



# Human Resource Manual

A photograph of a person in a dark blue suit and tie, holding their hands together in a cupped gesture. Above their hands, several white icons of people in business attire are arranged in a cluster, appearing to float or be held. The background is dark and out of focus.

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## Glossary

“**Annual leave**” shall mean yearly approved absence from work to which a staff member is entitled in order to take an official break from his/her official duties

“**Beneficiary**” shall mean any person appointed or designated as such by the staff member as a recipient of benefits resulting from death of that staff member or former staff member of RHSP.

“**Board**” shall refer to the RHSP Board of Directors.

“**Executive Director**” shall mean the principal executive officer of RHSP appointed by the Board and shall include the official acting for him/her during his/her absence.

“**Dependent**” shall mean a partner and/or dependent children.

“**Dependent child**” shall mean a staff member’s biological and/or legally adopted child up to the age of eighteen (18) years and are wholly dependent on the staff member.

“**Disciplinary and Grievance Committee**” shall mean a committee set up to handle disciplinary matters.

“**Dismissal**” shall mean the separation of a staff member from the service of the RHSP as a result of a gross violation of these policies or non-performance.

“**Immediate Supervisor**” is used throughout this procedure generically to refer to the person the employee directly reports to and may mean the supervisor, Heads of department, or Director

“**Leave**” shall mean the official time off duty in form of annual leave, sick leave, maternity/paternity leave, study leave or compassionate leave.

“**Misconduct**” shall mean a breach of RHSP policies.

“**Partner**” shall mean any person lawfully married to RHSP staff member.

“**Parent**” this shall refer to the biological Father and Mother.

“**Probationary period**” shall mean a period of observation, during which a staff member who wishes to be confirmed in the service of RHSP shall demonstrate, through his/her professional competence, good conduct, physical and mental fitness that s/he is capable of assuming the role requirements. .

“**Promotion**” shall mean the advancement of a staff member to the next grade upon availability of position and being given a satisfactory performance appraisal.

“**Redundancy**” shall mean the loss of employment, occupation, job or career by involuntary means through no fault of an employee, involving termination of employment at the initiative of the employer, where the services of an employee are superfluous and the practices commonly known as abolition of office, job or occupation.

**“Remuneration”** shall mean the total value of all payments in money or in kind, made or owing to an employee arising from the employment.

**“Salary”** shall mean the basic pay to staff on a monthly basis for services rendered to RHSP.

**“Separation”** shall mean cessation of a staff member from the organization’s service as a result of resignation, dismissal, termination of appointment, expiration of contract, retirement, personal disability that affects required performance, conviction leading to imprisonment and death.

**“Staff member or employee”** shall mean any person employed by or on behalf of RHSP.



# 1.0 Introduction

## 1.1 Background

Rakai Health Sciences Program (RHSP) is a collaborative health research and service initiative. It strives to improve the quality of life through a combination of community-based research, curative services and prevention strategies

Since its inception as a project in 1988, RHSP has undergone a process of organizational transformation; this process has seen the Program evolve from a small provisional work arrangement to a large and durable formal institutional setting. Such transformation has brought along demands for the establishment of elaborate structures and policies that are an essential characteristic of formal organizations. Such structures serve to define power and authority to formulate policies and procedures that govern the Program activities and to provide guidelines and controls for interpersonal relations.

## 1.2 RHSP Vision and Mission

Our Vision is *“to excel in health research, prevention and care”*.

Our Mission is *‘to conduct innovative and relevant health research in infectious diseases, communicable and non-communicable diseases, reproductive health and to provide health related services in order to improve public health and inform policy’*.

## 1.3 RHSP Values

We are driven by a set of shared values that drive the way we work with our partners and communities:

**Creativity:** As a team, we are motivated to identify and implement innovative ideas and approaches to health research and services, thus creating new possibilities for the betterment of health.

**Respect:** A team built on esteem for self, other persons and entities, with illustrations of specific actions and conduct representative for that esteem in a manner that is differentially admired.

**Excellence:** We identify and nurture the best people who are committed to high quality research and services, in order to produce credible scientific findings of lasting value and impact.

**Accountability and Integrity:** Creating an enabling environment for people to embrace the culture of acknowledgement and assumption of responsibility for actions. RHSP staff shall portray integrity through strong moral principles and honesty in all their actions.

**Teamwork:** RHSP relies on open, strong collaboration and coordination between all personnel and teams, in order to fully harness our potential and creativity with the goal of fulfilling our mission.

**Efficiency and effectiveness:** A competent workforce that ensures desired results with appropriate effort in a timely manner.

### **1.4 The purpose of the human resource manual**

This manual contains statements of human resource policies and procedures to be followed by all staff members. It is intended to serve as a permanent reference and working guide for management in the administration of RHSP's human resources policies, procedures and practices. It is a working guide for staff members in the day-to-day administration of RHSP's human resource programs. These documented policies and procedures govern the employment, compensation, rules and responsibilities of employees. All RHSP employees shall familiarize themselves with the contents of this manual.

The manual shall also enable RHSP to conform to national and international employment legislation and best practices and shall ensure parity and transparency in policy application and administration.

These written policies should increase understanding, eliminate the need for personal decisions on matters of RHSP policy and help ensure uniformity throughout the organization. It is the responsibility of every staff to administer the policies in a consistent and impartial manner.

### **1.5 Responsibility**

All RHSP employees shall adhere to the HR manual. The Human Resources Manager is responsible for providing support in implementing human resource policies and procedures and providing management with relevant advice.

### **1.6 Review and maintenance of the manual**

All policies and procedures will be subject to modification, amendments and further development from time to time. It will be the responsibility of the Human Resources Manager to ensure that the Human Resource manual is reviewed at least annually to reflect changes in accordance to the Government of Uganda legislation/employment laws and international employment legislations that bind RHSP. These may include:

- modifications in the overall strategy or objectives of RHSP;
- changes to policies in other functional areas of RHSP;
- changes in management, processes and/or organizational requirements in various functional areas; and
- views of employees as appropriate.



The Human Resources Manager will submit proposed revisions to the manual to the Senior Management Team, noting that changes to manual will require approval by the Board of Directors. All approved policy amendments shall be communicated to staff by the Human Resources Manager.

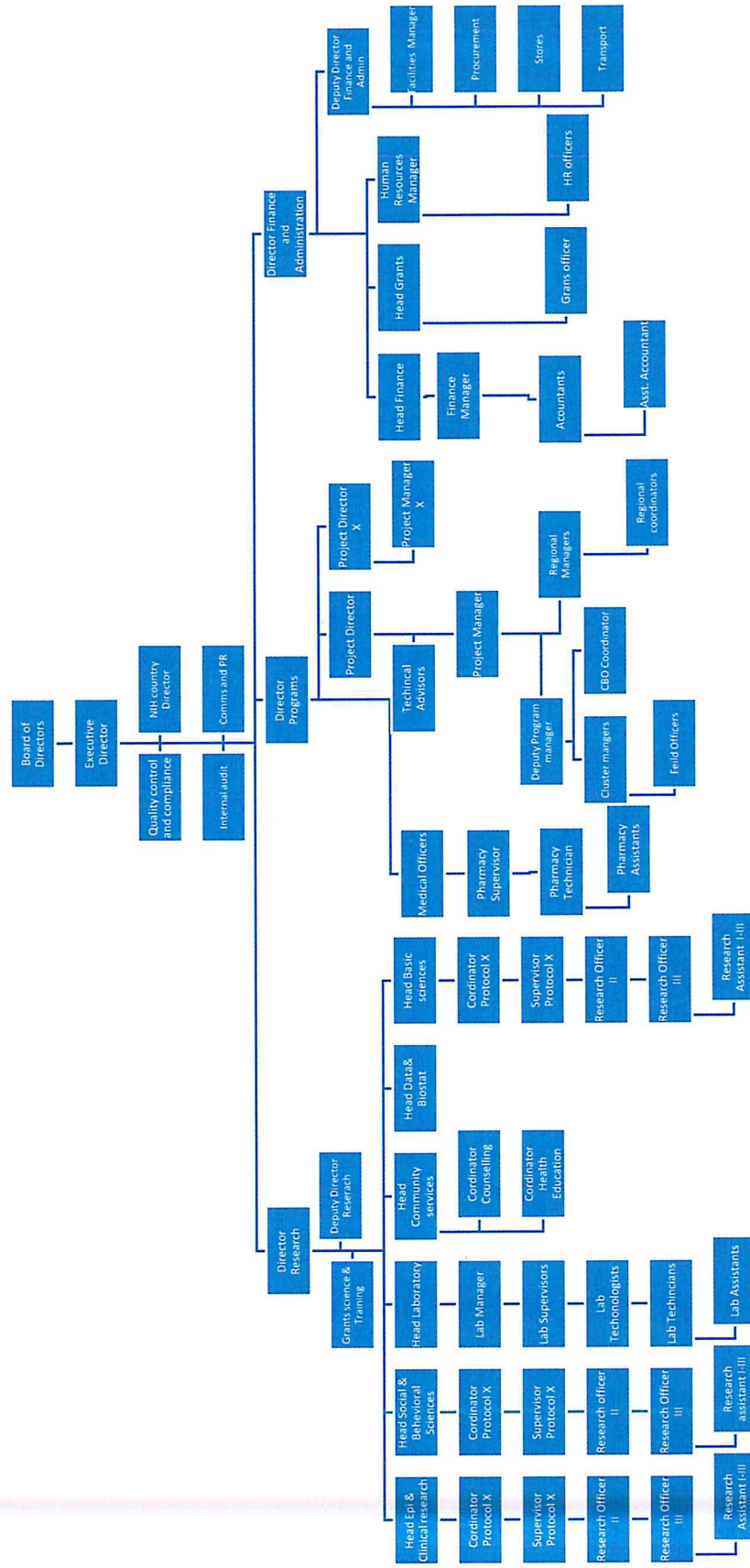
### **1.7 Applicability**

This policy and procedures manual applies to all RHSP Human Resources.



## 2.0 Organizational Structure

The current structure of positions and reporting relationships are presented in the organizational chart below.



*[Handwritten signature]*

## 3.0 Recruitment and Selection

### 3.1 Policy statement

Rakai Health Sciences Program (RHSP) recognizes that its people are its most important asset and that the success of RHSP depends to a great extent upon the significant contribution of its employees. It is, therefore, essential that RHSP makes the best use of its human resources and ensures that the right people, with the right knowledge, skills and talent are engaged.

The recruitment and selection process is aimed at ensuring that high quality and competent staff are employed to carry out their work effectively and efficiently. RHSP also has a commitment to develop and promote existing staff. All vacant, new and substantially changed posts will be advertised either internally, externally or both.

RHSP will ensure that its recruitment and selection procedures are effective and fair. Therefore, candidates will be selected based on merit and according to the appropriate levels of skills, experience, qualifications and abilities for the job. There shall be no discrimination related to gender, sexual orientation, race, colour, ethnic origin, disability, marital status, age, religion, political opinion or social status.

This policy and procedure applies to all staff.

### 3.2.1 Procedure

#### 3.2.1 The process

To comply with Ugandan employment laws and to achieve a high level of effectiveness, the stages described in the sections that follow will need to be given careful attention.

#### 3.2.2 Needs analysis

When a vacancy arises or a new post created, an analysis of the post shall be undertaken by the immediate Supervisor and head of department in consultation with the respective director and HR Manager. They will determine the need to fill the position and whether the nature and the scope of the job or the duties have changed in any way. Changes in organizational and any other requirements shall be taken into account when determining whether or not to recruit or replace the position.

The Head of department where the vacancy arises shall complete and submit an employee requisition form (**Appendix 17.1**) to the HR Manager. The form will provide details of the post and reasons why the post is deemed to be necessary. The form shall be accompanied by a draft job description (*See job description template in Appendix 17.2*) which details the person specification. All vacancies and new posts shall be approved by the Senior Management Team (SMT) prior to commencing the recruitment and selection process.

### **3.2.3 Recruitment media**

All posts shall be advertised as widely as possible either internally and/or externally to ensure equality of opportunity.

The recruitment media for internal adverts are RHSP's email and notice boards. In addition, Human resource office has a responsibility of informing all their staff of current vacancies.

Where the recruitment is undertaken externally, recruitment agencies, head hunting and media advertisements may be used. External advertisements will be placed in suitable media depending on the position to attract the right candidates.

Use of Headhunt shall be approved by SMT which shall select resourceful persons/agencies to do the headhunt.

### **3.2.4 Selection panel**

An adhoc selection panel shall be established and shall be comprised of head of department (HOD) or Head of section or respective Supervisor, a representative from HR and two representatives from other departments. The panel shall be approved Executive director (ED). This panel will be responsible for seeing the whole selection process through from short-listing to recommendation of the interview panel.

RHSP may co-opt external advisers/consultants to assist in the selection process and this will depend on the nature and complexity of the recruitment exercise.

Adhoc committee once approved shall select the short listers and interview panel for approval from the ED.

The adhoc committee shall create a short list grid and this shall be approved by the respective director.

Membership shall not be allowed to overlap for the Adhoc committee, short listing process or the interview panel unless approved in special circumstances by the ED. On technical positions the interview panel shall comprise of at least 75% of technical members. For such positions non-technical persons on the panel shall be requested not to score technical questions and the final score shall be computed as an average of only the scores awarded.

### **3.2.5 Short-listing**

The Human Resource Office will prepare and submit a long-list to the selection panel for short listing. The selection panel is entitled to view all the applications.

Short listing shall be independently carried out by three persons identified by the selection panel to avoid any bias or unlawful discrimination. Each application shall be matched against the person specification and the decision to reject, reserve or shortlist a candidate for examination shall be recorded. Only those candidates who meet the set criteria will be short listed for the interview stage.

The shortlisted candidates shall be invited for interview in the first instance. The remainder shall be put on the 'reserve' list and if no suitable candidate is found from the



original list, then those on the reserve list can be invited for interview at a later date. The reserve list shall consist of only suitable candidates and shall be signed off by the adhoc committee.

Candidates who are invited for interview will be notified on telephone and by email (where possible) at least three working days prior to the exercise or interview to allow them to make the necessary arrangements. A verifiable call log (**Appendix 17.3**) will be completed for all phone notifications.

Candidates shall be given the following information prior to the interview:

- format of the interview and selection procedures;
- duration of the exercise or interview;
- location of the exercise or interview with appropriate map; and
- contact telephone number to confirm attendance for the exercise or interview

### **3.2.6 Selection methods**

The selection panel shall select the most appropriate selection method as per the interview SOP to use in interviewing. The choice of options shall include one or more of the following selection methods depending on the nature of the job position;

- Using psychometric tests - either personality questionnaires or aptitude tests such as numerical or verbal reasoning skills.
- Written exercises;
- Presentations
- A case study, where candidates are asked to write a brief report on how they would resolve a particular issue.
- Various exercises can be used in which groups of three to six candidates undertake a set task, or discuss a set problem, under observation by the selectors. The task may simulate, or be relevant to, situations or topics which occur in the job.
- Practical tests - for example, driving, assessing the candidate's ability to use a computer and word process document, use excel spreadsheets or create Power- Point slides would ensure that the appropriate skills for the job are tested.
- Oral interviews - is an effective technique of interviewing candidates by asking them questions related to their job. There are no set rules, but there are some proven steps.



### **3.2.7 Selection procedure**

The selection panel will prepare thoroughly for the selection process. They will carry out the following activities:

- decide the interview questions and who will be responsible for questioning on a particular area;
- ensure the questions used comprehensively cover the job and person specification;
- decide the order of questions;
- decide the duration of the interview, allowing time between each interview for completing assessment notes;
- agree on the venue, seating and equipment arrangements;
- set aside sufficient time at the end of all the interviews to discuss all the candidates and reach a decision.

The HR representative will be the secretary to the panel and will record and circulate all decisions made.

The final interview report shall be sent to the ED with SMT in copy.

### **3.2.8 Interviewing**

Interviewers shall study the written applications and any other information available from other selection methods and identify the issues which need to be given particular attention.

The panel chairperson shall have the responsibility of ensuring that an appropriate and relevant oral interview is conducted. Prior to the interview the panel shall agree on the general sequence and format of the interviews and ensure that all elements of the person specification are explored. The same questions shall be asked of each candidate. However, the Panel may need to probe for further evidence, and this will require asking supplementary questions which may vary depending on the responses of the candidates.

Each of the panelist shall make notes during the course of the interviews and these shall be recorded on the interview assessment form. Time shall be allowed at the end of each interview for each member of the panel to individually complete the interview assessment form.

### **3.2.9 Decision making**

At the end of the interviews, the entire interview panel shall discuss the scores of all the candidates, select the successful candidate and sign off the interview report in the same sitting. Outlier scores shall be discussed by the entire panel and if not satisfactorily justified, these scores shall be disregarded by the panel.

Technical questions shall weigh at least 75% of the total score for each candidate.

### **3.2.10 References**

All jobs shall be conditional on receipt of satisfactory reference checks.

The RHSP Human resource manager shall conduct reference checks on all successful candidates before an appointment is offered. The purpose of the reference check will be to obtain in confidence factual information about a prospective employee and opinions about his or her character and suitability for the job. Candidates should have supplied the names of three referees with their application documents. Referees shall not be limited to previous employers, or if the candidate has just recently left education, the names of their lecturers or teachers. Only references of candidates who have been recommended for appointment shall be taken up. The job offer and confirmation of employment shall be subject to the references being satisfactory to RHSP.

Referees shall be sent a job summary a reference form (**Appendix 17.4**) and asked to comment in writing on the candidate's suitability for the post. If references are obtained by telephone this shall always be confirmed in writing. Information obtained from references must be treated as strictly confidential.

RHSP reserves the right to verify information (e.g. previous employment status and job title) without notifying the staff member involved, and to cooperate with law enforcement investigators, public safety, or medical officials.

### **3.2.11 Notification of candidates**

In the event of the successful candidate refusing the job offer, the respective Director and the ED must decide whether to offer the post to the next best candidate who adequately meets the person specification, or to re-advertise the post.

All unsuccessful candidates shall be informed in writing of the outcome of the interview. Candidates who achieve the required pass mark in the exercises and/or who perform satisfactorily at interview but who were not appointed shall be placed on a reserve list for a period of six months. Should a vacancy arise within six months of the previous recruitment, candidates on the reserve list shall be recalled for interview before re-advertising

### **3.2.12 Records**

A written record of decisions made in the selection process shall be retained. All applications including references, test papers and interview assessment records shall be kept for two years in the HR Office after the selection process is concluded. Assessment notes of each candidate interviewed shall be used for debriefing unsuccessful candidates in the event of any challenge by a candidate about the fairness of the process.

Authorization to destroy records shall be sort from the DFA.

### **3.2.13 Appointment**

Upon selection of the successful candidate(s);

- The Appointment of the Executive Director and Directors shall be done by the board.
- Other appointments shall be signed by the Executive Director or designee and will be sent to the candidate by the Human Resources Manager. The offer will indicate a specific date within which the candidate must indicate acceptance of the offer.

The appointment of a staff member shall take effect from the date on which s/he assumes duty. All employees shall be appointed on contractual terms.

### **3.2.14 Acceptance of offer**

Acceptance of an offer of appointment shall be made in writing by the appointee. A formal contract shall then be issued to the successful candidate. By signing the contract, the staff member acknowledges that s/he has read and accepted the conditions set out in the contract.

An offer that has not been accepted within the time specified in the offer of appointment shall be deemed to have been rejected and the senior management team must decide whether to take on the next qualified candidate. Otherwise, re-advertisement.

### **3.2.15 Terms of appointment**

- Subject to references that are satisfactory to RHSP, the successful candidate will be offered the job.
- The letter of offer of employment shall inform the employee of his/her selection to the position and provide a summary of the terms and conditions of service.
- The contract shall outline the terms of employment such as the salary, duration of contract, benefits, any statutory deductions, duty station, probationary period and leave entitlements among others.
- Successful candidates will not commence work unless and until the offer of appointment and contract have been issued and its receipt acknowledged by the prospective employee by signing and returning a copy of the same.
- The signed copies of the offer of appointment and contract shall be filed in his/her personal file.

Every employee will complete an Employment information Form / Bio Data attached in **(Appendix 17.5)**

### **3.2.16 Probationary period**

The probationary period for all staff will be six months. The employment period will be calculated from the date of commencement of employment inclusive of the probationary period. A contract shall be issued at the start of all employment and confirmation shall be subject to satisfactory performance.

An appraisal shall be conducted after three months and at the end of the probation period and a Probation Assessment Form shall be completed by the Immediate Supervisor with

appropriate recommendations at the mid and end of the probationary period. The Probation Assessment Forms are attached at **Appendix 17.6** of this manual.

If the period of probation has been unsatisfactorily completed, the appointment shall be terminated, or probation extended for a maximum of three months at the discretion of management. A probation Assessment will be done at the end an extended probationary period.

The holder of a probationary appointment who has completed the normal period of probation satisfactorily shall be confirmed in post.

### **3.2.17 Confirmation of appointment**

A staff member, whose performance and conduct fully demonstrates that s/he meets the requirements of the role, will receive his/her appointment and shall be confirmed after the probationary period.

The Human Resources Manager shall liaise with the Executive Director to confirm the appointment in writing upon the receipt of a satisfactory report from the Immediate Supervisor.

## **3.3 Other Recruitments/Types of Engagements**

### **3.3.1 Volunteers**

RHSP recognizes that volunteers can make a valuable and vital contribution to the effective operation of the organization. Volunteers are individuals who work at RHSP out of their own choice or have been seconded to RHSP by other organizations. Volunteers shall be recruited into RHSP as per RHSP volunteer policy (**Appendix 17.7**). Volunteers shall be engaged for a period not exceeding six months; and will be assigned tasks from time to time as deemed necessary by RHSP. RHSP will have a limited contract with volunteers and will not provide any remuneration though a facilitation to enable them to perform their duties shall be offered. They will not be considered as full-time or part-time employees of RHSP and will not be eligible for any employee benefits.

Volunteer recruitment shall follow the recruitment procedures specified above.

### **3.3.2 Interns**

RHSP will provide internship opportunities to recent graduates or students who as part of their educational programs are required to gain practical work experience. The interns will be assigned to the relevant department as part of their internship for a specified period. Interns will be required to adhere to RHSP's policies and procedures. The internship policy is detailed in **Section 4** of this manual.

### **3.3.3 Part-time employment**

RHSP from time to time may employ part-time staff to support Program activities such as support to intermittent studies activities, specialized oversight, clear backlog etc. Recruitment of part-time staff will follow RHSP recruitment policies (Human resource manual section 3.2). Part-time employees shall be remunerated at a rate that shall be determined by Senior Management Team depending on the level of specialization and the Full Time Effort (FTE) needed for the activity. This may take form of;

### **3.3.3.1 Locums**

A Locum is defined as a person who stands in temporarily for someone else of the same profession.

A Locum will be hired for not more than six (6) months. Line managers will be expected to plan for the Locum need in their sections.

The HR office will create a data base of unsuccessful candidates with relatively good scores out of the job interviews held and preserve these for potential positions of filling Locum gaps in future. These can be pulled out of the reserve list in 3.2.9. Or through head hunts.

All head hunted Locums must go through interviews before being hired.

Need for Locums must be presented with a Locum requisition form approved by the Executive Director.

Locums will be remunerated with 75% of the basic entry salary scale for the job position they are standing in for. There shall be no other benefits attached.

Locums will not be considered as part-time staff and thus shall be expected to work for RHSP for the period they will be hired and not have other employment obligations outside RHSP during this period.

### **3.3.3.2 Specialized part-time staff**

#### **3.3.3.3 Support / lower level Technical staff**

Hiring of these staff shall be done for lower level positions mainly to provide support services.

### **3.3.4 Employment of relatives**

It is the aim of RHSP to avoid creating or perpetuating circumstances in which the possibility of nepotism, conflicts of interest or impairment of efficient operations may occur. whereas close relatives of employees may be hired, close relatives may not work in a direct reporting relationship. This provision shall also apply to all persons in sexual relationships.

Close relatives are defined as parent, sibling, partner, child, grandparent, or individual who has acquired such a relationship through engagement or marriage. It is the employee's responsibility to inform HR should such a relationship arise. RHSP shall exercise caution in hiring to ensure that a new employee is not placed in a direct reporting relationship with a relative as defined by this policy.

Should two employees in a reporting relationship become relatives, as defined in this policy, during their employment at RHSP, the choice will be theirs as to which employee accepts a transfer into an available position suitable to his or her skill and experience. If, between the two employees, a decision cannot be made, the employee with the least seniority must transfer into the next available position suitable to his or her skills and experience or leave the organization if no suitable position exists.

Failure to declare shall be grounds for disciplinary action.

### **3.3.5 Re-employment**

RHSP will give employment consideration when staff openings occur to former employees who have performed satisfactorily, and who had terminated their employment under favorable circumstances, and who desire to return to work. Each application will be considered on its own merit after a review of the applicant's record, the type of job available, and other relevant factors.

Before pursuing the recruitment and selection process with a former employee, the Head of Department shall in consultation with the respective Director and HR Manager conduct a review of the job opening and the former employee's record. The Executive Director will provide final authorization for re-employment after a review of the circumstances. A former staff member may be re-employed provided that the reasons for his/her separation from service are not incompatible with his/her re-appointment. Re-employment will be done following a successful interview. However, in some cases management may waive the need for such an interview.

A re-employed staff member shall be given the terms and conditions applicable at the time of re-employment, without regard to any period of prior service, provided the post is vacant.



## 4.0 Internship / Placement Policy

### 4.1 Policy Statement

RHSP is committed to developing talent among young people. The intention of this policy is to assist RHSP in its effort and vision of capacity building by empowering young people to gain experience and prepare themselves for the labour market and identify potential talent for RHSP. This will be a critical bridge between the world of study and the workplace for young professionals. RHSP will provide them with opportunities to carry out work for RHSP in areas where their energy and level of skill may be useful.

The goals and objectives of this policy are:

- Create an opportunity for students who have just finished their studies and/or those in the process of completing to familiarize themselves with the working environment and gain practical experience.
- Provide a framework by which university students, graduate and post-graduate students from diverse academic backgrounds may be assigned to RHSP where their educational experience can be enhanced through practical work assignments.
- Assist in the development of young professionals committed to Health Science Research and service programs.
- Alleviate pressure on RHSP staff in times of increased workloads.

This internship policy applies to all interns at RHSP.

### 4.2 Procedure

#### 4.2.1 Eligibility

The key considerations for enrolment into the RHSP Internship Program include:

- Applicants must be enrolled in a study program from recognized educational institutions at the time of application and during the internship; or applicants must have recently obtained their graduate or post-graduate degrees at the time of application
- Applicants should be able to cover their costs of travel, accommodation and living expenses, medical treatment while on the internship program.
- All students on internship should be able to cover their training costs i.e. photocopy, printing, scanning, binding etc.

#### 4.2.2 Application

RHSP will continue to receive internship applications throughout the year. The applications for internship should be submitted at least two months before the internship start date. Eligible candidates interested in participating in an internship at RHSP shall submit written applications (including their expectations) with the most recent partial transcript to the Human Resources Manager.



The HR Office shall inform all applicants about the need to sustain themselves while with RHSP.

#### **4.2.3 Selection Process**

The Learning and Development Committee shall assess internship applications along with the capacity of proposed sections and number they are willing to take. The L&D committee will assess and select the most suitable interns based on the set criteria program. The HR Officer in charge of learning and development will issue acceptance of internship.

The Learning & Development committee will consider;

- Relevance of the course of the recipient department
- Performance of the applicant based on the partial transcript

The number of interns at any given period will be determined by;

- Availability of staff support and supervision.
- Adequate office space and other key facilities to accommodate the interns.
- The requirements given by various departments in terms of workload.

#### **4.2.4 Induction of interns**

The respective Director, Head of department with the assistance of HR department will be responsible for the induction of interns which will include the following:

- RHSP's vision, mission, values and strategic goals.
- Introducing interns to staff, arranging a tour of the office facilities and providing information on policies and procedures.
- Training as necessary, on computer programs, telephone systems, printer/photo-copy machines and other equipment the interns will be using.
- Providing information regarding appropriate work attire and behavior.
- Working with the interns to set targets and clearly communicating the expected performance standards in order to help them understand their roles and what exactly is expected from them. Interns will also be informed that there will be an appraisal at the end of the internship period.
- Including the interns in staff meetings when appropriate.
- Assist interns in making arrangements to satisfy their training needs.
- Meeting with interns on a regular basis to answer questions and to provide feedback.

Interns shall stay in the assigned sections /departments. Any rotations, transfers shall be approved by the HRM in consultation with the L&D committee.

#### **4.2.5 Appraisal**

All interns shall be appraised against a clearly developed performance criteria at the end of the internship period using the performance standards agreed at the beginning of the internship period.

##### **4.2.5.1 Appraisal procedure**

A performance appraisal will be conducted at the end of the internship period and will be done by the responsible Head of department or the delegated person charged with supervising the intern.

The appraisal form shall be signed by the supervisor and the intern as a correct record of the agreed discussions and submitted to HR for records. These records will be useful for assessing possible employment for future opportunities at RHSP. The performance appraisal form for interns is attached at **Appendix 17.8** of this manual.

#### **4.2.6 Access to facilities and information**

Information provided to interns will be limited to that which is relevant to the work assigned to them at any one time. This will not include information that may be considered confidential. All interns will be required to preserve the confidentiality of information provided to them in the course of their work.

#### **4.2.7 Duration**

The duration of internship/placement will range between 1 and 6 months depending on the department requirements. However, in exceptional circumstances the period may be revised upwards more for fellowships and post-doctoral arrangements.

#### **4.2.8 Payments**

RHSP will not provide any remuneration or allowances to interns.

However, interns may be asked to pay RHSP as a contribution for the costs incurred by RHSP during the internship period.

## 5.0 Induction and Orientation for new staff

### 5.1 Policy Statement

RHSP is committed to ensuring the effective integration of new staff into the organization. RHSP recognizes the importance of creating a positive and supportive working environment, encouraging and promoting good working practices.

The purpose of the induction process shall be to receive and welcome employees when they first join RHSP, and to give them some basic information they need to settle down quickly and appropriately in their work. The induction process is also aimed at reducing the likelihood of employees leaving the RHSP at the early stages of employment; which enables them to adjust and respond to their new roles and responsibilities as quickly as possible.

This induction policy applies to all new employees of RHSP.

### 5.2 Procedure

#### 5.2.1 Executive Director's Responsibility

Give a brief to all new staff about RHSP big Picture. (Vision, Mission, Values), foundation and the business of the organization.

#### 5.2.2 HR Department's Responsibility

In consultation with the Executive Director, the HR department will be responsible for developing, compiling the induction /orientation program, checklist for induction and ensuring that the new employee receives all the information they need. The HR department shall also provide the necessary guidance and support to the respective department in carrying out the induction and orientation program.

On the first day of arrival, the HR department will explain the induction and orientation program to the new employee and obtain information to set up the employee's personal file. The HR department shall ensure that the necessary employment forms are completed and provide the new employee with basic terms and conditions of employment including the following:

- salary;
- working hours;
- annual leave;
- notice period;

- sickness – notification of absence, medical certificates;
- medical insurance scheme;
- insurances; and
- HR policies and procedures manual.

The HR department will monitor the effectiveness of the induction and orientation program and conduct a post-induction/orientation review one month after the employee joins RHSP.

To ensure that all pertinent steps are covered in the induction and orientation process, a check- list has been developed, which is issued to all new joiners on their first day at RHSP. The check- list contains all the tasks highlighted in this policy to be ticked off by the new employee as each milestone is achieved. At the end of the probation period, this checklist is submitted to HR as confirmation that the induction and orientation process has been successfully completed.

The induction and orientation checklist form is attached as **Appendix 17.9** of this manual.

### **5.2.3 The department's responsibilities**

It is the responsibility of the department concerned to ensure that the employee receives induction and completes the induction and orientation process. The Line Director will be responsible for welcoming the new employee to the department and providing the necessary support to assist the new employee in adjusting to the organization. The Director together with the HR department will ensure that an induction program and checklist are prepared and carried out effectively. The Director will provide the employee with essential information during the induction and orientation period including:

- the operations of RHSP and the department;
- the requirements of the job;
- the probationary period;
- the performance appraisal process;
- RHSP's policies and procedures;
- the disciplinary, grievance and capability procedures;
- medical and first aid facilities;
- travelling and subsistence expenses; and
- health and safety arrangements.

Following completion of the induction and orientation process, the immediate supervisor will hold an interview with the new employee to monitor his/her progress and adjustment to the organization and address any concerns the employee may have.



#### **5.2.4 The new employee's responsibility**

The new employee also has a responsibility for ensuring that the induction and orientation program is completed and that all items on the induction checklist have been undertaken.



## 6.0 Employee Records

### 6.1 Policy Statement

RHSP respects the right to individual privacy and recognizes the expectations of employees that information about them stored in RHSP personal files is accurate, relevant, and safe from improper disclosure. As a general guideline, RHSP will only retain at least one official personal file for each staff member containing personally identifiable information relating to employment and work performance. The HR Manager will maintain and ensure controlled access to staff personal files. Only job-related information will be contained in the personal records.

RHSP reserves the right to verify information (e.g. previous employment status and job title) without notifying the staff member involved, and to cooperate with law enforcement investigators, public safety, or medical officials.

### 6.2 Procedure

#### 6.2.1 Maintaining and safeguarding records

The HR Department is responsible for ensuring that accurate and up to date personal records are maintained.

Separate records shall be maintained for each employee in the form of a personal file. The information contained in personal files shall be treated with utmost confidence. No disclosure of personal information shall be made to one employee regarding another and strict control shall be exercised over the movement of files.

The following documents shall be contained in each personal file:

- Application for employment/curriculum vitae;
- copies of academic and professional certificates;
- letter of appointment;
- letter of confirmation after probation period;
- copy of National ID, Driving permit or Passport;
- records of performance reviews and salary changes;
- disciplinary records;
- updates and other relevant communications during tenure;
- information relating to dependents;
- a sketch map to the staff member's physical permanent residence;
- the Employee Information Form; and

- any other relevant data

To preserve privacy, access to the employee information on the staff file will only be authorized by a member of the senior management team.

### **6.2.2 Accessing employee records**

Employees will have access to their personal files through a clearly defined procedure.

Upon the written request of an employee, personal files containing records relating solely to the employee will be made available to the individual, with the following exceptions:

- investigative files;
- files dealing with potential or actual litigation and claims;
- notes from the selection process from interviewers; and
- staff planning documents (other than performance appraisals).

This access will be given to the employee in the presence of the Human Resources Manager. The employee will be permitted to make notes concerning their personal information. Under exceptional circumstances photocopying should be done in the presence of the Human Resource Manager.

## 7.0 Professional and Staff Conduct

### 7.1 Policy Statement

RHSP will ensure that actions of staff are directed by honesty and integrity towards the achievement of RHSP's goals and objectives.

Staff are expected to display professionalism and unquestionable personal integrity at all times, whether during or outside normal working hours.

The standard of personal conduct by staff shall stand up to close scrutiny with respect to the degree of professionalism, courtesy and quality of management.

This policy clarifies the standards of behavior that are expected of staff at RHSP in the performance of their duties. It gives guidance in areas where staff members need to make personal and ethical decisions.

### 7.2 Guiding Principles

#### 7.2.1 Ethical Conduct

Employment by RHSP carries with it a responsibility to be constantly aware of the importance of ethical conduct. Employees must never accept gifts, gratuities or rewards from stakeholders for any service that they perform in their job. There are however some circumstances where suppliers will give employees gifts or hospitality commensurate with the normal courtesies of social life. In this regard, any gifts or rewards are those valued at less than US\$100 including calendars, diaries and plaques; while those valued at more than US\$100 must be handed over to the head of the respective directorate in copy of the Executive Director. The total declarations for all staff shall be presented in the regular SMT meetings to decide on the best course of action. Employees who do not declare will be subject to disciplinary action. The HR Manager will keep a register of gifts for reference purposes.

Employees must refrain from taking part in or exerting influence in any transaction in which their own interest may conflict with the best interests of RHSP. Employees are not permitted to approach or negotiate with RHSP's stakeholders (unless required by their roles) under any circumstance, which would in any way result in personal gain for the employee.

Code of ethical conduct shall be signed by all staff (**Appendix 17.10**).

#### 7.2.2 Personal Conduct

Staff members shall conduct themselves in a manner that promotes co-operation, mutual understanding and fosters good relations with stakeholders and colleagues. Staff conduct shall be of such a nature so as to enhance RHSP's image, values and creation of a positive and favorable impression with stakeholders. This shall be achieved by a professional appearance and by being courteous, tactful and punctual.



### 7.2.3 Dress Code

RHSP believes that a proper dress code is essential. As such, employees are expected to maintain a professional appearance at all times. On official duties and meetings, staff members should be dressed in a way that is decent, appropriate and culturally sensitive in the workplace. Smart casual clothing is permitted in RHSP offices.

### 7.2.4 Conflict of Interest

RHSP recognizes and respects the individual employee's rights in activities outside his or her employment that are private in nature and do not in any way conflict with or reflect poorly on the organization. Management reserves the right, however, to determine when an employee's activities represent a conflict with the RHSP's interests and to take whatever action is necessary to resolve the situation, including terminating the employee.

All staff members must be sensitive to any activities, interests or relationships that might interfere with, or even appear to interfere with, one's ability to act in the best interests of RHSP and its stakeholders. The following are some of the areas in which real or perceived conflicts of interest may arise:

- Simultaneous full time employment by another organization;
- Carrying on RHSP's business with an organization in which the employee or a close relative of the employee has a substantial ownership or interest;
- Accepting gifts and hospitality on a scale not commensurate with the normal courtesies of social life;
- Use or disclosure of any information without proper and specific authority unless there is a legal or professional duty to do so;
- Engaging in any activities that are either in direct conflict with or are likely to adversely affect RHSP activities;
- Use of RHSP's resources and time for personal gain; and
- Using one's position in RHSP or knowledge for personal gain in a way that compromises the interests of RHSP

Employment by RHSP carries with it a responsibility to be constantly aware of the importance of ethical conduct. Employees shall refrain from taking part in, or exerting influence in, any transaction in which their own interests may conflict with the best interests of RHSP.

RHSP staff are required to disclose any potential or real conflict of interest prior to/or after they are recruited using the Register of Interests form included at **Appendix 17.11** of this manual.

Similarly, staff with recruitment responsibility (Immediate Supervisors and interview panel) must declare any conflict of interest with potential candidates prior to the commencement of the recruitment and selection process.

#### **7.2.5 Electronic mail**

RHSP's e-mail system is part of the business equipment and shall be used for RHSP's purposes only. This includes communicating with stakeholders, conducting research on relevant topics and to obtain useful information for RHSP's operations. Staff members must conduct themselves honestly and appropriately on the internet and respect the copyrights, software licensing rules, property rights, privacy and prerogatives of others, just as any other business dealings demand.

RHSP expressly reserves the right to access, retrieve, read and delete any communication that is created, received, or sent on the e-mail system to ensure compliance with this and other RHSP's policies.

Permission to access, retrieve, read and delete any communication will be only be given by the Executive Director.

#### **7.2.6 Publication of articles and approaches from the press**

Staff members are encouraged to submit suitable publications/articles to professional journals. All publications/ articles will require approval prior to submission to the publishers as per the Data sharing and publication policy. It should be understood that any articles, whether written in a personal or professional capacity, reflect the views of the author and not those of RHSP.

Any staff member who is approached by the press to comment on RHSP shall refer the enquiry to the Executive Director.

#### **7.2.7 Telephone usage**

The telephone is an important public relations tool for RHSP. In answering the phone, employees shall be professional, courteous and mindful of the image of RHSP. Telephones shall always be answered on or before the third ring in a prompt and courteous manner. Staff members shall not misuse the office telephone through personal use.

#### **7.2.8 Employees personal effects**

It is the responsibility of all staff members to ensure safekeeping of cash and personal effects on a day-to-day basis both at the RHSP offices and when on official duty.



## **8.0 Hours of Work, Leave and Staff Welfare**

### **8.1 Policy statement**

RHSP recognizes that its people are its most important asset and that the success of RHSP depends to a great extent upon the significant contribution of its employees. It is, therefore, essential that RHSP provides a conducive work environment which encourages participation, innovation, productivity and a good work/life balance. This policy provides guidance to staff on the general workplace rules and obligations.

All employees are expected to abide by the provisions detailed in this policy at all times, whether during or outside normal working hours.

### **8.2 Guidelines and procedures**

#### **8.2.1 Hours of work**

Normal working hours at RHSP shall be a minimum of 40 hours per week (that is, Monday to Thursday, 8:00am to 5pm; and Friday, 8:00am to 3pm with a 1 hour lunch break). Exceptions may be made to sections that may be required to work 24 hours a day and 7 days a week but in shifts or through other working arrangements. Additional expectations or exception may be made for different geographical areas or subgroups of staff as approved by the ED.

However, employees may be called upon to work extra hours owing to the urgent demand of their work.

#### **8.2.2 Public holidays**

RHSP will observe all gazetted public holidays.

Where an employee who works on a public holiday receives, in respect of such work, pay at not less than double the rate payable for work on a day that is not a public holiday, that employee shall not be entitled to a day's holiday with full pay in lieu of the public holiday upon authorization from the stated approval lines (**Appendix 17.12**).

An employee is entitled to receive, upon termination of employment, a holiday with pay proportionate to the length of service for which he or she has not received such a holiday, or compensation in lieu of the holiday.

#### **8.2.3 Punctuality and attendance**

##### **8.2.3.1 Punctuality**

It shall be the responsibility of the staff member to be at their workstation at the scheduled starting time and to return from lunch break not later than the allotted time.

Where unavoidable circumstances may cause staff to be late, the staff member shall notify their immediate Supervisor a priory.

### 8.2.3.2 Attendance

Employees will be expected to observe the official working hours. Any absence from work shall only be within the provisions in this manual; any deviations may result in disciplinary action.

Occasionally, it may be necessary for an employee to be absent from work as a result for personal reasons. In such cases, employees are expected to give their Immediate Supervisor and HR Manager as much advance notice as possible (through phone call, email and SMS) before the beginning of their scheduled starting time. For sickness or injury additional requirements stipulated under the sick leave policy (8.2.4.2) shall be observed. This advance notification is necessary so that proper arrangements can be made to handle their work during their absence. If the absence cannot be predicted in advance, they should notify their Immediate Supervisor within the first half-hour of their starting time on the first day of absence. If they must leave work, their Immediate Supervisor should be notified as far in advance as possible.

In such scenarios the staff shall be required to request for leave upon return.

Failure to inform the Immediate Supervisor and the Human Resources Department of lateness may be construed as leave without authorization and may lead to disciplinary action. Continual lateness may also be subject to disciplinary action including but not limited to salary deductions

### 8.2.4 Leave

It is the responsibility of each staff member to plan his/her leave in conjunction with the Immediate Supervisor. As far as possible, the timing of the leave shall be at times that are mutually convenient to both parties. The onus is on the employee to ensure that they utilize their leave by the end of the calendar year.

Prior to proceeding on leave, all applications for leave shall be presented and approved by the immediate supervisor. The leave application request as in share point (**Appendix 17.13**). Leave requests must be made five working days in advance to facilitate planning, except in cases of emergencies. If an employee cannot proceed on scheduled leave, an alternative convenient time shall be agreed as soon as possible. Employees are encouraged to ensure that they take their leave during the calendar year.

#### 8.2.4.1 Annual leave

Annual leave will be planned and agreed in liaison with the Immediate Supervisor to ensure that the normal operations of the department are not disrupted. In addition, the following should be noted:

- All staff will be entitled to 21 days annual leave with pay in any calendar year. An employee who joins RHSP part way through a year will be entitled to 1.75 days for each complete month of employment. An additional 7 days shall be given to all Staff in December holidays;

- There will be no carry forward of leave from one year to the next and any unutilized leave days will be forfeited;
- Leave periods shall be scheduled as far in advance as possible and shall be approved by the employee's Immediate Supervisor at least five working days prior to the date requested;
- If a staff member is re-called from leave due to work commitments, arrangements will be made with the Immediate Supervisor for the staff member to take the outstanding days at the earliest available opportunity in that current year;
- It is the responsibility of the Immediate Supervisor to ensure proper leave planning, and that leave does not cause undue disruption to work;

#### **8.2.4.2 Sick leave**

RHSP realizes that a staff member may be unable to work due to illness or injury. Employees who are unable to report for work due to illness must arrange with their immediate supervisor and seek permission from the allocated Program doctor to be off. Absence due to medical reasons either from the Program Doctor or Personal Doctor requires the employee to provide medical certification.

Staff may be granted sick leave up for a maximum of 10 cumulative working days in a year. In case staff needs additional days off, leave maybe granted with approval from SMT.

Absence from work for reasons of sickness for more than two months, may lead to termination of the contract of service.

An employee who has completed not less than one month's continuous service with an employer and who is incapable of work because of sickness or injury is entitled to sick pay as follows;

- for the first month's absence from work he or she is entitled to full wages and every other benefit whether for his or her family or himself or herself stipulated in the contract of service; and
- if at the expiration of the second month the sickness of the employee still continues, the employer is entitled to terminate the contract of service on complying with all the terms of the contract of service up to the time of termination of employment

#### **8.2.4.3 Maternity leave**

A female employee shall be entitled to 60 working days of maternity leave of which at least 4 weeks shall follow child birth or miscarriage with full pay in addition to her annual leave and will be required to give not less than one month notice in advance of her intention to proceed on maternity leave on a specific date and to return to work

thereafter. The notice period may be shorter as may be reasonable under the circumstances.

#### 8.2.4.4 Paternity leave

A male employee upon request shall be entitled to 4 working days paternity leave with full pay whenever his registered partner(s) deliver(s) or miscarries a baby(s) (proof of birth is mandatory), to assist his partner and the new baby(s). This leave shall be taken within one month of the birth(s). To qualify for such leave, RHSP will recognize only the partner(s) as shall have been registered on the Employee Information Form.

#### 8.2.4.5 Compassionate leave

Compassionate leave must be taken at the time of the event and cannot be taken at a later date after the event as an entitlement. Approval for an employee's request must be obtained from the Human Resources Department on recommendation from the Immediate Supervisor or departmental head. Staff will be entitled to the following leave on compassionate grounds:

No.	Event	Compassionate leave entitlement
1.	Death	<ul style="list-style-type: none"><li>Employee's partner: 5 working days</li><li>Employee's biological or legally adopted child: 5 working days</li></ul>

Other requests for discretionary compassionate leave shall be approved by the Executive Director.

Employees will notify their Immediate Supervisors and the HR department within 48 hours of any unexpected events and the need for leave. If the employee is unable to make contact directly, then arrangements shall be made for someone else to do it on the employee's behalf. Leave request must be completed when the employee returns to work.

If an employee is on annual leave and any of the events that necessitate emergency or compassionate leave occurs, the leave will be suspended in favour of compassionate leave concerning the event. The affected annual leave days may be taken at a later date.

#### 8.2.4.6 Study leave

RHSP encourages staff to further their education whenever possible and particularly, under- take relevant professional studies leading to professional or advanced qualifications. Proof of enrolment into any formal training must be provided and verified

by Human Resource Manager. Employees undertaking private studies (non-program supported training) who need to take off time for academic reasons shall utilize their annual leave days for this purpose. If their annual leave is exhausted approval for study leave shall only be granted by SMT on a case-by-case basis. To help with planning, all Employees pursuing training shall be required to furnish the Human Resource Manager with their study timetables at the start of the study year.

Staff who fail to provide their timetables in the agreed time, shall not be eligible for program support.

Employees undertaking program supported training or further education shall be entitled to study leave coupled with support as per the study agreement.

#### **8.2.4.7 Unpaid leave**

RHSP may grant leave for personal circumstances that require absence from work outside of those circumstances covered by other leave policies.

A maximum of three months unpaid leave may be granted to an employee, with the right to return to their job, provided the Immediate Supervisor and responsible Director agree to the request. Where an employee requests for more than three months unpaid leave, they will have no right of return and return will be at the discretion of the Senior Management Team. All requests for unpaid leave will be approved by the Executive Director.

#### **8.2.4.8 Compulsory leave**

RHSP may direct an employee to proceed on compulsory leave under any one of the following circumstances:

1. To facilitate investigations to be carried out into the employee's area of activities, for a period not exceeding one month on full pay. Appropriate action would then be taken in goodtime to decide on the fate of the concerned employee.
2. RHSP is temporarily unable to implement activities due circumstances beyond the control of the organization. Under these circumstances, leave may be taken as part of the employee's annual leave or as unpaid leave. In addition, adjustments may have to be made to staff salaries as per available program resources or as guided by funders.



## 9.0 Performance Management

### 9.1 Policy Statement

It is RHSP's policy to continuously assess the performance of staff and their contribution towards the achievement of the organization's objectives. Formal performance appraisals will therefore be conducted on semi-annual and annual basis. RHSP believes that the success of the organization is dependent on the professional management of performance. It is for this reason that RHSP is committed to maintaining a system of performance management throughout the organization.

The objectives of this policy will be to:

- Assess employee strengths and areas for development;
- Enhance employee – supervisor communication;
- Determine the staff training needs;
- Evaluate achievement against goals/tasks for each staff member;
- Assess the overall performance and competence of staff;
- Provide a basis for determining salary review, promotions, transfers, redundancies and termination of employment; and
- Focus the employee on enhancing performance and job enrichment.

RHSP is committed to providing the training necessary for staff to perform in their job effectively. This includes orientation for new employees, training for present employees and re-training of employees as required. The management of RHSP is committed to developing the human resources of the organization to the fullest.

### 9.2 Procedure

#### 9.2.1 Introduction to performance appraisals

Performance appraisal is a means of getting better results from individuals by managing performance within an agreed framework of planned goals, standards and behaviors. It is about developing a shared understanding about what is to be achieved, and an approach to managing and developing employees. Performance Appraisal shall be owned and driven by performance managers and will rely on consensus and cooperation between the performance manager and employee/appraisee.

In RHSP, Performance Appraisal shall be a formalized review process that evaluates the performance of staff in two main ways:

- The extent to which the job holder achieves his/her results against objectives set;



- The extent to which the job holder demonstrates the values (behavioral competencies) required by RHSP to perform the role effectively.

### 9.2.3 The value of performance appraisal systems

The performance appraisal system is intended to deliver important benefits and improve the success of each employee, department and ultimately the entire organization. In RHSP, performance appraisal is intended to achieve the following:

- motivate employees to perform better and have higher productivity;
- Help appraisees and Appraiser identify the ways in which they can develop and grow;
- define and communicate expectations to employees;
- increase employee morale;
- foster good communication channels between senior management and staff;
- provide feedback on performance and opportunities for coaching and developing staff;
- provide a link to the career development and succession planning processes;
- identify training and development needs; and
- identify poor performers and provide a way to help them get back on track.

Performance appraisals provide several benefits to RHSP, the Appraiser and the appraisee as set out in the table below:

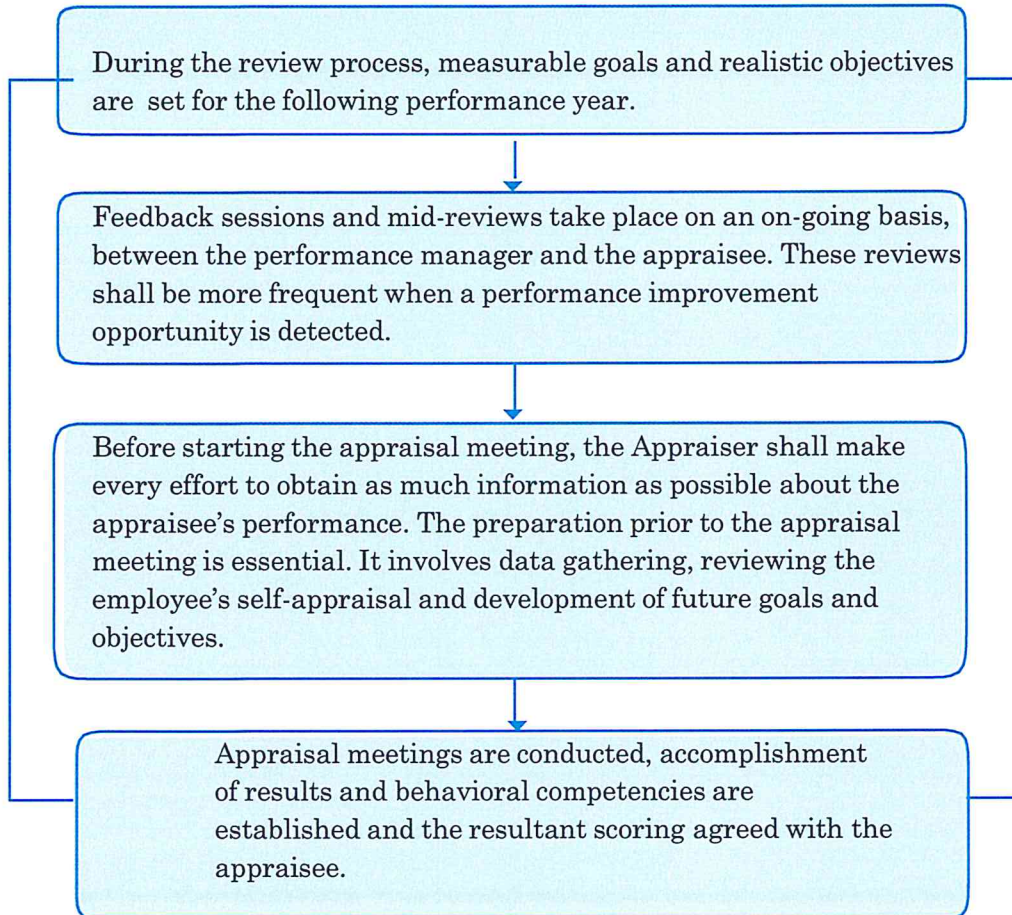
Who	Benefits
RHSP	<ul style="list-style-type: none"> <li>• It enables RHSP to link individual performance to organizational strategy and goals</li> <li>• Communicates to employees that they are accountable for their performance</li> <li>• Provides useful information for identifying talented employees important to RHSP's future</li> </ul>
The Appraiser	<ul style="list-style-type: none"> <li>• Facilitates open communication with staff by providing a structured process to give and receive feedback.</li> <li>• Provides an opportunity to motivate staff by formally recognizing good performance.</li> <li>• Improves job performance by providing clear targets, job standards and priorities.</li> <li>• Establishes clear measurable expectations.</li> <li>• Enables identification of who can take on more challenging work.</li> </ul>
The Appraisee	<ul style="list-style-type: none"> <li>• Receives fair and consistent feedback.</li> <li>• Provides a way in which planning for training and future development can be facilitated.</li> <li>• Highlights and provides clarity on accountabilities and expected results.</li> </ul>

## 9.2.4 The Performance Appraisal Process

Performance appraisals shall be conducted at least once a year. It's desirable that a mid-year review and a year-end review is done. Every employee shall be appraised by their Appraiser and will be required to countersign the completed appraisal form. Employees shall have the right to appeal in cases where they are not satisfied with the appraisal process or rating. The performance appraisal form is attached at **Appendix 17.14** of this manual.

### 9.2.4.1 The performance review cycle

The flowchart below presents the performance review cycle.



### 9.2.4.2 Role of the HR team

The role of the HR team is to:

- Provide advice and clarification in facilitating the performance appraisal process;

- Provide training on the performance management system for existing and new employees;
- Provide guidelines, documentation and updates on the PM systems;
- Assist Directors and Managers with carrying out performance reviews;
- Review disputes and provide counseling as and when necessary;
- Ensure that the performance management system is in line with RHSP's overall strategy, vision and culture; and
- Prepare reports on the results and maintain appropriate records and performance statistics.

### **9.2.5 Performance appraisal guidelines**

Guidelines for applying appraisal performance ratings are included in **Appendix 17.15**



## 10.0 Learning and Development

### 10.1 Policy statement

RHSP recognizes that the success of the organization depends to a great extent on the knowledge, skills, competencies, expertise and motivation of its employees. RHSP is committed to developing its people and, therefore, acknowledges the need to provide learning and development opportunities to its employees so that RHSP has the quality of people it needs, both now and in the future. The main objective is to meet needs related to RHSP's core mission. RHSP does, however, recognize the need for a holistic approach to developing its staff through individual and group learning. RHSP recognizes development as a process and expects its staff to take proactive responsibility for their own continuous learning and development.

### 10.2 Guidelines and procedures

#### 10.2.1 Key considerations

RHSP aims to develop a multi-skilled workforce capable of operating flexibly and responding rapidly to changes in organizational need or skill requirements. Training and development should lead to the improvement in the performance of employees by developing their skills and capabilities in the shortest possible time.

The following key considerations will govern the administration of this policy:

- Immediate Supervisors are primarily responsible for staff development, for identifying development and training needs, for planning, implementing and evaluating the impact of training and for both formal and informal follow-ups. The performance management system is a key instrument in this process.
- Training and development will be aligned to specific roles and responsibilities and may include skill and attitude training, workshops, retreats, summits, strategic planning, reviews and reflections, value orientations, meditations, field exposures and immersions, and life skills.
- Leadership and Management Development Programs for Senior Management staff will be conducted regularly.
- RHSP shall utilize local resources and facilities for its training programs in the first instance. Where this cannot be met locally, and where there is an urgent need, selected employees may receive training overseas.
- The Immediate Supervisor and the employee are required to agree a development plan for the individual and ensure that the employee undertakes the agreed training and development program.



### **10.2.2 Identification of training needs**

The identification of training shall be driven by RHSP's needs. This may include training for new processes or procedures, greater productivity, increased efficiency and higher levels of quality. The demand and supply of skills in the market will have implications for training. If certain skills required are in short supply, training existing staff may be the only way of ensuring that the department has these requisite skills necessary for the successful achievement of its goals and objectives.

Directors shall assess the need for training and development required based on the objectives set in their annual program/departmental plans and the potential performance gap in achieving those objectives. The gap in performance may be due to a number of reasons and include:

- problems with materials, equipment or workspaces;
- ineffective procedures;
- lack of funds for resources;
- insufficient levels of staff;
- poorly designed work methods;
- lack of motivation; and
- insufficient knowledge or skills.

The main way of identifying the skills gap of staff shall be through the annual performance appraisal process. Any skills or competencies which are lacking in the individual shall be identified at this stage.

### **10.2.3 Training and development interventions**

The Director of the department shall analyze the program's/department's needs very carefully and consider a wide range of solutions. The Director in consultation with the Human Resource Department shall then assess the best form of training and development intervention for their staff which are not limited to;

#### **10.2.3.1 On the job development**

On the job development shall include:

- planned experiences such as attending committee meetings or giving a presentation where feedback is given;
- coaching by the immediate supervisor
- mentoring - having a trusted senior staff in another department;
- informal on the job training;
- Secondment- taking on a short term job in another organization;
- work shadowing - following a senior staff or other member of staff for a period of time to observe and learn how they perform a particular activity;
- job rotation- learning to do another person's job in the department; and



- lateral transfers - transferring to another department for a period of time to learn a new skill or gain knowledge.
- Seminars
- Webinars

#### **10.2.3.2 Off the job development**

Off the job development shall include:

- training courses;
- seminars;
- study tours;
- distance learning;
- self-study/reading books and journals; and
- educational qualification programs.
- Webinar

#### **10.2.3.3 Informal training**

Informal training shall be appropriate in the following situations:

- Where there is a need for the development of a skill (rather than learning a new skill);
- where there is a need for the training to be tailored to specific work environments;
- when the training budget is limited;
- when the timescale is a problem, e.g. training is required more quickly than a formal course can deliver; and
- when the individual responds better to this form of training as opposed to a formal training course.

#### **10.2.3.4 Formal training**

Formal training shall be appropriate in the following situations:

- usually where new knowledge, skills or competencies need to be learned;
- where a significant amount of input is required from the trainer; and
- where participants work through a pre-designed program, e.g. computer based training.

Factors affecting the choice of options will include the learning objectives of the training, the individuals' learning preference and resources available. Assessment of the resources available will include financial considerations, but also the time involved in the individual

participating in the training and development intervention, the availability of suitable staff to cover for staff absences and the expertise available internally to coach staff, rather than requiring staff to undertake formal training elsewhere.

RHSP will provide the most cost effective training solution, and wherever possible, training needs will be met through on-the-job training preferably by more experienced staff within RHSP or through formal training which may be held externally.

## **10.2.4 Organization of the training intervention**

### **10.2.4.1 Internal training**

If the training is technical or specialist that can be provided by trainers within RHSP, it shall be the responsibility of the trainer to determine the course objectives, design the training materials, and deliver the training to the participants. The internal trainer shall arrange the venue and other administrative matters.

### **10.2.4.2 External training**

It shall be the responsibility of the respective Directorate and Section to organize training provided by an external training provider. They will make the arrangements with the training provider and inform employees of the date, time and venue and duration of the training.

### **10.2.4.3 Overseas training**

Training overseas will only be provided in exceptional circumstances where:

- there is an urgent and important business need and the training cannot be provided in country; and
- there are sufficient financial resources to meet the costs of such training.

## **10.2.5 Non RHSP Sponsored Training**

RHSP Staff may pursue further education or training out of their own initiative in line with their career plans. All staff intending to pursue further education shall discuss their respective study plans with the department heads, in order to ensure that there is no disruption of RHSP work during the period when the staff in undertaking the studies. Upon clearance by the department head, the HR department shall be informed of the study plans and the working arrangements agreed between the staff and the department head.

Staff undertaking full-time training or education whose duration is more than 3 months shall be required to resign their position and will be considered for re-employment upon their return only if there is a vacant position and available funding. For duration less than 3 months the staff maybe required to request for Leave without pay for approval by SMT.

### **10.2.5.1 Self-development**

RHSP encourages staff to pursue self-development activities on a personal basis and will encourage its employees to be literate, keep up with the ever-changing environment.

Self-development will mainly be an employee's initiative and may include but is not limited to the following:

- Active participation in professional organizations.
- Reading relevant current professional literature.
- Participating and presenting papers in conferences.
- Attending self-sponsored seminars and workshops.

### **10.2.6 RHSP Sponsored Training**

#### **10.2.6.1 Professional/academic qualifications and Training**

RHSP shall support staff working towards their professional or academic qualifications under the following conditions:

- the proposed study is aligned to RHSP's/department's strategic goals and objectives.
- The Senior Management Team agrees that the pursuit of the qualification is in the interest of RHSP.
- funding has been secured that will allow completion of the course requirements.
- the employee completes the application process and is able to secure funding to cover any costs not covered by RHSP including registration, supervision or attendance fees.
- The candidate and RHSP Management understand that:
  - starting work towards a professional qualification does not commit RHSP to providing resources or continued employment to allow it to be completed.
  - successfully obtaining the qualification will not necessarily lead to promotion or job reclassification.
  - this policy is regarded as a privilege and not a right.

RHSP will provide sponsorship by meeting the cost of tuition and exam fees, for one attempt only. Direct payment/reimbursement will be made on presentation of the proforma/paid in- voice.





**10.2.6.2 Participation in professional associations**

Employees are encouraged to apply for membership and have licenses with active professional associations when eligible at their own cost.

**10.2.7 Application for training**

All employees with intentions to study shall be required to complete an intention to study/Notification form (**Appendix 17.16**) and forward it to his/her immediate supervisor, departmental head and line Director for recommendation, at least 3months ahead of the training.

**10.2.7.1 Application for training support**

Where opportunities for training support are available, such opportunities shall be advertised by RHSP and applications sought. The L&D will review all applications and select the successful candidates. The L&D committee shall notify the line Director and the Executive Director about the successful candidates and inform the candidates selected for funding.



## **11.0 Reward and Remuneration**

### **11.1 Policy statement**

RHSP aims to ensure that staff members are recognized, compensated and rewarded for their contribution in achieving the objectives of RHSP. RHSP recognizes the importance of equitable pay differentials for varied types of work and provides incentives for maximum contribution to the organization, self-improvement, and advancement. Salaries will be adjusted based on job performance, available funding, general economic conditions and comparable salaries in the market.

A salary shall be paid monthly to all employees and staff members shall comply with the general principles described in this policy.

### **11.2 Guidelines and Procedures**

#### **11.2.1 Payments and deductions from salary**

RHSP shall remit all due salaries to staff by the 30<sup>th</sup> day of every month. All salary payments are made by direct deposit to staff personal bank accounts. Where an employee owes any amount to the organization, then any such amount may be deducted from the salary of the employee.

##### **11.2.1.1 Loans and salary advances**

Provisions for loans and salary advances are detailed in the Finance Policies and Procedures Manual.

##### **11.2.1.2 Statutory deductions**

All Statutory deductions shall be mandatory, including and not limited to income tax, social security and local service tax. All deductions or change in amount of deduction as directed by legal statutes will be communicated to all employees and effected as directed.

##### **11.2.1.3 Salary adjustments**

RHSP may adjust salaries due the following;

- Availability of funds,
- Change of roles and responsibilities
- Market survey
- Equity adjustment.
- Cost of living
- Performance of staff at appraisal

- Negotiation

Where there is an adjustment the agreed change shall be issued in writing by the employer to the employee.

#### **11.2.1.4 Promotions**

It is the policy of RHSP to fill only those positions in its staff establishment that are vacant, and to do so by competitive recruitment and consequent appointment.

A staff member shall have no automatic right to be promoted to the position above theirs if it falls vacant. Every such staff member shall be encouraged to apply for the vacant position and be considered on merit as every other applicant, without favour, bias or discrimination. If successful, the staff member shall be deemed to have terminated their previous contract and will be appointed on probation under new terms effective the start date of the new position. Probation and all other recruitment, selection and job offer processes leading to the letter of appointment shall be followed as required by the appropriate policies.

In certain cases, however, a staff member who suitably fits the job and person specification for the role and whose performance has been above average in the current role can be considered for promotion to the more senior role. In such scenarios the likely candidate shall fill in a promotion assessment form (**Appendix 17.17**) and this shall be completed by the respective immediate supervisor, departmental head and the Line Director,

All promotions shall be approved by the SMT.

#### **11.2.1.5 The Acting appointments**

A jobholder may be called upon to act in a senior capacity for a specific period of time. If the duration that an employee acts in a more senior position is less than one month, no acting allowance will be paid. The opportunity to act in the higher position with greater responsibilities will be deemed to be part of RHSP's strategy to build the capacity of its employees and to prepare them for appointment to more challenging positions in the future. Where this period exceeds one month, the acting jobholder will be compensated with an acting allowance of 25% of their current salary. To qualify for an acting allowance, an employee will be expected to take on all the responsibilities of the incumbent as contained in the job description.

Substantive deputies shall not qualify for the allowance as this shall be deemed to be part their remuneration. All staff members away on leave, shall communicate the acting appointment to all staff. Out of office communication will formally be made to the Immediate Supervisor, peers on the same level, supervisees, the HR Office and to the front office.

#### **11.2.1.6 Medical scheme**

All RHSP full time employees shall be entitled to a medical scheme in force during their employment. The scheme provides in-patient and outpatient cover for all employees. Where funds permit RHSP shall support additional employee dependents.

Part-time staff shall be entitled for medical cover for self only.

#### **11.2.1.7 Gratuity**

RHSP will provide a gratuity plan for staff, which is designed to assist employees plan for time after their contractual period. RHSP will provide annual gratuity of up to 15% of the employee's annual salary subject to availability of funds. The funds shall be managed by a fund manager identified by RHSP management. Staff are encouraged to make an additional 5% contribution to this scheme.

Part-time employees who are contracted for less than one year, shall not earn Gratuity.

#### **11.2.1.8 Group life insurance**

RHSP enrolls all employees in a group life assurance plan, which provides the employee with benefits in the event of accidental death or dismemberment. The specific coverage details are available from HR.

### **11.2.2 Allowances**

#### **11.2.2.1 Hardship Allowance**

Hardship allowance may be paid to staff who are working in areas of hardship as determined by the Senior Management team.

#### **11.2.2.2 Relocation Allowance**

In case an employee is required to change duty station or service outlet to another, he/she shall be paid a relocation allowance at rates that shall be determined by SMT; and shall cover transport and other costs related to the individual's transfer.

#### **11.2.2.3 Field Facilitation**

A field Facilitation shall be paid only when an employee (and/or intern/volunteer) has a routine and non-routine official business conducted for six or more hours a day away from the duty station as permitted by donor rules. The purpose of the facilitation shall be to refund the employee's expenses for that day.

#### **11.2.2.4 Per Diem**

A Per Diem shall be paid to an employee when he/she is requested to spend the night away from his/her/their duty station in order to carry out official RHSP activities. The purpose of the Per Diem will be to cover accommodation, meals and incidentals spent by

the staff. Any allowable expense that is in excess of the paid per Diem shall be refunded upon presentation of proof of genuine expenditure.

In the event any of these is provided in kind, per diem shall be prorated accordingly.

#### **11.2.2.5 Work outside official days.**

The nature of RHSP activities requires employees to work for extra time during the normal working days; and at the time of determining their salary, this is incorporated. Employees shall acknowledge in writing that extra time whenever called upon has already been catered for in their salaries. No employee shall be required to work beyond 56 hours a week.

However, given the nature of our work RHSP may require staff to work on public holidays and weekends.

Staff who are required to work on these days should have written pre-authorization from the respective Director to work on a public holiday or weekend day. A form to authorize to work beyond official working hours shall be filled to completion before work commences. Employee shall not be allowed to work for more than four (4) weekend days in a given month.

The process of compensation shall take a form of either a day off or monetary payment which shall be processed through the payroll.

All days requested as compensation for work done on non-official days shall be taken in the subsequent week.

All monetary payments shall be submitted to the HR office by the 7<sup>th</sup> of the subsequent month and paid accordingly.

#### **11.2.3 Bereavement**

Where death occurs, RHSP shall make a bereavement contribution as follows:

<b>Category</b>	<b>Entitlement</b>
Spouse and biological children (as per details in the Employee Information	One month's employee gross salary (taxable)
Biological Parents (as per details in the Employee Information Form)	25% of employee's gross pay (taxable) or 150,000/= (One hundred fifty thousand Uganda shillings only) , WHATEVER is a greater amount to facilitate the burial arrangements.
Deceased employee	3 Month's gross salary (taxable) which shall be paid to the beneficiary/ ies as indicated in the Employee Information Form; and a cash contribution of UGX 5 Million

#### **11.2.4 Other payments**

Subject to availability of funds, RHSP may pay 13<sup>th</sup> cheque to all its employees at the end of each calendar year. This shall be prorated depending on the number of months worked per staff.

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## **12.0 Diversity and Inclusiveness**

### **12.1 Non-Discrimination**

In keeping with RHSP's values, RHSP shall strive to create an all-inclusive workplace that recognizes and promotes the diversity of its staff, partners and affiliates. RHSP is committed to eliminating discrimination by promoting diversity and inclusiveness in all its human resource activities including recruitment, staff training and development, promotions etc.

The policies outlined below are intended to create affirmative action to promote or protect disadvantaged and vulnerable categories of staff and partners to achieve the broad goal of diversity and inclusiveness.

### **12.2 Gender Policy**

RHSP believes in gender equality. Therefore, all RHSP staff policies and workplace practices shall ensure equal treatment for all genders. In some cases, RHSP shall take affirmative action to ensure that vulnerable genders e.g. women are protected or promoted to obtain gender equitability in keeping with its policy on diversity and inclusiveness. RHSP shall actively support the attraction, development, retention and promotion of women into senior positions until such a time when there is a sufficient balance between men and women in senior positions. Without prejudice to the principle of equal treatment of all genders, RHSP shall strive to put in place workplace policies that protect and promote women at work, e.g. family friendly policies for gender sensitive amenities at office premises, policies against harassment of women etc. Promotion of gender equality shall be managed as a critical activity which shall be monitored and measured at RHSP.

### **12.3 Sexual Harassment Policy**

#### **12.3.1 Sexual Harassment**

An employee shall be sexually harassed in that employee's employment, if that employee's employer, or a representative of that employer.

- Directly or indirectly makes a request of that employee for sexual intercourse, sexual contact or any other form of sexual activity that contains:
  - An implied or express promise of preferential treatment in employment;
  - An implied or express threat of detrimental treatment in employment;
  - An implied or express threat about the present or future employment status of the employee.
- Uses language whether written or spoken of sexual nature;
- Uses visual material of a sexual nature; or
- Shows physical behavior of a sexual nature

Sexual Harassment is a very serious offence and is a ground for instant dismissal.

### **12.3.2 Reporting Mechanism**

Any incident of harassment must be immediately reported to the Human Resource office or other management representative (whoever is more appropriate). Appropriate investigation and disciplinary action will be taken. All reports will be promptly investigated with due regard for the privacy of everyone involved.

In addition, RHSP has a whistle blow contact number - +256 702-605-555 and the employees have a right to utilize this method of communication too. Refer to policy in section 15.

### **12.3.3 Representation and protection of Victims**

A complainant or the alleged harasser may be accompanied by a friend or colleague or be represented during the investigation and hearing of sexual harassment complaint.

The complainant or alleged harasser shall not be required to repeat or recount the events of sexual abuse except where they feel comfortable to do so before a disciplinary hearing.

Where it is necessary to involve a witness, the authority or committee handling the case shall maintain strict confidentiality free of victimization.

Any person handling any complaint of sexual harassment and any party to the complaint shall treat the complaint with confidentiality.

## **12.4 HIV/AIDS & Other Chronic Illnesses Policy**

Employees living with HIV/AIDS shall be protected against stigmatization and discrimination at the workplace. Discrimination against a staff living with HIV/AIDS is against the labour laws. It is also against internationally agreed human rights as per the Universal Declaration of Human Rights UN charter 1948. RHSP shall ensure that staff affected by HIV/AIDS and other chronic illnesses are protected from discrimination and stigmatization of any kind. In some cases, such affected staff may be treated favourably with compassion and understanding due to their special medical conditions.

This policy is intended to create an environment where employees who are directly or indirectly affected by HIV/AIDS or other chronic illnesses e.g. cancer, heart diseases, diabetes etc work freely in a non-discriminatory and supportive environment. The policy also aims at creating awareness of the causes of these diseases and, their prevention to ensure that RHSP staffs adequately protect themselves and their families from these diseases. Although the policy closely focuses on HIV/AIDS, the same principles apply to the treatment of other chronic illnesses.

The application of this policy shall be guided by the following principles which are consistent with the core values of RHSP and current legislation and practices on discrimination in employment;





#### **12.4.1 Recruitment and Selection**

In line with provisions of the Constitution, which prohibits discrimination, there shall be no restrictions placed on employment, on the basis of a person having contracted HIV/AIDS, as long as that person's health status enables him/her to perform stipulated duties in his/her employment contract. Relatedly, RHSP shall not subject prospective employees to an HIV/AIDS test as part of pre-employment screening. However prospective employees may be subjected to other chronic illnesses tests but only in so far as those tests are for the purpose of confirming fitness to adequately fulfil certain roles or establishing post-employment medical liability.

#### **12.4.2 Promotions**

Staff living with HIV/AIDS or other chronic illnesses will be promoted like other employees based on merit. Likewise, no RHSP staff shall be demoted on the basis of his/her HIV/AIDS status.

#### **12.4.3 Training and development**

In line with the current regulations on staff training and development, all RHSP staff shall be given the same consideration for training and development opportunities irrespective of their HIV/AIDS status. However, staff whose HIV/AIDS status has been ascertained shall be encouraged to seek medical advice before undertaking long-term and stressful training Programs.

#### **12.4.4 Information, Education and Communication**

Staff shall have access to complete and updated information and educational Programs on HIV/AIDS as well as support services and referrals. Such educational programs shall be in- tended to empower RHSP staff to take control of their own behaviour and protect themselves and their families from HIV/AIDS and where possible other chronic illnesses. RHSP shall institute and maintain HIV/AIDS awareness and prevention campaigns by actively providing information and materials to staff and their dependents. Accordingly, counsellors shall be made available to provide education and support to employees and their dependents affected with HIV/AIDS.

#### **12.4.5 Voluntary Testing for HIV**

RHSP shall not carry out pre-employment HIV testing. However, programs shall be put in place to increase HIV/AIDS awareness of all RHSP employees. These shall involve voluntary counselling and testing (VCT) for all employees who wish to participate in the VCT programs.

#### **12.4.6 Confidentiality**

Information about the HIV status of staff shall be treated confidentially by the physician involved with RHSP HIV/AIDS program and shall not be divulged to RHSP management without the consent of the person concerned. RHSP employees are not obliged to inform the employer regarding their HIV/AIDS status. However, all employees are encouraged to disclose their status so as to receive medical and management support or where they

believe their status may not allow them to adequately execute their duties. Breaching the confidentiality of HIV/AIDS status of other employees by any RHSP official shall attract serious disciplinary action.

#### **12.4.7 Deliberate Transmission of HIV/AIDS**

RHSP prohibits promiscuous behavior among staff members. Staff with HIV/AIDS shall be made fully aware of their responsibility to prevent transmission to fellow staff, visitors, partners and affiliates. All staff shall be made aware that the National AIDS Control Policy provides for the prosecution of those who deliberately spread HIV/AIDS infection. Promiscuous behaviour by HIV/AIDS affected staff shall attract dismissal from employment.

#### **12.4.8 Special leave of absence**

Staff living with HIV/AIDS may be granted special leave of absence to allow them sufficient time to regain fitness to work. Such leave shall be in accordance with the medical/ sick leave as spelt out before.



## 13.0 Discipline matters

### 13.1 Policy statement

RHSP recognizes that discipline is essential for the effective running of the organization and for the safety and well-being of its employees. Every member of staff is required to act within the law and to comply with relevant legislation and RHSP guidelines and procedures, and to be honest, trustworthy and reliable. It is, therefore, important that all employees recognize their responsibility in following RHSP's rules as outlined in this document. RHSP will help staff to achieve acceptable standards of conduct by ensuring that they are aware of the standards expected of them and the rules which they are required to follow, and the consequences of failure if they do not.

All employees, against whom allegations of misconduct have been made, will be given a fair hearing, and no action will be taken against an employee until the case has been investigated. Prior to any investigation or disciplinary hearing, the immediate Supervisor or director shall consult with the HR department. RHSP may suspend an employee on full contractual pay, for the minimum period possible while the responsible Immediate Supervisor investigates the alleged offence. At every stage in the procedure the employee will be advised of the nature of the complaint against his/her and will be given the opportunity to state his/her case before any decision is made.

The management of RHSP will act fairly and consistently when taking disciplinary action and the employee will have the right of appeal. No employee will be dismissed for a first breach of discipline except in the case of gross misconduct. The procedure may be implemented at any stage if the employee's misconduct warrants such action.

Directors are responsible for the management and discipline of their department. They are responsible for any disciplinary action taken against employees in their department up to and including a final written warning. Only the Executive Director can approve recommendations to dismiss an employee.

All directors and heads of department will be trained and supported so that they are able to carry out disciplinary meetings with their team. The HR department will be responsible for assisting Immediate Supervisors by providing them with a source of independent advice on preparing for and conducting the disciplinary meetings.

### 13.2 Procedure

#### 13.2.1 Introduction

The disciplinary procedure applies to all employees of RHSP. Every employee is required to meet the following standards of conduct and behavior at all times to:

- perform their duties diligently and to the best of their ability;
- act within the law and to comply with relevant Government of Uganda and RHSP regulations and procedures;

- comply with all proper directions given by duly authorized senior staff;
- be honest, trustworthy and reliable; and
- be courteous, tolerant and helpful when dealing with other members of staff, and other stakeholders.

### **13.2.2 General Principles**

It is important that all employees recognize their responsibility in following RHSP's rules as outlined in this document. Immediate Supervisors will help staff to achieve acceptable standards of conduct by ensuring that they are aware of the standards expected of them and the rules which they are required to follow.

All staff should be kept fully advised by their Immediate Supervisors about the standards of behaviour and conduct expected of them, and the rules and regulations with which they are expected to comply.

It is the Immediate Supervisor's responsibility to tell employees if they are failing to meet the required standards of behavior or conduct and, except in cases of gross misconduct, they should be given guidance in how to improve their conduct before disciplinary action is taken. It is also the Immediate Supervisor's responsibility to take immediate action against incidents of misconduct particularly gross misconduct.

The severity of any disciplinary action taken should match the offence, having regard to the nature of the offence, the number of times it has been committed, and any mitigating circumstances.

### **13.2.3 Definitions**

For the purpose of this procedure an "offence" means any breach of RHSP's rules or regulations. An attempt to commit an offence will also be treated in the same way as the substantive offence.

**"Abusive language"** means uttering any words abusive or otherwise that incite hate, ridicule or contempt towards any person.

**"Corruption"** means the abuse of one's position or authority by doing or refraining from doing something for personal advantage or the advantage of another person or group. This includes the giving or receiving of bribes, embezzlement, fraud and evasion of payment of government dues. It also includes colluding with other people in any such activity.

**"Theft"** means unlawfully or without lawful cause taking or attempting to take any property that belongs to or is in the custodianship of RHSP.

**"Drugs"** refers to any illegal and habit forming drugs but excludes any drugs prescribed by a medical practitioner.

### **13.2.4 Disciplinary offences**

Disciplinary offences usually fall into one of three categories;

#### **13.2.4.1 Minor misconduct**

Minor misconduct shall include:

- poor time Management, include but not limited to late arrival at work, arrive in meetings late
- not carrying out simple instructions;
- failure to obtain approval for annual leave;
- failure to notify absence from work; and
- inappropriate amount of work time dealing with personal issues, e.g. use of internet chat rooms, personal email.

Minor misconduct shall be dealt with informally.

#### **13.2.4.2 Serious misconduct**

Serious misconduct shall involve either repeated minor misconduct or misconduct of a more serious nature and shall include the following:

- unauthorized absence from work for a number of 3 days continuous without reasonable excuse;
- threatening or aggressive behavior;
- failure to obey lawful and reasonable instructions given by a superior;
- using insulting or threatening language;
- being under the influence of alcohol during working hours; and
- Unauthorized use or abuse of RHSP's facilities or equipment.
- Financial embarrassment due to failure by a staff member to meet their financial obligations either internally (between fellow staff members) or externally (between other stakeholders)

#### **13.2.4.3 Gross misconduct**

Gross misconduct shall include the following:

- theft, misappropriation of property;
- committing any act of fraud or corruption;
- giving or receiving kickbacks
- giving or receiving or attempting to give or receive any bribe or inducing or attempting to induce any person to perform a corrupt act;

- improper use of the employee's position for his/her own or another's private advantage, or an attempt to do so;
- deliberate falsification of records or documents;
- sexual, gender or racial harassment;
- fighting, assault on another person or threats of violence;
- deliberate damage to RHSP's property;
- serious incapability through alcohol or being under the influence of illegal drugs;
- an act or omission at work which causes unacceptable loss, damage or injury;
- an act or omission at work which puts people at risk;
- serious act of willful disobedience or offensive behavior of a serious nature;
- refusal to undertake duties in accordance with the contract of employment;
- deliberate disregard of a safety regulation or requirement;
- serious breach of confidentiality;
- criminal activities outside work where, in the opinion of RHSP such conduct is incompatible with the individual's employment;
- deliberate contravention of RHSP's financial regulations.

The description of offences listed above is not exhaustive but gives an indication of the type of offences which would be regarded as minor, serious or gross misconduct. Gross misconduct will normally render an employee liable to summary dismissal, although there may be provisions for other sanctions. Certain cases of gross misconduct will be referred to the appropriate competent external authority, e.g. the Police.

### **13.2.5 Informal meeting**

Cases of minor misconduct shall be dealt with informally. The Immediate Supervisor shall raise the issue with the employee and ask what is causing the misconduct. The Immediate Supervisor shall gain agreement from the employee that a problem exists and set standards so that he/she can improve his/her conduct. The employee should fully understand that if his/her conduct does not improve then the formal disciplinary procedure will be invoked. The Immediate Supervisor shall have minutes of informal meeting.

Where an informal approach has been tried but does not bring about an improvement, or the misconduct is considered to be too serious to be classed as minor, then the formal disciplinary procedure will be invoked against the employee.



### **13.2.6 Formal disciplinary action**

The stages in the disciplinary procedure shall be used as a guide as each case must be considered on its merits, including any mitigating circumstances or aggravating factors of the case. Action taken against employees committing similar acts of misconduct shall be fair and consistent.

#### **13.2.6.1 Stage 1: First written warning**

Where the employee has not improved despite an informal meeting, or where the employee commits an offence that falls under the category of 'serious misconduct', the employee will normally be given a written warning. A meeting shall constitute of the immediate supervisor, employee and the Human Resource Office. The warning will give details of the complaint, the findings of the disciplinary hearing, the improvement required and the time scale. It will warn that action under Stage 2 will be considered if there is no satisfactory improvement and will advise the employee of the right of appeal. A copy of the letter and associated documentation will be kept on the employee's personal file, but it will normally be disregarded for disciplinary purposes after 24 months, subject to satisfactory conduct.

#### **13.2.6.2 Stage 2: Final written warning**

If the same offence recurs, or a different offence occurs while a written warning remains on record, a final written warning will normally be given to the employee. This meeting shall constitute of the immediate supervisor, line Director, employee and the Human Resource Office. The warning will give details of the complaint, the findings of the disciplinary hearing, the improvement required, if any, and the time scale. It will warn that action under Stage 3 will be considered if there is no satisfactory improvement and will advise the employee of the right of appeal. A copy of the letter and associated documentation will be kept on file but it will normally be disregarded for disciplinary purposes after two years, subject to satisfactory conduct and behavior.

#### **13.2.6.3 Stage 3: Disciplinary committee hearing**

No member of staff shall participate as a member of a disciplinary committee if they are also a material witness in the proceedings, or if they have an interest which could be substantially affected by the outcome of the proceedings

If conduct remains unsatisfactory and the employee still fails to reach the prescribed standards, or if the employee commits an act of gross misconduct, the employee's case shall be referred to the disciplinary committee.

At any hearing at which dismissal is to be considered, the HR Manager will attend to advise the Disciplinary Committee unless he/she is present for some other purpose, e.g. as a witness, in which case the HR Officer will attend. The Disciplinary Committee may coopt the responsible director, the Immediate Supervisor and any other person they deem fit in the hearing. The employee will be given details of the complaint, the findings of the investigation and the probable outcome of the employee's actions and their right to appeal.



The disciplinary committee will share their recommendations with the Executive Director with SMT in copy for the final action.

At each stage of the disciplinary process it is important to adopt the correct procedures and follow the general guidelines detailed below. Confidentiality must be maintained at all times.

Any person involved in the disciplinary case who breaches confidentiality, will be liable to disciplinary action.

### **13.2.7 Conducting a disciplinary hearing**

#### **13.2.7.1 Investigate Disciplinary Process**

- carry out an investigation into the events before any disciplinary hearing takes place;
- identify the rule or procedure that has been broken;
- gather all the relevant facts and information including dates, times of events;
- take statements from witnesses (if any) and the employee and collect documents; and
- decide if it is a matter for formal disciplinary action.

#### **13.2.7.2 Notify the HR Manager**

- HR department shall be notified of the problem and discuss the case;
- agree the date, time and place of the hearing with the HR department;
- ensure the HR department representative can attend the hearing to take notes and act as advisor; and
- check the employee's personal file for previous acts of misconduct.

#### **13.2.7.3 Notify the employee**

The HR Manager shall:

- notify the employee in writing at least five working days in advance of the hearing to allow him/her to prepare for the hearing;
- state the nature of the allegation or misconduct and briefing what will happen at the hearing;
- state where and when the hearing will take place; and
- give a copy of the disciplinary procedure to the employee.





### **13.2.8 Preparation for the hearing**

The HR Manager shall:

- book a suitable private room for the hearing;
- ensure there will be no interruptions and that mobile phones are switched off; and
- inform any witnesses in writing, stating where and when they have to attend.

#### **13.2.8.1 The disciplinary hearing**

At the disciplinary hearing, the Chair of the hearing shall:

- keep the approach formal and polite and encourage the employee to speak freely with a view to establishing the facts. A properly conducted disciplinary meeting should be a two-way process;
- introduce those present and explain why they are there;
- explain that the purpose of the meeting is to consider whether disciplinary action should be taken in accordance with RHSP's disciplinary procedure;
- explain how the disciplinary hearing will be conducted;
- ask the Immediate Supervisor to state precisely the nature of the complaint and management's position, giving the employee the facts with supporting evidence including copies of any witness statements;
- ask the immediate supervisor to call his/her witnesses, if any;
- allow the employee to cross examine the witnesses;
- ask questions of the witnesses and then ask them to leave;
- allow the employee to state his/her case and establish if s/he accepts that s/he may have done something wrong;
- listen carefully to what the employee says and focus on the problem and not personality;
- ask the employee questions - use questions to clarify the issues and to check that what has been said, is understood. Ask open-ended questions, for example, 'what happened then?' to get an overview. Ask precise, closed questions requiring a yes/no answer only when specific information is needed;
- ask the employee to call any witnesses individually;
- allow the Immediate Supervisor to question the witnesses;
- ask questions of the witnesses then ask them to leave;
- ask supervisors to summarize their position and make any final statements;
- ask the employee to summarize his/her position;



- adjourn the hearing and discuss the matter in private with the HR Manager; and
- adjourn if further investigation is required before reaching a decision.

#### **13.2.8.2 The decision**

The Committee in consultation with the HR Manager shall:

- base the decision on the balance of probability;
- consider the seriousness of the offence;
- consider previous cases of a similar nature;
- consider the employee's disciplinary record and any mitigating or aggravating circumstances before deciding the disciplinary action to take;
- consider whether the disciplinary action is reasonable in all the circumstances; and
- agree the appropriate disciplinary action.

#### **13.2.8.3 Reconvene the hearing**

The Chair shall:

- reconvene the disciplinary hearing and inform the employee of the decision and disciplinary action, if any;
- explain how the employee's conduct is expected to improve and agree on follow-up action with time scale if appropriate;
- state how long the warning will last;
- explain what will happen if future conduct does not improve or if the employee breaches the rule again;
- explain to the employee that a record of the hearing and the disciplinary action will be placed in his/her personal file;
- inform the employee that s/he has the right of appeal;
- explain that any appeal must be submitted in writing to the Executive Director within five working days.

#### **13.2.8.4 Record the action**

The Chair in consultation with the HR Manager shall:

- write a letter to the employee stating the nature of the misconduct, the timescale for improvement, if any, the type of warning being issued and how long it will last;
- for a final written warning refer to any previous written warning, if given, and state the likely consequences of further misconduct;



- state the timescale for lodging an appeal and to whom the appeal should be made;
- ask the employee to sign that s/he has received and understood the written or final written warning; and
- keep a record of the action taken in the employee's personal file.

#### **13.2.8.5 Monitor the employee's conduct**

The Immediate Supervisor shall:

- assume a normal attitude toward the employee; and
- review the employee's conduct after the appropriate time and take further action if necessary.

#### **13.2.9 Dismissal**

If the decision to dismiss has been made, only the Executive Director shall approve recommendations to dismiss an employee.

An employee who is dismissed shall be paid termination benefits to which he or she is entitled under the terms and conditions of employment with RHSP, and in accordance with any statutory provisions in force at the time, except in the case of summary dismissal.

If an employee is found guilty of gross misconduct, then he/she will normally be summarily dismissed without notice and without pay in lieu of notice. Summary dismissal without notice shall be effective from the date the employee receives the termination letter.

##### **13.2.9.1 Disciplinary action and responsibility**

The table overleaf sets out the lowest level of responsibility at which disciplinary action can be taken;

<b>Disciplinary action</b>	<b>Responsibility</b>
Written warning	Human Resource Office
Final written warning	HR/Disciplinary Committee
Disciplinary Hearing	Disciplinary Committee
Approval of Dismissal	Executive Director

#### **13.2.10 Appeals**

##### **13.2.10.1 Appeals against warnings**

At each Stage of the formal disciplinary hearing the employee has the right of appeal. An employee may register an appeal with the HR Manager for the first writing and Executive

director for final warning. The appeal shall be in writing and must set out the grounds for appeal. The grounds on which an appeal can be heard are limited to:

- the fact that new evidence has come to light; and
- a review of the reasonableness of the decision which is the subject of the appeal. An appeal does not normally constitute a rehearing of the original case. Rehearings are only convened in very exceptional circumstances in which the Executive Director concludes that the original hearing was fundamentally flawed.

Appeals shall be registered within five working days of the notification of the decision of the disciplinary hearing; otherwise the right of appeal will be lost. Anyone who has been involved in the original decision to take disciplinary action shall not be permitted to hear an appeal and shall only take part in appeal proceedings as a respondent to the appeal or a witness.

Appeals shall be considered by an Appeals Committee who will convene a meeting and reach a decision about the appeal within 14 days of the notification of the appeal. The Appeals Committee for all appeals, except an appeal against dismissal, will comprise two directors excluding the director that was involved in the initial hearing and the representative from HR Department acting as advisor.

#### **13.2.10.2 Appeals against the decision to dismiss**

Appeals against the decision to dismiss will be heard by the Appeals Committee within a period which does not exceed 30 days from the date the decision was notified to the employee. The Appeals Committee will give a ruling within 30 days of receipt of the request after which the decision to dismiss will be null and void.

#### **13.2.10.3 Conducting an appeal hearing**

The Appeals Committee shall consider the following documentation to enable them to reach a decision at the end of the hearing:

- copies of the letters relating to disciplinary hearing and decisions;
- notes made at the original hearing;
- a summary of the case, including a chronology of events; and
- clear identification of the documents, policies or procedures referred to in the case.

The Appeals Committee conducting an appeal will:

- appoint a Chairperson for the Appeals Committee to hear the appeal;
- introduce those present to each other, explaining their presence as necessary;
- explain the purpose of the meeting, how it will be conducted, and the decisions that the Appeals Committee will have to make;
- ask the employee why s/he is appealing against the disciplinary action;



Name of school	Highest form obtained

**18. PROFESSIONAL QUALIFICATIONS** (Start with most recent/ highest attained)

AWARD (Masters/Bachelors/Diploma/Certificate)	INSTITUTIONS	YEAR OF STUDY

**19. ADDITIONAL TRAINING** (Start with most recent)

INSTITUTION	DURATION	CERTIFICATE ATTAINED

**20. RECORD OF EMPLOYMENT**

POST ( <i>begin with the current and write in descending order</i> )	FROM	TO	INSTITUTION


**21. Sketch map of Permanent physical address**

**Declaration statement**

---

I hereby declare that to the best of my knowledge and belief the particulars given in this form are true and complete in all respects.

Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

The programme guarantees to keep and store this information confidential and will not be released to the third party without the consent of RHSP staff. However, this information provided will be used for only RHSP official business.

Name \_\_\_\_\_

Signature \_\_\_\_\_ Official Stamp and Date \_\_\_\_\_



# Appendix 17.6 Probation Assessment Form



## RAKAI HEALTH SCIENCES PROGRAM Probation Assessment Form - General Staff

Name of employee: .....

Department: .....

Designation: .....

Commenced Duties on: ..... Probationary Period Expires: .....

### Part A: To be completed by Supervisor

**Assessment of employee's observation of organisation's values: indicate performance level, whether good, satisfactory or less satisfactory.**

If the assessment is less than satisfactory in any of the categories a comment indicating the nature and frequency of the problem, whether the staff member has been counselled and what steps have been taken to assist the staff member to improve in the area is to be included.

	Good	Satisfactory	Less than Satisfactory	COMMENT
1. Creativity				
2. Respect				
3. Excellence				
4. Accountability				
5. Teamwork				
6. Efficiency				

### Assessment of work-related behaviour:

	Good	Satisfactory	Less than Satisfactory	COMMENT
1. Attendance				

2. Punctuality				
3. Attitude to work				
4. Relationship with co-workers				
5. Competency / Quality of work				
6. Productivity/Rate of Work				
7. Achievement of targets set as per Job description				

Highlight any situation where improvement is required, or performance is unsatisfactory generally.

**Part B: To be completed by the Employee & Supervisor**

I have seen this report and discussed it with my supervisor. I understand that I may submit a written statement about any part of the report that will require my explanation.

Signature of employee: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

Supervisor's Name: \_\_\_\_\_

Designation: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

**Part C: To be completed by the Head of department**

**Recommendation:**

- Confirm Appointment
- Continue Probation (1 month / 2 months / 3 months – please circle one)
- Termination

Additional Comments: \_\_\_\_\_

HOD's Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

**Part D: To be completed by the Line Director**

**Recommendation:**

- Confirm Appointment
- Continue Probation (1 month / 2 months / 3 months – please circle one)
- Termination

Additional Comments: \_\_\_\_\_

Line Director's Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

---

**Part E: Human Resource Office Use Only**



1. Final Decision by management on employment status noted: \_\_\_\_\_

HRM: Name & Signature: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_





# Rakai Health Sciences Programme Volunteer Policies and Procedures Handbook

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August 2011

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**NB:** Refer to policy for full details. [RHSP VOLUNTEER POLICY AND PROCEDURES HANDBOOK.doc](#)

A handwritten signature in blue ink, located in the bottom right corner of the page. The signature is stylized and appears to be 'A. S. C.' or similar.

# Appendix 17.8 Intern Appraisal Form



## INTERNSHIP APPRAISAL FORM

Work Details										
Name of Intern:										
Period of Internship:			From:		To:					
Supervisor:										
Duties/Roles that the intern has performed:										
Intern's Performance										
Other Comments										
Intern's Name:					Signature/Date:					
Supervisor's Comments and Observations										
The student's strengths are:										
Areas needing further work are:										
Any Additional Comments:										
Supervisor's Name:					Signature/Date:					
Please give your opinion on the intern's performance. If their performance was LOW, give them a 1; if it was outstanding give them a 10.										
Attribute	1	2	3	4	5	6	7	8	9	10
Timekeeping										
Appearance										
Attitude										

Flexibility																			
Conduct																			
Initiative																			
Motivation																			
Communication Skills																			
<b>Intern's Comments</b>																			
<b>Progress during this internship/placement period</b>																			
<b>My Strengths:</b> <i>(Please provide specific behavioural examples)</i>																			
<b>The areas I need to work on and how I plan to integrate this into my practice:</b> <i>(Please provide specific behavioural examples)</i>																			

# Appendix 17.9 Induction & Orientation Form



## Rakai Health Sciences Program Induction and orientation checklist form

### 1. Induction and orientation checklist

Staff Induction and Orientation Checklist The following checklist has been designed for use with new RHSP staff members. It is the responsibility of the Human Resource Office and the respective Employee Immediate Supervisor to ensure the induction takes place including arranging the necessary resources and organizing meetings. It is the responsibility of the new staff member to complete the checklist and return to the Human Resource Office and Immediate Supervisor one month after the start of employment. The Immediate Supervisor will be available to support the new employee to complete the checklist and answer any questions.

Employee's Name: ..... Start Date: ..... Position: .....

### 2. Prior to start date – (to be completed by the Human Resource)

- Staff member is advised in writing of location of premises, date and time of commencement
- Office space, • Computer arranged and set up (including access to relevant drives where applicable)
- Login and email account set up
- Employee Induction Pack prepared (see below for more details)
- Meetings arranged with relevant staff for first week including the ED

### 3. First day – to be completed with employee

- Tour of RHSP premises
- Instruction on entry and exit, including registration, lights, alarm system
- Use of equipment (photocopier/scanner/printer)

- Use of communications (phone, and email)
- Location of policies and procedures and explanation of RHSP organizational structure
- Emergency contact numbers supplied
- Security Systems and arrangements explained

**4. Employee has received an Induction Pack that includes:**

- Employment Contract
- Position Description
- Code of Conduct
- Employee information Form
- Latest RHSP Annual Report
- RHSP Strategic Plan and other associated plans

**5. First week.**

- Informed of Six (6) month probationary period,
- Performance and development review process explained. Attendance, leave and holidays explained (work hours, et Benefits explain Pay periods explain Payroll deductions and salary sacrifice options explain
- Meeting with Executive Director (to articulate vision, the sector, governance and management structures, etc
- Meeting with various staff to discuss current projects/programs/ studies
- Clarify position role and processes, communication activities, meeting attendance, reporting requirement
- Staff informed of relevant staff meetings and their role

**6. First month:**

- Work plan developed by staff member in collaboration with Immediate Supervisor
- Communication to clients and stakeholders about new staff member and their role
- Process for claiming petty cash and other expenses/allowances necessary training/ Orientation by the immediate supervisor completed? If no why and please indicate plans for completion.

**7. Induction and Orientation Feedback**

Induction and Orientation Feedback Form completed Employee comments:

**About HR Manual**

**The organization:**

- History /Background/ The type of work
- Core values
- The Organogram / Key members

**Explain employment conditions:**

- Leave management /Leave entitlements
- Employment contract
- Job description and responsibilities
- Out of hours enquiries and emergency procedures
- Time recording procedures
- Working hours and breaks
- Performance management system
- Resignation/Termination / Retirement

**Explain the pay system:**

- Month salary
- Rates of pay and allowances
- Taxation and any other deductions
- Gratuity and provident fund.

**Explain your work health and safety administration:**

- Workman's compensation /Consultative and communication processes, including employee health and safety representatives
- Incident /accident reporting procedures, including where to find reporting forms
- Hazards of work
- Policy and procedures
- Roles and responsibilities
- Workers compensation claims
- Emergency plan, procedures, exits and fire extinguishers
- First aid facilities such as the first aid kit and room
- Information on workplace hazards and controls

**Explain discipline/conduct proceedings:**

- Unauthorised absence for duty
- Dressing code and General conduct
- Communication
- Confidentiality
- Financial Embarrasment
- Sexual Relationship
- Sexual Harrasment
- Whistle blowing policy

**Explain your security:**

- Program security
- For each worker and for their personal belongings

**Show your work environment:**

- Accommodation Eating facilities
- Washing and toilet facilities
- Work station, tools, machinery and equipment used for job

**Explain your training:**

- Training procedures
- On the job training
- Job-specific licenses or permits if required
- Ask and answer questions

**Site tour:**

- Buildings
- Sections / Departments

**This is to certify that the above items have taken place and discussed with the Immediate Supervisor and Human Resource Office.**

Employee's name: .....

Signature: ..... Date: .....

Immediate Supervisor name: .....

Signature: ..... Date: .....

HR Manager name: .....

Signature: ..... Date: .....





# Appendix 17.10 Ethical Code of Conduct



## 1.1 Purpose

The purpose of the RHSP staff code of conduct is to:

- i) Create an ethical environment for all staff members.
- ii) Instil and enhance discipline in conformity with RHSP values, Mission and Vision.
- iii) Enhance the professional performance of staff members in line with the professional ethical code
- iv) Provide clear guidance on acceptable behaviour in the organisation among staff and the outside world.
- v) Provide guidance in disciplinary procedures

## 1.2 Jurisdiction

- i) RHSP recognizes the importance of having a disciplined workforce, which operates within the framework of its core values and culture. The Organisation shall therefore ensure fair treatment to all its employees who become liable to disciplinary action.
- ii) The Human Resource Manual shall govern the required conduct of every employee in performing their duties. All Organisation employees are expected to read and understand the regulations, as ignorance of their content shall not be accepted as excuse for non-compliance.
- iii) All employees are required to perform their duties with diligence and loyalty, and to implicitly obey the instructions of their superiors and to treat their colleagues and the general public with civility and courtesy.
- iv) Discipline throughout the Organisation will be strictly enforced, and misconduct will not be tolerated. RHSP attaches importance to the personal integrity and credibility of its employees in order to attract and maintain public confidence in RHSP.
- v) It shall be the standard of RHSP to maintain the highest possible professional, moral, ethical and business standards. RHSP shall demand a high level of efficiency and good conduct from all its employees.

## 1.3 Scope

This code of conduct shall apply to all RHSP employees and its stakeholders in those circumstances that are applicable.

## 1.4 Conduct

The matters outlined in this section are as per the various categories of mis conduct listed in disciplinary policy in the Human Resource Manual these specify the desired behaviour that must be adhered to. Contravention of the desired behaviour shall lead to disciplinary action.

### a) Conflict of Interest

- RHSP shall consider it a conflict of interest if an employee conducts business other than the RHSP's' business during office hours.

▪ Employees of RHSP shall not engage directly or indirectly in any activities that conflict with the RHSP's interests. Where employees of RHSP have a financial, social, material or otherwise interest in a business, such an interest must be disclosed immediately to Management. Where a business decision is to be taken such employee must refrain from decision taking.

**b) Financial Embarrassment**

Serious pecuniary embarrassment from whatever cause may impair the efficiency of an employee. Serious pecuniary embarrassment shall lead to disciplinary action. A person known to be insolvent shall not be appointed to the RHSP's service.

**c) Divulging official information**

i) All information of the Organisation shall be regarded confidential. An Employee is forbidden except in the proper course of his/her duty, to make any communication to the press, anonymously or otherwise, on any matter connected with the affairs of the Organisation.

ii) An employee shall not under any circumstances divulge or disclose to any person(s) whatsoever any confidential information concerning the affairs of RHSP while in the service of the Organisation or after their termination without the prior consent of the Organisation in writing. Such confidential information includes, but is not limited to, the following:

- Computer Codes
- Business Plans
- Public Relations Strategies
- Pending Projects and Proposals
- Employee Personal Information

d) **Bribes** are unacceptable whilst carrying out RHSP activities.

**e) Presents**

i) Employees are prohibited from receiving presents, hospitality and money from RHSP existing and potential stakeholders. If presents are given they should be declared to DFA and management thereafter.

ii) A staff/employee shall not, in his/her capacity, give any fee, gratuity or consideration designed to influence a decision or an action whatsoever to any person on behalf of the RHSP without prior permission of Management. Any employee who contravenes this regulation shall be liable to disciplinary action and shall be liable to refund to the RHSP such consideration paid or if taken from his/her resources will not be reimbursed for such expenditure.

**f) Political Activity**

An employee may not engage in political activities during working hours. Membership to parties or organisations which concern themselves with political matters and which are active is allowed but the wearing of clothing, badges or emblems demonstrating loyalty or support of political bodies will be regarded as engaging in political activities and shall not be permitted while on duty. Employees are not supposed to be partisan.

**g) Criminal Offence**

An employee convicted of a criminal offence by a court of Law may be liable to disciplinary action or dismissal, depending on the nature of the offence, the severity of the offence, conduct and record of the convicted employee.

**h) Refusal to obey instructions**

Any employee who refuses or neglects to obey any lawful orders and instructions, or who refuses or neglects or omits to perform any of his/her duties,

**i) Prejudicial Conduct**

If by any act or omission an employee conducts himself/herself in a manner prejudicial to the proper performance of any of their duties or unbefitting of an employee or is guilty of negligent, loss or damage to the property of the Organisation he/she will be liable to disciplinary action.

**j) Removal of Records**

An employee shall not without permission of the officer immediately in charge, remove any record, book or files from the office or section in which they belong. Failure to abide by the above shall lead to disciplinary action.

**k) Erasures and Alterations**

An employee shall not make illegal erasures in any of the books, computer files or any other documents of the Organisation. Any alternation in a document shall have prior authorisation and be signed by the employee making the alteration and the officer who has authorised it.

**l) Reporting Unfaithfulness, Fraud and other Misdeeds**

It shall be the duty of an employee knowing or suspecting any unfaithfulness, fraud, error or any concealed practice against the interests and smooth operations of RHSP, to immediately make a report to a responsible officer or Director in charge of directorate.

**m) Evidence in Court**

An employee shall not knowingly give an opinion on the affairs of the Organisation to any person desiring to use such opinion in evidence in a court of law or elsewhere without first obtaining express permission from the Executive Director.

**n) Financial Loss**

An employee shall not by commission or omission, directly or indirectly cause financial loss to the Organisation. An employee who commits the above shall be liable to disciplinary action.

**o) Lending to/Borrowing from Customers/Suppliers**

An employee shall not engage in any borrowing or lending to Organisation Customers or Clients, any funds or other items. Failure to abide by the above shall lead to disciplinary action.

**p) Divulging Secrets**

An employee shall not under any circumstances divulge or disclose to any person/s whatsoever any secrets concerning the affairs of RHSP while in its service or after its termination without the prior consent of the Organisation in writing. Failure to abide by the above shall lead to disciplinary action.

**Acknowledgement.**

I acknowledge that I have read and understand our code of conduct and I agree to abide by its provisions.

Name: \_\_\_\_\_ Designation \_\_\_\_\_

Date: \_\_\_\_\_ Sign \_\_\_\_\_



# Appendix 17.11 Conflict of Interest Form



Conflict of Interest Declaration Form		
<b>Name:</b>		
<b>Designation:</b>		
<b>Date:</b>		
<b>Program/ Organisation:</b>		
Description of interest	Signature	Comments by RHSP (Chair)

On Behalf of RHSP:	Date:
Name:	
Designation:	
Signature:	

*[Handwritten signature]*

# Appendix 17.12 Working Over the Weekend/ Public Holiday



## RAKAI HEALTH SCIENCES PROGRAM

### AUTHORISATION TO WORK BEYOND OFFICIAL DAYS OF WORK

Date of request	Name of Staff	No. of days requested	Date of work	Nature of Work (explain clearly)	Grant to be charged	Mode of Compensation	Signature of Staff

Prepared by: \_\_\_\_\_ Names \_\_\_\_\_ Signature \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ Date

**(For and on behalf of the departmental head)**

Approved by: \_\_\_\_\_ Names \_\_\_\_\_ Signature \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ Date

**(For and on behalf of the Management)**

## Appendix 17.13 Leave Request Template

## Leave Request Form

Accountability Management	No	Posting Date	Class	Event
Advance Management	LV-9751	Approver 1 :		
Leave Management	1326	Approver 2 :	Juan Iankya	
Operational Budgets	BARNSA ELAZIA	Comment :	Alquis Nantongo	
Procurements	Directorate : 07A2	Work Group :	DIFFERS	
Requisitions	Cluster Name : <input type="text" value="Select Cluster"/>			
Store Requisition	ID <input type="text" value="Leave Type"/>	Start Date	End Date	Quantity
Subgrant Advancement	Delete Edit			
Subgrants & Others	Insert			
System Archives				
Time sheets				

# Appendix 17.14 Performance Appraisal Form



*[Handwritten signature]*

**PERFORMANCE EVALUATION FORM**

Name:	Employee Number:		
Section:	Period Covered:		
Department	Kindly Tick the appropriate Box		
Designation:	Directorate: <input type="checkbox"/> Programs <input type="checkbox"/> Research <input type="checkbox"/> Finance/Admin <input type="checkbox"/>	Rated by: Supervisor's Name----- Supervisors Signature-----	
<b>PERFORMANCE APPRAISAL SCHEDULE</b> (period)  <ul style="list-style-type: none"> <li>• SMART Targets setting</li> <li>• Annual Performance review</li> </ul>	<b>TARGET DATE</b>		<b>COMPLETION DATE</b>
	<ul style="list-style-type: none"> <li>• From:</li> <li>• To:</li> </ul>		

**PERFORMANCE RATINGS SCHEMATIC**

1. RHSP uses a five-tier performance Rating structure, as outlined below, to serve as a guideline to assess employee's performance.

**A - Exceeded all expectations:** Performance has been consistently at an exceptional level during the year. Extraordinary initiative, innovative flair, and sound judgment demonstrated in carrying out complex work responsibilities, very often at a level above position expectations for key responsibilities.





- accept documentary evidence from the employee. These documents shall be made available to the Appeals Committee at the beginning of the hearing;
- once the relevant issues have been thoroughly explored, summarize the facts and call an adjournment to consider the decision;
- consider the evidence in private supported by the Director or HR Manager, recalling the employees and management representative if either is required to clarify any points;
- reach a decision and either:
  - uphold the appeal if the employee is found to be not guilty of the misconduct, or if it becomes apparent that a previous decision was not soundly based; or
  - reject the appeal if the employee is guilty of the misconduct; or
  - reduce the penalty where mitigating circumstances exist.
  - inform the employee of the results of the appeal and the reasons for the decision - make it clear, if this is the case, that this decision is final;
  - confirm the decision in writing within three working days



## 14.0 Grievance

### 14.1 Policy statement

RHSP recognizes that an employee may have complaints or grievances relating his or her employment. RHSP's policy is to encourage free communication between employees and their Immediate Supervisors. It is important that any problems or grievances are raised and re- solved as quickly as possible, and where possible, to the satisfaction of all concerned. Employees shall in the first instance try and resolve their grievance informally with their Immediate Supervisor. If this does not bring about the desired results, then the employee can invoke the formal grievance procedure.

While a grievance is in the process of being resolved the status quo shall prevail pending the outcome of the grievance. A grievance may not be progressed beyond Stage 1 without the exact nature of that grievance being made clear in writing to the Immediate Supervisor by the ag- grieved employee.

If a Director has a grievance s/he shall raise it with the Executive Director. If the Director is not satisfied with the outcome, or if the grievance is against the Executive Director s/he may write to the Chairman of the RHSP Board for final resolution.

### 14.2 The Procedure

Issues that may cause grievances include:

- terms and conditions of employment;
- the working environment;
- the way work is allocated;
- work relations with colleagues or management;
- health and safety;
- organizational change; and
- discrimination

#### 14.2.1 Step 1

If an employee has a grievance s/he shall raise it as soon as possible in writing with his/her Immediate Supervisor. The Immediate Supervisor will arrange a meeting in private to discuss the grievance with the employee normally within three working days' of receiving the written notification. If the grievance concerns the Immediate Supervisor, the employee shall raise the grievance with the higher level supervisor or HR Manager who will make arrangements for the grievance to be heard by the appropriate supervisor.

The respective Supervisor will write to the employee notifying him/her of the decision normally within three working days of the meeting. The respective Supervisor will also inform the employee of his/her right of appeal to the director of the department if s/he is not satisfied with the decision.

The employee must submit the appeal to the HR Manager within five working days of receipt of the decision.

#### **14.2.2 Step 2**

The HR Manager will arrange a meeting with the director normally within five working days of receipt of the employee's intention to appeal. The Immediate Supervisor will also be present to explain the reasons for his/her decision. The decision of the director will be final.

### **14.3 Conducting a grievance hearing**

When conducting a grievance hearing the meeting shall be held in private and be free of interruptions and phone calls. The HR Manager shall be present to take notes. The Immediate Supervisor will do the following.

- Introduce those present, as necessary;
- Invite the employee to re-state their grievance and perhaps how they would like to see it resolved;
- After any summing up, the Immediate Supervisor may adjourn to explore possibilities with other managers about the resolution of the grievance, or they may themselves wish to take advice on how to proceed further;
- Tell the employee when they might reasonably expect a response if one cannot be made at the time; and
- Respond to the employee's grievance in writing within three working days.

### **14.4 Conducting a grievance appeal**

The director shall convene a meeting in consultation with the HR Manager. At the meeting the director will:

- Introduce those present, as necessary;
- Invite the aggrieved employee to describe the nature of the grievance in the presence of his/her Immediate Supervisor, and present evidence and call any witnesses;
- Invite the Immediate Supervisor to ask questions to the employee and his/her witnesses, if appropriate;
- Ask questions to the employee and any witnesses;
- Ask the Immediate Supervisor to give his/her response to the grievance in the presence of the aggrieved employee and present evidence and call witnesses, if appropriate;



- Invite the aggrieved employee to ask questions of the Immediate Supervisor and any witnesses;
- Ask questions to the Immediate Supervisor and witnesses;
- Ask the Immediate Supervisor to sum up his/her case if they wish;
- Invite the aggrieved employee to sum up his/her case;
- Ask the parties to the grievance and any remaining witnesses to withdraw;
- The director considers the case and decides whether or not the Immediate Supervisor's decision was reasonable, given the policies of RHSP and the needs of the department or organization; and
- The director recalls both the employee and the Immediate Supervisor and announces his/her decision to the parties and confirms the decision in writing within three working days. If the director finds that their decision has policy implications, s/he may recommend to the senior management team that a review be undertaken of the policy concerned.



## 15.0 Whistle Blowing Policy

### 15.1 Policy Statement

This policy is intended to provide guidance on how employees can in good faith raise concerns about illegal, unethical, inappropriate or unacceptable practices in a confidential manner, without fear of reprisal, intimidation or retaliation.

We acknowledge that at times staff may not always be comfortable to report suspicious incidents through normal reporting channels. Therefore, we are committed to providing whistle-blowing avenues that will ensure that the information provided will be treated confidentially.

RHSP defines whistle blowing as informing relevant persons in the organization of suspicious violations of RHSP's code of conduct, internal policies, applicable legal, accounting or regulatory requirements or any questionable conduct or practice that has been committed, is being committed or is likely to be committed.

### 15.2 Policy Objective

- i. Encourage all employees to speak up in confidence and report any matters that they suspect involves anything illegal, unethical, inappropriate or unacceptable;
- ii. Ensure timely reporting of such allegations and provide assurance that all disclosures will be taken seriously and treated confidentially;
- iii. Protect interest of RHSP's and its employees;
- iv. Provide guidelines for reporting that will ensure professional, timely and consistent response to reported allegations; and
- v. Serve as a means of detecting illegal, unethical, inappropriate or unacceptable practices at all levels of the organization in addition to deterring any incidents that may have not yet taken place.

For the purposes of this policy, the indicated items are defined as follows:

- **Good Faith:** Disclosures will be made in good faith if the allegation is made without malice or consideration of personal benefit and the person(s) has a reasonable basis to believe that the complaint is true. However, an allegation does not have to be proven to be true to be made in good faith. Good faith is absent when the disclosure is known to be malicious or false.
- **Illegal, unethical, inappropriate or unacceptable practices:** Examples include, but are not limited to financial and accounting fraud, violation of applicable laws including RHSP's code of conduct and internal policies.



### 15.3 Scope of the policy

This Policy applies to all RHSP's employees including our partners, Consultants and contractors, irrespective of their location, function, grade or standing. Any third parties that RHSP partners with are encouraged to apply this Policy.

### 15.4 Duty to report/reporting in good faith

Each employee has the duty to report anything that they believe in good faith is; Illegal, Unethical, Inappropriate or unacceptable.

Employees will face disciplinary action if it is later discovered that a fraud occurred in their area of responsibility and they failed to report about it despite noting some red flags.

Incidents that should be reported include but are not limited to;

- Actions that constitute a serious breach of any applicable law, government regulation including RHSP's code of conduct and internal policies;
- Illegal/unlawful conduct that has been committed/is being committed/is likely to be committed or any other actions which otherwise might constitute criminal behavior (including behavior that might constitute fraud with respect to questionable accounting practices/financial or regulatory reporting, any other financial impropriety by employees, theft, bribery, corruption or miscarriage of justice). Examples include but not limited to:
  - Providing fake accountability (staff should take note of this as it could lead to summary dismissal)
  - Claiming/accounting for activities that have not taken place
  - False accounting of contingency money
  - Siphoning off fuel or colluding with pump attendants to steal fuel and any other theft of RHSP's resources, bribery
  - Wasteful conduct, which includes gross waste or misappropriation of resources. For example, misuse of RHSP's vehicles, using the fuel cards for purposes that do not benefit RHSP
  - Dangers to any employee's health and safety
  - Detrimental to RHSP or any of its employees; and
  - A deliberate concealment of information showing the above.

Any disclosure made in good faith will be protected by this policy if the whistleblower has a reasonable suspicion that anything illegal, unethical, inappropriate, or unacceptable has occurred, is occurring or is likely to occur.

Equally, if it is subsequently found that the employee has knowingly submitted a false report with the intention to accuse another employee or for other malicious reason, the matter will fall under appropriate disciplinary procedures under the human resource policy and procedure manual.



## 15.5 How to report

In addition to any other avenue available to an employee (such as a supervisor), whistle blowers can raise their concerns either verbally or in writing. Written concerns should be addressed to the attention of the Executive Director and the Board of Directors (where necessary) and sent to the following contacts:

- Email: [whistleblow@rhsp.org](mailto:whistleblow@rhsp.org)
- Telephone Number: +256 702-605-555

Any concerns relating to the Executive Director should be addressed to the attention of the BOD and sent to the following contacts:

- Email
- Telephone Number

## 15.6 Confidential whistle blowing

Employees may consider revealing their identity when making the disclosures as this adds credibility to their report.

We undertake to respect and protect the confidentiality of any individual that will reveal their identity.

We provide assurance that we will not disclose the identity to third parties expect with regards to overriding legal obligations such as being required to do so by a court of law. In such cases the identity will not be revealed without prior consent and dialogue with the employee.

## 15.7 Anonymous whistle blowing

We understand that some of the disclosures made may be highly confidential and sensitive in nature.

A whistle blower may not want to reveal their identity because of fear of reprisal, intimidation or retaliation by those they are reporting.

We give assurance that all anonymous tips will be received through a secure postal address and e-mail address only capable of being accessed by designated people and set up in such a way that e-mail sent will be non-traceable.

## 15.8 What information should be provided

In order to facilitate the investigation process, we encourage you that in as so far as is possible, to please provide the following information:



- An outline of the suspicious illegal, unethical, inappropriate or unacceptable practices;
- Details to the best of your knowledge of what, where, when, how it occurred;
- A list of names of those who you suspect are involved or a list of names of any other person that may provide relevant information or names of any other persons you have discussed with or reported the matter;
- Details of how you came to know of the suspicious illegal, unethical, inappropriate or unacceptable practices;
- If possible, estimate of the value of the loss;
- What breaches, if any, of RHSP's code of conduct, internal policies, applicable legal, accounting or regulatory requirements you believe has occurred;
- Your name and details if you wish to make a confidential report. However, if you wish to remain anonymous then do not disclose your identity; and
- Date and time when you made the report.

### **15.9 How are the whistle blowing reports handled**

Any allegation of illegal, unethical, inappropriate, or unacceptable practices that is made to Executive Director or through any other avenue available whether openly, confidentially or anonymously, will be reported to the Board of Directors on a quarterly basis.

Each allegation forwarded to Executive Director will be reviewed within 1 week who may, at their discretion, consult with any member of management or employee whom they believe would have appropriate expertise or information to assist the investigation.

The Executive Director in consultation with Internal Auditor will determine who should investigate the allegation, taking into account the identity of the alleged offender, the significance of the alleged offence and the credibility of the allegation report of the offence.

If the Executive Director and Internal Auditor decide that any member of management or employee can perform the investigation then the appointed persons will investigate the allegations and based on the significance of the allegation (involving losses in excess of UGX 2,000,000) give a report to the Board of Directors within 2 days of completion of the investigation.

For the rest of the cases (losses under UGX 2,000,000) given the Board of Directors quarterly updates on the action taken and status of each whistle blowing report received. Management will be free in its discretion to engage outside auditors, counsel or other experts to assist in the investigation and in the analysis of results.

If the Executive Director and Internal Auditor decide that decision to investigate the allegation should be made by the Board of Directors, then they will make that known to the Board of Trustees in writing. The Board of Directors will promptly determine what professional assistance, if any, it needs in order to conduct the investigation. They will be



free in its discretion to engage outside auditors, counsel or other experts to assist in the investigation and in the analysis of results.

All allegations made against the Executive Director will be referred directly to the Board of Directors.

### **15.10 When not to use the whistle blowing avenues**

We expect employees to act sensitively and sensibly with the highest standards of integrity, respect, accountability and transparency.

The use of the whistle blowing avenues provided should be consistent with these standards and should not be used to express personal grievances.

Employees are therefore encouraged to report any matters that are not illegal, unethical, inappropriate or unacceptable practices to their line manager or relevant support function.



## 16.0 Separation

### 16.1 Policy statement

It is RHSP's policy, as far as possible, to provide continuous employment for all employees. It must nevertheless be accepted that changes in funding, the organization's strategic objectives, technology, Government legislation and the organization structure might necessitate downsizing, resulting in retrenchments/redundancies. RHSP will, however, take all practical steps that may be deemed reasonable to prevent such action.

### 16.2 Termination of employment contract

The objective of this policy is to ensure that there are proper guidelines in place for termination of staff and that proper procedure is followed in administering the separation process.

Termination shall be deemed to take place:

- Where the contract of service is ended by the employer with or without notice;
- Where the contract of service is ended by the employee with or without notice,
- Where the contract of service is ended by the employee, in circumstances where the employee has received notice of termination of the contract of service from the employer, but before the expiry of the notice.

#### 16.2.1 Notice of termination of employment contract

The notice required to be given by an employer shall be;

- a) not less than two weeks, where the employee has been employed for a period of more than six months but less than one year;
- b) not less than one month, where the employee has been employed for a period of more than twelve months, but less than five years;
- c) not less than two months, where the employee has been employed for period of five, but less than ten years; and
- d) not less than three months where the service is ten years or more.

## 16.3 Retrenchment / Redundancy

### 16.3.1 Notice of retrenchment

Where the probability of loss of employment through retrenchment/redundancy arises or actual retrenchment/redundancy occurs, RHSP will:

- Consider ways to avoid or minimize such action;
- Notify the commissioner of labour in writing indicating reasons for termination, number of workers, age, sex, occupation, wages, duration of employment and exact date of termination. This report shall detail the



terminal benefits and plan of payments of those benefits to the actual employees;

- Notify the employees in writing prior to the intended date of termination on account of retrenchment / redundancy. This will be done as soon as possible in order to discuss the matter and/or to negotiate, where necessary;
- Give notice or payment in lieu of notice (refer to section 15.2.1).

### **16.3.2 Termination of services**

In discussions with employees on the proposed termination of service, RHSP will consider all possible and practical means for avoiding the proposed termination of service. While it may not be possible or practical to avoid retrenchments/redundancies, the following will be considered prior to a decision to terminate:

- Reducing staff numbers through natural attrition;
- Temporarily suspending recruitment;
- Providing adequate on-the-job or external training to existing staff in order to equip them for appointment or transfer to other suitable posts within the organization;
- An offer of internal transfer where possible not necessarily at the same job grade or salary level;
- The possibility of granting unpaid leave;
- Voluntary resignation with possibly full or reduced benefits governed by terms and conditions set by RHSP;
- The possibility of individuals working for reduced hours at correspondingly reduced salary levels; and
- Temporary lay-offs.

### **16.3.3 Selection criteria**

In all cases of retrenchment/redundancy, RHSP shall continue to meet its objectives and goals while at the same time acting fairly as an employer. If termination of service is unavoidable, then the selection of persons to be retrenched will take account of the following factors (set out in order of priority):

- Operational needs of the respective departments;
- Job experience, qualifications, skills and training;
- Appraisal ratings and disciplinary records; and
- Length of service. The 'last in, first out' principal will be applied when all other factors are equal.



It should be noted that the final decision for selecting employees for retrenchment / redundancy rests with SMT and/or Board and that the Human Resources Manager will inform employees, in writing, that their services are to be terminated.

### **16.4 End of contract**

Where the contract of service ends with the expiry of the specified term or completion of the specified task and is not renewed by employer or renewal is not accepted by the employee or where the employee chooses not to renew.

### **16.5 Abscondment from Duty**

This applies to a Staff Member absenting himself or herself from duty without satisfactory explanation (including failure to report for duty after authorized leave). The effective date of separation is the day prior to the 1st day of unauthorized absence. If a Staff Member absents himself/herself from duty for three (03) days continuous without authorization his/her salary shall immediately be stopped. After the third day, a letter shall be sent to his/her registered place of residence or to his/her next of kin or an email sent to his organizational / alternative email. After five (05) days, the Staff Member shall be declared as having abandoned his/her post and therefore terminated from RHSP employment.

### **16.6 Resignation**

Any employee wishing to terminate their employment with RHSP may resign by giving a written notice or payment in lieu of notice.

#### **16.6.1 Notice of Resignation**

The notice required to be given by an employee shall be;

- a) not less than two weeks, where the employee has been employed for a period of more than six months but less than one year;
- b) not less than one month, where the employee has been employed for a period of more than twelve months, but less than five years;
- c) not less than two months, where the employee has been employed for period of five, but less than ten years; and
- d) not less than three months where the service is ten years or more.

Should an employee choose not to give such prescribed notices, they shall pay RHSP an amount equivalent to appropriate notice period's net salary as payment in lieu of notice. Failure to give the prescribed notice will result in the employee forfeiting any unused, accrued leave days or their final dues.

Resignations shall be submitted to the Immediate Supervisor or Director of the respective department and a copy to the Human Resources Manager stating the reasons for resignation and the effective date.

Where RHSP wishes to terminate the services of an employee, it shall give similar notice to the employee as prescribed above or pay the employee an amount equivalent to appropriate notice period' salary as payment in lieu of notice.

## 16.7 Retirement

Every member of staff shall be expected to retire from employment at the end of his /her 60<sup>th</sup> Birthday month.

Under special circumstances a staff who has reached retirement age may be offered additional annual contracts up to a maximum of 3 years subject to approval by SMT or Board of Directors as applicable at the expiry of three years there shall be not further contract renewal. However, for some special cases, senior management may grant further continuity of services through part time arrangements.

An employee who has reached retirement age can apply to SMT for extension of contract

## 16.8 Death

Separation can also happen when an employee passes on. The bereavement policy above shall apply in such circumstances.

## 16.9 Exit interview

Exit interviews will be carried out by the Human Resources Manager as appropriate to obtain feedback from departing employees concerning working conditions, policies, supervision, organizational culture and other matters related to their employment with the organization. RHSP will use the information obtained from exit interviews to identify problem areas and to consider changes for improvement.

Information from the exit interviews will be shared with the supervisor and the line Director.

Exit interviews will be conducted prior to the release of final dues. The staff member will be required to ensure all administrative procedures are finalized on leaving the organization.

The exit interview form is attached at **(Appendix 17.18)** of this manual.

In all forms of separation apart from death, staff shall be required to clear with the different department using clearance form **(Appendix 17.19)** and handover where necessary **(Appendix 17.20)** to their immediate supervisor.

## 16.10 Certificate of Service

RHSP will provide a Certificate of Service to staff members who resign or otherwise have to leave the organization. The certificate shall state the dates of commencement of work and termination of employment, position held and other relevant information.



# APPENDICES

## Appendix 17.1 Employee Requisition Form



### EMPLOYEE REQUISITION FORM

#### Section 1: Position Description (Attach copy of job description)

Title of Position: .....  
No. of Position(s): ..... Department: ..... Section: .....  
Reporting to: ..... Duty Post: .....  
Proposed Start Date: ..... Duration of Engagement: .....

Nature of Contract:  
Full time..... Part Time..... Temporary..... Volunteer..... Consultancy.....

Justification for the vacancy  
.....  
.....

Additional Resources required for the staff (ie office space, laptop, uniform, desktop, etc)  
.....

Grant: .....

Name of Head of Section: .....  
Signature..... Date: .....

Name of Head of Department: .....  
Signature: ..... Date: .....

#### Section 2: Recommendation of Recruitment

Name of Line Director: .....  
Signature: ..... Date: .....

Section 3: Executive Director's Approval If not approved please state the Reasons:  
Approved .....  
Not approved ..... Reason: .....

Name.....  
Signature: ..... Date.....

HR Action: .....

# Appendix 17.2 Job Description



(JOB TITLE)

## Position Description

Location .....

Position Status .....

### About Rakai Health Sciences Program

Rakai Health Sciences Program is a collaborative Bio-medical research and service delivery organization. It strives to improve the quality of life of the local population through a combination of community-based research, curative services and prevention strategies in the district of Greater Masaka and parts of South Western Uganda.

### Accountability

Reports Directly To: .....

Works Directly With: .....

### General Position Summary

.....  
.....

### Essential Job Duties and Responsibilities

- 
- 
- 

### Key Performance Indicators (KPI's).

- 
- 
- 

### Knowledge, Skills and Experience

- 
- 
- 

### Signatures

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_ Signature: \_\_\_\_\_

Supervisor Name: \_\_\_\_\_ Date: \_\_\_\_\_ Signature: \_\_\_\_\_

# Appendix 17.3 Call Log



## RAKAI HEALTH SCIENCE PROGRAM

### Candidates Call Log

Position: ..... Date: .....

Purpose of call: invitation for interview  Job offer  Other (specify).....

Call log register by: ..... Signature: .....

Name of Candidate	Contact Mobile Number	Contact Email Address	1 <sup>st</sup> attempt Date & Time of call (outcome of call)	2 <sup>nd</sup> attempt Date & Time of call (outcome of call)	Comment



# Appendix 17.4 Reference Check Form



## EMPLOYMENT REFERENCE CHECK FORM

Candidate's Name: .....

Dates of employment: From .....to.....

Position(s) held.....Salary history .....

Reason for leaving: .....

Referees Name: ..... Referees Position: .....

Referees Contact Information:

**Please respond to the following questions regarding the applicant:**

### A. General

Describe the context and length of your working relationship and outline some key tasks the candidate was responsible for	
Describe the candidate's working habits/ethic and dependability, relationship with co-workers, subordinates and supervisor:	
Does this person work well independently and/or with close supervision? Is the applicant a self-starter?	
Describe candidate's creativity and problem-solving skills:	

Describe his/her verbal and written communication skills and experience:	
Does this person work well under pressure and timelines?	
In your opinion, what areas does the candidate need to work on professionally? How have you observed them trying to improve in these areas?	
What are candidate's strengths?	
What advice would you give to the candidate's next supervisor to ensure they are successful in their new role?	
Has the candidate ever been convicted in any criminal offence or malpractice? If any, please state in detail.	
Would you hire this person again? Any other information we should know?	

Conducted by (HRO'S NAME & SIGN)



# Appendix 17.5 Employee Bio Data



## RAKAI HEALTH SCIENCES PROGRAM EMPLOYEE BIO- DATA FORM

Attach a passport size photograph here

1. Surname \_\_\_\_\_

2. Other names \_\_\_\_\_

3. Sex (Male / Female)                      4. Date of Birth \_\_\_\_\_

5(a). Marital status \_\_\_\_\_

(b) If Married (attach proof), Name of Spouse: \_\_\_\_\_

6. Telephone number (Mobile): \_\_\_\_\_ Office/Home: \_\_\_\_\_

7. Email address (*where applicable*) \_\_\_\_\_

8. NSSF number \_\_\_\_\_ TIN number: \_\_\_\_\_

9 Driving Permit Number/Passport / National ID \_\_\_\_\_

10. Birth certificate number (if available) \_\_\_\_\_

11 Information about your banking institution (*salary account*).

Name of bank	Account number

(attach photocopies of 8; 9 & 10, 11)

12. Permanent Physical Home Address (And kindly draw a sketch map from the nearest landmark)

13. Next of Kin (Someone to contact in case of an emergency)

NAME	Contact	Relationship

14. Beneficiary / Beneficiaries

If the beneficiary is different from the next of kin, kindly fill in below

Name	Contact	Relationship	Percentage

15. Names of your biological / legally adopted children and their date of birth. (*attach proof*)

Names of biological / legally adopted children	Date of Birth

16. Names of Biological Parents

(*Please provide this information even if the parents are dead and indicate in the comments columns if death occurred*)

	FATHER	MOTHER
Names		
Current home address /location		
Telephone numbers		
Comments		

17. ACADEMIC QUALIFICATIONS (*Start with most recent / A level to Primary*)

Give details of schools attended and highest form reached

**B - Achieved all targets and exceeded expectations on some:**

*Performance has been at a highly competent level during the year. Employee has excelled in applying work knowledge/skills to job responsibilities and often performed significantly above expected performance level on some of the complex parts of the job.*

**C - Achieved all targets:** *Performance during the year has met expectations well for competence, and quality and quantity of work.*

**D - Achieved some targets:** *Performance during the year has not met position requirements for most of the key responsibilities. Immediate significant improvement is needed in major areas of work responsibilities to come up to a satisfactory level of performance. Performance to be reviewed in the next quarter.*

**E - Failed to meet minimum targets:** *Performance during the year has failed to meet the minimum acceptable standards with respect to assigned duties and responsibilities, thereby requiring immediate remedial action. Performance to be reviewed in the next quarter.*

2. The performance Rating structure has a parallel numerical scale as follows:

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
10-9	8-7	6-5	4-3	2-1

The purpose of this numerical scale is to enable Raters/Supervisors to determine the overall Rating objectively.

3. **Section I: Key Job Responsibilities and Work Goals/ Objectives** carry 60% for the overall Rating.

4. **Section II: Performance Competencies** carries 40% for the overall Rating

5. **Staff and Supervisors will appraise by scoring from 1-10. However, Supervisor ONLY will indicate the weight of each score ranging from A-E as may be appropriate**

**SECTION 1 – KEY JOB RESPONSIBILITIES AND WORK GOALS/OBJECTIVES** from \_\_\_\_\_ to \_\_\_\_\_

<b>JOB RESPONSIBILITIES/WORK GOALS</b> List major job responsibilities and related assignments and key work goals/ objectives to be carried out during the period under review.	<b>ASSESSMENT BY EMPLOYEE</b> Assess the level of overall performance for each job responsibility/ work goal	<b>ASSESSMENT BY RATER / SUPERVISOR</b> Assess the level of overall performance for each job	<b>LEVEL OF PERFORMANCE</b>	
			Weight	Score
SMART TARGET (a)				
Signature / Date _____				
<b>Performance Score for Section I = Total Score X 0.6</b>				

**SECTION II – PERFORMANCE COMPETENCIES (Please Rate by marking applicable Rating in the relevant space and noting corresponding score)**

Performance Characteristics	A 10-9	B 8-7	C 6-5	D 4-3	E 2-1	Self-Appraisal Score	Supervisor Appraisal Weight
<b>Productivity &amp; Professional Competence</b>	Exceptionally useful and productive to the Company. Consistently accomplishes most challenging tasks beyond normal expectations. Highly competent and experienced. Complete mastery over his/her profession. Capable of advising others in the field of specialization. Makes full use of his/her professional knowledge to bring improvements.	Highly useful and productive to the Company. Always produces expected results. Possesses very good professional knowledge to jobs independently. Applies professional knowledge to successfully complete the assigned task.	A useful resource. Generally, produces expected results. Possesses adequate professional knowledge.	Average performer. Produces satisfactory results. Knows his/her job but requires guidance and occasional follow up.	Inconsistent & non-productive. Inadequate professional knowledge. Needs constant guidance and follow up.		
<b>Sense of Responsibility</b>	Possesses the highest sense of responsibility, places service before self. Consistently carries out responsibilities with extraordinary commitment.	Has very good sense of responsibility and can always be relied upon for successful accomplishment of tasks.	A responsible employee, who generally, accomplishes his/her tasks successfully.	Often indifferent towards responsibilities and needs to be closely monitored, and often needs to be counseled.	Inadequate sense of responsibility. Needs constant follow up. Has to be monitored.		

	A 10-9	B 8-7	C 6	D 4-3	E 2-1	Self-Appraisal Score	Supervisor Appraisal Weight	Sum of Scores
<b>Communication</b> Speaking, writing, and listening ability. Ability to express ideas, opinions and thoughts in a	Exceptionally good power of written and verbal expression and listening ability.	Very good written and verbal expression and listening ability.	Good and verbal expression and listening ability.	Average written and verbal expression and listening ability.	Poor written and verbal expression and listening ability.			
<b>Leadership &amp; Initiative</b> Ability to exercise control, make decisions, make others follow a common goal, set a trend, initiate changes, identify and solve operating problems. Developing and motivating subordinates.	Commands undisputed respect as a leader. Leads by personal example. Far exceeds his/her subordinates and colleagues in discipline, punctuality and hard work. Possesses exceptional entrepreneurial qualities and initiative. Always comes up with innovative ideas for improvement.	Generally respected as a leader. Influences and motivates others through his/her leadership qualities. Possesses very good entrepreneurial qualities and initiative.	Possesses adequate leadership qualities. Possesses satisfactory entrepreneurial qualities and initiative.	Average leadership qualities and initiative. Does not always practice what he/she expects from others. At times indecisive.	Inadequate leadership qualities. Does not command respect of others.			
<b>Planning and Organizing</b> Ability to logically and effectively schedule, implement, and work plans and	Exceptionally well organized in scheduling work and Setting priorities. Excellent time management. Never misses any target dates.	Very good in planning and scheduling work. Manages his/her time well and mostly meets the target dates.	Plans and work satisfactorily. Manages to complete his/her work within	Average & organizing capabilities. At times lags behind.	Disorganized in his/her work. Poor time management Mostly misses the target			



Performance Characteristics	A 10-9	B 8-7	C 6-5	D 4-3	E 2-1	Self-Appraisal Score	Supervisor Appraisal Weight	Supervisor
<b>Teamwork</b> Working harmoniously and supportively with peers, and seniors to accomplish work group objectives.	Consistently shows a very high level of interpersonal competence, leads in building trust and cooperation, and fostering a positive team	Shows a high level of interpersonal competence and consciously displays and encourages trust/cooperation for team building.	Gets along well with others and cooperatively as a team member.	Often does not extend cooperation or team spirit in the workplace.	Almost always unwilling and non-cooperative to provide support in a team.			
<b>Attendance &amp; Punctuality</b> Regularity, punctuality and availability during	Always punctual and regular in attendance.	Mostly punctual and regular in attendance.	Generally punctual and regular in attendance.	Often comes late. Irregular in attendance.	Habitual late comer. Unacceptably poor			
<b>Conduct/ Discipline</b> Compliance with policies and procedures of the Organization, honesty and integrity in work, neat	Consistently shows an extraordinarily high level of compliance towards Organization's requirements even in the	Shows a high level of compliance with Organizational requirements, and often tries to persuade others to comply with the same.	Regularly meets Organizational expectations for policy compliance for the job.	Often ignores or fails to comply with Organizational requirements and supervisor's instructions.	Almost always fails to meet Organization's expectations for policy compliance, and adherence to supervisor's			
Signature / Date								
Employee	Rater/Supervisor							Department Head
								Performance Score (Total Score X0.4)

Performance Score for Section I1 = Total Score X 0.4

A	B	C	D	E
91 – 100	76-90	60 - 75	40 – 59	Below 40

**SECTION IV - PERFORMANCE SUMMARY**

**A. RATER'S COMMENTS AND OVERALL ASSESSMENT:** Please summarize your assessment of employee's overall performance. The comments must support the overall performance rating and should also, preferably, note how the employee's performance during the past year compares with that in the previous year(s) where applicable, and any other significant point not covered in this form.

**SECTION V – DEVELOPMENT PLAN**

Strengths

Self-Assessment:

Rater's Assessment:

Development Area		
Self-Assessment:	Rater's Assessment:	
Identified training needs	Training to be imparted	Proposed Timeframe
1.		
2.		
3.		

Final Comments and Recommendation of Supervisor

---



---

Employee's comments (optional)

---



---



---

Employee's signature ..... Rater/Supervisor's signatures ..... Date.....



FOR USE BY DEPARTMENT HEAD ONLY AS MAY BE APPROPRIATE.

General comments/ Approval

---

---

**FINAL RECOMMENDATION OF DEPARTMENT HEAD**

Ready for

promotion:

Requires further development:

To Terminate

from duty:

To stop supervisory role

To remain in current position

To be promoted to higher position of  of responsibility

To be transferred within or

otherwise

Other: Please elaborate

---

Approval by Respective Director  
Final Comments \_\_\_\_\_

Receipt by the Human Resource Office

Name/Signature/Date \_\_\_\_\_

## Appendix 17.15 Performance Appraisal Guidelines

### GUIDELINES TO PERFORMANCE APPRAISAL SCORING (SEC.I AND II)

**Note:**

Weight is the alphabet e.g. A, B, C, D Score is the Numeral e.g. 1,5,10.  
Jobs are expected to have a maximum of 10 key goals

**Section I. Out of 0.6**

If the staff has **5 (FIVE)** deliverables/ Key goals

Each is expected to weigh 10 therefore this job will be rated as **10X5=50**

Example;

List them (targets/ goals)	WEIGHT	SCORE
FF	A	10
GG	B	8
HH	A	9
KK	B	7
MM	A	10

Total score

**Step 1:** 10+8+9+7+10=44

**Step 2:** 44/50 X 100= 88

**Step 3:** 88X0.6= **52.8**

**Section II. Out of 0.4**

This section has 8 attributes.

Each is expected to weigh 10 therefore this job will be rated as  $10 \times 8 = 80$

Performance Characteristics	Weight	Score
Productivity & professional competence	B	8
Sense of Responsibility	A	10
Communication	B	7
Leadership & initiative	A	9
Planning & organizing	B	8
Teamwork	A	10
Attendance & punctuality	B	7
Conduct/ discipline	A	9

Total score

**Step 1:**  $8+10+7+9+8+10+7+9=68$

**Step 2:**  $68/80 \times 100 = 85$

**Step 3:**  $85 \times 0.4 = 34$

**Section III. Total Performance**

Total Performance Score = Sum of Performance Scores for Section I and Section II:

In this case  $52.8 + 34 = 86.8$

Therefore, the employee is rated as **B**

# Appendix 17.16 Intention to Study / Training Form



## APPLICATION FOR TRAINING / TIME OFF FOR STUDIES

To be filled by:-

- All persons who are requesting for training, sponsorship for long term courses
- All those who are intending to attend a workshop, seminar, short course, etc
- All those who are intending to study but will require time off during studies, even if they are not sponsored by the program

Name of applicant	
Job Title	
Date of Joining RHSP	
Current Department	
Qualifications at the Time of Joining RHSP	
Other Qualifications/Trainings attended after joining the Program	
Course applied for (attach admission letter)	
Self or Program Sponsorship	
Name of Institution	
Length of Study/Training	

Length of stay away from work	
Starting Date for the course	
Expected date for end of course	
Request to the training committee/RHSP (Attach Budget if request involves funds)	
Briefly describe how the training will be of help to RHSP	
Briefly describe how the training will advance your career path.	

Recommendation from Supervisor/Coordinator

Recommendation from Head of Department

Recommendation from Line Director:

For Official Use

Recommendation from Training Committee.



# Appendix 17.17 Promotion Assessment Form



## STAFF PROMOTION ASSESSMENT FORM

### SECTION 1: FOR USE BY THE EMPLOYEE

Name: .....

Designation: .....

Date of joining the organization: .....

Job position interested in: .....

Academic Qualifications		
Date	Institution	Award

The following are the core responsibilities, qualifications and person specification of the position you are interested in. In your opinion. How competent do you think you are for the position? Rate yourself at the scale of 0-5.

**Acceptance**

Areas	0	1	2	3	4	5
<b>Core responsibilities</b>						
<b>Qualifications and experience</b>						
<b>Person specifications</b>						
Pleasant, Social, Flexible						
Self-motivated, with good interpersonal skills						
Spirit of team building,						
Ability to handle multiple tasks simultaneously						
Ability to work under minimum supervision and well organized						

..... accept that should promote me to the above position, I will perform the assigned duties with diligence, responsibility and give maximum attention to the requirements of the position.

**SECTION A: FOR USE BY THE HEAD OF DEPARTMENT**

On a scale of 0-5, how would you rate the above candidate in the areas shown below given his/her competency and suitability of the position?

Areas	0	1	2	3	4	5
<b>Core responsibilities</b>						



**SECTION C: FOR USE BY THE LINE DIRECTOR**

Recommendations: .....  
.....

Name..... Signature.....

**SECTION D: FINAL DECISION BY EXECUTIVE DIRECTOR**

- 1. a) Be promoted to the position
- b) Do not promote to the position
  
- 2. Length of contract
  - a. Continue with the serving contract period
  - b. Start a new contract period of ----- years
  - c. Probationary contract in new position for ..... Months

Name: .....

Designation: .....

Date: .....

**Appendix 17.18 Exit Interview Form**



**RHSP Exit Interview Form**

*(Please note that all the information provided on this form is confidential and will not be directly attributed to you.)*

EMPLOYEE NAME			
DEPARTMENT/ SECTION		TITLE	
SUPERVISOR'S NAME		TITLE	
DATE OF 1 <sup>ST</sup> APPOINTMENT		LAST DAY OF WORK	
NATURE OF SEPERATION (Please tick as appropriate)			
<input type="checkbox"/> RESIGNATION		<input type="checkbox"/> INVOLUNTARY (TERMINATION)	
<input type="checkbox"/> RETIREMEN		<input type="checkbox"/> VOLUNTARY (END OF CONTRACT)	

1. What has been your best experience while working with RHSP?

-----  
-----

2. What has been your worst experience while working with RHSP?

-----  
-----

3. Is there anything that the new organization is offering that RHSP does not provide (Where applicable)?

-----  
-----

4. What did you like most about your job?

5. What didn't you like about your job?

6. How did you feel about working conditions listed below?

Condition	Excellent	Above Average	Fair	Poor	Please give your recommendations for Improvement
1. Office arrangement					
2. Work equipment					
3. Computer systems					
4. Transport					
5. Working hours					
6. Security					
7. Management					
8. Teamwork					

7. Was the capacity building/Trainings you received sufficient to enable you to meet our performance expectations?  
 -----  
 .....

8. Do you feel that you have had adequate support of management to do the job?  
 -----  
 -----

9. In the last six months, did you receive sufficient feedback about your performance or progress?  
 -----  
 .....

10. From your point of view, do employees uphold the RHSP values (Creativity, respect, excellence, accountability, teamwork, efficiency, efficiency)?  
Why?  
-----  
-----

11. My supervisor: *(Please check as may be appropriate)*

- Follows policies and procedures
- Demonstrates fair and equal treatment
- Provides recognition on the job
- Resolved complaints and problems
- Encouraged and listened to suggestion  
 Met my needs for coaching and mentoring
- Promotes teamwork

Please explain further:  
-----  
-----

12. Did you ever face or observe discrimination, harassment or hostile working conditions from or towards any other staff? (If the employee reports harassment, very specific details should be given)  
-----  
-----

13. Are there some policies and procedures that negatively affected your work?  
-----  
-----

14. What should RHSP improve to make it a better workplace?  
-----  
-----

-----  
-----  
**Employee should be informed of restrictions on:**

Divulging confidential information

Removing organization documents

Clearance and Handover procedures.

Thank you for taking time to give us your comments and feedback, which will be used to make improvements where needed. We wish you the best in your future endeavors.

Exit interview conducted by: \_\_\_\_\_ Date: \_\_\_\_\_

*This checklist is aimed at facilitating a well-coordinated exit process for applicable staff and adherence to RHSP Exit Process requirements*

**RHSP Exit Checklist**

Name: .....

Position: .....

Location: .....

Date of Hire.....

Exit date.....

Reason for Exit: .....



#	Item	Tick as appropriate
1.	Contract termination Letter received	
2.	Acceptance of resignation letter (where applicable)	
3.	Complete staff Hand Over form signed by sections, staff, supervisor and HR	
4.	Complete Staff Exit Interview Form	
5.	Contract termination notice or lieu in notice requirements adhered to	
6.	Performance Evaluation form received (where applicable e.g. project phase out)	
7.	Bank notified (where applicable)	
8.	AAR /UAP notified	
9.	Staff account deactivated from Navision, leave tracker and staff lists	
10.	Staff deactivated from payroll	
11.	Staff or next of kin notified of staff benefits and related processes (where applicable)	
12.	Personal File moved to exited staff cabinet	
13.	Employment Identity Card handed in	
14.	AAR /Card handed in	

**SIGNED:**

**NAME:** .....

**For HR Office**

**SIGNATURE:** .....

**DATE:** .....

# 17.19 Employee Clearance Form

Rakai Health Sciences Program



## EMPLOYEE EXIT CLEARANCE FORM

Name of Staff ..... Id number ..... Designation .....

Section ..... Department ..... Directorate .....

Date of joining ..... Last Day of work .....

### 1. Basis of separation

Resignation  Termination  Redundancy  End of contract  Retirement  Other

### Approval from HRM for clearance

Name ..... Date ..... Signature .....

### Bank Notification by HR Office;

Applicable  Date ..... Bank .....

Not Applicable

**Clearance Requirements:** Its Management's expectations that Supervisors/Heads of departments/Heads of sections ensure the following is received from the exiting staff; Hand over report Operational Manual, all timesheets to the exiting date, and any other items in respect to the occupation.

- To be completed by respective Heads of departments/ units

Item	Transaction	Name Signature	Date

*TRU*

<p><b>RESPECTIVE SUPERVISOR</b></p>	<ul style="list-style-type: none"> <li>• Hand over report</li> <li>• No of leave days not taken</li> <li>• All Office Items (Keys Passwords, etc)</li> <li>• All time sheets submitted in SharePoint</li> </ul>	
<p><b>ACCOUNTS</b></p>	<ul style="list-style-type: none"> <li>• Outstanding advance, impress</li> <li>• Accountabilities Clearance</li> </ul>	
<p><b>OPERATIONS MANAGER</b></p>	<ul style="list-style-type: none"> <li>• SharePoint clearance.</li> <li>• Documents (If any)</li> </ul>	
<p><b>IT</b></p>	<ul style="list-style-type: none"> <li>• Close accounts in             <ul style="list-style-type: none"> <li>○ Outlook</li> <li>○ Navision</li> <li>○ Access control</li> </ul> </li> <li>• Staff account</li> </ul>	
<p><b>STORES</b></p>	<ul style="list-style-type: none"> <li>• Laptop</li> <li>• Laptop bag</li> <li>• Mobile phone</li> <li>• Sim Card</li> <li>• External hard drive</li> <li>• Memory sticks</li> <li>• Power plug (if applicable)</li> </ul>	
<p><b>TRANSPORT</b></p>	<ul style="list-style-type: none"> <li>• Motor vehicle</li> <li>• Motorcycle</li> <li>• Helmet</li> <li>• Fuel cards</li> </ul>	
<p><b>ESTATES</b></p>	<ul style="list-style-type: none"> <li>• Office Keys</li> <li>• Company uniform</li> <li>• Office property (if applicable)</li> </ul>	
<p><b>PUBLIC RELATIONS</b></p>	<ul style="list-style-type: none"> <li>• Documents</li> <li>• Gadgets (If applicable)</li> </ul>	
<p><b>OVC</b></p>	<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> </ul>	

OTHER PREVENTION		<ul style="list-style-type: none"> <li>• Handover Report (If applicable)</li> </ul>			
SBS		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			
HECM		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			
CIRCUMCISION		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			
CLINICAL SERVICES		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			
QUALITY CONTROL		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			
FRONT DESK		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			
SECURITY		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			
LABORATORY		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			
COUNSELLING		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			
PROCUREMENT		<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>			

DATA	<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>		
MEDICAL SUPPLY CHAIN	<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>		
CARE & TREATMENT	<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>		
M&E	<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>		
DREAMS	<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>		
RCCS	<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>		
CLUSTER OFFICE COORDINATOR	<ul style="list-style-type: none"> <li>• Files</li> <li>• Documents</li> <li>• Handover Report (If applicable)</li> </ul>		
HR	<ul style="list-style-type: none"> <li>• Staff ID</li> <li>• Medical Card</li> <li>• Handover Report (If applicable)</li> </ul>		

Claim from the program (tick where applicable)

Outstanding Leave     Gratuity     Other (Specify): .....

**Notifying Zamara Investments**

**Approvals**

**Director Finance and Administration**

Name ..... Date ..... Signature.....

**Human Resource Manager**

Name.....Date ..... Signature.....



# Appendix 17.20 Handover Report



## Handover Report

<b>Date:</b>	
<b>Name:</b>	
<b>Department/ Section:</b>	
<b>Job Title:</b>	
<b>Reason for Handover:</b>	
<input type="checkbox"/> Leave <input type="checkbox"/> Transfer <input type="checkbox"/> If Others Please Specify _____ <input type="checkbox"/> End of Employment	
<b>Date of 1<sup>st</sup> Appointment: (were applicable)</b>	<b>Last day of Work:</b>

### ISSUES

#### REQUIRING ACTION/FOLLOW-UP

The major issues to follow up and update is as following:

No.	Activity / Task	Status	Responsible Person

### Outgoing Staff:

Name: .....

Date: .....

*[Handwritten Signature]*

**Incoming Staff:**

Name: ..... Signature: .....

Date: .....

**Head of Department / Section:**

Name: ..... Signature: .....

Date: .....

**Human Resource Manager:**

Name: ..... Signature: .....

Date: .....

