professional duties.

14.1. Definition of Conflict of Interest

A **conflict of interest** arises when an employee, volunteer, or board member's personal interests—financial, familial, or otherwise—compete or conflict with their professional duties and responsibilities at CEMA. This could influence or appear to influence the objective performance of their role in a way that could compromise the organization's integrity or cause harm to its reputation.

Examples of conflicts of interest include:

- Personal or family financial interests in a business that CEMA contracts with or provides funding to.
- Using CEMA's resources for personal gain or to benefit others with whom an individual has a personal or financial relationship.

- Accepting gifts or favors from a service provider, donor, or supplier that could influence the individual's decision-making.
- Holding multiple positions or outside interests that may compromise their ability to devote appropriate time or attention to CEMA responsibilities.

14.2. Disclosure of Conflicts of Interest

All employees, volunteers, and board members are required to **disclose any actual, potential, or perceived conflicts of interest** as soon as they become aware of them. This includes:

- **Direct Conflicts:** Any situation where a personal financial interest or relationship could directly impact CEMA's decision-making or operations.
- **Indirect Conflicts:** Any situation where an individual's relationships or other external factors might give the appearance of a conflict of interest.

Employees, volunteers, and board members must provide this disclosure to their immediate supervisor, the Human Resources Department, or the Board of Directors, depending on the situation.

14.3. Process for Disclosure

- **Annual Declarations:** All employees, volunteers, and board members will be required to complete an annual **Conflict of Interest Declaration** form, in which they confirm whether they have any conflicts of interest, and provide details if they do.
- **Ongoing Disclosure:** Whenever an actual or potential conflict arises during the year, individuals must inform the relevant authority (supervisor, HR, or Board) immediately.
- **Review and Assessment:** Upon disclosure of a conflict, the matter will be reviewed by the Board of Directors or the relevant department to assess whether the conflict is material and how it should be addressed.

14.4. Managing Conflicts of Interest

If a conflict of interest is identified, CEMA will take appropriate steps to manage and resolve the conflict. Actions may include:

- **Recusal:** The individual with the conflict may be required to **recuse themselves** from discussions or decisions related to the matter in question, ensuring that their personal interests do not influence the organization's decisions.
- **Disclosure in Decision-Making:** If the conflict is significant but not easily mitigated, the individual may be required to disclose the conflict during any related discussions, ensuring transparency in the decision-making process.
- **Reassignment:** In some cases, employees or board members may be reassigned to different duties or projects that do not involve the conflict, in order to preserve the integrity of decision-making.
- **Termination:** If a conflict of interest cannot be resolved or if there is a breach of this policy, disciplinary actions may be taken, which could include termination of employment, removal from volunteer positions, or revocation of board membership.

14.5. Gifts and Favors

Employees, volunteers, and board members must not solicit or accept gifts, entertainment, or other personal benefits from suppliers, contractors, donors, or other stakeholders that could influence or appear to influence their decision-making. However, reasonable and customary gifts, such as promotional materials or tokens of appreciation, may be accepted if they:

- Are not of substantial value.
- Do not create any expectation of favor or influence in business dealings.
- Are disclosed to the relevant authority (e.g., HR or the Board).

Any gifts or favors above a nominal value (to be determined by CEMA) must be declared in writing.

14.6. Outside Employment and Activities

CEMA recognizes that employees may have outside employment or personal interests, but such activities should not:

- Conflict with their duties and responsibilities at CEMA.
- Take priority over their work with CEMA.
- Cause a direct or indirect conflict of interest with CEMA's mission, values, or objectives.

Employees are required to inform their supervisor or the HR Department about any outside employment, business ventures, or volunteer work that may potentially conflict with their work at CEMA.

14.7. Family and Personal Relationships

Personal relationships (such as family, close friends, or intimate partnerships) between CEMA staff, volunteers, or board members can sometimes create conflicts of interest. Employees should avoid situations where personal relationships could:

- Influence professional decisions or work relationships.
- Lead to favoritism or the perception of bias in hiring, promotion, or contract decisions.

In cases where family members or close associates are involved in decisions related to employment or financial matters at CEMA, the individual with the potential conflict must disclose the relationship and may be required to recuse themselves from those decisions.

14.8. Non-Compliance

Failure to disclose a conflict of interest, or attempting to conceal or mitigate a conflict of interest improperly, will result in disciplinary action, which may include termination of employment or revocation of volunteer status.

15. Whistleblower Protection

CEMA is committed to maintaining a culture of accountability and integrity in all its operations. The organization recognizes the importance of transparency and encourages employees, volunteers, contractors, and stakeholders to report unethical or illegal conduct without fear of retaliation. This **Whistleblower Protection Policy** provides a framework for reporting such issues and ensures that individuals who report concerns are protected from any form of retaliation or harm.

15.1. Purpose of the Whistleblower Protection Policy

The purpose of this policy is to:

- Provide a safe and confidential mechanism for employees, volunteers, and other stakeholders to report concerns about unethical or illegal activities or behavior within CEMA.
- Ensure that reports of unethical behavior or violations of CEMA's policies, laws, or regulations are taken seriously and addressed promptly.
- Protect individuals from retaliation or discrimination for reporting in good faith.

15.2. Reporting Mechanisms

CEMA encourages the reporting of any unethical, illegal, or improper conduct. Employees, volunteers, contractors, and other stakeholders can report concerns via several confidential channels:

- **Direct Reporting:** Concerns may be reported to the employee's supervisor or manager, or to the Human Resources Department.
- **Anonymous Reporting:** CEMA will provide options for anonymous reporting, such as a dedicated hotline, email address, or an online reporting form, where individuals can report concerns without revealing their identity.
- **Board or Audit Committee Reporting:** In cases where individuals feel uncomfortable reporting internally or when the concern involves senior management, reports may be directed to the Board of Directors or the Audit and Finance Committee.

15.3. Types of Concerns to Report

The following are examples of concerns that should be reported under this policy:

- **Fraud, Corruption, or Bribery:** Any instances where employees, volunteers, or external partners are involved in dishonest practices, misuse of funds, or bribery.
- **Violation of CEMA's Policies:** Breaches of CEMA's internal policies, including the Code of Ethics, Conflict of Interest Policy, and other organizational standards.
- **Violation of Law:** Any illegal activity, including but not limited to, workplace harassment, theft, discrimination, or criminal conduct.
- **Health and Safety Violations:** Unsafe working conditions that put employees at risk of injury or illness.
- **Harassment or Discrimination:** Any form of harassment, bullying, or discrimination based on gender, race, ethnicity, disability, or any other protected status.

- **Mismanagement or Abuse of Power:** Unethical behavior, misuse of authority, or actions that harm the organization's reputation or its stakeholders.

15.4. Protection from Retaliation

CEMA strictly prohibits any form of retaliation against individuals who report concerns in good faith. Retaliation may include, but is not limited to:

- Dismissal or threat of dismissal.
- Harassment, intimidation, or bullying.
- Denial of opportunities for promotion or advancement.
- Any other form of discrimination or unfair treatment.

If an individual believes they have experienced retaliation for making a report, they should immediately notify the Human Resources Department, who will take appropriate action. CEMA will investigate all claims of retaliation and take necessary disciplinary action.

15.5. Confidentiality

CEMA will treat all reports with the highest level of confidentiality. The identity of the whistleblower will be protected to the extent possible, and information will only be shared with individuals who need to know in order to investigate the concern. However, there may be situations where the investigation requires disclosure of the identity of the whistleblower.

15.6. Investigation of Reports

CEMA will ensure that all reports of unethical behavior or violations are taken seriously and thoroughly investigated. The investigation will be conducted in a fair, impartial, and confidential manner. Key steps in the process include:

- **Acknowledgment of Receipt:** The whistleblower will receive acknowledgment of their report within a specified time frame (e.g., 5 business days).
- **Investigation:** A designated investigator or investigation team will review the details of the report, gather relevant information, and determine whether a violation has occurred.
- **Outcome and Action:** Upon completion of the investigation, CEMA will take appropriate action, which may include corrective measures, disciplinary action, or changes to policies or procedures to prevent similar issues in the future.

15.7. False Reports

While CEMA encourages individuals to report concerns in good faith, making false or malicious reports is not acceptable. If an investigation reveals that a report was made with the intent to cause harm, for personal gain, or for other dishonest purposes, disciplinary action may be taken, up to and including termination of employment or removal from volunteer status.

15.8. Accountability and Oversight

The Board of Directors and the Audit Committee will provide oversight for the implementation and effectiveness of the Whistleblower Protection Policy. Regular audits will be conducted to ensure that the reporting mechanisms and protection measures are functioning as intended.

15.9. Training and Awareness

CEMA will regularly provide training and awareness programs to employees, volunteers, and other stakeholders on this policy and how to report concerns. This will ensure that everyone is aware of their rights and responsibilities under the Whistleblower Protection Policy and how to use the reporting mechanisms.

16. HR Information Management System

The HR Information Management System (HRIMS) is a vital component of CEMA's human resources operations, providing a centralized platform for managing employee data, performance, payroll, benefits, and other HR functions. The system ensures that all HR-related processes are efficient, accurate, and compliant with organizational standards, labor laws, and data protection regulations.

16.1. Purpose of the HR Information Management System

The primary purpose of the HRIMS is to:

- **Centralize Employee Data:** To store and manage all employee-related information in one secure, accessible location.

- **Streamline HR Processes:** To automate and streamline HR functions such as recruitment, payroll, leave management, performance evaluations, and employee benefits.
- **Ensure Compliance:** To ensure that employee records are kept in accordance with Ugandan labor laws, organizational policies, and data protection regulations.
- **Enhance Reporting and Analytics:** To generate reports that support strategic decision-making, compliance, and operational improvements.

16.2. Data Entry and Maintenance

- **Employee Records:** All employee data will be entered into the HRIMS upon hiring and updated throughout the employee's tenure with CEMA. This includes personal information (e.g., name, contact details), employment history, educational background, job role, performance evaluations, and payroll details.
- **Data Updates:** It is the responsibility of HR to regularly update the system with any changes to employee details, including promotions, salary adjustments, terminations, and training or development activities.
- **Data Accuracy:** CEMA is committed to maintaining accurate and up-to-date employee records. Employees should inform HR of any changes to their personal information, such as a change in address, phone number, or emergency contact.

16.3. Confidentiality and Security of Employee Information

CEMA ensures that the HRIMS maintains the confidentiality and security of all employee information. The following measures will be implemented:

- **Access Control:** Access to HRIMS will be restricted to authorized personnel only. Employees will have access to their own records, while HR staff and relevant managers will have access to broader organizational data based on their roles and responsibilities.
- **Data Encryption:** All sensitive employee information will be encrypted to prevent unauthorized access or breaches of privacy.
- **Regular Backups:** The HRIMS will be backed up regularly to prevent loss of data due to system failures or other unforeseen events.
- **Compliance with Data Protection Laws:** CEMA will comply with Uganda's data protection laws, including the handling, storage, and sharing of employee data.

Employees' personal information will only be shared with third parties when required by law or with the employee's consent.

16.4. HR Functions Managed via HRIMS

The HRIMS will be utilized for managing a variety of HR functions, including but not limited to:

- **Recruitment and Onboarding:** The system will track the status of job applications, manage candidate profiles, and streamline the onboarding process for new hires. New employee information (e.g., contract details, orientation schedules) will be recorded in the system.
- **Payroll and Benefits Administration:** HRIMS will be used to manage employee salaries, bonuses, deductions, and benefits such as health insurance, pensions, and allowances. The system will generate payslips and ensure timely and accurate payment of salaries.
- **Leave and Attendance Management:** Employee leave records (annual leave, sick leave, maternity leave, etc.) will be tracked in the HRIMS. Employees can submit leave requests, and HR can review and approve or reject these requests, ensuring compliance with leave policies.
- **Performance Management:** The HRIMS will store performance appraisals, employee goals, key performance indicators (KPIs), and feedback. This will provide a comprehensive record of employee performance and help HR track development needs, achievements, and promotions.
- **Training and Development:** HRIMS will track employee training programs, skills development initiatives, certifications, and progress. The system will generate reminders for required training sessions and help managers monitor employees' professional development.
- **Disciplinary and Grievance Records:** Any disciplinary actions, grievances, or investigations will be recorded in the HRIMS to maintain a record of incidents and resolutions.
- **Exit and Separation:** The HRIMS will track employee separations, including resignations, terminations, and retirements. It will record exit interviews, severance payments, and ensure compliance with termination procedures.

16.5. Reporting and Analytics

The HRIMS will facilitate the generation of various reports to help management make data-driven decisions and comply with legal requirements. Common reports include:

- **Workforce Demographics:** Reports on the composition of the workforce, including gender, age, and role distribution, to ensure diversity and inclusion.
- **Payroll Reports:** Detailed payroll reports to verify the accuracy of salary payments and tax deductions.
- **Leave Reports:** Reports on employee leave balances, trends, and utilization to manage staffing levels and ensure compliance with leave policies.
- **Performance Reports:** Aggregated performance data, showing employee progress toward organizational goals and identifying high performers or areas for improvement.
- **Training and Development Reports:** Reports tracking employees' participation in training programs, certifications, and their development progress.
- **Compliance Reports:** Reports ensuring that the organization meets labor law and regulatory requirements, such as tax filings and social security contributions.

16.6. System Integration

The HRIMS will be integrated with other organizational systems, such as payroll software, financial management systems, and project management tools, to ensure that employee data is consistent across platforms. Integration with other systems ensures a smooth flow of data for financial reporting, resource planning, and operational efficiency.

16.7. Employee Access to HRIMS

Employees will have access to their own HR data through a secure employee portal, where they can view and update personal information, access their pay slips, submit leave requests, and track their performance reviews and training progress. This self-service functionality improves transparency and employee engagement with HR processes.

17.8. Data Retention and Disposal

CEMA will retain employee data in the HRIMS for the duration of employment and for a period following termination as required by law. Upon the expiration of the data retention period, employee records will be securely archived or disposed of in a manner that ensures confidentiality and prevents unauthorized access.

16.9. HRIMS Maintenance and Upgrades

To ensure that the HRIMS remains efficient and effective, the system will undergo regular updates and maintenance. This will involve updating software, fixing bugs, and enhancing functionality to meet changing organizational needs or legal requirements. The HR department will be responsible for monitoring the system's performance and coordinating necessary improvements.

17. Policy Review and Updates

The Human Resource Policy of the Centre for Environment and Migration Assistance (CEMA) is a living document that reflects the organization's commitment to sound human resource management, legal compliance, and continuous organizational improvement. To ensure the policy remains current, relevant, and aligned with best practices and legal requirements, it will be subject to regular review and updates.

Annual Review

- **Scheduled Reviews:**
 - The Human Resources Department, in coordination with the Executive Director, will conduct a comprehensive review of the HR Policy **once every year**.
 - The review will assess the policy's alignment with:
 - **Ugandan labor laws** and statutory requirements.
 - **International labor standards** where applicable.
 - **CEMA's strategic objectives**, operational changes, and staff needs.
 - **Feedback** received from employees, supervisors, and other stakeholders.
- **Assessment Areas:**
 - Employment terms and conditions.
 - Compensation and benefits structure.
 - Staff performance and development mechanisms.
 - Workplace policies on safety, ethics, and inclusion.
 - Compliance with emerging regulations, such as data protection and occupational health standards.

Amendments

- **Process for Updates:**
 - Any proposed amendments must be documented in a **Policy Review Report**, outlining the rationale for the changes and potential impact.
 - The draft revisions will be shared with senior management and key stakeholders for feedback before finalization.
- **Approval and Implementation:**
 - All amendments must be **formally approved by the Board of Directors** prior to implementation.
 - Once approved, the updated policy will be:
 - Communicated to all employees through internal communication channels.
 - Incorporated into staff orientation materials and HR systems.
 - Made available in hard and/or electronic copies for staff reference.
- **Interim Updates:**
 - In addition to the annual review, **interim updates** may be initiated if there are significant legal changes, organizational restructuring, or emerging HR issues that require immediate policy revision.

Policy Awareness and Training

- **Employee Notification:**
 - Employees will be informed of any policy changes in a timely manner.
 - A summary of major revisions will be provided, and staff will be required to acknowledge receipt and understanding of the updated policy.
- **Training:**
 - Where necessary, training or information sessions will be conducted to ensure all staff understand new provisions or procedures resulting from policy changes.

18. Annexes

Annex 1: Job Advert Format

Centre for Environment and Migration Assistance (CEMA)

Job Vacancy Announcement

Position Title: [Job Title]

Location: [Location]

Duration: [Contract Type]

Deadline for Applications: [Date]

Introduction to CEMA:

[Provide a brief overview of CEMA, its mission, and its key activities.]

Position Overview:

CEMA is seeking a highly motivated and skilled [Job Title] to [brief description of the role and its key responsibilities]. The successful candidate will [list main duties and responsibilities of the role].

Key Responsibilities:

- [List key responsibilities]
- [List key responsibilities]
- [List key responsibilities]

Qualifications and Requirements:

- A degree in [relevant field]
- [Number] years of experience in [relevant field]
- Proficiency in [key skills or tools required]
- [Any additional requirements, e.g., language proficiency, certifications]
- Strong communication, interpersonal, and organizational skills
- [Other specific skills or experiences required]

Application Instructions: Interested candidates should submit the following documents:

- A detailed CV
- A cover letter outlining your qualifications and motivation for applying

- Contact details of two professional references

Applications should be submitted to [email address] by [deadline].

CEMA is an equal opportunity employer and encourages applications from all qualified individuals, regardless of gender, race, ethnicity, religion, or disability.

Annex 2: Interview Evaluation Format

Centre for Environment and Migration Assistance (CEMA)

Interview Evaluation Form

Position Title: [Job Title]

Interview Date: [Date]

Candidate Name: [Full Name]

Interview Panel Members: [Names of Interviewers]

Evaluation Criteria:

Evaluation Criteria	Score (1-5)	Comments
Education and Qualifications	[]	[Comments on educational background]
Relevant Work Experience	[]	[Comments on experience]
Technical Skills	[]	[Comments on technical competencies]
Communication Skills	[]	[Comments on communication skills]
Problem-Solving Ability	[]	[Comments on critical thinking]
Cultural Fit	[]	[Comments on alignment with CEMA values]
Motivation and Interest	[]	[Comments on candidate's motivation]
Leadership and Teamwork	[]	[Comments on teamwork/leadership potential]

Overall Impression:

[Provide a summary of the candidate's suitability for the position, including any strengths or concerns.]

Recommendation:

☐

Hire

☐ect

☐

hold for further interviews

Interviewer Signature: _____

Annex 3: Employment Contract Template

Centre for Environment and Migration Assistance (CEMA) Employment Contract

This agreement is made between:

Employer: Centre for Environment and Migration Assistance (CEMA)

Employee: [Employee Name]

Position: [Job Title]

Start Date: [Start Date]

Employment Type: [Full-time/Part-time/Contract]

1. Terms of Employment:

- **Duties:** The employee agrees to perform the duties and responsibilities outlined in the attached job description, and other duties as assigned by the Employer.
- **Work Hours:** The employee agrees to work [X] hours per week, from [start time] to [end time], with [X] days off per week, unless otherwise agreed.
- **Compensation:** The employee will receive a salary of [amount] per [month/year], payable [monthly, bi-weekly, etc.]. Deductions will be made for taxes and statutory contributions as required by law.
- **Benefits:** The employee will be entitled to the following benefits: [List health insurance, retirement contributions, annual leave, etc.].

2. Probationary Period:

- The employee will undergo a probation period of [X] months during which performance and suitability for the role will be assessed.

3. Confidentiality:

- The employee agrees to maintain confidentiality regarding any sensitive information obtained during the course of their employment.

4. Termination:

- Either party may terminate this agreement with [X] days written notice. Grounds for immediate termination include [list specific causes].

5. Other Terms:

- [Any additional terms and conditions relevant to the role or organization]

Signatures:

Employee: _____ Date: _____

Employer: _____ Date: _____

Annex 4: Employee Disciplinary Action Form

Centre for Environment and Migration Assistance (CEMA) Employee Disciplinary Action Form

Employee Name: [Full Name]

Position: [Job Title]

Date of Incident: [Date]

Description of Incident:

[Provide a detailed description of the incident that led to the disciplinary action.]

Policy Violation:

[Specify the policy or code of conduct violated.]

Action Taken:



Verbal Warning

☐ Written Warning

☐ Suspension

☐ Termination

Employee's Response:

[Document the employee's response to the disciplinary action.]

Disciplinary Action Taken By:

[Name and Title of Supervisor]

Signature of Employee: _____

Signature of Manager: _____

Date: _____

[Annex 5: Employee Exit Interview Form](#)

Centre for Environment and Migration Assistance (CEMA)

Employee Exit Interview Form

Employee Name: [Full Name]

Position: [Job Title]

Exit Date: [Date]

1. Reasons for Leaving:

(Please select all that apply)

☐ Personal reasons

☐ Career advancement

☐ Work environment

☐ Compensation and benefits

☐

Relocation

☐ her (please specify) _____

2. Job Satisfaction:

- How satisfied were you with your role at CEMA? [] Very satisfied [] Satisfied [] Neutral [] Dissatisfied [] Very Dissatisfied
- What aspects of the job did you enjoy the most? [Open-ended]
- What aspects of the job did you find most challenging? [Open-ended]

3. Work Environment:

- How would you rate the work culture at CEMA? [] Excellent [] Good [] Average [] Poor
- Were there any challenges with your colleagues or management? [Yes/No]
- If yes, please elaborate: [Open-ended]

4. Suggestions for Improvement:

- What could CEMA do to improve the work environment or employee satisfaction? [Open-ended]

5. Would you consider returning to CEMA in the future?

☐

☐

☐

may be

Employee's Signature: _____

Date: _____

[Annex 6: Leave Request Form](#)

Centre for Environment and Migration Assistance (CEMA)

Leave Request Form

Employee Name: [Full Name]

Position: [Job Title]

Type of Leave:

☐ Annual Leave

☐ Sick Leave

☐ Maternity Leave

☐ Paternity Leave

☐ Other: _____

Start Date of Leave: [Date]

End Date of Leave: [Date]

Total Days of Leave Requested: [Number of Days]

Reason for Leave:

[Provide reason for the leave request.]

Employee Signature: _____

Manager's Signature: _____

HR Approval: _____

Date: _____

Annex 7: Employee Orientation and Onboarding Checklist

Centre for Environment and Migration Assistance (CEMA)

Employee Orientation and Onboarding Checklist

Employee Name: [Full Name]

Position: [Job Title]

Start Date: [Date]

Orientation Checklist:

Task	Completed (Yes/No)	Comments
Introduction to CEMA's mission and values	[]	[]
Review of Employee Handbook and HR Policies	[]	[]
Overview of department structure and key contacts	[]	[]
Workplace Health and Safety Protocols	[]	[]
Review of Benefits and Compensation	[]	[]
Introduction to work tools, systems, and equipment	[]	[]
Setting up work email and accounts	[]	[]
First meeting with supervisor to discuss role	[]	[]
Review of performance expectations and KPIs	[]	[]
IT systems and security orientation	[]	[]
Overview of leave policy and HR procedures	[]	[]

Employee Signature: _____

HR Signature: _____

Date: _____

Annex 8: Staff Development Plan Template

Centre for Environment and Migration Assistance (CEMA)

Staff Development Plan

Employee Name: [Full Name]

Position: [Job Title]

Supervisor Name: [Supervisor's Name]

Review Period: [Start Date] - [End Date]

1. Professional Development Goals:

Goal	Target Date	Resources Needed	Support/Training Required
[Goal Description]	[Date]	[Resources]	[Support Needed]
[Goal Description]	[Date]	[Resources]	[Support Needed]

2. Skills Development Areas:

Skill Area	Current Skill Level	Target Skill Level	Actions Required
[Skill Area]	[Current Level]	[Target Level]	[Actions]
[Skill Area]	[Current Level]	[Target Level]	[Actions]

3. Training Programs:

- [List of training programs or courses to attend]
- [Completion dates]

4. Career Progression Plan:

Short-Term Goals (6 months)	Medium-Term Goals (12 months)	Long-Term Goals (24 months)
[Goals]	[Goals]	[Goals]

Employee Signature: _____

Supervisor Signature: _____

HR Signature: _____

Date: _____

Annex 9: Health and Safety Incident Report Form

Centre for Environment and Migration Assistance (CEMA)

Health and Safety Incident Report Form

Date of Incident: [Date]

Time of Incident: [Time]

Location of Incident: [Location]

Employee Name: [Full Name]

Department: [Department Name]

Incident Description:

[Provide a detailed description of the incident.]

Injuries Sustained (if applicable):

[Specify the injuries, if any, sustained by the employee.]

Actions Taken:

[Outline the actions taken immediately after the incident.]

First Aid/Medical Attention Provided:

[Yes/No]

[Details if medical attention was provided.]

Witnesses (if applicable):

[Name(s) and Contact Information]

Preventive Actions Taken (if applicable):

[Details on preventive measures implemented to avoid future incidents.]

Reported By: [Name of Person Reporting]

Signature: _____

Date: _____

Annex 10: Employee Recognition Program

Centre for Environment and Migration Assistance (CEMA)**Employee Recognition Program**

Objective: To recognize employees who consistently demonstrate exemplary performance and contributions to CEMA's success. This program is designed to acknowledge achievements, boost morale, and encourage a positive workplace culture.

Types of Recognition:

1. **Employee of the Month:** Awarded to one employee each month based on outstanding performance, teamwork, or innovation.
2. **Team Achievement Award:** Given to a team for exceptional collaboration, achieving significant milestones, or successful project completion.
3. **Years of Service Recognition:** Employees who reach milestones in years of service (e.g., 1 year, 5 years, 10 years) will be recognized with a certificate and small gift.
4. **Spot Awards:** For spontaneous recognition of exceptional efforts by individuals or teams, such as going above and beyond expectations.

Nomination Process:

- Nominations for Employee of the Month or Team Achievement Award can be made by any staff member or manager, submitted to HR.
- Nominations are reviewed monthly by a selection panel.

Recognition:

- The employee/team will be acknowledged in a company-wide communication and will receive a certificate of recognition.
- A small gift or reward will be given, such as a voucher or an extra day off.

Annex 11: Workplace Behavior and Conduct Agreement**Centre for Environment and Migration Assistance (CEMA)****Workplace Behavior and Conduct Agreement**

This document outlines the expected workplace behavior and professional conduct for employees at CEMA. By signing this agreement, the employee affirms their understanding and commitment to uphold CEMA's values and ethical standards.

Key Expectations:

- Maintain respect for colleagues, clients, and stakeholders.
- Adhere to all CEMA policies and procedures.
- Refrain from discriminatory, harassing, or inappropriate behavior.
- Maintain professional communication both internally and externally.
- Promote a safe and inclusive work environment.

By signing below, I agree to adhere to the guidelines and expectations set forth in the CEMA Workplace Behavior and Conduct Agreement.

Employee Name: [Full Name]

Employee Signature: _____

Date: _____

Manager's Signature: _____

Annex 12: Employment Reference Check Template

Centre for Environment and Migration Assistance (CEMA)

Employment Reference Check

Candidate Name: [Full Name]

Position Applied For: [Job Title]

Reference Details:

- **Name of Reference:** [Full Name]
- **Relationship to Candidate:** [e.g., Former supervisor, colleague]
- **Company Name:** [Company Name]
- **Job Title:** [Job Title]
- **Contact Information:** [Phone number, email]

Questions for Reference:

1. How long did you work with [Candidate's Name], and in what capacity?
2. Can you speak to [Candidate's Name]'s strengths and skills?
3. How did the candidate handle challenges and deadlines?
4. Did the candidate demonstrate leadership, teamwork, or collaboration skills?
5. Would you rehire this individual? Why or why not?
6. Are there any areas of improvement or concerns about the candidate?

Reference's Comments:

[Space for the reference to provide detailed feedback.]