



MANEPO HR POLICY

MANEPO is an umbrella body coordinating over sixty (60) civil society organisations whose aim is to help older people claim their rights, challenge discrimination and overcome poverty, so that they can lead dignified, secure, active and healthy lives in Malawi

Key Thematic/Priority Areas:

Income security
Health & Care
Abuse & Discrimination
Voice.
DRR/Emergencies

VISION

A society in which the rights of older men and women are protected and promoted in order to improve their quality of life.

MISSION STATEMENT

To promote coordination, knowledge sharing and inclusion of older men and women in programmes and policies in order to reduce poverty, abuse and discrimination.

The principal objective of this manual is to assist the user in delivering the expected level of service and serve as a reference tool for everyday use. It describes MANEPO's best practice and all support services as reference documents for employees when performing their respective functions.

NOTE: This document may be amended from time to time as per need basis

By order of Management

Definitions

In the Human Resource Policy, unless the context otherwise requires, the following terms have the meanings given hereunder:

“Absenteeism”	shall mean regular or habitual absence from work by an employee
“Abscondment”	shall mean absenting oneself from duty without excuse or valid reason for a period of five (5) consecutive working days
“Accident”	shall mean any exposure (death or injury) resulting from unforeseen incident involving an employee in the course of performing duties connected with company work
“Confirmed Employee”	shall mean a person who has successfully completed probationary period of work and has been confirmed in appointment in writing
“Dependents”	shall mean a spouse and unmarried biological declared children or legally adopted children under the age of 18. Spouse shall mean on legal husband or wife
“Disciplinary Action”	shall mean any formal action taken to correct, educate and counsel a staff to improve on the unsatisfactory conduct or performance in course of employment or separation for gross misconduct
“Disciplinary Case Hearing” Committee”	shall mean a Committee set by MANEPO to investigate, discuss and recommend a verdict on alleged cases of misconduct
“Employee”	shall mean a person employed by MANEPO to offer service on a fixed-term contract of employment
“Employer”	shall mean MANEPO
“Grievance”	shall mean complaint by a staff who thinks there is something in the work-place which is wrong, unjust, or unreasonable as far as he is concerned
“Gross Misconduct”	shall mean so serious misconduct that warrants the employer to dismiss an employee for a first offense
“Induction”	shall mean an orientation program for a newly appointed employee
“Married Employee”	shall mean an employee MANEPO with a legally declared spouse
“Misconduct”	shall mean any act or omission by an employee which contravenes the provision(s) contained in the conditions of service
“Probationary Period”	shall mean a period during which a newly appointed employee is assessed in terms of suitability for the post
“Separation”	shall mean retirement, resignation, dismissal, termination, retrenchment, death
“Succession Planning”	shall mean structured career development of employees identified to nurture talent management to prepare employees for higher responsibilities

“Training”	shall mean the systematic and planned process aimed at improving the knowledge, skills and attitudes of employees to perform adequately in a given task or job
“Training Need”	shall mean an identified skills gap or shortfall in terms of employee’s knowledge, understanding, skill, and attitudes against what is required by the job or the demand of the organizational change
“Vacancy”	shall mean an established post which is not filled

SECTION A: HUMAN RESOURCE AND MANAGEMENT

1.0 ATTENDANCE POLICY

In adherence to the conditions of Service, this policy must be observed and followed by all employees at all times. Failure to adhere to this policy will result in an appropriate disciplinary action.

- 1.1 Any employee who does not report for duties shall be marked absent
 - 1.1.1 Equivalent days shall be deducted from the employee’s salary.
 - 1.1.2 Any employee who is absent due to sickness shall report to the HR & Administration Manager or immediate Line Manager in writing.
 - 1.1.3 From point 1.1.2, an employee must present a medical report to HR & Administration Manager from a recognized medical centre to validate his/her claim of sickness on the day he/she reports for duties
 - 1.1.4 Where point 1.1.3 is not fulfilled, the staff will be deemed to have been absent. It is the duty of the staff to advise of sickness to the immediate line manager pending submission of Medical Certificate.
 - 1.1.5 Where an employee is serving probationary period or does not have accrued leave days and is absent without a valid reason, his/her salary shall be deducted in proportion to the period of absence and deemed to be unpaid leave. In the event of such unpaid leave for employees serving probationary period, shall be extended by the number of such unpaid leave days.
 - 1.1.6 Any employee who does not report for duties continuously for more than 5 working days without a valid reason acceptable to the management shall be deemed to have **absconded** and vacated the post.
 - 1.1.7 Any employee who is persistently late to work (more than 3 times) shall be served with a written warning. Late shall mean any time later than 7.30 am.
 - 1.1.8 Any employee reporting for work later than 7.30am shall be marked absent – meaning deducted from leave or if no days, deducted from salary.

2.0 LOANS AND SALARY ADVANCE POLICY

NOTE: Provision of Loans to an employee is purely at management discretion

2.1 When does an employee qualify for granting a loan?

2.1.1 Employees with outstanding loans/advances shall not be subject to management approval

2.1.2 A quarter of a basic monthly salary for salary advance

3.0 LEAVE POLICY AND PROCEDURES:

3.0.1 Leave annual entitlement shall apply as follows: (see organogram)

3.1.1_Grade	Entitlement (working days)
Senior Staff	21
Junior/support staff	18

3.2.1 An employee shall duly complete the leave application form

3.2.2 Application to be checked and approved by the line manager

3.2.3 Completed application form to reach Human Resource Department (HRD) one month prior to the leave commencement date

3.2.4 HRD will confirm the entitlement and balance leave days, enter into Payroll system, attach the relevant forms, register and forward the set to the Executive Director for approval

3.2.5 Both the employee and the line manager shall be informed by HR & Admin Manager once leave has been approved

3.2.6 **Emergency leave** may be entertained at short notice

3.2.6.1 Reason for application of such leave shall be stated

3.2.6.2 Such a leave shall be fast-tracked and verbal approval may be possible

3.2.7 **Sick Leave** shall only be granted upon production and recommendation from a medical report by a medical officer

3.2.7.1 Management reserves the right to request for an independent medical report for a sick employee

3.2.8 **Unpaid leave** shall be granted where an employee has exhausted his/her leave days or is serving probation period

3.2.9 **Compassionate Leave**

3.2.9.1 Granted when attending funeral of a spouse, biological child and parents serious sickness of an employee's dependent, sorting out a serious personal/domestic affairs.

3.2.9.2 It is a maximum number of 5 working days per year. It is non-cumulative, non-commutable for cash and cannot be added to annual leave.

3.2.9.3

3.2.10 **Maternity Leave**

3.2.10.1 Must be applied for at 2 months before it is due

3.2.10.2 Maximum of 90 calendar days taken by a female employee

3.2.10.3 Shall be applied for **once** in 3 years of service, is not cumulative and cannot be commuted to cash

4.0 RECRUITMENT/INDUCTION/PLACEMENT POLICY

4.1 Overall goals of the policy is to manage human asset effectively and achieve:

4.1.1 Reduction in labour turnover/increase retention levels of employees

4.1.2 Increase performance levels of employees

4.2 Recruitment: Hiring of human asset

4.2.1 The requesting department/Section shall identify a vacancy by drawing up a Job Description(JD) and raise a Human Resource Requisition(HRR)

4.2.2 The HRR together with JD is submitted to management for scrutiny and approval

4.3 Induction

4.3.1 A line Manager shall take through the new employee on the **Vision** and **Mission** Statements and relate them to the employee job, including the organization structure

4.3.2 HR & Administration manager shall take the new employee through MANEPO Policies, terms and conditions of employment and prepare all appointment documents signed by Executive Director or in his absence, his appointee and indorsed later.

5.0 PERFORMANCE APPRAISAL POLICY

5.0 Performance Appraisal Policy (PAP):

- 5.0.1 An effective PAP require a well-defined reporting structure, Job Description (JD) and clearly agreed Performance Targets;
- 5.0.2 The overall objective of PAP is to assist every employee to reach their potential and achieve MANEPO objectives which in turn will assist to achieve their personal goals;

5.1 Core Principles of Appraisal Policy:

- 5.1.1 Aims at improving the effectiveness of organization by contributing to achieving a well-motivated and competent workforce;
- 5.1.2 It is an on-going process with regular formal meeting to review progress;
- 5.1.3 It is a two-way communication process between the individual and line manager
- 5.1.4 All confirmed employees should participate in the appraisal process;

5.2 Performance Appraisal Implementation:

- 5.2.1 There shall be a designated period in a year for the appraisal exercise.
- 5.2.2 Arranged by Line manager at the convenience of the employee as well as MANEPO;
- 5.2.3 Discussions are held in private except for the outcome which may require further action, is shared with those to be involved;
- 5.2.4 Appraisal documents should be shared in advance to both parties to ensure the appraisal discussions are fruitful and focused;
- 5.2.5 Time and venue of the appraisal meeting to be advised at least one week before the actual date

SECTION B: GENERAL

HEALTH-CARE POLICY

MANEPO recognizes that a healthy employee is the most productive person and encourages employees to seek medical attention for any ailment to remain healthy. However, being aware of the cost of medical services, MANEPO maintains all staff on a health insurance

DISCIPLINE POLICY

MANEPO wishes to have a disciplined workforce. An employee shall be subject to disciplinary action if he/she commits any offense as outlined below:

- i. Insubordination
- ii. Absconding from duties
- iii. Not possessing the skills as specified by the job
- iv. Being drunk at work or addicted to drugs
- v. Suspected criminal (being prosecuted)
- vi. Causing commotion or disorderly behavior on duty
- vii. Destroying/disclosing company information without approval,
- viii. Theft, fraud, extortion, bribery and corruption

TRANSPORT POLICY

This Policy covers aspects of managing MANEPO's transport, in a manner that promotes operational and financial efficiency. It aims at providing guidelines regarding management of MANEPO's vehicles. Each Officer authorized to drive a company vehicle shall:

- Possess a valid driving license
- Conduct daily routine checks on the vehicle and take appropriate corrective action
- Comply with vehicle maintenance schedules based on mileage, as set by Technical Department
- Complete the usage log placed in the vehicle
- Report any accident involving the vehicle within 24 hours for time of accident
- Keep vehicle tidy all the time
- Adhere to Road Traffic Regulations and related by-laws
- Adhere to MANEPO' rules and regulations related to the operation of vehicles at all times

Motor Vehicle Accidents:

In an event of an accident involving a MANEPO vehicle, the driver/ officer shall:

- Immediately report the accident to the nearest Police Station
- Submit an accident report to the Transport Manager

DRIVER'S SPECIFIC TERMS & CONDITIONS

- ◇ Note that driving at speed of over 100km per hour is a serious offence warranting disciplinary action
- ◇ It is the driver's responsibility to maintain his/her driver's license
- ◇ All road fines due to careless driving are for the driver's account
- ◇ All MANEPO vehicles are insured on third party basis. In event of a road accident, the driver will be responsible for any damage to the vehicle as a result of negligence after being vindicated by Police investigations and report.

FRAUD AND CORRUPTION POLICY

MNEPO policy statement on fraud and corruption is as follows:

- ◆ It is the policy of MANEPO that corruption, fraud, theft, maladministration or any other dishonest activities of a similar nature shall not be tolerated.
- ◆ The consequence is that such irregular activities shall be investigated and followed up by the application of all remedies available within the MANEPO policies as well as the relevant Laws of Malawi
- ◆ It covers all fraud and corrupt practices within and outside MANEPO involving all levels of employees and business associates
- ◆ Disciplinary action shall be taken against the culprits after investigations
- ◆ Fraud: dishonest activity which is done intentionally resulting in actual or potential loss to MANEPO, any person or entity including theft of money or other resources by employees or persons external to the entity.
- ◆ Corruption: dishonest activity in which any person acts contrary the interest of MANEPO and abuses their position of trust in order to achieve some personal gain or advantage of themselves or for another group or entity. This includes activities such as acts and practices such as abuse of official discretion or position, abuse of privileged information, bribery, conflict of interest, embezzlement, facilitating payment, extortion, fraud and influence peddling.

SALARIES AND WAGES

- ◆ A salary is agreed on the commencement of employment through the employment contract
- ◆ There shall be review of salary every year based on employee performance.
- ◆ Management has the right to review an employee salary or wage at any particular time for the reasons so seen.
- ◆ Wages and salaries increment are at management discretion

HUMAN RESOURCE REQUISITION (HRR)

Department					
Position(s) to be filled:					
Candidate Name:					
Nos. :	1				
Recruitment basis	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">New Position</td> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> <td style="width: 40%;">Existing Position</td> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> </tr> </table>	New Position	<input type="checkbox"/>	Existing Position	<input type="checkbox"/>
New Position	<input type="checkbox"/>	Existing Position	<input type="checkbox"/>		
Qualifications:					
Academic:					
Professional:					
Other (specify):					
Proposed Package:	Basic:				
	Allowances:				
	Other:				
Proposed By:	Date:				

Approved By

.....

..
Executive Director

.....

Date