

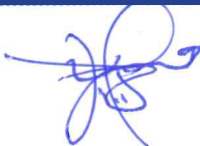
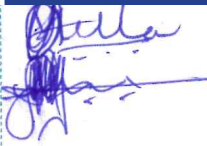




# Human Resources Manual

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# LIST OF ACRONYMS

<b>ED</b>	Executive Director
<b>F&amp;A</b>	Finance & Administration
<b>HoD</b>	Head of Department
<b>HR</b>	Human Resource
<b>IDI</b>	Infectious Diseases Institute
<b>IPC</b>	Infection Prevention and Control
<b>L&amp;D</b>	Learning & Development
<b>MoH</b>	Ministry of Health
<b>PDR</b>	Performance Development & Review
<b>PM</b>	Performance Management
<b>SMT</b>	Senior Management Team
<b>SMART</b>	Specific, Measurable, Achievable, Relevant, and Time-bound

# SECTION ONE: ABOUT IDI

## 1.1. BACKGROUND TO IDI

IDI was established in 2002 in Kampala, Uganda by the Academic Alliance for AIDS Care and Prevention in Africa, a group of infectious diseases experts from Uganda and North America, with initial support from Pfizer Inc. and other partners. This public-private partnership aimed to provide excellent care for People Living with HIV (PLHIV) in Uganda, to train healthcare workers to serve the tens of millions of PLHIV in Africa, to maintain the strategic emphasis on prevention, and to conduct research relevant to improving the outcome of the epidemic.

In 2004, ownership of the Institute was transferred to Makerere University, and when the College of Health Sciences came into being at Makerere University in 2009, IDI became an integral part of the School of Medicine within the College while retaining its status as a not-for-profit organization established within the University.

IDI has developed strong and enduring links with the Ministry of Health (MoH) through its long-term support of MoH facilities in the districts, Regional Referral Hospitals, and MoH headquarters functions; through its contribution to technical working groups; and through the key role played by the Institute in the national referral system.





### OUR VISION

A healthy Africa, free from the burden of infectious diseases.



### OUR MISSION

To strengthen health systems in Africa, with a strong emphasis on infectious diseases, through research and capacity development.

## OUR VALUES

### INTEGRITY

We are fair and honest in all interactions. We are truthful. We seek to adhere to the highest ethical and scientific standards and conduct.



### CARING:

We care about each Friend (client) we serve at IDI; we aim to be responsive, kind and patient at all times. We are supportive in the face of stigma. We care about others we serve outside IDI through our training, research and outreach activities. We care for each other as staff of IDI.



### INNOVATION

We are constantly looking for ways to innovate and improve. We embrace change as an opportunity, rather than fear it as a source of anxiety or extra work.



### ACCOUNTABILITY

We accept our responsibilities and try hard to achieve those things for which we are accountable.



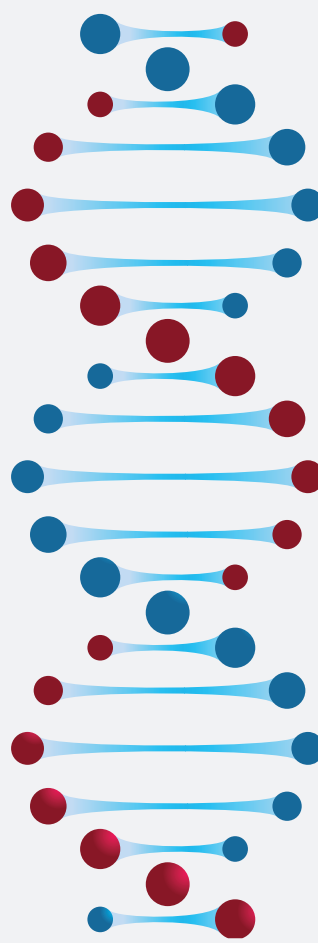
### EXCELLENCE

We are proud to be part of a high-quality institute and we strive for excellence in all we do. We are hardworking and have a passion for continuous quality improvement. We are productive and strive for useful results from our efforts.



### TEAMWORK

We support each other to achieve the IDI objectives. We communicate actively and openly. We are reliable and loyal to each other, and we build trust by honouring our commitments. We show respect for ourselves and each other, and are considerate. We value each other's strengths. We extend these values to our relations with the partners of IDI.



## **1.5. IDI'S STAFF MANAGEMENT PHILOSOPHY**

Supervisory Expectations: Management of IDI holds general beliefs that:

- People come to work to do a good job and that they are competent in what they choose to do.
- As such, employees are worthy of the care, trust, respect and support of line managers and supervisors.
- The role of line managers and supervisors is to coach, mentor, and guide employees succeed in their current roles and develop them for future roles in the organisation.
- The Board, Senior Management Team, HoDs, middle management, line managers and supervisors in IDI genuinely care about IDI employees.
- People are unique individuals. Everyone can lead where he/she is uniquely suited to do so.
- Everyone's work occurs through processes and systems. In case an employee's performance is not satisfactory, first examine the processes and systems under which he/she is expected to perform. These may be "faulty". If we fix those, performance is likely to improve.
- Listening and inquiry rather than judgment are necessary and should be practiced towards perfection to understand, collect data, to provide authentic feedback, and to identify learning needs.
- Line managers and supervisors will not always be right.
- People need feedback to learn and grow.
- It is valuable to continuously learn from our actions, to reflect and learn, and then apply the learning in future.

## **General Approach to Management and Supervision of Staff in IDI**

Given the beliefs that management holds regarding IDI staff and their supervision, each individual manager/supervisor in IDI is expected to and should:

- Regularly meet with his/her employees.
- During these meetings take opportunity to demonstrate care to staff.
- Tell the truth and provide employees with authentic and impartial feedback.
- Inquire; ask questions, to understand thinking of his/her employees and listen.
- Make his/her own thinking visible to employees he/she manages.
- Treat employees he/she manages as individuals and approach them each uniquely.
- Be consistent and even with staff.
- Not create an environment of fear, but of trust.
- Give employees that he/she manages maximum authority for their roles.
- Help employees that he/she manages be aware of their development needs and encourage them to learn and take advantage of organization resources to support training and development.

## SECTION TWO: RECRUITMENT, SELECTION, CONTRACTING, ONBOARDING & PLACEMENT

### 2.1. POLICY OBJECTIVE

To establish clear guidelines, procedures, and a framework by which the Institute effectively attracts, assesses, and hires the most qualified candidates for positions while upholding the principle of equal opportunity in the area of recruitment and selection, minimize or eliminate unfair practice.

### 2.2. EQUAL OPPORTUNITY EMPLOYMENT

IDI is an equal opportunity employer. As such, IDI does not discriminate against any individual because of ethnic or racial background, gender, social orientation, religion, citizenship, political belief, marital status, or physical handicap in recruitment, hiring, compensation, fringe benefits, staff development and training, probation or any other condition of employment.

### 2.1. CATEGORIES OF EMPLOYMENT IN IDI:

The following are the categories of employment in IDI:

#### **Full-time employment:**

This will refer to employment of a regular nature where an employee is required to work a minimum of 8 hours per day for 5 days a week. Employees with full-time contracts will be entitled to benefits as per the IDI policy.

#### **Part-time employment:**

IDI recognises the important role that part-time employees can play in the workforce. It is prepared to employ part-time employees in jobs, which can be done satisfactorily on a part-time basis. It will always carefully consider requests from employees wishing to transfer from full-time to part-time work or vice versa. Detailed policy is in ANNEX 3 of this Manual.

#### **Casual employment:**

Casual employment will be that for the performance of specific activities/tasks and for which payment shall be effected on a piece-meal basis. Casual employment shall not last more than 3 months. Casual employees are not entitled to benefits due to full-time staff.

#### **Volunteers/Community Workers**

Given the nature of program /project implementation, IDI will engage the service of Volunteers or Community workers. These shall be persons authorised in writing by the Head of Human Resources having applied and been considered to render services to the Institute through a specific department or unit for a specific period of time. A volunteer shall not receive a salary from the Institute, but may be paid an allowance subject to availability of funds. Volunteers are not entitled to benefits due to full-time staff. Refer to ANNEX 1 for detailed policy.

### 2.4. RECRUITMENT AND SELECTION PROCESS

#### **Identifying a recruitment need**

A Manager/HoD/ or Project Manager in the Institute may identify a need for recruitment of staff, upon a review of IDI strategic plan, the Programmes, the approved organization chart, the Department's approved work-plan or modifications thereof, and/or the work-load of his/her area of accountability and available resources. This recruitment need will be finalised by completing a Personnel Requisition Form which details the relevant levels of approval from the Head of Human Resources, the Hiring Department HOD with input from the Grants Management Unit especially for project and study positions. This process is currently automated through our recruitment system.

## Advertising of Positions

Once the HoD or an official designated by them has signed-off the Personnel Requisition Form, the manager seeking to recruit will then present the approved form and the draft job description to the respective HRBP in the HR Department. The HRBP will use this information to draft a job advert, for the review and approval of the HoD in which the position to be advertised falls. Adverts will run for an average of two weeks (in the case of surge recruitment, this may be shorter than 2 weeks). The HR Department will then arrange for the posting, as approved.

## Receiving of applications

All applications will be addressed to the HR Department and must be received within the stated deadline, submitted using the platform as indicated in the advert following the stated guidelines. If sufficient job applications have been received by the closing date, then late applications shall not be considered.

### Screening of applicants

#### ➔ Step 1: Initial screening of Job applicants

All applications received and filed/saved shall be screened initially by the HRBP through developing a long listing criteria in line with the job description and advert.

During this first-round screening, all applications shall be split into 3 categories as follows:

- **Meet all requirements.** These are clearly suitable applicants who meet all requirements contained in the posting.
- **Border-line applicants.** These are the applicants who possess most of the requirements. It is recommended that technical staff and/or to-be supervisors who will be involved in the later stages of the screening process pay attention to these applicants to identify those who could actually be provided an opportunity at an interview or other new-hire selection process, to prove themselves.
- **Not suitable.** The third category will be those who are clearly not suitable as they do not have two or more essential requirements contained in the job posting.

#### ➔ Step 2: Second-round screening of Job applicants

The HRBP will forward all applications as received and scored to the hiring manager who will review the applications to ascertain/satisfy him/herself that indeed the applicants and scores reflect the criteria as provided in the job description and advert. The hiring manager then returns the short list to the HR Department with his or her comments or revised scores. (The final short list will be agreed upon by the HR Department and the hiring manager). Written feedback must be provided to unshortlisted internal candidates at this stage.

#### Invitation for interviews

The HRBP will be accountable for inviting the candidates for the interviews. A time period of at least 3 working days will be provided between the time of contacting the candidates and the day when the interviews are conducted.

#### The interviews

Depending on the nature or seniority of the job, the HR Department and the hiring department will agree on the types of interviews to conduct. These could range from practical tests, psychometrics, presentations, team work exercises, oral structured interviews or a combination of these. The HRBP will also prepare and distribute interview packs to all the members of the interview hiring committee, at least 3 working days prior to the interviews. Included in the interview pack will be a schedule of the interviews, interview guides, the accountabilities of the job/position that is to be filled and a copy of the advert among others.

The interview panel

The hiring manager will constitute a panel of technical experts and HR will provide a representative. Each panel should have a minimum of at least three panellists. All panellists are expected to sign a conflict-of-interest form, and where a panellist is conflicted, they should declare and withdraw from the panel.

## **The interview report & reference checks**

Upon completion of the interviews, the hiring committee shall complete the assessment of all candidates and make a decision as to which candidate(s) the Institute should offer employment. The HR representative on the panel will be responsible for preparing the interview report. Such offers will be subject to satisfactory written and/or verbal references. It is emphasized that any candidate with a doubtful or negative reference shall not be offered employment in the Institute. HR reserves the right to make independent reference checks. The HRBP will in writing inform all the unsuccessful candidates at this point of the recruitment process.

### **Job offers**

Once the HRBP has obtained satisfactory references, it will provide a contract, for the signature of the Head of Human Resources and invite the candidate to pick their contract. Job offers extended by the Institute shall be valid for only 10 working days. Offers not accepted in writing within that time period shall be considered expired/invalid and the offer will be extended to the candidate considered next most suitable also upon getting satisfactory references.

### **Pool Candidates.**

To ensure quick turnaround recruitment, the recruitment team and the hiring manager may refer to the candidate pool generated after successful interviews. The HR team is required to have a pool in place of candidates interviewed and whose reference checks have been secured for quick deployment if they are available and accept the offer conditions.

## **2.5. EMERGENCY RECRUITMENT**

Under certain circumstances, the institute may be in need to conduct emergency recruitments for example in response to certain emergencies e.g responses to outbreaks. In such a situation the normal recruitment and selection process may be waived with approval from the Executive Director.

## **2.6. HEADHUNTING**

Under certain circumstances including but not limited to; emergencies or sourcing of rare skills that we have failed to attract through the normal recruitment and selection process, the Executive Director (ED) with consultation from the HoDs and the HR Department may approve headhunting as a method for recruitment and selection. Candidates sourced through headhunting will have the minimum requirements for the position and may be taken through the normal interview process if deemed necessary.

## **2.7. UNSOLICITED APPLICATIONS**

Once in a while prospective job seekers walk into IDI in search of available job/volunteer opportunities even when no vacancies have been advertised. The HR Department is not under any obligation to accept such applications and will always advise such job seekers to wait for advertised job vacancies or visit the website where they may apply and the details are captured for storage.

However, under certain circumstances involving specialised disciplines that are considered rare and resourceful to IDI such as Researchers at a Masters, Doctoral & Post-doctoral level, the HR Department may accept such CVs and circulate for the attention of the relevant individuals within IDI. If key interest is picked in such CVs, the HR Department will be advised accordingly and will store the CVs as part of the database for future available/relevant opportunities and inform the candidates accordingly. Should an opportunity that is relevant to their discipline surface, they will be invited to express interest.

## 2.8. PRIORITY FOR INTERNAL CANDIDATES

Where deemed necessary, and for purposes of promoting career growth, certain positions may be first restricted to internal candidates to express their interest before they are opened to the public. Interested candidates will have to meet the minimum requirements for the position as posted. Where a job vacancy has not been restricted to only internal candidates but rather opened to the public, internal candidates who express interest will also be given an extra mark as part of this policy provision.

As an internal candidate review of your previous performance records will be required for shortlisting purposes and placement. If performance has not been satisfactory with a record of NI in the past three years you will not be shortlisted.

*Employees who have not completed 1 year in service will not be eligible to apply for vacant positions within the Institute. This provision may however not apply to new staff with short term contracts of less than a year.*

## 2.9. SPECIAL CONSIDERATION FOR FORMER IDI STAFF

Former IDI staff who have left the Institute for reasons such as; pursuing further studies, end of Project/study or grant, or lack of funding with a good performance and discipline record and deemed to have obtained special skills that are relevant to the strategic direction of the Institute may be rehired into the service of IDI without going through the normal recruitment and selection process, if an opportunity that requires such skills resurfaces within a period of 24 months from the time they left.

The HR Department will keep a database of such staff to be considered in case of an opportunity. In such circumstances, the HoD or Principal Investigator will raise the issue to the HR Department seeking for a waiver of the normal recruitment and selection process and giving the required justification.

## 2.10. NATURE OF CONTRACTS AND THEIR PERIODS

Because of the nature of IDI's projects and grants, it may be difficult to offer uniform and long-term contracts to staff. IDI will therefore have different contractual arrangements to suit the different Grant/Project terms. However, core staff will have a maximum of a 3-year contract and may be renewable based on performance and availability of funds. Below is a brief highlight of the nature of our contracts:

### 1) Full Time Equivalent Contracts(FTE)

A FTE contract requires an employee to work a minimum of 40 hours per week and is entitled to all benefits as stipulated within the HR manual. An individual on a FTE contract cannot contemporaneously enter into or hold employment with another organisation.

### 2) Short Term Contracts (STE)/Part Time Equivalent Contract (PTE)

A STE/PTE contract requires an individual to work for either a limited duration, or fewer hours than a full-time employee. These may be hired to meet temporary or surge fluctuations in workload and may possess unique skills and in formal employment with another organization. Statutory benefits as enshrined in the Employment Act apply to this kind of contract. An STE contract may also take the form of a Locum, Graduate Trainee

### 3) Volunteer Contract/Community Extension Workers

Given the nature of program/project delivery within the communities, the Institute may engage individuals on a volunteer contract. These are individual living and working within the communities where service/project deliverables are being implemented. Volunteers/Community workers are entitled to the minimum benefits as enshrined in the Employment act.

## 4) Graduate Scholarship Contract

A Graduate Scholarship contract is where an individual receives financial assistance to pursue higher education in specific areas as may be determined by the Institute through the program areas.

It does not equate to an employee-employer obligation and individuals on this contract are required to submit a tax exemption from the Revenue Authority on the stipend that may be included as part of the scholarship. Any benefits with this contract type are stipulated in the engagement agreement.

## 5) Student Internship

A student intern is one that is enrolled in an educational institution and seeks an opportunity to gain practical experience and apply academic knowledge. They are engaged for a period of up to 3 months to develop professional skills and build networks.

## 6) Graduate Trainees

A Graduate Trainee contract is one engaging a fresh graduate with no required work experience. This engagement is to equip them with necessary skills, knowledge, and experience in specific programs to succeed in their chosen fields. The engagement is for a specific period of up to 12 months but may be extended for an additional 12 months on approval.

## 2.11. ORIENTATION OF NEW STAFF

Prior to the new staff's arrival, the HR Department together with the hiring unit will work on the orientation programme for the new staff. At the time of joining the service of the IDI, the employee will receive an orientation pack and shall be taken through an orientation programme by the HR Department and then by his/her immediate supervisor. During this programme which must take place within the first month, the new employee will receive basic information regarding the mission and objectives of IDI, as well as detailed information about their role. The respective HoD is responsible for ensuring that each new employee receives appropriate technical induction. The HR Department will be responsible for organising general orientation programmes for staff who have joined the Institute in a certain period.

## 2.12. PROBATION

All new employees shall be required to serve and successfully complete a probationary period of between 3 to 6 months depending on seniority prior to his/her being confirmed into service. The probationary period may be extended, with the employee's written consent, by not more than 6 months in the event that management is not completely satisfied with the employee's general work performance and behaviour.

Management shall communicate in writing to the employee the reasons for the proposed extension while seeking his/her consent. During the probationary period, either party may terminate the contract by giving a 14 days' written notice. An employee still serving under probation may not take annual leave. Annual leave days earned shall be accumulated and may be taken on completion of probation.

An employee on probation will not be promoted and neither can he or she apply for vacant positions in IDI except under exceptional circumstances with the approval of the Executive Director. Where such approval is given, the vacant position shall attract a new probationary period.

## 2.13. PROMOTION

Staff at a lower position with the required qualifications and who have consistently shown good performance may be considered for promotion to higher-level jobs/positions on recommendation of their immediate supervisor to the HoD. Prior to promotion, such staff may have been asked to act in a higher-level role than the one they normally play. The HoD will study the suitability of the proposed candidate and make a decision on the promotion of the candidate which decision will be communicated to HR before it takes effect.

Staff who have been promoted will receive an official written communication from the HR Department. No individual may be automatically promoted to a position more than one step above their current position except by Executive waiver. No promotion is effective without the official written communication.

## **2.14. DEPLOYMENT POLICY**

IDI reserves the right to re-deploy/designate any member of staff between jobs in order to meet IDI objectives. The basis for making deployment decisions will be work allocation and distribution with the intention of optimising utilisation of internal capability and resources. The need for re-deployment can be initiated by the immediate supervisor or the HoD. It can also arise in cases where IDI decides to merge or phase-out positions. All redeployments will be done through the HR Department with approval from the HoD.

## **2.15. RELOCATION**

Relocation of employees may happen in two ways; employer initiated or employee initiated. IDI may request an employee to relocate for a number of reasons including but not limited to the following; programmatic changes, workload, performance or discipline to mention but a few. Where the relocation has been initiated by the employer, effort will be made to give an ample notice period to enable the staff to relocate unless the relocation is a response to an emergence. Employees that have been requested by IDI to relocate will be entitled to a relocation facilitation in line with this policy.

Employees who have served within IDI for a period of not less than one year may request to be relocated to another area of operation at the same level and with similar terms. While considering such a relocation request, management will take into consideration reasons for relocation such as; length of employment with IDI, health, family issues, study and first come first served to mention but a few.

Management reserves the right to approve such a request for relocation and the request will only be approved once there is a vacancy for a similar position. Employees with the need for relocation will write their requests to the HR Department through their supervisors and with approval from the HoDs. The HR Department will keep the requests on file until a similar vacancy is available. Employees who have requested to be relocated will not be entitled to relocation facilitation in line with this policy.



## SECTION THREE:

# GENERAL POLICIES AND PROCEDURES (CODE OF CONDUCT)

### 3.1. INTRODUCTION

This Code of Conduct outlines IDI's basic expectations of its staff. It provides guidelines on how the organisation expects staff, locums, volunteers, consultants and placement staff to conduct themselves while at work. The Code of Conduct applies to all staff employed by IDI, whether on permanent or short-term contracts. It also applies to all volunteers and any students or other professionals on work placements. Where the policy reads "staff" or "employee", this includes locums, volunteers, students and professionals on work placements.

### 3.2. HOURS OF WORK

Working hours is the time period during the day when an employee of the Institute is contracted to be at work. Working hours will start from 8.00am to 5.00pm Monday through Friday. However, section or departmental activities may require one to work for more than 8 hours. The lunch break will be one hour.

All members of staff should arrive at work on time and work within the hours agreed in their contract. If one is not going to be at work, for whatever reason, he/she should inform his/her Line Manager as soon as possible. In particular cases, flexitime arrangements may be considered so long as a full working day of 8 hours is achieved. The working schedule for Drivers and Guards may fall outside the normal working hours of 08:00 to 05:00 but care will be exercised to ensure that their weekly working hours remain within the provisions of the law and their salaries will be determined putting into consideration this fact.

### 3.3. TIME SHEETS

All IDI staff will be required to complete timesheets on a monthly basis. Completed timesheets must be submitted and approved by the 5th day of the following month. Failure to complete timesheets on time may lead to disciplinary action.

### 3.4. FLEXTIME

Flexitime is a variable scheduling of working hours by which employees are required to work a standard number of core hours within a specified period of time and yet they are allowed a greater flexibility in their start and ending times during a normal working day. Flexitime will be granted by the respective HoD or the ED.

### 3.5. REMOTE WORKING POLICY

Under certain circumstances, a staff may apply for remote working. Remote working will refer to a working style that allows IDI staff to work from their homes instead of commuting to the office as is the norm. Employees working remotely will be expected to execute their job tasks normally as if they were at office.

This policy outlines guidelines for employees who work from a location other than our offices in a bid to ensure that both employees and IDI as an organisation benefit from this arrangement.

This policy applies to employees whose primary work location is not at our offices and those due to the IPC guidelines on social distancing may prefer to work from home.

#### Policy elements

Remote working is a permanent or temporary agreement between employees and managers to work from a non-office location as determined by management in consultation with Human Resources.

#### Remote working agreement

Employees may work remotely on a permanent or temporary basis as determined by management. Permanent remote work employees should indicate their primary working address in a remote working agreement.

This contract will also outline their responsibilities as remote employees. Employees who want to work remotely must submit a request through their direct supervisors in writing.

### Remote working that works

To ensure that employee performance will not suffer in remote work arrangements, we advise our remote employees to:

- Be available at all times during working hours using work tools like MS Teams or any other that may be provided
- Choose a quiet and distraction-free working space.
- Discuss and agree the deliverables the staff will be working on with the supervisor
- Have an internet connection that is adequate for their job.
- Dedicate their full attention to their job duties during working hours.
- Adhere to break and attendance schedules agreed upon with their manager.
- Ensure their schedules overlap with those of their team members for as long as is necessary to complete their job duties effectively.

Team members and managers should determine long-term and short-term goals. They should frequently meet (either online or in-person when possible) to discuss progress and results.

### Compliance with Policies

Our remote employees must follow our IDI policies like their office-based colleagues. Examples of policies that all employees should abide by are:

- Attendance.
- Confidentiality.
- Data protection.
- Employee Code of Conduct.

### Equipment

We will provide our remote employees with equipment that is essential for their job duties, like laptops, headsets and cell phones (when applicable.) We will ensure that IDI-required software is installed when employees receive their equipment. We will not provide secondary equipment (e.g. printers and screens.)

Equipment that we provide is IDI property. Employees must keep it safe and avoid any misuse. Specifically, employees must:

- Keep their equipment password protected.
- Store equipment in a safe and clean space when not in use.
- Follow all data encryption, protection standards and settings.
- Refrain from downloading suspicious, unauthorized or illegal software.

### Requesting Work from Home Procedure

When employees plan to work from home, this procedure must be followed:

- Employees file a request through email to their Immediate Supervisor at least [two days] in advance.
- Their managers must approve their request considering all elements mentioned above.
- If the work from home arrangement spans for more than a week, managers and team members should meet to discuss details and set specific goals, schedules and deadlines.

Employees who need to work from home for unforeseen reasons (e.g. illness or temporary difficult commute) should file their request as soon as possible, so managers can consider and approve it.

### **3.6. WORKING WITH OTHER MEMBERS OF STAFF AND THE GENERAL PUBLIC**

Promoting a caring community begins with the way we treat the people we come into contact with as part of our work. The dignity and feelings of each individual whether a colleague, client, or member of the public, should be upper most in our minds. All members of staff are expected to treat those people they meet in the course of their work with equity, courtesy and consideration, and to be polite at all times.

IDI recognises the integrity of each individual. As part of this integrity, staff are expected to be honest, to obey the laws of the land, and to adhere to IDI's policies and procedures. In particular, staff should take note of the policies regarding Equal Opportunities, Confidentiality and Health and Safety which policies are part of the HR Manual.

### **3.7. MEETING PROFESSIONAL STANDARDS**

All staff are expected to work and fulfil the remit of their contract and to meet the accepted standards of their job. In particular, staff are expected to abide by any existing codes of conduct for their professional bodies, e.g. that drawn up by the Uganda Nurses and Midwifery Association; Institute of Public Accountants of Uganda; Allied Professionals Council; Uganda Medical and Dental Practitioners Council etc.

### **3.8. DRESS CODE AND IDENTIFICATION**

This policy applies to all employees of the Institute. The Institute's objective in establishing a safe and comfortable environment includes setting dress code standards at the workplace. This is to enable all employees to project a professional image at the office.

#### **Office Employees**

Office employees are expected to dress business casual from Monday to Thursday during work hours. The Institute will allow employees to wear casual clothing on Fridays or as Management may deem necessary.

For ladies; dresses, trousers/ skirts and a blouse or shirt with a collar are appropriate. The skirt/ dresses should not be above the knees, avoid wearing sleeveless tops that are revealing as well as transparent blouses or dresses at the work place. Clothing must cover up cleavage, navel, knees and the back. Open flat shoes are discouraged with the exception of those recommended by doctors. Modest accessories may be worn and tight clothing is discouraged.

Gentlemen: neat trousers or khakis and a shirt (preferably long-sleeved) with a collar. Male employees are always required to wear closed shoes and tuck in their shirts when on duty, except for the styles that do not require it and during official working hours. Hair should be groomed, and tight-fitting trousers and tight-fitting t-shirts will not be permitted. Overall, the intention of this policy is to ensure that dressing by staff is decent and appropriate in the workplace, at all times.

#### **Identification of staff**

All employees are required to display their Smart Identification Cards which contain a microchip that is unique for every staff member to swipe as they enter and exit the premises. The IDs have lanyards with the IDI logo which hold them around the neck. These should be kept clean and on staff at all times for identification purposes. For the labs and clinic staff Overalls & safety boots (appropriate PPE) will always be a requirement for technical employees during business hours.

#### **Overall**

Lab and Clinic employees should always endeavour to keep their overcoats and overalls clean and maintain good personal hygiene. Where casual attire is permitted on a weekday, only smart casual attire shall be permissible or as advised. Employees are expected to wear work appropriate clothing and to demonstrate good judgement, professional taste and be culturally sensitive.

## Exceptions:

Employees scheduled for an official business meeting with the public must wear professional attire. Employees with medical conditions, expectant mothers, religious beliefs, and cultural traditions maybe allowed to alter their attire, yet maintain consistency with business necessity to present a professional appearance to the public. For Operations Health & Safety reasons, field employees and drivers must wear high visibility clothing when implementing designated activities or where IDI promotional/branded clothing or uniforms are offered.

### *Important to note: -*

*PPE (appropriate) is mandatory in areas like the laboratory and as may be defined from time to time. All clothing worn, including uniform, should always be clean and neatly pressed.*

### **3.9. HOLDING OF OTHER JOBS (DUAL EMPLOYMENT)**

IDI accepts that members of staff may wish to undertake part-time work outside the organisation in their own free time. However, this work should not compete with work undertaken for IDI, and should not involve the use of IDI property, e.g. telephone, photocopier, fax etc.

An employee (full-time) who is found to hold another job that competes with work undertaken for IDI will have their contract terminated immediately without notice. It shall not be a defence that one is no longer working with a certain employer when they are found to be on that employer's payroll and receiving full-time monthly salary.

### **3.10. ACCEPTING GIFTS OR HOSPITALITY**

IDI receives many gifts from other agencies and from individuals who have benefitted from its services. Staff should declare to their line manager any gift received. Staff may accept small gifts in kind, e.g. sweets, which should not be taken by an individual, but by a whole team or a department.

If gifts appear to be intended for a particular member of staff, or appear to be given in an attempt to seek preferential treatment, the member of staff should discuss the situation with their line manager. These types of gifts should not be accepted, but the donor could be encouraged to make a gift to the organisation or the whole team as above. Monetary gifts however small, are not acceptable. This policy should at all times be read in reference to the IDI Finance Policy and Proucement policy.

### **3.11. USE OF IDI PROPERTY**

IDI is committed to using its resources in the best possible way. Members of staff are encouraged to use the organisation's resources economically, avoiding waste, loss and theft as much as possible.

If you need to make personal use of IDI's property, e.g. the telephone, photocopier or fax machine, you should inform the line manager who authorises the bill (e.g. telephone, photocopier), and pay the appropriate amount to cover the cost. If property is misused, management will ask you to pay the extra costs incurred and disciplinary action may follow.

### **3.12. RELATIONSHIPS WITH PEOPLE WHO USE IDI'S SERVICES**

Many people use IDI's services for several years. During this time, relationships are formed between staff, volunteers and clients, their families and friends. These relationships bind us together as a community and are one of the main reasons why people choose to return to use IDI's services rather than going elsewhere.

However, these relationships can also affect the professionalism of the service IDI offers if boundaries between staff, volunteers and users of the service become compromised. The general principle is that where a professional relationship exists, that relationship should stay within professional boundaries.

Staffs need to be aware of where their professional boundaries lie. Breaching these boundaries can have serious implications for clients, volunteers and other members of staff, as well as for the individuals themselves.

It is important that we are honest about our emotional attachment to service users and do not allow these to undermine the effectiveness of the services IDI offers. If you have any doubts about what constitutes a professional boundary, you should discuss the situation with your line manager.

Members of staff who find themselves involved into a deep personal attachment (of either a short term or long-term nature) with an individual using IDI's services, or develop such a relationship with a client's carer for as long as they are users of IDI's services, are advised to declare the nature of the relationship with their supervisor who will intern inform the HOD HR or designated officer.

On receiveing the report or declaration, the HOD-HR must immediately collaborate to manage the possible conflicts of interest. Should the relationship end, it should be reported to the H) D HR to aavoid future ambiguities that may be interpreted otherwise.

If you have had a past or have an on-going deep personal attachment with a client coming in to IDI, you should inform your line manager who will then ensure that treatment of the patient is not affected in any way. If you experience excessively negative feelings towards a client or if you feel that a clash of personalities impedes the service you offer, you should tell your line manager.

They will work with you to see if there are ways in which the relationship can be improved. If this is not possible, then wherever practicable, another member of staff from the department should work with the client.

### **3.13. RELATIONSHIPS WITH COLLEAGUES**

Deep personal attachments between members of staff should not be allowed to affect client care or the provision of IDI's services generally. There is concern that relationships developing between members of staff should be maintained at the level of work colleagues while on-site and during working hours. The Code of Conduct policy is clear that employees can engage in personal relationships only after they are outside the premises, otherwise this may jeopardize work and compromise ethics if such related practices and acts are allowed on site:

- Spouses should as a matter of accepted standards, not be allowed to work in the same department under one supervisory arrangement, or discuss personal household matters in work time.
- If these standards cannot be adhered to, one should resign from the job.
- In case of any problems in this respect, staff should seek guidance from a Counsellor, Supervisor, or Line Manager.
- In cases where a member of staff becomes aware of such a relationship developing between him/her and a client (care giver, supplier, etc.) he/she is providing services to, staff are advised to report the nature of the relationship to the supervisor who will assess the potential conflict of interese and advise whether the staff should excuse themselves and have that individual client served by another member of staff.

### **3.14. CONFLICT OF INTEREST**

The objective of IDI policy on Conflict of Interest is to promote fair, bias-free and objective decision-making in the running of affairs of the Institute. It is a policy of the Institute that all staff declare to management situations in which they might be involved in a conflict of interest. This policy refers to all other Institute policies that require declaration of any form of conflict across programs and departments.

## Policy Term:

**A conflict of interest:** will be understood in IDI to mean a situation when an employee (usually in a managerial/decision-making position/role) is faced with competing financial, professional or personal obligations or interests which interfere with the employee's ability to arrive at a decision or to take an action which is fair, bias-free and objective. An example of this is having to be on a hiring committee that interviews candidates, one of whom is a relative. Another example is evaluating potential suppliers and a staff member holds shares in one of the companies.

Guidelines for Handling Matters of Conflict of Interest in IDI:

- All staff are expected to use good judgment to abide by high ethical standards and to avoid situations, potential or actual, that will lead to a conflict of interest.
- Staff who are unsure as to whether a certain transaction, activity or relationship constitutes a conflict of interest, perceived or real, should raise it for discussion with a supervisor, HoD or the HR Department.
- Failure or refusal to declare a conflict of interest may be dealt with as a serious offence.
- Staff in situations of conflict-of-interest situations may be excluded from contributing to decisions or taking actions in the situation.

### 3.15. PREVENTION OF HARASSMENT

Harassment refers to discriminatory conduct, actions or behaviours which are based on factors like an employee's religion, social orientation, political affiliation, personal appearance, sex, race, nationality/national origin, disability, tribe, age and status (e.g. marital status), which conduct, action or behaviour is sufficiently severe to create a hostile, abusive or intimidating environment to a reasonable person.

Any employee who feels that he/she is being harassed must report the matter immediately to the Employee Relations Manager or the HoD-HR to whom he/she is comfortable reporting such matter.

The HR Team will conduct an impartial investigation with persons involved or those who might have observed the allegations.

The Employee Relations Manager shall then take action which may include; counselling, verbal reprimand/warning or referral of the matter to HR Department or HoD for disciplinary actions like reprimand, written warning, re-assignment, transfer and suspension. The Employee Relations Manager will continue to monitor the offender to assure no repeat of similar conduct. An allegation of harassment must be reported promptly. Prompt reporting enables an early intervention before the conduct/action or behaviour becomes severe.

There shall be no retaliatory action against employees who report genuine cases of harassment. However, those who advance allegations/reports that are false or those that are done in bad faith, may be penalized. The principles of natural justice shall be followed in investigating and making decisions on matters of harassment.

### 3.16. ANTI BULLYING AND MOBBING POLICY

**Bullying** refers to "intentional behaviour that a reasonable person would find hostile, intimidating, offensive or intended to create an abusive work environment." It is unwelcome or unreasonable behaviour that demeans, intimidates or humiliates people either as individuals. **Mobbing** on the other hand is a particular type of bullying behaviour carried out by a group rather than by an individual. Mobbing is the bullying or social isolation of a person through collective unjustified accusations, humiliation, general harassment or emotional abuse. Although it is group behaviour, specific incidents such as an insult or a practical joke may be carried out by an individual as part of mobbing behaviour. Bullying behaviour is often persistent and part of a pattern, but it can also occur as a single incident.

It is usually carried out by an individual but can also be an aspect of group behaviour. It is IDI's policy to discourage any form of bullying or mobbing and individuals found to be engaged in such form of behaviour will be subjected to disciplinary action.

Examples of bullying behaviour include but are not limited to the following;

- ➔ Use of abusive and offensive language
- ➔ Shouting or raising one's voice in public
- ➔ Hurling personal insults, using obscene gestures and using offensive nicknames
- ➔ Threatening or intentionally intimidating someone, such as blackmail;
- ➔ Not allowing someone to speak or express himself (e.g., ignoring or interrupting);
- ➔ Publicly humiliating someone in any way (e.g. spreading rumors or hazing).
- ➔ Sabotaging or undermining of an employee's work, performance or opportunity for promotion and advancement.
- ➔ Trivializing of work and achievements.
- ➔ Manipulating the ability of someone to do his or her work (e.g., overloading, underloading, withholding information, setting deadlines that cannot be met, giving deliberately ambiguous instructions).
- ➔ Assigning menial tasks not in keeping with the normal responsibilities of the job.
- ➔ Setting people up for failure
- ➔ Taking credit for another person's ideas.
- ➔ Refusing reasonable requests for leave in the absence of work-related reasons not to grant leave.
- ➔ Isolating people from normal work interaction
- ➔ Deliberately excluding an individual or isolating him or her from work-related activities, such as meetings Practical jokes
- ➔ Belittling or disregarding opinions or suggestions
- ➔ Criticizing in public
- ➔ Unwanted physical contact, physical abuse or threats of abuse to an individual or an individual's property

Context is important in understanding bullying, particularly verbal communication. There is a difference between friendly jokes exchanged by long-time work colleagues and comments that are meant to be, or are taken as, demeaning. While care should be exercised, particularly if a person is reporting alleged bullying as a witness, it is better to be genuinely mistaken than to let actual bullying go unreported.

### Consequences of bullying

Bullying is unacceptable behaviour because it breaches principles of equality and fairness, and it frequently represents an abuse of power and authority. It also has potential consequences for everyone involved.

People who have been bullied often suffer from a range of stress-related illness. They can lose confidence and withdraw from contact with people outside the workplace as well as at work. Their work performance can suffer, and they are at increased risk of workplace injury.

Besides potential legal liabilities, the employer can also suffer because bullying can lead to: deterioration in the quality of work, increased absenteeism, lack of communication and teamwork, and lack of confidence in the employer leading to lack of commitment to the job.

People who witness bullying behaviours can also have their attitudes and work performance affected. They can suffer from feelings of guilt that they did nothing to stop the bullying, and they can become intimidated and perform less efficiently fearing that they may be the next to be bullied.

### Responsibilities

Individuals who feel they have experienced bullying should report this to their supervisor or to HOD Human Resources before the conduct becomes severe or pervasive. All employees are strongly encouraged to report any bullying conduct they experience or witness as soon as possible to allow IDI to take appropriate action. Particularly:

## Managers and supervisors

- Ensure that all employees are aware of the anti-bullying policy and procedures
- Ensure that any incident of bullying is dealt with regardless of whether a complaint of bullying has been received
- Provide leadership and role-modelling in appropriate professional behavior
- Respond promptly, sensitively and confidentially to all situations where bullying behavior is observed or alleged to have occurred

## Employees

- Be familiar with and behave according to this policy
- If you are a witness to bullying, report incidents to your Supervisor, your Head of Department or HOD-HR Department as appropriate
- Where appropriate, speak to the alleged bully(ies) to object to the behavior
- Any employee who feels he or she has been victimized by bullying is encouraged to report the matter to his or her supervisor, or with HOD-HR Department.
- Where appropriate, an investigation will be undertaken and disciplinary measures will be taken as necessary

### 3.17. SMOKING/ALCOHOL/DRUGS

IDI is committed to a healthy workplace and will ensure that the IDI workplace is healthy at all times and is free of the consumption of products that are harmful to human life. No smoking, alcohol consumption or use of prohibited drugs is allowed at any time on IDI premises or in IDI vehicles.

### 3.18. HIV/AIDS STAFF POLICY

This section refers to the IDI HIV/AIDS and other Chronic Diseases at the Workplace Policy. It is a policy of the Institute not to discriminate against employees who are infected by HIV/AIDS. In line with this policy, IDI will;

- Not require an HIV/AIDS test at the time of recruitment/hire.
- Allow employees with HIV/AIDS to continue to work as long as they are able to perform the essential functions of the job
- Not tolerate any form of discrimination against a person on the basis of their HIV status.

*IDI will encourage its staff and their families to access all relevant HIV/AIDS services that keep them healthy and productive. Please refer to the HIV/AIDS and Chronic illnesses policy*

### 3.19. SAFETY AT WORK

IDI is committed to providing a safe work environment for its employees. To this end, the Institute undertakes to provide protective wear and equipment and safety training to its staff. All hazards, or potential hazards, should be reported immediately to the **Occupational Health, Safety, Environment & Safeguarding Manager** for assessment and remedial action/preventive action. The Manager is responsible for ensuring that all fire extinguishers are working properly and that hazards are identified and removed promptly. All hazards e.g. faulty outlets, spilled water, tripped circuit breakers, a broken lock or window etc. should be reported and remedied immediately.

### 3.20. ACCIDENTS AT WORK

Should an employee be injured at the workplace during working hours, it will be the responsibility of the employee's supervisor together with the HR Department to make appropriate arrangements for medical attention. All incidents involving injury must be reported to the HR Department. The HR Department is accountable for following-up matters of accident compensation and related insurances. The HR Department will ensure that all staff are insured against all occupational related illnesses and accidents.

### 3.21. EMPLOYEE RECORDS

All employees shall be required to complete a bio data form capturing basic details about them (**see Appendix 2**). The record shall be continuously updated and it is incumbent upon the employee to provide the updated information for example marital status, family members, academic qualifications, next of kin etc.

The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity beyond any doubt. The date of birth provided at the time of an employee's first appointment **shall not be altered** under any circumstances in the course of one's employment.

All employees shall provide photographs attached to their bio data forms to be updated after every 5 years. All records about an employee shall be kept on their personal file. An employee may access their personal file upon request. The records in the personal file belong to the Institute and cannot be copied or taken out without prior permission from the HOD-HR.

### 3.22. GENDER EQUALITY & INCLUSION

IDI is committed to the promotion of gender equality and women's empowerment and will confront and challenge any discrimination and human rights violations based on gender, including gender-based violence, and other forms of exclusion.

We also challenge stereotyping and unequal power relations between women and men to promote gender equality, and inclusion. We foster an organisational culture that embraces and exemplifies our commitment to gender equality, and inclusion, while supporting staff to adopt good practice, positive attitudes and principles of gender equality and inclusion.

In line with this policy, IDI will always monitor and evaluate all of our work from the perspective of achieving gender equality and inclusion, in order to improve the quality of our programme and influencing work, contribute to continuous learning, provide an evidence base to inform decisions, and ensure accountability to the people we work with and for.

IDI is committed to the promotion of gender equality and women's empowerment where all staff, volunteers, scholars, female and male, enjoy equal opportunities, human rights and non-discrimination in their stay with the Institute.

### 3.23. DIVERSITY, EQUITY & INCLUSION

IDI is committed to fostering a diverse, inclusive, and equitable workplace where all staff, volunteers, scholars, graduate trainees, and interns, regardless of gender, race, ethnicity/national origin, age, sexual orientation or identity, education, disability, or religious belief, feel valued and respected. We recognize the importance of promoting equal employment opportunities and avoiding discrimination at the work place.

We believe a diverse workforce enriches our programs and enhances our ability to serve communities effectively. Issues of diversity, inclusion, equity, and mental health are integral to our mission and essential for addressing work challenges and are considered in all our policies and practices.

### 3.24. ANTI SLAVERY, SEXUAL EXPLOITATION & HUMAN TRAFFICKING POLICY

IDI is committed to a zero-tolerance approach to modern slavery, sexual exploitation & human trafficking and to acting with integrity in all its dealings, relationships and supply chains.

Slavery, forced labour, servitude, sexual exploitation and human trafficking are examples of 'Modern Slavery' a criminal activity that deprives victims of their liberty and usually involves financial and other exploitation. IDI conducts its activities fairly, ethically and with respect to fundamental human rights.

We expect the same high standards from all our staff, volunteers, interns, Graduate Trainees, Scholars, Suppliers, Contractors, and those with whom we conduct business with.

IDI's anti-slavery policy applies to all employees, workers, consultants, and other persons doing business with the Institute, including all its wholly-owned companies, contractors, and suppliers.

We carry out appropriate checks on all employees, volunteers, consultants, recruitment agencies and suppliers to ensure we understand who is working for us and on our behalf. The breach of this policy, knowingly or otherwise, is considered a gross offense, and appropriate measures in line with the disciplinary policy will apply.

For purposes of this policy, **“Trafficking in persons”** means the recruitment, transportation (including failure to provide return transportation), transfer, harboring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.

**“Exploitation”** includes, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs. The recruitment, transportation, transfer, harboring or receipt of someone under the age of 18 for the purpose of exploitation is considered “trafficking in persons”.

*Important to note, sexual activity with children (persons under the age of 18) is prohibited. Mistaken belief regarding the age of a child is not a defence.*

“Exploitation” includes, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs. The recruitment, transportation, transfer, harboring or receipt of someone under the age of 18 for the purpose of exploitation is considered “trafficking in persons”. Important to note, sexual activity with children (persons under the age of 18) is prohibited. Mistaken belief regarding the age of a child is not a defence.



## SECTION FOUR: COMPENSATION AND BENEFITS

### 4.0. POLICY OBJECTIVE

IDI's compensation policy is derived from a commitment to attract, develop, equitably compensate and retain competent employees. The compensation package is non-discriminatory and is competitive with packages provided by comparable organisations for similar levels of duties and responsibilities. IDI will provide adequate welfare cover for its employees to ensure a healthy and stable workforce while complying with the labour laws of Uganda.

### 4.1. SALARY STRUCTURE & SALARY PAYMENTS

#### Salary structure

IDI will have in place a salary structure reflecting the different grades and levels within its employment. The "grade" reflects the position of the job within the organisational hierarchy while the "level" reflects the seniority or progression within a grade. Provided the budget allows for it, the salary structure may be revised annually. When revising the salary structure, the inflation and market rates may be taken into consideration.

All jobs/positions held by staff shall be placed in salary classifications. Placement of the jobs/positions into salary classification shall be based on; education and skills that the job/position requires for its satisfactory performance, responsibility undertaken by the job/position holder, and complexity and difficulty of performing the job.

#### Personal-to-holder salaries

Whereas all jobs/positions shall be classified, it may occur, in rare circumstances, that the skills required for the performance of a specific job are so rare in the labour market that the Institute may negotiate personal-to-holder salaries outside the classifications and salary structure. Personal-to-holder salaries will be approved by the ED.

#### Salary payments

IDI will ensure to effect salary payments by the 28th day of every month (i.e transfer date). The December salary will be paid before the officially communicated closing date. If for any unforeseen reason, IDI is not able to pay the salaries on the agreed upon dates, the HR Department will communicate the reasons for non-payment to staff as well as the date when the salaries will be paid.

The remuneration for employees shall be as specified in their formal letter of appointment or employment contract. Any adjustments to employee salaries shall be communicated in writing to the respective employees. Such changes will take effect upon the employee's acknowledgment of receipt. Staff are encouraged to return signed off copies at the earliest possible time to facilitate timely payment of the effected change, failure to do that the staff may be removed from payroll or meet the tax burden that comes with payment of arrears.

### 4.2. SALARY ADJUSTMENTS

#### Cost of living Adjustments- COLA:

It is a policy of the Institute to increase salaries across-the-board on an annual basis to cater for inflation, resources permitting. The extent of this across-the-board increment shall be determined by the ED at the beginning of each financial year taking into account inflation during the previous year and the Institute's ability to pay. At the beginning of the financial year, the HR Department will establish the prevailing inflation rates and communicate accordingly to the ED. Notwithstanding rates of inflation, IDI will take into account available funding when determining the extent of salary increments to approve/effect. As much as circumstances permit, the effect of these increments will ensure that IDI is competitive in the labour market.

It is important to highlight that employees who have received a salary increase within a 12-month period at the time of Cost-of-Living Adjustment (COLA) declaration are not eligible for this adjustment.

Additionally, part-time employees, volunteers, scholars, consultants, graduate trainees, and staff who receive compensation in foreign currency are not entitled to COLA.

#### Step Increment:

Apart from COLA any other salary increments whether judicial or not should not exceed two levels up within the employee's salary grade until they reach the top salary level of that grade. Staff who have reached the top level of their grade will not be considered for step increments unless there is approval by the ED.

### 4.3. SALARY SURVEYS

The HR Department will conduct a salary survey among comparable organizations in Uganda at least every 3 years to establish the general market rates and advise management on the trends in the pay rates in the labour market. Mini salary surveys may also be conducted as and when required.

### 4.4. 13TH CHEQUE BENEFIT

Employees with more than 1 year of service with IDI will be eligible to 50% of their gross monthly salary at year-end as a 13th cheque.

- The 13th Cheque will be paid to all those in employment at the dates/month it has been declared.
- The 13th Cheque will be made on the current contract held for project staff. If the period was on a previous project, pre-approval from Grants will be sought before the final pay out.
- Employees with less than 1 year of service will receive a pro-rated benefit based on the date they started work in IDI
- All USAID funded project staff are to be paid at the end of September in line with the funder's requirement. Any deviation from this will be communicated to the affected staff by the HR Department.

The policy regarding the 13th Cheque stipulates that it will not be disbursed for periods of unpaid leave exceeding one month within a calendar year. Furthermore, in the event of an employee's resignation or termination from employment with IDI before payment of the same, they will not be entitled to the 13th cheque.

### 4.5. OVERTIME

The Institute's policy underscores the importance of completing work within regular working hours to minimize reliance on overtime. Nevertheless, in extraordinary circumstances, specific staff members may be required to work overtime. Considerations for compensating overtime have been integrated into the salary structure framework. Employees need pre-authorisation from Management before they can work overtime.

Overtime compensation will typically be applicable to junior staff (Grade IDI 1 and IDI 2) such as Cleaners, Security Guards, Messengers, and Drivers. Additionally, junior clinical and office staff occasionally working on public holidays may receive overtime pay as determined by management or time off in lieu of time worked.

Overtime compensation may be provided in the form of time off for hours worked, or in exceptional circumstances and subject to resource availability, staff may be compensated with pay calculated at 1.5 times the normal hourly rate for regular days, including weekends, and 2 times the hourly rate for overtime performed on public holidays.

#### Policy Terms:

- i. Overtime is defined as work required to be completed outside of the normal hours of work or agreed shifts.
- ii. **Compensatory time:** Compensatory time shall be taken to mean the time during a normal working day when an employee who had been authorized to and did perform overtime work, is permitted to stay away from work during normal working hours so as to compensate for the time spent doing overtime work.
- iii. **Hourly rate:** The hourly pay of an employee calculated as follows: (Monthly gross salary)/176 monthly working hours}. The hourly rate is the basis for determining an employee's overtime pay.

## Procedures for Claiming for and Processing Overtime Pay

I. A Supervisor who realizes a need for performance of overtime work will discuss the matter with his/her HoD/Section Head. Once there is agreement that staff be deployed on an overtime basis, the Supervisor will identify individual employees, deploy and supervise them, accordingly.

II. After completing the overtime work, the employee shall fill the relevant parts in the Monthly Request for Overtime Compensation–Cash Form and submit to the supervisor/manager. The supervisor/manager will:

- a. certify that the work was done and that the claim is correct/accurate
- b. compute the amount due on the basis of the hourly rate, and
- c. sign-off the form and forward it to the HOD/Section Head, for approval.

III. The respective HOD/Section Head will verify the claims and, where accurate/correct, sign them as approved before forwarding them to the HR Department for inclusion in the following month's payroll.

IV. In reporting relationships whereby, the employee requested to do overtime reports directly to a manager, such manager will discuss the need for overtime with his/her HoD. Once there is agreement to that effect and the employee has performed the overtime work, the completed overtime claim form shall be forwarded to the Manager for further processing, and will be forwarded to HR Department for inclusion in the following month's payroll.

## Procedure for Effecting Compensatory Time

- i. Other than claim to be paid for overtime, members of staff who are asked to do overtime work may be compensated with time off during normal working days.
- ii. Management may, in particular, direct that certain employees be compensated in this way rather than be paid overtime.
- iii. The employee, soon after completing overtime duty, shall fill in the relevant parts of the Monthly Request for Overtime Compensation – Lieu Time Form, and submit it to the supervisor/manager who will certify the claim as correct and pass it on to the HR Department for further processing.

## 4.6. PROVIDENT FUND BENEFIT

It is a policy of IDI to assist full time staff to make provision for retirement or interruption of employment during the time they are in active employment with the Institute so that they may enjoy a more financially secure future through the provident fund. Improving our employees' retirement benefit is one of the ways the institute will attract and retain the staff for a long term.



### Purpose

The purpose of this policy is to guide the provident fund which is an retirement benefits fund that is jointly established by the employer and employee to serve as a long-term savings to support an employee upon retirement or exit from the organisation. It also represents job welfare benefits offered to the employee. In addition, this is to ensure that staff understand and appreciate the benefits of having a provident fund, explain the procedures and to guarantee management responsibility in ensuring staff retirement benefits savings are managed in a prudent way.

## Scope

This policy applies to all staff that are eligible for benefits under fulltime employment. It is not intended to apply to short-term, part-time, contracted staff, locums, consultants and volunteers.

## Summary of Policy

The Infectious Diseases Institute commits to set aside limited resources to support staff who have served the Institute to have savings at the point of exit or retirement from employment. This provident fund is contributory in nature as a way of sharing responsibility and enhancing the value of the funds that staff will be taking home at the exit of employment.

The anticipated benefits for the staff in this arrangement are as follows:

- Financial Security: encourages planning for long-term savings,
- Financial security for the member and family upon retirement, resignation, or death.
- Tax benefit, as current legal framework excludes application of PAYE on provident fund benefits at the exit of IDI employment.
- Return on investment as funds vested in a provident fund will accrue interest.
- Enhanced saving culture through staff contribution.
- Improved benefit administration and turn around on claims.

## Staff and Institute commitment to the Fund.

Staff will be required to contribute a minimum of 3% of their basic pay with extra options of up to 10%. Whereas the institute commits a variable percentage of contribution based on the availability of resources currently at 6%; this contribution may change during the course of this policy.

The staff will sign an enrolment form of the existing fund administrator detailing their contribution and relevant data. Staff will have an opportunity to adjust their contribution once in a year.

Communication will be sent across for staff interested in adjusting the annual rate of contribution with timelines once the deadline expires it is assumed that the original rate applies in the next financial year.

## Access of provident Funds

Staff will only access the funds while exiting IDI employment not at Contract End. Staff will be required to fulfil the IDI exit management procedures as provided for in the Human Resources Policies before they access this benefit.

The policy is in line with other Human Resources policies and the regulatory body that provides oversight to all provident funds in Uganda (Uganda Retirements Benefits Regulatory Authority) Ugandan Constitution, other national laws and policies.

## 4.7. NO TOP-UPS

The objective of IDI policy on No Top-ups is to avoid situations whereby staff of the Institute who have to provide services to different projects claim for additional payment which, if allowed, may create inequity in the Institute's pay/remuneration.

IDI recognizes that there will often arise situations whereby collaborating projects/universities or other partners agree to fund and carry out specific research, training, clinical trials or other activities by using various resources already available at the Institute.

It is IDI policy that any research, training, clinical trial or other activity undertaken by other projects/partners through IDI is part of IDI's work; which IDI staff are employed to perform. As such, any such research, training, clinical trial or activity shall not attract additional pay to staff who may be assigned to perform it during normal working hours.

#### **4.8. ACTING ALLOWANCE**

A staff member may be requested in writing by the ED or HoD to cover the work of a peer or a senior colleague when they are absent or while the post is vacant. When this happens and the staff member is requested to act for a period in excess of 30 calendar days, such staff will be entitled to a monthly acting allowance equal to ten percent (10%) of the starting salary for the position being acted for. The acting period may not exceed 6 months.

When an individual is appointed to act in a vacant position, the acting allowance will be calculated as the difference between the salary of the vacant position and the salary of the employee appointed to act.

#### **4.9. STATUTORY DEDUCTIONS**

Statutory deductions such as PAYE, NSSF, LST and other mandatory taxes will be made from an employee's salary automatically in order to comply with the laws of Uganda.

#### **4.10. SALARY ADVANCE**

IDI may provide a salary advance up to a maximum of a certain approved amount recovered in 3 equal monthly instalments. Individuals willing to take salary advances will be requested to complete the salary advance requisition form.

A maximum of 3 advances will be allowed per year per employee. Any salary advance request exceeding the nominal value of UGX 1,000,000 (One Million Uganda Shillings Only), will require executive approval.

In the event a staff request for an advance exceeding the nominal value of UGX 1,000,000 (One million Uganda Shillings only) and for deductions exceed the stipulated three months above, interest and applicable taxes will be charged in accordance with the Uganda Revenue Authority regulations. The rates will be guided by the Finance department according to the prevailing taxation rates at that time.

#### **4.11. HARDSHIP ALLOWANCE**

IDI will provide a hardship allowance of an amount to be revised from time to time to staff that are posted in hard-to-reach areas. Hard to reach areas will be defined as difficult to reach areas with poor road networks, a lack of such amenities as water, electricity, health facilities, education and security threats among others.

The hardship allowance will be paid through the payroll on a monthly basis and local staff that are employed from such areas will not be entitled to hardship allowance.

#### **4.12. RISK/HAZARD ALLOWANCE**

Given the environment in which IDI works (infectious Diseases), IDI may find itself implementing projects that involve high risks of infection, injury or even death. Where IDI Management is convinced that a implementation of a certain project involves such a high risk of infection, injury or death, a risk/hazard allowance will be approved for staff involved in direct implementation of such a project for example; response to outbreaks like; Ebola, Marburg or avian influenza among others. Risk/Hazard allowance will come in a form of extra compensation given to pre-determined frontline employees for performing hazardous duties that could result in serious injury or death. The amount to be paid will be determined and approved by the Executive Director as and when such a project emerges by benchmarking with market rates and national guidelines.

#### **4.13. RELOCATION FACILITATION**

Where IDI requests a staff member to relocate from one area of operation to another where it is deemed unavoidable for such a staff to shift from his current residence, IDI will provide a relocation facilitation of an amount equivalent to 7 days per diem to enable the staff to settle in the new area.

IDI will also be responsible for providing transport for the relocated staff at public transport rates. Where the available budget is not enough to cater for the 7 days per diem, Management will agree on a rate to be applied as an exception.

Relocation facilitation will not apply to new staff joining the Institute, but in rare circumstances and depending on availability of funds and with approval of the HoD, IDI may provide settlement facilitation for new staff who are being sent to distant and hard to reach areas at a short notice to enable them settle in. The settlement allowance will not exceed the amount approved as relocation facilitation.

Please note that this facilitation will be paid out of payroll.

#### **4.14. LONG TERM SERVICE RECOGNITION**

IDI will take all steps possible to recognise staff members who have served the Institute for longer periods. To qualify for long service awards, an employee will need to have worked for more than 5 years and more. The type of recognition/award to be given to the long service employees will be determined by the ED.

#### **4.15. HEALTH INSURANCE**

The Institute will enrol all full-time employees onto a health insurance scheme with a health insurance provider that will be selected by staff representatives, for employees and their dependents. IDI accepted dependants are only the biological or legally adopted children, parents and spouse. The Institute reserves the right to modify or eliminate its employee health insurance benefits at any time and agrees to notify staff of any changes that affect them. IDI will not pay for health costs that are incurred outside the approved health Insurance provider's policy.

Each year, upon issue/renewal of the insurance covers, HR Department will provide to each staff a copy via email of the different covers/schemes provided. HR Department will also organize an orientation/sensitization presentation so that staff are well informed of the conditions/situations that are covered under the insurance policies. A medical member of staff, from the health insurance company or from IDI, will lead the presentations as medical terminologies are involved.

The staff budget for health insurance is determined by the ED basing on the budget provisions of the Institute. A staff member may be required to top up if he/she exceeds the amount paid by IDI for each staff. If a staff/dependent does not use the service, he/she cannot claim back the money paid in premium.

#### **4.16. GROUP PERSONAL ACCIDENT AND WORKMAN'S COMPENSATION INSURANCE**

IDI shall provide Group Personal Accident (GPA) insurance to FTE staff to cover any work-related illnesses and accidents suffered. The GPA scheme will cover staff for accidents on a 24-hour basis. Staff who have accidents or suffer from occupational related illnesses should inform the HR Department as soon as possible. Incidents reported beyond the period required by the Policy may be rejected by the Insurer.

PTE equivalent staff including volunteers, and scholars will be covered under workman's compensation as mandated by the laws of the Republic of Uganda.

In some circumstances while staff is still undergoing treatment IDI may receive temporary Discharge Vouchers pending final review. These temporary discharge vouchers are strictly paid in honor of IDI, under special circumstances with the approval from the Executive Director the temporary Discharge voucher can be paid to staff. All permanent discharge vouchers will be paid to staff directly.

#### **4.17. BEREAVEMENT BENEFITS**

IDI recognizes that there may occur situations when a staff member loses life (rare as that may be) or when a staff member loses a dependant. IDI will contribute towards the funeral expenses of either a staff member or a dependant of a staff member. For the purpose of this policy, 'dependant' refers to either a spouse, biological or legally adopted child or a parent. Such dependants will be listed on the staff personnel form.

Upon death of the dependant, the HR Department shall be notified as soon as possible. As much as circumstances permit, documentary evidence (e.g. a copy of a death certificate), should accompany the notification.

### **IDI's Contribution upon Death of a staff member**

IDI will contribute towards funeral expenses in the event of death of an employee to cater for Embalmmnt and Coffin plus transportation of the body to any place for burial within Uganda. In addition, the next of kin shall be given a 1 month's gross salary of the deceased plus any other terminal benefits due to the deceased.

Upon receiving communication that a member of staff has died, the HR Department will then communicate the sad news to all staff. The HR Department will then start organizing for the burial arrangements in liaison with the family of the deceased, the Operations section and the department where the deceased has been working.

***NB: Individuals claiming last payments for deceased staff will be required to produce letters of administration***

### **IDI's Contribution upon Death of a Dependent of a staff member**

IDI will contribute towards funeral expenses in the event of death of a **dependant** of a staff member. This benefit applies to the following dependants (biological parents, adopted child and spouse). Where possible, at the discretion of management, transport shall be provided to staff to go and attend burial if available.

IDI's bereavement contribution for dependents is UGX 1,000,000( One million Uganda Shillings only)

### **IDI's Contribution upon Death of a Volunteer/Community Extension workers**

IDI recognises the contribution of our volunteers that we work with in our operations and thus commits to contribute towards the funeral expenses in the event a death occurs. IDI will contribute UGX,1000,000 ( One million Uganda Shillings only).

## **4.18. TRAVEL IN UGANDA**

IDI will provide transport in kind to employees travelling on official duty. An employee travelling on official duty will be entitled to a daily per diem allowance when performing duties outside his/her duty station that involves an overnight stay. The per diem provided will cater for accommodation, meals and other incidentals. A return day allowance will also be paid. The per diem rates will be adjusted as and when necessary and communicated to staff accordingly. Where a particular funder requires a different arrangement, IDI may comply with the funder's requirements. The Institute may pay for the staff accommodation directly in pre-qualified hotels. Further details on travel may be found in the Finance and Fleet policy.

## **4.19. TRAVEL OUTSIDE UGANDA**

For international travel, each traveller must complete a 'Travel / Advance Request' form and have it approved by his / her HoD at least 2 weeks prior to the travel.

Lodging should be obtained in standard (or 3 star) hotels unless specific hotels are designated by the event organizers. The Procurement Office can assist with booking confirmation payments.

All air travel reservations should be made through the Procurement Officer and air travel must be economy grade and excursion fares (with some cancellation/change privileges) should be used whenever possible.

Travelers are encouraged to pre-arrange shuttle transportation between airport and hotel, if ground transportation is not provided by the event sponsor.

Personal expenses such as; alcoholic beverages, traffic fine/parking ticket, barber, beautician or shoeshine, credit card fees or late payment charges, dues for membership in a Club or other social organization, customs duty on personal purchases, newspapers/magazines, books or gifts, theft, loss or damage of luggage and/or personal effects, toiletries, baby sitting or home sitting, Pet sitting or kennel fee and health spa and trainer fees among others are not reimbursable fees.

Travel costs are confined to the expenses of a staff member only. No expenses attributable to a spouse, domestic partner, or other family member or guest will be reimbursed.

Upon return, Travelers must submit a completed 'Travel Expense Claim' form within 1 week of returning. Travellers should submit boarding pass stubs for each section of the journey, and original receipts are required for reimbursement of allowable travel and other reimbursable expenses.

Exceptions to the normal standard of lodging or travel must have prior approval of the Head of Finance and Administration.

***Details on the per diem rates and the travel;/ advance request form may be found in the Finance policy.***

#### **4.20. REIMBURSABLE EXPENSES:**

Where staff travel on official duty without receiving per diem prior to the travel, they will be reimbursed for the actual cost of; visa fees, transportation, lodging and other work-related expenses such as registration fees and cost of conference materials for seminars, symposia and conferences. Claims must be supported by valid, original receipts

Excess baggage charges are permitted only if the staff member is required to carry excess materials, or if the trip is of an unusual duration.

Telephone calls made while traveling on IDI business should be limited to business purposes. IDI staff on extended travel are permitted to make 1 telephone call to direct family for each week away from home.



## SECTION FIVE:

# PERFORMANCE MANAGEMENT POLICY

### 5.0 SCOPE

This Policy applies to all employees of the Institute with the exception of consultants and volunteers.

### 5.1 RESPONSIBILITY FOR IMPLEMENTATION

The overall responsibility for implementation of the PM process rests with Heads of Departments. This includes ensuring that all reviews are carried out within agreed timescales and in accordance with the procedures. As senior leaders they are expected to be enthusiastic champions of the PM process. They are expected to be supportive of the process, communicate its value and engage others to participate.

#### Managers/Supervisors' responsibilities

Managers have a responsibility of recognizing and reinforcing strong performance in their employees, and identify and encourage improvement where needed. But to begin with, managers need to view performance management as a two-way discussion that goes on throughout the year. Employees should never be surprised by the ratings and feedback they receive in their formal performance reviews.

As a manager, you are expected to:

- Use the PM Process as a valuable tool for supporting employee development and improvement. If your employees sense a lack of interest on your part, they'll lose interest too.
- When talking with your team about the process, be sure to emphasize its benefits, and encourage employees to take ownership of their own performance and development.

- Determine an appropriate schedule for regular performance conversations with those you manage directly.
- Conduct short, regular meetings to discuss and record milestones, accomplishments, successes and challenges as they occur, when details are fresh in both your minds. This will allow you to better monitor progress on goals, and provide coaching as required.
- Use the process to review the achievements, setbacks, development and training that have already been discussed throughout the year – and then use this information to establish goals and a development plan for the coming year.
- Deliver regular feedback
- Check-in on goal progress
- Communicate and revisit performance expectations.
- Improve your management and leadership skills and acquaint yourself with the different management needs of the different generations.
- Coach your employees in a way that strengthens two-way communication and reinforces desired behaviours.
- Support your career staff career development while making them accountable for it. Regularly ask employees about their career aspirations and help them identify areas they may wish to improve or develop, as well as resources available.
- Submit your completed employee reviews by the designated deadline. Failing to complete your formal performance review documentation on time sends your employees the message that recognition of their success and support for their development is not your top priority.

## Employees' responsibilities

Your role as an employee in this performance management process is to:

- Work towards achieving your individual goals, which help the Institute reach its objectives.
- You and your manager should have set these goals collaboratively as part of your performance management activities.
- Keep track of your progress on your goals and regularly communicate their status to your manager, especially if you're facing challenges that could prevent you from achieving your goals.
- Take responsibility for your own professional and career development.
- Be clear about how you would like to grow professionally.
- Know what knowledge, skills and experience you want and need to develop.
- Actively seek opportunities for professional and career development, both in the Institute or through external learning resources.
- Be open to feedback, accept constructive feedback and take the initiative to improve.
- Complete any development plans assigned to you and apply the learning to improve your performance.
- Seek support as required, work to establish and maintain a healthy relationship with your manager.
- Ask your manager for feedback and guidance, especially when you encounter challenges.
- Solicit feedback and guidance on your performance from others you work with.
- Keep a record of your performance achievements, successes and challenges.
- Keep a performance journal and share things like your successes, and the feedback and recognition you receive from others with your manager.
- Give others feedback.
- Complete your self-appraisal by the specified deadline.

The HR Department is responsible for providing guidance to managers and staff and monitoring the PM process to ensure it is fit for purpose. It is the responsibility of the HR team and line managers to induct new staff on PM procedures, as part of on boarding process.

Supervisors at all levels have responsibility to assist employees to generate SMART annual performance targets/objectives and review progress made midyear and also rate the overall performance at the end of the year.

Whilst the setting targets /objectives has to be agreed by both the supervisor and the staff, the staff would normally make a draft of them, initially. However, there are times when it is more appropriate for the supervisor to draft some objectives, for example when someone is new to the job.

New employees are enrolled on a separate 90 days probation process immediately after completion of the new staff orientation exercise.

Annual Reviewer refresher Training, which is mandatory, is provided by the HR Department.

## 5.2 AIMS OF THE PERFORMANCE MANAGEMENT PROCESS

In order to achieve IDI's strategic aims, the Institute needs to:

- Align the contributions made by individual members of staff to the Institute's strategy and departmental objectives.
- Establish clear expectations of employees for delivery and contributions to Institute's success to enable accountability and recognition of performance.
- Ensure that staff are fully equipped to carry out their roles.
- Gain a better understanding of each individual's potential and assist staff to develop to their full potential.

In addressing these points, it is important to ensure a consistent approach while recognising the different roles and responsibilities throughout the Institute. The Institute's Performance Management policy is designed to do just that, through a Performance appraisal process which:

- Engages staff in objective setting to ensure they have a clear understanding of what is expected of them and how they contribute to the success of the Institute
- Identifies the necessary resources, training, development and support that staff need to carry out their role and achieve their objectives
- Evaluates contribution in respect of how well objectives have been met and in respect of other skills which maximize effectiveness
- Provides a basis for linking exceptional contribution to reward
- Facilitates the achievement of personal career objectives by providing an opportunity to take stock, consider future direction, assess progress and identify further needs for development.

### 5.3 GUIDELINES

- Employees' direct supervisors should closely monitor the respective employee's performance throughout the year.
- Performance review is a two-way process, which requires participation of the manager and the employees.
- Performance targets need to be discussed and agreed upon with the manager and employee.
- The employee and manager may review the program, quarterly in addition to monthly monitoring and feedback, to check progress and identify strength and weaknesses.
- During the Mid-year reviews, performance targets may be amended and updated to eliminate obsolete targets and accommodate new responsibilities and changes.
- Identify the role of each individual in achieving the overall departmental targets.
- Performance discussions will be recorded on individual PM forms in the system for future reference.

The agreed formal reviews will be clearly documented focusing on the following areas:

- Adherence to job criteria and key performance areas;
  - Meeting of specified objectives;
  - Identification of deficiencies in performance and the cause;
  - Identification of strengths;
  - Agreement on corrective action;
  - Discussion around training and development; and
  - Signature of employee to be obtained on the relevant documents after discussion completed with manager
- Review of end of year results by Performance Management Committee. The PM committee may review all the appraisal ratings in the Institute (Calibration Exercise). The Committee shall be comprised of the Executive Director, and SMT Members
  - HR Department may communicate the performance review forms and guidelines to be used for the purpose of the performance review.
  - Performance review findings may inform salary increments where applicable.

### 5.4 MATRIX REPORTING AND REVIEW

The employee will normally be reviewed by the immediate supervisor or line manager. However, given the complexity of our work there are staff that have a matrix reporting relationship where they have a dotted line of reporting to a Matrix Manager, who may provide essential feedback and score on the performance ratings. In the matrix working relationship the designated line manager/immediate supervisor offers the final verdict.

## 5.5 PERFORMANCE RATINGS

<b>O</b>	Outstanding	Outstanding performance resulting in extraordinary, exemplary and exceptional accomplishments with significant contributions to objectives of the department, or entire IDI (i.e., innovation, cost savings while increasing quality of service, breakthroughs, etc.) The exceptional performance of these high flyers is likely to capture the attention of most people. Their achievements will be notable and they are likely to have excelled in both the what and the how of performance. Their performance will clearly stand out from their peers and suggest that they have really excelled in their work this year.
	Key Words	very high performance, stands out, exceptional, far exceeding expectations
<b>C</b>	Commendable	Consistently generates results above those expected of the position. Contributes in a superior manner to both technical and functional capacity. Clearly performing well above expectations (in terms of what and how). Performance stands out above the rest and could be considered as one of the top (20%) performers in the Institute.  This is a consistently high level of performance across most areas for which the person holds responsibility, exceeding targets and demonstrating the core capabilities to a high level. Whilst this could mean high performance at the current level, it could well indicate potential for more responsibility.
	Key Words	Commendable, excellent, high performance, consistently exceeding expectations
<b>FC</b>	Fully Competent	Good performance– employee fulfills all position requirements and sometimes generates results above those expected of the position (in terms of what and how). Employee’s attitude and behaviors reflect interest in improving and attaining higher level of achievement for self and Institute.  This is the kind of performance required and this is where the majority of the Institute (2/3rds) will be. It is likely that many (or most) of the objectives have been well met along with clear demonstration of the capabilities and personal development. Good performance can be affirmed.
	Key Words	performing well, (very) good, meeting / sometimes exceeding expectations
<b>NI</b>	Needs improvement	Further development required. Performance level may be the result of new or inexperienced employee on the job or an employee not responding favorably to instructions. Clear written documentation required as to what is expected to be successful. Performance is improving but not yet meeting full performance expectations (in terms of what and / or how).
	Key Words	improving, developing, growing in role, needs support, towards expectations
<b>U</b>	Unsatisfactory	Clearly below performance expectations in terms of the what, the how, or both. Clearly less than acceptable, and well below minimum position requirements/ expectations. Situation requires immediate review and action.
<b>TNR</b>	Too new to be rated	This rating is usually assigned during first 3 months of employment with WV or after promotion into a new role.

## 5.6 TIMELINES FOR APPRAISALS

- a. The annual performance targets will be either at the beginning of the project cycle whereas for the core staff will be the beginning of the financial year i.e. July. Some of the projects will be in October.
- b. Interim performance reviews (mid-year) are to be submitted in December for Core staff while for projects it should be in March.
- c. Year-end staff appraisals will be carried out between May - June for Core Staff while for projects will be conducted in August – September

HR Operations section will be sharing the appraisal roadmap at least one month before to enable staff prepare for the above exercise, it is expected that all staff shall comply to the timelines. Failure to meet the timelines without proper justification may attract penalties including but not limited to removal from payroll, formal disciplinary hearing and or non renewal of contract should the review period fall at the end of the running contract. These extreme measures will be taken after several attempts (evidenced) to remind the staff to complete the exercise.

### One to one meeting;

It is recommended that Supervisors and direct Reports have regular one to one meeting to review progress against agreed objectives and development needs. There may be circumstances where it is necessary to review progress on a more frequent basis for example with a new employee or where performance issues have been identified. This meeting may ideally be done monthly not taking more than 30 minutes. A draft one on one agenda is in place to guide the meeting. The meeting may take the form of a discussion between Reviewee and Reviewer.

## 5.7 FOLLOW UP

### Follow up at Individual level

Both Reviewee and Reviewer are jointly responsible to follow through on any actions agreed during the appraisal meetings. If a Reviewee is concerned that a commitment made via the process is not being met, then they may raise this with their Reviewer in the first instance. If the matter is not resolved they should then refer it to their matrix supervisor if they have one with a view to resolving things informally.

If the Reviewee is not satisfied with the outcome of that referral, they may contact HR for advice and support on how to resolve the situation. If the matter is still not resolved through informal discussions following referral to HR, then they have the option of pursuing it through the appropriate Institute Grievance procedure.

### Follow up at Departmental level

Following the annual appraisal meetings, it is the Reviewer's responsibility to update individual HR records with PM data for the period just reviewed. It may be necessary following the review meetings for Reviewers to provide feedback to others in the line management chain. For example, issues raised by the Reviewee may need to be drawn to a senior manager's attention in order that they can be addressed.

If outcomes of the appraisal are likely to have an impact on departmental planning, then these should also be fed to the department management team. This also assists the management team in managing limited resources whilst ensuring that critical needs for resources, support and development are met. Where such feedback is given, it should always be with the Reviewee's knowledge and special care must be taken if sensitive issues are involved.

The Appraisal data may be aggregated to provide a report of the overall performance of the organisation to match it with annual targets.

### An opportunity to offer constructive feedback

The Appraisal data may be further used to make management decisions, in terms of staff development, remuneration, promotions and assessing organisational health.

## **5.12 COLLATION OF TRAINING NEEDS**

The HR Department is responsible for collating the training and development needs out of the appraisal process and for prioritising and addressing those needs in line with the Learning and Development policy.

## **5.13 CONFIDENTIALITY AND DATA PROTECTION**

The appraisal data is of a confidential nature and should be treated/handled with due care and attention. Staff should also ensure that any appraisal records, whether hard copy or electronic, are held and processed in accordance with the Institute's Records Management Policy.

## **5.14 DEALING WITH UNSATISFACTORY PERFORMANCE**

Employees have a contractual responsibility to perform to a satisfactory level. It is the responsibility of managers to ensure that employees have manageable workload and that agreed objectives are realistic. In considering whether an employee is underperforming, account must be taken of workload. After successful completion of a review period the employee's manager should advise the employee that a Performance Improvement Plan now applies. This is to make sure those performance improvements and/or improvements in behaviour are lasting for both the employee and the Institute.

During the Performance Improvement Period performance will be managed as normal through supervisions and/or one on one meetings. The Performance Improvement Period may remain in place for a period of 3 months. If performance and improvements in behaviour are sustained throughout this period, then all action under this policy may cease.

Commencement and completion of the Performance Improvement Period may be confirmed to the employee in writing by Human Resources Department.

For any employees who get a performance rating of Needs Improvement (NI) may be given a warning letter, those with Unsatisfactory (U) a Last Warning letter. A person on (NI) has a maximum of six months, the one rated (U) only three months within which to improve performance.

## **ENROLLMENT ON PIP -STAGE 1**

The employee may be requested by the manager in writing to attend a formal review meeting at stage 1, giving reasonable notice (5 working days) and outlining the continuing areas of concern.

The manager may make a record of this meeting, and write to the employee summarising the agreed main points and enclosing the Performance Improvement Plan. The Plan is effective the day the PIP is signed off by both parties. A copy should be retained on the personal file.

The employee will be at this stage issued with a First Formal Warning which may remain on file from the date of issue and in will remain in effect until the end of the performance Improvement Period, and will be informed that failure to improve performance and/or standards of behaviour to the required standard may result in termination of the employee's contract of employment on the grounds of capability.

Whilst it is acknowledged that timescales set may vary, dependent on the individual case and the support required, it is expected that the timescale for review at Stage 1 will normally be a minimum of 4 weeks but not exceeding three 3 months, allowing the individual reasonable time to demonstrate improvements but not to prejudice service delivery.

As appropriate the manager should arrange to meet with the employee during the Stage 1 review period through supervision or one on one meetings to offer support and to monitor progress. If it becomes apparent through the review period that the improvement has been achieved, this should be communicated to the individual and no further action is necessary.

If the employee has partially demonstrated an improvement in their performance and/or standards of behaviour, the manager may set a further review period as per the policy. However if targets for improvement are not met or there is a failure to make reasonable progress towards them, the manager may communicate this to the employee through supervision or one on one a meeting and explain that they may be requested to attend a formal review meeting at Stage 2.

### **ENROLLMENT ON PIP -Stage 2**

The employee may be requested by the manager in writing to attend a formal review meeting at Stage 2 giving reasonable notice and outlining the continuing areas of concern. At this stage the employee may be issued a Last warning letter which will remain on file from the date of issue and it will remain in effect until the end of the sustained improvement period. The employee will be informed that failure to improve performance and/or standards of behaviour to the required standard may result in termination of the employee's contract of employment on the grounds of capability.

The manager may make a record of this meeting, and write to the employee summarising the details and agreed actions. A copy may be retained on the personal file.

The meeting should cover:

- The issues addressed at the previous meetings should be reviewed along with progress within the personal development plan.
- A discussion about any factors continuing to hinder acceptable performance and/or standards of behavior identified and action determined to overcome them.

It is expected that the timescale for review at Stage 2 will normally be a minimum of 4 weeks but not exceeding 3 months, allowing the individual reasonable time to demonstrate improvements but not to prejudice service delivery.

If through the review period it becomes apparent that the employee has failed to make satisfactory improvement and no alternative post has been secured, the manager may communicate this to the employee through supervision or a one on one meeting and explain that the case will be referred to the HR Department HOD with the recommendation for final review.

### **ENROLLMENT ON PIP -Final stage**

If it is decided by the Supervisor that the case may proceed to final review, a joint meeting with both parties and a representative from Human Resources may be convened. In some circumstances it may necessitate engagement of a professional representative to either support the panel or provide advice as an expert witness. The invite letter giving reasonable notice should outline the continuing concerns and must state that an outcome of the meeting could include termination of the employee's contract of employment on the grounds of capability.

Prior to the final review the employee and their representative may be provided with a management summary of the case and any documentary evidence which may be considered at the review. The employee has the opportunity to submit a written statement of case and documentary evidence to the chair prior to the review. Copies of the papers may be circulated to management and staff side.

The meeting may review the action taken, support given and explain any outstanding concerns. Both parties may be given the opportunity to speak and give any mitigating circumstances. The HR Operations Manager in Consultations with the Head of Human Resources may make a decision on one of the following options:

1. To continue with a further review period and issue a further warning
2. Consider redeployment to a suitable alternative position
3. Refer the employee in question to a disciplinary hearing on grounds of poor performance.

The main points of the discussion and the decision may be confirmed to the employee in writing. Where it is decided to terminate an employee's contract on the grounds of capability, the individual will be given appropriate notice or payment in lieu of notice, plus any outstanding leave entitlement.

### Right of Appeal

Where an employee's contract has been terminated on the grounds of capability, they have a right of appeal as provided for in this policy.

- The appeal may be lodged in writing within 5 working days of receipt of written confirmation of the decision to the committee, setting out in detail the grounds for appeal.

- The appeal hearing committee will be chaired by the next level of management and will be supported by the HR representative. The written grounds of appeal and any supporting evidence must be submitted by the employee prior to the hearing.
- The dismissing manager has the opportunity to submit a written statement of case and documentary evidence to the panel. This must be received prior to the hearing. Copies of the papers may be circulated to management and staff side.
- In case the committee decides to go by the original decision, they will forward their recommendations to the ED who will conclude the matter



## SECTION SIX:

# STAFF LEARNING AND DEVELOPMENT POLICY

### 6.1 POLICY OBJECTIVE

To contribute towards the improvement of skills and competencies of human resources in Uganda's health sector – thus promoting the health status of the country's citizens, the Institute encourages employees to raise the level of their competence and proficiency. To this end, the Institute will, to the extent that it can afford to, and to the extent that it does not disrupt work, create situations that are conducive for staff members to undertake relevant training and HR Development activities.

IDI is committed to promoting an environment of training, learning and continuous professional development (CPD) for all employees to ensure that all staff have access to learning, development and training opportunities which enable them to be suitably knowledgeable and competent to carry out their roles, and to develop their talents in any ways that fit with the organisation's development to meet its strategic objectives.

### 6.2 AIMS OF POLICY

The main aims of this policy are to:

- Create a learning and development culture within IDI
  - Ensure that all IDI employees are aware of the Institute's procedures for applying for learning and development opportunities, and that all employees have equal access to learning and development opportunities.
  - Ensure that employees are supported and enabled to meet the changing demands of the organisation and its partners so that the organisation achieves its strategic objectives.
  - Facilitate employee development and/or personal development through supporting them to broaden, deepen and thereby further enhance their existing skill base.
- Provide a working environment where continuous learning and development take place that in turn enables staff to gain more enjoyment from their roles, increase motivation and enhance staff retention.
  - Raise the skill and knowledge levels of staff of the Institute and inculcate into them positive attitudes and, in so doing, empower them to deliver better quality services.
  - Provide a framework against which accountabilities in the area of training and HRD in the Institute are shared.
  - Provide a framework for internal capacity building through career development and staff training with a view of enhancing succession planning and continuity, in line with the strategic plan.

### 6.3 THE TRAINING PROCESS RULES

- a. Training opportunities shall be open to all employees without discrimination
- b. Training and development arranged for staff shall be related to the work of IDI and specific to identified training needs.
- c. The objectives and aims of each training activity shall be clearly specified on the employees' training plan as derived from the appraisal
- d. IDI shall allow the necessary time for relevant and approved staff development activities.

## 6.4 TRAINING RESPONSIBILITY

### Employees:

- Employees are required to take initiative in regard to their trainings and attend trainings approved and organized for them.
- Proof of attendance like certificates awarded should be submitted to the HR Department upon completion of training.

### Supervisors:

- Supervisors have the primary responsibility for training.
- All-year-round, supervisors, managers and HoDs monitor performance of employees working in/closely with their organizational units and identify those in need of training as well as those with potential for increased responsibility.
- The supervisor/line manager carries out performance appraisal of the employee during which the employee's performance is reviewed against his/her key accountabilities, job responsibilities, required skills, and future plans/career path.
- Interact with the Talent Management & Development Specialist to ensure that trainings are scheduled, resources and time permitting.
- Ensure time availability for staff to train.
- Evaluate trainings to measure effectiveness and performance improvement.

### Senior Management:

- Approves the annual learning and development budget allocation
- Approves the learning and development Programme.
- Monitors and reviews implementation of the learning and development activities and evaluates their impact.
- Based on the reviews, and monitoring and evaluation recommends changes, as necessary.

### Human Resource Department:

- Ensures that all staff have access to this policy and that all parties understand their roles and responsibilities.
- Drives the training needs assessment process, develops an annual training plan and gets the budget approved by the Management in the annual resource allocation cycle, implements, monitors and reports on the effectiveness of training activities annually.
- HR Department may each year, organize and run general staff training courses. These general interest staff training courses may include any of the following:
  - a. Team-building and effective team-work
  - b. Fundamentals of staff Supervision
  - c. Effective communication
  - d. Quality customer care
  - e. How to write a winning CV, cover letter and how to attend Interviews?

### The Institute:

The Institute shall endeavour to provide:

- a staff training budget within its budget provisions subject to resource availability;
- a conducive learning environment;

## 6.5 IDENTIFICATION OF TRAINING NEEDS

To ensure a professional, focused and needs based approach to training, IDI shall institute an annual training needs assessment. Training needs will be based on the following;

### (a) Performance Management

Training and development needs are usually identified during the performance appraisal process and a performance development plan agreed. This is to ensure that the employee can fulfil the requirements of the job as well as ensure they have the skills to complete the objectives that have been agreed.

### (b) Organizational changes

Organizational changes, for example installation of new software or the introduction of a new policy, can come at any time and whenever they do, an analysis of training needs should be carried out and appropriate training given.

### (c) Organizational objectives

Some training and development needs would be determined by IDI's strategic goals. For example, if IDI decided, within their IT objectives, that to improve efficiency all staff had to use their electronic diaries, appropriate training would need to be organized.

## 6.6 TYPES OF LEARNING/TRAINING

For many staff, the greater part of their training will be on the job. However, from time to time it may be necessary for employees to attend other training events. Having identified a learning/development/support need, the next step is identifying the most effective way to meet the need. It is critical that the development need is specific and required learning objectives clearly defined. The following learning/training interventions may be employed.

## 6.7 MANDATORY TRAINING

Some training may be deemed mandatory for all or for certain staff in order for IDI to achieve its goals and objectives. Mandatory training costs will be met in full by IDI. Examples of such mandatory training can be:

- Induction for all staff
- Training in Health & Safety
- Training in Personal Security
- Training in Performance Management
- Training in Finance Management for managers that have finance roles

## 6.8 INTERNAL OPPORTUNITIES/ACTIVITIES

The Institute will give priority to internal learning opportunities which include;

- Attending meetings, seminars, conferences, lunch time briefings, peer led sessions
- Secondments
- Temporary additional responsibilities
- Mentoring
- Coaching/on the job training
- Job rotation/development
- Self-directed learning – e.g. computer based, internet based learning (e-learning)

## 6.9 EXTERNAL TRAINING

- Training courses
- Professional qualifications

The HR Department may assist in selecting appropriate courses and may be able to provide reviews of external training.

## 6.10 SHARING LEARNING/EXPERIENCES

In the interests of cost effectiveness and sharing learning, if at all possible, there should be a commitment and arrangements made to share the learning particularly from the external training. This could be;

- a briefing session/presentation oral or written on the key aspects of training
- sharing of ideas, the training may have raised
- running a mini – in house training session
- sharing handouts and guidance notes.

## **6.11 SELF DEVELOPMENT**

- reading
- distance learning
- training and development programs
- membership of external committees

## **6.12 PROFESSIONAL MEMBERSHIP FEES**

IDI shall, on behalf of a staff member, pay membership and subscription fees to approved professional bodies if, in the opinion of IDI, such membership enhances the professional competence and is in IDI's interests. However, the payment of membership fees shall be conditional on resources being available and:

- a. the staff member being a member by association;
- b. the staff member being registered under the employment of IDI;
- c. the professional associations' activities being relevant and pertinent to the staff member's duties and responsibilities as well as IDI's objectives.

## **6.13 CONFERENCES**

IDI may sponsor a staff member to attend an international, regional or local conference provided the conference theme is relevant to the staff member's duties and responsibilities at IDI and in line with IDI goals. Sponsorship to attend such a conference will depend on availability of funds and approval from the line supervisor and the ED. A maximum of one conference will be sponsored by IDI per person per annum off core funding.

## **6.14 SHORT TERM TRAINING OPPORTUNITIES**

Resources permitting, IDI will fully fund all short-term training opportunities identified from the needs assessment and approved as part of the learning and development plan. Where necessary, lunch and transport reimbursement/per diem and lodging will be given to full-time IDI sponsored trainees attending aligned short (maximum of one month) and medium (5 weeks to 3 months) term trainings.

## **6.15 ASSISTANCE FOR FURTHER OR HIGHER EDUCATION**

Subject to availability of financial resources, IDI may consider requests for assistance towards further education course fees and approved professional qualification course fees including Post Graduate Diplomas, Bachelor's Degree, Masters and PhDs, provided that there is a written development plan that fits in with the corporate goals of the Institute.

Any staff member who wishes to pursue a course of further or higher education will submit a Declaration of further studies form clearly showing;

- details of the course of study
- how the course of study links to his/her personal development plan and to the department's plan?
- cost of the study
- duration of the study
- day release/distance learning
- reasons for wishing to pursue the course of study
- how it will benefit the individual, the department and the entire IDI
- Approved by the HOD

Where support for a further or higher education is agreed, and depending on availability of funds, IDI will through the HR Department partially contribute some funds to meet the course fees and staff will be required to contribute the balance.

Continued financial support for this training is also dependent on remaining an employee of IDI. If the applicant does not complete the course they may have to repay the fee contribution dependent on the reason for non-completion. Employees who do not complete the course due to maternity, illness, disability or redundancy will be exempt from repaying fees.

While approving funding for higher education and where necessary, the time one has worked with IDI may be put into consideration. The HR Department will be responsible for reviewing the applications and making recommendations to the Head of Human Resources and ED for final approval. IDI will not meet costs for re-takes.

## **6.16 FUNDING FOR INTERNATIONAL COURSES**

Given the costs associated with international courses, IDI will give priority to funding local courses. Before approving funding for international courses, the individual will have to justify in writing that the course to be pursued and the skills to be acquired from such a course cannot easily be available locally. The justification will be reviewed by the HR Department before funding can be approved. IDI will encourage its staff to source scholarships for such courses.

## **6.17 FUNDING INDIVIDUALLY SOURCED & UNPLANNED TRAINING OPPORTUNITIES**

Once in a while, individual staff members or teams come up with adhoc training requests to be funded by IDI. The Institute is not under any obligation to fund training requests that are not part of the training plan as identified from the training needs. In such circumstances, individuals will be encouraged to source for their own funding. However, at the discretion of the ED and with approval from the line manager and availability of funds, such training requests may be funded once deemed relevant and beneficial to the individual member, departments and the Institute at large.

## **6.18 STUDY LEAVE**

Applicants whose trainings or development opportunities have been approved will usually be supported by a full contribution to the time required for attendance at one off courses, workshops, seminars or other development activity during working hours. Where the request is for a medium- or long-term course (e.g. to gain a professional qualification) exceeding one month, requests for time off will be up to a maximum of 8 weeks in a year.

All requests for time off must be discussed with the line managers and HoDs. Line managers must give due consideration to issues of equity and consistency when agreeing release. Study leave dates need to be agreed in advance by the line manager who will need to plan for a reallocation of work during any absence.

**Study Leave for Examinations:** Where attendance at a professional course has been agreed upon and there are examinations at the end, paid leave will be allowed for 5 days annually for exams and professional workshops subject to pre-approval from Management.

## **6.19 UNPAID STUDY LEAVE**

Staff who find sponsorship and are allowed to proceed on long study programs, e.g. Masters Degrees, may take unpaid leave of up to 24 months. Whereas IDI does not guarantee re-employment at the current position on completion of the training course, the Institute may find suitable employment that the employee may take-on if he/she is willing.

## **6.20 LEARNING & DEVELOPMENT BUDGET AND FINANCIAL SUPPORT**

IDI has a consolidated staff learning and development budget. The HR Department will come up with the annual IDI learning and development budget. The level of financial support IDI will provide for any training or development event is discretionary and will be prioritised taking into consideration the following;

- Relevance of the training to the individual's current job description
- Perceived added value to the team/department
- Priority against organizational need and planned activities
- Cost, method and appropriateness of the training
- Previous funded opportunities the individual has received
- Time necessary
- Funding for professional courses will be agreed with individuals at time of application,

All capacity development/training funds for IDI staff will be consolidated in one pool and channelled through Human Resources department. Individual programs and projects are not allowed to spend on staff development without Human Resources Approval and review.

## 6.21 ALLOCATION OF THE TRAINING FUNDS

The HR Department will have the overall responsibility for equitably allocating the training funds across the different departments on an annual basis in line with this policy.

While allocating the funds, the committee will put into consideration; the size of the department (number of staff), the identified development/training needs from each department, relevance of the identified training needs to the overall IDI goals, nature of the development interventions (e.g. short term versus long term, conferences), cost of the identified interventions, individual contributions to the training as well as previous budget allocations to the particular department or individuals within that department.

Having put into consideration all these facts, the committee will propose the percentage allocations for each department out of the overall budget as well as the specific individual allocations and submit their recommendations to the Head of HR and ED.

## 6.22 BONDING AND REPAYMENT

An individual who has received funding under this policy will be bonded to work with IDI for a certain duration upon completion of the course or conference as follows;

- **Less than USD 500** No bonding
- **USD 1,000 to USD 1500**, One year bonding upon completion of the course or conference
- **USD ,1501 to 2000** Two years bonding upon completion of the course or conference
- **UGX 2001 to 3000**, Two years' and a half bonding upon completion of the course or conference
- **Above USD 3000**, three years' bonding upon completion of the course or conference

The above will also cater for staff that are attending , conferences and those that have received scholarships and fellowships.

If an individual receives funding from IDI and subsequently leaves IDI of their own accord before the end of the bond period, they will be requested to proportionately reimburse IDI.

The same rule will apply if an individual leaves IDI before completing the course of study where IDI has sponsored and paid for the course. However, if the individual is made redundant, this rule will not apply. Individuals who receive funding from IDI to pursue certain courses and abandon them mid-way or fail to complete will be required to make a full (100%) refund to IDI.

After completion of the fellowship / scholarship failing to get placement with IDI then the bonding agreement will not be binding but if staff is funded while employed with IDI then the bonding terms apply.

Furthermore, in recognition of outstanding performance, a staff on bond who emerges as an outstanding performer in the annual performance reviews will have their bond reduced by half.

## 6.23 MONITORING AND EVALUATION

The HR Department will monitor access to training and development opportunities and attendance on courses at least annually to ensure the policy is operating fairly, consistently and effectively. All internal courses will be evaluated at the end of each course when participants are asked to complete an immediate reaction questionnaire.

Following attendance at an external event, staff are required to complete a training evaluation form and return it to HR Department. This enables the HOD-HR to monitor the quality of external events and ensure IDI gets value for money.

## 6.24 TRAINING RECORDS

A training record for each member of staff will be kept centrally by the HR Department. Therefore, the HR Department in conjunction with line managers will ensure that personnel records are kept up to date on any training or development that has taken place.

## 6.25 APPEALS

Where an employee feels they have been unjustly denied access to learning or development within their department they should seek resolution with the HOD-HR. Where this is not possible, they should refer to the Institute's Grievance Policy.

## SECTION SEVEN:

# ABSENCES, LEAVE AND PUBLIC HOLIDAYS

### 7.1 POLICY OBJECTIVE

The objective of IDI policy on absences is to minimize absence from work as it affects normal operating effectiveness and productivity and burdens other employees who must take on duties of the absent employee.

### 7.2 DAILY LOGINS

All employees shall log-in and log-out their entry and exit times accurately. An employee found to have entered incorrect entry or exit times will be considered to have committed fraud. Whereas the log-in and log-out records shall be maintained at the gate, immediate supervisors shall also maintain daily attendance records and at the end of each month, present these to the HR Department. The HR Department will take due regard of this records when preparing the monthly payroll. A staff logging in for another will be a case of misconduct.

***NB: All leaves must be duly signed, forms completed and days properly computed.***

### 7.3 ABSENCE REPORTING

All absence from work must be authorised in advance by the employee's immediate supervisor. In cases of emergency (e.g. sickness or injury) management should be informed of the circumstances at the earliest practicable time. Unauthorised absence for 1 day or more will be deducted from the annual leave entitlement.

Absence for more than 3 days without notification of the immediate supervisor may call for disciplinary action. Supervisors are required to inform the HR Manager of any unauthorised absence for appropriate action.

### 7.4 ANNUAL LEAVE

Staff will accrue 1.8 days of annual leave per month totalling to 22 days per year where one is in full time employment with IDI. Annual leave shall be taken during the year in which it is accrued and leave not taken shall be forfeited.

Staff should be encouraged to take leave unless there is written communication from the supervisor as to why a staff member has not been able to take his/her accrued leave. Staff who fail to take their annual leave with justifiable reasons and approval from their HoD may be allowed a carryover of 10 days.

Leave carried forward must be taken within the first quarter. Failure to do this will lead to forfeiture. The staff concerned should demonstrate in writing justifying why and the request must be approved by the HoD. Employees still on probation shall not take annual leave, but will accrue it. However, if someone has an issue that may require him/her to take some few days of leave he/she may discuss with his/her supervisor.

No annual leave shall be taken without approval of the respective HoD and HR team.

***The IDI leave calendar will run from July to June in line with the IDI business year and any staff who joins in between will have their leave entitlements prorated accordingly.***

### 7.5 ANNUAL LEAVE DURING NOTICE PERIODS

At the time of leaving IDI, an employee's leave entitlement will be calculated up to the confirmed last day of work. If an employee has any leave left, they will agree with their line managers whether it is suitable to take the leave within the notice period bearing in mind the need to minimise any gaps in cover for the role and handover. If an employee is not able to take the remaining leave days, the outstanding leave days may be paid together with the final month's salary.

## 7.6 PAID ANNUAL LEAVE

Annual leave entitlements will not be commuted to their monetary value except at the time of leaving IDI, at which time no more than the entitlement accrued in the final year of service will be paid. Any encashment for unused annual leave will be at basic salary at the time of leaving and will not include any additional allowances.

## 7.7 LEAVE SCHEDULES

Every department shall have a leave rota at the beginning of every leave calendar. It is the responsibility of the HoD to schedule leave for all employees in the department.

## 7.8 CHRISTMAS BREAK

Each year in December, IDI will close offices for the Christmas Break. The number of days for the break will be determined by the ED in consultation with the HR Department and communicated to staff early enough for planning purposes.

Departments or units that intend to continue operating during the Christmas break will communicate accordingly to the Operations team and the HR Department. Staff who intend to extend their Christmas break beyond the approved Christmas break days will have to apply for annual leave.

## 7.8 SICK LEAVE

Sick leave may be taken on account of dental/medical illness or injury of a staff member. All staff are entitled to sick leave in accordance with the current labour laws, under the Employment Act Cap 226 section 54 which provides for 1 month of paid leave plus all benefits for the first month, and at the expiry of the second month, the employer has the right to terminate the contract while complying with all the terms of the contract of service.

- i. An employee who is unable to report for work on account of such illness or injury must report to his/her immediate supervisor and/or HR Department promptly.

- ii. The immediate supervisor and/or HR Department will require a physician's certificate in support of a claim for sick leave of any duration. The medical certificate will indicate the first day of illness and the date on which the employee is expected to return to work.
- iii. III. In the rare circumstance that an employee is bedridden or, in some way, incapacitated by an illness/sickness for a period of time that is longer than 2 months in a year, such employee will be retained on IDI payroll for a period of up to an additional 3 months on half pay. If there is no improvement after the 3 months, IDI may request for a medical evaluation on cause of the ailment and prospect of recovery. Such evaluation will be repeated upon expiry of the 3-month period and management may decide either to continue with partial salary for a further period of up to 3 months or terminate employment on medical grounds.
- iv. IV. Special circumstances: Exposure to Communicable Diseases of Global Health Concern e.g., viral haemorrhagic fevers (e.g., Ebola, Yellow Fever), flu pandemics (e.g., H1N1), COVID-19, Plague and others that may arise. Based on the public health global and national control measures of such diseases, any individual exposed to or diagnosed with such infectious diseases of public health concern would be required to isolate for observation for a specified duration and/or testing and management based on the outcomes of tests.
  - Evidence of a positive test result: Staff members that have positive results of such diseases will be required to communicate to their immediate supervisor and/or HR Department with evidence of a positive result to claim the sick leave in line with the prevailing national guidelines for the management of such a disease.

- Exposure with symptoms but no positive result: Staff members will be required to report to an accredited health facility for evaluation for the particular disease of public health concern. Findings from the health facility will be reviewed by the HR department in consultation with the IDI Occupational Health and Safety Committee. Relevant leave will be claimed based on the guidance from this consultation.
- Exposure with no symptoms and/or no positive result: Staff members who report exposure with no symptoms or positive results who isolate will be encouraged to test for that relevant disease in line with national guidelines. If the test is positive, the days taken while in isolation will be considered as sick leave and disease managed in line with current national guidelines. In case of a negative test result, the days taken while in isolation will be considered as annual leave, and will be expected to report back to the duty station.

**Note: The IDI Occupational Health and Safety Committee will regularly provide updates and guidance to all staff on national and institutional guidelines for the control of communicable diseases of public health significance.**

### **7.10 MATERNITY LEAVE**

A female staff is entitled to 60 working days of maternity leave as a result of pregnancy, which may be taken 28 days prior to confinement and in addition to earned annual leave. This policy will be extended to mother that use surrogates on presentation of the respective documentation.

If after such leave, a qualified medical practitioner certifies that the employee is still unfit for work, the employee shall be entitled to 1 month's unpaid leave. Should the employee still be unable to work due to the effects of childbirth, the employee may proceed on unpaid leave and her services will be terminated after completion of a further 2 months of unpaid leave.

A staff who gives birth to more than one child (twins, triplets etc) will be given an extra 30 days of maternity leave making a total of 90 working days.

### **7.11 CHILDCARE PROVISIONS FOR BREAST FEEDING MOTHERS**

IDI will endeavour to provide a conducive work environment for breastfeeding mothers. In line with this, breastfeeding mothers will be encouraged to discuss and agree on a flexible working schedule with their supervisors (not exceeding three hours per day). The agreed upon working schedule will be shared with the HR Department and will be jointly reviewed every 3 months until the child makes one year.

In the interest of safety for a mother and her infant, field trips involving breastfeeding mothers will be discouraged within the first year.

### **7.12 PATERNITY LEAVE**

Male employees will be entitled to paid paternity leave of 5 working days. Taking of paternity leave should not exceed 6 months after delivery and this benefit applies once a year. A father who gives birth to more than one child will receive working 7 days' paternity leave

### **7.13 LEAVE WITHOUT PAY**

IDI staff who have exhausted their annual leave days and for one reason or the other need to be away from work attending to personal matters may apply for leave without pay. The staff member will be required to inform his/her HoD of the reasons and if in agreement he/she will grant the leave and find a suitable replacement. This will be limited to a maximum of 2 months.

### **7.14 COMPASSIONATE/BEREAVEMENT LEAVE**

The employee's supervisor may grant up to 6 working days' compassionate/bereavement leave per calendar year on full pay in an unforeseen or emergency situation to a maximum of 3 working days' absence on any one occasion. The supervisor is responsible for recording compassionate leave taken with the HR Department.

Compassionate leave may be granted in case of the death or illness of a member of the employee's immediate family (spouse, biological or legally adopted children, parents, parents in law, grandparents and siblings) or illness or other emergency involving the employee's dependants.

## 7.15 SABBATICAL LEAVE

In very exceptional circumstances, IDI staff who have been with the Institute for a minimum of 10 years may apply for a sabbatical leave of up to 12 months. This leave may be for personal growth, job-related research and innovation, or other reasons. There must be an outcome of the sabbatical shared by the employee, as it must benefit the organization. It can only be authorized by the Executive Director and subject to availability of funds.

During the sabbatical, the employee will hold the salary for the position unless a level of effort has been agreed upon between the employee and the respective HOD. It is understood that the employee will not engage in gainful employment elsewhere during this period.

Employees eligible for sabbatical leave must submit their request six months before the desired start date. Employees can contact the HR department with any inquiries regarding the sabbatical policy. Upon submission, the employee may receive a response within one month regarding the approval status from the ED through the HR Department. While on Sabbatical, your employment status, contract, and benefits (like health insurance) remain intact. Annual leave will not accrue. The employee will be informed of unforeseen or organizational changes (e.g., Departmental restructuring).

The employee is expected to return to their position (or an equivalent) at the end of the sabbatical. Should the Institute need to lay off employees while on sabbatical for any unforeseen reason, we will follow the legal requirements for notice.

## 7.16 PUBLIC HOLIDAYS

Employees shall be granted time off from work with pay for each holiday designated by the Government of Uganda. Fourteen holidays are designated each year (as of 2017) as follows:

New year's Day	January 1st	Heroes Day	June 9th
Liberation Day	January 26th	Independence Day	October 9th
Janan Luwum day	February 16th	Christmas Day	December 25th
Women's Day	March 8th	Boxing Day	December 26th
Good Friday	March/April	Eid El Fitri	Date to be communicated by UMSC.
Easter Monday	March/April	Eid Aduha	Date to be communicated by UMSC.
Labor Day	May 1st		
Martyrs Day	June 3rd		

Designated holidays which fall on a Saturday or Sunday shall be observed on those very days.

Clinics shall remain open during a holiday that falls on a clinic day and whoever works on such a day may be paid times two i.e. daily rate multiplied by two (rate \* 2) or take time lieu as stipulated in the overtime policy.

## SECTION EIGHT:

# GRIEVANCE AND DISCIPLINARY PROCEDURES

### 8.1 POLICY OBJECTIVE

To ensure that all matters relating to discipline and grievance in the Institute are handled fairly, justly and impartially, and in such a manner that employees involved are assisted to improve upon and optimize their performance at the workplace.

It is a policy of the Institute that all staff maintain high standards of personal conduct at all times and represent the Institute in a professional manner. All cases of indiscipline when they arise will be treated fairly and justly.

The policy extends to and covers all staff of the Institute regardless of status, seniority and position. The objective of this policy is to provide a uniform procedure for the Institute to ensure that all employees are treated in a fair and consistent manner in circumstances where disciplinary action is required.

- a. Disciplinary process is focused on prevention and rehabilitation rather than on being punitive.
- b. All disciplinary action taken should be through the due disciplinary process.
- c. All Employees should know beforehand the situations that could lead to disciplinary action.
- d. Staff who are subject to disciplinary action shall be treated fairly.

### 8.2 PRINCIPLES OF NATURAL JUSTICE

Principles of natural justice are a set of rules that are applied in HR management to ensure that justice is administered. Examples include: providing an opportunity for the alleged offender to defend him/herself, permitting the alleged offender to appeal to a higher authority and eliminating or avoiding all forms bias. In line with this policy therefore, no decision will be reached about the fate of any employee without listening to their side of the story and giving them an opportunity to defend themselves.

### 8.3 SHOW CAUSE LETTER

All disciplinary/grievance hearing will be preceded with a "Show Cause letter" This is written by the Employee Relations and Welfare Representative to a staff spelling out the infringement / offences giving the staff a chance to explain why disciplinary action should not be brought against them. If the explanation after consultation by the Employee relations and Welfare Representative is sufficient then the matter will be put to rest. If not, the staff will receive summons to appear before a Disciplinary Committee. It is advised at this stage to share a copy of the investigation report detailing the facts to enable the accused prepare appropriate response to the allegations.

### 8.4 DISCIPLINARY COMMITTEE

For purposes of handling disciplinary cases while observing the principles of natural justice, the HR Department will always constitute a disciplinary committee to hear cases of serious nature and gross misconduct. Members of the disciplinary committee will not be less than three i.e., a Chairperson, Secretary, Member, and may include the Supervisor of the affected staff and any other staff as identified by the HR Department in consultation with the Head of Department and the Executive Director.

A member of the Board may be invited to attend a disciplinary hearing involving a member of the Senior Management Team. Any staff member identified to appear on the disciplinary committee will declare any conflict of interest, if any and excuse him/herself.

The disciplinary committee will be tasked among other things;

- To ensure that they get all the facts relating to the complaint and take note of any special circumstances;
- To summarize the main points made by both parties and highlight any issues that need to be investigated further

- To notify the employee of its decision and ensure that the employee is informed of what's likely to happen next;
- If it becomes clear during the hearing that the employee has a satisfactory explanation for their conduct/performance, the hearing should be stopped, and no further disciplinary action taken.

## **8.5 RIGHT TO BE ACCOMPANIED**

An employee who has been summoned to appear before a disciplinary committee will be entitled to be accompanied by another person of his or her choice. Such a representative shall not have a right to answer questions directly put to the employee but may make representations in the employees favour in the form of opening remarks, seek clarity on any questions put to the employee, or closing remarks plus offering moral support and guidance.

## **8.6 NATURE OF OFFENCES**

Offences shall include violations of the Institute's operational rules and procedures that affect the continuity, and efficiency of the Institute's operations. Any violation of the rules after a final written warning has been issued, shall be classified as Gross Misconduct for which an employee will be liable for termination.

For purposes of this policy, offences will be categorised into three; minor offences, serious offences and offences of gross misconduct.

### **a) Minor Offences:**

A minor offence is one which is deemed an isolated case of unprofessional behaviour and warrants only a verbal warning when committed for the first time. Examples of minor offences include, but are not limited to;

- Reporting for duty late or disappearing from work for periods beyond the stipulated break times without the knowledge of the employee's supervisor.
- Idling and loitering within the building during working hours.
- Inappropriate dress; for example, non-uniform dress if required.
- Use of Institute facilities that are meant solely for the use of clients, e.g. bathing facilities.

### **b) Serious Offences:**

A serious offence is one which has wider implications on the operations of the Institute and/or is a pattern of poor employee conduct. Examples of serious offences include, but are not limited to;

- Absence from work for 3 working days without either informing your immediate supervisor or obtaining permission for leave.
- Using abusive/non-courteous language and/or acting in a threatening manner.
- Refusing to take reasonable instructions of your immediate supervisor that are related to work.
- Harassment, indecent behaviour or any other form of psychological abuse exhibited towards other employees and/or clients.
- False representation of sickness or avoidance of work based on feigned excuses.
- Using Institute information and communication systems (computers, e-mail, intranet, internet, voice-mail and telephone), in a manner that contravenes policy on use of the systems.
- Failure to obtain approval in writing before providing professional assistance in a private capacity.
- Contravention of traffic laws while using IDI vehicles.
- Misusing Institute vehicles, e.g., carrying unauthorized personnel, driving without a valid driver's license, using vehicles without authorization, permitting non-IDI persons to use or drive the Institute's vehicles etc.
- Insubordination.
- Locking of staff in offices

### c) Gross Offences/ Gross Misconduct:

Gross Misconduct includes any violation of the Institutes rules and regulations to such a degree that continued employment of the errant employee is intolerable. Examples of some scenarios that amount to Gross Misconduct warranting an employee's summary dismissal are set up in the different categories of offences but in all cases it shall be after a disciplinary Hearing.

Examples of gross misconduct include, but are not limited to;

- Physical violence.
- Leave of duties without prior approval for greater than 5 working days.
- Willful misuse/damage to Institute property.
- Soliciting, giving or receiving bribes or commission including acceptance of gifts from suppliers.
- Fraud, misappropriation or theft of Institute property, forgery.
- Writing or publishing information which has not yet been cleared by the senior management of the Institute for publication.
- Research misconduct (falsification, fabrication, plagiarism, and data manipulation)
- Being under the influence of alcohol or abusing drugs during hours of duty.
- Sexual harassment towards employees and/ or clients.
- Gross insubordination.
- Gross negligence in carrying out or failure to carry out duties.
- Double full-time employment (Dual employment).
- Tarnishing the image and reputation of IDI.

Much as effort has been made to elaborate and classify the nature of offences, it will not prevent management from taking disciplinary action against offences that are not specifically mentioned above.

In the event of gross misconduct, the following procedures will be undertaken: -

- a. The immediate supervisor shall inform the Head of Department and Human Resource, giving details of the case, for the employee to be placed on investigative suspension. In case of fraud or loss of funds the ED and HODHR shall be notified immediately.
- b. The ED or HOD HR may request the Internal Auditor to conduct an onsite/offsite audit of the situation. A formal report shall be presented to the ED, Head of Department and HOD HR.
- c. The concerned staff may be interviewed by the investigative team.

### **8.7 PROGRESSIVE DISCIPLINARY PROCESS**

Progressive discipline is a system where the severity of the disciplinary penalty increases each time an employee commits a minor offense amounting to Misconduct. Serious offences amounting to gross misconduct shall not be subjected to the progressive disciplinary process but shall be referred to a disciplinary panel/ committee.

Degrees of discipline are progressive and are used to ensure the employee has the opportunity to correct their performance or discipline.

Factors to be considered are:

- i. Impact on Institute;
- ii. The seriousness of the offence.
- iii. The time interval and employee response to prior disciplinary action(s).
- iv. Previous work history of the employee;
- v. Circumstances surrounding the offense

In general, first written warnings should, at the next offence, be followed by a Second Written Warning, followed at the next offence by a disciplinary suspension or final warning, then dismissal with notice. This is especially true in those cases where the time interval between the offence is short (ideally 3-6 months) and the employee isn't remorseful about their indiscipline or demonstrates a lack of desire to improve his/ her performance.

The following disciplinary penalties shall be used in progression as appropriate:

- a. First written warning;
- b. Second Written Warning;
- c. Final Written Warning;
- d. Disciplinary Suspension without pay,
- e. Dismissal with notice
- f. Summary Dismissal

These processes from first written warning to Second written Warning shall be administered in consultation with the Human Resources Department. For avoidance of doubt, this process shall not necessitate a formal disciplinary hearing but a show cause letter with be given to the staff and the reply with help determine the course of action.

**a) Caution:** Line managers are encouraged to caution employees before taking formal disciplinary action, but the absence of a caution shall not invalidate any issued disciplinary penalty.

**b) First Written Warning:** The First Written Warning is a documented formal conversation between a line manager, HRBP, and an employee held in private about a disciplinary or performance problem. It is the first step in the progressive disciplinary process. Like all other disciplinary actions, this warning must be documented and sent to the ER Manager to be placed on the employees file.

**c) Second Written Warning:** A Second Written warning is a documented formal conversation between a line manager, HRBP, ER Manager, and an employee about a disciplinary or performance problem. It is the second step of the progressive disciplinary process. The Second Written Warning is usually used after the First Written Warning has been given and no change in performance or conduct is registered. Upon documenting the conversation, the supervisor or manager shall request the employee to sign against it and forward it to the HOD-HR to be placed on the employee's file.

**d) Final Written Warning:** A final written warning is a documented formal conversation between a Head of Department, ER Manager and an employee about a continuing and or grave disciplinary or performance problem. It is the third step in the progressive discipline process.

The Final Written Warning aims to correct a performance or conduct problem by discussing it with the employee and providing a written record of that conversation. This is a last chance, and any future violations will automatically amount to Gross misconduct resulting in Dismissal.

**e) Disciplinary Suspension without pay;** An employee may be placed on suspension for a serious offence that does not necessarily amount to gross misconduct; but is too grave to pass for a warning. Disciplinary suspension may also be used when there is a pattern of conduct where the employee is continually engaged in one minor infraction after another and has received a documented verbal and/or written warning.

This measure may be used in alternative to a final written warning where the Head of Department or any more senior company official, feels that a suspension may be more effective than a final written warning. A disciplinary suspension shall range from 2 days to 15 days in any one 6 months period and shall be without pay.

**f) Dismissal with notice;** An employee's contract may be terminated with notice if found guilty for committing a serious offence.

**g) Summary Dimissal;** Under the Employment Act Cap 226, the law on summary dismissal is as follows: i) Summary dismissal means a dismissal without notice or with less notice than the employee is entitled to under the contract or under the Act

## **8.8 TIME FRAME FOR IMPOSING DISCIPLINARY MEASURES**

Except in exceptional circumstances, the Institute shall commence on any of the above disciplinary measures within fifteen (15) days from the time Management became aware of the occurrence giving rise to the disciplinary action. It should be noted that this limitation shall not apply in cases of gross misconduct.

## **8.9 LAPSE OF DISCIPLINARY PENALTIES**

All disciplinary penalties imposed on an employee in the sequence of the progressive disciplinary process as above or in all other cases where record is taken of any infringement of the disciplinary policy by an employee, such penalties or record shall be disregarded if the employee completes 24 months of continuous service without any further disciplinary breach.

## **8.10 INVESTIGATIVE SUSPENSION**

An investigative suspension is a period during which time an employee is relieved of his or her job on half pay for a period not exceeding four (04) weeks, because of allegations of Gross Misconduct. The purpose of the suspension is to make a full investigation to determine the facts of the case.

## **8.11 INVESTIGATIVE SUSPENSION PROCEDURE**

All cases of gross misconduct shall be reported to the HOD HR indicating the staff member suspected to have been involved in the misconduct. Upon establishing a case the HOD HR may in consultation with ED suspend the affected employee(s) pending, full investigation. Cases warranting disciplinary suspension should be forwarded to the HOD HR.

The HODHR shall:

- Determine where and how to contact the employee.
- Advise investigative team of the whereabouts of all involved.
- Avail all supporting documentation to investigative team.

**After the investigation:** If the employee is implicated, the HODHR shall set a date for a disciplinary hearing and issue disciplinary summons to the suspended employee using the findings of the investigative report. The Employee should be given sufficient time to study the report and all relevant documents before they can attend the disciplinary hearing preferably 5 days minimum.

## **8.12 DISCIPLINARY HEARINGS:**

Employees alleged to have committed acts amounting to serious and gross misconduct shall be accorded a formal disciplinary hearing by a duly constituted disciplinary committee. Summons: The HODHR shall issue summons to the respective employee indicating the alleged offence, the respective policy/rule infringed, the time, place and date of the hearing, along with all the other relevant documents. Such summons will be issued not less than 5 working days from the date of the hearing.

## **8.13 PROCEDURES FOR THE HEARING:**

When holding a disciplinary hearing, the disciplinary committee shall ensure that the matter is treated with utmost confidentiality. Discipline is a confidential matter; therefore, hearings are to be held in camera where possible, and only those persons permitted under the disciplinary procedure may be present.

A recording device may be used to record the proceedings.

**a) Introduction:** The HODHR his or her designate shall introduce everyone and explain the purpose of the meeting; explain that the hearing is to consider whether disciplinary action should be taken against the employee and explain how the hearing will be conducted.

**b) The charge:** During the hearing, the employee is confronted with the relevant facts by the Chairperson of the committee, relaying the compliant to him/her, calling of witnesses all of whom the employee shall have a right to cross-examine. Any relevant documents shall also be put to the employee.

**c) Presenting the defense:** The employee must be given the opportunity to:

- i. Submit evidence;
- ii. Submit relevant documentation, and
- iii. Call witnesses if any. The HR representative should keep minutes of the proceedings and should complete and share the report for sign off from committee members and to records for filing.

### **8.14 ADJOURNMENTS**

There are situations where the hearing may be adjourned at the discretion of the committee, e.g. if the employee is too distressed to continue or further investigation seems necessary.

### **8.15 NON-ATTENDANCE**

In the event that an employee fails to respond to the summons and the committee is satisfied that s/he was duly served, the disciplinary hearing will proceed in the employee's absence. The committee shall not accept any representations made by the employees representative unless such representations explain the employees reasonable absence. In the event that the employee is absent for reasonable cause, the hearing shall be adjourned to the next convenient date

### **8.16 RETURNING A VERDICT OF DISMISSAL:**

If the committee decides that the employee should be dismissed for the Gross Misconduct, the reasons for the Committees decision will be explained to the employee together with the employee's right of Appeal and how it can be pursued. The employee shall be notified of the verdict within 72 hours of conducting the disciplinary hearing.

If misconduct is determined, but not of a sufficiently serious nature to warrant termination the employee shall receive a warning notice and may be placed on disciplinary suspension. If no misconduct is determined, the employee shall be reinstated to work

### **8.17 APPEALS PROCEDURE:**

An employee who is dismissed shall be entitled to appeal against such dismissal by submitting it to the HOD HR or the ED incases where the HOD-HR has been involved in the disciplinary process. Appeal hearings will be granted only when the employee has sufficient and valid grounds. This is determined by substantive and procedural grounds.

An appeal will only be heard for the following reasons:

- If the disciplinary hearing did not follow the policy and procedure laid down in this disciplinary procedure or did not give reasons for departing therefrom.
- If new facts came to light that were not taken into account by the chairperson at the disciplinary hearing;
- If the penalty meted out does not fit the offence/ conduct for such an incident (substantive fairness) or contravenes the disciplinary code;
- If the conduct of the chairperson was biased towards the employee.

The HOD HR should, as soon as possible after receipt of the Appeal, ensure that the ED or his designate reviews the appeal and not the chairperson of the formal disciplinary proceeding;

The HOD HR should advise the employee of the date, time and venue of the appeal hearing and procure that an appeal hearing is convened on that date, time and at that venue; In the instance where the HOD HR was involved in the disciplinary hearing, the employee will appeal to the Executive Director.

The Executive Director should, as soon as possible after receipt of the Appeal Form, decide to uphold the decision of the committee on reviewing the Disciplinary committee report or reconstitute a committee to hear the appeal.

## 8.18 THE EXECUTIVE DIRECTOR'S VETO POWER

The ED shall have the power to veto any decision to dismiss a staff member for whatever reason. For avoidance of doubt, such veto power shall not extend to the disciplinary committee's decision to absolve a team member who has been accused of gross misconduct.

In cases where the ED is dissatisfied with the disciplinary committee's decision due to procedural lapses, he/she may constitute another disciplinary committee to rehear the matter.

### **8.19 HR RESPONSIBILITY IN THE DISCIPLINARY PROCESS:**

- Ensure all disciplinary actions are consistent with policy, past precedents and fairly administered.
- Review all of the circumstances which led to the warning notice and approve the appropriateness of the action.
- Review and thoroughly investigate supervisory recommendations involving disciplinary suspension and approve or disapprove such recommendations prior to action being taken.
- Initiate any investigative suspension upon the approval of ED.
- Constitute disciplinary committees where necessary;
- Manage the entire disciplinary process.

### **8.20 GRIEVANCE PROCEDURE**

The objective of IDI policy on grievance is to promote harmony and minimize dysfunctional conflicts at the workplace. IDI is committed to and will promote an open, transparent and fair environment in which complaints/concerns/grievances of staff against the Institute or any of its agents may be raised and resolved amicably.

For the purposes of this policy, a grievance/complaint is defined as any cause of dissatisfaction or feeling of injustice on the part of an employee or group of employees arising out of a work situation.

The HR Department shall make widely known the Institute's policy and procedure on grievances.

An employee who feels that he/she has been wronged will raise the matter with his/her supervisor, or any other superior whom he/she is comfortable dealing with. At this stage, the dealings may be verbal.

The superior will discuss the matter with the employee and with the person who allegedly wronged him/her. This may be all that is necessary to resolve the matter. If the employee still feels that the matter has not been satisfactorily handled, he/she may raise it with a higher level employee above the one who initially handled the matter.

This appeal procedure shall be repeated, if the employee is still dissatisfied, until the matter reaches the Employee Relations and Welfare Manager and if this is not resolved it will be escalated to the HOD HR who may choose to consult with the ED. The decision of the HOD HR shall be considered final.

#### **Committee to review grievances**

Where a grievance has been raised up to the level of the Head of Resources, a committee may be selected to hear the grievance and help mediate the parties. The committee should be composed of impartial individuals that are not conflicted together with the Employee Relations and Welfare Manager who will provide guidance to the committee.

Managers will do their utmost to deal with grievances objectively, discreetly and promptly. Be aware that grievances that are misconceived, upsetting, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

## Procedure

⇒ The employee should try to resolve the grievance as close to the source as possible. This can be informal and verbal. At this stage, every possible effort should be made to settle a grievance before the formal grievance process starts. If the matter still cannot be resolved, the process continues and becomes formal.

⇒ To start the formal grievance the complainants must fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.

⇒ The person(s) against whom the grievance/ complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond before the process continues.

⇒ If the grievance still cannot be resolved, refer the matter to the Employee Relations and Welfare Manager for consideration and final decision. A grievance taken to this level must be in writing from the employee.

⇒ Subject to any unforeseen circumstances, all grievances shall be resolved within two weeks from the date of filing the grievance or complaint.

⇒ All information received will be treated with utmost confidentiality and will be directed to the concerned HR Representative for processing/ investigation.

- Ask the employee what settlement is desired;
- Verify facts from witness and other people who may be able to contribute;
- Obtain assistance from other members of management if necessary;
- Seek acceptance of the decisions to resolve the grievance from the employee in writing.
- Monitor the adherence to the grievance procedure by all participants at all times.

### (b) Employee

- Ensure that all circumstances and facts relating to the grievance are accurate.
- Prepare a reasonable case for presentation to the management

### (c) Human Resources Department

- Discuss complaint with immediate supervisor and gather evidence and facts to support claim or not.
- Call for a meeting with both parties to dispel any false information and share the facts obtained with an aim of resolving the matter.
- Should the matter be serious and cannot be resolved through counselling, a complete report will be presented to the Managing Director with recommendations on the way forward.
- Always ensure that the Human Resources department is aware of the grievance in order to facilitate discussion without emotion, based on facts.

**Note: An outcome from a disciplinary proceeding is not and will not be treated as a grievance**

## 8.21 DOCUMENTATION

It is an essential element of the disciplinary process. Documentation is also critical when a supervisor/ manager needs to substantiate his actions to others. Memory alone will not be substantial enough to support a decision when grievances, disciplinary hearings, and unfair dismissal suits arise.

The Role of the Participants during the Grievance Procedure.

### (a) Management

- Encourage the employee to express his/ her grievances freely and openly;
- Clarify the grievance with the employee;
- Distinguish fact from opinion;
- Note the relevant facts relating to the grievances;

## SECTION NINE: TERMINATION OF EMPLOYMENT

### 9.1 POLICY OBJECTIVE

To ensure that the exit, termination and separation of employees is timely, fair and managed efficiently and effectively in compliance with the provisions of the employment contract, the IDI HR Manual and the prevailing labour laws.

### 9.2 REASONS FOR TERMINATION OF EMPLOYMENT

Reasons for termination of employment with IDI fall into 4 categories:

- Mandatory termination;
- Employee termination;
- Employer termination; and
- Consensual termination.

### 9.3 MANDATORY TERMINATION

An employee's employment contract will be mandatorily terminated in the following circumstances: retirement; expiry of contract; frustration of contract; medical incapacity; and imprisonment. Other than for medical incapacity, notice of termination will not be applicable in these mandatory circumstances.

#### Retirement

The retirement age for employees at IDI is 60 years. On attainment of the prescribed retirement age the employment relationship may continue, for 1 year at a time, if the ED, HoD, Head of HR and staff member are in mutual agreement.

To qualify for a post retirement contract, one must fully retire from the organisation and a fresh contract shall be drawn up for such an arrangement. A staff who has reached retirement age, is on an FTE contract, and has been considered for an extension will be engaged on a PTE equivalent contract.

#### Expiry of contract

Contracts of employment that have run their term shall for the purposes of Section 65(1) (b) of the Employment Act 2006, be considered terminated unless otherwise communicated.

#### Frustration of Contract

Death and incapacity shall render a contract of employment terminated. Death shall automatically discharge a contract of employment.

#### Medical incapacity

An employee who is declared medically incapacitated expending his/her sick leave shall have their contract terminated in accordance with the Employment Act Cap 226.

#### Imprisonment, detention.

An employee's contract shall, unless otherwise determined by management, be automatically terminated upon imprisonment for a term exceeding 3 months following a lawful sentence or a remand order by a court of law.

### 9.4 EMPLOYEE TERMINATION

Cases of employee termination may arise where the employee resigns. Notice of termination rules apply.

#### Resignation

Employees who intend to resign must give notice, dependent on the employee's period of continuous service or make payments in lieu of notice. Letters of resignation should be addressed to the ED through their line manager and the HR Department.

Leave cannot be taken as part of the notice period, except with the prior agreement of the ED.

## 9.5 EMPLOYER TERMINATION

Cases of employer termination may arise as the result of disciplinary process, restructuring leading to redundancy of some positions, insolvency or reduced funding.

### Disciplinary Process

A contract of service may be terminated through the disciplinary process set out in Section 6, either by summary dismissal or by dismissal with notice.

Employees whose termination is through summary dismissal will not be served with notice. They will only be paid for the days worked for and other already accrued statutory benefits.

### Redundancy

IDI may on account of operational requirements restructure its operations leading to redundancy of some positions and/or the laying off of staff. When faced with a potential redundancy situation, IDI will communicate the number and categories of affected employees, and invite applications for voluntary redundancy before making any compulsory redundancies.

Rules for serving notice of termination in cases of redundancy are the same for resignation or termination by IDI. The Commissioner for Labour shall always be notified of any such layoffs where the numbers exceed ten and such notification shall include the reasons for the terminations, number and categories of the affected employees plus particulars of terminal benefits. IDI will make an effort to prepare staff whose positions are being phased out as a reason of redundancy.

### Insolvency or reduced funding

IDI may also terminate employee contracts due to Insolvency or reduced funding. In such circumstances, IDI will notify the affected staff in accordance with the notice policy.

## 9.6 POOR PERFORMANCE

If an employee fails to perform the duties associated with his or her position satisfactorily, or if his/her conduct is deemed unsatisfactory, IDI shall issue him/her a warning in writing in form of an enrolment of a performance improvement plan (PIP).

The employee is entitled to be informed in writing of all the reasons for the unsatisfactory evaluation. At the same time a period of three (3) months must be set, during which the performance and the conduct of the employee are to be evaluated, and an action plan for strengthening the performance of the employee may be developed and implemented.

Upon expiry of the period, a final evaluation is performed. If the performance or conduct of the employee has not improved sufficiently, IDI is entitled to dismiss the employee in accordance with the applicable local laws. The employee will be notified of termination of employment by the ED or his representative in writing.

## 9.7 CONSENSUAL TERMINATION

IDI may agree with a particular employee to terminate their contract of employment without reason. Such agreement shall always be documented and the consideration therein shall at all times be in excess of any amounts due to the employee under the Employment Act Cap 226.

## 9.8 NOTICE OF TERMINATION

The notice due upon termination, where applicable, and by either the employee or IDI shall always be subject to the period of continuous service of a particular employee as follows:

- a. Two weeks for staff that has been employed beyond six (6) months, but less than one (1) year
- b. One month for service beyond twelve (12) months but not exceeding five (5) years;
- c. Two months for service beyond 5 years but not exceeding 10 years;
- d. Three Months for service of ten years and beyond.

Where IDI decides on termination, a written notice of termination from the ED will be sent to the employee and copied to the HRM for filing in the employee's personnel file.

Notice shall be required in the following cases of termination: any dismissal not being summary dismissal, otherwise known as dismissal with notice; terminations following restructure, retrenchment, redundancy or abolition of office; termination arising from medical incapacity; termination by the employee.

*For staff at the level of officer and below who have worked for 5 years and above, IDI may accept a one month's notice as an exception for the sake of their career progression. Management reserves the right to extend the notice period.*

### **9.9 PAYMENT IN LIEU OF NOTICE**

In circumstances where the terminated employee is entitled to notice or where notice is due to IDI payment may be made by either party in lieu of notice.

### **9.10 CLEARANCE WITH IDI ON TERMINATION OF EMPLOYMENT**

All employees leaving the employment of IDI, for whatever reason, must clear with IDI and complete a "Certificate of Clearance" form which certifies that the employee has completed all reports and other documents, and other tasks, which are necessary for the smooth transfer of responsibilities; cleared outstanding financial obligations to IDI; and returned all IDI documents, equipment and any other property of IDI to the appropriate persons.

It is the employee's responsibility to ensure the necessary signatures are obtained on the Certificate of Clearance and the completed document returned to the HR Manager. Final payment to the employee is dependent upon completion of the Certificate of Clearance.

*Staff are required to clear within a maximum of 6 months. Exiting staff who do not clear within 3 months will be deactivated off the IDI systems automatically.*

### **9.11 EXIT INTERVIEWS**

Before leaving, the employee will have an exit interview with the HR Manager. In the event of summary dismissal, there will be no exit interview.

An exit interview is meant to get an insight of the employee's reasons for leaving IDI but will not be enforced where a staff is not willing to complete one (it is optional). It provides valuable feedback which IDI can use to minimise the re-occurrence of the causes of staff turnover. A copy of the exit interview can be found as Appendix 5.

### **9.12 CERTIFICATE OF SERVICE**

When the services of an employee come to an end due to termination or dismissal, resignation or retirement, the employee will be entitled to receive a certificate of service.

The certificate of service will state the employee's full name, last position he/she occupied, period of service, and last salary, and, if requested by the employee, the reason for the termination or dismissal. The certificate of service will be signed by the Head of Human Resources or the Employee Relations Manager.

## ANNEX 1

# IDI VOLUNTEER/COMMUNITYWORKERS POLICY

### Introduction

Given the nature of program /project implementation, IDI will engage the service of Volunteers or Community workers .IDI is committed to involving volunteers/Community Exetension workers directly within the organisation to:

- Contribute to the delivery of our services
- Make sure we are responsive to the needs of our clients.
- Provide different skills and perspectives.
- Offer opportunities for participation by people who might otherwise be excluded.

### Principles

The Infectious Diseases Institute:

- Recognises that voluntary work brings benefits to volunteers themselves, our clients and staff.
- Will ensure that volunteers are properly integrated into the organisational structure and that mechanisms are in place for them to contribute to the Institute's work.
- Will not introduce volunteers to replace paid staff.
- Expects that staff at all levels will work positively with volunteers and, where appropriate, will actively seek to involve them in their work.
- • Recognises that volunteers require satisfying work and personal development and will seek to help volunteers meet these needs, as well as providing the training for them to do their work effectively.
- Will endeavour to involve volunteers from a wide range of backgrounds and abilities and ensure our volunteering opportunities are as accessible as possible.

### Recruitment of Volunteers

#### Prospective Applicants

IDI's Equal Opportunity Policy will also apply to the engagement of Volunteers. Positive action in recruitment of Volunteers may be used where appropriate (Positive action is when an employer takes steps to help or encourage certain groups of people with different needs, or who are disadvantaged in some way, access work or training).

All people interested in volunteering with IDI will submit their applications to the HR Department via the career portal on the website. The applications will clearly show their expertise, areas of interest and motivation to volunteer with IDI. Where possible, all applications will be subjected to screening and an interview process as per the recruitment policy. The HR Department will keep a Volunteer Applications file.

#### Identifying the need for Volunteers

From time to time, the HR Department will contact the different departments/units to ascertain their need to engage volunteers. The HR Department will then share relevant CVs with respective departments to make a choice for engaging the volunteers.

Alternatively, the need for Volunteers can also be initiated by a particular department or unit in case they need the services of Volunteers. In that case, Departments/units with the need will provide a description of the roles/tasks that the volunteers will be engaged in as well as the person specifications (job requirements) for the kind of volunteer they are willing to engage. If the HR Department does not have any relevant applications in its database, then adverts for volunteers will be run to attract the applicants.

## **Selection decision for Volunteers**

Upon perusing the relevant CVs, potential volunteers will be invited for an informal talk with the appropriate contact person who may decide to subject them to an interview or not before making a decision on whom to engage.

Either way, the HR Department will be informed about the decision and justification for taking on a particular Volunteer. If deemed necessary to hold formal interviews with the support of the HR Department, the contact person will request for that support through the HR Operations Manager.

## **Volunteer Engagement**

Successful Volunteers will receive a letter from IDI clearly stipulating the terms of engagement. The nature of engagement will be categorised as PTE and will be for a specific period of time.

## **Records for Volunteers**

Minimum details will be kept on volunteers. This will include the registration form, references, placement details, crisis contact, correspondence and any other relevant information in accordance with IDI confidentiality policy.

All volunteers will be asked to complete a simple registration form appropriate to the role that they are applying for and to supply two references. They will also be given an information pack including general information about the Institute and specific information on the volunteer post in which they are interested.

Volunteers with IDI are likely to come into contact with vulnerable people and/or be in a position of trust. They will therefore be asked to provide information about any criminal convictions via a self-disclosure form that is completed prior to starting the volunteer engagement.

## **Communication to unsuccessful Volunteers**

Where applicants have not been taken on, they will be provided with feedback and given the opportunity to discuss alternative volunteering roles both with IDI and other volunteer involving organisations.

## **Volunteer Agreements and Voluntary Work Outlines**

Volunteers will receive a role description and volunteer agreement containing full information about their chosen area of work.

## **Induction and Training**

All volunteers will receive an induction into IDI and their own area of work. On job training will be provided as appropriate. Where possible, volunteers may receive additional training on the same basis as paid staff.

## **Support**

Volunteers will be assigned a named contact person who will provide regular support. Support sessions will provide the opportunity for ongoing dialogue about the development of the volunteering role and any advice and guidance as needed.

## **The Volunteer's Voice**

Volunteers will be consulted in decisions which affect them. IDI is committed to developing consultation and representational procedures for volunteers.

## **Expenses**

All volunteers may be facilitated with a daily stipend to cater for travel and meals. The amount will be determined by the HoD in consultation with Head HR from time to time as and when deemed necessary subject to on availability of funds.

## Leave

Volunteers/Community Workers will be entitled to paid annual leave as follows; 7 (Seven days ) for every 4 (four) months of consecutive engagement as stipulated by the law. Sick, maternity, and paternity leave for volunteers will be applicable as stipulated in the Employment Act of Republic of Uganda.

## Insurance and safety

Volunteers will be covered by workman's insurance while carrying out agreed duties.

IDI will take all reasonably practicable steps to ensure the volunteers' health, safety and welfare while at work in accordance with the Institute's Health and Safety policy.

## Discipline and Grievance Issues

IDI has a policy to deal with discipline and grievances among staff which may be extended to resolve Volunteer grievances. In line with this policy, volunteers have the right to discuss any concerns they may have with their named contact at any time.

If the contact person is unable to resolve the problem they will refer the matter to the next Line Manager up to the HoD and ultimately the HR Department, with the permission of the volunteer.

Volunteers engaged in any proven cases of indiscipline will have their volunteer engagement terminated immediately without notice.

## End of Volunteer Engagement

When volunteers move on from their role at IDI, they will be asked to provide feedback on the volunteering experience by way of an exit questionnaire.

On the basis of their voluntary work, volunteers will have the right to request a reference. Volunteers will be supported to move on to other options.

## Monitoring and Evaluation

IDI will systematically monitor and evaluate its use of volunteers with reference to this Volunteer Policy.



## ANNEX 2

# GRADUATE TRAINEE AND INTERNSHIP POLICY

### Policy Objective

To offer practical work/hands-on learning experience in a particular occupation to people who are new to a particular field, and a proactive approach to IDI's long-term talent acquisition and development strategy and assist in the transition from the life as a student to one's career in the professional world of work.

Not only does one enhance technical skills, but also one gets a feel for what employers expect, how workplace etiquette plays out, and how to build good work relationships.

### Definitions for the purpose of this Policy

Graduate trainees: Graduate trainees will be individuals who have completed their first degree and have not worked anywhere apart from the internship placements that they could have undertaken during the course of their studies. Graduate Trainees should have graduated at least in the past one year.

### Placement of graduate trainees

Graduate trainees will receive a contract for a period of one year and the contract may be renewed for an additional period of 12 months on motivation by the respective HOD and approval by the ED.

The graduate trainees that have been with IDI for at least 6 months, upon performing satisfactorily, may have increased responsibilities and their allowance increased as supervisors may deem necessary.

### Student Interns:

Student interns will be continuing students or those students in their final years but need to have an internship as part of their course requirements before their graduation. Once a student has graduated, they will no longer qualify for an internship placement.

Their work will range from clerical work, data entry and as supervisors may deem fit, the interns will perform some technical work and their placement will last 3 months.

Interns may also be postgraduate students conducting research. They will be attached to specific sections and their placement will generally be limited from 1 month to 3.

In the event of funds availability, student interns will be facilitated with a transport allowance of UGX 200,000 (two hundred thousand shillings only) monthly. This may be paid on a weekly at a rate of UGX 50,000 depending on what is convenient for both parties.

### Principles

IDI in principle will allow a limited number of Interns and Graduate Trainees to learn skills and practice. The assignments however should be closely related to, and contributing to IDI's mission according to the strategic plan.

The set priorities for a specified period whether annual, 6 monthly, or quarterly will determine acceptance or not for a placement. It should also be noted that such work should in no way jeopardize or interrupt already planned ongoing work. Interns and graduate trainees should also be taken through IDI code of conduct and confidentiality policies.

## Process of application and selection

### Internships

Students intending to pursue their internships with IDI will submit their applications electronically via the IDI Website. Accompanying the internship applications, will be copies of letters of introduction from the respective universities and copies of valid institutional identity cards. The HR Department will then compile a list of the applications and the areas of interest and inform HoDs about these applications to establish which departments are able to absorb the interns.

Consideration for Internships will put into consideration; the nature of the courses the intern applicants are pursuing in relation to the Departmental goals as well as first come first served principle.

Student interns will not be subjected to interviews.

Only chartered university students will be considered for internship. These slots will be identified by the HoDs and supervisors of the respective sections, departments and communicate to the HR Department.

### Graduate trainees

HoDs as part of workforce planning will inform the HR Department whenever there is a need for grooming fresh graduates in key fields where attraction of talent with experience is perceived difficult or costly, special skills that can only be obtained through extensive on the job training and as part of succession planning and development to engage a Graduate Trainee.

For purposes of Equal Opportunity, the HR Department will advertise the Graduate Trainee opportunities. The HR Department and the respective HoDs will review applications against the identified IDI needs and all applicants will be subjected to IDI recruitment process.

## Supervision of Interns & Graduate Trainees

Each trainee/internship placement will have at least one IDI staff member who agrees to directly supervise them. At the supervisory level, the IDI staff member will need to agree to provide support and to be responsible for mentoring and coaching the trainees / interns on a day to day basis.

Acceptance of trainees will be dependent on the availability and commitment of IDI staff and time.

### Number of Trainees and Interns

IDI can accept only a limited number of interns at a given time in order to avoid disruption of on-going research and programmatic activities. The HR Department together with the sections/departments that take on interns will review applications and make the final decisions regarding acceptance and numbers of interns at any given time.

### Contracting

The HR Department will generate contracts as approved by IDI appointing authority stating the terms and conditions of the trainee and internship placements. Trainees/ Interns shall be accountable for meeting the requirements included in their contracts.

### Graduate Stipend

IDI will support the Graduate Trainees by paying them a monthly stipend depending on the level of training and ability to perform certain tasks. This amount will be paid through the payroll and subjected to the applicable statutory deductions.

## Expected Output

Anyone who undertakes work with IDI as an intern will be required to give a written report highlighting major findings, lessons learnt and recommendations.

This will be given both as a debriefing to the HR Department and to the relevant section team. A final written copy will be kept in department library for future reference this will mainly apply to continuing students.

- i. The persons undertaking assignments with IDI will be required to abide by all IDI staff rules and regulations, as well as the Code of Conduct during their short stay with IDI. Failure to abide by these rules and policies will result in instant dismissal. Being a trainee in IDI does not qualify one for employment in IDI and neither does it entitle one to the benefits of IDI permanent staff, with exception of acute IDI medical care services.
- ii. IDI is a community of people - those who work there, and those who come to receive a service, i.e. Friends, volunteers or trainees. While on placement at IDI, one becomes a member of this community and one is therefore encouraged to observe the code of conduct for continued harmony and success of IDI's mission.
- iii. A certificate will be given to whoever has successfully completed his/her internship with IDI.

## Professional Attitude

Courtesy and respect is to be observed for all members of IDI, which includes all Friends and staff.

Trainees and interns are expected to abide by the existing ethical codes of conduct related to their profession or area of work (for example, confidentiality) and are expected to ensure proper time management as agreed upon by the HoD they are working under, and to keep to the agreed upon duty stations.

## Dress Code

Trainees and interns are required to observe the IDI dress code guidelines as enshrined in this manual.

## Confidentiality

IDI recognizes that confidentiality is of utmost importance to its Friends and is therefore essential to effective running of the services offered. The confidentiality principle is based on the Friend's interests, wishes and rights. So while on placement with IDI, the following should be observed so as to maintain Friend's confidentiality and keep their best interests at heart.

Any information obtained from IDI (Friend or any other source) is and remains IDI's information and should not be disclosed to any other persons or presented in another forum.

Sharing of confidential information on an individual basis is not encouraged among IDI staff and participants, but should be done within the appropriate protocol of the department concerned, e.g. confidential personal issues of a Friend raised in a witnessed counselling session should not be divulged in personal conversations with other staff if the information is not being sought for the purposes of improving patient management.

Trainees and interns will be required to sign Confidentiality and Anti-fraud forms.

## Post Exposure Prophylaxis (PEP)

Post Exposure Prophylaxis will be offered in case of any accidental injury. However, trainees/interns are encouraged to refrain from participating in invasive procedures. In case of an accidental injury the supervisor should be notified immediately and the necessary procedures undertaken. Universal precautions are highly encouraged and should be practiced at all times.

Note that an HIV test will be done prior to giving PEP.

***NB: A trainee if interested may apply for jobs advertised within IDI and compete with others.***

## ANNEX 3

# PART-TIME WORKING POLICY

### PART TIME WORKING POLICY

#### Policy Statement

IDI recognises the important role that part-time employees can play in the workforce. It is prepared to employ part-time employees in jobs, which can be done satisfactorily on a part-time basis. It will always carefully consider requests from employees wishing to transfer from full-time to part-time work or vice versa.

The Part-time working policy complies with the statutory obligations under the Employment Act 2006 section 59 specifying particulars of employment.

#### Procedure

- ➔ **1.** Part-time employees are defined for the organisation's purposes as those who work less than 40 hours per week or the level of effort is below 100%.
- ➔ **2.** Part-time employees may only be employed where:
  - a. there is insufficient work for the job to be done on a full-time basis
  - b. the nature of the work or working hours are suited to part-time work
  - c. the job can be split sensibly and effectively between part-time job sharers or
  - d. it is difficult or impossible to find suitable full-time employees.
- ➔ **3.** Managers wishing to recruit a part-time employee must:
  - a. carefully assess the viability and desirability of having the job done on a part-time basis and the likelihood of finding suitable part-time applicants
  - b. identify the hours to be worked – whether the job holder needs to attend every day (e.g. mornings only) or whether two or three full days a week are more appropriate – and the potential cost of employment
  - c. obtain prior approval as per the IDI recruitment Policy before filling the post.
- ➔ **4.** Managers considering splitting a full-time job into part-time jobs faced with such a request, must:
  - a. discuss the request fully with the employees concerned, where appropriate and ensure that they are fully aware of all the implications of moving to part-time work, in particular the effect on their pay and other terms and conditions of employment
  - b. always consider carefully whether the job can be done satisfactorily on a part-time, taking into account such factors as continuity, an easily divisible workload, etc (bear in mind that an unjustifiable requirement for a job to be done on a full-time basis by one person can be unlawfully discriminatory against certain gender)
  - c. decide how the job could be split in terms of hours or days worked, the work to be done, etc.
  - d. obtain prior approval from the respective Head of Department in consultation with Head of Human Resources before splitting a full-time job
  - e. confirm any decision made in writing to any employees involved; where agreement is to be given to an employee's request, ensure that the changes to the employee's contract of employment are put in writing (the employee must sign their agreement to the changes).

→ **5. Part-time employee Benefits**

- a. IDI contributes 10% of employee gross earnings to the National Social Security Fund, to match the employee contribution of 5% of earnings;
- b. Workers' Compensation (Group Personal Accident) coverage for the employee during your employment with IDI.
- c. Paid public and statutory holidays in Uganda
- d. Annual leave at a rate of 7 days for every four months worked.
- e. Sick leave in accordance with the employment Act
- f. Maternity leave of sixty (60) working days
- g. Paternity leave of five (5) working days per one calendar year.
- h. Bereavement/compassionate leave to a maximum of five days per year;

→ **6. Benefits not applicable to part-time / Locum staff**

- a. Medical insurance for either staff or dependents;
- b. End of year bonus
- c. Provident fund

→ **7. Full-time employees, including those returning from maternity leave, who wish to transfer to part-time work must put their request in writing to their respective Heads of Department setting out the details (e.g. number of hours wanted, whether two or three full days a week, or half days, the type of work they wish to do if not their current work, etc.).**

→ **8. Employees who are dissatisfied with any decision made in respect of a request to do part-time work should use the organisation's formal grievances handling procedure.**

→ **9. Part-time employees( locums) that are engaged only for a defined period normally to cover for full-time or part time employees that are away from duty for specified purposes e.g. maternity leave, sick leave, study leave or leave without pay will not exceed 1 year.**



# DECLARATION OF ACCEPTANCE

*(to be signed and detached for inclusion in the staff member's personal file)*

I have read IDI Human Resources Manual in its entirety and understand its contents. I have also been provided an opportunity to ask questions regarding material contained in this publication.

I promise to abide by all the terms and conditions of service laid out in IDI Human Resources Manual, including revisions which may be deemed necessary from time to time.

**NAME IN CAPITAL LETTERS**

.....

**Signed:** ..... **Date:** .....

## **Infectious Diseases Institute**

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