

ELOI MINISTRIES



HUMAN RESOURCES POLICIES MANUAL

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1. INTRODUCTION:

1.1 PURPOSE OF THE HUMAN RESOURCES POLICIES:

These Human Resources policies aim to provide ELOI Ministries(ELOIM) employees with clear guidelines on employment terms and conditions of service, and general information on employee rights and responsibilities. ELOIM aims to provide a range of benefits designed to ensure that employees have good working conditions and are appropriately supported on matters of health and general welfare.

These policies reflect the following general principles:

- *Consistency with the Law:* Human Resources policies must be consistent with the constitution of the Republic of Uganda and other laws. The labour laws prescribe the minimum levels of compensation and benefits. Other laws define requirements on issues such as taxation.
- *Fair* to all employees.
- *Competitive* within the local job market.
- *Reasonable* compared with other organisations of a similar size and type. appropriate comparisons can only be made by looking at the total package of salaries, leave and other benefits of similar organisations
- *Sustainable* for the organisation: doesn't create undue obligations, which will be difficult to sustain in the future. It should be noted that Human Resources policies may be constrained by what donors consider reasonable or allowable and should not be based solely on the maximum that current donors will allow.

To show commitment and ensure compliance all staff are required to sign an acknowledgement form at the end of this manual.

A fully signed form by the employee shall be kept on their personal files for future reference when required.

1.2 SCOPE OF POLICIES:

These policies are an integral part of each employee's Employment Contracts and apply to all permanent full-time staff equally, unless otherwise specified in individual Employment Contracts. If there is a difference, the conditions defined in the Employment Contract will apply.

It is the employee's responsibility to make sure that they understand and abide by these policies. It is ELOIM's responsibility to ensure that these policies are applied equally to all staff, including the Executive Director.

These policies are subject to review and revision at any time deemed necessary. Any future changes will be discussed with staff before being put into effect. The Board will be responsible for the periodic review of ELOIM Human Resources policies and will have final approval of any changes to be made.

2 GENERAL EMPLOYMENT POLICIES:

2.1 ELOIM'S MISSION :

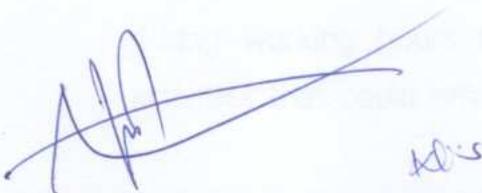
The mission of ELOI Ministries is to help communities, Prisoners, ex-inmates and prison officers awaken to their needs and ability to change, and put this change to practical use through a participatory and partnership approach, and multiplier effect with a view towards promoting sustainable socio-economic development in a socially acceptable, gender sensitive and environmentally friendly manner.

2.2 CONDUCT:

- 2.2.1 Punctuality in the service of ELOIM is of paramount importance and strict disciplinary measures will be taken against employees who fail to maintain a good record of punctuality.
- 2.2.2 An employee shall not, without the permission of the Immediate supervisor in charge remove any book or other records from the office or department to which they belong.
- 2.2.3 An employee shall not make erasures in any of the books, files and any other document of ELOIM. All alterations made there in shall be clearly initiated by the concerned employee.

2.3 EMPLOYEES AS REPRESENTATIVES OF ELOIM:

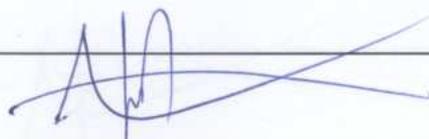
- 2.3.1 All ELOIM staff are required to maintain a clean and neat appearance at all times and to behave in ways that bring credit to the organisation.
- 2.3.2 Staff may not make any public statements on behalf of ELOIM without prior authorisation from the Executive Director.
- 2.3.3 In a professional public context, staffs are required to give the ELOIM's position and not their personal opinion.



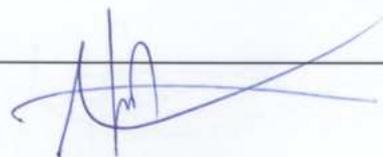
b) Rules and regulations of Employees

The organization shall require its employees to perform in accordance to the following rules;

- i) Commitment to the organization Mission, Vision and objectives; by accepting appointment, the staff member pledges to discharge his/her duties and relegate his/her conduct in accordance with ELOIM mission, vision, core values and objectives.
- ii) The employee shall undertake to make his/her familiar with the contents of the Human Resource Manual as amended from time to time and acknowledge that the terms and conditions contained herein shall apply to his/her employment
- iii) The employee shall comply with the image, standards of ELOIM and must conduct him/herself in such a manner as shall not injure or adversely affect the reputation of the organization and further undertake not to bring the organization into disrepute at any stage whatsoever whether in public or private, whether at the organizations premises or outside the premises
- iv) It is important that ELOIM presents a courteous and efficient image to the public and the dress and attitude of employees are vital. Employees shall always dress decently and smartly at all times where all men will put on a tie unless otherwise and women dress in the most professional acceptable manner as will be guided from time to time or in the Organization Uniform when required to do so. they shall carry themselves in a manner that is not likely to bring disrepute to the organization
- v) Unlawful conduct or any omission or commission; the employees shall indemnify the organization against any illegal actions taken or instituted against the organization by virtue of the employee's wrongfully or unlawfully conduct themselves
- vi) Neutral profile on partisan and political issues; since ELOIM maintains a neutral profile in relation to partisan and political matters, staff is required during working hours to avoid promotion of their own party-political activities that could affect ELOIM's work negatively. staff members shall

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- not use any of the organizations resources or means for partisan, or political purposes
- vii) Shall promote biblical principles and values in regard to the spread of Christianity to all places in the world
 - viii) Confidentiality; all members of staff shall exercise discretion in regard to confidential information within ELOIM. s/he will not pass information to any person or body outside ELOIM which could be prejudicial to the organization or a staff member
 - ix) Conflict of personal interests; no conflict of personal interests (financial, recruitment of staff or otherwise) shall influence the decision-making process within the organization. staff who has a personal interest which may influence a particular decision affecting ELOIM work shall abstain from taking in that decision
 - x) Care of the organizations property; the employee shall obey all legitimate, fair orders and instructions and duly account for all ELOIM property which shall come into his/her possession as an employee of ELOIM. an employee issued with any organization property shall ensure that such property is looked after properly and the organization reserves the right to hold responsible any employee who damages the organizations property through negligence and may be called to pay for the replacement/repair
 - xi) Personal property; any personal property including cars, motorbikes or bicycles left on and or around the organizations premises shall entirely be at the employee's own risk
 - xii) Use of organization vehicles; staff who use the organization vehicles shall be issued with vehicle rules, regulations and guidelines
 - xiii) Computer equipments and software; the organization shall treat matters related to its computer systems very seriously and it is important that only authorized procedures and equipments are used
 - xiv) Dealing with the press and public; an employee is prohibited from dealing with the press or public on matters affecting the organization or to accept an individual invitation to participate in any electronic media i.e. radio, television broadcast or public debate or divulge any organization



information unless properly authorized to do so by the BDM with approval of the Executive Director

- xv) Identity cards; all staff shall be issued with the organization ID card which they shall keep at all times and submit it for renewal with a most recent passport photo. In case of loss or theft, the case MUST be reported to the police.

2.4 PROFESSIONALISM:

- 2.4.1 *With Other ELOIM Staff:* ELOIM staffs are employed as members of a team. In order to achieve the mission of the organisation, all staff must work together effectively and are expected to demonstrate mutual respect and co-operation with their fellow team members. Personal differences should not be allowed to interfere with the implementation of work.
- 2.4.2 *With communities:* ELOIM is seeking to assist the communities in implementing Education Support, Socioeconomic Support, Care and Support, Food and Nutrition Support and Health and Capacity Building activities. Each CBO/FBO partner is an independent organisation, and should not be viewed as an extension of ELOIM. ELOIM needs good co-operation with each of its partners in order to achieve its own goals. Management and staff of partner organisations should always be treated with respect. Assistance should be provided in a true spirit of partnership with the goal of advising and facilitating learning, while not being overly directive.
- 2.4.3 *Value-based Behaviour:* ELOIM's overall philosophy and approach to addressing the implementing Education Support, Socioeconomic Support, Care and Support, Food and Nutrition Support and Health is strongly rooted in principles of Prison centeredness, Human Rights Protection, Empowerment, Interdependence, Change, Sustainability and Risk. If staffs do not adhere to these principles in their daily lives this will reflect on the whole organisation and outsiders may rightly question the institutional integrity of ELOI Ministries. It is therefore expected that all staff will reflect these principles in both their professional and personal lives.

2.5 Confidentiality of Information:

- 2.5.1 Given the nature of ELOIM's work, employees may have access to information about the internal operations of ELOIM, or partner organisations, staff or clients, which is needed to carry out work with ELOIM. Staffs are expected to exercise good judgement in safeguarding



the confidentiality of information and not disclose information, which would be considered private or personal to others outside of ELOIM.

2.5.2 Examples of the types of information which would generally be considered to be confidential include:

- Personal or medical information about our clients.
- Information about the internal affairs of the ELOIM.

2.5.3 Anyone who is in doubt about whether a particular type of information should be considered confidential should discuss the matter with a senior manager.

2.6 Conflicts of Interest:

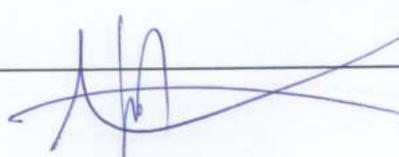
2.6.1 ELOIM employees must avoid potential conflicts of interest. ELOIM's relationships and transactions with individuals outside of ELOIM must be conducted in a business-like and ethical manner.

2.6.2 Exactly what constitutes a conflict of interest or an unethical business practice is both a moral and a legal question and it is therefore not possible to define all the various circumstances and relationships that would be considered "unethical". The list below suggests some of the types of activities where employees should exercise caution:

- Accepting gifts, other than those of low value, or to have any travel, living or entertainment expenses paid for themselves or members of their families by any person, organisation or firm currently doing business or seeking to do business with ELOIM.
- Having any personal financial dealings with any individual or business organisation that furnishes merchandise, supplies, property or services to ELOIM. These include arrangements to receive loans (other than bank loans), commissions, royalties, property shares or anything of value.
- Accepting a salary, consulting fee, honorarium or reimbursement of expenses for writing, speaking or other services rendered to another organisation for work that is a normal part of the employee's employment with ELOIM.
- Misusing privileged information or revealing confidential data to outsiders. Using one's position in the organisation or knowledge of its affairs for outside personal gain.

2.6.3 Employees need to make known any affiliation they have with an actual or potential supplier of goods or services, recipient of grant funds, or organisation with competing or conflicting objectives.

2.6.4 Employees must absent themselves from discussions and decision on issues where a conflict of interest exists or may exist.



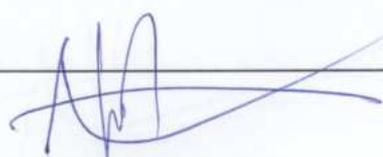
3 RECRUITMENT AND SELECTION OF STAFF:

Recruitment policies are established to ensure that the best available candidates are considered for new positions. These policies seek to ensure openness in developing criteria and in the process of identifying qualified candidates and selecting new staff, and to minimise problems related to cronyism or nepotism.

3.1 RECRUITMENT PROCEDURES:

The objective of these procedures is to obtain a pool of qualified candidates to select from for each new position. Depending on the level and nature of the position this could be accomplished through open advertising as well as an invitation to apply for the position advertised. Internal promotion is also encouraged.

- 3.1.1 A position description describing the responsibilities and qualifications for each new position will be prepared based on the needs of the organisation.
- 3.1.2 Recruitment for all positions will require open advertising in order to make information about the positions available to all potentially qualified candidates. This also leads to public transparency of the ELOIM's activities.
- 3.1.3 Relatives of current ELOIMs employees and Board Members are not eligible to apply for a position with ELOIM.
- 3.1.4 ELOIM is an equal opportunities employer. Person shall not be denied employment on ground of sex, marital status, colour, nationality, and religion, ethnic or racial original and disability.
- 3.1.5 The employment policy of ELOIM is to employ suitable women and men for the organization. There are minimum qualifications for each post and job description to guide recruitment.
- 3.1.6 Application for a position will be by written Application. Staff members will be designated to participate in the screening of Applications and interviews as Appropriate for the position being recruited. applications will be reviewed and candidates short-listed for interview. If the Executive Director is not directly involved in the initial interviews, the review committee will make recommendations to the Executive Director for final interviews.
- 3.1.7 The final appointment of new staff will be the responsibility of the Executive Director.



- 3.1.8 The Board is responsible for the selection of the Executive Director. The appointment of other senior staff must receive approval from the Board.
- 3.1.9 Appointment will be considered official only when ELOIM and the successful candidate have signed an Employment Contract. ELOIM is not responsible for the loss of other employment (e.g., resignation from prior position, or forfeiting other job offers) prior to the signing of a contract.
- 3.1.10 If any information in the application is found to be false after appointment, ELOIM reserves the right to take disciplinary action, which may include termination of employment.

Recruitment Policy

1. Introduction

This policy will provide ELOIM with a set of recruitment and selection practices for the effective resourcing of employees in an efficient and fair manner. This policy takes into account current employment legislation and must be implemented in conjunction with the Equal Opportunities Policy.

All employees concerned with the recruitment and selection of all established and temporary employees, whether this is in a management or specialist role or providing administrative support for a manager concerned with recruitment must become familiar with this policy and ensure that they comply with the procedures, as detailed below.

ELOIM is committed to constantly uphold a high level of work standards and good practice culture by attracting and recruiting high caliber staff, who are the best candidates available for the job.

2. Legal Requirements

ELOIM's Recruitment Policy is designed to cover the general approach to recruitment and selection. This Recruitment Policy also follows guidelines stated in the Uganda Employment Act, ELOIM's standards and general Equal Opportunities standards and recommendation from the Advisory Council. The policy does not impose any legal obligations, nor act as an authoritative statement of law. However, the provisions within the policy are admissible as evidence and can be taken into account in court or in Employment Tribunal proceedings.

The legal issues concerned with aspects of a recruitment/selection process are numerous and include the following: Unfair discrimination due to color, race, gender, marital status, creed, nationality, religion, sexual orientation, ethnic or national origins, or disability.

Direct discrimination occurs when an individual(s) is treated less favorably, i.e. choosing not to employ a candidate because of his/her ethnic origin.

Indirect discrimination occurs when a requirement or condition has the effect of discriminating unfairly and unjustifiably between one group or individual and another, i.e. insisting upon a higher language standard than is necessary for effective performance of the job could disqualify candidates for whom English is not their first language. Similarly, insisting upon an unnecessary physical requirement could discriminate against one sex in favor of the other.

3. Data Protection

In accordance with the Data Protection standards, data such as selection records, personal details and references should only be requested and stored when this is objectively justified and relevant to the position:

4. Criminal Convictions

ELOIM is responsible for carrying out checks on employees working with children or vulnerable adults. These checks may be made in accordance with the Child Protection Policy in Viva.

5. Job Analysis

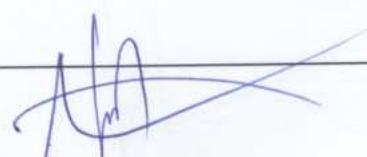
Managers must give careful consideration to the vacancy before beginning the recruitment process. Consideration must be given to:

- the type of position being recruited for;
- the details of the duties to be undertaken by the post-holder;
- whether the position is for a fixed period of time or is an established post (refer to the Fixed-Term Employment Policy), and whether it is full or part time;
- Whether the vacancy can be filled internally by an employee currently at the end of their fixed term contract (refer to the Fixed-Term Employment Policy) or under notice of redundancy.

6. Recruitment Authorization

Managers must obtain authorization for a vacancy from the Executive Director before recruitment can begin. Authorization to recruit is always required for all of the following:

- established or temporary status approval
- job title
- Category and grade

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7. Job Description and Person Specification

For all new or replacement posts a job description and person specification must be provided. These documents set out the duties of the job and the skills needed to fill it. The objective criteria contained within these documents must consist of minimum standards considered to be essential for the effective performance of the job. Desirable criteria may be included, but these must be referred to only if candidates have met the essential criteria.

Further guidance and samples of completed documents will be with the HR Manager. The Human Resources team will provide advice and guidance to managers on the completion of any of the recruitment documents required, including the preparation of job descriptions.

8. Recruitment Sources

ELOIM recruitment will be dependent on the level and caliber of job, available funds; and if it is deemed that the best, cost effective mode is advertising in the Newspapers or Journals then this will be done. All advertisements will be screened and placed by the HR Manager.

Recruitment costs for any funded posts will normally be met by the appropriate external funding body. Therefore, it is advisable, when applying for a grant to an outside funding body to include recruitment expenses in the calculation of the overheads for the post.

ELOIM uses a variety of recruitment sources in order to ensure that vacancies may be filled with the most suitable person available in a cost effective and timely manner. Vacancies will normally be advertised both externally and internally, though exceptional circumstances may at times arise.

9. External Recruitment

ELOIM funded posts that are for six months or more will normally be advertised externally.

Once the new or replacement post has been authorized, the recruiting manager must submit details via e-mail of the proposed advertisement to the HR Manager along with a copy of the approved authorization. Where the position is for a fixed period (lasting more than six months) the end date must be stated, together with reasons for the fixed-term status.

All advertisements must be approved by the HR Manager to ensure consistency in style and format, and must have a closing date. This will normally be three weeks after the date of publication.

External sources of recruitment include:

a) Journals and Newspapers

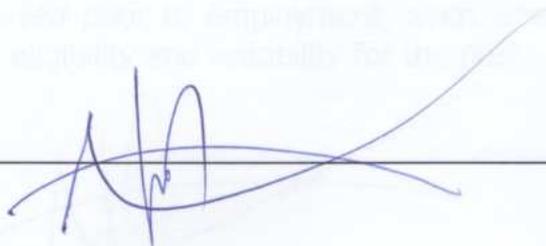
- b) Employment advertising in Journals, National and Local newspapers such as the East African, Daily Monitor and New Vision is an important source of applicants. It is unlawful and contrary to ELOIM policy to exclude or to express a preference for any particular group of applicants for employment. Care must be taken to ensure that publications used for employment advertising have a diverse readership with significant minority representation.
- c) **Internet:** ELOIM will use the internet for recruitment. All vacancies will be advertised on the ELOIM website. The use of the internet as an advertising media will allow ELOIM access to a wide group of potential employees. However, since the internet is accessed worldwide, care must be taken regarding the applicant's eligibility to work in Africa and precisely Uganda.
- d) **Employee Referrals.** Current employees may refer potentially suitable candidates to apply for employment. However, care must be taken to balance such referrals with other sources of applicants in order to encourage diversity in the work force. Where possible, employees should not be directly supervised by a partner or by another member of their family especially where access to confidential information could lead to a conflict of interest.
- e) **Employment Consultancies and Agencies.** ELOIM may occasionally use specifically appointed consultancies or agencies for recruitment. ELOIM Management will make all arrangements for the use of consultancies or agencies.
- f) **Internal Advertisements.** In certain situations, it may be appropriate for a vacancy to be advertised internally only. Such situations may include; a possible redundancy situation, a restructuring exercise, or where an individual is being redeployed due to a number of reasons or circumstances at the time. In such circumstances, the post will only be advertised within and any employees affected by the example situations above, may be given priority to apply.

ELOIM Management will be responsible for ensuring that vacancies are displayed within the office.

Panel Membership

All interviews will be conducted by more than one person in the form of a panel interview. The panel for interviews should be agreed by the closing date for the post. Where possible, each short listing and selection panel must represent an appropriate gender mix (i.e. have at least one man and one woman).

For all appointments, consideration and agreement will be made on the panel membership before the closing date detailed in the advertisement, to ensure availability.



Staff members who participate in selection process and are happy to attend interviews as panel members (subject to availability) and/or to give advice and guidance on the selection process where needed. Please contact the HR Manager to discuss your needs.

For all panels, any personal relationships, or other potential conflicts of interest between panel members and candidates must be declared to the Panel Chair so a decision can be made as to whether it is appropriate for them to be part of the panel. Further advice may be sought from the HR Manager.

The Selection Process

Application: All applicants are invited to either e-mail or telephone the Human Resources Manager for an Application Pack. Application forms can also be printed from the email sent to the selected applicants.

Selection Methods

The type of selection methods to be used will be decided by the panel and may include one or more of the following:

- **Panel interview**
- **Presentation**
- **Selection tests**
- **Work samples or portfolios**

Candidates will normally be invited to one interview only. However, in some cases a second interview may be necessary, or a two-stage selection process required.

Short listing

Human Resources Manager will forward all applications received to the chair of the panel for short-listing but if this is not possible, a team will be selected to do the short-listing. A Shortlist Memo and Shortlist Form will also be sent for completion by the panel, on which they may state their reasons as to why applicants were not selected for interview.

On receipt of the Shortlist memo and form, the Human Resources Manager will contact the short listed applicants to inform them of the interview arrangements. At this stage, it is acknowledged that some applicants be contacted direct. In these cases, the Human Resources Manager should be informed so that the correct documentation can be forwarded for the process and that communication is maintained regarding the progress of the recruitment procedure and the stage reached, and the candidates are kept informed.

All selected candidates must be interviewed prior to employment, even where the post is externally funded, to ensure their eligibility and suitability for the post.

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For some appointments, in order to make the process manageable, and to ensure that only the candidates that best meet the criteria progress through the recruitment process, a maximum of 5 applicants (or less) should be short listed for any one post. If there are exceptional circumstances that warrant a larger shortlist, a case should be put forward before invitation to interview letters are sent out.

Panels appointing to other posts are also encouraged to follow this guide to ensure the most effective use of resources, and quality of the candidates.

Internal Candidates

It is good practice for all internal candidates to be short listed and interviewed for a post, where they meet the essential criteria for that job. Where an internal candidate does not meet the criteria and he/she will not be short listed, he or she should be informed of this decision prior to any interviews taking place.

The Selection Code

All members of the panel must follow this Selection Code, which applies to all external and internal recruitment:

Any employee representing ELOIM in the recruitment process must be of credible standing and willing to express impartiality in the process. He or she should have some background information and knowledge of general employment law in Uganda relating to recruitment and selection, equal opportunities, interview techniques and the use of job descriptions and person specifications.

It is a legal and ELOIM requirement that details of every application - whether made verbally (face to face or on the telephone) or in writing, must be retained for a period of 12 months. Notes detailing the recruitment decision, both of the successful candidate and those who were not selected must be kept in written form and retained as above. All documentation should be returned to Human Resources Manager following the recruitment process where it will be stored in accordance with this requirement.

All applicants who are to be interviewed must complete a ELOIM Application Form to ensure that the necessary legal and equal opportunities information is gathered, and is signed by the applicant to say it is accurate. All candidates will be asked to confirm their eligibility to work in Africa, and to provide evidence of it on appointment.

There must not be discrimination on the grounds of race, creed, color, nationality, ethnic origin, disability, age, language, religion or belief, political or other opinion affiliation, gender, gender reassignment, sexual orientation, marital status, connections with a national minority, national or social origin, property, birth or other status, family connections, or membership or non-membership of a trade union.



ELOIM positively supports the recruitment and employment of persons with a disability/special needs and takes the view that it is ability that counts. Reasonable adjustments will be given full consideration and implemented wherever possible to assist a disabled person to fulfill the role for which they have been short listed. A pre-employment medical will be arranged to help explore any such necessary adjustments.

To avoid misunderstandings, interview questions should be confined to the broad requirements of the job and should relate to the criteria set out in the Person Specification. Any employment offer must be made on the same broad terms and conditions as set out for the role.

Immediately after the interview, the Panel Chair must complete the Interview Record form as fully as possible outlining the suitability of the candidate and reasons for an offer or rejection decision for each candidate.

On receipt of the Interview Record and Offer Details forms, the Human Resource manager will write to short listed candidates who are unsuccessful, in order to inform them of the outcome of their interview. Members of the Panel will not be required to make any communication on the short listing process to anyone concerned; this will help to avoid any misunderstandings or duplication of work.

As a matter of courtesy and good practice, any unsuccessful internal candidates should be informed of the outcome of their interview, as soon as possible in person, or by telephone if this is not possible.

Once the appointment panel has made a decision, the chair of the panel (or nominee) may ask to telephone the successful candidate and offer them the post 'subject to the terms of employment'. Once accepted, however, this offer is legally binding. All such offers must therefore contain the following statement: "This offer is subject to confirmation of documentary evidence of your right to work in the Africa, references which are satisfactory to us and, where relevant, pre-employment medical reports which are also satisfactory to us, having been received."

In certain circumstances and for particular roles within ELOIM, applicants may be asked to attend a pre-employment medical examination.

Temporary employees covering the work of employees on Maternity or Adoption Leave must be informed that they are "temporary replacements and that their employment will end when the established employee returns". They may be employed on a fixed term contract or via an agency.

The Human Resources Manager will be responsible for preparing and issuing the offer letter and statement of terms and conditions to the new appointee. Copies of these documents will also be availed to the Supervisor of the new appointee.



Travel and Accommodation Expenses

All Candidates will be advised to make all the necessary arrangements to travel for the Interview. Applicants from out of Uganda will be required to give their travel details to the HR Manager and communicate whether they will need arrangements for accommodation to be made.

Right to Work in Uganda

All candidates are asked to complete a section on their right to work in Uganda on the application form; this will be checked at the stage of inviting candidates in for interviews. The successful candidate will be asked to provide evidence to the Human Resources Manager of their right to work in Uganda on appointment. HR will take a copy of the documentation that is provided. This will be in the form of:

- **A passport describing the holder**
- **A birth certificate evidencing birth**
- **National identity card**
- **A passport or travel document endorsed to show that the person is exempt from immigration control**
- **A letter issued by the Immigration and Nationality Department confirming the individual's status.**

Before making an offer, all relevant information on the appointee should have been sought in determining the applicant's status, and where necessary to ascertain whether they will need a work permit. It is important to note that there are only a limited number of posts for which work permits will be issued (i.e. highly skilled and/or 'shortage' occupations). However, it is vital that any decisions are made in accordance with the Employment Law in Uganda.

References

The HR Manager, will send out requests for references for short listed candidates at the time of sending out invitations for the interview. Two references will be sought including one from the current/most recent employer who should not be a relation of the candidate. But if a referee happens to be a panel member, (for either short-listing or interviewing), then the candidate will be asked to provide an alternative referee.

Administration

Human Resources Manager will check that all the appropriate paperwork, which should have been completed or obtained, has been received before written confirmation of an offer is sent. This paperwork includes:

- **Recruitment authorization**
- **Application Form (and CV if appropriate)**

- **Interview Record forms**

Documentary evidence of the candidates' right to work in Uganda; If the successful candidate does not have the right to work in Uganda the HR Manager will apply for the work permit from the Immigration Office. Please note that not all posts are eligible for a work permit, so it is essential to seek information from the Immigration Office before making an offer of employment.

The HR Manager will issue the conditional written offer letter, the Statement of Terms and Conditions of Employment and other information applicable to the position. However, starting details (like the Induction Form) will only be issued to the applicant once references, and where appropriate, a medical report, which are satisfactory to ELOIM, have been returned. Should these appear to be unsatisfactory; the job offer will be reconsidered.

The Human Resources Manager will carry out other pre-employment checks as required. Where appropriate, arrangements will be made by ELOIM for a pre-employment medical report to be obtained.

Once starting details have been issued to the applicant, the Human Resources Manager will request the new employee to send all necessary details for the payment of NSSF and URA or any other legal obligations.

Induction

An induction programme appropriate to the new employee's position will be agreed between the HR Manager and the Recruiting Manager. It is the responsibility of the line manager to ensure that the new employee attends to all the necessary internal induction programme and that the appropriate people are notified in advance to support the successful completion of the induction process. The line manager will also be responsible for ensuring all assessments within ELOIM are undertaken satisfactorily and within the set time-frames before the new employee can pass probation.

A thorough and well thought out induction process is extremely important in assisting new employees to settle in quickly and can aid their long-term retention. This process applies to all employees.

Responsibility

All those persons referred to within the scope of this policy are required to be familiar with the terms of this policy.

Individual managers are required to keep within the spirit and intent of the policy, as far as possible in their own area. Any queries on the application or interpretation of this policy must be discussed with the HR Manager prior to any action being taken.

The HR Manager has the responsibility for ensuring the maintenance, regular review and updating of this policy. Revisions, amendments or alterations to the policy will be agreed in consultation, where applicable within the organizational structure of ELOIM and the prevailing laws, statutes at the time in the country.

3.2 CATEGORIES OF EMPLOYEES:

- 3.2.1 *Full-time Permanent Employees:* An employee who works full-time (40 hours per week) and whose appointment is authorised for as long as the ELOIM exists as an organisation, subject to satisfactory performance and adherence to ELOIM's systems and procedures.
- 3.2.2 *Part-time Permanent Employees:* An employee who works less than full-time but whose appointment is authorised for as long as ELOIM exists as an organisation, subject to satisfactory performance and adherence to ELOIM's systems and procedures. Employee benefits (such as leave allowance) would normally be pro-rated for the percentage of time worked in a normal workweek. The details of benefits for part-time permanent employees would be defined in the employee's Employment Contract.
- 3.2.3 *Short-term Contract Employees:* ELOIM may occasionally hire staff for limited time periods. Terms of employment would be defined in the individual's Employment or Consultancy Contract.
- 3.2.4 *Volunteer:* ELOIM may occasionally take on volunteer for limited time periods. Volunteers will not receive any salary or benefits.

3.3 ORIENTATION/PROBATION PERIOD:

- 3.3.1 All new employees will be subject to a six (6) month orientation/probation period during which time the employee will be provided with an orientation to the work and operations of ELOIM. During this time her/his supervisor will assess the quality of the individual's work and determine if they are suitable for continued employment with ELOIM. In the event that an employee is determined unsuitable for continued employment, the employee will be released and have no further recourse.
- 3.3.2 While in the orientation/probation period, the employee will accrue annual leave. However, they may not take any leave until after successful completion of their probation period.
- 3.3.3 The orientation/probation period could be extended by a further (3) three months if the supervisor feels that more time is needed to assess the suitability of the employee for the position. The Executive Director must approve any extensions of the orientation/probation period.

3.4 OTHER EMPLOYMENT:

- 3.4.1 As the work of ELOIM can be quite demanding, Full-time Permanent Employees are discouraged from engaging in any outside employment.
- 3.4.2 Should an employee be engaged in other employment it must not interfere in any way with their ability to perform work for ELOIM, infringe on staff time during regular working hours or involve the use of ELOIM facilities or resources.

4 WORK HOURS:

4.1 OFFICE HOURS:

ELOIM staff work 40 hours per week. Office hours are:

Monday – Friday: 0800-0100 hours
0200-0500 hours

4.2 LATE ARRIVALS:

Three late arrivals in a month would result in the deduction of one day annual leave. Subsequent late arrival will result in the deduction of one day annual leave for each three late arrivals in a month.

4.3 WORK OUTSIDE OF NORMAL OFFICE HOURS/COMPENSATION TIME:

- 4.3.1 Staff who are required to work extra time, but are not entitled to overtime, may be entitled to claim compensation time. Compensation time is intended to ensure that employees have adequate time for relaxation in order to avoid burnout, and to deal with personal matters.
- 4.3.2 The employee's supervisor must approve any work outside of normal office hours for which an employee intends to request compensation time before the additional hours are worked.
- 4.3.3 Employees are encouraged to take the compensation time as soon as possible after working the extra hours. Compensation time should generally be taken within two weeks of the extra work unless scheduling makes it difficult. Supervisors should try to ensure that staffs are not being required to put in extensive extra time without opportunity to take some time off.
- 4.3.4 Compensation time may only be taken with prior negotiation and approval with the employee's supervisor and will only apply to extra work that has involved two or more hours at any one time.

4.4 ABSENCE FROM WORK:

- 4.4.1 When an employee is unable to attend work, she/he must notify their supervisor by telephone if it is at all possible.
- 4.4.2 An employee who is absent from work without permission or reasonable explanation involving extenuating circumstances (e.g., emergency, accident, serious illness) will have salary deducted for the period of absence.
- 4.4.3 Recurring absence without permission is grounds for disciplinary action, including dismissal.

4.5 TIME SHEETS:

All employees must submit timesheets at the end of each month in order to receive their salary. The employee's supervisor must approve Timesheets. The timesheets should document the hours worked and any leave taken during the month.

5. EMPLOYEE COMPENSATION:

5.1 SALARY COMPUTATION:

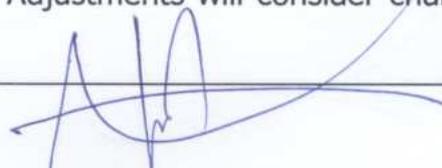
Salaries for each new position will be based on the responsibilities and required qualifications of the new position and relative to salaries of existing positions in the organization. Starting salaries will be set at a level that is consistent with salaries for similar positions in other organizations of a similar size and nature, and salaries in the general job market in Uganda.

5.2 SALARY PAYMENTS:

- 5.2.1 Salary is paid at the end of each month upon submission of a timesheet.
- 5.2.2 Salaries will be paid in Uganda Shillings and in the employee's Bank account.

5.3 SALARY ADJUSTMENTS:

- 5.3.1 Salaries will be reviewed and may be adjusted on the employee's anniversary date of employment. Adjustments will consider changes in



cost of living as well as available funding.

5.3.2 The Executive Director in consultation with the employee's supervisor will determine salary adjustments.

5.3.3 All salaries will be periodically reviewed compared with other organisations of a similar nature and size in order to make sure that ELOIM salaries remain fair and competitive.

5.4 SUSTENANCE ALLOWANCE:

When an employee of ELOIM is away of his/her station on duty within Uganda, and is required to spend a night there, he/she shall be paid a night allowance at a rate that enables some person to stay in a decent hotel. The Board on the recommendation of ELOIM's senior management team shall determine the rates for each category. Management team will receive \$ 40 Us dollars and the rest of staff will receive \$30 Us dollars.

5.5 SAFARI DAY ALLOWANCE:

An employee of ELOIM who is required in the course of his or her duties to travel from the place at which he or she is normally employed and is away for his or her duty station for more than six hours shall claim a safari day allowance according to the approved rates.

5.6 ACTING ALLOWANCES:

An acting allowance may be paid to an officer appointed to act in a post higher than his or her substantive post provided:

- The period of such acting is not less than 60 days.
- The appointment is in writing from the Executive Director or the Board of Directors.
- The allowance payable shall be the difference the officers' basic salary and that of the position in which he or she is acting, or 10 percent of the basic salary of one acting: whichever is greater.

5.7 OVERTIME ALLOWANCES:

5.7.1 Payment for overtime applies only to drivers who are required by their supervisor to work extra hours during the working week, weekends or public holidays.

5.7.2 Supervisors are expected to minimise the need for overtime and any overtime for these staff must be approved in advance by the employee's supervisor.



- 5.7.3 Overtime will be paid at a rate of 1.5 times the normal hourly rate for extra time during the normal workweek, weekends and most public holidays.

5.8 INCOME TAX:

5.8.1 Pay as you Earn (PAYE):

ELOIM makes the statutory PAYE deduction at source from employees' monthly salary. The Finance Officer who prepares the pay slip based on Pay roll system shall do this on a monthly basis. Deductions shall be based on the amount earned within a month. All deductions of PAYE during the month shall be submitted to Uganda Revenue Authority through the Bank. In case such deductions are made, a nil certificate shall be prepared and submitted to Uganda Revenue Authority before 15th every month.

All copies of the paying slips shall be maintained by the Finance Department for future reference. At the end of each year annual returns shall be submitted to the Uganda Revenue Authority detailing all payments made by each individual.

All staff shall be made aware of such requirements and the deductions stated clearly on the pay slips.

5.8.2 National Social Security Fund (NSSF):

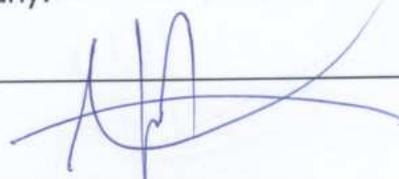
All staff of ELOIM contributes to NSSF. The employee contributes 5% of their salary while the employer (ELOIM) contributes 10% for each full time staff.

At the time of salary payment, the appropriate deductions must be deducted and paid the NSSF.

5.9 SALARY ADVANCES:

Salary advances are not a right to employees but may be granted at the discretion of the Executive Director in case of unforeseen emergencies to be met by the employee.

The salary advance shall not exceed the equivalent of one month's salary. And shall be repayable in at-most three (3) installments. It will be automatically deducted from the employee's month's earnings. Such advance shall not be made unless the member of staff has paid off other outstanding advances, if any.



6 LEAVE:

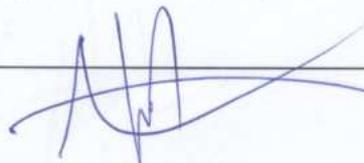
Employee leave is intended to ensure appropriate support on matters related to health and general welfare.

6.1 ANNUAL LEAVE:

- 6.1.1 Employees are entitled to 30 (thirty) working days leave per year, accrued at the rate of 2.5 days per month worked.
- 6.1.2 As the work of ELOIM can be quite stressful at times, employees are encouraged to use their annual leave for rest and relaxation in order to maintain good physical and mental health.
- 6.1.3 Requests for leave of five days or more must be submitted to the employee's supervisor at least one month in advance. Leave of less than five days must be requested at least two weeks in advance. Shorter request periods may be approved at the discretion of the Executive Director.
- 6.1.4 ELOIM will try to accommodate all requests for leave. However, supervisors have the right to refuse a leave request if the leave would cause problems in ELOIM's scheduled programme of work.
- 6.1.5 In the event of more than one person wanting to take leave at the same time, the person who asked first will be given priority.
- 6.1.6 Leave must be taken within the year in which it is accrued. The 'leave year' will be based on the employee's anniversary date of employment. There will be no payment made for leave not taken at the end of each year.
- 6.1.7 In special circumstances, leave may be carried over to the first three months of the following year however this may only happen through negotiation and prior agreement of the Executive Director. Under no circumstances will annual leave be carried forward for more than three months.
- 6.1.8 An employee may not take leave during the orientation/probation period at the start of employment.

6.2 SICK LEAVE:

- 6.2.1 Employees are entitled to 12 days sick leave per year. The leave year is



calculated from the employee's anniversary date of employment.

- 6.2.2 Any sickness that lasts longer than three days will require a doctor's certificate.
- 6.2.3 Unused sick leave cannot be carried forward to the next year and will not be compensated at the end of employment.
- 6.2.4 Any employee who has an illness or accident that requires long-term sick leave will be paid in full for the first month from the date that they last worked. For the next 2 (two) months they will receive half pay. Thereafter their pay will cease. In such circumstances it may be necessary at that stage to review the status of the employee's contract.

6.3 PUBLIC HOLIDAYS:

ELOIM employees shall be granted paid holiday leave on officially recognized Ugandan holidays. Any employee whose fieldwork spreads over the weekends and public holidays shall have such same number of days added to one's leave.

6.4 COMPASSIONATE LEAVE:

- 6.4.1 Compassionate leave of 5 (five) days will be granted for the death of an immediate family member defined as father, mother, biological child or sibling, spouse, or guardian. A maximum of 5 days may be granted.
- 6.4.2 The Executive Director will decide other requests for compassionate leave on a case-by-case basis.

6.5 MATERNITY LEAVE:

- 6.5.1 Female employees are entitled to three (3) months maternity leave. Employees who have completed at least one full year of service prior to the date of childbirth are entitled to two (2) months paid maternity leave. An additional month of leave without pay may be taken. If the period of employment prior to childbirth is less than one year, paid leave will be pro-rated for the number of months worked prior to the date of childbirth.
- 6.5.2 Payment will be made in advance for the first month (or 50% of the entitlement, if pro rated). The second month (or 50%) will be paid on return to work.
- 6.5.3 This benefit will be provided no more than once in any two-year period.
- 6.5.4 A pregnant woman must give notice in writing to the Executive Director of the expected date of childbirth and estimate of when they anticipate

beginning their maternity leave at least three months before the expected delivery date.

- 6.5.5 An employee receiving maternity benefits is not permitted to take employment elsewhere while on paid maternity leave.

6.6 BREAST FEEDING:

ELOIM encourages breast-feeding. Upon return from maternity leave, a female employee will be provided up to one hour per day for breast-feeding, for a maximum period of 15 months postpartum.

6.7 PATERNITY LEAVE:

- 6.7.1 Male employees are entitled to one week paternity leave from the date of birth of their child who has worked with ELOIM for more than twelve (12) months.
- 6.7.2 A male employee whose wife is pregnant must give written notice to the Executive Director of the expected date of childbirth at least one month before the expected delivery date.

6.8 WEDDING LEAVE:

- 6.8.1 ELOIM will provide three (3) days leave to employees getting married. Leave beyond three days would be annual leave.
- 6.8.2 Notice for wedding leave should be given to the Executive Director at least two weeks in advance of the leave.

6.9 LEAVE OF ABSENCE:

- 6.9.1 In exceptional circumstances, a leave of absence without pay of up to one month may be approved at the discretion of the Executive Director in consultation with the employee's supervisor.
- 6.9.2 In exceptional circumstances, a leave of absence without pay of up to one month may be approved at the discretion of the Executive Director in consultation with the employee's supervisor.

6.10 STUDY LEAVE:

- 6.10.1 ELOIM may give an employee study leave on full pay upon application as deemed appropriate by management provided the leave does not exceed three month and also on condition that:
- 6.10.2 The course to be pursued is relevant to ELOIM, to which the employee

may be appointed should a vacancy arise.

6.10.3 The applicant's performance at work is above the average and his/her immediate supervisor and the Executive Director recommend the employee.

6.10.4 Any employee wishing to take more than three months' study leave (for study sponsored by the employee) shall automatically be asked to tender his/her resignation and vacancy is filled immediately.

6.8 OVER STAYING LEAVE:

An employee who over stays leave of any kind granted to him/her without good and satisfactory reasons will have the salary equivalent of the number of days overstayed deducted from the following month's salary.

7 PERFORMANCE REVIEWS AND STAFF DEVELOPMENT:

Performance reviews are best viewed as a constructive, forward-looking process. These reviews provide an opportunity to systematically review and discuss the performance of staff over the review period, reflect on accomplishments, and identify priorities for staff development and targets for improvements for the next period.

7.1 PROCESS FOR PERFORMANCE REVIEWS:

7.1.1 All staff will have an annual work performance review that will also provide the basis for developing a staff development plan for the employee.

7.1.2 The review will be conducted by the employee's supervisor and/or Executive Director and will be confidential between the employee, the supervisor and the Executive Director.

7.1.3 The Board will be responsible for the appraisal of the Executive Director.

7.2 STAFF DEVELOPMENT:

7.2.1 ELOIM seeks to support the professional development of staff in areas considered relevant to the employee's roles and responsibilities within the organisation.

7.2.2 Staffs are expected to take full advantage of the capacity building opportunities provided by international consultants that are contracted

by its donors to work with ELOIM staff and partner CBOs/FBOs.

7.2.3 Requests to attend external courses must be submitted to the employee's supervisor for review and approved by the Country/ Executive Director prior to registering for the course.

7.2.4 If there is a high investment in a particular staff training, ELOIM reserves the right to develop an agreement with the employee to remain with the organisation for a specified period of time after completing the training. Should they leave the organisation within this time period they would be expected to pay back the cost of the training.

8 GRIEVANCE PROCEDURE:

8.1 GRIEVANCES BETWEEN INDIVIDUALS:

8.1.1 Minor grievances should be dealt with in the first instance by talking directly to the person/persons involved.

8.1.2 If the grievance cannot be resolved between the individuals involved, the problem may be taken to the employee's supervisor or the Executive Director. A plan of action will be developed to investigate and address the grievance.

8.2 GRIEVANCE THAT INVOLVES INDIVIDUALS AND THE ORGANIZATION:

8.2.1 All staff are invited to discuss with the Executive Director any individual grievances or concerns related to:

- Understanding of and disagreement with ELOIM's activities or philosophy
- Job satisfaction
- Personal problems which impact on work
- Difficulties with other employees, including the employee's supervisor.

8.2.2 If there are problems which impacts on teams or the organisation as a whole, a meeting will be held to share and discuss the problem and strategies for resolving the issue.

8.2.3 The Executive Director is encouraged to consult with the Board for guidance and advice on any serious grievances raised by staff.

9 DISCIPLINARY PROCEDURES:



Disciplinary procedures are not concerned with job performance or ability but with any aspect of an employee's behaviour, which is unacceptable. Disciplinary procedures are serious because they may lead to an employee being dismissed. The procedures in this section should therefore be followed carefully so as to ensure that no one is treated unfairly. Judgements about other people's behaviour may vary from one person to another, and it is therefore especially important to be confident that discipline is the appropriate action to take. If in doubt the supervisor should consult the Executive Director.

9.1 RESPONSIBILITY:

- 9.1.1 Each employee's immediate supervisor is responsible for minor discipline matters. However, any behaviour, which causes the supervisor to discipline the employee, should be notified to the Executive Director and put in writing on the employee's file.
- 9.1.2 Serious matters of unacceptable behaviour or repeated incidents of minor matters after oral warning should be referred to Executive Director for action.
- 9.1.3 Behaviour serious enough to require dismissal should be referred instantly to the Executive Director. No one except the Executive Director, or the Acting Executive Director in his/her absence, has the authority to dismiss a member of staff. The Board will not be active in disciplinary matters unless the staff member being disciplined is the Executive Director. However, the Executive Director or Acting Director is encouraged to call upon the Board or individual members of the Board, for advice and support when dealing with disciplinary matters.

9.2 PROCEDURE TO BE FOLLOWED IN DISCIPLINING AN EMPLOYEE:

- 9.2.1 Disciplinary procedures will usually proceed through a series of steps starting with an oral warning. Depending on the seriousness of the behaviour, disciplinary action could be initiated at a higher step, including immediate dismissal.
- 9.2.2 *Oral Warning:*
 - At the first incident of behaviour that requires discipline, the supervisor should give the employee an oral warning.
 - The employee should be invited to attend a private interview with their supervisor, and the purpose of the interview should be made clear to them at the time the interview is arranged.
 - Before the warning is officially given the employee should be given an opportunity to explain their conduct. If the explanation is reasonable the supervisor should take it into account.
 - The warning should include a detailed explanation of the

behaviour that is unacceptable; details of the improvement that is required (if appropriate); and, make it clear that details of the warning will be recorded on the employee's personnel records.

- After two oral warnings for the same or similar behaviour an employee will be given a written warning.

9.2.3 *Written Warning:*

- A written warning may be given either: a) if there is further incident of the same or similar nature within six months of the second oral warning being given; or b) if the first incident of unacceptable behaviour is serious enough to bypass the oral warning stage.
- The employee should be invited to attend a private interview with their supervisor and/or Executive Director, and the purpose of the interview should be made clear to them at the time the interview is arranged.
- The employee should be told clearly what behaviour has caused the disciplinary proceedings, and be given an opportunity to offer an explanation for their behaviour. The supervisor should then decide whether to continue with the warning.
- The written warning should include a detailed explanation of the behaviour that is unacceptable; the improvement that is required; how the behaviour will be monitored and by whom; and, when the behaviour will be reviewed. A copy of the written warning should be placed in the employee's personnel file.

9.2.4 *Further Proceedings:*

- If further incidents arise within one year of the written warning then the matter should be referred to the Executive Director or Board for a decision on the next action. This may involve counseling, suspension from work without pay or dismissal.

9.2.5 *Suspension:*

- An employee who is suspended for disciplinary reasons must leave the premises immediately.
- The employee must be given written notice of the reasons for suspension within two working days of the date of suspension.
- Unless extenuating external reasons exist, a decision about further action resulting from the suspension must be made, and conveyed to the employee within two weeks of the date of suspension.
- Criminal investigations by the police may be classed as extenuating external reasons and no decision should be made until the criminal proceedings have been concluded.

9.2.6 *Dismissal:*

- Only the B.O.D Chairman and the Executive Director or Acting

Handwritten signature

- Executive Director may dismiss an employee.
- Before taking action to dismiss an employee, the person responsible for the decision must ensure that the matter has been fully and fairly investigated, and that the employee is guilty beyond reasonable doubt.
 - In an employee is to be dismissed they will be told in writing and orally the reasons for the dismissal.
 - The circumstances of the dismissal will be recorded in the employee's personal file.
 - Any person dismissed for disciplinary reasons must leave the premises immediately.
 - Under no circumstances will benefits be paid to an employee dismissed for disciplinary reasons.

9.3 BEHAVIOR THAT WILL LEAD TO DISCIPLINARY PROCEEDINGS:

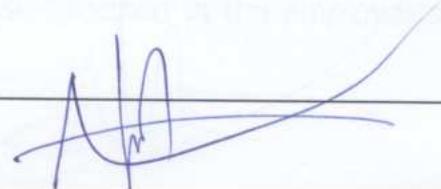
9.3.1 The following list provides an indication of the types of behaviours that are not acceptable. It is not comprehensive, and employees may be disciplined for actions other than those on this list:

- Disclosure of confidential information
- Failure to carry out reasonable instructions given by a supervisor or manager
- Chronic failure to follow ELOIM's policies and procedures
- Frequent absence or lateness without good reason
- Failure to disclose potential conflicts of interest
- Political activities which could have a negative effect on ELOIM
- Activities directed at influencing the religious beliefs of others in ELOIM's office, or while on ELOIM business elsewhere
- Personal behaviour which is contrary to the values and principles of ELOIM, and which could have a negative effect on the credibility of ELOIM

9.3.2

- Alteration or misuse of ELOIM 's documents
- Ignoring safety and security precautions, including travelling in areas determined to be unsafe
- Driving ELOIM vehicle while under the influence of alcohol or drugs
- Negligence with ELOIM property, including money
- Aggressive or abusive behaviour towards anyone in or near the ELOIM's premises, or while on ELOIM business elsewhere
- Causing or having frequent disagreements or conflicts with colleagues
- Defaming ELOIM or any member of its staff

9.3.3 Gross Misconduct: The following behaviours are classified as gross misconduct and will result in immediate dismissal. This list is not comprehensive and an employee may be dismissed for other behaviour.



- Violence towards anyone in or near ELOIM's premises, or while on ELOIM business elsewhere, unless in self-defence
 - Bringing weapons of any description onto ELOIM premises, or to ELOIM business elsewhere
 - Drunkenness at work
 - Theft of property or money belonging to ELOIM or any staff member
 - Deliberate damage to ELOIM property
 - Gross misrepresentation on application for employment
 - Taking or offering bribes, commission or any other type of benefit while conducting ELOIM business
 - Falsifying receipts or any other documents for personal gain
 - Using ELOIM property without permission
 - Failure to inform ELOIM of criminal court appearances
- [*Note:* Should any employee do anything that breaks the Ugandan Law, ELOIM will call or notify the police as appropriate. If advised to do so by the police ELOIM will take criminal proceedings.]

9.4 DISCIPLINARY RECORDS:

- 10.4.1 *Oral Warnings:* Details of an oral warning will be kept on file for a period of six months from the date of the warning. After that period has elapsed with no further incidents of the same or similar behaviour, the warning will be removed from the file and in no circumstances counted against the employee.
- 9.4.2 *Written Warnings:* Details of a written warning will be kept on file for a period of one year from the date of the warning. After that period has elapsed with no further incidents, the warning will be removed from the file and in no circumstances counted against the employee.
- 9.4.3 *Suspension:* Details of a suspension will be kept on file for a period of two years from the date of the warning. After that period has elapsed the warning will be removed from the file and in no circumstances counted against the employee.
- 9.4.4 *Dismissal:* If an employee is dismissed for disciplinary reasons the details will be held on file indefinitely, and may be used if other parties request information about the employee.

10 ENDING EMPLOYMENT:

10.1 RESIGNATION OF EMPLOYEE:

- 10.1.1 Staff must give at least one-month notice of their intention to leave employment with ELOIM unless otherwise specified in the employee's

Employment Contract.

10.2 TERMINATION OF EMPLOYMENT BY ELOIM:

- 10.2.1 ELOIM's permanent staffs are hired with the intention of providing long-term employment. Nevertheless, changes in ELOIM's staffing requirements due to internal reorganisation, reduced availability of funding or closure of ELOIM may lead to the elimination of positions and lay off of staff.
- 10.2.2 ELOIM will endeavour to provide at least three months notice to staff that are required to leave employment for reasons other than unacceptable behaviour. A minimum of one month notice will be provided, or payment of one month's salary in lieu of notice.

10.3 REDUNDANCY PAY:

- 10.3.1 Staff who have been employed by ELOIM for a minimum of two years, and whose employment is terminated for reasons other than unacceptable behaviour or resignation will be entitled to redundancy pay.
- 10.3.2 Redundancy pay will be calculated at the rate of one month's salary for each year of continuous employment more than two years up to a maximum of three month's salary for five years of continuous service. Long-term service payments for staff employed by ELOIM for more than five years will be at the discretion of the Board.

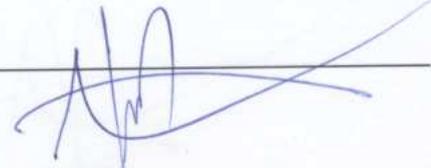
10.4 LETTER OF REFERENCE

- 10.4.1 Employees who leave ELOIM will receive a letter outlining the length of work, main responsibilities and position held in ELOIM.
- 10.4.2 A written reference will be provided at the discretion of the Executive Director.

11 ADMINISTRATIVE POLICIES AND PRACTICES:

11.1 OFFICE KEYS:

- 11.1.1 Each member of ELOIM's staff is responsible for ensuring the safe keeping of any office keys issued to them.
- 11.1.2 All office keys must be returned to ELOIM upon leaving employment



with ELOIM.

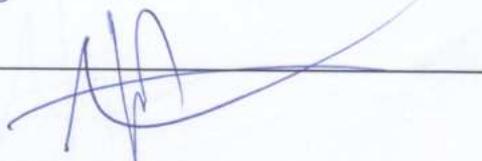
11.2 USE AND SECURITY OF ELOIM PROPERTY AND ASSETS:

- 11.2.1 Each employee is responsible for ensuring that ELOIM property and assets entrusted to her or him are properly used and safeguarded.
- 11.2.2 Only authorised and qualified ELOIM employees and consultants may use ELOIM equipment or vehicles unless otherwise approved by the Executive Director.
- 11.2.3 All staff are responsible for making sure that equipment, vehicles and other valuables are properly secured. This includes making sure that windows and doors are locked, equipment stored safely, cash is properly secured and vehicles are parked in safe locations.
- 11.2.4 In the interest of both energy conservation and avoidance of potential fire hazards, staff should ensure that all lights and electrical equipment are properly turned off before leaving the office.
- 11.2.5 Only staff with permission from the Executive Director may operate ELOIM's vehicles. Any staff member authorised to use ELOIM vehicles must do so in a safe manner. Unsafe use of vehicles would include ignoring safety and security guidelines, reckless driving, or driving under the influence of alcohol.
- 11.2.6 A staff that uses ELOIM telephone, fax, e-mail and internet services shall pay for them at the going commercial rates to the accountant.
- 11.2.7 Staff who would like the property of ELOIM should sign out and in return to the officer responsible.
- 11.2.8 In case of gross negligence by an employee that leads to loss, damage or destruction of ELOIM's property or assets (including cash), fair restitution to ELOIM by the employee will be necessary. Examples of negligence would include: not making a reasonable attempt to secure assets and property; leaving doors and windows unsecured; and, using assets improperly or without adequate technical knowledge.

12 AMENDMENT OF PERSONNEL POLICIES:

12.1 PROCESS FOR RECOMMENDING AMENDMENTS:

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Staff may recommend amendments to personal policies through staff meetings or in writing to the Executive Director. A personnel committee may be established to research and make recommendations on specific policies. Proposed changes will be reviewed by the Executive Director and forwarded to the Board for consideration.

12.2 DISCRETION OF DIRECTOR AND/OR BOARD IN AMENDING POLICIES:

- 12.2.1 It is difficult to anticipate all possible circumstances in formulating policies. The Executive Director and/or Board is given discretion in several parts of these policies to approve exceptions in extraordinary circumstances without requiring changes in the Human Resource policies. It is expected that any exceptions granted would be consistent with the spirit and intent reflected in these policies.
- 12.2.2 The Executive Director or Board can also initiate amendments to these policies. In some cases changes in policies might be necessitated by changes in Ugandan constitution. Amendments may also be necessary to respond to organisational growth or changing circumstances. Any changes initiated by management will be discussed with staff before they are put into effect.
- 12.2.3 Any changes to these policies require the approval of the Board.
- 12.2.4 ELOIM reserves the right to amend any aspect of this policy in crisis or natural disaster. Staff will be informed and every effort will be made to honour and preserve staff benefits and conditions within the constraints of the crisis.

ACKNOWLEDGEMENT FORM:

I Certify that I have received a copy of the Human Resource Policies Manual of ELOI Ministries dated I have read and fully understood the manual and agree to the rules and regulations, which it contains. I understand that the manual is subject to change at any time.

.....



Signature of the employee

Date:.....

Witnessed by:

Country/Executive Director.

Date:

DATED: 11th May 2022

SIGNED: 

POLICY MANUAL AGREED UPON BY BOARD


SILVIA WINTER
ADVOCATE
P.O.Box 35856, Kampala

11th/may/2022

