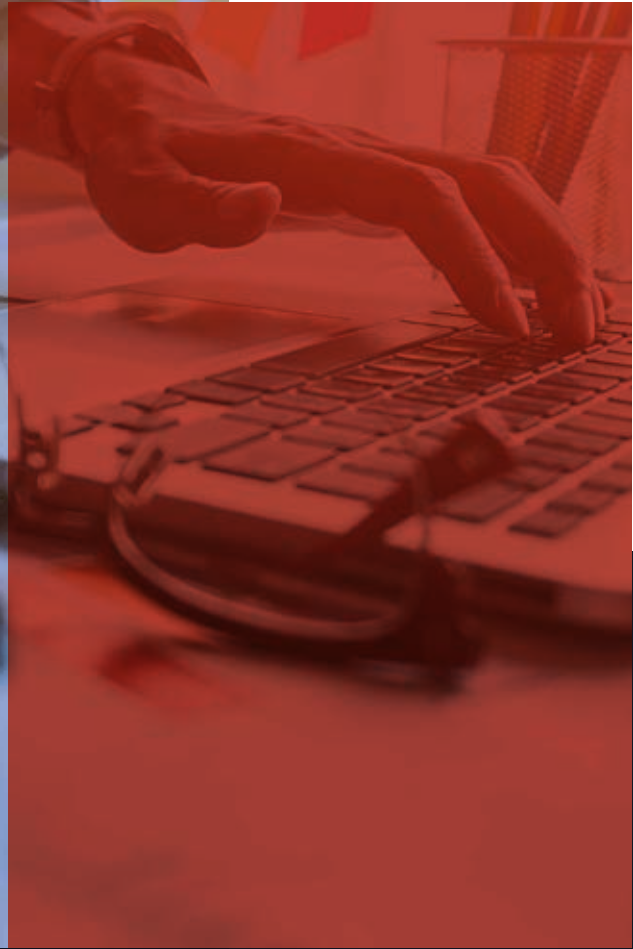


**SECTIONS**

Est. 2008



# SECTIONS PROCUREMENT PROFILE

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# ABOUT US

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SECTIONS Limited department that provide professional procurement of works, goods and services aim of helping Public, Private Sector and Non-Governmental Institutions to address the procurement service providing challenges, opportunities of the globalized and digitally networked world.

The firm was founded in May 2008, and has provided our Clients with the best procurement solutions for systems and infrastructure that employ a mastery of technology with technical program management to achieve successful project implementation. Combining expertise in program management, powerful budget modeling, detailed procurement documents, and thorough procurement administration, we incorporate the best technology procurement designs into physical operation that help our Clients' to succeed.



At SECTIONS, we assist with the planning, programming, monitoring and the execution of all types of procurement of works, goods and services on a short or long-term basis. With the professional expertise our offer covers new product sourcing, in the process of finding and agreeing to terms, and acquiring goods, services, or works from an external source, often via a tendering or competitive bidding process. Our Procurement expertise generally involves making buying decisions under conditions of scarcity.

At SECTIONS we concentrate and enhance the importance and criticality of open communication between all participating parties to achieve a desired conclusion, and the ultimate success of the project as a whole.

SECTIONS Procurement Management is strictly a strategic approach employed to optimizing organizational spending which invoices sourcing, requisitioning, ordering, inspection, and reconciliation and which also means acquiring your goods and services from preferred vendors, within your determined budget, either on or before the deadline."

SECTIONS procurement service is the process of finding and agreeing to terms, and acquiring goods, services, or works from an external source, often via a tendering or competitive bidding process. Procurement generally involves making buying decisions under conditions of scarcity.



## SECTIONS PROCUREMENT SERVICES

SECTIONS Limited provide procurement service on direct basis of all kinds of item and also acts as Procurement Service Provider, or PSP, as a third party organization or procurement consultant with the expertise to supplement internal procurement departments challenges. PSP's section of SECTIONS have their own staffing which assist in a variety of tasks for their clients. These tasks include: strategic planning, implementing best practices, supplier rationalization, and supplier collaboration, strategic sourcing and negotiation with any limit to the procurement of works, goods and services.

Organizations who have utilized the services of SECTIONS PSP's have been able to improve spending coverage, reduce costs for works, goods and services, and have employ the best industry practices with all our clients in Ghana and other parts of the world, leveraging the latest procurement technologies, and streamline source-to-pay processes and all without taking on the necessary risks assessment and assets that are required to achieve such best results in the industry

### WHY USE A PROCUREMENT SERVICE PROVIDER (PSP)?

In most organizations, it is very expensive and difficult to maintain a department or a domain with the expertise in every category of spend. Using SECTIONS PSP helps organizations to avoid the burdens of procurement infrastructure for non-strategic categories. SECTIONS as your procurement service provider can help your organisation with rapid analysis of expenditure or spending and implement changes where applicable, negotiate with suppliers, and use proven industry best practices. A good SECTIONS PSP will become an extension of your organization's existing procurement resources, in a non-obtrusive fashion.

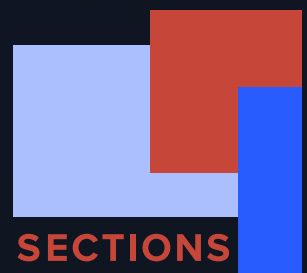
To remain competitive as an organization, Mid-Market companies and such should have, increased reliance on third-party procurement consultants to help define strategic sourcing process and train internal employees on commodity costing models, sourcing automation tactics, and category and supply market assessments”

### HOW DO I USE A PROCUREMENT SERVICE PROVIDER?

Every organization is unique, and there is no single answer that works for any organization. SECTIONS Procurement Service Providers can be used in any of the following scenarios: replace your current procurement department, supplement your current resources in strategic or non-strategic product areas, provide electronic tools to make your procurement department more efficient, or simply as consultants for implementing best practices. Keep in mind that you do not have to outsource your entire procurement network, it is usually best to select a target area, and gain top-level support within your organization before contracting a Procurement Service Provider to organizations like SECTIONS.

# THE TEAM

SECTIONS has Executive Directors as well as Non-Executive Directors with great expertise in the field of specialty of the company.



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## DANIEL OHENE

Lead Consultant  
Administration

### Qualifications & Affiliations

- MSc. Procurement Management (works, goods & services)
- BSc. (Honors') Quantity Surveying and Construction Economics
- H.N.D. Building Technology • Member of CIOB, RICS, GHIS

### Experience

Daniel has over 16 years' experience in a wide range of residential, commercial, business, retail, industrial, civic and heritage projects procurement process. Daniel has been the Project/Construction Manager on several landmark buildings in Ghana. Consultancy & designs since 2003, Daniel's focus is on estimating strategy, corporate relationships, professional service and team leadership in the procurement of works goods and services.

### Employment History

- 2008 to date Principal Partner at SECTIONS, Consultancy and Designs, Ghana
- 2019 to Date Local Coordinator for European Union Funding for Fort Amsterdam, Ghana
- 2001 to 2002 Architect Assistant at Ga District Assembly,
- 2010 to date Country Director at Fort Amsterdam Onlus, Ghana
- 2003 to 2008 Director of Projects at Builtmen Consult Limited, Ghana

## CALLIS SAM-KWAKWA

Lead Consultant  
Technical

### Qualifications & Affiliations

- MSc. Computer Engineering • BSc. (Honors') Computer Science

### Industry Certifications:

- CISSP, RHCE, RHCSA, CCNA, CSM

### Experience

Callis has over 15 years' experience working from the United States in delivering internet solutions for the past 15years. He has consulted for IMSGLOBAL, a US educational standards body as well as the US government and a wide range of private organization who requires his expertise in his field of profession.

### Employment History

- 2017 to Date IT Manager for DEVSECOPS at Johnson & Johnson
- Oct 2019 to June, 2020 Senior Manager & Lead Tech at CVP, Fairfax, VA
- May, 2013 to Jan 2015, Asst. VP of Infrastructure & Snr. Security analyst at FISGlobal
- Aug. 2018 to Oct; 2019 Infrastructure consultant at IMSGLOBAL
- Jan, 2015 to Jan, 2017, Directory of Infrastructure at Link-Systems Int.
- Oct 2007 to May, 2013 Senior Computer systems analyst at Link-Systems Int.

## KWAMINA ANDERSON

Director of Operation  
Technical

### Qualifications & Affiliations

- BSc. Computer Science (On going)
- Diploma in Business Computing
- Certificate in Web Technology I & II

### Experience

Kwamina has 10 years' experience in web application development. He's the Lead Web Consultant for The Kofi Annan International Peacekeeping Training Centre (KAIPTC) and The Ghana National Commission for UNESCO. He has also consulted for agencies such as the Project Management Institute Ghana and The John A. Kufuor Foundation. He has a strong passion for coding.

### Employment History

- 2011 to Date CEO & Lead Web Architect at PIXDEV LIMITED
- 2009 to 2011 IT Manager at UNIGATE EDUCATION

## NAANA KUMI OHENE

Managing Partner/  
Administrative Officer

### Qualifications & Affiliations

- MSc Developmental Finance (On going)
- BSc. Banking and Finance
- Diploma in Business Studies

### Training Programmes

- IDEA Software
- Microsoft Computer packages
- Strategic Planning Process
- Capacity Building Process

### Experience

Naana has over 5 years' working experience, versatile, analytical and hardworking possesses excellent communication, negotiation and problem solving skills. Experience has proven her abilities to manage and complete assigned duties and tasks to the highest standards, with a meticulous attention to detail and performance within agreed deadlines. And able to work with minimum supervision and have an ability to maintain calm under stressful environments. She have worked in positions where confidential information has to be guarded, with utmost integrity, which demonstrates her abilities to preserve confidential information and protect official information.

### Employment History

- Sept 2013 to Date, Internal Audit Administrator at Forestry Commission
- 2005 - 2009, Financial Administration and Reporting at Metaccept Co. Ltd
- 2004-2005, Client Database Officer at HopeSpring Foundation

## HENRY ESSEL PAIDOO

Technical Support  
Officer

### Qualifications & Affiliations

- BSc. Marketing
- Certificate in Information Technology (CIT)

### Experience

Henry has over 5 years' working experience, confident, honest and hardworking individual with extensive knowledge in supporting a team in all areas of the company's mandate, goals and vision. Possessing effective organizational skills and proficiency with administration and practical tasks, including planning market research, organizing the distribution of literature to helping to put on an event. A quick learner who can absorb new ideas and can communicate clearly and effectively with work colleagues, clients and senior managers in the English language.

### Employment History

- Feb 2019 to 2020, WPO Clerk (Contract Staff) at Cocoa Marketing Company Limited
- Feb 2009 – Nov 2013, IT Technical Support Officer at K-NET Ghana Limited
- Sept 2017 – Sept 2018, Senior Course Adviser at Spado Academy Limited
- March 2008- Sep 2008, ICT support staff at SSNIT

## VICTORIA AFERE-AMOASI

Finance/Administrative  
Officer

### Qualifications & Affiliations

- MBA. Accounting and Finance (Awaiting certificate)
- BSc. Banking and Finance

### Experience

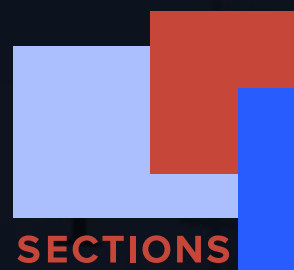
Victoria has about 5 years work experience in the areas of accounting, finance and administration. Areas of interest are taxation, bank reconciliation, account payable and receivable management, importation and exportation, preparation of financial statements (support services), audit, petty cash management and other office support duties. Victoria's interest is to ensure accountability, timely and accurate records to corporate institutions and business owners.

### Employment History

- Sept 2019 to April 2020, Accounting/Admin Associate at Daystar Power Group LTD
- October 2014 to September 2015, Customer service officer at Amenfiman Rural Bank
- March 2016 to August 2019, Accounts and Admin officer at Betonsa Ghana Limited
- 2013 to 2014, Office Assistant at National Commission for Civic Education



# LOCAL CONTENT FOR SUSTAINABLE DEVELOPMENT



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## 1

## LOCAL CONTENT AS LOCAL VALUE CREATION

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A long-term strategy for a mutually beneficial engagement between SECTIONS and local stakeholders.

For SECTIONS, local content means creating employment, developing local skills and capacity, transferring know-how, collaborating with local suppliers and subcontractors and enhancing local entrepreneurship with its operations. In order to contribute to the creation of socio-economic value within the host communities, maximizing local content is one of the cornerstones of SECTIONS business philosophy in all markets.

This approach aims to develop a durable and sustainable relation with all local stakeholders, helping to reduce costs and risks associated with projects, improving the perception of the Company, creating the conditions for a climate of mutual trust, and thereby guaranteeing the Company's 'license to operate'. On the other hand, SECTIONS local content approach generates positive effects on local communities, contributing to the social stability and well-being of the local population.

This business model has been shown to have several advantages:

- Development of durable and sustainable 'win-win' relationships with all local stakeholders;
- Enhanced 'learning curve' and project risk reduction;
- Improvement in the quality of local employment, with less use of expatriate workers and a consequent reduction of internal costs;
- Improvement of the perception of the company in the eyes of the local communities. A better knowledge of what the company does and how it accounts for and contributes to the well-being of local people creates the conditions for a climate of mutual trust. Sections local content approach also has positive effects on local communities, including:
  - Creating economic value by directly employing local people;
  - Contributing to local economic growth by promoting the use of local suppliers and subcontractors;
  - Developing know-how and competences among local employees, thus increasing their value in the labor market, as well as among local manufacturers and service providers, by improving their technological and managerial expertise;
  - Generating positive indirect effects for the social stability and well-being of local populations, through the benefits of employment and increasing economic value (taxes and induced expenditures in the regional economic context).

## 2.

## PROMOTION OF LOCAL EMPLOYMENT

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Creating more opportunities for local, qualified staff to build career paths and access skills enhancement programmes.

### 2.1 Opportunities for the best talents (Diversity as a value)

Maximizing local content allows the Company to develop and maintain relations with the host communities. Employing local workers on SECTIONS projects enriches the diversity of SECTIONS workforce and provides young talents from around the country with the opportunity to grow professionally in Ghana or overseas. In this way, SECTIONS is able to select the best talents in Ghana, and keep strong links with each local community where it works while ensuring a rich, diverse and multicultural working environment.

### Investing in knowledge (A strategy for a long term presence)

### 2.2 SECTIONS strongly invests in the development of technological and managerial expertise through:

- Development and training programmes (dedicated not only to young graduates, but also to future local managers) aimed at improving the quality of the local workforce, sharing know-how and developing skills and performances;
- Scholarships, often made possible thanks to the creation of relations with local institutions and international bodies;
- Internship programmes and cooperation with local training institutions, to enhance sections recognition at universities and engineering schools and attract to sections the best students for potential recruitment. This strategy guarantees the company's medium- to long-term presence on the local market and ensures critical professional skills for future projects.



# 3.

## DEVELOPING THE LOCAL SUPPLY CHAIN

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In the procurement process, optimization of local content takes the form of a series of measures to increase the percentage of local vendors involved in supplies.

### 3.1 Increasing local content by increasing quality and capacities

SECTIONS strives to promote an increasing number of local vendors who are compliant with international standards in terms of quality, HSE management systems, working conditions and cost control. SECTIONS helps them reinforce their skills not only to satisfy its own requirements, but also to assist them in expanding their businesses.

### 3.2 Simplified qualification procedure

SECTIONS strongly invests in the development of technological and managerial expertise through:

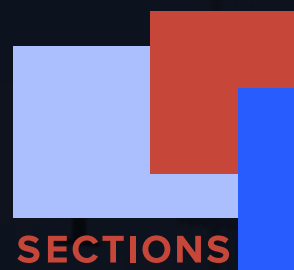
In order to facilitate and increase local vendor qualification, SECTIONS is simplifying the corporate qualification process. It will be more decentralized and assign greater responsibility to local procurement departments to manage the qualification process for the supply of goods and services, both critical and non-critical, with economic limitations. This new approach will also facilitate better integration with local conditions.

### 3.3 Long term agreements

As a procurement strategy, SECTIONS promotes medium to long-term agreements with local vendors to develop forms of multi-year cooperation that will hopefully lead to synergies. It is through this approach that, after many years of cooperation with SECTIONS, an increasing number of vendors have managed to expand the type of goods and services they offer and to boost the technological complexity of their supplies.

- Information campaign on Oil & Gas business and SECTIONS qualification process
- HSE Forum and workshops
- Workshops on strengthening marketing and business strategy
- Promoting Social Responsibility
- Verification of the respect of labor and human rights
- Collaboration with local business associations
- Boosting entrepreneurial potential

# QUALITY MANAGEMENT POLICY



**SECTIONS**

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At SECTIONS LIMITED, we all share the responsibility for continual improvement of our Quality Management Process and believe that the business support processes that we provide, supported by our Business Model and our Code of Ethics, will ensure the continual delivery of high quality products and services to our Clients.

Our Quality Management System provides the framework for continual improvement of our internal management processes and resources which will in turn add value for our clients through our business processes that support the services offered and delivered. In addition, our Quality Management System gives SECTIONS and its Clients the confidence that the provision of services and products will be delivered consistently to predetermined high standards worldwide.

## OUR PRINCIPLES

- Client requirements can always be met.
- Company efficiency relies on individual competences and employee commitment.
- All processes are described concisely and employees are trained and encouraged.
- All processes shall be periodically reviewed for continuous improvement and streamlining.

## OUR MANAGEMENT SYSTEM

We are committed to quality, integrity and excellence in everything we do by:

- Aligning the organization through priority setting and action plan building.
- Reinforcing network capabilities through training and supporting our employees.

- Monitoring our progress, identifying and closing gaps through indicators.
- Ensure sustainable progress through internal and external audits.

## OUR COMMITMENTS

The entire line management is accountable for the implementation of this policy and shall remain committed to:

- Train, led by example, and guide employees in following processes and procedures.
- Continuously audit and improve operations
- Share Good Practices & Knowledge

By doing this, all SECTIONS employees will contribute to the first of our "Business Values": Client focus.

We commit all employees of SECTIONS to abide by ISO 9001-2008 and implement our policies and procedures in order to enhance our reputation as a client focused company.

# ORGANIZATIONAL DEVELOPMENT STRATEGY

2020-2025



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## MEETING THE CHALLENGES OF CHANGE

SECTIONS Limited Organizational Development Strategy underpins the Delivery Program 2020 to 2025 to ensure we have the right people, capability and culture to deliver efficient, quality services to our community. SECTIONS Limited is committed to developing a culture of performance and innovation to respond to the challenges that face the sector and position us as a benchmark for local government organization and international as well as shaping positive change in our community and across the region. SECTIONS has been modernizing its organization and how we operate over the past years, refreshing the culture and renewing structures, systems and processes to develop a winning culture and business practices to deliver our commitments to the community. A marker of how the organizational transformation program is impacting community perception and developing a reputation for effective service delivery.

SECTIONS Limited Organizational Development Strategy provides an overarching context and direction to guide the shaping of our culture and development of our people and business practices to enable us to respond to the key challenges and opportunities for the period 2020-2025. The Organizational Development Strategy aims to:

### BUILD CAPABILITY

- Provide a 'flat' structure that promotes matrix management and a project approach with collaboration achieving coordinated action and outcomes
- Build a culture of engagement and performance enabling our people to respond to change with an agile, innovative and collaborative approach
- Attract new talent to refresh our workforce and bring innovative ideas and new capabilities
- Enable effective, coordinated communication and decision-making supported by quality information



## DEVELOP OUR PEOPLE

- Invest in developing our leaders, recognising and rewarding our high performers.
- Identify and develop emerging leaders as part of succession planning.
- Develop the skills and capacity of our people with flexible learning approaches.
- Promote diversity and inclusiveness to optimize our mix of talent and reflect our community.
- Establish objectives and key performance indicators that align across the organization to maintain purpose and direction and monitor progress.
- Encourage active leave management to maintain health and well-being.

## CONTINUALLY IMPROVE OUR SERVICE

- Build integrated technology platforms that facilitate a productive way of doing business
- Identify priorities through service level reviews
- Improve efficiency and effectiveness through ongoing business process reviews

## HOW WE WORK TOGETHER

- Providing an optimal structure for change and growth is one enabler of organizational performance.

SECTIONS has undergone significant structural change over the past years to develop a customer facing organization with an outcome focus. The management team was refreshed and restructured with areas of responsibility adjusted to reflect the talents of the team and the needs of the changing organization. A leadership development program was initiated to create a high performing leaders group with the capability to lead the organization through change. The initial restructure was revised again a year later with the introduction of a new business model. At the executive level of the organization the General Manager's

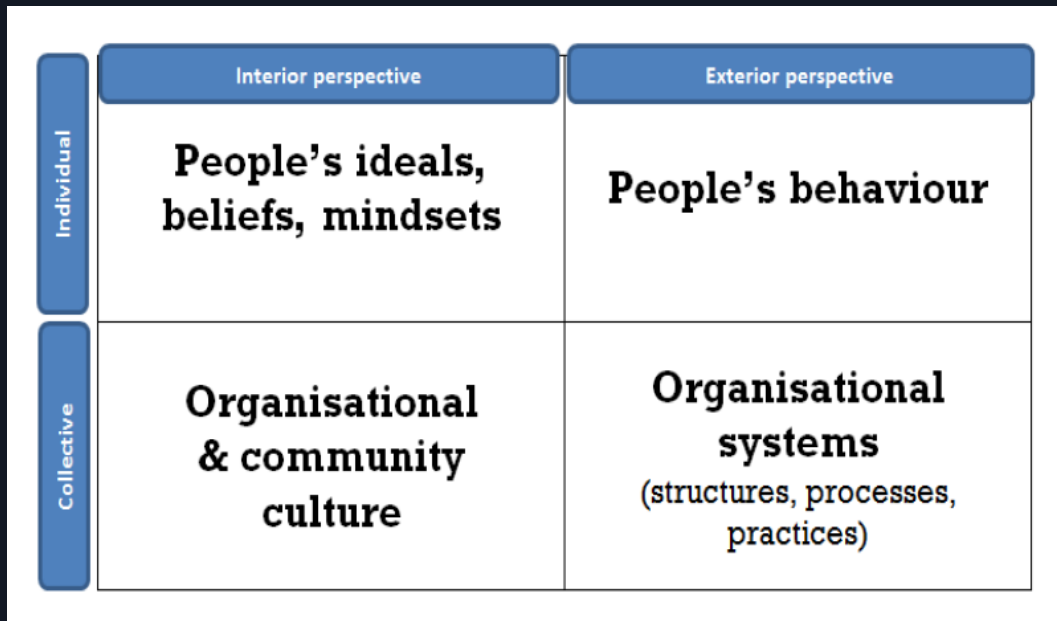
title has been modernized to Chief Executive Officer (CEO) and a new Chief Operating Officer (COO) was recruited, responsible for overseeing service teams and organizational performance. A Director of Projects was appointed from within, responsible for the frontline workforce and service deliverables. Adjustments were again made to management and teams across the organization to reinforce the business model.

The current structure, based on business units and service teams as enablers of organizational performance, supports a customer focused organization delivering quality outcomes. The structure provides the context for a flexible matrix management approach and a flat organization with an integrated outcomes focus. This move away from distinct departmental functional responsibilities and hierarchical management has addressed the issue of a silo paradigm and a bureaucratic approach which produced ineffective communication and service across the organization. The matrix approach is enhancing collaboration across the different business units and promoting lateral communication. This has been further supported by the establishment of a Project Management Office to drive delivery of SECTIONS's priority projects and monitor organizational performance. The organization structure when supported by high performing leaders and an engaged and enabled staff builds a strong foundation for organizational performance and customer service.

## A CULTURE OF PERFORMANCE, INNOVATION AND CUSTOMER SERVICE

Through application of the integrated planning and reporting framework, SECTIONS has refined its strategic planning and annually clarifies priorities and deliverables, reviewing the resources required for strategy execution. People deliver strategy and SECTIONS is focused on how we will develop a winning culture and business practices that enable us to realize our commitments. It is commonly understood that culture can make or break organizations.

SECTIONS is building a successful culture to drive strong performance and strengthen reputation, innovation and service delivery. Culture is defined as the intangible assumptions, social norms, values, vision, systems, language and habits common in an organization that determine how people will interact, influencing behaviors and outcomes. The context in which people operate is influenced by numerous factors which can be influenced as levers for change. The following model informs an integrated approach to change leadership



SECTIONS is addressing the quadrants in a number of ways:

## SHIFTING ATTITUDES AND BEHAVIOR

- Organization communication strategy and plan developed and implemented.
- Senior leadership development program.
- Ending of the Working Hours Agreement in 2012 to provide for maximum flexibility of working arrangements for service delivery.
- Reviewing the salary system in consultation with staff to reflect the needs of a modern workplace.
- Introducing a Performance and Recognition Management System (PARMS) as a framework to align staff values and behaviors with corporate and community direction and to facilitate performance coaching conversations into daily operations.
- Recognition and reward initiatives to celebrate high performing individuals and teams and reward achievements directly linked to activities contributing to SECTIONS's strategic goals.
- Emerging leaders and talent management programs in development to recognize the needs of an increasingly diverse workforce.

## ORGANIZATIONAL CULTURE

- Rebranding project with new modern corporate logo, town entry signs and brand awareness campaign to build civic pride and economic development.
- Our people promoting SECTIONS as an employer of choice.
- Restructuring the organization to move to a matrix management approach and outcome focus.
- Reviewing the recruitment and retention strategy to attract, develop and retain talented employees to promote innovative ideas and new capability.
- Initiating a Youth Employment Strategy to create job opportunities for the region's youth and refresh the culture bringing diversity and new approaches.
- Building capability by reducing reliance on contractors and directly employing more local people and investing in plant and equipment stock.

## ALIGNING STRUCTURES, PROCESSES, PRACTICES

- Renewal of internal systems and processes to manage and utilise data for effective decision-making.
- Implementation of an integrated technology solution improving the overall business experience and delivering professional customer interactions.
- Corporate information systems managing SECTIONS's knowledge base with online standardized, centralized procedure manuals for each area being developed.
- Project Management Office established to ensure efficient and effective delivery of projects and facilitate cross-collaboration of teams.
- Establishment of "one stop" Customer Service Centers with extended hours to support a customer focused organization.

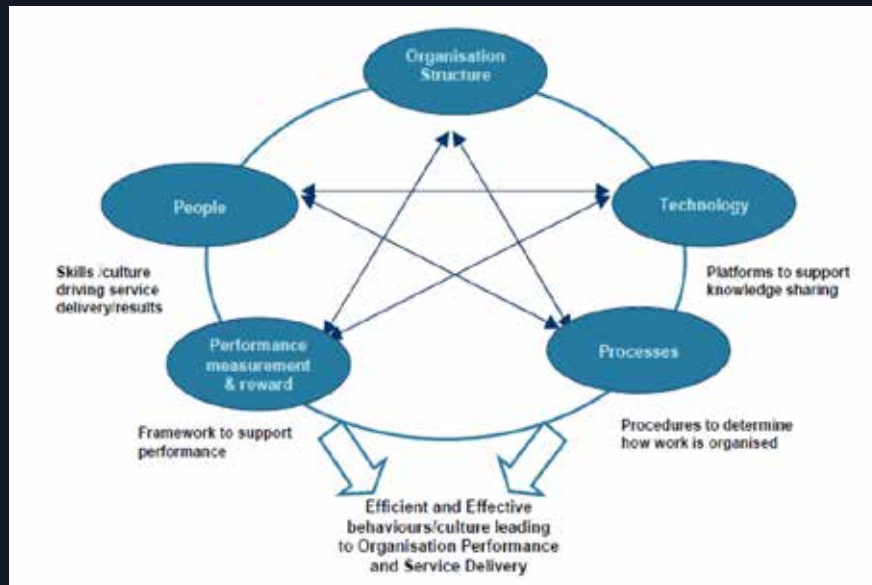
## LEADING COMMUNITY AND REGIONAL OPPORTUNITIES

- Developing, promoting and hosting regional training initiatives.
- Collaborating to develop innovative approaches to regional IT projects.
- Contributing to the Northern Rivers Human Resources Interest Group and extending its focus to organizational development in a regional context.
- Leading the way with regional procurement to achieve savings to enable additional investment in the region.

Our approach to cultural transformation demonstrates SECTIONS commitment to developing a culture of performance, collaboration and innovation to respond to the challenges that face the sector and become a benchmark local government organization shaping positive change in our community and across the region.

## OUR PERFORMANCE AND RECOGNITION MANAGEMENT SYSTEM (PARMS)

SECTIONS introduced a new Performance and Recognition Management System (PARMS) in 2015 to drive a performance culture and support employees to engage and fully contribute to organizational goals. Progression through the organization is tied to evidence of consistently strong performance. A flexible incentives program is applied to recognize and reward the achievements of individuals and teams. PARMS is positioned as part of an integrated approach to organizational development and is a key mechanism to engage our people in an ongoing conversation for performance.



In the initial implementation of PARMs the emphasis was to integrate SECTIONS's values, core qualities and behaviors into the way of doing business by:

- Reviewing key responsibilities and accountabilities in all role descriptions to reflect the needs of the delivery program;
- Incorporating our values, core qualities and behaviors into all role descriptions and hiring primarily for cultural fit as well as experience and skill;
- Defining the core qualities and behaviors expected of all employees and integrating a rating assessment of behaviors into performance reviews;
- Performance coach training delivered to all supervisors;
- Recognizing and celebrating high performing individuals and teams role modelling the values and behaviors.
- Acknowledge the past year's achievements;
- Receive feedback on areas for development;
- Establish clear objectives and performance indicators linked to organizational goals;
- Discuss how the supervisor can better support employee performance.

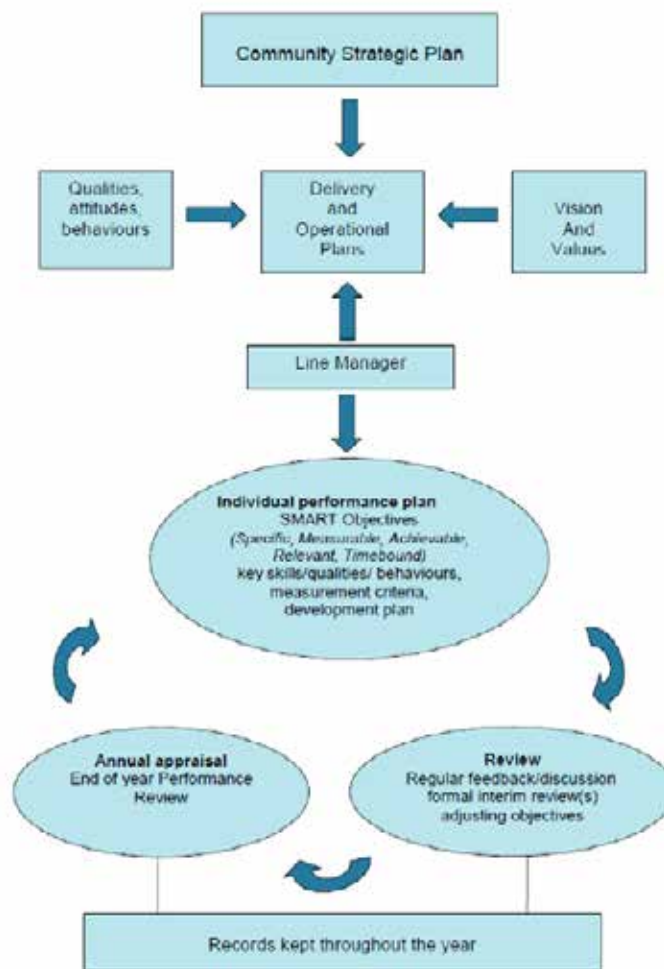
In addition, the review process:

Whilst performance coaching must be a continuous process, an annual review cycle is also provided to formally assess outcomes for the past year and set objectives for the next year.

The annual performance review facilitates a positive conversation to assist all employees to:

- Identifies training and development needs to inform the organizational training and development plan;
- Encourages active leave planning to maintain health and well-being;
- Assesses short-term succession planning requirements to cover leave absences.
- Clarify key responsibilities and priorities;
- Review performance against expected outcomes;
- Assess the application of values, core qualities and behaviors;

With a platform of consistent behaviors in place, the second cycle of PARMS performance reviews built on this foundation by bringing an emphasis to forward planning. Every employee was supported to develop “SMART” objectives and performance indicators which align with the priority goals and key performance indicators of SECTIONS. PARMS is central to engaging staff to fully contribute to organizational goals by integrating performance coaching into the way we do business. To engage and contribute fully to organizational goals every employee must understand how their role fits into the overall strategy of the organization, and have clear objectives and actions plans with defined performance indicators that link to SECTIONS’s strategic goals.



The following overview depicts how managing performance is intrinsically linked to our planning and delivery processes:



## BUILDING CAPABILITY IN OUR PEOPLE RECRUITING FOR CULTURAL FIT

SECTIONS values statement recognizes that organizational success is based on our people's ability to perform:

"SECTIONS promotes a workforce of passionate people, loyal to the organization, colleagues and the community. Our people are held as our primary asset and integrity and trust is the foundation of our culture."

Attracting and developing the right people and recognizing the benefits of a diverse workforce are key to shaping a successful culture. SECTIONS has been modernizing the organization and refreshing the culture over the past three years to achieve efficiency and effectiveness. This environment coupled with the lifestyle opportunities of the region form our core proposition to attract people to live and work in the beautiful Richmond Valley. Key initiatives to attract the right people to employment opportunities include:

- Review of sections' employer brand proposition to promote sections as an employer of choice offering an attractive lifestyle package;
- Review and improvement of recruitment processes to create a positive, efficient experience;
- Hiring for cultural fit as well as skill and experience;
- Refresher training for supervisors in the recruitment process;
- Deployment of the hr modules in the integrated technology system to streamline HR processes.

## YOUTH EMPLOYMENT STRATEGY

Sections has an aging workforce which is being addressed by our youth employment strategy (yes) designed to attract and develop younger recruits. This initiative also supports a key priority of richmond valley's community to create youth employment opportunities as part of its economic development strategy. The key success factors of our youth employment strategy, an ongoing initiative, are:

- Annual career's evening and information sessions hosted by sections to promote the wide range of career opportunities available in local government;
- Building strong relationships with local educational institutions to promote career opportunities in sections;
- Mentors assigned to trainees with regular progress reporting.

## WORKING WITH OUR COMMUNITY

Complementing the YES initiative, SECTIONS also creates employment and development opportunities through the following initiatives:

- Reducing reliance on contractors by directly employing more local people and investing in plant and equipment stock. The success of this strategy is evidenced by delivery of SECTIONS's scheduled capital works projects to time and budget with quality outcomes since 2015.
- Implementing our Aboriginal Employment Strategy to ensure indigenous employment at SECTIONS reflects the local population percentage.
- Providing work experience opportunities for young people to gain skills and get a feel for working at SECTIONS.
- Working with the local university to provide work experience for under graduates.
- Partnering with agencies to support school-based traineeships for aboriginal youth providing ongoing employment opportunities at SECTIONS upon successful completion in a number of cases.
- Providing placements for Work for the Dole participants.
- Contributing to career events at local educational institutions.
- Promoting and facilitating volunteer involvement in community programs.

## DEVELOPING TALENTED INDIVIDUALS AND TEAMS

SECTIONS offers a diverse range of careers and fosters a culture of learning and development. In 2014 SECTIONS undertook a full review of training to ensure current and future training needs would support SECTIONS's strategic goals. Training needs are identified with staff as part of the PARMS process and reviewed in the context of the delivery program.

Development of all our people commences with a three-month induction program including a Corporate Induction day presented by the General Manager and incorporating a tour of SECTIONS's assets. The induction process creates a good understanding and sense of engagement with SECTIONS's business at all levels of the organization.

In addition to our formal training plan, developing talent management programs that recognize the different needs of an increasingly diverse workforce is a critical part of our career and succession planning. Some examples of talent management initiatives include:

- Emerging leaders program exposing rookie recruits to senior leaders.
- Mentoring programs in development for all trainees.
- Gen Y/Z development and networking initiatives.
- Master classes.
- Leadership development program for the senior management team.
- Women in leadership programs.
- Succession plans and mentoring programs in place for key roles.
- Short-term succession planning and mentoring in place for all roles.



Another key talent management strategy is to create an environment of innovation and accelerated learning from 'action-reflection-action' so that knowledge enhancement and skill development shifts from the formal environment of classroom training to the more informal learning environment of the workplace itself (a marker of a healthy culture). In this environment the teachers are colleagues, peers and leaders, who are engaged with each other in 'action learning'. Within this context coaching or extracting the learning and knowledge transfer from the immediate work challenges is a value added activity. Initiatives to support collaboration, innovation and action learning include:

- Establishing 'change agents' across the organization to support the change process.
- "Ideas in a box" concept.
- Establishing cross organizational working groups focused on priority challenges/opportunities.
- Project teams, involving people from across the organization, driving priority programs.
- Engaging and enabling staff in coaching conversations integrated into daily operations.
- Peer mentoring programs to facilitate knowledge transfer across generations.
- Development of interpersonal skills to facilitate a positive and productive response to change and action learning.
- Communication planning to expose staff to senior management and engage all employees in organizational development and change.
- Development of a practical guide to deliver regular and consistent communication activities via a range of media to provide ongoing purpose and direction to staff in execution of their roles and in the development of a high performance culture.
- Promotion of outstanding performance and achievements of our people/teams via a range of media, including a weekly message from the CEO delivered online to smart devices.
- Consultative mechanisms in place to facilitate the change process and minimize disruption to our service.
- Partnering with our neighbors on regional initiatives.



## HEALTH AND WELL-BEING

SECTIONS actively encourages employees to utilize the leave provided to them to assist in proactively maintaining their health and wellbeing. SECTIONS is committed to implementing a focused health and wellbeing program to promote a healthy workplace. The aim of the program is to:

- Create a healthy, supportive and safe work environment evidenced by fewer injuries/claims;
- Ensure health becomes an integral part of business planning; and
- Deliver flow on effects to worker families, the community and the environment.

Studies provide compelling evidence supporting the value of workplace health and wellbeing initiatives for the physical, mental, and social wellbeing of employees. There is direct evidence of this at SECTIONS reflected in a downward trend of injuries over the past two years.

One simple example of a successful intervention for wellbeing was the introduction of a morning exercise program at our depots before the work crews commence jobs to ensure they have warmed up their muscles to prevent strains. When injury does occur in the workplace a focused injury management process is implemented to assist employees with appropriate support interventions.

Rehabilitation programs are also implemented to assist employees to return to work as soon as possible after injury by providing alternative/suitable duties. All employees are encouraged to access our Employee Assistance Program too proactively support them with personal or work related issues. The health and wellbeing program integrates with the organizational development plan and complements the cultural change process by supporting:

- Increased productivity;
- Reduced worker turnover;
- Increased staff morale, satisfaction and motivation;
- Increased ability to attract new employees;
- Reduced sick leave.

## SAFETY AND RISK MANAGEMENT

SECTIONS is committed to promoting and improving Work Health, Safety and Risk Management to ensure a safe and healthy environment for our workers and our community.

A Safety Management Plan is implemented across SECTIONS ensuring a strong safety culture throughout the organization. Through the ongoing development of our systems we ensure our responsibilities are achieved by focusing on proactive safety and risk initiatives which are integrated into daily operations by:

- Ongoing WHS training for all employees and volunteers.
- Regular toolbox talks on safety issues.
- Proactive Safety Committee.
- Risk identification, assessment and control measures.
- Incident reporting and corrective actions developed and implemented.
- Ongoing auditing and review.
- Communication and consultation with all stakeholders.

Work Health and Safety and Risk Management is a corporate priority in both strategic and day to day conduct of SECTIONS and its related activities reinforcing a proactive safety culture across the organization.



## IMPROVING OUR SERVICE

SECTIONS must continually adapt to meet the changing service expectations of the community whilst achieving efficiency savings across SECTIONS. This requires an ongoing review and scrutiny of all SECTIONS's operations. Service level reviews will be conducted as part of planning and prioritizing activities in consultation with the community.

Ongoing Business Process Improvement working groups are in place to ensure SECTIONS continually improves efficiency, effectiveness and productivity. Operating in an environment of change is now the norm and developing an adaptable and flexible culture is our aim for continual improvement.

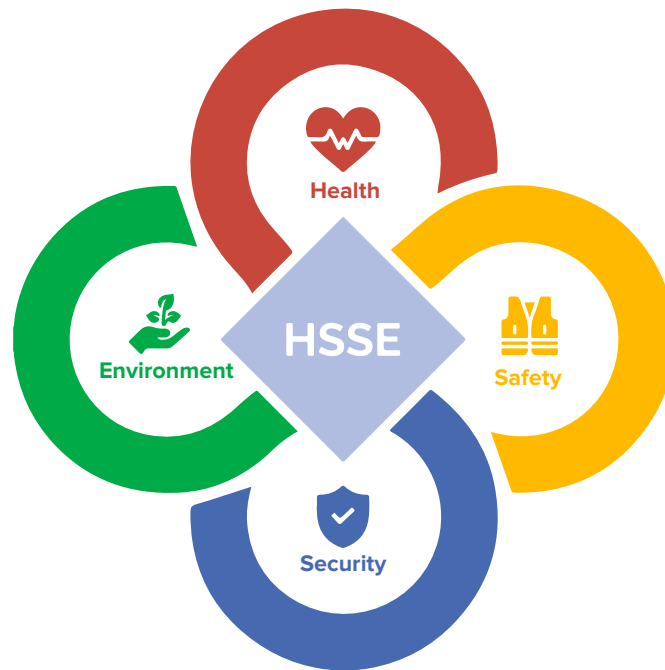
## MEASURING AND MONITORING

Management relies on timely and accurate data to track performance and make informed decisions. SECTIONS introduced sustainability and performance benchmarking at both the elected and operational levels to address this need. Regular dashboard reporting of organizational key performance indicators supports senior management to identify challenges and opportunities, proactively facilitating a culture of innovation and continuous improvement. Performance monitoring has also been integrated across the organization via the performance review process as part of PARMs. All employees have key objectives and performance indicators aligned to organizational objectives to monitor progress against deliverables and service levels. Staff surveys are used to measure the success of the culture transformation program. In addition, ad hoc internal surveys of business units/processes are utilized to ensure continuous improvement to customer service. This focus

# STATEMENT, COMMITMENT AND POLICY ON HEALTH, SECURITY, SAFETY AND THE ENVIRONMENT



Est. 2008



## STATEMENT

Staff of SECTIONS LIMITED shall abide by all obligations outlined in the HSSE MANUAL, and only through written agreement from SECTIONS LIMITED shall any sections, deemed to be not applicable to the scope of WORKS to be performed by STAFF, be removed from the scope. It is SECTIONS LIMITED'S obligation to ensure that the APPLICABLE LAWS relating to HSSE are respected, complied with and monitored during the entire performance of the WORKS. This shall include: Meeting the specified COMPANY HSSE Standards as referred to in the HSSE Manual. Performing the WORKS in accordance with GOOD ENGINEERING PRACTICE and established available industry practices for environmental performance.

## COMMITMENT

At SECTIONS LIMITED, we are all committed to:-

- Pursue the goal of no harm to people;
- Protect the environment;
- Use material and energy efficiently to provide our product and services;
- Respect our neighbors and contribute to the societies in which we operate;
- Develop energy resources, product and services consistent with these aims;
- Play a leading role in promoting best practice in our industries;
- Manage HSSE matters as any other critical business activity, and
- Promote a culture in which all employers share this commitment.

In this way we aim to have an HSSE performance we can be proud of, to earn the confidence of customers, shareholders and society at large, to be a good neighbor and to contribute to sustainable development.

## POLICY

- Has a systematic approach to HSSE management design to ensure compliance with the law to achieve continuous performance improvement;
- Sets targets for improvement and measures, appraises and reports performance;
- Requires contractors to manage HSSE in line with this policy;
- Requires joint ventures under its operational control to apply this policy, and uses its influence to promote it in its other ventures;
- Engage effectively with neighbors and impacted communities; and
- Include HSSE performance in the appraisal of all staff and rewards accordingly,

# OUR CERTIFICATIONS



**SECTIONS**

Est. 2008

REPUBLIC OF GHANA



**Public Procurement Authority**  
improving efficiency and transparency  
in public procurement

SUPPLIER NO

415919

DATE ISSUED

26 MAR 2020

EXPIRY DATE

25 MAR 2021

SUPPLIER, CONTRACTOR, CONSULTANT REGISTRATION CERTIFICATE

*This is to certify that*

**SECTIONS LIMITED**

*is duly registered with the Public Procurement Authority to engage in Government tenders as mandated by Section 3(p) of the Public Procurement Act, 2003 (Act 663) as amended.*

Frank Monic  
Ag. Chief Executive

PPA NO. 0013100



CS196672016

C0007231156



REPUBLIC OF GHANA

*Old TIN*

824V033623

*Old RGD Number*

CA-45,182

*Old Commencement Date*

12/05/2008

The Companies Act, 1963, Act 179

# Certificate To Commence Business

**I hereby certify that**

**SECTIONS LIMITED**

having complied with the provisions of Sections 27 and 28 of the Companies Act, 1963, Act 179 is entitled to commence business with effect from 4<sup>th</sup> day of **November 2016**

Given under my hand and official seal at Accra, this 4<sup>th</sup> day of November 2016

A handwritten signature in black ink, appearing to read 'J. M. A.', written over a horizontal line.

For: Registrar of Companies



C0007231156



**The Registration of Business Names Act, 1962(No.151)**


# Certificate of Registration

I hereby certify that the following Subsidiary Business Name has been registered under the above-mentioned Act as No. **SN001352017**, viz,

## **SECTIONS ENGINEERING**

Dated this 29<sup>th</sup> day of March 2017



  
For: Registrar of Companies



CS196672016

C0007231156



*Old TIN*

824V033623

*Old RGD Number*

CA-45,182

*Incorporation Date*

09/05/2008

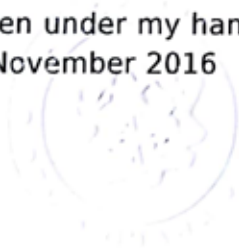
# Certificate of Incorporation

**I hereby certify that**

## **SECTIONS LIMITED**

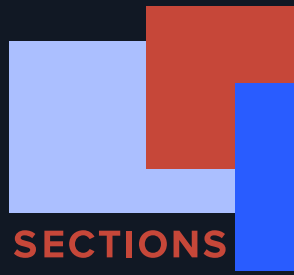
is this day incorporated under the Companies Act, 1963 (Act 179) and that the liability of its members is limited.

Given under my hand and official seal at Accra, this 4<sup>th</sup> day of November 2016



A large, stylized handwritten signature in black ink, written over a horizontal dotted line.

For: Registrar of Companies



Est. 2008

## OUR PARTNERS

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## CONTACT US

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Pokuase  
Accra-Ghana

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