



VISION INITIATIVE FOR TRANSFORMATION (VITRA)

"Restoring Hopes & Transforming Communities"

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HUMAN RESOURCE POLICIES/MANUAL 2022/2023

1st Draft

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1. BACKGROUND

1.1 Purpose and Scope

This document is the official statement of VITRA personnel policies designed to provide managerial and supervisory staff with uniform knowledge in order to ensure equitable and consistent application of the policies. It is the responsibility of the Head of Institution or with the Board of Directors to administer these policies consistently and impartially.

The policy is in acknowledgement of the employment act and other labour laws as shall be determined. Due to the dynamics of the working environment, the personnel policy is not an end in itself, flexibility shall be maintained for the development of other staff related independent policies such as those concerning HIV mainstreaming, Gender and malaria control.

The VITRA personnel policy does not constitute an express or implied contract and its provisions are not intended to be contractually binding.

1.2 Critical Points

- i) The steering committee shall be responsible for confirmation of the policy procedures and revisions to this policy.
- ii) The Head of Institution shall be responsible for implementation and evaluation of human resources and personnel policy proposals and revisions in consultations with the Board.
- iii) The policy provisions are applicable to all persons employed by VITRA.
- iv) VITRA retains all managerial and administrative rights and prerogatives entrusted to it and conferred on employers inherently and by law.

These include, but are not limited to:

- a) The right to exercise judgment in establishing and administering policies, practices and procedures, and to make changes in them without notice.
- b) The right to take whatever action that is necessary in the CBACS's judgment to achieve VITRA's goals; and the right to set the standards of productivity and services to be rendered. Failure of the Organization to exercise any such prerogative or function in a particular way shall not be considered a waiver of the

Organization's right to exercise that prerogative or function in the future or to preclude it from exercising that prerogative or function in some other way.

- v) It is the policy of VITRA to provide equal employment opportunity to each individual, regardless of race, color, gender, religion, age, national or ethnic origin, disability, marital status, or any other occupationally irrelevant condition. This policy applies to recruitment and advertising; hiring and job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resources service.
- vi) The continuing progress and vitality of the Organization requires that VITRA utilizes all available human resources to the fullest and the spirit of this policy shall achieve just that.
- vii) The continuing need for well qualified personnel shall be in a way that individuals with talent must be recognized and encouraged to progress through equitable human resources policies.
- viii) Every effort shall be made to fill vacancies by promoting qualified Organization staff members guided by this policy.

2. STAFF RECRUITMENT PROCESS

2.1 Introduction

Recruitment of staff at VITRA shall be done through formal procedures, starting from identification of the need to fill a vacant post to the stage of official appointment of staff in a given post.

The responsibility for the proper execution of the recruitment process at VITRA shall be in the office of Human Resources Manager (HRM). The HRM shall manage all the recruitment tasks and ensure that they have been executed properly and timely by all parties involved. The recruitment procedure shall be divided into the following phases:

2.2 Vacancy identification

A vacancy shall be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies can be discussed in the monthly management meetings.

Such a meeting job related issues shall be discussed like expectations of the post, recruitment plan, internal recruitment if applicable, mode of vacancy announcement, type of contract etc. If the planned recruitment procedure differs significantly from the above described procedure this has to be approved by the Steering Committee of the organization before recruitment starts.

2.3 Preparation job description

All VITRA'S employees to be recruited will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract. Job descriptions shall make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively, For instance if people will combine two or more of the standard functions or if new functions are created for which no standard job description exist. Custom made job descriptions shall need to be based as much as possible on the existing standard job descriptions. For all management job descriptions shall be prepared by Head of Institution, Head of Departments, together with the HRM and shall be approved by board.

2.4 Internal recruitment

VITRA shall undertake to advertise suitable vacancies internally, but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can't be missed in their respective departments, or that they lack the required skills for the existing vacancy.

If VITRA decides to advertise internally, it shall be done by an announcement on office notice board to all the employees. Brief details of the minimum requirements for the application and the job shall be given. The employee who wishes to be considered for the position will contact the HRM to obtain an application form (see Annex 1.1 for an example of such a form). This form shall inform the Head of Department (HoD) in which the employee at that moment works about the application. At the same time it will act as an official application for the job. Under no circumstances will the Head of the department in which the vacancy exists shall be contacted directly.

In the event that the Head of department in which the employee at that moment works disapproves the internal application he/ she shall inform the HRM about his judgment including the reasons by filling these in the application form. The HRM shall review them and will then send a disapproval to the candidate unless he has strong reservations regarding the judgment of the departmental head (in this last case he/she will seek the judgment of the Chief Executive officer).

If the relevant departmental head approves the internal application he will put this on the form. In this case the HRM considers the comments of the relevant departmental head, the probationer's work record, and length of time in present job, and over-all potential of the candidate. If based on these issues the HRM's judgment is negative, the HRM will write a letter to the employee explaining the results of the assessment. The employee may in this case appeal with the CEO who will then take the final decision. If the judgment of

the HRM (or that of the CEO) is positive the HRM shall set a date to interview the candidate (see the relevant paragraph on interviews).

2.5 Preparation Application Form

The job descriptions (see Annex 5) form the basis of the application forms to be prepared by the HRM. A lay-out of a standard application forms for standard jobs is included in Annex 1.1.

2.6 External vacancy announcement

If the internal recruitment round has not yielded any positive results or if the VITRA decides to recruit externally only, the recruitment procedure continues with an external vacancy announcement.

An external vacancy announcement shall be done by cost-effective advertising, for instance by using local announcement in VITRA's website, newspapers, public notice boards, local radio announcements etc. If the post is of such nature that the vacancy needs to be advertised nationally in the national newspaper(s). Every announcement shall clearly indicate the post, summary job content, application procedure and closing date.

2.7 Application period

Candidate who wish to apply for positions advertised externally can do so only by filling in an application form (the information put down by candidates in their application letters is usually insufficient to obtain a good idea about the candidate's working experience; therefore it is required that the candidate fills in the application form).

Application forms can be obtained from the office of the VITRA, website or Social Media platforms. Application forms for an external vacancy can usually be obtained during a period of 1 to 2 weeks. The vacancy announcement reference number for the post, for which the candidates wishes to be considered, should be clearly indicated on the front of the application. The HRM shall be responsible for the distribution of the application forms. If a candidate wishes to apply for more than one position he/she shall submit a separate application for each vacancy.

All filled-in application forms come in through the HR Assistant who shall keep a record of all incoming applications. He/she shall record the name of the candidate, address, date received and vacancy reference number (in a computerized data base). The Human Resources Assistant shall forward the candidate's records to the HRM.

For applications below management level the HRO shall forward the filled-in application forms to the relevant HoD of the vacant post, including all incomplete forms. The relevant Head of Department shall select from the application forms a maximum of 6 candidates within 1 week after receiving the forms. In

case there are 2 similar posts vacant, a total of only 10 candidates shall be selected while for 3 similar vacant posts shall only be 12 candidates selected. The details of the selected candidates are proposed to the CEO and HRM who will study them. If all they agree, the selected candidates will be invited to attend an interview. The HRM shall send regret letters to all not selected candidates.

For vacancies at management level the selection of candidates is done by the CEO, HRM and with at least one of the members of the Board. They will receive all filled-in application forms for the vacant post from the HRO

2.8 Interviews

The function of an interview shall be to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues that shall be considered. Beside a talk with a candidate also tests (e.g. computer tests, knowledge tests, work on case studies, power point driving a car) can be part of an interview depending on the technical capacity that is required in the job.

The interview panel for vacancies below management level shall comprise of HRM, the relevant HoD and one other relevant staff member. The relevant HoD will chair the interviewing panel. The members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate after 1 or 2 rounds.

The panel for management level positions shall comprise of the Executive Board, HRM and at least one of the members of the Board. For positions on management level one or two interview rounds shall be held.

If the position is very specialized, an expert can be asked to join the interviewing panel. During the interview, the interview panel shall fill in an interview form for each candidate. This will later help to compare the results of the interviews before making a decision.

After each round of interviews all candidates are discussed and the decision shall be taken by consensus among the interview panel members. Each candidate shall be informed about the interview results in writing. If the result is positive the candidate shall receive a job offer including an invitation to discuss the terms and conditions of employment (see the paragraph on this issue).

For candidates living far away it is advisable to plan their interview at a convenient time to enable such candidates to reach the office where the interview takes place and to be able to leave in time. Any candidate coming from outside the district (and thus incurring travel costs) shall be reimbursed traveling expenses (against public transport rate) directly after the interview. Hotel costs where applicable and prior discussed with VITRA management shall be reimbursed on production of valid receipts.

2.9 Second round of interviews

If during the first round of interviews no definite selection can be made, a second round of interviews with a limited number of the candidates will be held (see next paragraph). A second round of interviews is always required in case the vacant post is at management level, requiring a more in-depth assessment of the candidates. The second round candidates are selected by the interview panel that was active during the first round of interviews. After the first round of interviews, referees of the candidate can be consulted.

The current employer of the candidate can only be approached after the probationer's permission.

During the second round of interviews the interview panel shall consist of more panel members than in the first round if believed necessary. The extra members may for instance consist of specialists or other key persons who may be important for reaching a more balanced and better decision. During the second interview usually more in depth questions are asked.

If no suitable candidate is found after two interview rounds the recruitment process starts again.

2.10 Appointment procedure and signing of contract

After final selection of a candidate, the HRM, with permission from the relevant Head of Department (for the lower than management level positions) or the EDs (for the management positions), shall write and send to the candidate's postal address a job offer letter. The job offer letter will clarify the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the job offer letter within two weeks. If the candidate shows interest in the job offer, an appointment will be made by the HRM to (further) discuss the terms and conditions of employment and if he/she accepts, to sign the employment contract, code of conduct and job description. In some cases it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

3. STARTING ON THE JOB

3.1 First working day

On the first working day the targets for the probation period are discussed with the probationer by the HRM. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the organization. He/she will receive from the HRM the employee handbook.

The probationer who comes from outside the district where the office is located and does not have accommodation will receive a settling-in allowance of an equivalent ofto cover the costs of traveling, feeding and accommodation for the first few nights. The probationer shall get a 25% advance of his/her first month salary on the first working day, if requested for.

For each probationer a supervisor shall be appointed. The supervisor shall be someone with ample experience in the organization, capable to supervise the probationer and train him/her into the relevant tasks he/she shall have to fulfill. The supervisor will be the person placed one place above the probationer's position in the organization hierarchy. The supervisor shall be appointed by the HRM in consultation with the relevant Head of department and / or ED.

After the introduction and administrative procedures on the first working day, the probationer shall be handed over to his/her supervisor who will guide the probationer during his/her probation period.

3.1.1 Tasks of the HRM

- i) Organize the payment to the probationer of settling in allowance with accounts department and, if requested for by the probationer, a 25% advance of the first month salary.
- ii) Ensure proper handing over of the probationer to his/her supervisor.
- iii) Introduce the probationer to the other employees.

3.2 Probation period

The goal of a probation period is:

- a) To test the ability of the probationer to perform well on the job
- b) To test the suitability of the probationer's character to fit into the organization

Beside training and supporting to the probationer, the probationer's supervisor shall also monitor the probationer during the probation period and fills in the Probation Monitoring Form (see Annex 1.3) on a monthly basis. This information written in this Form shall not accessible to the probationer.

The first 3 months of probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations. The supervisor shall develop a training program in that he / she will implement with the relevant colleagues.

After one month, the supervisor together with probationer shall assess whether the work is progressing well and where improvements are needed. The supervisor shall report about the outcome of this assessment in the Probation Monitoring Form and shall discuss the results with the HRM, the relevant HoD, and if required with the ED.

If the first months of probation are unsuccessful and there are no positive prospects for performance to be improved, at this stage the probationer shall be dismissed after approval by the HRM and the ED.

The other possibilities are to demote the person to his/her former position (in case of an internal probationer), to transfer the person to another position, or to extend and continue with the probation period in the current position.

If it is decided to extend the probation period, a panel (consisting of the HRM, the relevant HoD, the probationer's supervisor and/or ED shall evaluate the performance of the probationer for period of not more than 4 months after the probationer started with the probation period.

During the evaluation the Probation Monitoring Form and the observations of the panel members are used as a basis for the recommendation of the panel to confirm the employment of the probationer, or to extend the probation period, to dismiss the probationer, or to transfer him/her to another position in the organization (either his/her former position in case of an internal probationer or to another position).

After approval by the ED, the recommendation becomes a decision of the organization. The decision is notified to the probationer during a probation evaluation meeting. During this meeting the probationer will be given a Probation Evaluation Report for a lay-out of such a report) that contains the decision in writing plus the arguments for the decision. During this meeting the probationer is also given oral explanation and he/she is able to ask questions about the decision and will then be given answers.

In case the decision shall extend the probation period, this will be for a period of two months. After this two months period the performance of the probationer is once again evaluated by the same persons who were involved in the evaluation that was conducted after 4 months. The recommendation is then to confirm the employment of the probationer, to dismiss the probationer, or to transfer the probationer to another position in the organization. The recommendation will need to be approved by the ED to become a decision of the organization. The decision is explained to the probationer in a second Probation Evaluation Report (of which the lay-out is identical to the lay-out of the first Probation Evaluation Report; see Annex 1.4). This report is given to the probationer during a second probation evaluation meeting.

In case of a position at management level, a member of the Steering committee shall be part of the evaluation panel. In such case any recommendation of the panel shall be approved by the Steering Committee to become a decision of the organization.

Copies of the Probation Monitoring Forms and the Probation Evaluation Reports of the probationer shall be filed in the personal files of this person (who will be from now on, if the decision about his/her continuation in the position is positive, being called 'employee').

If a probationer is dissatisfied with the decision of the organization he/she can appeal to the ED in writing. The ED may in such case invite the probationer for a personal meeting. For this meeting the ED may invite other persons as well. After considering the appeal the ED will take a final and binding decision. If this decision differs from the decision expressed in the last Probation Evaluation Report, an appendix will be attached to this report explaining the final decision and the reasons for the changes made. In case it concerns an appeal by a probationer for a management level position the final decision will be made by the Board of the organization who may call any meeting with any persons before coming to its decision.

3.3 Notice of termination of contract or resignation

Written notice to terminate employment, by the organization to the employee or by employee to the organization must be done as follows:

- During probation: 14 days in advance
- Employees up to one year employed: 30 days in advance.
- Employees longer than 1 year employed: 60 days in advance.

VITRA may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of gross insubordination, over 7 days absence from duty without permission or satisfactory reason, absconding from work, poor performance, lack of co-operation and theft. The procedures to be followed in any such case should follow the labor laws of South Sudan
2. When an employee has been certified permanently unable to work by a medical practitioner (consult the Labor Law of the South Sudan to know and follow the exact rules)
3. The employee has been imprisoned or convicted of a criminal offense apart from the traffic related offences.

3.3.1 Tasks of the HRM

1. In case the contract of an employee or probationer is terminated or an employee or probationer resigns, the HRM shall make sure that all required procedures are carried out according to the labor laws of the South Sudan.
2. In such a case, the HRM shall stop the insurances the organization is paying for this employee from the date the person has stopped working.

3.4 Re-employment

Former employees who have left the organization (whether being under casual/temporary or permanent employment) by resignation (of their own accord) or who have had their employment terminated for any

reason connected with their performance or conduct will in principle not be re-employed. However, the Ed may use his/her discretion to modify this policy where he/she considers if that it may be of mutual benefit to the individual and the organization. The general exception to this rule will be where an employee has left the organization as a result of redundancy in which case the ED's approval will not need to be sought for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedures as described above.

4. PAYMENT POLICIES AND PROCEDURES

4.1 Salary and wages

For the purposes of this policy, salary shall mean payment for work, made to an employee with an employment contract, usually done in the form of monthly cash, cheque payment or direct transfer to the employee's bank account. Wages shall mean remuneration or earnings, capable of being expressed in terms of money, which are payable to an employee under a contract of service and includes cost of living allowance paid to an employee. Therefore;

- i. All Staff members of VITRA shall be entitled to and shall receive salary benefits.
- ii. An individual salary shall be within the salary range that is assigned to the position based on the level, the position's duties and responsibilities assigned to the person.
- iii. Staff members at the same level in the organization structure shall receive the same salary regardless of the source of payment.
- iv. The salary/wage system shall be evaluated once every two- years by using highly competent consultant. An overview of the salary system/ structure.

4.1.1 Hiring Range & Starting Salaries:

- i. VITRA's Board Members shall post a hiring range from the minimum of the assigned range up to the market reference point or salary range of a job, whichever is higher.
- ii. When determining starting salaries, the Steering Committee shall consider the applicant's prior experience and/or education and tasks and responsibilities directly related to the position to ensure internal equity.
- iii. The organization may pay starting salaries up to the market reference point or salary range of a job or up to the average salary of similar VITRA positions provided internal equity is observed. With appropriate justification and documented approval by the Steering Committee, VITRA may offer higher starting salaries.
- iv. A department must adhere to the approvals that are required by it's the organization when establishing a hiring range and/or starting salaries.

4.1.2 Performance and Salary Review:

- i. At least annually, written performance and salary reviews shall be conducted for all staff members.
- ii. Salary increases are not automatic, but are based on individual merit. Managers and supervisors are encouraged to recognize differences in performance levels in awarding increases.
- iii. If the staff member's annual performance does not warrant a salary increase, documentation must be submitted to the Director and or the Board.
- iv. The annual salary increase given to a staff member shall be based on a staff member's performance and VITRA's established annual salary increase guidelines and calculated on a staff member's current salary or salary range. These increases are awarded one year from the staff member's date of last annual salary adjustment or date of employment, whichever is more recent.
- v. The annual salary adjustment shall be prorated for staff members who have been on an extended leave of absence since their last salary increase or their salary review date should be adjusted accordingly except for Family Medical Leave. An extended leave of absence is a leave in excess of 30 continuous calendar days.

4.1.3 Salary and wages payment at VITRA:

The amount of salary shall be paid according to the employment contract of the employee. This shall be by cheque or direct bank transfer into the employees account at every 28th day of the month. If the month-end falls on a Saturday or Sunday then payment shall be made on a Friday before the weekend.

In the event of financial challenges, Staff shall be paid mid-month salary advance if one desires so and the remaining balance will be paid at the end of month. For this purpose the employee shall fill in a mid-month salary advance request (see Annex 1.5), a maximum of 3 working days in advance. The mid-month salary advance shall not exceed 50% of the salary/wages payable to the employee.

All obligatory tax and insurance payments by the organization shall follow exactly the rules of payment as set by the government of South Sudan

The ED and the Steering Committee shall ensure that laws and policies regarding taxation are followed.

In the event of staff commencing work in the middle of the month or working an incomplete month, staff shall be paid by calculating the number of days actually worked. The employee's monthly salary will be broken down as below:

- Basic salary (40%)
- Housing allowance (if any) (30%)

- Transport (If any) (10%)
- Lunch (if any) (20%)
- Deductions:

PAYE shall be paid by the organization for the employees. Each employee on the payroll shall sign a pay slip (in duplicate) at the end of the month stating the above. One signed pay slip will remain with the employee and the other with the organization.

Each position in the organization shall have defined salary should in South Sudan Pounds (SSP). The salaries depend on:

1. The position of the employee,
2. The academic qualification of the employee
3. The time an employee has worked in the organization,
4. The performance of the employee.

The system and the salaries are presented in the payroll as determined by VITRA and the project budget. The salaries presented comprise the total of basic salary and other relevant payments employee should receive.

4.2 Compensation for inflation

The salaries of all employees are expressed in South Sudan. Annual inflation rate of 5% adjustment shall be made to staff salaries annually depending on availability of funds.

4.3 Salary increase (performance related)

After each year of employment a performance appraisal shall be done with the employee. When the conclusion is that performance has been acceptable this shall result in a promotion to a next step in the salary grading system of the organization (see Annex 3). This means that the employee from then on will receive the salary in the new step. This process continues until he/she reaches the peak salary defined for his/her position by the grading system. Employees who have reached this peak will continue to get the inflation compensations as explained in the former paragraph.

Each step increase will be confirmed in writing after the HRM has obtained the approval of the ED the increase. The HRM is responsible for informing the Accounts office about the new salary after having received the approval.

Management level salary increments shall be approved by the ED. In case of the salary increment of the ED, this shall be approved by the Steering Committee (Senior Management Committee or t BOD)

Employees with unsatisfactory performance will attract no step increase, but will continue to receive inflation compensations.

4.4 Developmental Increase

- i) The Organization may grant a salary developmental increase to a staff member who demonstrates increased skill and proficiency, and growing competency and job maturity while in the current job.
- ii) An established developmental growth plan with defined milestones must be approved by the ED/ Secretary General and or with the Steering Committee before a developmental increase may be awarded. The amount and timing of the developmental increase will depend on the developmental growth plan for the staff member.
- iii) A developmental increase shall be awarded in addition to a staff member's annual salary increase and will not change a staff member's annual salary review date. In implementing a developmental increase, documentation must be submitted to the Secretary General and or the Steering Committee. The documentation will be placed in the staff member's personnel file.

4.5 Promotion Increase

- i) A staff member shall receive a Promotion increase when moving to a job that has been classified at a higher salary range.
- ii) The amount of salary increase will include a pro-rated merit increase and will be determined by the Head of Institution in collaboration with the Steering Committee based on the market reference or salary range for the job, the staff member's current salary, qualifications and relevant work experience, and other factors such as the size of the promotion, internal equity, and the organizational salary budget.
- iii) The promotion increase shall be communicated to the staff member only after the Head of Institution and the Steering Committee agreement on the appropriate amount of the promotion increase or when a salary increase exception has been obtained from the Steering Committee. Appropriate documentation for salary exceptions must be submitted to the Head of Institution.
- iv) A staff member who has been promoted is subject to the 90-day introductory period for the new job.

- v) The effective date of a promotion is the date the promotional position is assumed. A new annual performance and salary review date is established - the first day of the pay period one year following the effective date of the promotion.

4.6 In-Range Salary Increase

- i) An in-range salary increase is given to recognize an employee for meaningful increased duties and responsibilities in the current job classification (without a change in classification level and/or salary range).
- ii) To be considered for an in-range salary increase, an employee must have completed the introductory period in the current position.
- iii) An in-range salary increase should not exceed the annual salary increase guidelines and is subject to organizational internal protocol.
- iv) No more than one in-range salary increase may be given within a 12 month period.
- v) An in-range salary increase does not change the staff member's annual salary review date.
- vi) If an in-range salary increase has been previously given to the employee for the same position, please consult with your Steering Committee before giving another in-range salary increase.

4.7 In-Range Salary Decrease

- i) When moved to a job with a lower salary range and/or lower contribution level, a staff member's salary may be reduced.
- ii) Also, future salary increases may be reduced until the staff member's salary falls appropriately in line with the new salary range.

4.8 Salary Equity Adjustment

- i) The organization may consider making salary adjustments to correct an inequity in staff salary. Based on appropriate documentation, the amount of salary equity adjustment is determined by Board members in collaboration with the Head of Institution. Management must ensure that funds are available before making a salary equity adjustment. A salary equity adjustment does not typically alter a staff member's annual salary review date. There are two types of equity adjustments.
- ii) An internal equity adjustment may be made when an inequity exists between the salary of a staff member and other staff members in the same job and with comparable experience, qualifications, and performance. It may also be given when salary compression exists among incumbents of different jobs.

- iii) An external equity salary adjustment or market adjustment may be made to adjust a salary to the market reference point of comparable jobs. A staff member's experience, qualifications, and performance must be considered when determining the need to make an external equity or market adjustment.

4.9 On-call Pay

- i) In few instances, the organization may have a business need to require staff to be on-call. On-call pay may be provided to compensate a staff member for being available to report to work within a defined period of time. The amount of on-call pay will be based on several factors, including length and frequency of on-call coverage, required response time, prevailing and comparable on-call practices within VITRA and outside organizations.
- ii) If the organization wishes to establish or modify an existing on-call pay practice it must consult with the Steering Committee to ensure compliance with applicable laws and regulations and compliance with established VITRA guidelines.
- iii) The organization also must ensure that funds are available and must obtain the approval of the Steering Committee and or the Head of Institution before implementation.

4.10 Discretionary Bonus

- i) A discretionary bonus is a onetime cash award given in recognition of a staff member's exceptional performance, significant contributions and substantial achievements well beyond normal or regular work duties.
- ii) A discretionary bonus is given at the discretion of the Head of Institution according to established VITRA guidelines. Documentation and prior approval of the Board Members or the Head of Institution are required.

4.11 Changes to Salary Range Structure

- i) Staff members whose salaries are below the revised minimum of their salary range should be brought to the new minimum.
- ii) This adjustment should not affect the normal salary review date.

4.12 Change to another position

If an employee takes up another position in the organization his/her salary shall be according to the grading level of the new position, starting as if the employee was newly employed (thus starting for the grading system at year 1, unless the position is at the same or a lower grading level).

4.13 Acting allowance

Acting allowance is an additional allowance on top of the salary of an employee who acts on behalf of a higher grading position. Acting allowance may apply:

- ✓ If the employee for which one is acting is temporary absent (for instance for a training course or due to illness),
- ✓ In anticipation of the employee being promoted into the position he/she is acting for, or
- ✓ If the position is vacant and to be filled in the future by another person still to be recruited.

The granting of an acting allowance to an employee shall be decided on by the ED and Management team. Acting allowance shall only be paid if a staff is acting in the position for more than one month. The amount will be based on the grade the position the employee will act on behalf of, and shall not exceed 30% of the basic salary of the position one is acting in. Acting allowance shall not be regarded as a merit increase. After acting is finalized and if the employee takes the full position, he/she will receive the payment suiting the post (entering the first step).

4.14 Medical Care

SuDEMOP shall have a medical account with a local clinic for all the employees. The medical services shall only be used for minor treatments. Medical forms (see Annex 1.6) will be filled by the employee in duplicate then will be forwarded to the HRM for final approval before a copy is taken to the clinic for actual treatment. The clinic shall be furnished with authorizing signature specimen of the authorized staff. Part of the duplicate copy is filed on the employee's file.

4.15 Insurances

The organization will have for each employee and probationer a liability and an accident insurance in the event of accidents and occupational hazards.

5. STAFF DEVELOPMENT

5.1 Introduction

VITRA shall have a system of staff development in place for employees at all levels. This shall consist of performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for relevant training courses to their work.

5.2 Employee performance appraisal

Performance appraisal shall be a continuous process of reviewing or discussing one's job and shall aim at improvement of performance in the current job.

5.2.1 Objectives of performance appraisal

- ✓ To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- ✓ To strengthen supervisor - employee relationships.
- ✓ To get feedback on the level of employee motivation.
- ✓ To help the employee to perform better in order to strengthen the organization as a whole to perform better.

5.2.2 Performance appraisal process

After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs. Each employee shall be evaluated based on targets set, and then other new targets are set for the next year. The employee shall be appraised over the whole period since one was last appraised.

It shall be the responsibility of the employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.

The report (a filled in performance appraisal form; see Annex 1.8) shall be prepared in duplicate and shall be endorsed by the employee, supervisor and the CEO. One copy of the appraisal form shall be given to the

employee in duplicate and the original copy of the form shall be filed in the employee's personal file. If the employee does not agree with the outcome of the appraisal, he/she can appeal with the CEO.

5.3 Training

VITRA shall have a policy of progressive development of employees. Training needs of employees at all levels shall be assessed regularly and where required for the job, internal or external training will be organized at the organization's cost. Training wanted and initiated by the employee but not suiting the organization's budget or priorities shall be paid for by the employee and be done outside working hours.

Employees who pursue courses sponsored by the organization, and whose total cost exceed 5000USD (including allowances), shall be obliged to serve the organization for a minimum of 1 or 2 years (depending on the amount) after training before they can resign/retire from the organization. They will have to sign an agreement under this arrangement.

5.4 Transfers

VITRA shall appoint employee to a specific project location (District Office) and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

- 1) The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
- 2) Transfer may be affected as a result of personal interest/request and this may take place after request by the employee to be transferred to another office. An employee wishing to transfer from one office to another usually has to apply for an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants.

All transfers shall be approved by the ED. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This will be looked into per each case.

5.5 Use of notice board

All important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, resignations, etc), training courses and other important issues regarding staff development shall be announced on the notice board in the office for every employee's information.

5.6 Internship

- I) VITRA shall receive and admit students for internship for a period of not more than 3 months.

- II) Students on internship at SuDEMOP shall be offered office space and facilitated when doing VITRA activities.
- III) Intern students are not entitled to monthly salary or any other benefits stipulated in the Employment Act, 2006.

6. LEAVE

6.1 Introduction

Employees serving under the organization's Terms and Conditions of Service shall be entitled to an annual leave totaling 25 working days for each year of service. Employees may opt to take their leave in one single block or sets of blocks. Leaves have to be agreed by the HRM. For each agreed leave the ED is informed by the HRM.

6.1.1 Planning of leave

A leave calendar shall be drawn at the beginning of the year and agreed upon by each HoD and by the ED, which shall then be forwarded to the HRM. Each HoD is responsible for inquiring with his/her department about the leave plans of employees working in the department.

6.1.2 Leave requests and authorization procedures

Amendment to the leave schedule shall be at the discretion of the immediate supervisor in consultation with the HRM and Finance Office. For each scheduled leave period, the employee will submit a leave form (see Annex 1.7) to the HRM and Finance Office after agreement by the immediate supervisor (who signs the form for approval).

Leave requests shall be done at least two weeks in advance (except for sick leave and compassionate leave). Depending on the circumstances, the immediate supervisor may reschedule the leave (in consultation with the concerned employee). The HRM will verify the leave record (see Annex 1.9) and sign the leave form for approval. Final leave approval shall be done by the HRM and Finance Office, who will send the form back to the HRM with copies to the CEO who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The HRM shall inform the employee about (non-) approval.

Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise the normal disciplinary penalties will apply: a formal written warning and loss of pay for the days the employee was not present at work.

An employee serving on probation will not be allowed to take leave, only on the discretion of the ED.

6.2 Paid leave

Employees who have successfully completed their probation shall be eligible for paid leave under the following conditions:

1. Employee is not on temporary terms of service or on induction/probation.
2. Paid leave will accrue from the date of full-time engagement (at a monthly rate of 25 working days). The employee can never take more than the monthly leave entitlement. For example, a full-time service of 8 months will give the employee an entitlement of 16 leave days maximum.
3. Employee must apply for leave at least two weeks in advance.
4. The employee can get an advance to his/her salary for the leave covering two consecutive months until a maximum of 30%. For example if 10 days of leave fall in the last 5 days of August and in the first five days of September, the employee can get an advance for these days. The advance for September in this example can be a maximum of 30% of the total monthly salary.

Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year nor can paid leave days be cashed in.

6.3 Compassionate leave

In the event of death of real mother/father, sister/brother, father/mother in-law, spouse and children, compassionate leave of a maximum of 14-days will be granted. This section applies to employees on permanent terms of employment but under discretion of the CEO will employee on probation or temporary terms be granted this leave.

If the employee wishes a leave longer than 14 days, he/she shall propose the use of his/her annual leave entitlement or opt for reduction in payment (if there are no paid leave days (left)). This needs to be agreed in advance following the procedures mentioned in the former paragraph.

6.4 Maternity and paternity leave

A female employee shall be entitled a maximum of once every 3 years to 12 weeks maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.

A maximum of seven (7) working days, if applied for, will be given to the male employee once every 3 years for paternity leave. This leave will be taken within a period of two weeks before or after the spouse has delivered.

Employees shall be encouraged to announce their pregnancy to their immediate supervisor as early as possible, and on such grounds, one will be allowed time off for her antenatal visits. Similarly same way, the nursing mother will be allowed time off during working hours for breast-feeding. The duration of absence should be determined on case-by-case basis, but should not exceed a period of two hours per day for a maximum of six months after giving birth.

In circumstances whereby an expectant employee may be working under dangerous conditions, which could result, into serious health hazards, management may re-design her duties. This will have to be certified by the organization appointed medical doctor and approved by the CEO.

6.5 Sick leave

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty. Sick leave is not used for care of family members or treatment for a family member. Absences of such nature are subjected to the normally applying disciplinary procedures. Application for sick leave shall be evidenced by a doctor's certificate delivered on the second day of sickness latest, with a written request from the employee, also delivered on the second day latest. Always a sick leave form should be filled in. The immediate supervisor shall make approval of sick leave then forward it to the HRM who seeks approval of the CEO. The sick leave will start from the first day of

absence. VITRA management has the right to visit the employee or send a doctor to visit the employee for the purpose of cross checking.

Employees shall be entitled to a maximum of 30 days sick leave days in year. This paid sickness benefit may be extended at management's discretion by another 60 days if employee is hospitalized. After the 90 days the case will be reviewed and the management will take a decision about extending sick leave on half-pay for more 90 days and then termination of employment.

Cases of misused sick leave will be subject to disciplinary action. Sick leave entitlement shall apply only if employee is on permanent employment contract and not on probation or on temporary terms of service.

6.6 Public holidays

VITRA shall respect the national public holidays that are defined by the national authorities of the country. In the event of obligating employees to work on such holidays and other declared holidays, the organization will compensate these days in time or money. The HRM and Finance Officer, ED in consultation with immediate supervisor will be expected to amend the leave schedules of the involved employees in such cases.

Public holidays falling within an employee's leave shall not be counted as leave days and as such are not deducted from the employee's leave record. A public holiday can only be taken after confirmation by the ED that indeed the national authorities have officially announced this day or these days as public holiday.

The following shall SuDEMOP designated full-day holidays:

- ✓ Independence Day
- ✓ Labor Day May 1st
- ✓ Women's Day March 8th
- ✓ Christmas Holiday December 22-27th
- ✓ Good Friday
- ✓ Easter Sunday
- ✓ Easter Monday
- ✓ Idd Adhuha
- ✓ Idd Fitr
- ✓ Other National Holidays as declared by the Government

6.7 Leave without pay

Leave without pay shall only be granted in exceptional cases to permanent employees who have been employed with the organization for a minimum of 18 months. The leave should fit into the planning of the organization and it shall be able to (partially) replace the employee. The leave shall be requested for three months in advance and shall not exceed 3 months.

7. DISCIPLINARY PROCEDURES

7.1 Introduction

VITRA has developed an Organizational Code of Conduct for the employees (see Annex 4). Every employee upon acceptance of a position with the organization shall sign the Organizational Code of Conduct at the same day the employment contract is signed. The Organizational Code of Conduct comprises the rules to which all employees shall comply.

Disciplinary procedures shall apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the Code of Conduct. This shall ensure that the organization's policies, standard of performance and behavior are maintained at an appropriate high level. The organization's policy shall ensure that always a positive approach is used to motivate the employee. Disciplinary procedures shall only come in if the encountered situation is of willful nature and (potentially) damaging to the organization and/or colleagues.

Further on in this chapter the main offences are mentioned. It is at the discretion of the HoD (for offences by employees below management level) to judge whether an offence is minor or major. Depending on this judgment several procedures can be followed as explained further on. Ad hoc disciplinary committees will be instituted to deal with severe disciplinary cases.

7.2 Standards of Conduct and Performance

- i) It is the policy of VITRA to treat staff members with fairness. In return, VITRA expects staff members to adhere to standards of conduct and performance that are established to enable all to work together to achieve the objectives of VITRA.
- ii) General standards of conduct and performance apply throughout VITRA. Violation and/or failure to adhere to these may result in disciplinary action, up to, and including, termination. These standards include, but are not necessarily limited to, the following:

- a. Each staff member shall spend the work day effectively -- by performing the proper tasks safely, competently and in a timely manner and demonstrating an awareness of priorities.
- b. Each staff member shall comply with VITRA policies and procedures.
- c. Each staff member shall be at work when scheduled (for example, to attend work regularly, not to arrive late, not to abuse sick leave or lunch periods, and not to leave early without appropriate approval).
- d. Each staff member shall notify the supervisor of an unscheduled absence no later than one hour after the scheduled time to report to work, or in accordance with departmental guidelines.
- e. Each staff member shall work during working hours keeping personal phone calls to a minimum and not attending to personal matters during work hours.
- f. Each staff member shall cooperate with reasonable requests from co-workers.
- g. Each staff member shall perform reasonable job duties, even if not part of the job description, as assigned by the supervisor.
- h. Each staff member shall respect the confidentiality of sensitive information. Such information should not be repeated, discussed or removed from the work area except for legitimate work reasons.
- i. Each staff member shall give proper notice of termination of VITRA service.
- j. Each staff member shall safeguard personal property. (VITRA maintains a security service for protection but cannot guarantee the safety of personal property.)
- k. Each staff member shall respect the property of others and of VITRA and to use VITRA property only for legitimate work purposes (e-mail, facsimile machines, computers, copiers and other VITRA equipment). Taking of property belonging to others or VITRA will not be tolerated.
- l. Each staff member shall maintain appropriate work place behavior that fosters collegiality and team work. Without these qualities, VITRA cannot achieve its goal in an effective and efficient manner.
- m. Each staff member shall utilize internal resources to resolve employment problems (discussion with supervisor, Head of Institution, Steering Committee, grievance process, e.t.c.)
- n. Each staff member shall know the fiduciary duty associated with VITRA employment and to perform the duties accordingly; conduct that conflicts with the interest of VITRA will not be tolerated.
- o. Personalization of VITRA resources/properties is strictly prohibited.

7.3 Workplace Civility

- i) The quality of services and products delivered by VITRA is driven by the quality of life of the employees providing the service or product. Working to foster a civil workplace includes, but is not necessarily limited to, the following:

- a. Each staff member shall respect the rights of others (for example, not to threaten or to endanger any person's life or health, either deliberately or through carelessness).
- b. Each staff member shall be courteous towards fellow staff members, students and visitors. Disruptive, discourteous and/or insubordinate conduct will not be tolerated.
- c. Conduct that causes or threatens harm to others or that constitutes persistent, unwanted behaviors will not be tolerated.

Important:

Ensure that disciplinary actions comply fully with the Labor laws of the South Sudan and with the procedures and protocols of the Labor Office in the area. Especially for the more serious disciplinary actions (suspension and dismissal) it is important that these follow exactly the Labor Laws and are fully coordinated with the Labor Office in the area before imposing them on the involved employee(s).

If this is not done correctly your organization takes a risk of large claims by staff on whom disciplinary actions were imposed for not abiding to the Labor laws, rules or protocols, and this may involve large sums of money plus a lot of work to get everything sorted out (including the danger for court cases etc)! It is therefore advised strongly to first contact the Labor Office and develops the disciplinary procedures in detail with them and keeps regular contact with the people in the Labor Office. Then, for each case it is important to verify with the Labor Office what should best be done.

Important:

When discussing disciplinary actions with the Labor Office, it is important to verify whether the Labor Office's advice on the disciplinary actions and especially the financial side of it complies with the Labor Laws of the country. If there is a discrepancy between the Labor Laws and the advice of the Labor Office it is important to discuss this matter and find a solution together. Then, be sure that the Labor Office signs a protocol about the disciplinary actions with your organization so that you can always prove that they have officially agreed with the disciplinary actions used in your organization.

The HoD will institute the disciplinary action procedures (examples of those are written out in the following paragraphs).

The disciplinary actions described further in this chapter are examples of different types of disciplinary actions that shall be used.

- **Verbal warning** (not recorded in personal file of the employee).
- **Warning letters (level 1-3).** Each warning letter shall be recorded in the personal file of the employee. Each warning letter shall have a particular level, depending on the offense. As long as the sum of the issued warning letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the CEO shall decide to start the procedures for dismissal or suspension of the employee whenever he thinks necessary.
- **Suspension.** Suspension means that an employee shall be sent off the job for a limited time of 2 weeks maximum without payment of salary. The decision to suspend an employee shall be taken by the CEO.
- **Dismissal.** Dismissal shall be with or without pay of benefits, depending on the offense and the Labor Laws. The decision to dismiss someone shall be taken by the CEO in consultation with the board and the Labor Office and in accordance with the labor laws of South Sudan.

7.4 Procedures to be followed

The HoD and supervisors shall be primarily responsible for identifying offenses. They shall communicate each offense to the CEO. In reaction to an offense the CEO shall provide a verbal warning to the involved employee in case of small offenses. In case of larger offenses it is advised that the CEO and HRM coordinate the disciplinary action first with the Labor Office. After the approval of the Labor Office the agreed disciplinary action shall then be imposed on the involved employee.

The following authorization levels can be distinguished with regards to disciplinary action:

Verbal warning	Head of Department or Chief Executive Officer
Warning letters	Head of Department (in consultation with CEO and where applicable with the Labor Office)
Suspension	CEO (in consultation with the Labor Office)
Dismissal	CEO (always in consultation with the Labor Office)

Important:

Make sure to define in detail the financial side of the different disciplinary actions. For instance if someone is suspended, will he/she continue to receive his full salary and for how long? If someone is dismissed what payments are to be done to this person upon dismissal (describe for different scenarios in the below Table)?

The table below shows a guideline for how to handle offenses (important: this is an example only; your office should develop its own procedures together with the Labor Office and in accordance with the Labor Laws of the country).

Type of offence	Minor	Major
Willful failure to obey legitimate instruction	Warning letter (level 2)	Warning letter (level 3)
Willful loss, misuse, damage, theft, unauthorized use of organization's property	Warning letter (2)	Warning letter (3), suspension or dismissal
Improper publicity of organization's image	Warning letter (3)	Warning letter (3)
Absenteeism	Verbal warning / Warning letter (1)	Warning letter (2,3), dismissal
Lateness or leaving work without permission	Verbal warning / Warning letter (1)	Warning letter (2)
Failure to co-operate with other employees	Verbal warning / Warning letter (1)	Warning letter (2,3)
Gossip among and about colleagues within/outside the organization	Verbal warning	Warning letter (1,2)
Reporting on duty under the influence of alcohol/narcotics	Suspension	Dismissal
Breach of safety rules	Warning letter (1,2)	Warning letter (3), suspension, dismissal

Careless or neglect of work	Warning letter (1)	Warning letter (2)
Fighting at workplace	Dismissal	Dismissal
Threatening behavior towards another worker	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Having private business with suppliers of the organization on organization's deals	Warning letter (3)	Suspension, dismissal
Claiming expenses from the organization which are higher than the actual expenditure or which do not exist	Warning letter (2,3)	Suspension, dismissal
Sexual harassment	Warning letter	Dismissal
Any other offence not stated above	Verbal warning, Warning letter (1,2,3)	Suspension, dismissal

If a formal warning is written to the employee it should explain the level of the warning letter, and the nature and seriousness of the offense. A copy of this warning shall be given to the HRM and placed on the employee's personal file. Following the delivery of the formal disciplinary action the HoD and HRM (if it is not him/her committing the offence) will always hold a formal interview with the employee during which contents of the letter will be discussed. Minutes of that meeting will be recorded and filed as well.

The disciplined employee must countersign all disciplinary letters or minutes of the proceedings of the disciplinary interviews. Failure to the employee member to endorse the document should be reported to the CEO and noted on the employee's personal file.

In such a case the employee should be taken to the Labor Office where the offense will then be discussed with the officials of the labor office. The Labor Office in this case will then take the decision about the level of the offense and provide the organization with a signed statement of this decision.

7.5 Appeals

At any stage in the above proceeding, the employee may appeal through the HRM for suspension or change of the disciplinary action. The HRM may ask advice from others within the organization and produces and advice in writing which is handed to the CEO will make a final decision about the disciplinary action. No further appeals will be permitted.

7.6 Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a manager or the organization. This for instance could be conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or dismissal. In such case the employee is, however, obliged to follow the procedure mentioned below. Always shall the person against whom the grievance is held be heard too.

7.7 Grievances against employees

The employee will approach the HRM. In case the grievance is against the HRM the employee approaches the CEO. The HRM (or CEO) investigates the matter and if possible solves the issue to the employee's satisfaction. Grievance complaints shall be taken very seriously and shall be given full attention immediately!

A good way to try and resolve the grievance shall invite the person against whom the grievance is held and the employee who expressed the grievance to come to terms with each other in a personal conversation in which the HRM (or CEO) acts as a facilitator. Agreements reached in such a conversation shall be put in writing and have both parties sign it for approval. The agreement shall be made in three-fold: one copy for each of the two involved employees and one copy for the filing system.

In case no solution is achieved the HRM (and/or the CEO) shall make a decision on what should be done. In case the grievance is against any employee of the management team (including grievances against the CEO) members of the Board shall be invited to join the conversations and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Steering Committee.

7.8 Progressive Staff Counseling

The progressive counseling procedure is appropriate corrective action to improve a staff member's performance in a particular position and to bring about adherence to expected standards of conduct and performance. However, the progressive counseling procedure is not appropriate corrective action for extremely serious deviations from accepted standards of conduct, such as conduct that may be injurious to fellow staff members, students, and visitors or VITRA property. For serious deviations, immediate suspension and/or involuntary termination is appropriate.

- i) The progressive counseling procedure is designed to inform staff members of conduct or performance concerns, to provide an opportunity to be heard and to correct the problem.
- ii) Corrective action must be reasonably related to the seriousness of the circumstances and a staff member's past record must be taken into consideration.
- iii) Consultation with the Steering Committee is encouraged prior to taking any disciplinary action and is required before taking corrective action involving suspension or involuntary termination.

8. ALCOHOL AND DRUG ABUSE

- i) Staff members are prohibited from using, distributing, procuring or possessing illegal drugs or un-prescribed controlled substances on VITRA property or in connection with VITRA activities. Staff members may not report for work or attend to their duties while under the influence of alcohol, illegal drugs or un-prescribed controlled substances.
- ii) Individuals found to be in violation of VITRA's Policy on Alcohol and Drug Abuse and a Drug-Free Environment will be subject to termination as follows:
 - a. A staff member who is found to sell, distribute or procure illegal drugs or un-prescribed controlled substances on VITRA property will be terminated from VITRA employment, will not be eligible for future VITRA employment, and may be subject to criminal prosecution.
 - b. A staff member who is found to use or possess illegal drugs or un-prescribed controlled substances unlawfully on VITRA property will be terminated from VITRA employment. Staff members terminated for this reason are ineligible for future VITRA employment.

9. TEMPORARY APPOINTMENTS

9.1 Introduction

Temporary appointments means: employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants. Any extensions of temporary appointments will be effectuated on approval of the CEO after a performance appraisal exercise. Temporary appointments can only be renewed twice and should not exceed a total period of one year.

An employee on temporary terms of employment shall observe the following conditions of employment:

- Probation
- Salaries and wages
- Conduct
- Notice of termination/resignation
- Leave

9.2 Piecework employment

The organization may occasionally recruit employees on piecework or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as to when the situation warrants. The piecework employee is strictly entitled to his/her remuneration which may be calculated on daily rate or at the completion of that specified task. Taxes shall be paid with regard to piecework employment in accordance with the laws of South Sudan.

9.3 Trainee programs

VITRA shall implement an experience development program for trainees. The engagement shall be for a period of one year but reviewed on a six-month basis. Pay and benefits accruing to the appointee shall not exceed an identified post to which he/she could be posted. During, or at the completion of this program, the individual shall be free to apply for any job within the organization. Terms and Conditions for this engagement shall be specifically articulated in the contract.

9.3 Consultancy services

VITRA shall hire consultancy services in various areas of the organization's activities. This shall be a short-term arrangement and at piecework rate. The need for consultancy services shall be reflected in both the annual plans and budgets of VITRA.

9.4 Part-time employment

Part-time employment shall be defined as an employment where the employee is not working the normal amount of full-time hours per week. For part-time employees the same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract.

10. EMPLOYEE WELFARE

10.1 Leisure

Management shall arrange a staff party together with other employees once a calendar year. Venue and date shall be decided upon by vote or discussion.

10.2 Allowances / per diem

The Organization shall meet the following maximum expenses while staff is sent on official duty outside the place where the organization is working. These allowances are only paid against actual costs made.

- Transport: at public rate
- Lunch:
- Breakfast:
- Dinner:
- Accommodation

If an employee is sent on a training course the organization will determine the allowances needed. If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance; when a training course takes place within the town where the employee lives and the employee can eat and sleep at home no allowance will be given at all. If third parties pay allowances (e.g. organizers of the training course) the employee is allowed to accept these but the organization will in such case not give an allowance to the employee.

10.3 Break tea and coffee

Tea or coffee shall be served to staff in the morning and in the afternoon, five days in a week. The exact times shall be decided by management. Tea and coffee shall be provided by the organization. Snacks, meals and extra drinks shall be paid for by the employees themselves.

10.4 Work facilitation

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization's computers, transport (if stated in the job description), stationary, calculators, field equipment and crash helmets all while on duty.

Protective wear provided for all employees in the field are crash helmets, which remain the property of the organization. Stationary shall be used in normal quantities as required by the work. Employees shall request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management and signed for by the employee.

10.5 Insurances

All employees (except piece workers) shall be insured for bodily or material damage they cause to a third party while being on duty. This means they can't be sued by a third party on personal level, provided the damage was not caused willfully or by negligence.

All employees shall also be insured for medical treatment as a result of an accident being on duty and income for a period of at least 1 year in case of full disability (based on their current income). The employee shall always wear a helmet while driving or co-driving a motor cycle while being on duty.

In case death occurs while on duty as a result of an accident, the direct relatives or next of kin shall be paid at least a one years salary. All these provisions shall depend on the insurance's assessment and are only paid if the insurance company decides to pay.

11. GENERAL POLICY GUIDELINES

11.1 Identity Cards

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

11.2 Personal files

For each employee (temporary or permanent) shall have a personal file. The HRM is responsible for maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the HR assistant to do the executive work for this but the HRM has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files). The following persons can access the personal files:

- The chairperson of the Steering Committee (without permission)
- The Head of Institution (without permission)
- HRM (without permission)
- Other members of the management team (with permission of the CEO).

The employee will access his/her personal file if seeking for some specific document. This shall be done in the presence of the HRM after permission of the CEO. Where necessary, some parts of the file can be kept secret from the employee.

11.3 Politics and religion

VITRA is a local organization which exists to facilitate the empowerment of the socially and economically disadvantaged/ vulnerable people (regardless of tribe, religion or political color), in order that they may access opportunities for sustained improvement in their livelihoods. Therefore, VITRA has no political/religious affiliation.

The properties and facilities of the organization shall not be used for any political or religious purpose. Employees shall express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If VITRA feels that religious or political involvement is conflicting the interest of the organization, the employee shall be cautioned or disciplined.

11.4 Loss or damage of organization property

Employee on permanent or temporary terms and conditions of service will be personally responsible for the organization's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal. If the employee loses organization's tools or equipment which are in the employee's possession he/she shall pay the costs for replacement.

11.5 Working hours or days

The employee will be expected to work a 40-hour week (unless stated otherwise in the contract). All employees will be expected to report on duty as follows:

Monday-Friday

Morning hours 9.00 a.m. - 1.00 p.m.

Afternoon 2.00 p.m. - 5.00 p.m.

There is no overtime allowance for additional hours worked unless if employee is requested by the management to work on a weekend or after normal working hours. The rates used for overtime allowance will comply with the labor laws of the country. No field allowances are given for normal duty assigned or any travel expenses are reimbursed/paid other than approved of.

11.6 Expense claim policy and procedure

Expenses incurred by employees in the course of duties on behalf of the organization will be reimbursed only if the CEO has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by HoD with approval of CEO prior to submission to the Finance department for payment

As a general rule all claims must be supported by receipts, if possible VAT receipts. However, it is recognized that certain items of expenditure e.g. some public transport fares cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

Receipts or invoices that are not agreed on by the organization cannot be sent directly for payments and cannot be claimed afterwards.

12. STAFF DEATH

VITRA shall facilitate burial arrangements of its staff members or close relative of the staff members in case of death.

Death of an employee: In case of death of VITA's employee, VITRA shall:

- i. Provide coffin or equivalent
- ii. Arrange transport for the body and accompany it to place of burial.
- iii. Provide one month's salary of the staff member to the bereaved family as condolence.

Death of staff member's close relative:

- i. In line with this policy, a close relative is a parent, child and spouse. In case of death of persons mentioned in this category, VITRA shall:
- ii. Give the staff member a standard amount (to be determined by management) as official contribution
- iii. Provide transport or equivalent for the bereaved staff member to go for burial

Death of any other person other relative,

- i. VITRA shall only allow time off to staff to go for burial.

13. POLICY IMPLEMENTATION, MONITORING AND EVALUATION

- i) The HR/ Personnel Policy shall be implemented by the CEO, who may establish procedures necessary to fulfil this charge.
- ii) The Head of Institution and the Steering Committee may from time to time, make and issue interpretations and regulations, and may make exceptions, consistent with the provision of the Personnel Policy and necessary for its administration.
- iii) The Steering Committee reserves the right to change personnel policies as and when deemed necessary.
- iv) The CEO shall propose amendments to the Steering Committee for approval.
- v) When possible and as a courtesy, any changes in policies may be circulated to employees for comment prior to the formal promulgation.

~~ End ~~