



HUMAN RESOURCES POLICY MANUAL



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PREAMBLE

This Human Resources Policy Manual aims to give employees of Maboshe Memorial Centre (MMC) a clear communication of its policies and procedures concerning its administrative systems and human resources guidelines.

This manual was formulated to cover and shall be implemented to employees at all levels regardless of rank, level and status of employment, except for some policies with specifically stated coverage. Policies are needed to set standard guidelines for all employees to have a uniform understanding and harmony in the workplace.

The organization believes that fair and just policies and implementation thereof are due to all employees regardless of rank, level and status of employment. As such, all employees and officers are called upon to practice fairness in all their official dealings and in carrying out their functions based on these policies and procedures. If there be no implementation or neglect on its appropriate and proper implementation, employees have the right to bring such breach to the Management of Maboshe Memorial Centre (MMC) and governing body if required.

Policies can be changed or modified for some reasons but should be disseminated to all employees at least 15 days prior to implementation. In some cases, policies can be susceptible of different interpretations by employees. However, the Maboshe Memorial Centre (MMC) governing body shall have the responsibility, to guide and give appropriate interpretation to all those policies, which have ambiguous meaning and they have the responsibility to modify such policies, to make it clear and understandable to all employees.

The Management and its employees together have a shared responsibility in the attainment of the goals and objectives of the Maboshe Memorial Centre (MMC) and the proper implementation of this policy.

Templates have been incorporated at the end of this manual and can be accessed from the Maboshe Memorial Centre.

INTRODUCTION

1. This manual is designed to acquaint staff with the human resource policies and procedures of “Maboshe Memorial Centre (MMC)” and provide information about working conditions, general employment guidelines, and employee benefits. “Maboshe Memorial Centre (MMC)” has developed this manual within the context of local conditions, international best practices, donor guidelines and the Government of Zambia laws and regulations. The manual will serve as an on-going reference and guide for “Maboshe Memorial Centre (MMC)” employees in carrying out their duties and responsibilities and the services offered by Maboshe Memorial Centre (MMC) to facilitate the employees.
2. The policies and procedures in this manual have been established to assist employees in understanding what is expected of them during their employment with “Maboshe Memorial Centre (MMC)”. This manual contains confidential information that the staff must not publish or distribute without prior written approval of the Executive Director of “Maboshe Memorial Centre (MMC)” human resource manual once approved by the Board must be reviewed at least once in 2 years.
3. At the time of its review the following process will be followed:
 - a) The HR Manual will be circulated to all staff and a time of 15 working days will be given to suggest amendments in the same.
 - b) At the end of the stipulated time an all staff meeting will be called and the changes proposed by the different staff members will be discussed.
 - c) All office orders/official memos/notifications released during the preceding two years will also be brought to the forum for discussion and debate.
 - d) All suggestions/propositions/recommendations by the staff members will be duly recorded and presented to the Board in the next meeting.
 - e) The amendments approved by the Board of governors will be incorporated in the manual and will be considered effective from the date of approval.

The purpose of this manual is to provide a guide to the responsibilities of the employer, (name of organisation) and the employee. This is a basic document guiding employer-employee relations, to be used in conjunction with specific job descriptions, individual contracts and other written documents and policies.

OBJECTIVES & SCOPE

This Human Resources Manual (HRM) outlines the policies and procedures to be followed by “Maboshe Memorial Centre (MMC)”

1. The HRM is used in conjunction with the memorandum and articles of association and rules and regulations of “Maboshe Memorial Centre (MMC)” and other operational documents including policies and procedures as amended from time to time by the Board of governors (BOG), concerning various governing aspects of “Maboshe Memorial Centre (MMC)”.
2. The purpose of this manual is to define HR policies and procedures of “Maboshe Memorial Centre (MMC)”. The manual provides a statement of applicable “Maboshe Memorial Centre (MMC)” policies and procedures; further clarifications are issued from time to time and incorporated in this manual. It governs the legal and ethical relationship between “Maboshe Memorial Centre (MMC)” and its staff, thereby setting the rights and obligations for both.
3. The HRM specifies the terms and conditions of service of employees (permanent, fixed term and consultants) based at “Maboshe Memorial Centre (MMC)” office.
4. The HRM is periodically amended and it is the responsibility of the HR manager/ Officer or his/her designate to update the manual, have it approved by the concerned authorities and place a readable copy on the server to ensure an easy access for all the employees.
5. Approving authority has to be Board of Governors - BoG or a subcommittee duly authorized by the BoG and comprising Board members. The suggestions for approval or otherwise will be placed before the Board for final decision.

6. Special care has to be taken that every committee or any forum or group set up for any purpose in “Maboshe Memorial Centre (MMC)” must have balanced representation of both men and women to the extent possible or practical.

MISSION, VISION AND GOALS

- Mission Statement of each “Maboshe Memorial Centre (MMC)” will be inserted.

VALUES OF THE ORGANIZATION

- Core values of “Maboshe Memorial Centre (MMC)” are of pivotal significance as they define “Maboshe Memorial Centre (MMC)” organizational culture.
- These values determine whether people work in an open and trusting environment where opinions are valued and are not tainted by suspicion and tension.
- “Maboshe Memorial Centre (MMC)” has a set of five values aimed at clear expectations of personal interaction and setting boundaries beyond which behavior becomes objectionable. Positive core values allow “Maboshe Memorial Centre (MMC)” employees and volunteers to identify with the organization. They tell them where they stand in relation to the goals of the organization and empower them to ensure the credibility of “Maboshe Memorial Centre (MMC)” as an organization in the eyes of customers/donors.
- “Maboshe Memorial Centre (MMC)” staff is expected to abide by the following five values and these values should reflect in all aspects of their work and conduct.
- These simple, but extremely meaningful values are an integral part of our daily lives and an essential part of “Maboshe Memorial Centre (MMC)” Evaluation System. New colleagues are expected to take it upon themselves to develop through detailed discussions with colleagues; a deeper and shared understanding of how these five values should be interpreted. “Maboshe Memorial Centre (MMC)” challenges your ability to think of innovative ways of creating daily examples.
- We, at “Maboshe Memorial Centre (MMC)” respect and adhere to our following core values and expect the same from our new team members.

VALUE PEOPLE

- Respect people we work with: Male and female colleagues, clients, partners and stakeholders. Listen to and value the ideas and opinions of others to provide and listen to constructive feedback. Work together as a team and respond to special needs of everyone we work with.

VALUE INTEGRITY

- Build trust.
- Follow open and transparent proceeded
- Work for the greater good of the organization and its stakeholders.
- Commit to confront and discuss difficult ideas openly.
- Adhere to the highest ethical values.
- Avoid conflict of interests' situations.
- Zero tolerance for corruption

VALUE RELATIONSHIPS

- Commit to value diversity and difference.
- Commit to build relationships and partnerships based on mutual benefit.
- Commit to be aware of our impact on others.
- Commit to be ready to learn from others.
- Benchmark best practices.

VALUE CREATIVITY

- Feel empowered to take work related decisions.
- Take personal risks and learn from our experiences.

- Respond flexibly to new challenges and opportunities.
- Express our feelings.
- Share knowledge.
- Believe in improving ability to retain, motivate, develop and reward team members.
- Deliver on promises to internal and external clients and stakeholders.
- Comply with organization and client requirements.
- Account for our actions.
- Continuously improve upon our professional standards, ensuring better trained and more versatile teams in the development sector and beyond.
- Invest in capacity-building of our colleagues, improving the organization's relationship with its team members through improved communication channels facilitating improved and informed decision making and operations by means of effective articulation of goals and strategies.

EQUAL OPPORTUNITY POLICY

1. "Maboshe Memorial Centre (MMC)" believes that equal opportunity helps to ensure that there is no discrimination in the recruitment, retention, training and development of staff on the basis of gender, marital status, religion and belief, political opinion, race, age, disability, socio-economic or cultural background, on the basis of having or not having dependents, or any other. As an organization we are committed to equality of opportunity and inclusion. Efforts shall be made that men and women staff members have equal access to opportunities at all levels of the organization through ensuring gender sensitive selection processes for appointments, promotion and training. "Maboshe Memorial Centre (MMC)" will ensure to increase the proportion of women staff members at all levels when levels, affirmative action (will be taken at all levels (Official/Employee), priority will be given to men and women candidates when equally qualified in a gender imbalanced environment.
2. We also believe that our merit-based Equal Opportunity Policy benefits employees, potential employees, partners, clients and stakeholders and helps achieve dignity at work as well as contributing to providing the best possible service to all stakeholders.
3. As a member of the "Maboshe Memorial Centre (MMC)" team, the employees are responsible to fully subscribe to this core value and point out whenever they identify a failure, in full adherence or compliance or recommend change or addition to the procedures that need to be followed in order to enhance professional environment of the organization.

GENERAL GUIDELINES (Identity Cards)

All employees are provided with identity cards. Those on temporary appointment get temporary documents, while those on permanent appointment will acquire sealed identity cards. These remain the property of the organization and must be returned on termination of appointment before terminal benefits are paid.

PERSONAL FILES

1. For each employee (temporary or permanent) a personal file is prepared. The Officer Assistant is responsible for maintenance of the office and personal files.
2. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the Admin Officer to do the executive work for this but then has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files).

The employee will access his/her personal file if seeking for some specific document. This is done in the presence of Officer Assistant after permission of the Executive Director.

POLITICS & RELIGION

1. The organization is a local non-governmental organization, which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of tribe, religion), in order that they may access opportunities for sustained improvement in their lives.

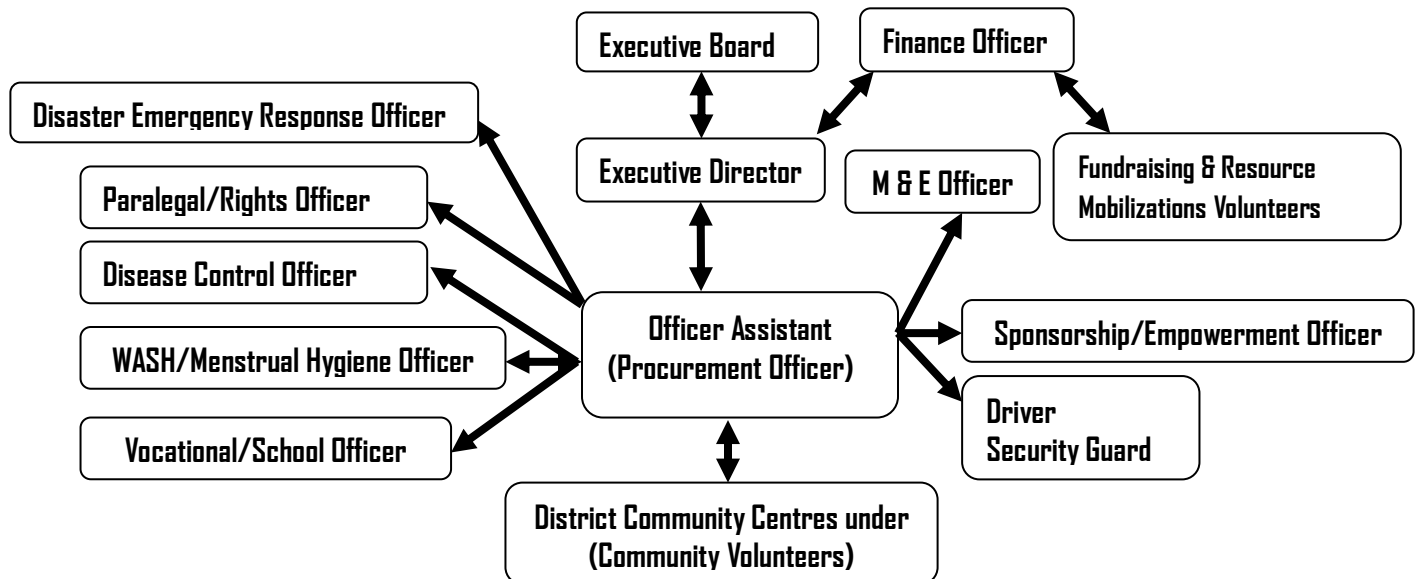
Therefore, the organization has no political/religious affiliation.

2. The properties and facilities of the organization shall not be used for any political or religious purpose.
3. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement is conflicting the interests of the organization, the employees can be disciplined.

SUGGESTION/COMPLAINT BOX

1. A suggestion or complaint box to be placed in every department so that employees can freely communicate with the management through it without hesitation.
2. It should be opened fortnightly; making sure that complaint box of each department is opened by the representative of any other department and not by the respective department themselves.
3. Managers to conduct an initial meeting on the suggestions made and filter down those which are in best interest of the whole organization.
4. Managers that are to be involved in the meeting shall be from all departments.
5. Any suggestion or complaint that is considered shall be moved up the hierarchy till it can get its final approval/disapproval from the Board.

ORGANIZATIONAL STRUCTURE



CONDITIONS OF EMPLOYMENT (Working Hours)

- The standard working day will be of 8 hours (40 hours per week) while the “Maboshe Memorial Centre (MMC)” management will announce duty hours from time to time.
- Duty hours for each individual employee will be specified in his/her contract and may differ from the standard working hours.
- Staff may be required to adjust their daily schedules to accommodate meetings, travel or business obligations. With the approval of competent authority, flexible hours may be adopted during the month of Ramadan. In support of the policy on Work/Family Responsibilities, both men and women single parents may be allowed flexible hours to help them in childcare.

ATTENDANCE

- Maboshe Memorial Centre (MMC)'s successful operation depends in large part on regular and timely attendance of each of its staff as each job fits into a pattern of operation. Repeated absenteeism/tardiness will have an adverse

effect on performance evaluations and may lead to disciplinary action.

DRESS CODE

- Maboshe Memorial Centre (MMC) expects all staff (other than staff who are given uniforms) to wear office attire at all times when working on or off our premises.
- This can be either Western or Zambian national dress, which will not cause offence to other staff, clients and stakeholders.
- The precise nature of this attire is not specified but staff should at all time have a professional appearance and should dress neatly and tidily.

CONTRACT

- No one at SFLT works without a formal contract.
- All our contracts specify agreed upon roles, responsibilities and compensation.
- This is employees' professional obligation to honor all their commitments and obligations in the contracts with MMC.
- All staff positions at Maboshe Memorial Centre (MMC) are initiated by the Board concerned against pre-approved positions and budgets.
- Generally, Maboshe Memorial Centre (MMC) issues the following types of contracts:
 - Permanent Employment.
 - Consultant.
 - Fixed Term Contract.

CONTRACT PREPARATION

- The issuance of contract is centralized at Maboshe Memorial Centre (MMC) and Executive Director and the Board chairperson signs all employment contracts.
- HR unit will prepare all contracts on receipt of a completed/signed of the contract preparation request.
- Employee's contract supersedes all prior verbal or written understanding and specifies his/her initial department/unit of work, Terms of Reference (TOR), starting salary, allowances and benefits.
- The contract is a confidential document. Each contract will be made out in two original sets, one for the employee and the other for Human Resource Unit (HRU) record keeping.
- All the new employees falling under the category of permanent and fixed term basis will be given an offer letter before joining Maboshe Memorial Centre (MMC).
- Upon joining, a contract letter will be issued, which would specify his/her category of employment.
- A joining report from the employee would be required on the first day. An employee on fixed-term contract can be extended, or changed to the status of permanent employee depending on performance, organizational needs and available resources. Such employee may not require completing three months probationary period unless specified by the (Head of Department).
- Since Human Resource Unit (HRU) maintains a depository of all contracts, Human Resource Unit (HRU) will maintain his/her personal file. Human Resource Unit (HRU) will update a record of any subsequent changes in designation, salary, Terms of Reference (TOR), or performance appraisals etc.
- Employees are also required to inform the Human Resource Unit (HRU) if there are any subsequent changes in individual's details or status.

PROBATION

- All permanent employees will be required to complete three/six months and contractual staff will be required the probation period as per contract unless waived by the Executive Director at the time of issuing a contract. However, the Executive Director, may, if necessary, extend the probation for another period.
- During the probationary period, the appointment might be terminated with one-week notice by either side, unless specified differently in contract.
- Permanent/Contractual staff on probation will not be entitled to annual leave.

- The organization encourages the employee to discuss and agree with his/her line officer to set targets and deliverables for first 90 days and the achievement of the set criteria will result in the employee's confirmation.
- On satisfactory completion of probation, and on recommendation of the line officer, the Human Resource Unit will issue a confirmation letter of appointment.

NON DISCLOSURE AND DUTY OF DISCLOSURE POLICY

- It is pertinent to conform and comply with the non-disclosure policy of the organization in order to observe confidentiality with regard to financial information, operational activities, administrative or any other function of the organization.
- Revealing of any organizational practices for personal gains is strictly prohibited and will have disciplinary action.
- It is the duty of every employee to disclose outside business interests or activities where these may be in conflict with or detrimental to the interests of Maboshe Memorial Centre (MMC). If the employee is in doubt about disclosure one should discuss the matter with line officer.

LEGAL PROCEEDINGS/CRIMINAL RECORD

If the applicant had been involved in legal proceedings, or have record of any criminal convictions, which may discredit the Maboshe Memorial Centre (MMC) or bring it adverse publicity, he/she must disclose the details at the time of joining. Failure to do so will be treated as concealment that can and will be a major cause of termination of services without any benefits. In such cases the final decision rests with the competent authority.

TREATMENT OF DISCLOSURE

All disclosures will be treated as confidential by the line officer and they will only disclose the information further on a strict need basis.

SERVICE PERIOD AND JOINING DATE

- Employee service period for the purpose of calculating annual leave begins from the date of joining the service against a permanent position subject to the successful completion of probationary period.
- In case of trainees (Interns) or contract employment, if MMC offers permanent employment, the first.
- Day of temporary employment will be considered as the employment date for all purposes except,
- Provident fund and annual leaves.

RELOCATION

- Employee can be relocated between offices in different positions subject to approval of Executive Director. The purpose of relocation might be to accomplish specific projects, reduce staff cost or enhancement of operational efficiency. Relocation of individual must be approved and documented.
- Relocation notice must be provided one month in advance.

WORKING FROM HOME

- Maboshe Memorial Centre (MMC), in principle, does not prefer working from home option unless the situation is unavoidable.
- Situations in which working from home may be allowed include:
 - a) General Strikes
 - b) Riots
 - c) Security Threats
 - d) Any other situations in which traveling from home to office and back is considered impossible or too dang

CHANGE TO ANOTHER POSITION

- If an employee is transferred or promoted to another position in the organization, his/her salary will be reviewed according to the salary group of the new position.

TIME OFF DURING OFFICE HOURS

- Employees must notify their Line Managers in advance, if they are unable to attend office in time due to urgent situations.

OVERTIME

- Management and professional staff might be required to work overtime and/or work outside standard work hours from time to time. There is no extra compensation for overtime worked. Line officer will try to coordinate the employee's schedule so as to maintain overtime within reasonable limits. While determining the overtime schedule, due consideration shall be given to nursing mothers and single parents to cater for their child bearing responsibilities.

RECRUITMENT/ INDUCTION PROCEDURE (Recruitment Policy/Procedure)

- It is Maboshe Memorial Centre (MMC)'s policy to select employees based on a thorough screening for clearly defined selection criteria which will be determined by the selection committee. All candidates nominated for positions are interviewed by the selection committee to ensure that they fulfill all the requirements of the position.
- Maboshe Memorial Centre (MMC) will develop special recruitment measures that incorporate gender in the selection process for all candidates and at all levels.
- A thorough reference check of all candidates nominated for assignments is conducted. This can be done verbally or in a written form Maboshe Memorial Centre (MMC) will verify the given information with the applicant's references and has the right to not offer employment based on negative reference checks or misstatement of previous salaries.

The following procedures are followed for the recruitment of all employees irrespective of the duration of their employment or category.

REQUEST FOR RECRUITMENT OF STAFF MEMBER (Number of positions)

- Each department will forecast its workload according to the budgets prepared/allocated and the amount of work to be performed by designated personnel.
- The Executive Director for each financial year approves the number of positions for each department/unit based on the existing and expected workload.
- The Executive Director on behalf of the Board confirms all appointments in writing.

STAFF REQUISITION

- Recruitment process is initiated for a new vacancy either due to staff resignation, workload or skill requirements and the Executive Director requests hiring through a staff requisition request (Annex-I) to the human resource unit.

REQUISITION APPROVAL

The human resource unit initiates the recruitment process on receipt of the staff requisition request.

- All recruitments are announced, both internally and externally, with the basic Selection Criteria determined by the human resource unit will include the following:
 - a) Responsibilities/ Job description.
 - b) Job Specification.
 - c) Competence.
 - d) Qualifications.
- The Executive Director will initiate the request to HR unit for undertaking recruitment for a certain job/position.
- The HR head will check the request to ensure that the recruitment is budgeted and duly approved by the competent authority.
- HR unit on receiving the request will start the process of finding relevant potential applicant through any or all of the following measures:
 - a) Searching the database with HR Unit.

- b) Placing vacancy notice on organizational web site's and job portals.
- c) Circulate the vacancy amongst all staff for internal recruitment.
- d) Placing the vacancy in the national newspaper.
- e) Announcement in educational and technical training institutes.
- f) Referral sources: may include other business and public organizations.

RESOURCE POOL

- a) The HR Unit should try to identify the talented individuals of the Maboshe Memorial Centre (MMC) and database of these potential candidates should be maintained.
- b) Vacancy notice will include the selection criteria, job description, and preferred qualifications.
- c) The vacancy advertisement will clearly indicate the equal opportunity policy of the organization to encourage both men/women candidates.
- d) The HR unit will screen the CVs to the criteria and then present CVs to Executive Director.
- e) The human resource unit will short list and identify the candidates for written test and interview in consultation with the concerned department.

SELECTION CRITERIA AND GUIDELINES (Short-listing Criteria)

In short-listing candidates for interview, the selection committee considers factors such as

- a) Academic, professional and technical qualifications.
- b) Working experience.
- c) Job knowledge and technical know-how
- d) Management experience for managerial positions.
- f) A Short-listing Summary is prepared for all applications.

FINAL SELECTION CRITERIA

- Based on the information gathered during the interview, the final selection criteria including desirable personal attributes, potential for further development, past performance, job expectation and career aspiration are applied to further evaluate the suitability of the candidates to the job.

REQUEST FOR CANDIDATES INFORMATION

The potential candidates would be requested to fill the employment application form and submit the following documents:

- Salary Slip (if applicable).
- Photocopy of educational certificates.
- Photocopy of experience certificate (if applicable).
- Photograph.
- NRC/ID copy.
- Medical fitness certificate.
- Reference.
- Written test.
- Concerned Executive Director will design and review the questionnaire for each position (if deemed necessary) and forward it to HR unit for written test purposes.
- The candidate should have the opportunity to appear for the test well before the interview so that the management has the time to review the test and do the necessary scoring.
- Any candidate appearing in written test should be provided with notice, five working days prior to the test.

THE WRITTEN TEST WILL BE ASSESSED FOR THE FOLLOWING:

- **Clarity:** Ability to organize thoughts and argue the case persuasively and convincingly.
- **Proficiency:** Familiarity with relevant literature, studies, authors and organizations working on the issue.
- **Creativity:** Originality of ideas and concepts, ability to link concepts from various fields to demonstrate the multicultural grasp.

- **Competence:** Ability to invoke and relate to previous work.
- **Language:** The use of language correctly and appropriately.
- The Executive Director and Board members concerned will mark the answer sheets and communicate the results to HR unit.
- The HR unit will compile the score and apply the weight age to prepare a ranking sheet showing ranking of the candidate in the relevant format.
- **Skills assessment test:** A further testing may be necessary if the position requires specific skills of a technical nature e.g. computer related skills, operation of certain software and equipment/machine, driving skills etc.

INTERVIEWS

The panel for conducting interviews will preferably consist of three individuals comprising of at least one woman.

- a). Executive Director or nominee
- b). Board member or nominee.
- c). Line officer or nominee.
- The HR unit will schedule time and date with the candidates for the meeting/interview.
- There will be primarily two rounds of interviews with the candidates although it is not mandatory. For relatively senior positions or as required by the Board members two interviews can be arranged.
- The HR unit will prepare the folders for the panelist before the interview starts with the following documents.
 - a). Personal History Form
 - b). Interview Result Form
 - c). CV of the candidate
 - d). Written test results
 - e). Final ranking sheet
- Selection committee shall treat all candidates equally and their assessment shall be based on relevant skills/competence (as reflected in the position description).
- Selection committee reserves the right to hire a candidate, or not.
- Selection Committee's proceeding's shall remain confidential to the members of the panel and shall not be disclosed to persons other than Executive Director.
- Human resource unit will notify the candidates regarding the decision of the selection process.

INFORMATION GATHERING DURING INTERVIEW

- During the interview, the selection committee only asks questions that relate directly to the job requirements.
- It is unlawful to request medical information for the purpose of discriminating against applicant on the basis of disability.
- Assessment of the candidates and due recommendation of the selection committee are properly documented after interviews.
- All forms and documents containing personal data of applicants are returned to the human resource unit for record keeping, whether the applicants are selected or not.

EMERGENCY RECRUITMENT PROCEDURES/WAIVER

- In case of emergency situations, such as natural disasters including earthquake, floods and other unforeseen circumstances where emergency relief services are to be provided by the organization on an immediate basis, an exemption or waiver to above mentioned recruitment procedures can be obtained from the Executive Director/competent Board members.

OFFER OF EMPLOYMENT

The selection committee will make a merit list for hiring the most suitable candidate.

- The human resource unit will finalize the terms and conditions of employment.
- In determining the starting salary of a prospective employee, the human resource unit will consider factors such as: a) academic, professional and technical qualifications and working experience; b) recent earnings; d) market

rate of the vacant position; e) availability of suitable candidates in the market; and f) Maboshe Memorial Centre (MMC) budget.

- Once all details are finalized, the human resource unit will send an offer of employment (Annex 2) to the selected candidate who is required to sign the offer letter and submit it to the HR unit.
- The offer of employment will mention the job title for which the candidate is selected, a summary of the nature of work, the salary package, the expected start date and any basic terms and conditions of employment. In case the selected candidate refuses to accept the Offer of Employment, Maboshe Memorial Centre (MMC) may offer the position to the second and then the third best candidates or may restart the recruitment process.

EMPLOYMENT FORMALITIES

- Before the confirmation of appointment, the human resource unit will ensure that the selected candidate fulfills the legal requirements of recruitment.
- The selected candidate may be asked to certify his/her qualifications and working experience by producing the original copies of his/her academic and professional credentials, reference letters from previous employers and other relevant documentation.
- If an employee provides false information or misrepresentation of facts Maboshe Memorial Centre (MMC) reserves the right to withdraw the offer of employment immediately, unless the employee can give a satisfactory explanation.

CONTRACT OF EMPLOYMENT

- If the candidate accepts the offer of employment, the human resource unit will issue a contract of employment, which is signed by the Executive Director; the contract clearly mentions the detailed job description, salary package and all employment terms and conditions. Generally, Maboshe Memorial Centre (MMC) issues the following types of contracts:
 - a). Permanent Employment
 - b). Consultant (Long term & Short term)

PERMANENT EMPLOYMENT CONTRACT

- Employee who is appointed for an unlimited period of time, governed by the contents of the appointment letter, Terms of reference, and any additional responsibilities that may be assigned to him/her.
- This category includes all employees except those on probation, a trainee, or a consultant.
- The candidate, on successful completion of his/her probationary period (90 days from the date of joining) is entitled to all the benefits as per rules of the Maboshe Memorial Centre (MMC).
- A permanent employee has all the leave (annual, sick and casual) entitlement on his/her avail.
- A permanent employee will not render his/her services as part time or full time with any other organization or business entity or working as a freelance.
- Employees are entitled for subsidized lunch as per the terms and conditions offered to any regular employee.
- A template of employment contract for permanent employees is exhibited in this manual.

CONTRACT FOR (LONG AND SHORT TERM) CONSULTANTS

This category is for consultants and their contract is governed by the agreed terms of reference.

- An individual or a group of associates with specialized expertise employed by the Maboshe Memorial Centre (MMC) for a limited period to accomplish specific services will also be included in this category.
- The terms of engagement shall be governed by a written contract in accordance with the policy of the MMC.
- The payment shall be based on deliverables/outputs of defined work as mutually agreed in the contract and only against an invoice (approved by Executive Director) charged to the Maboshe Memorial Centre (MMC).
- These payments will not be made on monthly basis as a salary package. The consultant will neither be entitled to any benefits in terms of perks as defined for permanent employee nor to the leave structure (casual, sick and annual) as prescribed in the rules of the organization unless specified in the contract.
- The consultant shall not attend any of the staff meetings without the prior approval of the line officer.

INDUCTION AND ORIENTATION

- The human resource unit will organize induction of new employees, which will include detailed orientation about MMC, its mission, vision, and values, its programs and projects, and key management and operational policies, procedures and systems. The induction will further include briefings by the heads of major programs and functions as well as a debriefing meeting with the Executive Director.

HUMAN RESOURCE/PERSONNEL RECORDS

The human resource unit will maintain personnel files of all Maboshe Memorial Centre (MMC) staff members. Each personnel file, will contain the following information:

- CV/resume of personal information.
- At least three short listed candidates' CVs and their interview assessment/feedback forms.
- Offer of employment and acceptance.
- Appointment letter/employment contract.
- Joining letter.
- An employment record containing position, department, responsibilities, pay rate and any other changes thereafter.
- Authorization of payroll deductions.
- Record of leave entitlement and utilization (Annual records).
- Termination/resignation data, when applicable
- Relocation approvals, if any.

SALARY/COMPENSATION& FRINGE BENEFITS (Salary Structure)

- Maboshe Memorial Centre (MMC) believes in the policy of equal wages for equal work for both men and women working in the organization.
- Respective officer in consultation with the Executive Director and the human resource unit will approve the starting salaries for staff. MMC follows a multi slab salary structure for each grade/position as approved by the Board.

MONTHLY SALARY

- Maboshe Memorial Centre (MMC) will offer a competitive salary, which is according to responsibility and performance. This will be determined on the basis of organizational budget, educational qualification, overall competencies, skills and the experience required to fulfill the requirements of the position.
- Salaries will be paid after submission of a complete timesheet that has been approved by a supervisor.
- The period covered for monthly salary payments is from the first day of the previous month until the last of the previous month.
- The monthly Salary is paid on or before the 5th day of the following month.
- Salary payment for all employees is made directly into the employee's bank accounts through written instructions to the bank.

THE FOLLOWING FORMS MUST BE FILLED OUT AND ATTACHED WITH AN EMPLOYEE'S MONTHLY PAY RECORD:

- Attendance sheet or timesheet of staff.
- Leave balance sheet of staff

SALARY DEDUCTIONS

The following deductions are made from the monthly salary

- Income tax as applicable under the prevailing laws in Zambia. Maboshe Memorial Centre (MMC) is required to deduct income tax at source and provide a copy of the tax receipt to the concerned employee on a regular basis.
- Advances or loan installment (if any).
- Employee share of contribution if applicable.
- Any other cost sharing expenses.

- Employee Provident fund share, if applicable
- Any incidentals.

SALARY INCREMENTS

- Proposed salary increases (if any) are determined by the Executive Director and approved by the Board in accordance with the Maboshe Memorial Centre (MMC) budget and based on the performance evaluation of the employee by the relevant line officer or supervisor.
- Increments and performance rewards shall be subject to satisfactory performance evaluations.
- The increments in salary shall be determined annually, on merit and aimed at encouraging top performers.
- Based on performance appraisals by respective line officers, the Executive Director requests the Board to approve annual increments and individual performance reward.
- In determining increments the Board also reviews the changes in cost of living/inflation. It is important that the line officer clarifies the specific performance targets and key deliverables, in consultation with the employee, either monthly or quarterly basis.
- The annual performance appraisal will be in December for each preceding year.
- Minimum of six months service is mandatory to become eligible for the salary increments and performance rewards.

SALARY PAYMENT

- Salaries at Maboshe Memorial Centre (MMC) are normally paid before or after 5th day of the following month to the employee's bank account.
- Direct transfer to bank account helps to avoid any transactional delays.
- Newly inducted employees are expected to open a bank account at the commercial bank recommended by Maboshe Memorial Centre (MMC) for purposes of salary transfer.
- Finance officer will further advice and assist the individual in opening the account at the recommended commercial bank.

RELOCATION EXPENSES

- Staff required to relocate between offices in different districts within Zambia for six months or longer can claim travel costs for self and family as per actual provided the travel expenses conform to organization's travel policy.
- Baggage costs will be reimbursed.
- In addition to claiming travel and baggage costs, staff will be entitled to claim hotel room cost from the list of approved hotels for up to seven (7) nights on relocation between any offices that are in different districts within Zambia. This is to facilitate them to find long-term accommodation, only if they were unable to do so prior to being relocated.

EMPLOYEE OLD AGE BENEFIT INSTITUTION

- All employees whether regular or fixed term (excluding trainees/interns) will be registered under the employees Old Age Benefit Act and their contribution/deductions will be made as required under the law.

OTHER FRINGE BENEFITS

Depending upon budgets of Maboshe Memorial Centre (MMC) other fringe benefits may include the followings:

- Health insurance policy.
- Group life insurance policy.
- Personal loans.
- Provident fund.
- Gratuity.
- Any other benefit

HUMAN RESOURCE DEVELOPMENT AND STAFF TRAININGS

The main objective of training policy of the Maboshe Memorial Centre (MMC) is to help develop key competencies which enable individuals to perform current or future jobs successfully. Efforts will be made in providing following mandatory trainings to newly recruited individuals:

- Gender awareness session.
- Service rules orientation session.
- Orientation on sexual harassment policy of the organization.
- Orientation on the history of the organization.
- Job description related session

In the next phase, which may take place latter in coming years of their employment the employee may receive the following trainings/ courses?

- Specialized training (Job related).
- Any other course/training recommended by supervisor or desired by employee her/himself.
- Building the capacity of human resource is one of the key strategies that is included in the vision of an organization.
- Maboshe Memorial Centre (MMC) has a responsibility to support and nurture the learning/development of its employees.
- Individual training needs analysis, planning and delivery is based on broader organizational goals and employees job description. Since training and development involves investment of time as well as finances of the organization, MMC will ensure that all trainings are meaningful and cost effective, and that the employees are provided training opportunities which will enable them to contribute towards improvement of the quality of work and productivity of the organization.

PERFORMANCE MANAGEMENT RELATED TRAINING

- At the end of each calendar year, a planning process will be initiated to prepare a training strategy with plan for the next calendar year.
- Staff development activities will be identified to facilitate career advancement for both women and men. In addition, the performance appraisal forms of all employees will be examined to identify common areas of training that can improve employee performance.
- Following this, the HR Unit will work with the Finance officer and other senior management to identify the training areas that can be financed from the budget or for which donor support can be organized.
- An operational plan for organizational capacity development for the calendar year will be developed which will include:
 - a). List of areas where there is need of capacity development.
 - b). Identification of organizations and programs- local or international that suit the training needs of Maboshe Memorial Centre (MMC) in the most cost effective manner.
 - c). Schedule of training for men/women employees of various categories without affecting achievement of targets and completion of activities in time.
 - d). Funding arrangements

Feedback from employees about the training and from the trainer about the trainees will be analyzed by the HR unit for future reference. Training and capacity building can take place effectively only through active collaboration between employees, their supervisors, management and the HR Unit. All training records will be maintained in the employees personnel file.

MENTORING

Continuing professional development includes maintaining, improving and broadening relevant knowledge and skills in any specific subject, so that it has a positive impact on practice and the learner experience.

- Best human resource practices have shown that coaching, mentoring, shadowing and peer support make a great deal of contribution towards professional development and growth of staff.

- Maboshe Memorial Centre (MMC) will establish a system of coaching for men and women staff with mentors identified

EVALUATION & PERFORMANCE APPRAISAL (Purpose)

Performance appraisal is a continuous process of reviewing or discussing employees' job and aims at improvement of performance in the current job. Purposes of performance appraisal are:

- To review the performance of the employee as per the given work plan with comparison of actual achievement versus approved plan.
- To satisfy the individual's needs for feedback on performance and motivation.
- To strengthen manager - employee relationships.
- Strengthen the organization as a whole to perform better.
- To diagnose and assess training needs for capacity building.

PERFORMANCE APPRAISAL APPROACH

- Performance appraisal form will be used to assess performance training needs, career development paths, rewards, bonuses and promotions/transfer.
- All performance evaluations will be conducted within a time frame of 6 months and annually which means that the performance appraisal form will be utilized as mentioned below:
 - i. Employee's goal setting period will result in agreement of key performance indicators agreement between line officer and employee.
 - ii. Interim performance appraisal interviews will be scheduled at least once in every six months.
 - iii. Annual performance appraisal will be the basis for rewards, promotions and transfer as well as remedial action for poor performance.
- The human resource unit will ensure that the performance appraisal criteria and procedures are clearly explained to all employees in order to help them understand their roles and to know what exactly is expected from them.
- The supervisor in consultation with the employee will complete the performance appraisal form. After this, the Annual Appraisal Forms will be passed on to the Executive Director for review and approval. The appraisal form of the Executive Director will be reviewed and approved by a committee of the governing body.

APPRAISAL CRITERIA (Key Performance Indicators)

- Key Performance Indicators (KPI) will be the concrete and quantitative statements for which weight ages can be allotted for verification purposes.
- Competencies, all staff are appraised for the following competencies and criteria. During the appraisal interviews, gender will be given due weight-age to ensure accountability for gender sensitivity.
- Technical/Professional Knowledge and Understanding.
- Problem solving and decision-making.
- Planning and forecasting of work related tasks.
- Team building and developing others.
- Meeting deadlines and commitments.
- Delegation of responsibilities.
- Communication with others.
- Attitude towards others.
- Creativity and initiative.
- Leadership and integrity.
- Adaptability, flexibility and mobility.
- Time management.
- Dependability.
- Personal appearance and image.

- Gender and cultural sensitivity.

REWARDING GOOD PERFORMANCE

- All employees depicting good and consistent performance will be rewarded.
- The reward can be a simple 'Acknowledgement', a 'Commendation Certificate' or an increment/bonus added to the monthly salary depending on the budgetary allowance.

ADDRESSING POOR PERFORMANCE

- If an employee is not performing at the level appropriate for his/her position then s/he will be informed and helped to overcome the poor performance through training, coaching, mentoring and close supervision.
- However if there is no improvement, then continued poor performance may attract disciplinary action and may even lead to termination of the employee.

The whole procedure will be handled in a sensitive, objective and fair manner. The normal sequence of actions is as follows:

- Training and Coaching – customized but short training focused on employee's particular weaknesses.
- Supervision – employee is supervised and monitored closely to see if his/her performance improves.
- Counseling – employee is constantly reminded of the areas where he/she needs to improve and how this should be achieved.
- Retention - if employee improves performance, he/she will be retained.

However, if he/she does not respond to the above efforts and continues to perform poorly, the formal process of written warning followed by termination will be followed as mentioned in the Disciplinary policy.

HOLIDAYS, LEAVES AND EMPLOYEE ADMINISTRATION

ANNUAL LEAVE

- Staff members under fixed term contract will be entitled to annual leaves.
- Interns, trainees, employees in probation and consultants will not be entitled to annual leaves.
- Annual leave is calculated on the basis of 1.5 days per month, or 18 working days per year.
- The leave year is from 1st January to 31st December or prorated accordingly.
- Annual leave cannot be claimed as a matter of right and the employee requires prior approval of leave from the line officer/supervisor.
- Annual leave will be calculated from the date of joining.
- The annual leaves cannot be encashed.
- Annual leaves to a maximum of 9 days can be carried forward to the next year for permanent employees.
- The total annual leaves carried forward shall be credited to the individuals at the beginning of the next year.
- The annual leave has to be approved by the relevant line manager.
- Advance annual leaves are generally discouraged. But for extraordinary circumstances, advance annual leaves need to be endorsed by the respective Line manager and approved by the Executive Director.
- All pending tasks of the employee availing annual leave will be assigned to his/her substitute.
- Non-working days (Gazetted holidays) falling within the period of leave will not be counted as part of the annual leave.
- During the notice period of employee's separation from service, the employee can avail from the balance of his/her earned leave to a maximum of his annual leave balance subject to prior approval of the line manager.

SICK LEAVE

- Employees will be allowed a total of eight (8) workings days of paid sick leave in a year.
- Any sick leave availed without medical certification will be restricted to 2 working days.
- Sick leave not availed cannot be carried forward to the next year.
- Staff who is absent because of illness should notify their line officer immediately.
- In case of absence due to sickness for more than two consecutive days, the employee will have to get a sickness certificate (stating the illness and the period recommended) from a registered medical practitioner.

- The certificate along with the leave request form should be provided latest by 24th of the month.
- Any uncertified absence of longer than 3 days will be treated as a disciplinary issue.
- The sick leave for more than eight (8) days will be adjusted against the "Annual Leaves" account.
- Interns/trainees will be entitled to sick leave prorated on the number of months of internship contract and all other rules and procedures for sick leave will be applicable upon them.
- Employees on probationary period are entitled for sick leave as per rules.
- It is the employee's responsibility to inform the Executive Director or the immediate supervisor that he/she shall be absent from work on a given day.
- The employee should arrange to inform the Executive Director or immediate supervisor before 09:30 hours either by telephone or other quick means about his/her inability to attend work.
- A sick leave report should be submitted immediately on resumption of duty. However, sick leave days are neither cumulative nor compensatory upon termination.
- Prolonged illness requiring sick leave shall be according to the employment and labour laws on the following terms:
 - i. Full pay for the first (3) months
 - ii. Half pay for the second 3 months.
 - iii. After the six (6) months, discharge on medical grounds.
 - iv. In all cases, Saturdays, Sundays and public holidays shall count when taking sick leave.

CASUAL LEAVE

- All employees will be entitled to casual leave of 10 working days in one year (prorated accordingly from the date of joining).
- Casual leave will be granted only for urgent and important reasons.
- Casual leave will be allowed only for one (1) working day at a time, unless otherwise allowed by the Executive Director.
- A Holiday cannot be combined in between two casual leaves.
- Interns/trainees will be entitled to casual leave.
- Casual leave cannot be combined with any other leave nor will it be carried forward to next year or en-cashed.
- If an employee exhausts all his/her casual leaves, any additional leaves availed by the employee in this category will be treated as unpaid leaves.

STATUTORY LEAVE

- Employees will observe official Zambian public holidays as designated by the Government of Zambia. The list of official holidays will be provided to employees at the beginning of each calendar year.
- Employees must work normally as per scheduled hours the day before and after the holiday. If a holiday falls during an employee's previously authorized annual leave, that day shall not be charged to annual leave.

MATERNITY LEAVE

- Female members of staff will be entitled to 60 days maternity leave with full pay, provided they have completed the probationary period (This facility could be limited to 2 number of deliveries to be decided by the Board after thorough deliberations at all levels).
- Paid maternity leave does not affect the annual leave entitlement.
- A member of staff who becomes pregnant will notify her line officer and apply for maternity leave at least two months prior to expected confinement.
- Leave can be taken anytime from 2 weeks prior to the expected delivery date.

PATERNITY LEAVE

- Male members of staff will be entitled to 5 working days of paternity leave with full pay provided that they have successfully completed their probationary period.

- Leave can be taken from anytime between 2 weeks before the expected date of birth to two weeks after the birth of the child.

UNPAID LEAVE

- Special leave without pay will only be granted when exceptional grounds exist.
- It may be granted when a member of staff has exhausted his/her accrued entitlement of annual leave.
- The Executive Director will take the final decisions on all requests for unpaid or special leave and can refuse any requests which are judged to be detrimental in any way to Maboshe Memorial Centre (MMC)'s interests.
- All requests for unpaid and special leave should be sent to the line officer.
- Unpaid and special leave will not be granted to anyone who has not completed a year of service or is under formal disciplinary proceeding, or who was given a transitional rating on their last assessment.
- Unpaid leave cannot be granted in case a person has an outstanding amount payable to the organization unless the Executive Director issues a special waiver.

MOTHER'S DAY

- Female employees may take one (1) day's leave a month without giving any reason.
- However, the supervisor should be informed in advance.

CHILDCARE LEAVE

- A parent will be allowed 10 days leave per annum for use in such cases where children are sick. Such leave will not be deducted from staff member's own sick leave or from annual leave.
- Medical certificates are to be provided in cases where children are sick for more than 3 days at a time that requires the parent to be absent from work.

CHRISTMAS/NEW YEAR CLOSURE

- MMC offices will close between Christmas and New Year.
- This will be over and above normal annual leave.
- The offices officially close on the last working day before Christmas day (26th December) and reopen a week after New year day.
- If staff members are required to work during this period, they are entitled to claim leave days at another time suitable to the organisation

SICKNESS BEFORE AND DURING ANNUAL LEAVE

- Annual leave may not be taken as an alternative to sickness absence.
- Staff who fall ill immediately before or during annual leave should inform their line officer accordingly on the first day of illness or as soon as possible afterwards.
- On provision of a doctor's statement certifying the illness and duration of the illness, the annual leave missed due to the illness may be re-instated.

COMPENSATORY LEAVE

- Compensatory leave will only be allowed to the employees for any work done on weekends or on public holidays with the approval of the Executive Director.
- Leave form is exhibited in this manual

STUDY LEAVE

- Study leave will be granted by the Executive Director as follows:
- Two days leave per subject will be granted for purposes of study up to a maximum of 20 days per year.
- Time off to write examinations or tests that fall during working

OFFICIAL TRAVEL AND ENTITLEMENTS (Travel Away From Office)

- If the employees are required to work away from their normal work location/headquarter town all arrangements for boarding lodging of the employees are made by Maboshe Memorial Centre (MMC) through approved vendors.
- If, arrangements cannot be made by the MMC, the employee can claim reasonable actual (boarding, lodging, and transport) plus the agreed residential rate for the location on providing actual bills approved by the project manager.
- This rate will be the same for all staff staying in that city/location.

APPROVAL

- Travel Approval Form is to be filled and approved by the concerned line officers/supervisor prior to making a business trip.

TRAVEL ADVANCE

- Employees might be paid advance payments prior to official travel. Advances will only be made when absolutely necessary or when failure to make an advance might make a staff member go through undue hardship. Travel advance is made only with prior approval of the concerned manager/supervisor. A request for travel advance is to be completed and approved before any advance is made.

TRAVEL ENTITLEMENTS

- The rules and rates as announced by Maboshe Memorial Centre (MMC) will apply to all Maboshe Memorial Centre (MMC) staff (where appropriate), its consultants or guests traveling anywhere in Zambia.
- The amounts are calculated to cover all costs incurred to travel on official business.

DOMESTIC TRAVEL

- The Executive Director has the delegated authority to approve, from their respective budgets, any domestic travel request from their team members. This delegated authority allows the officers to incur expenditure from the budgets they manage on travelling of their team for official purposes.
- Travel on business by air will be in the economy class.

INTERNATIONAL TRAVEL (Travel Procedure)

International travel of staff can be undertaken only after prior written approval of the Executive Director.

- The authorization of using personal vehicle must be pre-approved by the line officer and can be claimed, on the basis of the table of distances.
- The concerned department/unit will generate the activity approval form and attach travel authorization form if applicable at least 5 days in advance in case of domestic travel and at least one month in advance in case of international travel.
- Once the forms are complete and dully signed by all concerned authorities, they will be forwarded to officer assistant for reservations and bookings in hotels etc. as stated in the activity form.
- On completion of the travel the person responsible in the authorization form will furnish the boarding passes within three days of completion of the travel.
- In case where the boarding passes have been lost or misplaced a letter signed by the line manager will be provided as waiver.
- Requests for travel advances must be made at least 5 working days before the date of collection of an advance.
- Receipts (where necessary) must be provided with the claim.
- If receipts are not available, an explanation should be noted either on the claim or on an attached memo and countersigned by the authorized line manager.
- If a cash advance was issued and it has not been cleared within one week the travel/activity, the cash advance will be recovered through the payroll of the individual.
- No further advances will be made until the previous advance is cleared.

SEPARATION FROM EMPLOYMENT (Resignation)

- Employee must notify the respective line officer if he/she intends to resign from service. Such notice must be served one month in advance or as specified in the agreement/contract in writing.
- Action will not be taken until the employee confirms this in writing, but once such resignation has been confirmed in writing, Maboshe Memorial Centre (MMC) is not obliged to accept a subsequent withdrawal.
- The employee terminating the contract without a notice period shall have to pay a 30 days (or as specified notice period in the contract) salary as compensation to Maboshe Memorial Centre (MMC).
- In the event of such notice of resignation by an employee, he/she will remain liable to serve the Organization for one month and to hand over the charge of all the responsibilities assigned to him/her.

NOTICE PERIOD

- The notice period for resignation starts from the date mentioned in the resignation, if approved by the Executive Director.
- Employees will not be allowed to extend their notice period to take advantage of public holidays falling immediately after the expiry of their required notice period.
- The notice period can only be waived in special circumstances either of a personal nature or due to a professional obligation. The right to waive a notice period is exclusively reserved by the Executive Director.

EXIT INTERVIEW

- Documented exit interview will be conducted with the employee leaving in order to determine the reason. The exit interview detail shall be forwarded to the Executive Director and will be recorded in the personnel file.

RETURN OF ORGANIZATION PROPERTY

- Upon leaving Maboshe Memorial Centre (MMC) service, the employee hands over to his/her concerned supervisor, all the accounts, contacts, data, records and documents, whether in paper, tape, diskette or electronic form, related to his/her job.
- Maboshe Memorial Centre (MMC) reserves the right to deduct from the resigned employee's final payment an amount equivalent to the value of any property, which is not returned or is damaged.

FINAL PAYMENT

- An employee, who resigns, is entitled to all the accrued benefits till the date of resignation.
- Final payment is not made unless and until the concerned supervisor confirms that the resigning employee has returned all assets and records in his/her possession. The final payment including basic salary, job related payments or reimbursements, payment in lieu of accrued unused annual leave and money due to the employee, if any, is paid to the resigned employee by cheque within 14 days from his/her effective date of resignation.

CONFIDENTIALITY

- The leaving employee is bound ethically and professionally not to disclose any information that he/she has about the organization or about staff member once he/she leaves the organization. The scope of the information can be about projects, planning, or of individual nature.

REDUNDANCY/TERMINATION

- Redundancy means terminating an employee when his/her services are no longer required or when there is an excess of employees working in the Maboshe Memorial Centre (MMC).
- The criteria for redundancy is based on a number of factors e.g. performance review, length of service, attitude at work, recommendations of concerned /supervisor etc.
- However in the absence of sufficient information, the 'last in, first out' basis is used.
- Efforts are made to reassign the staff member who is under consideration for redundancy to another position within the Maboshe Memorial Centre (MMC), if he/she meets the job requirement. Upon being redundant, an employee is given one-month notice or salary in lieu of the notice. Redundant employee is entitled to all the accrued benefits till the date of termination. Redundant employee is considered for re-employment, should a suitable position become available.

- Only the Executive Director or Board chairperson approves redundancy of an employee.
- If an employee is terminated due to code of conduct violation or due to any other reason he/she will not receive any end of service benefits.
- If an employee's performance is unsatisfactory or not up to the required standard;; or under any other circumstances other than those specified for disciplinary action below, Maboshe Memorial Centre (MMC) may lawfully terminate his/her contract of employment with notice in writing or payment in lieu as specified in the contract of employment.
- An employee can be terminated from service by Maboshe Memorial Centre (MMC) without notice if the employee:
 - i. Willfully disobeys a lawful and reasonable order.
 - ii. Misconducts himself, such misconduct being inconsistent with the due and faithful discharge of his/her duties.
 - iii. Is guilty of theft, fraud, corruption or dishonesty.
 - iv. Is habitually neglectful in his/her duties.
 - v. Becomes involved in improper transactions, or without approval discloses to a third party any confidential information obtained from his/her employment.
 - vi. On any other grounds which would entitle MMC to terminate the employment without notice.
 - vii. Does not comply with the Code of Conduct
 - viii. An employee who is terminated has the right to appeal for a hearing by a panel constituted for this purpose by Maboshe Memorial Centre (MMC). (The employee is entitled to be accompanied to the panel hearing by a colleague, friend, lawyer or other person whom he/she wishes to. The decision of the panel is final.

RETIREMENT AGE

- The normal age of retirement is 60years.
- Service may be extended beyond that age at MMC discretion and the decision of extension will be reviewed annually. The extended period shall be considered as a consultancy contract and not an extension of permanent employment.

CODE OF CONDUCT

- Standards of work performance, conduct and attendance have an important impact on MMC success.
- Code of conduct policy covers misconduct, health and safety of employees, drug abuse, sexual harassment and conflict of interest.

GROSS MISCONDUCT

Gross misconduct is defined as behavior so unacceptable as to warrant dismissal. This may include:

- i. Stealing or attempting to steal property.
- ii. Frequent absenteeism.
- iii. Committing a fraud including incurring expenditure for personal benefit.
- iv. Misusing a computer system, including the internet, which might include viewing or attempting to view pornographic sites, chatting, listening to loud music and other misuse which affects the employee' productivity.
- v. Putting the safety or health of colleagues in danger.
- vi. Willfully misusing status and position in (Insert the name of Maboshe Memorial Centre (MMC) for personal advantage.
- vii. Showing serious insubordination to Line Manager, e.g. by persistently refusing to follow a reasonable instruction. viii. Disclosing without prior permission/approval in writing of the MMC or threatening to disclose information within the knowledge in confidence during the exercise of her / his duties and by virtue of the position held by the employee whether such disclosure or threat to disclose be in private or public or in any forum of whatsoever nature.
- viii. Not taking reasonable precaution to safeguard of organization's property to prevent accident or damage to it.
- ix. Unauthorized collection or attempt to collect records or documents of the Maboshe Memorial Centre (MMC).
- x. Interfering with, tampering, altering, or fabricating records of the Maboshe Memorial Centre (MMC).

- xi.** Possession of any lethal weapon within the premises of the Maboshe Memorial Centre (MMC).
- xii.** Consumption of any intoxicant or drugs while on duty.
- xiii.** Soliciting or accepting any gift or grant from any person having official business with Maboshe Memorial Centre (MMC) without prior approval of the Executive Director.
- xiv.** Refusal to appear or to cooperate in any inquiry ordered by the Management in accordance with the rules enforced when summoned by the ethics committee.
- xv.** Threatening, intimidating or manhandling any employee.
- xvi.** Committing sexual harassment or violence against a man or woman colleague.
- xvii.** Drug and alcohol abuse.
 - If a member of staff is suspected of gross misconduct the matter will be referred to line officer, who will conduct an investigation if necessary.
 - The member of staff may be suspended on half pay until the matter is resolved.
 - As part of the investigation the ethics committee comprising of at least one woman member will interview the member of staff.
 - The committee will outline in writing the reason for suspecting misconduct and allow the member of staff to respond in writing.
 - The member of staff has the right to be accompanied at the disciplinary meetings by a colleague or representative of the staff association recognized by Maboshe Memorial Centre (MMC).
 - If at the end of the investigation gross misconduct has been established, the committee will hold a meeting with the member of staff and outline the reason for concluding that the member of staff has committed gross misconduct and give further opportunity for the member of staff to present his/her defense.
 - If the committee finds the staff member guilty as charged, it will recommend dismissal of the staff member to Executive Director or, if there are very strong mitigating circumstances, issuance of a letter giving final written warning and/or a fine, or both.
 - This letter will become part of the individual's personal record.
 - Should the concerned staff member choose to resign during this time, management reserves the right to accept or reject the resignation.

DRUG/ALCOHOL-FREE WORKPLACE

- Maboshe Memorial Centre (MMC) is committed to providing a safe work environment and to promoting and protecting the health, safety, and wellbeing of its employees. This commitment is endangered when any Maboshe Memorial Centre (MMC) employee engages in use, possession, sale, conveyance, distribution or manufacture of illegal drugs, intoxicants, controlled substances or abuses prescription drugs or alcohol. Therefore, MMC has established the following policy:-
 - i.** It is a violation of the organization's policy for any employee to use, possess, sell, convey, distribute, or manufacture illegal drugs, intoxicants, or controlled substances, or to attempt to do the same.
 - ii.** It is a violation of the organization's policy to be impaired or under the influence of legal or illegal drugs or alcohol in the organization or client premises, if such impairment or influence adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the organization's reputation.
 - iii.** It is a violation of the organization's policy for anyone to use prescription drugs illegally. It is the responsibility of the employee to report the use of prescribed drugs that MAY (per warning labels provided by the pharmacy) affects the employee's judgment, performance, or behavior.
 - iv.** Any employee convicted of a violation of a criminal drug statute must inform the management in writing within 5 calendar days after the conviction.
 - v.** Random Testing: Employees may be selected at random for drug and/or alcohol testing at any time.

POST-ACCIDENT TESTING

- Any employee involved in an on-the-job accident or injury under circumstances that suggest possible use or influence of drugs or alcohol in the accident or injury event may be asked to submit to a drug and/or alcohol test.

"Involved in an on-the-job accident or injury" means not only the one who was or could have been injured, but also any employee who potentially contributed to the accident or injury event in any way. All employees are required to sign the Maboshe Memorial Centre (MMC) drug free workplace policy-Employee Consent Form (Annex 9)

CONFLICT OF INTEREST

- From time to time Maboshe Memorial Centre (MMC) staff members and or the governing body members may encounter conflicts of interest when participating in MMC decision-making processes, as their professional or personal roles intersect.
- Potential areas where a conflict of interest may arise include:
 - i. Recruitment of staff.
 - ii. Procurement of goods and services.
 - iii. Undertaking new projects or entering into new partnerships.
 - iv. Representing Maboshe Memorial Centre (MMC) in other forums.

IN GENERAL, A CONFLICT OF INTEREST CAN ARISE IF

- It is likely that the performance of a person's duties as a Maboshe Memorial Centre (MMC) employee or governing body member could be prejudicially influenced by that person's other interests (private, personal or professional), or that a reasonable person would believe that the person could be so influenced
- A person's participation as an employee of a Maboshe Memorial Centre (MMC) or a governing body member could be prejudicially influenced by the interests of organization that the person is representing, or that a reasonable person would believe that the person could be so influenced.
- MMC expects that staff and governing body members will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. (Please see conflict of interest declaration form
- Appropriate action can then be taken in consultation with colleagues. For instance, the concerned individual will usually be expected to withdraw from a particular selection panel or absent him/her from discussion about particular issues if it presents a conflict of interest. Minutes of the meeting should note the conflict of interest.
- All staff and governing body members must declare in advance, any relationship with persons, firms or companies, which have dealings with Maboshe Memorial Centre (MMC).
- They must also declare in advance if: a) they are directors or partners in a firm or company, which propose to have any dealing with Maboshe Memorial Centre (MMC); b) if their immediate family members (spouse, parent, child, brother and sister) hold directorship or partnership in firms or companies, which propose to have any dealing with the MMC if to their knowledge, a member of their immediate family has any financial interest in any matter being considered by MMC. Individuals who fail to make declaration of a conflict of interests as explained above are liable to account to MMC for any profit made or benefit received from or in respect of the failure or violation.

PRIVATE TRADE

- No employee shall, except with the previous sanction of the Executive Director, engage in any trade or undertake any employment or work other than his official duties, provided that s/he may, without such sanction undertake any honorary work of a religious, social or charitable nature or occasional work of a literary or artistic character, subject to the condition that his/her official duties do not thereby suffer and that the occupation of undertaking does not conflict or is not inconsistent with his opinion or obligation as an employee but he shall not undertake or shall discontinue such work if so directed by the Executive Director.

DISCRIMINATION

- Discrimination means treating a person less favorably than another person in comparable circumstances because of age, sex, marital status, pregnancy, family status, disability, race, color, descent, national or ethnic origins, nationality or religion etc.

- It is against Maboshe Memorial Centre (MMC) policies to discriminate with respect to the hiring or promotion of individuals, conditions of employment, disciplinary and discharge practices, or any other aspect of employment on the grounds of the employee's age, sex, marital status, pregnancy, sexual orientation, gender identity, family status, disability, race, color, descent, national or ethnic origins, nationality or religion.
- In preventing discrimination, employment related decisions such as recruitment, promotion, transfer, training, dismissal and redundancy as well as terms and conditions of employment are based on consistent selection criteria.
- Individuals are assessed according to their ability to carry out a given job and are not judged by irrelevant considerations. Employees who make employment related decisions should not assume that persons of a particular age, sex, marital status, gender identity, family status, race, color, descent, national or ethnic origin, nationality or religion, or who are pregnant or have a disability are only able to do certain kinds of work, and should ensure that these factors are not used as grounds for making decisions. Records of notes of employment related decisions are made and filed with the Human Resource Department, which serve as a valuable explanation and defense against any unfounded suggestion of discrimination.
- Employees who fail to abide by the guidelines explained above are liable to account to Maboshe Memorial Centre (MMC) which may take disciplinary actions against such employees.

WORKPLACE CONFLICT

- Workplace conflict is a time-consuming and costly problem that can have a severe impact on the bottom line.
- Workplace relationship problems can arise as the result of
 - i. Clashing personalities.
 - ii. Miscommunication.
 - iii. Perceived backbiting.
 - iv. Negative politics
 - v. Perception of hidden agendas.
- These factors create bad relations between people, and are generally the result of not following proper communication practices, or of grudges built from the outset of a relationship where initial problems were not addressed.
- Conflict in the workplace is can also result from serious disagreement over official matters, and can result in behaviours such as gossip, avoidance, verbal abuse, passive/aggressive communication and hostility. This can in turn lead to a drop in MMC's productivity, a focus on problems rather than solutions and a slump in creativity and innovation.
- While tensions and misunderstandings are normal and inevitable, if left unresolved they result in hostility, stress and wasted resources.

RESOLVING WORKPLACE CONFLICT

- Once the management have been made aware of a relationship problem, it will meet with both parties and try to find out the real causes of the problem. Once the causes are identified, the management will take appropriate actions to address these causes to the extent possible.
- In parallel, the management will mediate between the two parties so as to help them develop a healthy working relationship.
- However, if the issue is not resolved even after these efforts, the matter will be reported to the Executive Director who may take suitable steps to resolve the issue ignore it or even terminate one or both the employees as he/she deems fit.

ETHICAL CONDUCT

- Ethical conduct requires more than knowledge and observance of laws, regulations, and policies.
- Respecting colleagues, understanding and practicing the organizations' standards and values as well as policies, are the keys to ethical conduct and decisions made with confidence.

- Reporting criminal conduct and unethical behavior is the responsibility of all employees. An employee suspecting non-compliance with the organizations' policies and procedures should speak with his/her supervisor. If the supervisor is involved in the misconduct, the employee should speak with his/her next level of supervision. This information will be kept confidential to the extent permitted by law.

SEXUAL HARASSMENT/ EXPLOITATION

- Maboshe Memorial Centre (MMC) believes strongly in the human dignity of each individual. Therefore, MMC strongly condemns and prohibits any behavior on the part of an MMC employee which constitutes any form of sexual misconduct, including sexual harassment, sexual exploitation, and sexual violence towards any other staff member, client patient, beneficiary, or other individual participating in an Maboshe Memorial Centre (MMC) activity.
- Retaliation for reports of sexual misconduct is strictly prohibited and will not be tolerated
- Sexual misconduct and/or retaliation of any kind will result in termination of employment. For the purposes of this policy, Maboshe Memorial Centre (MMC) employees include international staff, national staff, volunteers, interns' consultants, temporary employees, field staff or temporary contractors.
- MMC is committed to providing a work environment that is free of discrimination and unlawful harassment.
- Actions, words, jokes, or comments based on an individual's sex, race ethnicity, age, religion, or any other legally protected characteristics are not acceptable. As an example, sexual conduct (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.
- Maboshe Memorial Centre (MMC) fully complies with the Protection Against Harassment of Women at Workplace Act, 2010 as per Clause 1 (i) of this act. Sexual Harassment is defined as any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment, is unacceptable behavior in the workplace, including any interaction or situation that is linked to official work or official activity outside the office. All such acts are a violation of this Act.
- Sexual Harassment includes any unwelcome sexual advance, request for sexual favors or the other verbal or physical conduct of sexual nature, causing interference with work performance, is made a condition of employment or creates an intimidating, hostile or offensive work environment, or the attempt to punish the refusal to comply with such a request.
- The intimidating behavior or act can be of a person in authority, who controls conditions of the complainant's employment or from a co-worker, who as a result of intimidation can make the work environment hostile for the complainant.
- Under this code of conduct, sexual harassment is prohibited regardless of the sexual orientation of the parties.

REPORTING AND RESOLUTION OF SEXUAL HARASSMENT

- The Responsibilities of Management include
 - i. Management will be responsible to follow the HR Manual in true letter and spirit, and to ensure that all staff members read it.
 - ii. Each complaint of employee of organization is addressed responsibly.
 - iii. The Management will-be impartial in the process and facilitate a just and fair inquiry process without retaliation.
 - iv. The management will not victimize the complainants or the witnesses in the case.
 - v. The management will conduct awareness sessions about the Code and the consequence of such harassment at workplace for both the affected person and the accused as a regular part of their training.
 - vi. Display copies of this manual to employees in English.
 - vii. Recurring acts, which may have a cumulative effect or even a single incident, would be considered enough to establish sexual or gender based harassment.

- viii. The complainant should inform the accused about conduct constituting sexual harassment. That will be recorded and should be maintained in writing all incidents, noting dates, places. Descriptions of act, notification to accused and names of those to whom the incident may have been mentioned.

WORKPLACE HARASSMENT

- Maboshe Memorial Centre (MMC) expects every employee and person to be treated with fairness, respect, and dignity. Accordingly, any form of harassment based on an individual's race, color, sex, religion, national origin, age, or disability is a violation of this policy and will be treated as a disciplinary matter.
- Maboshe Memorial Centre (MMC) is committed to maintaining a safe and healthy work environment and takes all appropriate health and safety precautions consistent with current medical knowledge. Accordingly, employees may not refuse to work with or cooperate with, withhold services from, or otherwise harass, intimidate, demean, or isolate a coworker because of a known or suspected disability or disease, or because of a coworker's association with a person with a disability or disease.

WORK PLACE VIOLENCE

- Maboshe Memorial Centre (MMC) is committed to providing a safe work environment. Any form of violence, threats of violence, intimidation of others or attempts to instill fear in others will not be tolerated.
- The possession of a weapon in the workplace, or while conducting company business, menacing behavior or "stalking" is all prohibited actions.
- Violations of this policy may lead to disciplinary action up to and including termination and the involvement of appropriate law enforcement authorities.
- Any person who exhibits threatening behavior or threatens or commits a violent act on property, or on company business or is found or suspected to be carrying a concealed or open weapon on Maboshe Memorial Centre (MMC) premises may be removed from the work site as investigation.
- Maboshe Memorial Centre (MMC) will attempt to resolve the complaint within a reasonable period of time while preserving the confidentiality to report situations that may have a risk of violence.

HEALTH, ENVIRONMENT & SAFETY – HSE

WORK SAFETY

- Maboshe Memorial Centre (MMC) aims to provide a safe and environmentally healthy working condition for the staff.
- Maboshe Memorial Centre (MMC) will take measures to protect the safety and health of workers of both genders, including the protection of their reproductive health. The organization will promote mechanisms for delivery of occupational safety and health education and training, in particular for management, supervisors and workers.
- Maboshe Memorial Centre (MMC) will take measures to ensure assessment of any workplace risks related to the safety and health of the pregnant or nursing woman and her child. The results of the assessment will be made available to the woman concerned.

EMPLOYEES HAVE A PART TO PLAY BY ENSURING THAT:

- Personal belongings are kept safely and they never block the passage or exits.
- All visitors, contractors and temporary staff are issued with security passes where required.
- Employees are expected to stop and point out if they ever find anyone in the building either unattended or without a security pass.
- To the extent possible, recycle the used materials.
- To the extent possible, procure environmentally friendly and energy saving equipment.
- Employee's line officer should be informed about any actual or potential health, safety or environmental problems or risks.

- All accidents at workplace should be notified to the respective line officer or the next responsible person as soon as possible.
- Employees should not engage in behavior, which is hazardous to the health and safety of themselves or others. If an employee engages in activities that create a safety hazard, the employee's supervisor may take disciplinary action, ranging from a reprimand to dismissal.
- Employees have the right to refuse work where it poses a safety hazard to themselves or others. However, employees should make safety concerns immediately known to their supervisor.
- Coordinate and cooperate with your coworkers to identify hazards and to prevent potential accidents.
- Offer safety suggestions that contribute to safer work within your environment.

SECURITY INSPECTIONS

- Maboshe Memorial Centre (MMC) wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper or inappropriate materials. To this end, Maboshe Memorial Centre (MMC) prohibits the possession, transfer, sale, or use of such materials on its premises.
- MMC requires the cooperation of all employees in administering this policy.
- Desks, lockers, computers, and other storage devices may be provided for the conveniences of employees but remain the sole property of Maboshe Memorial Centre (MMC).
- Accordingly, they, as well as any articles found within them, including computer files, can be inspected by any duly authorized agent or representative of the Maboshe Memorial Centre (MMC) at any time, either with or without prior notice.

FIRE AND INCIDENT CONTROL

It is important that the employees understand the fire and incident control procedures and they should:

- Routinely check the safety of electrical wiring.
- Identify all possible sources of potential ignition and combustible materials and minimize these where possible.
- Know the names and locations of the first aid officer. A staff member, for each floor, must be nominated as a first aid officer. Fire extinguishers should be placed at prominent places, preferably in every room. Occasional, safety drills might also be a good idea.
- Be familiar with evacuation procedures.
- Recognize and respond to the sound of fire alarms.
- Know where designated assembly points are, and never leave the assembly point before the body count is complete and all are given permission to leave in periodic fire drills.

IN CASE OF FIRE

- Point out any fire or safety hazard whenever one observes.
- Gently but firmly encourage people to leave the area.
- Bang loudly on locked doors, and shout to occupants to evacuate.
- Do not spend unnecessary time waiting at a locked door for a response.
- Do not use elevators.
- Try to keep occupants calm during and after the evacuation.
- Do not allow anyone to return to the building, even if the alarm stops.
- You will be directed to return by a Security officer or the Fire department.
- A visible first aid box is available at the reception / or each floor, as the case may be.

INFECTIOUS DISEASES

- A staff member who is in contact with any infectious disease should not report for duty if a doctor has advised against it, and they should inform their line officer of the position.
- If a member of staff has been in contact with infectious diseases, a clearance certificate is necessary prior to returning to work.

- In either case, absence would be treated as sick leave with pay.

THREATENING ILLNESS AT WORKPLACE

- Employees with life-threatening illnesses, such as cancer, heart disease, and HIV/AIDS, often wish to continue their normal pursuits, including work, to the extent allowed by their condition.
- Maboshe Memorial Centre (MMC) supports these endeavors as long as employees are able to meet acceptable performance standards. As in the case of other disabilities,
- Maboshe Memorial Centre (MMC) will make reasonable accommodations in accordance with all legal requirements, to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.
- Medical information on individual employees is treated confidentially.
- MMC will take reasonable precautions to protect such information from inappropriate disclosure.
- Officers and other employees have a responsibility to respect and maintain the confidentiality of employee medical information.
- Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.
- Employees with questions or concerns about life-threatening illnesses are encouraged to contact their supervisor and/or the Executive Director for information and referral to appropriate services and resources.

SMOKE-FREE WORKPLACE

- In keeping with Maboshe Memorial Centre (MMC) intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace, including Maboshe Memorial Centre (MMC) vehicles.

SAMPLE APPENDIX

Generic Job Descriptions of a core team for management of an organization are outlined below. Job Description should include accountability for ensuring gender sensitivity in the scope of work. This core team consists of following members:

- Procurement Officer

PROCUREMENT OFFICER

- Development of Procurement policy and guidelines in consultation with departmental heads and getting this document approved by the competent authority for implementation.
- Work closely with all departmental heads and other functions and the business areas of the company to support the growth of the organization.
- Manage a designated group of products and suppliers to ensure a secure and sustainable supply chain is developed and maximum value is achieved for the business.
- Work closely with the all departments to introduce and apply professional procurement tools and techniques to support the effective working of the organization.
- Ensure professional supplier management is applied across the supply base, taking responsibility for a number of suppliers assigned and ensuring their performance is maintained and where possible improved.
- Negotiate with suppliers to deliver best value to the company
- Prepare and present supply strategies for products, which ensure an ongoing delivery of Quality Product with a secure but cost competitive supply.
- Act as the external face of the organization with the supply community and ensure the company is well represented in a professional and competent manner at all times.
- Take complete responsibility for all of suppliers/vendors and ensure a structured and professionally applied Supplier Management Program is implemented and maintained.
- As per laid down procurement guidelines, ensure and run professional tender processes to ensure the objective and secure selection of best suppliers for goods and services to the company.
- Analyze, interpret and where required present the results of market analysis, tender results.

- Strategic recommendations to colleagues and senior management. This will take the form of written reports and actual presentations.
- Work closely with other disciplines to create and deliver Supply Strategies, which support the aims and aspirations of the organization.
- Develop and formulate supply strategies which ensure continued Compliant, High Quality, Secure and Cost, Competitive products and services are supplied to the organization.
- Possess market knowledge for products and suppliers to become an “expert” to whom others can turn for advice for key products / suppliers under your management.

VEHICLE POLICY ALLOCATIONS

- Executive Director - Personal to Holder
- Other Management staff –Pool Vehicles

FUEL ENTITLEMENT

Fuel Allowance per month

- | | |
|----------------------|--------------|
| ▪ Executive Director | K 1, 000. 00 |
| ▪ Other officers | K 500, 00. |

TRAVEL ALLOWANCE/DAY

Out of station business but in country

- | | |
|--------------|----------|
| ▪ Break Fast | K 50.00 |
| ▪ Lunch | K 100.00 |
| ▪ Supper | K 100.00 |

ACCOMMODATION

- | | |
|-----------------|----------|
| ▪ Management | K 350.00 |
| ▪ Communication | K 50.00 |

OVERSEAS/REGIONAL BUSINESS

- Out of pocket - US \$50
- Accommodation & lodge to be provided by hosting organisation

ALLOWANCES FOR INTERNS/PART- TIME

- Lunch Allowance - K 50.00
- Transport – K 100.00
- Communication – K 50.00 only applies to community animators

FUNERAL ASSISTANCE

- Employee - Funeral grant (Food & Transport) K 5,000.00
- Coffin – K 2,000.00

Spouse/Children/Brother/Sister/Parents/Parents in law

- Funeral grant (Food & Transport) K 2, 500.00
- Coffin – K 1,000.00

EMPLOYEE TERMINATION CLEARING FORM

This employee clearance form must be completed for every member of staff on separation from company either through termination, resignation, retrenchment or death in service.

It is the responsibility of each supervising officer to ensure that the clearance formalities are done in each, but not limited to the following situations:-

--	--	--	--	--	--	--

FOR OVERTIME CLAIMING OFFICER,

Name: _____ Signature: _____ Date: _____

Executive Director's verification: _____ Signature: _____ Date: _____

DISCIPLINARY CHARGE/COMPLAINT FORM

PART A

Name of alleged offender.	
Staff number.	
Job title.	
Work location/Department.	
Name of officer complaining	
Staff number	
Job title	
Date of alleged incident	
Time	
Place	

STATEMENT OF CHARGE (Nature of offence)

--

Loss/injuries (If applicable):

Signature: _____ Date: _____

Witness Name: _____ Witness signature: _____ Date: _____

PART B: STATEMENT OF ALLEGED OFFENDER

Full name	
Employed at work location	
In the position of (Occupation)	

Statement taken by: Designation:
Signature: Date:

Ihave been informed of my right to be accompanied at any hearing by a witness as laid down by the Company Disciplinary Code.

I choose.....who will be appearing in the capacity of..... I waive this right.

I DECLARE THE ABOVE TO BE A CORRECT AND TRUE STATEMENT

Date: Signature of alleged offender:

NOTE: Statements made by witnesses should be attached hereto.

DISCIPLINARY HEARING FORM

PART A: INVESTIGATION DIARY

ATTENDANCES REGISTER *(To be completed only in cases where a Disciplinary Committee has been set up)*

POSITIONS	NAME	DESIGNATION (MR, MRS, ETC)	SIGNATURE
CHAIRPERSON			
COMPLAINANT			
OFFENDER			
WITNESS			
WITNESS			
COMMITTEE MEMBER			
HR OFFICIAL			
DATE			
VENUE			
TIME			

PART B: VERDICT

(To be completed by Chairperson)

1. Consider all evidence for complainant.
2. Consider all evidence for alleged offender.
3. To be explained to alleged offender (*After consideration of all evidence by the Chairperson*).

OUTCOME FROM DELIBERATIONS AND REASONS FOR ARRIVING AT SUCH VERDICT

PART C: PLEA IN MITIGATION

PART D: REVIEW OF RECORDS AND DISCIPLINARY ACTION TAKEN

1. Relevant similar prior offence(s) in the past three (3) years
(*To be completed by HR Representative*)

2. Disciplinary action taken

DESCRIPTION	YES	NO	IF NO, STATE REASON.
PREPARATION (Was the case investigated?)			
Are all statements available? – Complaint or Charge			
- Offender			
- Witnesses			
PRESENTATION OF THE HEARING (Complainant to present the case)			
Complainants witnesses heard			
Complainants witnesses available for questioning			
Alleged offender to present his / her defence			
Alleged offenders witnesses heard			
Alleged offenders witnesses available for questioning			
All pertinent facts recorded			
THE DECISION (All evidence considered)			
Decide on guilt or innocence			

Alleged offender informed of verdict and reasons why			
Set penalty and record reasons			
Inform offender of penalty and reasons			
Implications of penalty explained to offender			
All papers and documents to be given to the Human Resources Function for processing.			

Chairperson Name: Date: Signature:

DISCIPLINARY APPEAL FORM

Employee name: Signature: Date:

APPEAL AGAINST (TICK WHICHEVER IS APPLICABLE)

- Written warning (First/Second/Severe/Final)
- Surcharge
- Demotion
- Suspension
- Discharge with Notice
- Summary Dismissal
- Other (Specify):

REASON FOR APPEAL: (CLEAR AND DECISIVE)

APPEAL PANEL RESPONSE TO APPEAL

.....

Communicated to employee by: Date: Signature:

DISCIPLINARY GRIEVANCE FORM

Person initiating grievance procedure: _____

Employee representative (optional): _____

Work location: _____

Supervisor name: _____

Supervisor position: _____

NATURE OF GRIEVANCE (AND TO WHOM IT IS RAISED)

Signature of aggrieved employee: _____ Date: _____

RECRUITMENT FORM

Job title: _____ Job no: _____

Department/section: _____

Replacement ☐ (Tick)..... New position ☐ (Tick)

Temporary/contract ☐ (Tick ☐ (Tick If Applicable)

A. Recruitment Justification: _____

Requisitioned by: Name: _____ Official title: _____

SIGNATURE..... DATE.....

RECOMMENDATION BY CHAIRPERSON

Remarks _____

Signature: _____ Date: _____

APPROVED BY EXECUTIVE DIRECTOR

Remarks _____

Signature: _____ Date: _____

Attached documents (tick): ☐ Job Description ☐ Job (competency) Profile

JOB DESCRIPTION FORM

1 A. Job Particulars	
Job Title:	Department:
Job Grade:	Location:
Reports to:	City /Town/District:
Date of Analysis:	
1 B. Organisation Chart - (show the job , co workers who report the same manager/supervisor/ peers and subordinates/team members / roles-titles) example below	
2. Purpose of Job - (One or two sentences at most stating why the job exists in the organisation & what it is there to achieve)	
3. Primary Accountabilities expected from job (‘Primary’ accountabilities /statement of main duties are those which the job holder has a control of end results. subordinate. These accountabilities/mains statement of duties should be in short statement. Each statement should indicate the nature of the accountability (WHAT), the manner (HOW) and measurement.	
4. Key challenges faced on the job (in relation to section 3 above) Highlight the critical challenges faced in delivering the role in the context of the key results / accountabilities highlighted on the previous page.	
5. Any other relevant information (particular reference to planning (nature & impact), scope of impact)	
6. Economic dimensions associated with the job Quote relevant quantitative data on which your role impacts. If possible express it in an annualised monetary value. Add any other dimensions which are directly relevant to the role and which give the reader a good picture of the size/scale/magnitude of the Company's activity on which it impacts. (e.g. Sales volume and turnover; Capital employed; Capital and revenue budgets; number of staff reporting; Salary costs; Plant capacity; Asset values; Number of products; Geographical spread etc.	
7. Job Relationships associated with job	

Internal
External
8. Education & Experience
Educational Background Experience (years & nature)
9. Skills / Competencies
1. Technical Skills: 2. Behavioral Skills:

Approval

Job holders signature		Date:
Line Officer's signature		Date:

PERFORMANCE MANAGEMENT AND DEVELOPMENT APPRAISAL FORM

Section 1 – PERSONAL DETAILS

Name:	Job Title:	Employee Number:
Line Officer:	Department	Location:

Section 2 – OBJECTIVES TO BE COMPLETED BY MANAGER AND EMPLOYEE

TO BE COMPLETED IN(year) OBJECTIVES What are the goals and objectives for.....(year) Ensure objectives are specific, measurable, achievable, relevant and time bound	TO BE COMPLETED IN RESULTS What was the outcome? How well were these delivered?
1.	
2	

BEHAVIOURS AND SKILLS REVIEW

Section 3 - To be completed in (month/Year) by the line officer. What skills do you required to be able to performance better in your job?

To be completed in(year)			To be completed in (month/year)
Training Need	Training Actions	Timescales	Results
1.			
2.			
3.			

RATING KEY

3 = OUTSTANDING	2 = PERFORMING	1 = UNDER PERFORMING
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Section 4 – OVERALL RATINGS – TO BE COMPLETED BY THE LINE OFFICER and discussed with the employee.

INDIVIDUAL OVERALL RATING

DEVELOPMENT

Section 5 – To be completed by the line Officer and Employee in What development is needed in order to help achieve the planned goals and objectives for the (year) Complete the Development Plan below – be as specific as you can and include timescales. If appropriate for the role; consider what training is required to successfully carry out the job and include below:

EMPLOYEE SIGNATURE/Comments:	LINE OFFICER SIGNATURE/Comments:
Line Officer's Supervisor's Signature and Comments	
Date:	

APPOINTMENT LETTER

PRIVATE & CONFIDENTIAL

Date

Mr/Ms./Mrs: _____
 C/o Maboshe Memorial Centre (MMC),
 Off Mongu – Lusaka Road, Chisonga Fuel Storage Road,

Chisonga Area, Mongu District, Western Province – Zambia.

Dear Sir/Madam,

OFFER OF EMPLOYMENT: FIXED-TERM CONTRACT

We are pleased to offer you a Fixed Term Contract in the position of: _____ at grade on terms and conditions set out in the attached Employment Contract. In this position you will report to: _____

Your contract period will be from the: _____ to the: _____, 20: _____ and your salary will be K: _____ per month.

As this is a fixed term contract there should be no expectation of further employment (whether temporary or permanent) beyond the end date, regardless of any extension to the term of employment. Employment will terminate upon the expiry of the fixed term contract, upon breach or repudiation of the contract, or upon any other grounds permissible in law.

Upon signature hereof you will be deemed to have familiarized yourself with and consented to the observance of the rules, regulations, directives and policies of the organisation in force from time to time, including the various provisions of the organization's grievance and disciplinary procedures.

Your acceptance of this offer of employment will be indicated by your signing the acceptance below and the attached "fixed term contract of employment", the terms and conditions of which form part of this offer, and returning copies thereof to me.

Yours faithfully,

For: MABOSHE MEMORIAL CENTRE (MMC)

Name
Job Title

I, _____, the undersigned, hereby accept the terms of the offer of employment as set out in this letter and in the "fixed term contract of employment" attached hereto.

Signature:: _____

Date: _____

FIXED TERM EMPLOYMENT CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN MABOSHE MEMORIAL CENTRE (MMC) (hereinafter called "The Employer") of one part and _____ (Hereinafter called "The Employee") of the other part.

WHEREAS the Employer is desirous of engaging the Employee and he has accepted the contract.

NOW IT IS HEREBY AGREED AS FOLLOWS:

CONTRACT PERIOD

This contract shall be for a period of..... From..... to.....

EMPLOYEE OBLIGATIONS AND RESPONSIBILITIES

- During the continuance of this contract the employee shall devote his whole time and attention to his assignments and shall do all his power to promote, develop and extend the business of the employer and shall directly or indirectly engage or be concerned or interested in any business, which is in conflict with the business of the employer.
- The employee shall not at any time either during or after the termination under this agreement disclose information relating to the employer or its clients or any trade secrets of which he/she shall possess while contracted by the employer.
- The employee shall exercise and perform such powers and duties as the employer shall confirm time to time determine and subject to restrictions from time to time or required to perform all other acts and things which in the ordinary course of his assignment are considered necessary or proper in the interest of the employer.

NATURE AND SCOPE OF CONTRACT

- The nature and scope of your job responsibilities and accountabilities is contained in the job description as attached.
- The contract is based on set job performance targets being achieved or met satisfactory by you.
- The employee will therefore be expected to perform in accordance with the expectations of the job requirements as set by the Management and Board.
- Failure to perform to the expected standard may result in termination of the contract.
- The Employee will be subjected to a regular performance review as required by the employer.
- In the event that the employee's contract is terminated for non-performance or any issues relating to performance, this shall be according to employer's disciplinary code and procedure.

REMUNERATION

The remuneration shall be K.....gross salary per month, all inclusive and taxable in the hands of the employee.

GRATUITY

- Gratuity shall accrue and payable at the rate of thirty percent (30%) of the annual salary on successful completion of the contract.
- Gratuity shall not accrue and be paid where the contract is less than six (6) months period.

SERVICE BONUS

- Staff will be paid a service bonus equal to one month's salary at the end of the year subject to funding.
- Staff members who have not completed a full year's service will be paid a pro-rata bonus.

PENSION AND RISK BENEFITS

During the period of this contract the employer shall cover the employee under the following compulsory schemes:

- Workmen's Compensation.
- National Pension Scheme Authority (NAPSA).
- Group personal accident scheme

MEDICAL INSURANCE

During the period of this contract the employer shall cover the employee and dependants as per policy or any other suitable medical scheme.

TAX

All emoluments earned by the employee are taxable in the hands of the employee according to Income Tax Act as amended from time to time.

OTHER CONDITIONS OF SERVICE

Other conditions of service to apply will be in accordance with Maboshe Memorial Centre (MMC) policies and guidelines and subject to change from time to time.

COMPLIANCE WITH EMPLOYER POLICY INSTRUCTIONS

JUSTIFICATION/PURPOSE

--

STATE / RECORD PREVIOUS LOANS/ADVANCES OBTAINED (Please use recent Pay slip for information)

Type of Loan/Advance	Month obtained	Installments remaining	Balance of amount	
1.				
2.				

I hereby make application for a loan to be granted to me in the amount of K_____ for above reasons.

I further agree that should I, at any time, make default in my monthly payments, through whatever cause, or in the event of my leaving the service of the Company before the loan is fully liquidated, the full amount becomes due and payable forthwith, and any balance of the loan, remaining unpaid, may immediately be deducted from any moneys which may be due to me by the company, whether on account of salary or for any other reason.

NAME: _____ SIGNATURE: _____

SECTION B: PAYROLL ASSESSMENT

(To be completed by Payroll)

Monthly basic salary	K
Allowances	K
Other	K
Gross Salary	K
Statutory deductions (TAX /NAPSA)	K
Net Pay before this Loan	K
Monthly loan repayment/ plus interest	K
Net pay after this loan	K
% Net Pay of Gross Salary Before / After Loan	
Total deductions as % of Gross Salary Before /After Loan	

HR OFFICER

NAME: _____ SIGNATURE: _____

DATE: _____

APPROVED BY: FINANCE & ADMINISTRATION DIRECTOR

NAME: _____ SIGNATURE: _____

DATE: _____

SECTION C: AUTHORISED BY EXECUTIVE DIRECTOR

Comments: _____

NAME: _____ SIGNATURE: _____

DATE: _____

JOB EVALUATION REQUEST FORM**Instructions**

To be completed when evaluating a job.

Complete and attach the Job Description / Profile Form for the position being requested for evaluation.

There are two (2) Sections A & B.

A. BEFORE COMPLETING THE EVALUATION:

Personal Particulars:	
Requisitioned by:	Job Title:
Department:	Location:
2. Justification of Job requirement: Why was the position created?	
3. In what way has the job changed significantly?	
4. What is the effect of the change on the other positions in the Team, Department & Organisation?	
5. Initial Approval:	
Supervising Officer (Comments) /Signature	
HR Officer (Comments/Signature)	
Finance Officer	
Executive Director	
FINAL DECISION (circle one)	PROCEED / DECLINED

B. AFTER COMPLETING THE EVALUATION PROCESS:

6. First Job Evaluation:	
HR Officer (Name / Signature)	
Job Evaluation Result (Grade)	
Date	
7. Final Approval	
Evaluation confirmation (Management)	
Supervising Officer (Signature)	
Executive Director/ (Signature)	
Approved Result (JOB GRADE)	
Date	

LEAVE APPLICATIONFORM

NAME OF APPLICANT:		
DESIGNATION:		
BALANCE OF DAYS :		
TYPE OF LEAVE REQUIRED: (Please Mark with X)		
Annual Leave		
Sick Leave		With Doctor's Certificate/Without Certificate
Maternity Leave		
Paternity Leave		
Study Leave		Course Taken:
Sabbatical Leave		
Compassionate Leave		
Religious Leave		
Special Leave		
Child Care Leave		
Overtime Leave		Dates Worked:
Number of Days Requested:		
On:	From:	To:
Reason for Application: (Except for Annual Leave)		
Signature of applicant:		Date:
Executive Director's Approval		Yes/No
Comments:		
Signature:		Date:

CONCLUSION

As an evolving document, these policies are subject to change. All employees are encouraged to suggest changes to management.

ACCEPTANCE OF THE EMPLOYEE MANUAL AND PERSONNEL POLICIES FOR EMPLOYEES.

Name (in block letters): _____

I have received a copy of the employee manual dated _____. I have read and understood the manual and agree to the rules and regulations which it contains. I understand that the manual is subject to change at any time.

Signature: _____ Date: _____