



HUMAN RESOURCE POLICY

REVISED 2023

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PREAMBLE:

The Human Resource Manual is designed to provide a clear statement of the organization's Human Resource policies and procedures to be followed. The policies contained in this manual are in keeping with the values and goals of the Organization. These policies should be used to inform and guide day-to-day human resources decisions.

This manual is published and maintained as a guide for supervisors and employees in order that the organization's business is handled consistently and equitably throughout. VSF provides these policies as a framework within which to make economic decisions in the institution and competitive environment.

The Human Resource Policy, Procedures supersedes all inconsistent memoranda and statements. This manual is designed to be the primary reference document for communicating. This manual will be updated periodically to reflect changes in organization policy and changes in the law. However, no provision in this manual or in separate memoranda should be construed as an implied or expressed document that only accounts for the efficient and effective functioning of the organization. It shall be used besides other policy documents developed by the organization.

The master copy of the manual will be maintained in the Human Resources office. The manual will also be available on the Human Resources section of the VSF website. Nothing in this manual is considered confidential. It should be made available to and used for reference by anyone in the Organization upon request.



Executive Director (Secretary Board)



Approved by the Board

CHAPTER ONE

I. INTRODUCTION

WSF Vision is “a peaceful, just world free from poverty”.

WSF's Mission is to empower the local vulnerable persons to overcome poverty and its injustices.

WSF Core Values;

Objectives of the Human Resource Manual, Terms and Conditions of Service:

- I.1.1. Provide guidelines on required minimum standards for the human resource management function to ensure organizational growth and effectiveness.
- I.1.2. Set standards to ensure consistency in and equal and fair treatment of all staff.
- I.1.3. Provide guidance that underpins the organization's aspirations in terms of its work culture, values, principles, and practices, and is in reference to the Country Strategy and other policies. Seek to ensure accountability and transparency, and greater understanding of our work.
- I.1.4. Foster teamwork with safety and transparency, and a greater understanding of our work.
- I.1.5. Ensure participation and involvement of employees at all levels of the organization.
- I.1.6. Complement other guidelines, systems, and procedures in the organization in abide to promote our culture, while facilitating the decision-making processes.
- I.1.7. A basis and a firm tool of accountability against which management will monitor and assess human behavioral practices in the organization.

I.2. Policy background

The following principles form the basis of WSF's policy in relation to national staff:

- I.2.1. Employment with WSF (Warrior Squad Foundation) is subject to these terms and conditions, which may be varied from time to time by WSF and which, together with the letter of appointment, form your contract with WSF.
- I.2.2. Subject 5.1 above, the terms and conditions of service are made in accordance with and are subject to the provisions of WSF Memorandum understanding, the Labor laws of Uganda and the programme handbook, as well as other WSF policies and other WSF policies and guidelines. In all contexts, the labor laws of Uganda take precedent.
- I.2.3. Application and interpretations
 - The terms and conditions of service SHALL apply to all staff of WSF
 - The terms and conditions of service shall be administered and interpreted by the head of Human Resources and or the Management Team as appropriate in accordance with the WSF programme handbook, the labor laws, any written law, and common law application in Uganda.

I.3. Amendments, Revisions, and Approvals

- The terms and conditions of service are subject to amendments from time to time by the SMT of WSF in consultation with staff, depending on the changes in the labor laws of the country.
- It is emphasized that these terms and conditions of service are not exhaustive, and if any matter arises which is not covered herein, the ruling of SMT shall prevail with reference to the labor laws of Uganda, the WSF programme handbook, as well as other policies and guidelines.

I.4. Definitions

In these terms and conditions of service and any schedule thereto, unless the context requires otherwise, the words and expressions used have separate and several meanings specifically assigned to them.

- ORGANISATION means Warrior Squad Foundation
- EMPLOYEE means a person formally appointed by WSF, who must have attained the age of 18 years.
- SENIOR MANAGEMENT TEAM (SMT) comprises the Executive Director, Head of Programs/ Programme coordinator, Program Officer, Finance and Administration Officer,
- HEAD OF DEPARTMENT means an officer heading any of the departments of the organization or any person authorized to carry out this function
- SECTION MANAGER means an officer heading any of the sections of the organization or any person authorized to carry out this function
- LINE MANAGER means an officer performing a supervisory role at the different levels of management
- IMMEDIATE FAMILY means the employee's family members, limited to a maximum of only 5 dependants who are aged 18 years and under, biological parents, and partners as recognized by the laws of Uganda and declared in the record forms.

CHAPTER TWO

2.0. EMPLOYMENT AT WSF

- 2.1. Types of employment in WSF. The WSF staffing profile shall always be related to WSF's priorities, programme objectives, and partners' work. However, with the WSF strategy, the following are some of the features that describe the nature and composition of the workforce.
 - 2.1.1. Competent core management and advisory staff providing coordination, continuity, and retaining the organizational knowledge and experience.
 - 2.1.2. Competent and reliable programme staff who are able to contribute to programme development in line with WSF policy and values
 - 2.1.3. Competent and reliable core administrative and logistic staff securing a flexible, dynamic, and effective programme office.
 - 2.1.4. Competent and reliable professional consultants for specialized or shorter-term tasks

Guiding principles on composition of WSF workforce;

- Programme continuity: Need to have a core team that ensures continuity
- Programme Development and Guidance: This is the basis for WSF's existence as an organization and needs to be guarded.
- Organizational learning/memory: All organizations have underlying norms and practices that are not written, but their continuity is guaranteed through individuals.
- Staff motivation and security: WSF has highly qualified and competitive staff that are in high demand on the market, and if they are not secure in their jobs, the pull factors from the market can easily take them.
- Policy and procedure administration: i.e., functions/sections of the organization that are core in policy development, implementation, and monitoring.
- Human resource management
- Public relations: the image of WSF as a reputable organization anywhere
- Effective financial planning and management
- Creating a conducive environment: unlike the aspect of staff motivation/security, there is a need to create an atmosphere of belonging, but also to create a caliber of staff who feel they belong to the organization and stand up for its values.

Core positions

The staffing profile as outlined above calls for core staff posts. Open-ended employment contracts shall be offered for core positions to ensure continuity.

Fixed Term Positions

Staff working on specific time-bound projects shall be offered open-ended contracts and shall be tracked in light of project funding to inform end of or staffing gaps or new projects through the internal recruitment processes.

Secondment

A secondment is when an employee moves from his/her substantive post to a temporary posting fulfilling a role within a different setting for a specified period. The temporary post could be within or outside VSF.

Secondment between programme countries shall be between the country Directors involved, and the terms to apply to each secondment will be determined on a case-by-case basis.

Consultants

Professional consultants shall be engaged for more specialized or shorter-term tasks up to a maximum of 6[six] months. In this case, the consultants' fees should reflect the shorter-term nature of the job without other benefits, and all contracts shall be developed by the HR department.

Casual employment

VSF may, from time to time, require the services of casual staff depending on various circumstances. Such casual workers shall be paid at a daily rate for each day worked or a piece rate depending on the nature of work, and the duration should not exceed 6 [six] consecutive months.

The rate of pay will be the one applicable at the time of engagement or as may be raised from time to time by the organization.

Staff under this category shall abide by all the organization's rules and regulations, but will not enjoy the fringe benefits applicable to other employees. Either party may terminate employment on a temporary basis at any time without notice.

2.2. Employment procedures**2.2.1. Recruitment and selection**

VSF recruitment and selection criteria aim at attracting staff teams that reflect the diversity of society in relation to ethnic background, gender, or religion. For certain posts or to ensure a mixed team composition, it may be desirable to give preferences to staff who come from a population group or geographical area where work is to be carried out. In all circumstances, VSF shall observe the principle of equal employment opportunity.

A selection team, advised by HR department and inclusive of the selection Manager or line manager and the member of SMT/HOD for the case of more senior positions, should undertake the interview and selection of candidates and make recommendations for SMT approval.

The following principles provide the criteria/ basis for recruitment and selection:

- Internal recruitment
- All opportunities for acting shall normally be delegated downwards, and where there is a deputy, he /she shall automatically act. The principle of choice of the best-placed and competent staff to act in a given position shall apply with delegated authority.
- All permanent positions shall be internally advertised before advertising them externally.

Staff who may have left the organization in good faith, whose fixed-term contracts expired, or where projects they were engaged in ended; within 6 months shall be eligible to apply for internally advertised positions.

Under the above circumstances, appointments arising from internal recruitment shall be required to undergo a three (3) month probation period. Should it be found that the staff has not met the expected standards, then the period may be extended by two (2) more months. However, staff on internal transfer in a similar position {horizontal movement} will not be subjected to probationary periods as provided by the labor laws.

1. Open, public recruitment.
2. Job identifications and a job description shall be the basis of all recruitment.
3. The qualification and experience of candidates shall be matched with the job description and relevance to strategic objectives
4. Applicants shall be short-listed and interviewed against specific criteria, including:
 - Attitude towards children and other disadvantaged groups.
 - Previous relevant work experience.
 - Education and training.
 - Motivation for child rights work.
 - Efficiency and competence.
 - Interpersonal and collaboration skills.
 - Language or other special skills.
 - Skill tests shall be conducted to evaluate competence whenever necessary.

The person assessed as most suitable and qualified, or experienced, should be offered the post on probation. All new staff should complete the personal history (record) form before appointment. Contracts shall be approved and signed subject to satisfactory referencing.

2.2.2. Employment contract

A letter of appointment/contract signed by the employee and the Executive Director or an officer delegated by the Executive Director constitutes a contract of employment of the employee in WSF.

The contract shall come into force after the contract document has been signed by both parties, and further amendments shall equally be signed to be effective.

The letter of appointment shall specify the following:

1. Job title and place of work/duty station
2. Dates of appointments {and termination date if applicable}
3. Salary details, i.e., the amount and salary grade

4. Length of probation period
5. Reference to this HR manual indicates that the manual is part of the contract of employment.
6. Reference to the job description indicates that this is part of the contract.
7. Any special conditions related to the particular job?
8. Signature and date of acceptance of the contract by both parties.

An employee shall, upon appointment, be required to:

1. Sign the contract within 5 working days, acknowledging and accepting the terms and conditions set out in this document.
2. Acknowledging and accepting the conditions set out in the child protection code of conduct/ child safeguarding policy, Ethical principles, the chronic illness policy, and complete the personal record form honestly.
3. Before signing commitments to the child protection code of conduct/ child safeguarding policy, possibilities to read and discuss the policy document with the indicated child protection technical staff shall be given.
4. Should the employee not be in agreement with any of the above-mentioned policies, the offer and the contract can be withdrawn by either party.

2.3. Placement of new staff in the salary structure

New staff to WSF will join the organization at step I of a grade in the existing job structure. However, there may be exceptions if new staff have a new exceptional experience or value additions to the job positions, which are not only over and above the person specification, but also have unique skills, which are essential to the organization. In such circumstances, the staff will join at a higher step of the grade than step one.

Such exceptions shall be recommended by the selection team and approved by the Executive Director.

2.4. Job evaluation system

Posts in WSF shall be reviewed and graded by the Head of HR in consultation with the line managers and the approval of the Executive Director on the basis of the job evaluation system, as and when need arises or as and when jobs change or new ones are created. The job evaluation exercise for all the jobs shall be carried out after every 3 three years in strategy or major organization changes that have implications on job design.

2.5. Probation

New staff shall serve a probation period of 3 (three) months, counted from the date of reporting on duty. During the probation, either party may terminate the services by giving 15 days' notice in writing or paying 15 days in lieu of notice.

Management, if not satisfied with the employee's performance, extends the probation period by a further term of a maximum of three months (3). Thereafter, the employee shall be confirmed or have his/her services terminated.

No leave shall be granted to staff who are still on probation except under the circumstances as detailed in chapter 8, clause 8.1.1 below.

However, any period of unpaid or absence during probation period shall not affect the probation, provided the period of leave amounts to 3 days or less and is approved.

Temporary service prior to permanent employment may be deemed by WSF to replace part of or the whole of the period of probation.

2.5 Orientation and induction

All new employees shall undergo orientation and induction right from their first day of work. In addition, general bi-annual orientation and induction sessions by all new staff who may have joined during the 1st or 2nd quarter of the year shall be facilitated by the Human Resources Department, and areas to be covered shall include WSF Core values, Ethical Principles, among others.

The Human Resources Manager shall ensure that the new staff is inducted through the following before handing him/her over to his/her line manager;

A) Issue and take the new staff through the induction pack that will include the following;

- A planned induction schedule
- Human Resource manual
- WSF Organization Structure
- WSF Vision, Mission, Values, Objectives, and Ethical Principles
- The strategic plan for line managers, Coordinators, Officers}
- Hand out information on HIV/AIDS
- Finance manual
- Procurement manual
- Transport and management manual
- Asset management policy
- Communication policy
- Security guidelines
- Child safeguarding policy
- Child protection policy
- Any other relevant policies in place

The specific documents to be issued should be indicated in the checklist on the employee's induction schedule.

- a) Ensure that the new employee has read, understood, and signed a commitment to the contents of the induction pack as enlisted in {a} above.
- b) Introduce the new staff to the individual members of staff in their respective workplaces.
- c) Conduct a tour of the organization's premises where all key aspects, e.g., sanitary facilities, dining areas, fire extinguishers, no-go areas, and landmarks, among others, are shown to the new staff to enable him /her familiarize him/herself with the environment.

The induction period shall depend on the following circumstances; however, there will be a formal period of at least two weeks set aside for induction of new staff.

- The nature of the job
- Job complexity
- Previous experience of new employee
- Restrictions on availability and time of other staff
- Individual needs
- Whether the staff is new to WSF or an existing employee (in case of transfer)

Human Resource manager who shall be at the same time, ensure that the new employee gets handouts and any available information on HIV/AIDS and undergoes basic occupational health and safety training as well as training on security guidelines during this period.

The line manager shall draw up a detailed on-the-job induction programme. The employee will then undergo a more specific departmental induction guided by his/her line manager. The activities in the induction programme will include, among others, a discussion of the roles and responsibilities, including key result areas of the position, objectives, and key result areas for the probation period, and the project documents. It will involve agreeing on a standard of performance and key working relations within and without WSF.

The induction schedules

- I. The induction schedule {IS} {enclosed as appendix I3} lists a number of areas, which may need to be covered during the induction process, allocates specific responsibilities to particular managers or officers, and provides for a time frame within which the process should be implemented.
- II. The areas listed are a guide, since not all new staff will need to be inducted on all the indicated areas. New senior staff will require comprehensive information and preparation, while the needs of more junior staff will not be so extensive. Similarly, staff transferring within WSF will not necessarily require an introduction to the nature and work of WSF, etc.
- III. Coverage of all the areas of the IS should not, therefore, be regarded as a standard in every case. It is the task of the Human Resource department, in consultation with the relevant line manager, to highlight the nature and level of induction required by any particular new or transferring employee.
- IV. In addition to a list of areas to be covered during the induction process, the IS also provides for the allocation of specific individual responsibilities for their implementation.

- V. In the case of the new employees, the IS will be part of the induction pack, to enable the new staff to know what to expect during the induction period.

It should be noted that, although Departmental Directors and Sector Managers are highlighted as persons responsible for ensuring that induction takes place in their respective areas, actual induction can be delegated to a capable person in the sector or department, and this has to be sorted out in advance after the HR department and the line manager flag out the specific areas to be handled during induction for a particular staff.

By the end of the induction process, the new employee should:

1. Be familiar with the context of their new working environment; be introduced to their new roles and tasks, given opportunities, information, and resources for knowledge and skill development related to their job, and be supported through the uncertainties that will arise in the period of transition.
2. Have a clear understanding and agreement on the key Result Areas for the position and the Key Result Areas for the probation period.
3. Have an understanding of and know where to access any further information he/she require about the organization and its systems, procedures, and guidelines.
4. Have a clear understanding of their own roles and responsibilities, and those within their team and across sectors.
5. Have gained an insight into the nature and requirements of departmental and programme activities.
6. Have developed an understanding of WSF strategy, approaches, objectives, ethical principles, and core values.
7. Have gained an understanding of procedures and guidelines in terms of programme support.
8. Have established, with their line manager, how the working relationship will continue, agreeing together on a process for support supervision, review, and development.

Confirmation

An employee who has satisfactorily completed his/her probation period will be confirmed in appointment and shall be advised accordingly in writing by the Director on recommendation and representation of an end-of-probation evaluation report by the relevant line manager through the line management process and the HR manager.

Staff records.

Personal files will be opened for every employee under contract management with WSF, and these should comprise the following documents:

- Application Letters to include photocopies of academic background, courses attended, and work experience.
 - Copies of the signed job offer and contract
 - Copies of reference letters

- Employee photographs x2
- Bank account number
- Employee National Social Security Fund (NSSF) Card number
- Tax Identification Number (TIN)
- Employee Blood Group {type}
- Names and addresses of Next of Kin and contact information
- Disciplinary records {if any}
- Appraisal reports
- Leave
- Others

It will be the responsibility of the HR manager to ensure that personal files are kept up to date with maximum safety and confidentiality. All records will be numbered as they get filed to ensure that they do not get misplaced. Personal files may be accessed by the following persons for official reasons.

Only:

- Human Resource Department
- Team leaders {for those staff accountable to them}
- Line managers for those staff accountable to them}
- The staff will access his/her personal records if seeking specific documents or staff records only through the HR manager.
- Internal Auditors
- The Directors

Access by people external to WSF will be approved by the Director. Some of the information contained in the personal files shall be available in the Human Resource information system.

A flex time method within the option detailed below that individuals may prefer shall be used effectively to make up 40 {forty} hours, i.e., 8 {eight} working hours daily, Monday –Thursday, and 4 {four} hours on Fridays; to operate under the following principles;

1. The normal working hours will be between 8.30 am and 06.00 pm, Monday to Friday, and 4 hours respectively.
2. In all options for Monday to Thursday, the one-hour lunch break applies between 01.00 pm and 02.00 pm.
3. The tea break shall be the working break.
4. Lunch will not be provided on Fridays.
5. All options shall apply concurrently.

Options for Monday to Thursday;

08.30 am-05.00 pm

08.30 am-05.30 pm

Options for Friday;
08.00 am-12.00 noon
08.30 am-12.30 pm

To manage the system effectively and avoid abuse, flex time cards will be used. Staff members will be required to record time in and time out on the card, which will be verified by the line manager every week, where offsets for fewer or more hours worked will be negotiated and reconciled accordingly.

CHAPTER THREE

3.0 DISCIPLINE

3.1. Disciplinary measures

Line managers have the duty to advise, counsel, and train staff to maintain good discipline and a positive work culture at all times. The major objective of the disciplinary measures and procedures is corrective and deals with instances where the staff fail to observe the standards of conduct and performance by VSF.

The following disciplinary measures may be taken against an employee depending on the nature of the deviation from the standard or offense. This manual endeavors to detail such deviations or offences punishable under the respective categories; however, the lists are not exhaustive.

3.2 warning

An employee whose work or conduct is unsatisfactory or who otherwise commits a misdemeanor which does not warrant instant dismissal shall be warned in writing and

The following procedures shall apply:

- For the first offence, the employee will be given a verbal warning and advice of the possible consequences if the employee commits another offence. The discussion shall be recorded and a file noted, signed by both the staff and the line manager, and forwarded to the Human Resources Manager for filing in the individual's personal file.
- For the second offence, the employee will be given a written warning and advice of the possible consequences if the employee commits another offence.
- For the third offence, the employee may be suspended without pay.
- For the fourth offence, the employee's services may be terminated.
- If an employee has been given a written warning for a similar offence within a period not exceeding twelve (12) consecutive months and he/she commits another offence, his/her services may be terminated without further warnings.
- If an employee completes 365 consecutive days (12) from the date of the last warning, incurring another warning, then such last warning shall lapse.

Written warnings shall be signed by the Director.

For offences or deviations from the standard punishable by verbal or written warnings, refer to Appendix 3, for Organization Rules, Regulations, Employee Duties, and obligations.

3.3 Recovery of costs

If an employee is liable for causing loss to the organization, as a disciplinary measure, management may decide to recover part or the entire loss from his/her salary or terminal benefits.

3.4 withhold of salary increment

VSF may, as a disciplinary measure or where performance is inadequate as assessed during the annual appraisals, decide to withhold an annual salary increment. The salary increment may be withheld for a period of six to twelve months only for any one occurrence.

3.5 Suspension

An employee may be suspended from duty with or without pay or receive half of his salary at the discretion of management, depending on the gravity of the offence and or commission of a similar or related offence upon which a warning letter has been issued before.

3.6 Suspension to give room for investigation

In the event of gross misconduct as detailed in Appendix 4, the employee may be suspended with or half or without pay pending investigation and conclusion of the case. During the suspension period, the employee will be required to be available and shall prepare and submit a written statement within two days of suspension.

No employee will be suspended without pay for over thirty days.

In both clauses 3.5 and 3.6 above, the employee will be required to hand over in writing and shall not be allowed on the premises and access to VSF property unless required to do so or called upon by the suspending authority.

CHAPTER FOUR

4.0 SEPARATION WITH WSF

4.1 Termination of employment

Grounds for termination may include gross misconduct or unsatisfactory performance of assigned duties, insubordination, and any other grounds as detailed in the WSF's rules, regulations, employee duties, and obligations (Appendix 3)

In the event of terminal illness, when other opportunities under clause 8.1.6 (sick Leave) have been exhausted, the organization shall terminate the staff and provide him/her with benefits as in clause 4.4 below.

4.2 Resignation

A permanent employee wishing to resign or terminate his service shall, through his/her line manager, give the relevant notice in writing to the Director through the line management process, with a copy to HR.

4.3 Notice of Termination/Resignation

The normal period of notice to terminate employment/resign shall be 1-3 months from WSF, depending on the length and type of the contract, i.e.;

Grades 1, 2, and 3- Two months' notice

Other Grades- One month's notice.

4.4 Terminal/Resignation Benefits

The organization shall pay the employee his/her earned leave entitlement and salary for days worked up to date of resignation/termination, in addition to;

- i Terminal bonus equivalent to 1 month's salary for each year of service after one year of service.
- ii Payment in lieu equivalent to the period of notice given by the employee in the event of resignation as specified in 4.3. (i) Above.

4.5 Dismissal

An employee convicted with gross misconduct shall be dismissed after a disciplinary hearing, as detailed under the disciplinary procedures in appendix 5, and shall forfeit his/her terminal benefits. He/she shall be paid salary for days worked up to the date of dismissal and any outstanding leave days due to him/her. For offences punishable by dismissal, refer to Appendix 4.

4.6 Redundancy/Retrenchment/WSF Ceases to Operate

WSF recognizes the tremendous level of mutual contribution between staff and the organization in pursuance of its objectives, mission, and values. WSF's respect for staff is the foundation of the employment relationship. However, it also recognizes the fact that such a relationship could only last until such a time as employment circumstance can allow. Such circumstances may include, among others, organizational restructuring, natural project life phase-out, project closure due to insecure location, or lack of funds, etc. It is inevitable, therefore, that under all these circumstance and others, the post may be rendered redundant.

In such cases, 6 (six) months' notice shall be given to the employee before the time of retrenchment/redundancy, and the following benefits shall be given: -

- (i) Severance pay:
 - Service less than one year – no pay
 - After 1 year – 1 month's salary
 - Over 2 years of service – 3 months' salary

Plus

Terminal bonus equivalent to 1 month's salary for each year of service completed.

4.7 Retirement

The retirement age will be 60 years for all employees, and the following principles shall apply;

- An employee shall retire immediately he or she attains the age of 60 years.
- An employee may retire early at any time during the five years preceding his/her sixtieth birthday due to ill health. Upon retirement, WSF shall pay:
- Terminal bonus equivalent to 1 month's salary for each completed year of service.
- WSF shall notify the employee 6 months before the employee is due to retire of its intention to retire the employee.

4.8 Death

Upon the death of a WSF employee, the following benefits shall be paid to the dependents (named in the personal data form of the deceased). This applies to natural death not covered by the group accident insurance.

Severance pay;

- After 1 year of service - 1 (one) month
- Over 2 years - 3 months
- terminal bonus pro-rata to the period served after 1 (one) full year service

Plus,

- A coffin, transport for the casket to the place of burial/domicile.

- A cash contribution of Ug.shs. 500,000/=

Representatives from the organization shall attend the burial, and the staff attending shall be registered and coordinated by the Human Resource Manager /officer and approved by the Director, while those in the field offices shall be coordinated by the managers of the Field offices.

For the death of a member of the immediate family, the organization shall contribute Ug. Shs 500,000/= towards the burial expenses.

4.9 Employee hand over Report

All employees separating from WVSF shall prepare clear handover reports to their line managers about what has been in their possession in terms of tools, work assignments, etc. These will be discussed with any intending incumbent of the position (in case is around) or the line manager.

For positions that relate to stores, resource Centre, or funds, in addition to the handover report, a physical check of the inventory will be made by the line manager and any third party. A clearance checklist will be filled out, which will be signed by all parties. A standard clearance format will be available from the HR department.

Where a staff member is to be away from the position, for less than a month but longer than 5 days, except for the cases of annual leave, the staff member taking possession of the position will be adequately briefed and given access to the instruments of the office necessary for the smooth running of the office in writing. In all these cases, authorization levels will be stipulated to avoid ambiguities.

4.10 separation interview

Except for 4.8 above, all employees separating with WVSF shall be required to fill out a separation questionnaire that will be available in the HR sector, providing feedback to the organization on the various issues as required by the format. In-depth interviews, depending on the nature of the separation, may be instituted by the HR to capture more details. All information provided by the separating staff shall be treated in confidence at all times and, when necessary, shall be used positively for constructive purposes.

4.11 Counseling for staff separating from WVSF

In addition to separation interviews, the HR shall provide counseling to staff separating from WVSF, especially those whose separation is determined by the organization, to enable them to accept or cope with their situations.

4.12 Certificate of service

On termination of employment for any reason or any other form of separation, an employee shall be given a certificate of service stating the following:

- Name and address of employee
- Job title and identity card number
- Dates of appointment and termination/separation
- Nature of work and responsibilities held
- Major training events undertaken

CHAPTER FIVE:

5. MAINTAINING THE SYSTEM

5.1 Job Descriptions

Each staff member shall have a clear Job Description. Clear Job descriptions are essential for all posts since they help to describe the relationship of the staff member to, and within, Warrior Squad Foundation.

In addition, they shall be used for the following purposes:

1. To define the particular post within the Organization structure and provide the basis for recruitment and selection in relation to the Warrior Squad Foundation strategy.
2. To define the relationship of the staff member to other staff and clarify duties and tasks.
3. To specify staff members' objectives, tasks, authority, and responsibilities.
4. To set agreed standards for work performance, collaboration, and knowledge sharing.
5. To assist in identifying the possible training needs of the job holder.
6. To accommodate flexibility in the changes of duties or tasks from time to time, as and when the need arises.

5.2 Performance Management

Warrior Squad Foundation has one of its objectives to be a learning Organization. In order to achieve this, we need to work continuously with Human Resource Development, evaluate our work, and strive to perform even better at the Organizational level.

Warrior Squad Foundation's working definition of performance review is that it is a system for planning, assessing, and evaluating work performance, emphasizing the planning aspect.

5.2.1 Purpose

The purpose of performance reviews in Warrior Squad Foundation is to provide an objective and fair way of evaluating employees on job effectiveness and to assist individual employees in getting the highest possible job satisfaction. The review process is aimed at communicating the employee's expected standard of performance, areas where improvement is needed, training needs, and possible career development opportunities, as well as setting special targets to be performed by the employee.

5.2.2 Application

Performance review shall be done at 3 broad levels as detailed below, and all staff shall be appraised.

1. A comprehensive annual performance review is done once a year.

2. A mini review done after six months to follow up on the annual review
3. Continuous monitoring and evaluation are done on a regular basis by the line
4. Managers.

At all these levels, actual performance shall be benchmarked with targets and the resources at the employee's disposal, and the environment in which he/she operates shall be reviewed.

The process shall be two-way communications between the line manager and the employee, which gives both parties an opportunity to give and receive feedback. It shall be used as a tool to improve performance rather than to identify weaknesses. The job description shall be the basis for the discussions, where matters agreed upon by the two parties shall be written down. No incentive shall be linked to the staff performance review and salary level, or increments shall not be discussed except as specified in 3.4 above. The annual assessment shall be conducted at 3 specific levels: self, peer, and line manager assessments. The Human Resource Officer will summarize the outcomes of the reviews and make general recommendations and a human resource development plan to SMT for approval and subsequent feedback to the staff.

5.2.3 The review/assessment discussion

The assessor (who should be the employee's line manager) conducts an assessment discussion with the employee before completing the review report. The discussion process should be aimed at:

- Review duties and tasks which are in the employee's job description and those key areas which have a significant impact on the job as a whole.
- Review progress and priorities.
- Resolving any problems
- Discussing the employee's future tasks, duties, performance, and needs.
- Setting and agreeing to special tasks/targets (if any)

Open systems shall be ensured, i.e., information recorded from staff performance review shall be shared with and signed by the employee, and content shall be approved or disagreement recorded. The review shall be written and signed as agreed by both parties and shall be countersigned by the line manager of the appraisee.

The employee shall be encouraged at all stages to participate fully in the review, i.e., to express views, discuss their own needs, contribute suggestions the future objectives and actions to improve performance.

The Human Resource Officer shall coordinate a system for follow-up and reviewing agreed actions, e.g., through supervision meetings and/or quarterly meetings to check progress on agreements made during the reviews. However, the line manager shall be responsible for the actual follow-up.

Self-assessment shall be encouraged, where the employee makes an initial assessment of their own performance, which is discussed and modified through feedback from the line manager

CHAPTER SIX:

6.1. Salaries/Remuneration/Allowances

6.1.1 Salary Scales

Salary scales are designed to suit a job requirement, but not the person(s) holding the job. The salary package shall be gross, inclusive of housing and transport allowances.

As a general rule, salaries shall be paid in local currency.

6.1.2 Salaries for long-term Contract staff

Salaries for all staff on permanent contracts shall be paid by the 20th of every month.

6.1.3 Cost of living adjustment and annual increment

Salaries will be reviewed annually as the cost of living situation dictates, in order to cater for the losses in purchasing power due to inflation. Warrior Squad Foundation shall always endeavor to base the increment of the cost of living index and/or sources of information reflecting changes in the cost of living.

In addition to the cost of living adjustments as specified above, annual increments shall be awarded to the staff who have served Warrior Squad Foundation for a period of at least six (6) months; every first of January and this shall involve the next step on the grading structure.

6.1.4 Short-term contracts

Salaries and wages are based on the conditions and rates stipulated in the contract of employment agreed upon and signed by Warrior Squad Foundation and the employee concerned. Such contracts shall be for a duration of up to a maximum of 6 months, and in such cases, the salary/ fees or wages should reflect the shorter-term nature of the job without other benefits or as agreed between the two parties.

6.1.5 Salary Advances

An advance on salary may be made to permanent contract staff if:-

- a) In the event of a mid-month advance, the figure does not amount to more than half (50%) of the employee's gross monthly salary.
- b) In the event of an advance other than a mid-month advance, as illustrated above, individual cases can be negotiated if there is a real need. In emergencies and subject to approval by the Programme Coordinator, Warrior Squad Foundation may agree a maximum advance of not

more than 2 months' salary that can be repaid within 12 months, and such advance shall not exceed the accrued compensation for service for the employee.

No other advance is outstanding

The advance is applied for in writing on prescribed forms. When an employee leaves Warrior Squad Foundation while any part of the advance is outstanding, the amount outstanding shall be recovered by Warrior Squad Foundation from the employee's terminal benefits.

6.1.6 Income Tax (Pay As You Earn- PAYE)

PAYE, as stipulated by the government, shall be deducted from each employee's monthly salary and allowances.

6.1.7 Other Deductions

Warrior Squad Foundation is legally obliged to follow statutory instructions to deduct from an employee's salary, National Social Security Fund contribution, and other statutory obligations. In the event of National Social Security, the staff member contributes 5% while Warrior Squad Foundation contributes 10%.

6.2. Saving Scheme

The employees are encouraged to join the savings and credit scheme operating independently of Warrior Squad Foundation administration. However, Warrior Squad Foundation will support such schemes that administer loans to individual staff members from a revolving fund through the staff welfare committee. The support will be conditional on approval of the terms of reference of the staff welfare committee by the SMT and continued good management of the scheme.

6.3. Other social activities

Warrior Squad Foundation shall support the formation of any form of social activities set up to promote general staff welfare and team building, for example, preventive health activities, recreation programmes, Games, retreats, and social clubs.

6.4. Allowances

6.4.1. Travel Expenses (Daily Subsistence/per diem)

Warrior Squad Foundation pays approved traveling and subsistence allowances to all staff. These allowances are intended to cover the costs of meals, drinks, accommodation, and incidental expenses while an employee is working outside the normal duty station for a period exceeding 6 hours.

Day rate is paid when the travel does not exceed 12 hours. Rates applicable are detailed in Appendix 7, and they apply to all categories of staff. In the event that the per diem rate is not sufficient to cover

costs in big cities or towns, arrangements shall be made by Warrior Squad Foundation to cover the extra costs in line with the Guidelines for Insufficient Per-diem in Appendix 17. However, in case a member of staff is likely to spend more than the amount provided for subsistence outside one's duty station, where arrangements in Appendix 17 do not apply, prior permission should be sought from the line manager for receipts to be accepted in lieu of the subsistence/ travel allowance.

Per Diem shall be reviewed annually.

6.4.2. International travel allowance and subsistence

Warrior Squad Foundation shall cover the cost of acquisition and renewal of passports, visas, and vaccinations for staff traveling on official duty.

An allowance for warm clothing shall be paid every five years, and the rate payable is reflected in Appendix 7.

6.4.3. Out-of-pocket allowance

Staff attending Workshops/meetings/seminars within/outside Uganda, where full board and lodging are provided, will not be eligible for normal travel and subsistence claims. An out-of-pocket allowance can be paid to cover small extra costs within Uganda, and the rate payable is reflected in Appendix 7.

6.4.4. Emergency/disaster preparedness and response allowance.

In the event of the staff having to be withdrawn from his/her normal work station or job to respond to an emergency situation, special arrangements shall apply with the approval of the Director.

6.4.5. Representation allowance

Shall be managed and approved by the Director of Warrior Squad Foundation, with the representation policy Guidelines.

6.4.6. Transport claim

Transport claim shall be handled in accordance with the standing transport guidelines on transport management.

6.5. Overtime

It is expected that all staff members will be able to complete their work during office hours. Otherwise, if staff members stay beyond office hours upon agreement with the line managers, he/she can take time off during the week as compensation for overtime. Only staff in salary grades 8, 9, and 10 (where Per-

Diem does not apply), upon request by the line manager and approved in line with the guidelines, shall be paid overtime, as follows;

6.6. Normal working days.

This includes overtime worked Monday to Friday that exceeds forty (40) hours. An employee must work for at least one hour to qualify for overtime payment. The extra hours worked shall be calculated against the standard labor law formula for normal working days (see Appendix 7 for formula).

6.6.1. Saturday, Sunday, and Public holidays.

Payment shall be calculated as per the labor law position for overtime payments on Saturdays, Sundays, and public holidays. The employee will be expected to work at least one (1) hour, for which hour work shall be calculated against the standard labor law/formula under this category (see Appendix 7 for formula).

6.7. Acting allowance

An employee who is called upon and officially appointed to perform the duties of another employee of a higher rank for a period exceeding fourteen working days will be paid an acting allowance.

The acting allowance will be the difference between the minimum salary scale of the person in whose position the officer is acting and the salary of the officer, if they are in different scales or other figure deemed appropriate for the additional duty undertaken.

In the content close and in accordance with the labor law provision, the acting duration should not exceed six (6) consecutive months. Where an employee clocks six (6) months in an acting position and his/her services are still required and or have lived up to the expectation of that position, he/she should be confirmed in that position or otherwise relieved from the acting position.

6.8. Duty allowance

This is an allowance payable to an officer acting in a place where the minimum salary scale is lower than his salary.

Where the two employees are on the same scale, the Organization shall pay commensurate duty allowance to the employee who is acting, and the rate shall not be more than three (3) increments on the salary scale.

6.9. Staff resettlement facility

6.9.1. Transport to the new location

New staff and staff on transfer will be granted facilities to transport themselves, family, and household belongings from their previous homes to the new place of appointment. This may be by public means or by the Organization's vehicle and shall be approved by the departmental directors. Such arrangements are restricted to in-country movements, and where an employee separates with the organization before completion of the probation period, he/she shall refund eighty percent of the cost incurred on his/her relocation.

6.9.2. Resettlement cost.

This facility is extended to staff on their first appointment or transfer if the new job requires movement from their current places of residence to settlement at the new station in another district. This facility will be the equivalent of 21 (twenty-one) days per diem.

6.10 Provisions of Warrior Squad Foundation vehicle for personal use.

Warrior Squad Foundation does not provide a Vehicle for personal use. However, staff may be allowed limited private use in special cases, with the departmental Directors' approval and Executive Directors' approval for the case of department directors at the mileage rate in Appendix 7, in addition to per diem of the Driver (in case a Driver is needed). The following terms shall apply while using the Warrior Squad Foundation vehicle for personal use;

- An employee driving a Warrior Squad Foundation vehicle must possess a valid driving license, with a particular/relevant clutch in use/borrowed.
- While driving, seat belts must be worn by Drivers and all Passengers.
- Driving while under the influence of alcoholic beverages is strictly prohibited.
- No use of Mobile Phones while driving the Warrior Squad Foundation Vehicle.
- The Driver should comply with the traffic act and regulations.

CHAPTER SEVEN:

7.1. Leave

The Organization shall grant several categories of leave to employees as detailed hereunder

Applying for leave.

Employees shall apply for leave when due or when appropriate, depending on the type of leave, through their line manager, with a format provided by the HR department, clearly indicating all the details requested on the form. Leave shall only be taken once approved by the line manager and verified by the HR manager. A copy of the duly completed form should be kept in the employee's personal file for reconciliation of records and for future reference.

7.1.1. Annual Leave

Every member of staff will be entitled to annual leave according to the contract, which in our year adds up to 25 working days, which she/he can take after the approval of the line manager. Annual leave is given to enable staff to relax, to follow their private and family affairs, and to refresh themselves. However, the line manager has the right to coordinate the leave of all staff so that the project activities are not affected. In addition, offices shall be closed during the Christmas season for a period of up to five (5) working days.

Under normal circumstances, no leave shall be granted to staff who are still under probation except under exceptional circumstances where the staff has urgent matters to attend to. Such leave shall be approved by the departmental Directors.

Days of sickness, as detailed in clause 8.1.6, shall not be counted as days of leave, provided the staff member presents the medical certificate within three days.

Annual leave has to be taken within the Warrior Squad Foundation's financial year and may not be accumulated and carried over to the next year.

In special circumstances, permission can be given to carry not more than 5 days forward to the next year, to be taken before January 2nd. This has to be written and approved by the departmental directors; otherwise, the leave will be forfeited.

Members intending to take their annual leave shall have to apply not less than two weeks in advance.

Leave days not taken cannot be paid in lieu, except in cases like death, retirement, resignation, termination, redundancy, etc., where a cash equivalent to the outstanding leave shall be paid.

7.1.2. Public holidays.

All public holidays gazetted by the government shall be observed (see Appendix 9).

7.1.3. Compassionate leave

Compassionate leave shall be granted for a maximum of 10 working days in a year for attending funerals, to the sick, or School visitations. It has to be applied for and approved by the line manager. In other instances where one has used up his/her entitlement, it may be granted and deducted from annual leave.

7.1.4. Maternity Leave

Female staff will be granted maternity leave on full pay for 5 months. Part of the maternity leave may be taken before delivery. Breastfeeding mothers shall be given special consideration as part of the terms of employment. Such consideration shall include:

- a) Having one (1) daily break.
- b) While on official duty outside working stations, Warrior Squad Foundation will meet the actual cost of accommodation and feeding of the babysitter and food supplements for the baby.
- c) This support will be given until the baby is eighteen (18) months.

An employee absent from work due to maternity leave without prior authorization will lose any privileges or their position in the organization as a result of taking maternity leave.

7.1.5. Paternity Leave

Paternity leave of 4 working days shall be provided to fathers at the birth of their children for the purpose of giving extra attention and follow-up to the family.

7.1.6. Sick Leave.

Warrior Squad Foundation shall be notified in the event of the staff being prevented from reporting for duty sickness or other physical indisposition. The notice shall be given together with a medical certificate and any other relevant documents if the staff member exceeds 3 working days. In all cases, the causes of absence shall be stated and proven. Sick leave is a maximum of three consecutive months and an additional 3 pay months with half pay. If the employee does not recover during this period, he/she can not apply for leave of absence without pay for another six months, after which the employee should be terminated on the grounds of poor health or resume work.

An additional medical report or certificate shall be required on the expiry of the date on the previous certificate.

Warrior Squad Foundation reserves the right to request an employee found to be frequently incapable of performing his/her duty on the grounds of sickness or other medical conditions to undergo a full medical examination to determine the employee's suitability to continue. Sick leave cannot be accrued. If an employee does not follow the procedure as stated above, disciplinary action shall be taken against him/her.

7.1.7. Study Leave

(See training and development policy)

7.1.8. Rest and Relax Leave.

Rest and Relax leave of up to 4 days per year shall be granted to staff working in a war/conflict area or a difficult and stressful environment. The leave shall be spread in such a way to ensure that at least one day is taken in every quarter. Rest and Relax leave has to be taken within the Warrior Squad Foundation's financial year and may not be accumulated and accrued forward to the next quarter or financial year, respectively.

7.1.9. Unpaid leave

Unpaid leave shall, as much as possible, be discouraged. However, it may be considered at the discretion of the Director only when an employee has to take leave but is not eligible for the leave category detailed above. Such circumstances may include, but are not limited to;

- a) The employee has no compassionate/ annual leave standing to his/her credit or
- b) If the leave applied for exceeds the amount of leave standing to the employee's credit.
- c) Where an employee has to attend to an urgent and private affair.
- d) Prolonged sickness beyond the labor law provision, as detailed in clause 8.1.6
- e) Off shore, long term self initiated non job related courses where the staff applies for study leave. Unpaid study leave shall be granted as per the training and development policy chapter clause.

It shall be noted and emphasized that an unpaid leave should be applied for and approved by the director, and shall not be confused with absence without permission or abscondment.

7.2. Absence from duty.

No employee will be allowed to be absent from duty without prior permission from his/her relevant line manager and information given to the HR manager. The Organization will take disciplinary action, which may include dismissal, against any employee who neglects his/her duty and absence himself/herself from duty.

Deductions shall be made from one's pay for any period during which he/she is absent from work without permission or reasonable cause. Absence from duty by any member of staff in support of a strike will not be considered a reasonable cause.

The departmental Program officers/directors shall, in writing, contact the employee who is absent for an excess of 5 consecutive working days to ascertain reasons for absence and call up on him/her to resume the functions of his/her office immediately. The employee must resume the function of his/her office by the specific date.

Failure to present a satisfactory explanation or to report as directed, he/she shall be deemed to have absconded from the Organization, in which case, all remunerates, benefits, and privileges attached to his/her employment shall cease, and that post will be declared vacant by the Director.

CHAPTER EIGHT

a. STAFF WELFARE

Warrior Squad Foundation shall reasonably cater for staff welfare, and the employee is obliged to ensure that any condition attached to such fringe benefit or welfare facility is fully complied with, and bridged of such a condition may lead to disciplinary action.

b. Staff Lunch

Warrior Squad Foundation shall provide subsidized lunch to all permanent employees who are on duty. Employee shall contribute towards Lunch, and the amount as reflected in Appendix 7 will be recoverable from their salary at the end of every month.

c. Medical Care

Warrior Squad Foundation recognizes the need to enable its staff and family to access good medical care at a reasonable cost. Medical care shall be governed through a medical scheme, which shall be reviewed and amended from time to time owing to changes in the provisions of the medical facilities within the medical facility market.

Warrior Squad Foundation shall provide medical to the employee, his/her spouse, and up to a maximum of 5 dependents as declared on the personnel record form. If the dependent's or spouse's medical insurance is covered elsewhere, his/her medical should not be covered by Warrior Squad Foundation.

d. Eyeglasses.

Warrior Squad Foundation provides eyeglasses to its employees whose sight is affected as a result of Computer work. This cost will not be part of the Medical Scheme and can only be awarded every second year up to a maximum of three times. Drivers shall be entitled to an annual eye test and prompt replacement of glasses as appropriate.

e. Disabilities

Warrior Squad Foundation recognizes the possibility that an employee may be disabled. In such a situation, Warrior Squad Foundation should undertake 100% of the cost of treatment and facilitate aids, equipment, and accessories through its arrangement in the group personnel accident insurance scheme.

In a situation of extreme disability (approved by the Warrior Squad Foundation appointed Doctor) and rendering it impossible for the staff to continue performing his/her prescribed duty, he/she will be relocated or assigned alternative suitable employment or be retired and paid as in clause 4.4 plus the benefit applying to the group personnel accident insurance scheme.

All Warrior Squad Foundation employees are covered by the group personnel accident insurance scheme as detailed under occupational health and safety.

f. Accommodation for Domestic staff.

Staff employed as Caretakers at the Warrior Squad Foundation residents shall be provided with accommodation within such premises where possible, for self and their spouse and children.

CHAPTER NINE

9.1 Occupational Health and Safety

- i) The Organization's occupational health and safety policy will cover three fundamental aspects;
 - a) Safety of employment while on duty
 - b) Safety will take precedence over expediency, i.e., safety is paramount even if it does not help perform the task.
 - c) All employees at all levels will be involved in ensuring the development and implementation of procedures for health and safety.
- ii) Line Managers shall at all times ensure that the respective work places and equipment are safe for use by the employees and that employees comply with the safety and regulations governing particular workplaces and equipment.
- iii) The Human Resources managers shall at all times liaise with line managers to oversee and ensure that all staff have and appropriately use the necessary protective materials.
- iv) While traveling, seat belts must always be worn by Drivers and all passengers.
- v) Driving while under the influence of alcoholic beverages is strictly prohibited
- vi) No use of Mobile Phones while driving Warrior Squad Foundation Vehicles
- vii) Staff Driving Warrior Squad Foundation Vehicles must comply with the Traffic Act and Regulations

Notwithstanding the provisions of clause (ii), (iii), (iv), (v), (vi), and (vii) of this section, the employees shall be required to ensure their own safety and that of other employees. Failure to comply with Health and safety regulations shall amount to negligence and insubordination, punishable by dismissal.

- viii) Given the importance Warrior Squad Foundation attaches to health and safety, all employees should undergo basic health and safety training during induction, while other new developments will be communicated through notice, the newsletters, and any other suitable means.
- ix) Uniforms
Warrior Squad Foundation provides Protective clothing and Materials for Drivers, Catering, and Sanitation staff.

9.2 First Aid

All offices and Vehicles must be equipped with First Aid Kits that shall be replenished on a monthly basis, and the HR manager shall ensure that all staff are trained in basic First Aid, while more specific training should be extended to designated health and safety officers.

In any working situation requiring first aid, precautions shall be taken to reduce the risk of blood-borne infections. Those standard precautions should be equally effective against HIV transmission.

9.3 Security Guidelines

Please refer to the security guidelines and procedures.

9.4 Group Accidents Insurance Scheme.

All the Warrior Squad Foundation employees shall participate in the group accident insurance scheme, and all premiums shall be paid by the Warrior Squad Foundation. The accident insurance has 24-hour coverage.

In the event of an employee sustaining bodily injuries as defined by the policy, resulting in death, the employee's dependents will be entitled to the manual salary that the employee was getting at the time of death. More details can be found in the Group Accident Insurance policy.

9.5 Risk Insurance.

Staff working and those traveling to conflict areas shall be covered with Risk insurance.

9.6 International Travel Insurance

Head office provides an Insurance coverage for national staff undertaking International travel as part of their duty or for the purpose of attending seminars or training courses.

CHAPTER TEN

10 CHRONIC ILLNESS POLICY

10.1 Policy Statement.

The impact of HIV/AIDS, Cancer, Diabetes, and TB on people of a productive and economically active age poses enormous global challenges. Warrior Squad Foundation has a social responsibility to support employees and their immediate families infected and affected by the mentioned chronic illness, and most especially HIV/AIDS, participate in efforts for the prevention of HIV/AIDS, and mitigate its impacts.

Warrior Squad Foundation is committed to providing a supportive workplace for all staff, regardless of their HIV/AIDS or chronic health status, and as such, efforts should be made to ensure an enabling environment that encourages openness, compassion, understanding, non discrimination.

10.2 Policy Objectives

- 10.2.1. To avoid information and increase knowledge about risks, preventive measures, care and treatment services, impact of HIV/AIDS and other chronic illnesses on all staff of Warrior Squad Foundation and their immediate family members.
- 10.2.2. To ensure an enabling working environment that is free of prejudice, discrimination, victimization, and stigmatization.
- 10.2.3. To provide adequate support to employees in terms of counseling, testing, and treatment for HIV/AIDS and chronic illness.
- 10.2.4. Set the tone of open communication about chronic illnesses and HIV/AIDS as work workplace issue and to ensure consistency and fairness for employees who are chronically ill.
- 10.2.5. Guide all staff on how to deal with chronic illness in the workplace in a sympathetic and supportive manner.
- 10.2.6. Enable management to examine and evaluate the impact of chronic illness among staff and to continually review strategies that attempt to address the needs of the Organization as a whole.

10.3. Scope and application

This chronic Illness policy applies to all Warrior Squad Foundation staff and covers issues relating to chronic illness and most especially HIV/AIDS. Apart from the medical or other benefits attached to this policy, the policy also applies to Student Placements/ Interns, Volunteers, Researchers, and Consultants.

Chronic illness in the context of this policy and per the World Health Organization (WHO) has been defined and perceived as:

“Diseases which have one or more of the following characteristics: They are permanent, leave residual disability, are caused by non-reversible pathological alterations, require special training of the patient for rehabilitation, or may be expected to require a long period of supervision, observation or care.”

- 10.3.1. In an effort to realize the social responsibility and the objective of this policy as defined in 11.2 above, the following principles should be applied by both management and staff;
- 10.3.2. Warrior Squad Foundation accepted that Gender inequality in society affects individual vulnerability to HIV infection and responsibility related to HIV/AIDS and other chronic illnesses. These policies commit to providing information and care in a way that challenges Gender equality. With women at greater risk of infection than men, and carrying a greater care burden, special consideration will be provided to prevention and impact mitigation intervention that targets women in the workplace.
- 10.3.3. Staff living with, or directly affected by, HIV/AIDS and other chronic illnesses shall have the same rights and obligations as all and staff living with HIV/AIDS or other chronic illness should be protected against discrimination.
- 10.3.4. Management shall ensure that this chronic illness policy and the related benefit are non-discriminatory and provide support to all employees regardless of their health status
- 10.3.5. Warrior Squad Foundation recognizes the fact that discrimination and stigmatization of people living with HIV/AIDS slow down efforts aimed at preventing the spread of HIV and supporting people living with HIV/AIDS. Warrior Squad Foundation also recognizes that other chronic illnesses or disabilities can lead to stigma and discrimination. Any staff member affected by or believed to be affected by HIV/AIDS and other chronic conditions will be protected from stigmatization and discrimination by colleagues, management, or clients through his policy.
- 10.3.6. HIV/AIDS screening for purposes of exclusion from employment should not be required for job applications or persons in employment. However, this chronic illness policy shall be part and partial of the employment contract, and induction programmes for new staff shall include a component on HIV/AIDS and other chronic illnesses and specific orientation on this policy.
- 10.3.7. Staff are encouraged to contact their line managers, peers, colleagues, or the human resource manager to discuss their concerns, obtain relevant information, and ascertain the most appropriate form of support.
- 10.3.8. Managers shall treat an employee's HIV/AIDS status or chronic illness, if known, under any circumstances with confidentiality.
- 10.3.9. All staff have the right to confidentiality about their health status in all aspects of their employment. If, for personal reasons, a staff member chooses to disclose their health or

HIV/AIDS status or chronic illness to another staff member, that information must not be disclosed by the other staff member to anyone else without the concerned staff member's written consent.

- 10.3.10. While Warrior Squad Foundation fully respects an employee's rights to privacy as well as their rights not to disclose any information relating to HIV/AIDS or chronic illness, management strongly encourages all employees to take a manager or peer or peer or colleague of their choice into their confidence concerning issues that affect their well-being or performance. Warrior Squad Foundation will be in a better condition to support an employee if this trust and confidence are established
- 10.3.11. Disclosure of any information related to the HIV/AIDS status or chronic illness of an employee to anyone, without the written consent of the employee, will be considered a disciplinary matter and dealt with through the Warrior Squad Foundation's disciplinary procedures in Appendix 5
- 10.3.12. If a staff member chooses to disclose confidentiality for purposes of support or disciplinary or grievance-related issues, the staff, shall make the relevant references and forward any documentation to the Human Resource Manager for posting on the individual's personnel file. The wording of any documentation shall be agreed upon between the staff and the line manager.
- 10.3.13. All medical expenses met by the Organization outside the medical scheme and documentation relating to the medical scheme must not disclose the condition being treated. Doctors will be requested not to disclose the nature of the illness in any communication, except by express permission from the staff member. This includes documentation relating to sick leave.
- 10.3.14. The Organization shall, through the Human Resource manager and the advisor HIV/AIDS in addition to the Peer Educators endeavor to provide information to all staff through HIV/AIDS or chronic illness sensitization seminars, regularly issue Hand outs and put up Posters, among others on facts about HIV/AIDS which include mode of transmission, preventive methods, positive living, care and support volunteering and testing facilities.
- 10.3.15. Warrior Squad Foundation will ensure its information and education programme maintains the climate of initial understanding necessary to ensure protection of those directly affected. It will ensure that staff are made aware of what constitutes discrimination or stigma, that staff are given top opportunities to explore their personal concerns, and that all staff are aware that all discrimination will be addressed by the Organization. For more details on discrimination issues, refer to the harassment policy in Appendix 8.

The following actions shall be implemented under this component

- (i) Information will be placed at the reception, notice boards, and social rooms in all offices that will provide information on HIV/AIDS and chronic illness, and where to get further specialist information.
- (ii) The Human Resource Manager shall liaise with the national advisor HIV/AIDS to source and secure trained HIV/AIDS Peer Educators, trainers, and counselors to carry out sensitizations, training, and counseling activities, as disabilities can lead to stigma and discrimination. Any staff member affected by or believed to be affected by HIV/AIDS and other chronic conditions will be protected from stigmatization and discrimination by colleagues, management, or clients. This policy addresses HIV/AIDS and chronic illness at the workplace and the impact of HIV/AIDS on the employee's family.
- (iii) The management hall provides opportunities for staff to be updated on general health issues, specific illnesses and as well as updates on medical and scientific advancements on HIV/AIDS issues, and social, legal, and financial information relating to HIV/AIDS and to other chronic illnesses.
- (iv) Quarterly, presentation and review meeting with both general and HIV/AIDS or specific illness specialists and peer educators shall be conducted, and where possible, Warrior Squad Foundation shall encourage the participation of the employees' Spouses/Partners and children in ongoing sessions.
- (v) To increase knowledge of HIV/AIDS and chronic illness among staff, Warrior Squad Foundation shall establish a resource centre where all materials and literature on HIV/AIDS and other chronic illness is displayed, including Video Shows/messages and materials.
- (vi) The messages shall be appropriate, realistic, socially acceptable, and shall assist staff in facilitating with Widows to make informed choices.
- (vii) The communication shall target all levels of employees at the workplace and their families. The Organization shall allow employees to assess HIV/AIDS prevention materials, like male and female condoms, among others.
- (viii) In situations where staff are required to undertake travel in the course of their duties, the HR departments shall ensure that they are provided with the means to minimize the risk of infection, including information and condoms.

- 10.3.16. Management shall provide supportive referral services for counseling to all staff and their families under the medical scheme as defined in chapter nine, clause 9.2
- 10.3.17. Employee and their immediate families shall be encouraged to go for Voluntary counseling and testing (VCT) where benefits for employees require him /her to undergo HIV/AIDS testing; For instance, benefits for lives and medical insurance, the employer should only encourage the employee to take the HIV test so as to access such benefits.

- 10.3.18. In the event that an employee claims that a chronic illness has been caused directly as a result of the contractual work with Warrior Squad Foundation, management reserves the right to subject an employee to independent medical examination/s of the organization's choice. The group personal insurance cover as provided for in the HR manual shall apply thereafter.
- 10.3.19. HIV/AIDS infection should not, by itself, be a cause for refusal or termination of employment.
- 10.3.20. HIV/AIDS status or that of any other chronic illness will not be a factor in a job's status, promotion, or transfer. If staff suspect that this is so, this can be addressed through the grievance procedure in Appendix 6.
- 10.3.21. Management may allow an employee living with HIV/AIDS or any other chronic illness condition to continue in employment as long as his/her condition permits him/her to perform the function of the job. Alternative job schedule, modification of performance standard, and flexible work shall be given consideration
- 10.3.22. In the event that an employee is unable to discharge his/her contractual responsibilities due to chronic illness, and all "reasonable accommodation" having been explored, as well as the employee having used up their full entitlement to sick leave as defined in chapter eight, the organization may request an employee to be assessed by medical practitioner of the organization choice for the sole purpose of obtaining medical prognosis regarding the individual capacity to continue in his/her post. The director shall use this medical prognosis to determine whether continued employment is possible, including the possibility of transfer to a different position, which may be on a different salary.
- 10.3.23. In the event that continued employment is not possible, Warrior Squad Foundation may terminate the contract of employment after discussion with the employee's concern and a period of counseling, and in accordance with sick leave as defined in chapter 8, clause 8.1.6. However, the employee shall be retained in the medical scheme for at least three months after the contract is terminated by the procedure defined in chapter 8, clause 8.1.6.
- 10.3.24. Management shall commit a certain percentage of the budget to HIV/AIDS and other chronic illnesses sensitization and prevention activities, and provision of ARV/ART through and within the limits of the medical scheme to ensure success and smooth implementation of this policy. For details on ARV/ART, benefits under the Warrior Squad Foundation medical scheme refer to Appendix 14 and Chapter 9, clause 9.2.

- 10.3.25. Management shall regularly monitor HIV/AIDS and other chronic illnesses' impacts and evaluate interventions, while devising means of facilitating staff commitment for HIV/AIDS and other chronic illnesses interventions.
- 10.3.26. As such, this policy shall be reviewed as and when legal or medical changes are identified, while the HR department shall actively seek examples of good practices. Otherwise, a general review of this policy shall be done as and when the HR Manual is revised.
- 10.3.27. All the efforts on the support and prevention of HIV/AIDS should be a collective responsibility where everyone at the workplace should actively participate in the provision of care and support to HIV/AIDS infected employees, while at the same time preventing its spread.

APPENDIX 1: ORGANISATION RULES, REGULATIONS, EMPLOYEE DUTIES AND OBLIGATIONS

The organization requires;

1.1. Commitment to the organization's objectives and core values

By accepting an appointment, a staff member pledges to discharge his/her duties and regulate his/her conduct in accordance with WSF's purposes, aims, and interests

1.2. Sincere declaration of personal information

A staff member is responsible for supplying the WSF personal information required to determine their employment record and family status.

1.3. Commitment to the HR Manual and other WSF manuals

The employee undertakes to make him/herself familiar with the contents of the HR manual and other WSF manuals as amended from time to time, and acknowledge that the terms and conditions contained herein shall apply to his/her employment.

1.4. Compliance with the image, standards of WSF

The employee must comply with the image, standards of WSF, and must conduct him/herself in such a manner as shall not injure or adversely affect the reputation of WSF and further undertakes not to bring the organization into disrepute at any stage whatsoever, whether in public or in private, whether at the organization's premises or outside the organization's premises.

1.5. Personal Presentation

It is important that WSF presents a courteous and efficient image to the public, and the attitude of employees is vital. Employees must dress decently at all times. They must carry themselves in a manner that is not likely to bring disrepute to WSF.

1.6. Harassment

Broadly, harassment means unacceptable behavior towards an individual that is abusive in nature or unreasonable, unwelcome, offensive, and amounts to gross, continuous, or persistent. (See Harassment policy in the appendix for detailed forms of harassment)

1.7. Unlawful conduct or any omission or commission

The employee will take responsibility for wrongful or unlawful conduct or any omission or commission which results in legal action being taken against the organization, for which this document shall not be indemnity.

1.8. Neutral profile on partisan, religious, and political issues

WSF is a non-religious and non-partisan organization. Staff are required during working hours to avoid promotion of their own religious views or party-political activities that could affect WSF work negatively. A staff member should not use any of WSF's resources or means for partisan, political, or religious purposes.

1.9. WSF knowledge management.

- 1.9.1. All employees are, in general, responsible for collaborating and sharing knowledge across sectors and programmes within WSF, partners, and collaborators.
- 1.9.2. Sharing of both tacit knowledge and documents shall be an integral part of every work.

In addition, WSF owns the copyright of any articles, reports, or publications prepared or written by staff members as part of their work with the organization. However, for purposes of recognition, the author of the report, manual, or booklet shall be recognized in the acknowledgement.

All relevant articles, reports, publications, “lessons learned,” and “best practices” are to be available within WSF.

1.10. Confidentiality

A staff member shall exercise discretion in regard to information confidential with WSF. She or he will not pass information to any person or body outside WSF that could be prejudicial to WSF or a staff member.

1.11. Conflict of personal interests

No conflict of personal interests (financial, recruitment of staff, or otherwise) if undeclared shall influence the decision-making process within WSF. An employee who has a personal interest, which may influence a particular decision affecting WSF work, shall abstain from taking part in that decision.

1.12. Cares for Organization Property

They shall obey all the legitimate, fair orders and instructions and shall account for all WSF property which shall come into his/her possession as any employee of WSF. An employee issued with any organization property must ensure that such property is looked after properly. The organization reserves the right to hold responsible any employee who damages the organization's property through negligence and may be called upon to pay for the replacement/repair.

1.13. Personal Property

Any personal property, including cars, motorbikes, or bicycles are left on and around the organization's premises is entirely at the employee's own risk; however, management shall endeavor to offer reasonable security. The is strongly advised not to leave valuables unattended. The organization cannot accept responsibility for loss or damage to personal property.

1.14. Use of Organization vehicles

Staff who use WSF vehicles will be issued with vehicle rules, regulations, and guidelines. Any member of staff who is required to drive an organization's vehicle must possess a valid driving license for that type of vehicle. Failure to observe the guidelines as detailed in Chapter 11 (Occupational health and safety), misuse or abuse of an organization's vehicle will be treated as a serious offence.

1.15. Computer Equipment and Software

The organization treats matters related to its computer system very seriously, and it is important that only authorized procedures and equipment are used. All employees are required to abide by the controls, which are designed to restrict their access to the organization's computer network. Access will normally only be given to those areas of the network necessary for their job function.

1.16. Organization Policies and Confidential Information

The undertakes and expressly binds him/herself not to disclose, at any time to any organization, form or person, WSF policy and confidential information (including personal opinions relating to the same), or any transaction of WSF or its partners, unless required to do so by the organization or the court of law, whether during the contract period between the employee and the organization or after its termination.

1.17. Dealings with the press or public

An employee is prohibited from dealing with the press or public on matters affecting WSF or accepting an invitation to participate in any electronic media, i.e., radio or television broadcast, or public debate, or divulging any organization information unless authorized to do so by the

Director. More details and guidelines on how to deal with the press or public refer be found in the Information and Communication Guidelines

I.18. Failure to Conduct Performance Reviews

A line manager who fails to conduct at least one performance review for each one of his/her staff in a year without justifiable cause commits an offence and shall be liable to disciplinary measures.

I.19. Identity Cards

All staff will be issued with a WSF identity card, which they must keep at all times and submit for renewal with the most recent passport photograph as soon as it expires. Any loss of the identity card must be reported to WSF and to the public or any other equivalent security agency. Reissuing of another card will require proof that the loss was reported.

I.20. Hours of work

The employee shall report for duty during the normal working hours. However, depending on the nature of his/her work, the employee may be requested to work beyond the stipulated hours.

I.21. Monitor of conduct, demeanor, behavior, and performance during probation

For a period of 3 months, not exceeding 6 months (probation period) calculated from the date upon which he/she signs an agreement with WSF, the employee's conduct, demeanor, behaviour, and performance shall be monitored by management. His/her probation may be extended or terminated in accordance with the procedures outlined in clause 2.5 above.

I.22. Employment outside WSF

A staff member shall not engage in any paid employment outside WSF without the prior approval of the SMT.

I.23. In performance of his/her duties, a staff member shall not seek or accept instructions from any authority external to WSF without approval from WSF management.

I.24. The employee shall at all times avoid unprofessional behavior with organization guests/partners and children.

I.25. The employee shall repay or account for advances within the stipulated period.

I.26. The employee shall not report for work under the influence of illegal intoxicants or illegal drugs.

- I.27. The employee shall not fight or exhibit any form of violent behavior while on duty.
- I.28. If any employee is deemed incompetent on health grounds, the organization reserves the right to subject the employee to an independent medical check-up up and the results shall be used to facilitate an informed decision.

APPENDIX 2: GROSS MISCONDUCT/DEVIATION FROM THE STANDARDS, PUNISHABLE BY INSTANT DISMISSAL;

1. Conviction for a serious criminal offence.
2. Harassment is defined in Appendix 4
3. Gross negligence of duty or of WSF equipment and or assets.
4. Willful international mismanagement for personal economic gain.
5. Child abuse and neglect.
6. Exposing fellow employees and or partners, children to risks, e.g., being in possession of dangerous/ deadly weapons on the organization's premises whilst on duty.
7. Drinking of alcoholic beverages, use of illegal drugs, or being in possession of either, whilst on duty, unless in the case of alcoholic beverages, it is an official event where such beverages are provided.
8. Commercial use of organizational property or assets.
9. Theft of organization, fellow employees', or guest, partners' property, unauthorized removal of fellow employees', or guest, partners' property, including lost property.
10. Divulging confidential organization information without permission. Making and or publishing information that is false, vicious, or malicious about the organization or its confidential information or policies.
11. Supplying false information when applying for employment or being found in possession of forged documents. It is an act of misconduct to withhold or declare false information regarding previous convictions, dismissals, or reasons for dismissals on the personal record form.
12. Immoral or indecent conduct. Soliciting persons for immoral purposes or aiding and abetting all these, whilst on duty, disrespectful conduct, or gambling on organization premises, whilst on duty.
13. Forgery or Misappropriation of the organization's funds through false reaccepts or expenditure statements, or other means.
14. Fraud or intend to defraud, or falsely claiming benefits, or giving incorrect information to the organization in order to receive additional benefits. For more details, refer to the fraud policy in Appendix 16.
15. If without the permission of the director one collects money in the name of the organization from the public.
16. Soliciting for or accepting kickbacks, or bribes in the form of money, service, or discount arising from providing service. For more details, refer to the fraud policy in Appendix 16.
17. Bringing the organization into disrepute, discrediting the organization for personal gains/interests.

APPENDIX 3: DISCIPLINARY PROCEDURE

1.0. Disciplinary Procedure

Because WSF takes staff discipline seriously and as issues closely linked to performance, management will take appropriate measures against deviation from standards or indiscipline or offences committed in line with this manual where it is demonstrated to satisfaction that such deviation, indiscipline, or offence was committed.

It is the collective responsibility of staff and line managers to ensure discipline and adherence to the organization's values, rules, regulations, and terms and conditions of service at all times.

1.1. Sanctions

If the investigation reveals or confirms that an offence was actually committed, prompt action will be taken to correct or eliminate the offending conduct, and actions appropriate under the circumstances will be taken. Such actions may include: verbal or written warning, suspension with or without pay or half pay, forced leave, without salary increment, salary deductions, counseling, transfer, and other formal actions, including dismissal and termination of employment.

1.2. The Process

Disciplinary procedure has a maximum of three steps, but may be resolved at any step in the process, depending on the nature of the deviation from the standard or the gravity of the offence. The procedures are to be fully expedited until the matter is successfully concluded.

Step One

In the event that the employee deviates from the standard or commits an offence punishable by a warning, the line manager shall issue a verbal warning to the concerned, and whatever resolution is reached should be communicated to the HR/OD Manager for recording in the employee's personal file. The line manager is required to refer to this manual for guidance or may seek technical advice from the HR/OD Manager to ensure that all is handled in line with the organization's policy and the labour laws.

Step Two

Refer the offence to the HR/OD Manager if it is an offence warranting other corrective measures other than a written warning, termination, dismissal, or suspension. This, therefore, means that with such cases, step one can be bypassed. Such an offence must be made in a timely fashion and in writing, detailing the line manager's version of the case. Depending on the gravity and nature of the offence, the HR/OD Manager may convene a disciplinary hearing as detailed below in step 3, and in the disciplinary

hearing procedures, the manager investigates the issues and settles the matter with the line manager and the employee.

Step Three

For gross offence warranting termination or dismissal, the HR/OD Manager should involve the disciplinary committee and thereafter submit the decision to the director. The director will then approve and issue a written final and binding decision.

Final decisions on offence will not be precedent-setting or binding on future offences unless they are officially started as VSF policy.

Time spent by an employee in the offence discussions with management during their normal working hours will be considered hours worked for pay purposes unless the employee has to be suspended to give room for investigations, as detailed in clause 3.6.

I.3. Non-retaliation

Retaliation in the form of physical violence, threats, insults, and the like, against any staff member is prohibited. Retaliation will subject such an individual to disciplinary action. Further, retaliation against individuals for cooperating with an investigation of the offence is similarly unlawful and is punishable.

I.4. Disciplinary Hearing

The purpose of the disciplinary hearing will be to establish all the facts about the misconduct and to determine what disciplinary action is merited, if any.

The HR/OD Manager shall arrange for a disciplinary hearing within a period of thirty (30) days from the suspension date. A written invitation to the hearing shall be sent to the employee at least five days before the hearing date, and the employee should acknowledge receipt. Documents required for the hearing include;

- I. A written investigation report and supportive documents, where applicable,
- II. Employee's written statement,
- III. The suspension letter (if applicable) and a copy of the notification of the hearing,
- IV. The employee's personal file,
- V. Any other documents and exhibits relevant to the case.

Failure to report for a hearing will be regarded as gross misconduct and is punishable with dismissal.

The decision of a disciplinary committee will be communicated in writing to the Director for approval and subsequent official communication to the employee.

I.5. Disciplinary committee

There will be no standing disciplinary committee, but any ad hoc one will be formed whenever the need arises, to work under the guidelines specified below.

- a) The disciplinary committee staff, other than sector managers, will comprise the employee's line manager. In addition, the committee shall include the HR/OD Manager and the departmental Director, who chairs the committee
- b) The disciplinary committee for a sector manager shall include the HR/OD Manager, department Director, and at least one other member of the SMT.
- c) The disciplinary committee for a department Director shall include the Director who chairs the session, one other department Director, and the HR/OD manager as the technical advisor.

I.6. Obligation at the hearing

II. HR/OD Manager

The HR/OD Manager shall be obliged to;

- Ensure that the interests of both the organization and the employee are safeguarded in line with the labour laws and that this code is observed.
- Facilitate the hearings and be the secretary of the committee.
- Offer technical advice and guidelines on procedural matters.

Line Manager

- Investigate the case and present the findings to the committee on behalf of the sector.

III. Chairperson

- Direct the meeting to ensure that all parties are heard, relevant facts come out are summarized.
- Ensure that proceedings are recorded.
- Ensure that an equitable decision is reached, communicated, and implemented promptly.

Appendix 4: workplace, discrimination, and harassment policy

Appendix 5: Training and Development Policy

Appendix 6: Guidelines for medical scheme

Appendix 7: Security Guidelines

Appendix 8: Group Accident Insurance Policy