

PREFACE

It is the policy of National Organisation of Nurses and Midwives of Malawi (“NONM”) to establish reasonable rules of employment conduct (i.e., guidelines for management and employees to follow) and to ensure compliance with these rules through a program consistent with the best interests of NONM and its employees.

THIS MANUAL IS NOT, AND SHALL NOT BE CONSTRUED AS, AN EXPLICIT OR IMPLIED CONTRACT, SHALL NOT MODIFY ANY EXISTING AT-WILLSTATUS OF ANY HERRIMAN EMPLOYEE, AND SHALL NOT CREATE ANY DUE PROCESS REQUIREMENT IN EXCESS OF FEDERAL OR STATE CONSTITUTIONAL OR STATUTORY REQUIREMENTS. THE TERM “AT-WILL” MEANS EMPLOYEES CAN TERMINATE OR BE TERMINATED AT WILL. EXCEPTIONS ARE EMPLOYEES HAVING WRITTEN CONTRACTS SIGNED BY THE EXECUTIVE DIRECTOR OF NONM.

NONM IS DEPENDENT FOR ITS FUNDING ON DONORS' CONTRIBUTIONS. CONSEQUENTLY THE ORGANISATION CANNOT GUARANTEE PERMANENT EMPLOYMENT TO ANY STAFF. WITHIN THIS CONSTRAINT, NONM SHALL MAKE EVERY EFFORT TO MAINTAIN EMPLOYMENT STABILITY AND TO PROVIDE CONTINUITY OF EMPLOYMENT FOR STAFF MEMBERS WITH CONSISTENTLY GOOD PERFORMANCE RATINGS.

It is also the policy of NONM to comply with Malawi’s Employment and Labour Relations statutes. All employment decisions will be made without unlawful regard as to race, color, religion, sex, national origin, age, or disability. To this end, NONM will not engage in any unlawful discrimination against any employee or applicant for employment because of race, color, religion, sex, national origin, disability, or age, and will ensure that applicants and employees are treated without unlawful regard to these characteristics.

Additionally, it is the policy of NONM to strive for safety in all activities and operations, and to carry out the commitment of compliance with applicable health and safety laws applicable to NONM by enlisting the help of all employees to ensure that public and work areas are free of hazardous conditions.

NONM reserves the right to change any of its policies and/or procedures at any time in the future for any reason. Therefore, if you have suggestions or comments concerning the content of this manual, please submit them, in writing, to Human Resources and NONMs Executive Director for review.

Welcome,

NONMs Human Resource Policies and Procedures Manual [“HRPPM”] is simply a written guide for management and staff. This manual not only outlines NONMs policy on the various phases of the employer-employee relationship, it also indicates how policy is to be administered.

Consequently, each employee is able to use this Manual as a guide when policy needs to be applied to a given situation. As an employee of NONM you will be expected to read, understand, and follow the policies and procedures contained in this manual.

Experience has shown that written policies promote consistency, continuity, and understanding within an organization. Written policies also aid in consistently achieving fair and equitable interpretation of policy. Employees always feel a deeper understanding of their role in the organization when they realize that policies are uniformly administered.

All employment activities including, but not limited to, advertising, recruitment, hiring, promotion, demotion, transfer, disciplinary action, layoff, termination, compensation, and training, shall be conducted without unlawful regard to race, color, religion, sex, national and tribal origin, age, or disability.

And finally, no employee, officer, agent or other representative of NONM has any authority to enter into any agreement for employment for any specified period of time or to make any agreement or representation, verbally or in writing, which alters, amends, or contradicts the provisions of this Human Resource Policies and Procedures Manual.

Dorothy Ngoma
Executive Director, NONM

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SECTION I: INTRODUCTION

HISTORY

National Organisation of Nurses and Midwives of Malawi – NONM formerly known as **National Association of Nurses and Midwives of Malawi – NANM** is an affiliate of the Malawi Congress of Trade Unions – MCTU following its registration as a Trade Union under the Labour Relations Act. The organization is registered under the name; **National Organisation of Nurses and Midwives of Malawi** with the acronym **NONM** effective November 07, 2007.

Founded in 1979, NONM is an independent, non-partisan, non-governmental union and professional organization representing nurses and midwives; the healthcare service and the Malawi society. Its goals are to safeguard nurses/midwives' professional, organizational and socioeconomic interests and to influence nursing education and nursing practice, thereby serving the population of Malawi. The organization confines its interests to nurses/midwives; student nurses/midwives and the nursing/midwifery professions.

MISSION

The mission of NONM is to promote and maintain members' professional interests and socioeconomic welfare to effectively contribute to quality healthcare services rendered to the nation.

VISION

The vision of the organization is to have a strong, vibrant and visionary organization that will result in a motivated and empowered nurse/midwife.

OBJECTIVES

- As a leading healthcare union in the country, NONM will function in a responsible manner both as an advocate for its members and as a “watchdog” to ensure that the people of Malawi receive the best health care possible.
- NONM will work tirelessly to encourage and guide its members to be responsible healthcare workers. This includes regular consultation with members to ensure that potential conflict situations are resolved, not through spontaneous strikes or walkouts, but through consultation and negotiation with employers and/or government.

- NONM will continue complementing efforts of other players in the health sector to achieve a common goal of quality healthcare delivery in the country.
- NONM will ensure sound and responsible industrial relations between its members and employers by performing the role of a strong advocate for improved living and working conditions for its members.
- NONM realizes that nurses, student nurses and other healthcare workers deserve the exercise of internationally agreed rights and freedoms including freedoms of association; expression and assembly.
- NONM is championing nurses and patients interests through collective bargaining thereby supplementing government and employers needs.
- International Council of Nurses – ICN Positions and International Labour Organisation – ILO Conventions that guide the conduct of nursing personnel on rights, obligations, collective bargaining and strike will be implemented by NONM.
- As a voice of nurses and midwives, student nurses and midwives nationally, NONM will represent its members and enter into collective bargaining with employers or employer organizations of its members, and college management teams in the colleges of nursing and midwifery.
- NONM will continue educating its members on issues pertaining to nurses rights and responsibilities; unionization including collective bargaining and strike policy.
- Provisions under the Labour Relations Act, Workers Compensation Act, Occupational Safety and Health Act will be implemented.
- Procedures in collective bargaining will be implemented by members of the organization in dispute or eminent dispute; dispute settlement and unresolved dispute.
- Members of NONM will enjoy rights and obligations of trade union members in line with the Act and NONM Constitution.
- NONM believes that employers of its members will understand its position, the rights and obligations of union members and relevant issues surrounding collective bargaining.
- NONM will network with other unions on issues of common interest in the achievement of its objectives both locally as an affiliate of the Malawi Congress of Trade Unions and internationally.
- Globally, nurses belong to the International Council of Nurses – ICN a federation of more than 120 national nurses associations representing million of nurses worldwide. National Nurses Associations/Organisations have been

unionized in other parts of the world and in Africa. In the SADC Region, nurses in South Africa are unionized under Democratic Nurses Organisation of South Africa – DENOSA; while Zambian nurses are unionized under the Zambian Union of Nurses Organisation – ZUNO. Other National Nurses Associations are following in their steps.

- Traditionally, National Associations focus was on professional issues. Recent global history shows that more National Nurses Associations have combined professional and socioeconomic welfare responsibilities. Nursing and healthcare delivery has improved significantly in countries where nurse associations have unionized to achieve both professional and socioeconomic welfare interests.
- NONM believes that unionized nurses and midwives aim to greatly contribute to improving quality and delivery of nursing and healthcare services in the country thereby improving the health status of Malawians contributing to achievement of the Millennium Development Goals – MDGs and the Malawi Growth and Development Strategy- MGDS.

COMMITMENT TO STAFF

NONM recognizes its staff as its most valuable asset, and aims to attract, retain and develop employees of the highest quality.

Accordingly, NONM devotes considerable resources toward ensuring employees' well-being, and ensuring a working environment that is intellectually stimulating and professionally rewarding. NONM undertakes to provide a working environment that will permit employees to achieve the highest level of personal and institutional performance.

In addition, NONM seeks at all times to:

- Provide fair and equitable treatment to all employees, comparable to that of similar institutions;
- Encourage and provide opportunities for personal growth and advancement;
- Discourage discrimination in every form in employment and in its programs;
- Provide a safe and well-equipped working environment; and
- Assure employee participation in decisions and actions of their concern.

NONM is an "equal opportunity employer," committed to making staff appointments regardless of gender, race, national, tribal or social origin, religion, political affiliation or any other form of personal identity. NONM strives to ensure fair and equitable treatment of all staff members.

In determining its employment conditions, NONM endeavors to establish conditions that are fully competitive within the respective labor markets from which NONM draws its staff.

APPLICATION OF THIS MANUAL

The provisions of this manual apply to regular employees holding indefinite or fixed-term/contract appointments of one year or more. Other personnel appointed on a temporary or part-time basis shall be subject only to the provisions of this manual that may be specified in their contract of employment.

Unless specifically permitted in a stipulated human resources policy, entitlements set forth in this manual may *not* be accumulated, transferred to another individual, converted to or added to another entitlement or paid in cash or in kind. An entitlement that is not used as explained in this manual therefore is lost and cannot be reclaimed.

Under unusual circumstances, the Executive Director may make exceptions to these policies and/or their application.

The provisions of this manual shall be applied without regard to gender, race, national, tribal or social origin, religion, political affiliation or any other form of personal identity. NONMs policies and procedures are subject to the limitations of agreements with, as well as the laws and customs of Malawi. NONM is also subject to the contract provisions and funding decisions of donors. Therefore, NONMs National Executive Committee and Management reserve the right to act on such considerations and change, suspend or terminate any of its policies and procedures as deemed necessary.

SECTION II: EMPLOYEE RECRUITMENT

RECRUITMENT OBJECTIVE

NONM aims to attract, develop and retain highly qualified employees with relevant skills to achieve the organization's strategic objectives and mission.

RECRUITMENT PRINCIPLES

NONM's paramount objective in the appointment or promotion of employees is to secure, through open competition, the highest standards of competence, efficiency and integrity available.

In addition, NONM is committed to maintaining the diversity of its employees in terms of both gender and nationality. The organisation believes that such diversity contributes to its intellectual strength and its effectiveness as an international research institution. When recruiting, NONM will pay particular attention to gender balance and applicants from diverse ethnic and national backgrounds, balancing this with the objective above to select the individual determined to be the best person for the position.

NONM will apply consistent and fair recruitment and appointment practices to ensure that current employees, as well as external candidates, have equal opportunity for job openings or promotions. All vacant positions will be made known to current employees at the start of the recruitment process.

Recruitment and appointment at NONM is based on the principle of open competition on merit, the basic elements of which are described below:

- Adequate publicity - vacancies are publicized to provide potential candidates with every reasonable opportunity to apply;
- Special efforts are made to encourage applications from groups that might otherwise be under-represented in the candidate list;
- Absence of discrimination - selections are made impartially under processes that will neither discriminate nor unduly favor candidates on the basis of:
 - ✓ gender, race, national or social origin, religion, political affiliation, or
 - ✓ any other form of personal identity;
 - ✓ age, marital status, or family size;
 - ✓ physical disability not relevant to the assignment; and

- Ranking on the basis of the highest standards of efficiency, competence, effectiveness, integrity, professional qualifications, and appropriate experience to carry out NONMs objectives.

RECRUITMENT PROCESS

People are NONMs most valuable resource. The effectiveness of the organization depends on its employees. Good quality work requires good quality people. If NONM uses a fair and effective recruitment process, it is more likely to employ the right persons for each job. If NONM has a poor recruitment process it is unlikely to recruit the right people and this may lead to poor performance and low quality projects.

Steps	Activities in the process
1	Identify the need for recruitment
2	Describe the job [job profile]
3	Compile a recruitment request form
4	Agree the grade and salary for the job
5	Advertise the job
6	Select candidates to interview
7	Interview candidates
8	Contact references for the successful candidate
9	Offer the job
10	Open a personnel file about the new recruit

Job Descriptions defining the essential functions of the vacant position shall be prepared before the vacancy is posted or otherwise advertised. All permanent or part-time employment opportunities shall be advertised internally for a designated period of time. If no applications are received, or if suitable candidate dates are not found with such internal notification, then the job shall be advertised externally for a designated period of time. Temporary employment opportunities are not required to be advertised internally or externally.

All interested job applicants shall send a job application letter, curriculum vitae and any other relevant documents.

- All applications and curriculum vitae received for the job opening will be forwarded to the Administrator. Upon receipt, each application letter and

curriculum vitae will be marked with the date it was received and placed in an applicant's file for two (2) years.

- The job application letter shall be signed by the job applicant and the truth of all information contained therein shall be certified by the job applicant's signature. The job applicant shall provide a copy of required certified educational transcripts either with the application or upon request.
- Job Applicants may be screened or may be required to take aptitude tests which NONM deems necessary for a specific position. Job applicants for certain positions may require skills for which a known level of competence must exist such as mathematics or timed typing tests.
- An application may be rejected for, but not limited to, the following reasons.
When the Job Applicant:
 - ✓ Does not meet minimum qualifications established for the position.
 - ✓ Is physically or mentally unable to perform the essential duties and responsibilities of the position with, or without, reasonable accommodation(s) (determined only after a conditional offer of employment, pending the results of a medical examination, has been extended to a job applicant).
 - ✓ Has falsified a material fact or failed to complete the application.
 - ✓ Has failed to timely file the application.
 - ✓ Has an unsatisfactory employment history or poor work references.
 - ✓ Has failed to attain a passing score, if an examination is required.

INTERVIEWING.

NONM will select applicants to interview from those who have passed the preliminary screening tests and job applications. Job related duties and qualifications will provide the basis for initial screening of job applicants. During the interview, all job applicants should be advised that any and all of the information provided will be verified.

Individuals conducting job interviews shall only ask questions that pertain to the job position.

In order to facilitate references checks, NONM will contact the references for each job applicant and ask job-related questions, which include similar questions for each job applicant checked.

PLACEMENT.

After a job applicant has been selected, the Administrator shall notify the successful job applicant of their conditional selection through a written Job Offer Letter.

The written conditional Job Offer Letter shall clearly state the job description, salary conditions, any provisional conditions of employment, permanent, part time, temporary, contract, and term of probation.

Additionally, the written conditional Job Offer Letter shall clearly state that the offer is not accepted until the candidate signs the written conditional Job Offer Letter and returns it to NONM by the requested date.

The original Job Offer Letter is then filed in the employee's file and a copy is given to the new employee during orientation. Written conditional Job Offer Letters should also include the following:

- A clear statement of the job description.
- The employee's starting salary and other benefits
- The employee's job title.
- The employee's job grade
- The employee's supervisor.
- NONMs at-will employment policy.
- The employee's starting date.
- The length of the employee's probationary period.
- Permanent, part-time, temporary employee, or contract, and term of probation.

Managerial/Project Appointment to NONM positions will normally be for a fixed-term period of three [3] years, and specified in the letter of appointment. Extension of the initial period of appointment, generally also for three years, will be subject to the continuing need for service coupled with good performance.

NONM is dependent for its funding on donors' contributions. Consequently the organisation cannot guarantee permanent employment to any employee. Within this constraint, NONM shall make every effort to maintain employment stability and to provide continuity of employment for employees with consistently good performance ratings.

EMPLOYMENT DOCUMENTATION

The Administrator is responsible for having new employees fill out all pre-employment forms. New recruits shall receive a copy of NONMs Staff Handbook during the employee's first day of work.

Newly hired NONM employees shall complete all required paperwork and receive an orientation on their first (1st) day of work, or as soon as practicable thereafter.

INDUCTION/ORIENTATION

All newly appointed NONM employees will be offered an induction/orientation program by senior members of the staff and or the Administrator.

PROBATIONARY PERIOD.

All NONM appointments on indefinite or fixed term contracts shall be subject to a probation period of at least three months, or an alternative period. The duration of the probation period will be specified in the letter of appointment.

The purpose of the probation period is to give all newly appointed employees adequate time and working conditions to demonstrate their suitability. This is judged by their ability:

- To meet the requirements of the position to which they have been appointed,
- To perform according to NONMs standards, and
- To demonstrate behaviour consistent with their obligations as a NONM employees.
- During the probation period, the appointee will receive regular performance appraisals and feedback.
- Employees will be confirmed in their appointment upon satisfactory completion of the probation period.
- The probation period may be extended if the employee's performance during the initial period is not fully satisfactory. If the Executive Director is not satisfied with the performance of the staff member by the end of the probation period, the appointment may be terminated by one month notice in writing.
- During the probation period, an employee will be entitled to receive full normal benefits except the use of leave.

VOLUNTEERS/INTERNS.

NONM accepts applications for volunteer/internship programs.

Prior to accepting any volunteer services, the volunteer shall hand in a Volunteer Application defining the nature and terms of the volunteer/internship services and be placed on the volunteer/intern list that is maintained by the Administrator for future consideration.

SECTION III: EMPLOYEE CODE OF CONDUCT

PROFESSIONALISM.

NONM is a professional organization whose purpose, among others, is to provide professional services to its stakeholders. Its employees must adhere to high standards of public service that emphasize professionalism and courtesy. Employees are required to carry out efficiently the work items assigned at their responsibility, to maintain good moral conduct, and to do their part in maintaining good relationships with their supervisors and fellow employees, the public, and other member, employees and officials.

PRIVILEGED INFORMATION.

NONM employees involved with information of significant public interest may not use this privileged information for personal gain, nor to benefit friends or acquaintances. If an employee has an outside interest which could be affected by any NONM plan or activity, this situation must be reported to the Executive Director immediately.

CONFIDENTIALITY.

Fellow employees have an unquestionable right to expect all personal information about themselves, their illness, their family and financial circumstances to be kept confidential. Every employee has an obligation to protect this confidence. Never discuss privileged information with others who are not authorized to receive it, either inside or outside the office.

GIFTS AND GRATUITIES.

NONM employees are prohibited from soliciting or accepting any gift, gratuity, favor, entertainment, loan or item of monetary value from any person seeking to obtain business with NONM, or from any person within or outside NONM employment whose interests may be affected by the employees' performance or nonperformance of official duties.

ATTENDANCE.

Regular attendance and punctuality are essential to providing high quality work, service to clients, and to avoid extra work for fellow employees. Therefore, when the employee is going to be late or will not be able to report to work, the employee must notify the employee's supervisor prior to the scheduled work time. If the employee is ill or has an emergency, they should notify the employee's supervisor as soon as possible on each day of absence.

APPEARANCE.

Employees must present a favorable impression during any contact or potential contact with the public. Therefore, all employees are expected to maintain a neat, clean, and professional appearance. Beards, mustaches, and hair must be neatly trimmed. Standards of dress shall be appropriate to the job and the tasks to be accomplished. Office personnel shall, at a minimum, dress in casual business attire. If an employee's attire is questionable, the employee's supervisor will hold a private discussion with the employee regarding the inappropriateness of the attire. If an observed policy violation occurs, the employee will be sent home immediately, instructed to return dressed in more appropriate clothing, and placed on leave-without pay status for the period of absence from work.

SERVICE

Always act with fairness, honesty, integrity and openness; respect the opinions of others and treat all with equality and dignity without regard to gender, race, colour, creed, ancestry, place of origin, political beliefs, religion, marital status, disability, age, or sexual orientation. Promote the mission and objectives of NONM in all dealings with the public on behalf of the Organisation. Provide a positive and valued experience for those receiving service within and outside NONM.

ACCOUNTABILITY

Act with honesty and integrity and in accordance with any professional standards and/or governing laws and legislation that have application to the responsibilities you perform for or on behalf of NONM. Comply with both the letter and the spirit of any training or orientation provided to you by NONM in connection with those responsibilities. Adhere to the policies and procedures of NONM and support the decisions and directions of the National Executive Committee and its delegated authority. Take responsibility for your actions and decisions. Follow reporting

lines to facilitate the effective resolution of problems. Ensure that you do not exceed the authority of your position.

CONFLICT OF INTEREST

Conflict of interest arises when a person participates in a decision about a matter (including any contract or arrangement of employment, leasing, sale or provision of goods and services) which may benefit or *be seen to* benefit that person because of his/her direct or indirect monetary or financial interests affected by or involved in that matter. It is the duty of any person taking part in the operations of NONM to adhere to the Conflict of Interest Policy at all times. In the event that such a matter arises, the person shall formally disclose the interest, refrain from attempting to persuade or influence other persons participating in the decision, and shall not cast any vote on the matter.

PERSONAL/SEXUAL HARASSMENT

Sexual harassment is any conduct, comment, gesture or contact of a sexual nature that one would find to be unwanted or unwelcome by any individual, or that might, on reasonable grounds, be perceived by that individual as placing a condition of sexual nature on an employment or career development.

Personal harassment means any conduct whether verbal or physical that is discriminating in nature, based upon another person's race, colour, ancestry, place of origin, political beliefs, religion, marital status, physical or mental disability, sex, age or sexual orientation. It is discriminatory behaviour, directed at an individual, that is unwanted or unwelcome and causes substantial distress in that person and serves no legitimate work-related purpose.

NONM has a zero tolerance policy with respect to Personal/Sexual Harassment. Personal/Sexual Harassment in any form is strictly prohibited and may be grounds for termination as a volunteer, or, in the case of an employee, immediate dismissal for just cause without notice or pay in lieu of notice.

MISUSE OF OFFICIAL POSITION

Employees who misuse their official position for personal gains or to favour their relatives or friends are liable to disciplinary action or even prosecution. Examples

of misuse include an employee responsible for the selection of suppliers giving undue favour or leaking tender information to his relative's company with a view to awarding the contract to the latter.

PROPERTY OF THE ORGANISATION

Employees given access to any property of NONM should ensure that it is properly used for the purpose of conducting NONMs business.

Misappropriation of NONMs property for personal use or resale is strictly prohibited.

USE OF ORGANISATIONs ASSETS

NONM employees are required to safeguard all organization resources and to ensure their appropriate and efficient use for legitimate business purposes. Safeguarding includes protection against unauthorized or inappropriate access, use, destruction as well as protection from theft. NONM policies regarding the purchase and destruction of assets and the destruction of records must be adhered to.

NONM employees are personally accountable for all cash under their control. There are no exceptions.

Reasonable and occasional personal use of NONMs computers, electronic mail systems, or internet is permitted. Where such use becomes unreasonable or inappropriate, either due to the frequency of the use or the type/purpose of use, NONM reserves the right to take disciplinary action up to and including termination.

Further, while limited personal use of NONMs technology systems, including e-mail, telephone and the internet, is permitted, employees are advised that they have no reasonable expectation of privacy, either stated or implied, in using the NONMs systems.

Inappropriate use consists of, but is not limited to:

- Accessing purely entertainment related features (games, websites, music)
- Sexually oriented or discriminating material, websites, or emails
- Directly or indirectly interfering with the NONMs operation of computer systems or email

- Interfering with employment or other obligations of NONM
- Creating security risks by inadvertently allowing outsiders access to internal systems

Your email or internet access must not be used to read or send pornographic, offensive, illegal information, chain emails or hacking activities.

Copying and downloading of files without permission is a violation of the NONMs policies.

Anything that you develop, create, or author in your capacity as an employee of the company becomes the sole and exclusive property of NONM. You may not publish any information in any way relating to NONM without first obtaining written approval from the Administrator or the Executive Director.

RIGHT TO SEARCH

NONM reserves the right to search its property to protect information, property, and other assets and to maintain a safe work environment.

At any time NONM may search or monitor electronic communications, telephone usage, and the contents of your computer, filing cabinet, desk, office, and vehicle.

ACCURATE FINANCIAL REPORTING

NONM is committed to maintaining the integrity of our financial records and accounts and to the full, fair, accurate and timely disclosure of our financial statements in accordance with generally accepted accounting principles and other information in accordance with applicable laws and regulations.

Compliance with the NONMs internal controls and company policies and procedures is required at all times.

All employees that work with employee information must understand and comply with the NONMs privacy policies.

COMPLIANCE WITH THIS CODE

As an employee, you must understand and follow this code of conduct and all company policies and procedures. Unethical behavior or violations of these policies will result in disciplinary action that may include termination.

Compliance with this code is required from all employees, including permanent, part-time, contract, as well as volunteers, consultants and advisors.

Employees are required to receive a copy of The NONM Human Resource Policy and Procedures Manual during orientation/induction. Employees are required to sign an acknowledgement form indicating that they have read and understand the code of conduct and that they are in agreement to comply.

It is every employee's responsibility to report any violations. Contact the Administrator or The Executive Director if you obtain information about or witness what might be considered a violation of this code of conduct or any policies, procedures, laws, or regulations.

SAFETY

NONM is committed to providing a safe working environment for all employees. Each employee must have an understanding of and comply with health and safety policies and regulations and promote a clean and safe working environment.

Visitors to our premises must be escorted at all times. Employees must exercise care with NONM keys and Employee Identification cards to prevent loss. You must notify the Administrator immediately if your keys/ID are lost.

OUTSIDE INTERESTS

NONM employees shall not use NONM owned property in support of outside interests and activities when such use would compromise the integrity of NONM or interfere with the employee's duties. Specifically, an employee who is involved in an outside activity such as a civic organization, church organization, committee unrelated to NONM business, public office, or service club, shall:

- Pursue the outside activity on the employee's own time.
- Pursue the outside activity away from NONM offices.

- Discourage any phone, mail, or visitor contact related to the outside interest at NONM offices.

POLITICAL ACTIVITY

All NONM employees shall not;

- Be coerced to support a political activity, whether funds or time are involved.
- Engage in political activity during work hours, unless on approved leave.
- Use NONM-owned equipment, supplies, or resources when engaged in political activity.
- Use, discriminate in favor of or against, any person or applicant for employment based on political activities.
- Use the employee's title or position while engaging in political activity.

MANAGEMENT RESPONSIBILITIES

Managers have a special duty to be role models for appropriate professional conduct and to ensure that this code of conduct is adhered to. This includes:

- Ensuring all employees have a copy of the code of conduct and that they understand and comply with it.
- Offering assistance and explanations to any employee that has questions or is in a difficult situation.
- Reporting any apparent violation of the code of conduct or any other policy.

SECTION IV: DISCIPLINARY ACTION

GENERAL POLICY.

It is the policy of NONM that management will inform its employees about what is expected at work, what constitutes employee misconduct, and what the employee's rights are, if disciplined.

It is the responsibility of all employees to observe rules of conduct necessary for the proper operation of NONM activities. Administrative procedures have been established for the handling of disciplinary measures when required. All such measures shall follow a presentation of charges to the employee.

Disciplinary action, up to and including termination, may be imposed for misconduct.

Written documentation concerning employee disciplinary action imposed will become a permanent part of an employee's Personnel Record.

TYPES OF DISCIPLINARY ACTION.

Verbal Warning.

- Whenever grounds for disciplinary action exist, and the employee's supervisor determines that more severe action is not immediately necessary, shall be verbally communicated to the employee.
- Whenever possible, sufficient time for improvement should precede additional disciplinary action.

Written Reprimand.

- Whenever grounds for disciplinary action exist, an employee's supervisor may reprimand an employee. The employee's supervisor shall furnish the employee with a Written Reprimand setting forth the reason(s) for the disciplinary action.
- A copy of the Written Reprimand, signed by the employee's supervisor or department manager and the employee, shall be permanently placed in the employee's personnel file. If the employee refuses to sign the letter; the employee's supervisor or department manager will indicate the same on such notice.

Suspension.

- Whenever grounds for disciplinary action exist, NONM may suspend an employee. Executive Director's approval is required for a suspension. NONM may suspend an employee with or without pay for up to, but not exceeding, thirty (30) calendar days for cause.
- On or before the effective date of the suspension, the Administrator shall furnish the employee with a written Suspension Notification setting forth the reason(s) for suspension.
- A copy of the Suspension Notification, signed by the Executive Director and the employee, shall be permanently placed in the employee's personnel file. If the employee refuses to sign the letter, the Executive Director will indicate the same on such notice.

Termination.

- Whenever grounds for disciplinary action exist, NONM may terminate an employee. Executive Director approval is required for a termination. NONM may terminate an employee for cause.
- When proposing to terminate an employee, the Executive Director shall ensure compliance with the due process proceedings hereinafter set forth. On or before the effective date of the termination for cause, the Administrator shall furnish the employee with a written Termination Notification setting forth the reason(s) for termination.
- A copy of the Termination Notification, signed by the Executive Director and the employee, shall be permanently placed in the employee's personnel file. If the employee refuses to sign the letter, the Executive Director will indicate the same on such notice.

CAUSES FOR DISCIPLINARY ACTION.

Causes for disciplinary action, up to and including termination, may include, but are not limited to, the following:

- Violation of the laws of Malawi
- Violation of the code of personal conduct in this Manual.
- Violation of any of the provisions of this Manual.
- Conduct which endangers the peace and safety of others or poses a threat to the public interest.
- Unjustified interference with work of other NONM employees.
- Misconduct.

- Malfeasance (conduct that cannot be legally justified or that conflicts with the law).
- Misfeasance (abuse of lawful authority in order to achieve a desired result).
- Nonfeasance (the omission of a required act).
- Incompetence.
- Negligence.
- Insubordination.
- Failure to maintain skills.
- Inadequate performance of duties.
- Unauthorized access to or distribution of confidential records.
- Unauthorized access to records considered private, controlled or protected
- Unauthorized absence or tardiness.
- Falsification or unauthorized alteration of records.
- Violation of NONM policies.
- Falsification of employment application.
- Discrimination in hiring, assignment, or promotion.
- Sexual harassment.
- Violation of the Personnel Policies and Procedures.
- Use of alcohol or drugs, other than medication prescribed by a physician, that affect job performance.
- Falsifying NONM Records.
- Carelessness which affects the safety of personnel or damage to property.
- Threatening, intimidating, coercing, or interfering with fellow employees on the job, or the public at large.
- Theft or removal of any NONM property or the property of any employee from the work area premises without proper authorization.
- Gambling or engaging in a lottery at any NONM work area.
- Misusing, improper use, destroying, or damaging any NONM property (including, but not limited to, NONM-owned vehicles) or the property of any other employee.
- Deliberately restricting work output of themselves or others.
- Drinking any alcoholic beverage during the workday, or being under the influence of illicit drugs or alcohol during the workday or when on call.
- Sleeping during working hours.
- Fighting (verbal or physical) on NONM premises, or while on NONM business.
- Any act which might endanger the safety or lives of others.

- Violation of vehicle policy.

CONDUCTING AN INVESTIGATION.

An employee's supervisor or the Executive Director, may conduct an investigation into the allegations which form the grounds for disciplinary action.

During an investigation to determine the facts upon which disciplinary action may be imposed, the Executive Director may place an employee on administrative leave.

Disciplinary action that involves a termination or suspension for more than two days without pay, shall not be imposed until an informal pre-disciplinary hearing, with appropriate written notice, has been completed by the Administrator. The investigation shall include an opportunity for the employee to respond to the allegations and make written responses within five (5) business days of the pre-disciplinary hearing. All such written responses shall be placed in the employee's personnel file.

IMPOSING DISCIPLINARY ACTION.

The Administrator shall ensure that disciplinary action and discipline are administered in a consistent legal manner.

Each employee shall be afforded prior access to NONMs rules, policies, and procedures.

The employee shall receive timely written notice of the pre-disciplinary meeting, overview of allegations, and potential disciplinary action.

In determining the type and severity of the disciplinary action, the Executive Director may consider aggravating and mitigating circumstances which include, but are not limited to, the repeated nature of misconduct; prior disciplinary action imposed; the severity of the misconduct; the employee's work record; the effect on NONM operations; and/or the potential of the misconduct to harm person(s) or property.

With respect to discipline that proposes a termination, suspension for more than two days without pay, the Administrator shall ensure that a pre-disciplinary held

and notify the employee, in writing, of the findings of the investigation/pre-disciplinary hearing. The written statement shall include:

- The grounds for disciplinary action, including a description of the specific misconduct for which the disciplinary action is being imposed.
- Any prior disciplinary action imposed.
- The disciplinary action to be imposed.
- The effective date and duration of the disciplinary action.
- The corrective action necessary, if any, for the employee to avoid further disciplinary action.

Suspension or termination of an employee shall require the approval of the Executive Director.

The Administrator may note the disciplinary action on their personal notes at the time the disciplinary action is imposed and/or on the employee's performance appraisal form.

APPEAL PROCEDURES.

- "Probationary employees" have no appeal rights.
- Employees have no appeal rights with respect to "verbal warning."
- Employees have no appeal rights with respect to "written reprimand."
- Employees, except those employees excluded from the right to appeal as provided above, may appeal the termination, or suspension for more than two days without pay, to an Appeal Board.
- The Appeal Board shall comprise the Executive Director and one member of the National Executive Committee

SECTION V: GRIEVANCE PROCEDURES

GENERAL POLICY.

Employees who perceive that they have a grievance against NONM should exhaust the administrative procedure set forth in the body of this policy before addressing their grievance through any other forum. An employee may file a grievance about any perceived work related injustice or oppression resulting from an act occurrence, omission, condition, or unfair labour practice. Issues addressable throughout the grievance process include, but are not limited to:

- Employee-supervisor relationships.
- Duty assignments not affecting job classification.
- Job assignments.
- Working conditions.

Grievances should be resolved at the lowest administrative level possible.

Employees and supervisors shall attempt to resolve grievances informally by discussing the grievance issues before any formal written grievance is filed. Each employee pursuing a formal grievance must prepare and submit a separate written grievance/appeal. Written grievances shall contain, at a minimum, the following information:

- Name of the employee.
- Date the occurrence or action underlying the grievance occurred.
- Nature of the grievance.
- Historical information related to the grievance.
- Requested resolution.
- Signature of the employee filing the grievance and date filed.

Employees will be allowed a reasonable amount of time during work to prepare written grievances. Employee grievances must be filed within ten (10) days of the occurrence or event giving rise to the grievance, or within ten (10) days of when the employee acquires knowledge of the occurrence or event giving rise to the grievance.

At each level of the grievance process, after the Administrator has received a formal written employee grievance, the administrator shall have ten (10) working days to respond in writing to the grievance.

If the Administrator is unable to answer the grievance within the specified time period due to extenuating circumstances, the administrator may take an additional ten (10) working days to answer the grievance if they notify the employee in writing of the exigent (needing immediate action) circumstances and that the extension is being exercised. If the grievance remains unresolved or the decision is considered unacceptable, the employee may appeal the decision to the next level of appeal.

Absent exigent circumstances, if the employee's supervisor fails to respond within the allotted time, the employee may proceed to the next level of appeal.

Only the issues presented in the original grievance may be considered throughout the appellate process. A grievance and any necessary appeals shall be processed through the following chain of command, if applicable:

- Immediate supervisor.
- Administrator
- Executive Director.

The decision of the Executive Director constitutes the final level of appeal and is final and cannot be appealed.

CONFIDENTIALITY.

Written Grievance Forms shall be strictly private and confidential information.

FILING.

No document relating to a grievance shall be placed in the employee's personnel file.

If any disciplinary action against an employee is rescinded as a result of the grievance process, the Administrator shall remove the record of the disciplinary action from the employee's personnel file.

If any disciplinary action against an employee is modified as a result of the grievance process, the unmodified record of the disciplinary action shall be removed from the employee's personnel file and the modified record of the disciplinary action shall be placed in the employee's personnel file.

SECTION VI: TERMINATION OF EMPLOYMENT

TYPES OF TERMINATION

Employees may terminate their employment with NONM in any of the following ways:

- Resignation
- Retirement (due to age)
- Completion of fixed-term appointment
- Redundancy (of position)
- Serious physical or medical disability
- Termination for unsatisfactory performance or conduct
- Death.

NONM will provide for unclaimed annual leave and other statutory payments such as gratuity, as appropriate.

NONM will not provide final payments on separation until the departing employee (or his/her assigned nominee) returns or transfers any NONM property, and settles any financial obligations (e.g. loans, cash advances, expense accounts, etc.)

NONM will provide the departing employee with a statement of financial obligations prior to the employee's departure.

REQUIRED NOTICE AND TERMINATION PROCEDURES

Resignation

NONM requires that:

- Managerial employees give at least three months notice of their intention to leave NONMs employment, and
- All other employees [non-managerial] give at least one month notice.

NONM or the Employee can terminate employment during probation by giving one month's notice or one month's salary in lieu of notice.

For fixed term contracts, NONM or the Employee shall make their intentions known on whether the contract shall be renewed/extended or not at least three [3] months before the expiration of the original contract.

In lieu of providing notice of termination, NONM shall be required to pay the employee a sum equal to the remuneration that would have been paid to the terminated employee up to the expiration of the required period of notice.

An employee resigning without giving the required period of notice [and NONM has not waived the right to notice], shall be required to pay NONM in lieu of notice, a sum equal to the remuneration that would otherwise have been due to the employee up to the expiration of the required period of notice.

Retirement

Normal Retirement for NONM employees is at age 65.

Retirement is effective on the last day of the month in which age 65 is reached.

Decisions to hire or continue appointments annually thereafter must be approved by the National Executive Committee.

Redundancy

A position may be declared redundant for reasons relating to NONMs organizational objectives, such as:

- Re-organization to improve operational and functional efficiency;
- Changes in the programme/project agenda; and
- Reduction in/termination of donor funding.

The Executive Director will establish an appropriate review process to determine how any such changes will affect individual positions.

A position will not be declared redundant because of an action or non-action on the part of the employee.

Employees who are declared redundant will receive three [3] months notice of redundancy in writing. Unless reassigned within the three-month period, the affected employee's employment will be terminated as per the redundancy notice.

During the three-month notice period, every effort will be made to retrain and reassign the affected employee to another suitable position. Redundant employees will be considered against any existing or known prospective vacancies, where the duties are commensurate with the employee's qualifications, or for which the employee can be retrained in a reasonable period of time.

Retrenchment pay package and benefits will be paid as shall be determined by the National Executive Committee of NONM.

Disability

During the course of employment, an employee may suffer a serious physical or medical disability which precludes him/her from carrying out his/her assigned duties and responsibilities. In these circumstances the Executive Director, on professional medical advice, will place the staff member on medical leave.

Disability pay package and benefits will be paid as shall be determined by the National Executive Committee of NONM.

Termination for Unsatisfactory Performance or Conduct

Unsatisfactory Performance

Where an employee's performance, after careful review, is judged to be unsatisfactory the Executive Director will notify the employee in writing that his/her appointment will be terminated, unless significant improvement can be achieved within a three-month period. A second review will be held towards the end of that period, and the employee will be advised whether his/her appointment will be continued or will be terminated.

Unsatisfactory Conduct

An employee's service with NONM may be terminated without notice for:

- Serious misconduct,
- Abandonment of post/Unauthorised absence from work

Termination conditions

In all cases of involuntary termination, the Executive Director will determine the termination conditions and entitlements on an individual basis, subject to the provisions of the Human Resource Policy and Procedures Manual and the Labour laws of Malawi.

Death

If an employee should die during his/her appointment, his/her designated beneficiaries will receive all the entitlements normally specified for termination due to resignation.

Funeral Arrangements

In the event of an employee dying, NONM shall, with the designated beneficiaries, organize the arrangements for the transport and burial of the remains. Human Resources shall expedite the payment of terminal benefits or any other benefits for which the deceased employee may be eligible. Should the designated beneficiaries of the deceased employee require financial assistance before terminal benefits are paid in full, the Executive Director shall authorize that an advance payment against terminal benefits to which the deceased employee may be entitled, should be paid to the designated beneficiaries of the deceased employee, provided that the advance payment does not exceed 20% of total benefits.

For fixed term contract employees, the funeral expenses and transport costs shall be for the account of NONM. The Executive Director shall expedite the payment of gratuity accrued on the date of the employee's death to his/her designated beneficiaries.

SECTION VII: RECORD KEEPING

GENERAL POLICY.

Malawi Labour law requires employers to keep detailed data about their employees. The Administrator shall ensure that personnel information and employee records are maintained in compliance with all required laws, policies and procedures.

CONFIDENTIALITY.

NONM employee records are maintained in compliance with the law.

- Confidentiality must be maintained at all times with access limited to employees and their supervisory chain.
- Protected health information will be safeguarded to ensure confidentiality of such information.
- NONMs policy is that only relevant, job-related information is maintained on its employees, that such information is held in strict confidence, and that access is limited only to those who require it for legitimate business reasons.
- Employees have the opportunity to review their own files in the presence of The Administrator on NONM premises during regular office hours.

PERSONNEL FILES REQUIREMENTS.

General.

Personnel files are maintained on each employee and kept by the Administrator. The record copy (original) of all appropriate personnel information, as set forth hereafter, related to an employee shall be filed in the employee's personnel file.

No information from any record placed in an employee's personnel file will be communicated to any person or organization except by the Administrator.

Employees, or their representative designated in writing, may examine the employee's personnel file upon request during normal working hours at NONM. When an employee's supervisor requires access to the personnel file of an employee under their supervision for the handling of personnel matters, the employee's supervisor must obtain authorization from the Administrator.

Contents.

- An employment record; including the employee's job application, curriculum vitae, interview forms.
- A signed copy of the employee's acknowledgment of receiving a copy of the personnel policies and procedures manual; and the performance standard for the position the employee currently occupies.
- An Employee Information Form.
- All personnel action forms, including:
 - ✓ Performance evaluations.
 - ✓ Promotions, transfers, or assignments.
 - ✓ Salary rate changes.
 - ✓ Disciplinary action taken.
- Any information the employee wants included in response to any of the above actions.
- Records of citations for excellence or awards for good performance.
- Annual records of any leave accrued and taken. Leave balances are shown on the official record to reflect any remaining leave to which an employee is entitled. Employees may check with the finance department to obtain information regarding their current leave usage.
- Record of any other pertinent information having a bearing on the employee's status.
- Continuing education and certifications.

Employee Information/Change of Employee Status.

Employees are responsible for ensuring that personal employee information contained in their personnel files is current and accurate. Employee information (any change in number of dependents, marital status, address, telephone number, etc.) should be updated by completing an Employee Information/Change of Status Form and giving it to the Administrator to file in their personnel file.

Giving References.

NONM limits information given in a reference to the following.

- Verification that the employee worked, full-time or part-time, for NONM during a stated period.
- A description of the position held.
- Verification that the employee achieved a given salary range.

Other File Requirements.

Records related to the items listed below should be kept for a period of at least one (1) year or as required by law. In addition, records should be examined annually to keep the files current and to save those records that management feels should be kept longer.

- Job applications.
- Test papers completed by job applicants or candidates for any position.
- Any advertisements or notices relating to job openings, promotions, training programs, or opportunities for overtime work.
- Records of promotion, demotion, transfer, selection for training, layoff, rehire, or termination of any employee. These should also be signed by the employee.

Salary/Wage Requirements.

NONM is required to keep the following data on all employees for a period of at least three (3) years.

- Employee's sex.
- Time and day work week begins.
- Total daily, weekly or monthly earnings.
- Total additions to, or deductions from, wages paid each pay period, including an explanation of items that make up additions and deductions.
- Date of payment and pay period covered.
- Statutory deductions for each employee
- Total overtime above regular compensation for pay period.

Other Requirements.

There are record keeping requirements under other laws over which the personnel record keeping function has jurisdiction:

- Occupational Safety, Health and Welfare Act.
- Labour Relations Act of 1996.
- Employment Act of 2000

SECTION VIII: PERFORMANCE APPRAISALS

GENERAL POLICY.

Performance appraisals will consist of a review between the employee's supervisor and the employee using NONMs Performance Appraisal Form.

It is the policy of NONM that employee appraisals be conducted in a manner which will ensure fair treatment and an objective evaluation of employee performance.

Goal setting is critical for the development of performance plans and standards. Goals define in broad terms the underlying purpose of a given activity or set of activities.

Objectives specify what should be achieved during an employee's employment with NONM.

There are certain fundamental principles which govern the establishment of goals, objectives, and performance standards.

- **Participatory Goal Setting.** In setting goals and objectives of employees, the employees' supervisors should seek to involve employees in the process.
- **Outline Results to be Achieved.** There should be room for flexibility. The employee's supervisor should discuss with the employee how much will be done, when it needs to be completed, and what resources will be required.
- **Relate to Organizational Objectives and Goals.** In the process of initially formulating performance plans, each employee should be provided with the larger picture and how their work contributes to the organization. This is the responsibility of each supervisor.
- **Define Objectives.** Objectives must be clearly defined and understood by both employees and their supervisors. There must be clear agreement on resources to be made available, periodic reviews and other related control activities.
- **Give Support.** Employees should understand that they will be fully supported by their supervisors in pursuing the achievement of the mutually agreed upon objectives and standards.

PERFORMANCE PLANS.

When time and circumstances permit, supervisors should complete a written performance plan with their new employees prior to their assignment to their position. When circumstances do not permit, supervisors should complete a written performance plan with their new employees as soon as possible given the existing constraints.

Performance planning is a continuing and collaborative process in which employees and their supervisors:

- Jointly identify objectives for the next performance evaluation period.
- Define priorities and performance standards for the next performance period.
- Compare progress against expectations and revise the plan, when necessary.

The performance plan shall include goals and objectives, mutually acceptable performance standards, and a prioritization of goals and objectives.

Both employees and their supervisors shall sign the performance plan. The employee shall receive a copy from the employee's supervisor, who shall retain a copy.

PERFORMANCE STANDARDS.

Performance standards and expectations shall be established for each employee. Employees shall participate in the establishment of performance standards and expectations relevant to their jobs.

Employees shall be advised of how they are performing in relation to established standards.

Performance evaluations are an ongoing process which requires that supervisor and subordinates meet periodically to discuss achievements, review performance and mutually agree on strategies to eliminate performance deficiencies. This ongoing process culminates in the written evaluation at the end of the annual performance evaluation period.

Employees shall be made aware of the time frames and actions to be taken to improve performance and to increase the value of service.

Employees shall know what role their supervisors shall play in providing them with assistance toward improved performance.

Under no circumstances should employees be allowed to prepare their own performance evaluation. It is the responsibility of the employee's supervisor to prepare performance evaluations.

Employees shall have the right to prepare relevant comments to accompany their evaluations.

PERFORMANCE RATINGS.

Each employee evaluation shall provide an overall performance rating which can be equated to one of the following:

- **Unsatisfactory.** Performance fails to meet the minimum requirements of the position. Unsatisfactory progress has been made in response to corrective action. Removal from the job/position or termination is recommended.
- **Marginal.** Performance does not meet all requirements of the job/position. Some unsatisfactory progress has been made in response to corrective action.
- **Satisfactory.** Performance meets all requirements of the job/position.
- **Good.** Performance exceeds all requirements of the job/position.
- **Exceptional.** Performance consistently far exceeds all requirements of the job/position.

PERFORMANCE PERIODS.

Probationary employees.

- Employees on probation shall have performance appraisals following the end of their probationary period.
- The performance appraisals may be used to provide information to both the employee and management regarding the employee's performance.
- Probationary employees should understand that their performance appraisals and the results of such appraisals shall not obligate NONM to a particular course of action relative to probationary employees, nor shall it create any due process rights for probationary employees relative to their jobs/positions.

Non-probationary employees.

- Performance appraisals will be completed annually.

- Although a salary adjustment never automatically follows a performance appraisals, the performance appraisal will be included as a component of any future compensation increase.

CONFIDENTIALITY.

Completed performance appraisals received by Human Resources shall permanently remain in the employee's personnel file and become a part of the private information of that file.

Performance appraisals may be used in decisions concerning advancement, future training needs, performance related salary adjustments, and contested disciplinary actions.

BENEFITS OF APPRAISALS

Helps to create a good working relationship. The opportunity to talk about work in a formal way helps employees and supervisors to understand each other better and to build up trust.

Enables grievances to be heard: Although supervisors should be asking employees in regular meetings if they have any concerns, appraisals also provide an opportunity for employees to raise issues.

Shows how employees are performing: Employees can assume that they are performing well or poorly when actually their performance is the opposite.

Affirms staff if they have performed well: It is important to praise employees for good work. This motivates them and shows them that they are contributing to the organisation's work.

Identifies personal development needs: A review of performance may identify areas where learning opportunities need to be offered.

Shows staff that the organisation is concerned for their development: Being valued is important to most people. A thorough appraisal process provides an opportunity for the supervisor to spend time with an individual to listen to them. It shows that the organisation is concerned not only for performance, but also for the welfare and development of the person.

Provides a structure: The employee is aware through an appraisal form that the discussion will focus on how they are performing in their job. As everyone in the organization goes through the formal process with their supervisor, it will provide a sense of fairness.

TIPS TO CONSIDER DURING PERFORMANCE APPRAISALS

Give adequate notice of the appraisal so you and the staff member can prepare for it.

Be aware of your own mood. Your mood will affect the way the staff member views you during the appraisal. Try to put your emotions to one side and focus calmly on the appraisal. If this is not possible, delay the appraisal until another day.

Make sure you have plenty of time. This is particularly important if you are going to give some negative feedback. Allow plenty of time for the staff member to state their views.

Make sure there are no interruptions. Choose a room where you will not be disturbed and where you can speak in confidence. Switch off your mobile phone.

Give any criticism in a constructive way. Evaluate the performance of the staff member and not the individual. Emphasise their strengths and achievements. Suggest ways in which areas of weakness can be overcome and offer further support or learning opportunities.

Ensure that any documents are written soon after the appraisal. This is particularly important for the formal appraisal. People like to know what is being recorded about them and may be anxious until they see the document.

Ensure that people understand what is expected of them. Do not expect staff to perform well if expectations of them are not clear, particularly when they are new to their job. Outline both the standard of performance that is required and the goals to be achieved. Check that they have understood.

Judge performance and not the person. Do not tell someone they are lazy as this can be unhelpful. Instead, say that the report was not produced on time. This is a statement of fact and of performance.

SECTION IX: EMPLOYMENT CLASSIFICATIONS/COMPENSATION AND BENEFITS

GENERAL POLICY.

NONM will provide equal pay to all employees doing similar work which requires substantially equal skill, effort, and responsibility and are performed under similar working conditions. Wages will be payable to employees in accordance with the terms of individual employment contracts.

EMPLOYMENT CLASSIFICATIONS.

There are four classifications of employees within NONM:

- **Permanent.** An employee hired for an indefinite period in a position for which the normal work schedule is forty (40) hours or more per week. Permanent employees may or may not qualify for specific NONM benefits.
- **Temporary.** An employee hired for a position which is required for only a specific, known duration. Such employment shall be for a maximum period of twelve [12] months. Temporary employees do not qualify for NONM benefits.
- **Part-time.** An employee hired in a position for which the normal work schedule is less than forty (40) hours per week or on a month-to-month basis. Such employment shall be for a maximum period of twelve [12] months. Part-time employees may not qualify for some NONM benefits.
- **Volunteer/Intern.** A person who works in a specific position that is temporary in nature and is given the opportunity to gain particular skills and exposure to career-related work. Volunteers/Interns are not guaranteed employment after completion of the placement. Volunteers/Interns are generally unpaid and do not qualify for NONM benefits.

OVERTIME ELIGIBILITY.

- Positions of a managerial, administrative, or professional nature, shall not be eligible for overtime payment.
- Positions of a clerical, technical, or service nature, shall be eligible for mandatory overtime payment and minimum wage regulation.

WORK WEEK.

- Begins on Monday morning at 08:00:01 a.m.
- Ends on Friday afternoon at 05:00:00 p.m.
- Guards shall work for a maximum of forty-eight [48] hours in a week, excluding overtime.

ATTENDANCE.

Employees shall be in attendance at their work stations during normal working hours, as directed from time to time by the employee's supervisor.

OVERTIME PAY.

- Ordinary overtime applies for over forty (40) hours worked in a work week and shall be compensated at the rate of one and one-half (1 and 1/2) the regular hourly rate of the employee.
- Day off overtime, which shall be time worked by an employee on a day on which he would otherwise be off duty; An employee shall be compensated at the rate of twice [2] the regular hourly rate.
- Holiday overtime, which shall be time worked on a public holiday; An employee shall compensated at the rate of twice [2] the regular hourly rate
- Overtime must be approved by the employee's supervisor before worked. Overtime shall be authorized for personnel only when absolutely necessary to provide required services. Violation of this policy may result in disciplinary action, up to and including termination.

TIME SHEETS.

Employees will complete and sign, as verification of accuracy, an approved Employee Time Sheet showing all hours worked, including overtime, and submit the time sheet to the employee's supervisor for examination, approval, and filing.

SECTION X: SALARY PLANNING

GENERAL POLICY.

The Executive Director, in conjunction with the budgets approved by the National Executive Committee, shall be responsible for the development and maintenance of a uniform and equitable pay plan for NONM which shall consist of minimum and maximum rates of pay for each position and such intermediate steps as deemed necessary and equitable. Salaries shall be linked directly to the position classification plan and may take into consideration the following factors:

- Ranges of pay for other positions.
- Prevailing rates of pay for similar employment in both public and private and non-governmental organizations.
- Cost of living factors.
- Other benefits received by employees.
- The financial policy and economic conditions of NONM.

PAY PLAN DEVELOPMENT AND ALLOCATION.

Human Resources shall conduct studies of salary levels and shall make recommendations to NONM regarding the salary levels. Implementation of adjustments is subject to budgeting approval and the availability of funds.

The Executive Director shall assign each position level to a pay range based upon the levels' relationship to other levels as defined in the position level plan and by market data.

NEW RECRUITS.

Pay for newly hired employees shall normally be set at the minimum of the pay range assigned to a job class. However, the Executive Director may approve compensation, as warranted by job qualifications and experience subject to the availability of funds.

MERIT INCREASE.

- The Executive Director, upon approval of a budget line item for such by the National Executive Committee, shall adopt merit increase guidelines effective Jan 1 of each fiscal year.
- Permanent and part-time employees are eligible to receive a merit increase.

- Employees at or above the pay range maximum and employees whose performance is rated less than successful, shall not be eligible to receive a merit increase.
- A part-time employee is eligible to receive a merit increase in the same amount of elapsed calendar time on the job as a permanent employee.
- An employee's supervisor must complete an employee's performance appraisal at least thirty (30) days before the effective date of a merit increase.
- A merit increase shall not exceed the range of maximum assigned to a position level, but an annual performance award may be considered.

COST-OF-LIVING ADJUSTMENTS.

When the budget approved by the National Executive Committee grants a cost-of-living adjustment (COLA) which exceeds an across-the-board pay plan adjustment, the COLA shall not exceed the new range maximum.

PROMOTION.

At the discretion of the Executive Director, salary increase shall be granted to an employee receiving a promotion. If the new salary is below the minimum of the new range, it shall be increased to the new minimum.

The Executive Director may approve an increase up to the midpoint of the new range when a promotion results from a competitive recruitment to a new position level. Such an adjustment shall be based on exceptional qualification and subject to the availability of funds.

REASSIGNMENT.

Except when due to a demotion or a disciplinary action, an employee who is reassigned shall be paid at least the same salary received prior to the assignment.

RECLASSIFICATION.

- If the Executive Director reclassifies a position to a higher level, the incumbent's salary shall be adjusted to the minimum of the new range and the incumbent may be given a salary increase, based upon increased responsibility.
- A reclassification increase is subject to the availability of funds.
- If the Executive Director reclassifies a position to a lower level, the incumbent's salary shall remain the same. If the incumbent's salary exceeds

the maximum of the new range, the incumbent is ineligible to receive a salary increase until the salary range increases to incorporate the incumbent's pay rate. An employee is ineligible to receive cost-of-living increases until the salary range increases.

DEMOTION.

If an employee is demoted, either voluntarily or involuntarily, the Executive Director may maintain the employee's salary or reduce the salary to the applicable pay range.

BENEFITS.

Suspended Employee.

An employee suspended for disciplinary reasons shall continue to be eligible to receive all entitled benefits as prescribed in the employee's employment contract.

Part-time Employee.

Except as otherwise provided herein, part-time employees do not qualify for benefits. Temporary employees and volunteers/interns do not qualify for benefits.

SECTION X: PAYROLL ADMINISTRATION

PAY DAY.

All salaries are paid monthly in arrears on the 20th day of every month (12 pay periods per year). If the 20th day is on a holiday, then payday shall be the preceding day.

MINIMUM WAGE/SALARY.

The Employment Act 2000 requires that NONM pay an employee at least the minimum wage, minus the legally required pay deductions.

PAY DEDUCTIONS.

NONM is required to make statutory deductions such as income tax. NONM may also make deductions to recover debts owed to it by employees.

GRATUITY FOR CONTRACT EMPLOYEES

On completion of a contract, NONM employees shall be entitled to payment of gratuity of 20% [twenty percent] of cumulative salary during the period of the three [3] year contract.

LEAVE GRANT

Once in each period of twelve [12] months beginning on the first day of the financial year, an employee shall be granted leave grant at the applicable rate. Where the date of an employee's appointment is not the first day of the financial year, leave grant shall be calculated on a *pro-rata* basis.

EMERGENCY ADVANCE

An emergency advance shall refer to a financial provision given to employees to cater for unforeseen circumstances. An employee shall qualify for an emergency advance if:

- He/She is able to satisfy the Executive Director that he/she needs the advance.
- The amount of the advance does not exceed one fifth [1/5] of his/her annual salary.
- Provided that the employee's monthly earnings shall not be less than 50% of the total monthly earnings when the advance is deducted.

- The employee is not already in receipt of another salary advance which has not been fully repaid.
- The employee agrees to pay the emergency advance in three [3] equal monthly installments beginning in the month following that in which the advance was made.

SALARY ADVANCE

Employees should note the following conditions when applying for advances of salary:

- The employee is able to satisfy the Executive Director that he needs the advance to meet the emergency.
- The amount of the advance does not exceed one month's salary.
- The employee is not already in receipt of a salary advance which has not been fully repaid.
- The employee will agree to repay the advance in not more than three [3] equal monthly installments beginning in the month following that in which the advance was made.

SECTION XI: REIMBURSABLE EXPENSES

GENERAL POLICY.

With prior approval, legitimate expenses will be reimbursed by NONM to the employee. Receipts should be required to reimburse the employee.

Reimbursement may be in the form of petty cash, an addition to a pay cheque, or a separate cheque. Records must be kept reflecting the amount of reimbursement each employee has received.

TRAVEL POLICY.

- All travel outside of NONM limits during NONM work hours shall be authorized in advance by the Executive Director. A log of all such travel shall be kept. This log shall include the reason for the trip, the time the employee departed, and the time the employee returned, and vehicle used.
- Use of an employee's personal vehicle may be authorized when circumstances warrant. The employee shall keep track of the mileage associated with the approved travel and submit a request for reimbursement to the Administrator based upon this record. The mileage rate will be consistent with the established rate used by NONMs Finance Department's travel deductions. In lieu of reimbursement for mileage and the assignment of NONM vehicles, specific NONM employees may be authorized a monthly travel allowance.
- Travel for legitimate NONM purposes in NONM vehicles may be authorized when the use of the vehicle does not detract from the operational needs of NONM. Overnight use of NONM vehicles for travel purposes shall be authorized by the Executive Director.
- Travel out of town must be approved by the Executive Director, and if accommodations and reservations are required, then such accommodations and reservations must be approved by the Executive Director before they are made.
- Duty air travel will be by the most direct and economical routing at the lowest cost economy fare. Reimbursement for transportation will be based on the actual cost of the travel used up to the cost of the travel authorized.
- Accommodation and other non-subsistence expenses are reimbursed on the basis of itemized receipted bills from the hotel and the purveyor of other expenses. Subsistence costs, including food and such incidental expenses as taxi fares, laundry, tips, etc., during travel will be based on per diem rates

established periodically. The per diem allowance is provided for each full day of travel; one half of the per diem may be claimed on the first and last days of travel.

- This travel policy operates on an honor system. It is assumed that full per diems will only be claimed when corresponding costs have been incurred by the individual. In instances where staff members are hosted, it would be inappropriate to claim the full per diem, and the expense claim should be scaled down accordingly.
- NONM expects its staff to stay in reasonably priced accommodation and to take meals in reasonably priced restaurants. It does not reimburse for luxury restaurants and hotels, nor for suites unless required and justified for business purposes.
- It is the traveler's responsibility to ensure that he/she has an up-to-date passport, the necessary visas for the countries to be visited and the appropriate inoculations. NONM will provide assistance in obtaining visas and will reimburse the traveler for the cost of passports and visas as well as any inoculations and prophylactic medicines required or recommended by medical authorities.
- Travelers should request a travel advance sufficient to cover anticipated expenses during the travel authorized. Staff members are urged to use traveler's checks rather than carry large sums of cash. A previous travel advance must be cleared before a new one can be honored.

SECTION XII: LEAVE AND ABSENCE

ABSENT WITHOUT LEAVE.

If, for compelling reasons, an employee is unable to report for duty, he/she **must** advise the immediate supervisor the reason for his/her absence as soon as possible, and in any case within 24 hours. An unreported or insufficiently justified absence will be considered as unauthorized absence.

Any unauthorized absence of an employee from duty shall be grounds for disciplinary action, up to and including termination.

Any employee who is absent for ten (10) or more consecutive work days without authorized leave or without a doctor's note shall be deemed to have voluntarily resigned their position and employment without notice. Where extenuating circumstances are found to have existed; however, such absence may be covered by the Executive Director by subsequent grant of leave with or without pay as the circumstances dictate.

ANNUAL LEAVE.

All NONM permanent and contract employees are entitled to annual leave.

- Thirty [30] working days, for senior management employees [Executive Director and Project Coordinators], in each period of twelve [12] month period beginning of the first day of the financial year
- 21 days for all other employees

Where the date of appointment is not the first day of the financial year, or where an employee is employed as part-time or temporary, annual leave in the period up to the last day of the financial year shall be calculated on *pro-rata* basis. In this context, "working days" shall mean any day other than Saturdays, Sundays and Public Holidays.

An employee's annual leave entitlement in a financial year will be credited at the beginning of each year. He/She can utilize this entitlement at any time during the year, at a time mutually convenient to NONM and the employee.

All annual leave requests should be submitted a reasonable time in advance of the desired time off to the employee's supervisor. If an excessive (being the number of requests if granted that would render the organization ineffective) amount of employees request annual vacation for the same time period, annual vacation shall be granted in order of application (first-come-first served) at the discretion of the employee's supervisor.

Official annual leave records will be maintained and kept current by the finance department.

SICK LEAVE

NONM shall grant up to 30 consecutive days sick leave on full pay, provided that the period concerned is supported by a medical doctor's report. Sick leave beyond the initial 30 consecutive days up to a maximum of another 60 consecutive days shall be on half pay, provided that the period concerned is supported by a medical doctor's report. Thereafter it shall on no pay.

LEAVE WITHOUT PAY.

The Executive Director may grant an employee leave without pay for a specified period of time, not to exceed thirty [30] consecutive days. At the expiration of the leave without pay, the employee shall return to the same position, where feasible, or to a similar position.

Failure of the employee to return to work at the expiration of leave without pay shall be considered a voluntary resignation of their position and employment without notice.

Employees are expected to apply for leave without pay in advance and in writing, providing as much detail about the absence as possible so that the Executive Director may decide where the leave without pay is warranted.

MATERNITY LEAVE

NONM shall grant sixty [60] days maternity leave on full pay. If medical complications of pregnancy require additional leave, this may be taken as sick leave. Maternity leave may be taken in part before and in part after delivery. Applications for maternity leave must include a medical certificate from a qualified medical doctor, which indicates the estimated dates of confinement.

An employee who has been granted maternity leave as explained above, and who resumes her employment upon the expiration of maternity leave, shall be guaranteed reinstatement in the position occupied at the time she commenced maternity leave.

An employee wishing to stay away from work for longer than the stipulated period in order to care for the infant may apply for leave without pay, if no annual leave credit is available. Provided the total absence does not exceed thirty [30], NONM will reinstate the employee upon return from such extended leave:

- In the same position occupied at the time she commenced maternity leave, or
- In a comparable position with salary and benefits equivalent to those to which she was entitled at the beginning of maternity leave.

Maternity leave can only be granted once every three [3] years, otherwise it shall be without pay if taken within three consecutive years.

PATERNITY LEAVE

Male employees are entitled to paid paternity leave of fifteen [15] working days for each delivery by their spouse, and it can only be granted once every three [3] years.

COMPASSIONATE LEAVE

All employees are entitled to compassionate leave in the event of the serious illness or death of an immediate member of the employee's family (spouse, parents, biological children). Compassionate leave provides for up to five working days of paid leave, starting from the day after the death of the deceased. All time over the five days must be charged to annual leave, or taken as leave without pay.

ADMINISTRATIVE LEAVE WITH PAY.

An employee may be granted administrative leave with pay pending the outcome of an investigation undertaken to determine if disciplinary action against the employee is warranted.

DOCUMENTATION OF LEAVE.

Some of the above absences must be supported by a copy of the official paperwork causing the absence. Such paperwork must be submitted to the

Executive Director as soon as possible. In some cases where official paperwork is not available, the Executive Director may request that the employee supply additional information in writing to support the absence.

SECTION XIV: VEHICLE POLICY

VEHICLE POLICY/GENERAL POLICY.

NONM provides transportation to employee for official business use through use of a NONM-owned vehicle. NONM-owned vehicles may be provided for use by employees as part of terms of employment. Use of such vehicles will be dictated by an employee agreement; however, all rules regarding safety as described herein shall apply. The following outlines NONMs vehicle policy.

EMPLOYEE ASSIGNED VEHICLE

- It is the responsibility of the driver of a NONM-owned vehicle to require all passengers to follow NONM rules and policies while in a NONM owned vehicle. Drivers of NONM-owned vehicles shall not be permitted to carry non-employee passengers in any such vehicle.
- NONM vehicles must be stored at the NONM Offices or at employee's residence when used as an on-call vehicle or Executive Director approves otherwise.
- NONM vehicles shall not be used for personal activity, except reasonable, incidental personal use.
- Transporting acids, explosives, unauthorized weapons, ammunition, hazardous materials, alcohol, drugs, flammable or any other illegal materials.
- Irregular operational conditions or problems with vehicles shall be promptly reported to the employee's supervisor.
- Vehicle drivers and passengers shall observe all traffic laws, including proper use of safety belts.
- Vehicle drivers must hold a valid and current driver's license. Verification of a valid driver's license may be performed periodically.
- Employees must report to Human Resources any changes in the status of their driver's licenses such as suspension, revocation, or expiration. Periodic checks may be made to ensure that employees have a current driver's license.
- Employees shall keep NONM-owned vehicles clean and presentable. Vehicle maintenance will be provided in accordance with vehicle maintenance standards and procedures.
- Extending the length of time that the NONM-owned vehicle is in the driver's possession beyond the time needed to complete the official

purpose of the trip is unauthorized.

- Under no circumstances may NONM-owned vehicles be operated by on or off-duty employees who are consuming, or who have within the previous eight hours, consumed alcoholic beverages, or are under the influence of drugs or medications that may diminish one's ability to operate a vehicle.
- It is the responsibility of the Administrator to make spot inspections, along with quarterly inspections of vehicles assigned ensure compliance with this policy.
- Unattended NONM-owned vehicles must be turned off and locked at all times.
- Employees are responsible for the regular preventative maintenance, routine and non-routine, appearance and cleanliness of vehicles, both interior and exterior, and to turn in monthly inspection reports which will be submitted as required at the end of every month.
- Employees shall at all times drive NONM-owned vehicles with reasonable prudence in order to protect and preserve the vehicles highest operating efficiency.

POOL VEHICLES.

- Pool vehicles are authorized for use by those employees who do not have a NONM-owned vehicle assigned to them that need transportation to conduct NONM business. Employees using pool vehicles shall report any damage or maintenance issues to the Administrator.
- Any employee using a pool vehicle must comply with Employee Vehicle Use Policy.
- If a problem makes the vehicle unsafe or risks mechanical damage, the employee shall report such condition to the Administrator so it can be serviced or repaired immediately.

RENTAL VEHICLES.

- Employees that hire vehicles for NONM use are required to only hire vehicles with comprehensive insurance.
- Any employee using a hired vehicle must comply with the rental company's Vehicle Use Policy and the NONM Vehicle Use Policy.

ACCIDENTS OR INCIDENTS INVOLVING A NONM-OWNED VEHICLE.

- Any accident or incident involving a NONM-owned vehicle or rental vehicle while conducting NONM business shall be promptly reported to the Administrator as soon as possible.
- Accidents resulting in vehicle damage or bodily injury shall be reported as required by law.
- Employees may not leave the scene of an accident until released or authorized by a Police Officer.
- Employees should obtain names and addresses of all involved parties including witnesses.
- Employees should discuss circumstances of an accident only with the proper investigating authority and authorized NONM personnel.

USE OF NONM VEHICLES BY “ON-CALL” EMPLOYEES.

- On-call employees are authorized to take NONM-owned vehicles to and from their residence.
- Any employee who has permission to take a NONM-owned vehicle home after hours or over a weekend will provide secure parking for the vehicle and keep it locked.
- Except for occasional and isolated stops for personal business or errands, stops for personal business or errands shall not be made while traveling to and from work.
- Outside of normal working hours, vehicles shall remain parked at residence unless Employee is conducting official NONM business.
- Nonstandard vehicle equipment not authorized by NONM shall not be installed on or in vehicles.
- Employees on vacation shall park on-call vehicles in designated NONM parking areas and pick up the vehicle upon return to work.
- All Employees driving NONM-owned vehicles shall sign the Vehicle Use Agreement.

SECTION XV: OCCUPATIONAL HEALTH AND SAFETY

GENERAL POLICY.

Effective health and safety management is integral to the effective overall management of NONM. The organization is fully committed to ensuring that health and safety is planned, organized, controlled, monitored, reviewed and resourced and allocates health and safety responsibilities to each manager/supervisor as a fundamental part of their role.

Health and Safety at work is the continuing responsibility of NONM, its managers and its employees and commitment and co-operation are necessary in order to ensure that all workplace risks are controlled effectively.

NONM will ensure full compliance with the letter and the spirit of the Occupational and Safety Act and all the Regulations, Codes of Practice and Guidance made under the Act and other relevant legislation.

NONM embraces its responsibilities as an employer for the provision of a safe and healthy working environment for all its employees and others who may be affected by its work activities.

NONM will ensure that adequate resources are provided to meet its health and safety commitments and will seek the full commitment and co-operation of all managers and employees to jointly strive to meet these aims.

KEY POLICY AIMS

- To fully integrate health and safety into the mainstream management function by ensuring that health and safety becomes a key part of every manager's role.
- To promote a positive health and safety culture within which the commitment and involvement of all managers and employees will be secured.
- To reduce the number of accidents and incidents of occupational ill health.
- To promote employee wellbeing as a fundamental element of NONMs approach to the effective management of people and health and safety.

CONSULTATION

NONM will co-operate in the appointment of Safety Representatives. They will be provided with sufficient facilities and time off for training to carry out their tasks. NONM has regular health and safety meetings to ensure that all health and safety issues are discussed and addressed. The meetings are an important forum.

NONMs RESPONSIBILITIES

NONM will ensure that responsibilities for health and safety matters are effectively allocated, accepted and carried out at all levels within its structure.

NONM as a minimum standard will ensure that:

- Suitable and sufficient risk assessments are carried out and reviewed at appropriate intervals, or when systems or equipment change
- Suitable arrangements are made for the planning, organization, control and monitoring of health and safety to agreed standards and reviews of protective and preventative measures are carried out.
- Competent persons are appointed to undertake the measures needed to meet the requirements and prohibitions imposed by or under the relevant legislation.
- Appropriate procedures are established followed and reviewed for serious or imminent dangers such as fire, bomb threat or gas leak.
- Employees are provided with comprehensive and relevant information concerning the risks to their health and safety, the preventative measures and the procedures in place.
- Systems of work are devised, provided and maintained that are safe and without risk to health.
- Procedures are created for the safe use, handling, storage and transport of articles and substances for use at work.
- The provision and maintenance of plant, machinery and equipment that is safe and free from risks.
- The workplace and its environment are safe and without risks to employees' health and that it has safe means of access to and egress from it.
- Adequate welfare facilities are provided.

MANAGER'S RESPONSIBILITIES

NONM will allocate appropriate health and safety responsibilities to all managers who will set an example in safe behavior and maintain a constant and continuing interest in safety, health and welfare in particular by:

- Ensuring that where necessary, specific risk assessments have been carried out, actioned and reviewed for all the work activities under their control.
- Acquiring a working knowledge of health and safety acts, regulations, codes of practice and guidance and the advice necessary to ensure the safety of their employees.

EMPLOYEE RESPONSIBILITIES

Each employee has a duty to ensure that the work he/she carries out is performed in a way that is safe to him/her, other employees and to members of the general public.

Employees must also follow the advice and instructions for health and safety matters issued by NONM. Should an employee consider that a hazard to health or safety exists, he or she should report the matter to their immediate superior.

A review, addition or modification of this general statement may be made at any time.

This General Policy Statement will be brought to the attention of all employees.

SECTION XVI: HIV/AIDS WORKPLACE POLICY

GENERAL POLICY

NONM recognises that HIV/AIDS endangers our success by threatening the wellbeing of our employees, and that of our clients and service providers. In an effort to deal with the issue proactively, we are committed to assisting our employees infected with or affected by HIV/AIDS. The details of this undertaking can be found in NONMs HIV/AIDS Workplace Policy document.

Our stance on HIV/AIDS is as follows:

- NONM will not carry out direct or indirect pre-employment screening for HIV/AIDS as a pre-requisite for employment.
- NONM will endeavour to educate all employees about HIV/AIDS prevention, transmission and treatment.
- HIV infection, in itself, does not constitute lack of fitness to work, so an employee can not and will not be dismissed simply because he/she is HIV-positive.
- All medical records will be kept confidential. It is up to the employee to release information concerning his/her HIV status if he/she chooses to.
- If an employee is unable to work because of an AIDS-related illness, reasonable alternative working arrangements will be made where possible.
- NONM will do best to protect any member of staff against stigmatisation and discrimination in the workplace. Any employees found doing this, will face disciplinary action.
- HIV-positive staff members will enjoy health and social protection just like any other member of staff living with a progressive or debilitating illness.
- HIV /AIDS will be treated like any other medical condition when it comes to medical aid cover or the granting of sick leave.
- Disciplinary action will be taken against any member of staff who is found to have deliberately disclosed the HIV/AIDS status of an employee to a third party.
- NONM encourages its employees and their registered dependants to find out their HIV status and make use of support services.
- Credible and cost-effective vendors for such services will be communicated

to staff, who will be able to use such services discreetly. Vendors may not and will not be asked to disclose names or information of employees using their services.

Let's face this problem together.

APPENDICES

APPENDIX 1 – NONM GRADING STRUCTURE

Grade	Job Family	Position
A1	Chief Executive Officer	Executive Director
A2	Project Management	Project Coordinator, Project Accountant
B1	Officers	Project, Finance, IT, HR
B2	Administrator	Personal Assistant to ED
B3	Assistants	Secretarial
C1	Driver	Project Driver
D1	Support	Messenger, Cook, Cleaner
D2	"	Security Guard, Gardener

APPENDIX 2 – NONM EMPLOYEE PERFORMANCE APPRAISAL FORM

EMPLOYEE PERFORMANCE APPRAISAL FORM		
NAME: TEAM: JOB TITLE: APPRAISAL DATE:		
OBJECTIVES FOR CURRENT YEAR	COMMENTS ON PERFORMANCE	
1. 2. 3. 4. 5. 6. 7.		
How well has the employee delivered their other tasks for the year?		
Identify six or fewer objectives for the coming year.		
1. 2. 3. 4. 5. 6.		
Development Objectives (what do you hope to achieve?)	Development Action (how will this be carried out?)	Deadline (when will this be achieved by?)
Employee Comments		
Signature		Date
Supervisor's Comments		
Signature		Date

APPENDIX 3 – EMPLOYEE INFORMATION FORM

INSTRUCTIONS		NONM EMPLOYEE INFORMATION FORM		PHOTOGRAPH	
Please answer each question clearly and completely. Read carefully and follow all instructions. Please type or use capital/bold letters					
1.SURNAME		FIRST NAME		MIDDLE NAME(S)	
2.DATE OF BIRTH DAY MONTH YEAR		3.PLACE OF BIRTH		4.NATIONALITY	
5.SEX	6.HEIGHT/WEIGHT	7.MARITAL STATUS Single [] Married [] Divorced [] Widow(er) [] Separated []			
8.PERMANENT ADDRESS Village: T/A: District:			9.MAILING ADDRESS		
10.HOME TELEPHONE NUMBER		11.MOBILE TELEPHONE NUMBER		12.EMAIL ADDRESS	
13.HAVE YOU ANY DEPENDENTS? Yes [] No []					
Name		Date of Birth	Relationship	Name	
				Date of Birth	
				Relationship	
14.NAME AND ADDRESS OF NEXT OF KIN					
Telephone:		Mobile:		Email:	
15.POSITION			16.TYPE OF EMPLOYMENT Permanent [] Fixed Term [] Part-time []] Temporary []		
17.EDUCATION give full details i.e. degrees/diplomas/certificates earned					

A.UNIVERSITY/COLLEGE		
DEGREE/DIPLOMA/CERTIFICATE OBTAINED	NAME OF UNIVERSITY/COLLEGE ATTENDED	YEAR
B.HIGH SCHOOL/SECONDARY SCHOOL		
CERTIFICATE OBTAINED	SECONDARY/HIGH SCHOOL ATTENDED	YEAR
18.LIST ANY PROFESSIONAL/ACADEMIC AWARDS		
19.PREVIOUS EMPLOYMENT RECORD		
Starting with your present post, list in reverse order every employment you have had. Use a separate block for each post. If you need more space, attach additional pages.		
PERIOD	NAME OF SUPERVISOR	EXACT TITLE OF POST
NAME AND ADDRESS OF EMPLOYER		REASON FOR LEAVING
DESCRIPTION OF YOUR DUTIES		

PERIOD	EXACT TITLE OF POST	NAME OF SUPERVISOR
NAME AND ADDRESS OF EMPLOYER		REASON FOR LEAVING
DESCRIPTION OF YOUR DUTIES		

PERIOD	EXACT TITLE OF POST	NAME OF SUPERVISOR
NAME AND ADDRESS OF EMPLOYER		REASON FOR LEAVING
DESCRIPTION OF YOUR DUTIES		

20. HAVE YOU ANY OBJECTIONS TO OUR MAKING INQUIRIES OF YOUR PREVIOUS EMPLOYER?
Yes [] No []

21. REFERENCES:
List three persons, not related to you, who are familiar with your character and qualifications.

FULL NAME	ADDRESS OF REFEREE	POSITION

22. HAVE YOU EVER BEEN ARRESTED, CONVICTED, FINED OR IMPRISONED FOR THE VIOLATION OF ANY LAW (EXCLUDING MINOR TRAFFIC VIOLATIONS)
YES [] NO []
If "Yes" give particulars of the case in an attached statement.

23. I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or omission made on the Employee Information Form or other document requested by NONM renders me liable to termination or dismissal.

SIGNATURE: _____ **DATE:** _____

