HOLY FAMILY VIRIKA HOSPITAL



HUMAN RESOURCE POLICY AND MANUAL

June 2018

TABLE OF CONTENTS

List of Acronyms

Preamble

Objectives of the Human Resource Policy and Manual

SECTION A: HUMAN RESOURCE MANAGEMENT POLICY.....

Part 1 BACKGROUND, VISION, MISSION AND VALUES
PART 11 ORGANISATIONAL STRUCTURES AND JOB DESCRIPTION..
PART 111 RECRUITMENT.....
PART 1V APPOINTMENT.....
PART V TRAINING AND DEVELOPMENT.....
PART V1 TERMS AND CONDITIONS OF EMPLOYMENT....
PART V11 TRANSFERS.....
PART V111 LEAVE AND VACATIONS.....
PART 1X BENEFITS.....
PART X CODE OF CONDUCT.....
PART X1 COMMUNICATION.....
PART X11 SALARY.....
PART X111 TRAVEL ON DUTY.....
PART X1V HIV/AIDS.....
PART XV PERFORMANCE APPRAISAL.....
PART XVI DISCIPLINE MANAGEMENT.....
PART XV11 GRIEAVANCE HANDLING.....
PART XV111 SEPARATION FROM SERVICE.....
PART X1X OCCUPATIONAL HEALTH, SAFETY AND SECURITY.....

SECTION B: HUMAN RESOURCE MANAGEMENT MANUAL

PART 1 ORGANISATIONAL STRUCTURES AND JOB DESCRIPTION.....
PART 11 RECRUITMENT.....
PART 111 APPOINTMENT.....
PART 1V TRAINING AND DEVELOPMENT.....
PART V TERMS AND CONDITIONS OF EMPLOYMENT.....
PART V1 TRANSFERS.....
PART V11 LEAVE AND VACATIONS.....
PART VII BENEFITS.....
PART 1X CODE OF CONDUCT.....
PART X COMMUNICATION.....
PART X1 SALARY.....
PART X11 TRAVEL ON DUTY.....

PART X111 HIV/AIDS.....
PART X1V PERFORMANCE APPRAISAL.....
PART XV DISCIPLINE MANAGEMENT.....
PART XV1 GRIEAVANCE HANDLING.....
PART XV11 SEPARATION FROM SERVICE.....
PART XV111 OCCUPATIONAL HEALTH, SAFETY AND SECURITY.....

SECTION C: APPENDICES

A : Employee Code of Conduct
B : Organisational Structure
C : Personnel Requisition Form
D : Interview Evaluation Guide
E : Letter of Appointment
F : Employee Data Form
G : Medical Insurance Form
H : Probationary Appraisal Form
I : Training Needs Analysis Form
L : Leave Application Form
M : Secrecy/Confidentiality Form
N : Appraisal Form
O : Travel Advance Form
Q : Employment Application Form
R : Telephone Reference Check Form
T : Job Description Form
U : Quit Claim form
V : Staff Orientation Checklist

Preamble

1.0 Recognising the value of Human resources in advancing the Vison, Mission and Objectives of any institution, HFVH has developed a Human Resource Policy and Manual well keeping focused to the requirements of the Labour Laws of Uganda and best practices in management of Human Resources in the Health Sector;

2.0 The Vision of HFVH is "To be a leading provider of holistic health care service in Rwenzori region"

3.0 The Mission of HFVH is "To promote life to the full by providing quality health care to all persons without discrimination, with a preferential option for the less privileged and vulnerable groups; and to train high standard health care providers"

4.0 The Strategic Objectives of HFVH include:

a) To make Virika Hospital the Centre of excellence in service delivery;
b) Moving towards financial stability and sustainability;
c) Enhancing the identity, visibly and position of Virika Hospital;
d) Enhancing the corporate visibility of Virika Hospital;

5.0 The Core Values of HFVH of a) Respect of human dignity and non-discrimination, b) access to health care for the less privileged and vulnerable groups, c) Justice and Equity;

6.0 The Human Resource Policies and Manual illustrates the means of guaranteeing attainment of the Human Resource Management objectives of HFVH in line with the National Labour laws and peculiar needs of a typical hospital;

7.0 In this policy, unless the context otherwise requires –

a) Board of Governors means the governance organ established by the Board of Trustees in accordance with the Constitution of Hospital;
b) Board Human Resource Committee means a Working Committee consisting of Board of Governors of HFVH selected for the purpose of providing oversight to the Human Resource Management Sector;
c) Hospital Administrator means the Officer designated to perform the role of Head of Administration and Human Resource Management in the Hospital;
d) Internal Auditor means the auditor appointed by the Board of Governors to independently appraise, examine and evaluate activities as a service to HFVH;
e) Medical Director means the Officer designated to perform role of Medical Director in HFVH;
f) Senior Management Team means the entire administrative set up of HFVH.

8.0 Where there is a conflict between these procedures and any earlier instructions or circular in respect of Human Resource Management, these procedures shall prevail.

Objectives of the Human Resource Policy and Manual

These policies and Manual are tailor-designed to provide for the following:

a. Defining HFVH Organizational Structure and Driving Productivity;
b. Building Coordination Between Organizational Departments;
c. Facilitate the development of a high level of professionalism in the management and development of employees;
d. establish boundaries for acceptable behaviour and guidelines for best practices in certain work situations;
e. Programs that offer Employee Satisfaction and Keeping up with Societal and Ethical Models.

SECTION A: HFVH HUMAN RESOURCE MANAGEMENT POLICIES

PART 1 – ORGANIZATIONAL STRUCTURE

1.1 HFVH shall at all times have a documented and approved macro organization structure and Departmental structures derived from the Macro Structure. (See ***Appendix A for the Organisation Structure)***

1.2 The Macro Organisation Structure for HFVH shall constitute fourteen (14) Departments inclusive of eight (08) Health Care provisioning departments, five (04) Departments focusing on control and support services and two(02) Assurance Departments;

1.3 **Health Care provisioning Departments** shall include Inpatient, Outpatient (OPD), Primary Health Care (PHC),Laboratory, Imaging, Pharmacy, Pastoral Clinical Services and Theatre and each department shall be led by a Head of Department;

1.4 Control and support services Departments shall include Administration, Financial Management, Business Development and Health Information Management Systems and each department shall be led by a Head of Department;

1.5 Assurance Departments shall include Internal Audit and Quality and Patient Safety Departments and each department shall be led by a Head of Department;

1.6 The Health Care provisioning departmental Heads shall directly report to the Medical Director while the Control and Support Departmental Heads shall report through the Deputy Medical Director to the Medical Director;

1.7 Assurance Departmental Heads shall administratively report to the Medical Director and functionally report to the Board of Governors;

1.8 Each departmental establishment structure shall have three (03) decision making levels inclusive of Head of Department for strategy, Principal Officers for technical decision making, Senior Officers and Officers for operational management and auxiliary/support staff.

PART 2 – JOB DESCRIPTION

2.1 HFVH shall have comprehensive job descriptions for every position on the staff establishment structure and all job descriptions shall be reviewed and periodically updated to reflect the current situation;

2.2 Every HFVH employee shall be provided with the job description detailing his/her duties and responsibilities before deployment.

PART 3 - RECRUITMENT

3.1 HFVH shall recruit and hire the most suitable individuals capable of delivering both HFVH short and long-term strategy and objectives. HFVH is an equal opportunity employer and affirms that recruitment practices shall be undertaken without bias or favour.

3.2 HFVH shall recruit staff without prejudice to race, creed, gender, ethnic origin, marital, pregnancy, disability, family status, political persuasion, or other prejudice who reflect the diversity and needs of HFVH clients, and who can make a commitment to uphold the Core Values of the institution.

PART 4 – APPOINTMENT

4.1 HFVH shall issue a letter of appointment to each employee specifying the job title, job description, salary scale, benefits, effective date of appointment assumption of duty, duration of probation, duration of contract, and the terms of termination of the contract.

4.2 **Policy on Authority and Responsibility for Recruitment :** Authority of recruitment shall be as per the table below:

Position	Responsibility	Appointment type	Duration
MD	Board	Probation	6 Months
		Contract	5 years
Senior Management Team (SMT)	Board	Probation	6 Months
		Contract	5 Years
Middle Managers	MD	Probation	6 Months
		Contract	3 Years
Support staff	MD	Probation	6 Months
		Contract	3 Years

PART 5 – TRAINING AND DEVELOPMENT

5.1 HFVH shall be committed to growth and development of staff. This will ensure that they are trained to carry out their current jobs and equip them with knowledge and skills to carry out their roles effectively. HFVH shall also encourage staff to have the culture of learning through self-development and continuous training at regular intervals.

PART 6 - TERMS & CONDITIONS OF EMPLOYMENT

6.1 HFVH aims to provide employment terms and conditions and a working environment that aims to position it as one of the best employers in the health industry;

6.2 Standard Working Hours Policy: Employees are to adhere to the standard work hours of HFVH. The standard working hours are as follows:

i. The normal working week shall consist of 40 working hours:

ii. Monday to Friday: 8:30am to 5:30pm.

iii. Employees are entitled to a lunch break during the working day of 1 hour from 1.00 pm-2.00pm.

6.3 Other working hours may be allowed in the offices provided it is with the necessary clearance from the Head of Department;

6.4 Time Records for Staff Policy: Each staff is required to inform management of his where about using the online facilities available like email, WhatsApp and any other available online technology.

6.5 Weekends, Public Holidays Policy: Weekends and National Public Holidays are not regular working days. However, an employee may be requested to work outside the normal working hours as required by the job and workload.

6.6 No employee is entitled to payment of overtime unless previously approved by the MD;

6.7 As a law-abiding employer, HFVH and all its employees are duty-bound to recognize, uphold and apply Uganda's employment laws through employees' contracts of employment.

PART 7 – TRANSFERS

7.1 HFVH shall transfer staff when it is deemed necessary. It may be geographical or interdepartmental. Geographical transfers will be done to the benefit of the institution.

7.2 Transfer will be without any change in salary for the staff members, unless if there is a change in role.

PART 8 - LEAVE

8.1 HFVH shall grant annual leave to staff every year completed in service. Most types of leave taken by staff shall be scheduled on a leave Roster three months in advance. Leave forms shall be submitted at least one month before taking leave so that adequate arrangements are put in place to cover these absences. This will apply to annual leave, and maternity leave.

8.2 Regular Staff members are entitled to annual leave of 24 working days for each complete year of employment ending 31st December. In addition to this, the staff member is entitled to be on leave for national public holidays.

8.3 HFVH shall encourage staff to go for leave to enable them to rest and for audit purposes.

8.4 Annual leave is earned at a rate of 2 days per month

8.5 Up to ten days of annual leave can be accrued and used within the first 90 days of the following calendar year. Any leave in excess of 10 days not used within the same calendar year, will be forfeited.

8.6 Annual leave can be utilized in cases of prolonged sickness/illness if the employee has already exhausted his/her sick leave and only with the authorization of the MD.

8.7 Annual leave should be applied for one month in advance.

8.8 All unutilized leave shall not be paid.

8.9 Annual leave do not accrue during the period of suspensions, or when on leave without pay. All unutilized leave shall be forfeited if a staff member's service is terminated as a result of breach of contract or Code of Conduct and RCC.

8.10 **Policies on Sick Leave:** An employee may be granted sick leave with full pay and benefits owing to ill health subject to such leave being ordered by a medical doctor, applied for in writing, and approved by the MD, under the following conditions:-

i. Employees must inform their supervisor as soon as possible regarding absence from work due to illness or injury. In all cases absence must be reported within 24 hours either by phone or written message.
ii. An employee who, in the opinion of his or her supervisor, is unfit for duty may be directed to take sick leave.
iii. An employee is entitled to a maximum of one-month (20 working days) sick leave with full pay
iv. In the event of an employee falling sick for a prolonged period, he/she may be granted a maximum of two additional week's sick leave with half pay taken in one continuous period.
v. Sick leave up to three (3) months with pay may be granted at the discretion of the management.
vi. The HFVH Board of Governors must approve sick leave for periods of more than three months
vii. After 6 months the employee shall be considered unsuitable for employment, and services shall be terminated
viii. HFVH may check on the illness of a staff member and refuse sick leave pay if there is reason to believe such payments to be unjustified. Any misrepresentation of sick leave shall be subject to disciplinary action.
ix. In cases where sick leave has been exhausted, absences that are due to illness may be charged to available annual leave only with the approval of the MD;
x. In cases where both annual leave and sick leave have been exhausted, absences due to illness shall be charged against salary.

8.11 Policies on Compassionate or Emergency/Special Leave

a) Employees may be granted special leave on emergency or compassionate grounds. Special leave is to provide for illness requiring hospitalization, death, illness and natural catastrophes affecting the home and the immediate members of the family.
b) Management may at its discretion grant compassionate leave to an employee in such compelling circumstances.
c) The number of days granted shall not exceed 10 working days per annum.
d) Days taken in excess of this are charged to annual leave.

8.12 Policies on Maternity Leave

a. Female staff is entitled to 60-working days paid maternity leave taken in one continuous period. Maternity leave may be taken slightly before or slightly after delivery or a combination of both but not earlier than one month in advance of confinement and not later than the day of confinement.
b. Expecting female staff members shall apply for maternity leave. Application for such leave shall be in writing and two months in advance.
c. Sick leave may be attached to expired maternity leave for reasons of illness arising from pregnancy, delivery or miscarriage, which renders the staff member unfit for work as medically certified.
d. Requests for attachment of sick leave to expired maternity leave shall be submitted at least two weeks before the expiration of the maternity leave.
e. The sick leave as approved shall be with pay only up to the extent of the available sick or annual leave. Scheduled annual leave shall be planned after the expired maternity leave.

8.13 Paternity leave Policy

Male employees will be entitled to 4 working days of paternity leave. Upon return from this leave, one will be required to produce the born child's birth certificate naming him as the father.

8.14 Policies on Absence without Official Leave (AWOL)

a. Any staff member who is absent without being granted official leave (including sick leave without a letter from a doctor) is considered to have abandoned his/her work, which are grounds for immediate dismissal. All rights, privileges, and benefits accruing to him/her shall be forfeited.
b. The exception is if there is a valid reason, which could not have been communicated before taking the absence.

PART 9 - BENEFITS

9.1 Policies on staff medical benefits

i. HFVH shall set an annual medical contribution for all staff through normal annual budgeting processes.
ii. Staff medical benefits cover Staff, spouse and 3 dependents under 18 years of age.
iii. The medical benefit will be administered through an insurance carrier approved by the Board of Governors.

9.2 Policies on retirement benefits

a) HFVH provides for staff retirement benefits through the statutory requirements of the NSSF Act. The employer pays 10% of the gross pay monthly and the employee pays 5% towards the retirement benefits that are accessible according to NSSF regulations.
b) The Board of Governors shall establish a retirement benefits scheme for employees in accordance with Uganda Retirement Benefits Regulatory Authority Act, 2016

9.3 Policies on Retirement Age

i. Employees are eligible for retirement upon reaching 60 years.
ii. On retirement an employee shall be given a certificate of service.
iii. HFVH and the employee under question may agree to retain the services of the staff who has reached retirement as a special case. Such special cases can include peculiar training and experience of the employee or any others which by all means may not be looked at as a favour.

9.4 Policies on Death and Bereavement

a) If an employee loses an immediate family member (1 spouse, parents and own registered children), HFVH shall contribute towards funeral expenses as provided for in the annual budget.
b) In the case of an employee dying, HFVH shall pay for the cost of the coffin and contribute towards the construction of the grave, transportation of the body to its final resting place and a contribution (set annually in the budget) for related burial expenses.

PART 10 - CODE OF CONDUCT

10.1 To maintain stakeholder and public confidence, all employees of HFVH shall be guided by the HFVH Code of Conduct, including integrity, confidentiality, professionalism, loyalty and absolute honesty. These are vital ingredients for Health Care institutions as they instil confidence in the clients they serve.

10.2 All employees of HFVH shall also be bound by the RCC code of Conduct.

PART 11 – COMMUNICATIONS

11.1 HFVH shall maintain a proactive corporate communications system with the public, clients and employees.

11.2 **Policy on External Communications:** All external communications directed at the public, clients and staff shall depict an accurate picture of what HFVH is, its performance, its standards, its values and its aspirations for services in the future.

11.3 Policies on Information NOT for External Communication

HFVH shall make available factual information as requested by to staff, clients and all stakeholders, with the exception of following information:

a) Any information provided in confidence to officers and employees
b) Information that could provide others with a competitive advantage or an opportunity for personal or corporate gain (e.g. new products, strategic plans)
c) Any information related to an issue before the courts that could place the organisation in an unfavourable position;
d) Minutes on proceedings or discussions about any **closed** Board, Committee or management meeting
e) Any information or data held in the personnel files of employees pertaining to salaries, benefits or performance and any information provided by an employee in confidence to the Organization

11.4 Policies on Staff Communications

Any staff who uses a communication channel which does not promote the policy objectives including use of anonymous letters, rumour mongering, is in breach of policy and shall be subject to appropriate sanctions up to and including termination.

PART 12 – SALARY

12.1 In order to recruit and retain quality and qualified human resources, HFVH shall pay staff rates that will be linked to the HFVH business and individual performance, competitive rates, as well as available funding.

12.2 Salary rates shall be based on equal opportunity principles, sustainable, affordable, fair, open, consistent across the Organization, and competitive in the local relevant market and industry.

12.3 Policies on Market Position

i. HFVH seeks to provide, where possible, competitive and sustainable pay rates for all jobs.

ii. HFVH shall ensure that the top performers are remunerated at rates higher than the job average.

iii. To ensure retention and competitiveness, positions with limited supply of relevant skill shall be identified and subjected to a high performance rating.

12.4 Policies on Salary Structure

i. HFVH shall put in place a documented salary structure

ii. The salary structure of HFVH shall be based on individual experience, qualifications and performance.

iii. Individual salaries are considered confidential and are not disclosed for general consumption within HFVH.

12.5 Policies on Salary Reviews (Increments)

i. HFVH shall use annual (individual and business) performance results, pay rates in the market, inflation rate and cost of living indexes as the basis for calculating the annual increase depending on the funding availability.

ii. The salary reviews shall be reflected in the budget.

12.6 Policies on Salary Advance

i. HFVH shall approve salary advances to staff payable within not more than three months by monthly deductions of not more than 30% of an employee's net pay.

ii. Salary advances must be approved by the MD.

12.7 Performance Incentive (Bonus)

HFVH shall Institute and document a performance management system

PART 13 – TRAVEL ON DUTY

13.1 HFVH shall facilitate staff to travel within and outside the country for purposes of official duties. This facilitation shall not be regarded as income to staff. It's meant to ease movements for accomplishing the assigned tasks.

13.2 **In Country:** If an employee travels away from the duty station and stays away from home (in country) over-night on official duty he/ she is paid per diem as below per night.

Summary of Duty Facilitating Allowances (UGX)

Category	Support Staff	Middle Managers	Senior Manager	MD
Night Allowance				
Meals				
Transport	To be provided at public rates depending on the distance to be travelled			

a) Such an allowance covers cost of meals, accommodation and transport (as necessary
b) The purpose of this allowance is to compensate employees for meal and accommodation expenses that would otherwise not have been necessary if they had remained at their duty station. The per diem allowance is **not intended** as an income supplement for employees.
c) Travel must be related to official HFVH business;
d) The trip must be approved in advance by the employee's supervisor; and
e) The travel expense allowance will be paid only when a travel request form has been duly signed and trip report (when necessary) are submitted and approved.
f) Senior management must supply hotel receipts as evidence for reimbursement
g) HFVH reserves the right to arrange and pay for accommodation and/or meals directly, without paying a per diem to the employee.

13.3 **Out of the Country:** If an employee is out of the country on official duty/ business he/ she has his/ her subsistence expenses paid. All employees going on international travel will receive per diem allowance based on rate allowed for the country of destination and will be entitled to reimbursement of reasonable hotel and transportation expenses.

PART 14 - GENDER AND HIV/AIDS AT WORK PLACE

14.1 HFVH shall develop elaborate policies to promote the healthy productivity and gender balance for HFVH employees by formulating, developing and implementing effective HIV/AIDS sustainable prevention, care and control programs and integration of gender and HIV concerns at work place.

PART 15 - PERFORMANCE APPRAISAL

15.1 **Performance Appraisal system**

i. HFVH shall institute a documented, transparent and consistent appraisal system;
ii. The appraisal system shall be part of the performance management system;
iii. Heads of Department shall be responsible for performance appraisal of subordinate staff and the Human Resource Manager shall be responsible for coordinating the appraisal process;
iv. Departmental Heads shall be appraised by the Medical Director except the head of Internal Audit Department who shall be appraised together with the Medical Director by the Board of Governors;

15.2 **Review Periods**

a) Employees serving probationary appointment shall be appraised after three(03) months in order to prepare them for the final appraisal after six(06) months;
b) Employees serving on contract basis shall be appraised at intervals prescribed in their respective employment contracts;
c) Employees below the rank of Head of Department and confirmed in permanent employment shall be Appraised on a Quarterly basis in the Months of October, January April and July;
d) Employees at the rank of Head of Department and confirmed in permanent employment shall be Appraised bi annually in the months of January and July;
e) The review of performance shall be a continual process, as part of good managerial practice, and not something that only happens as a result of a specific event.

15.3 **Managing Disagreements:** In the event of a disagreement over performance issues that cannot be resolved, either party has the right to involve the Medical Director.

PART 16 – DISCIPLINARY

16.1 HFVH shall invoke the disciplinary policy and procedure as a means of corrective action to bring about improvements in the expected behaviour and standards of conduct from individual employees.

16.2 There shall be a five(05) member disciplinary committee of Management constituted by the Medical Director who shall draw members among hospital senior staff from different departments and the Medical Director shall not be a member of the management disciplinary committee;

16.3 Every employee shall be entitled to fair hearing before a disciplinary action is taken against him or her;

16.4 An employee scheduled for a disciplinary hearing shall be informed in writing of the matters for which he/she is a subject of the hearing and he/she has a right to appear with a representative of his/her choice;

16.5 The decision of the disciplinary committee must be communicated in writing to the staff being disciplined and such a staff has a right to appeal the decision before the Medical Director within fourteen(14) working days following receipt of the committee decision;

16.6 Staff appointed by the Board of Governors that become a subject of a disciplinary hearing at management level shall where necessary, lodge their appeal to the Board of Governors within 14 working days following receipt of the committee decision;

16.7 Disciplinary actions to be administered shall be as stipulated in the code of Conduct of the Hospital and the enabling labour laws of Uganda.

PART 17 – GRIEVANCE HANDLING

17.1 HFVH shall foster an environment where hostility and harassment are unacceptable behaviour at the workplace.
17.2 Individuals shall be confident enough to bring grievances or complaints without fear of ridicule or reprisal.
17.3 The responsibility to challenge all forms of negative work environments including harassment and for upholding personal dignity lies with all staff members;
17.4 All grievances shall be routed through the immediate supervisors except where the supervisor is party to the grievance thus warranting the aggrieved staff to route the complaint to the Human Resource Manager or the Medical Director.
17.5 Grievances shall be investigated by the immediate supervisor or otherwise in accordance with the code of Conduct and other policies of the Hospital.

PART 18 – SEPARATION FROM SERVICE

18.1 **Policies on Separation from Service:** The Following conditions may cause a contract to be terminated by either the staff member or the Hospital:

a. Resignation
b. Involuntary Termination
c. Redundancy
d. On grounds of ill health, as advised by a medical officer appointed by the Organization
e. As a result of early or normal retirement
f. Any breach of the Contract or Code of Conduct.
g. Any Category 4 offense
h. Funding Constraints

18.2 Termination shall be done after advance notice of 1 month (excluding # f and g). For full information regarding immediate dismissal, refer to section relating to disciplinary procedures

18.3 **Resignation (Voluntary Separation) by the Employee:** Any employee who wishes to resign voluntarily from HFVH must discuss his/her decision with the Supervisor or the Human Resource Manager;

18.4 **Advance Resignation Written Notice:** If any staff fails to give one month notice in writing, he / she shall pay in lieu an equivalent of one month's total salary and all dues upon the acceptance of his or her resignation.

18.5 Termination (Involuntary Separation) of the Employee

i. Termination of an employee's services is to be invoked when corrective actions have failed to bring about an improvement in the expected performance from the employee.

ii. No termination will be effected for an employee on maternity leave.

18.6 **Termination without Notice: When** an employee is in breach of the terms of contract or Code of Conduct, or commits a serious wrong doing, HFVH shall terminate the contract immediately without giving notice or any compensation in lieu as specified in employee's appointment letter, or under other sections of this manual.

18.7 **Retrenchment or Redundancy:** Subject to providing a one month notice where possible, HFVH may be forced to lay off some staff in the following instances:

i. Restructuring;
ii. Change in Hospital's mission;
iii. Funding constraints.

PART 19 - OCCUPATIONAL HEALTH, SAFETY AND SECURITY

19.1 HFVH shall take all necessary steps to ensure the health and safety of staff and of all visitors to the premises;

19.2 All employee's shall take necessary care and precautions regarding their personal health and safety and of their colleagues at work as stipulated in the national occupational health and safety guidelines for health workers;

PART 20 - HFVH STAFF SAVINGS AND CREDIT SACCO

20.1 HFVH staff shall form a savings and credit scheme within the Hospital to nurture the saving culture among staff and shall contribute a minimum of 5% on their gross salary each month;

20.2 Every staff of HFVH shall subscribe to the employee SACCO.

.

SECTION B: HFVH HUMAN RESOURCE MANAGEMENT MANUAL

1.0 Introduction:

The following principles shall be followed in the implementation of the Human Resource Management policy:

a) **The Policy Objective:** A clear definition of the purpose, goal and intent.
b) Participation: All stakeholders including the employees, management and the Board of Governors participated fully in developing the HR policies.
c) Approval of the Policies: It is mandate of the Board of Governors to consider and approve the Human Resource Management Policy and Manual.
d) Implementation: Determination and approval of the cost of implementing and using the policy and ensuring those costs are within the HFVH budget.
e) ***Review:*** Management recognizes that exceptions to agreed and approved policy and procedures may be necessary; the policy shall clearly define management's courses of action for addressing the particular exceptions to the policy.

Distribution:

The final policy shall be availed to all staff and they shall be responsible to read it, understand it and sign acknowledging receipt of the policy as ignorance of any article therein shall never be used as a defence.

All policy holders are empowered and responsible for implementing the policies in their respective areas of operation. This includes availing it to staff for reference and communication.

All Managers and supervisors shall be responsible for monitoring the implementation of the HR policy. Every member of staff has a responsibility to assist with the practical application of the policies as described and documented in this policy.

Amendments / Modifications:

The Board of the Directors shall update the Policy as required to reflect both internal and external changes. The following changes would necessitate the revision of the policy:

(i) Changes in strategic direction and objectives of HFVH
(ii) Changes in management policies and procedures
(iii) Economic, demographic, technological, legislation and legal changes
(iv) Amendments in local Industry or Industrial Collective Agreements
(v) Organizational changes including structure, processes, systems and technology
(vi) Views of all stakeholders including management, employees and staff, as appropriate.

Management shall present revisions to the Board for approval.

Interpretation:

The Board of Governors shall be the final reference point for Interpretation of the policy.**1.0**

2.0 ORGANIZATIONAL STRUCTURE

Scope of work by Department

	Macro Department Structure	**Functional Scope**
1	In-patient	i. Maternity Ward ii. Surgical Ward iii. Pediatrics Ward iv. Medical Ward v. Orthopedic Ward Services vi. High Dependency Unit
2	Out- patient (OPD)	i. General OP ii. Special Clinics ((Obstetrics & Gynecology, physiotherapy, Orthopedic Services ENT, Dental, ECG, Palliatives, Eye, Pathology Services, etc,)
3	Primary Health Care (PHC)	i. Natural Family Planning ii. Antenatal Care iii. Post Natal Care iv. ART Projects v. Psycho-social Support vi. Immunization vii. Occupational Health & Safety viii. Epidemiology ix. Health Education
4	Imaging	i. Radiology ii. Ultra sound Scan iii. Echo
5	Laboratory	i. Hematology ii. Pathology iii. Immunology, Molecular and Culture
6	Pharmacy	
7	Theatre	
8	Pastoral Clinical Services	
9	Administration	i. Human Resource Management ii. Transport and Fleet management iii. Procurement iv. Estates management
10	Financial Resource Management	i. Planning and Budgeting ii. Patient Billing

		iii. Stores Management iv. Financial accounting v. Financial Reporting
11	Health Information Management Systems(HIMS)	i. Monitoring and Evaluation ii. Database administration iii. Systems Administration iv. ICT Hardware Maintenance v. Network administration vi. Communications vii. Cyber Security
12	Business Development	i. Social Business and Sustainability Planning ii. Strategy Coordination iii. Customer Service Management iv. Networking and Public Relations v. Branding
13	Quality and patient safety Management	i. Clinical Care of Patients ii. Clinical Environment for Patients and Staff iii. Quality and Safety Improvement iv. Clinical Risk Management
14	Internal Audit	i. Conventional process control evaluation and improvement ii. Strategic, Operational and financial risk assessment iii. Regulatory Compliance

3.0 JOB DESCRIPTION

The objectives of the job description policy are to:

(i) Align existing jobs with the internal HFVH structure

(ii) Review jobs periodically to ensure that unnecessary tasks or responsibilities are shed off as HFVH develops or re-engineers its processes

(iii) Ensure that all existing jobs in the institution contribute towards the attainment of the overall strategic objectives

(iv) Facilitate clear communication to staff about to whom they report, what is expected of them, what is involved in their roles and responsibilities and how their performance in those positions will be evaluated.

A job description is a dynamic document that gives a clear definition of the overall purpose of the job, and then breaks the objectives into key roles and responsibilities in each area of job activity.

The job description shall clarify the main areas of activity for the jobholder, her/ his colleagues, and her/his staff and to demonstrate the authority and responsibility the job entails. The job description shall be used in HR management decisions including induction, recruitment, training and development, performance appraisal, job evaluation and grading, salary etc.

3.1 Job Descriptions Components

Each job description shall have the following sections, which are designed to fulfil the needs of an employee: See Job description form (***Appendix K***)**:**

i. **Job title and reporting relationships:**
ii. The section should describe, "Where does the staff fit in the organization" and should include job title, direct and indirect reporting relationship.
iii. **Job purpose:**
iv. This section describes the overall fit and contribution of the position to the overall objectives and goals of HFVH
v. **Key responsibilities:**
vi. The section describes, "What am I expected to do" and describes all key responsibilities and activities of the position. See appendix B
vii. **Qualifications**
viii. **Job Description Use and Review.**

The job description defines the job responsibilities, key performance measures and the competencies required. These documents should form the basis of discussion during Appraisal. The contents need regular updating. Job descriptions shall be reviewed as required. Any changes in the contents of the job description will be discussed between the Supervisor and the subordinate.

Job descriptions are used as tools in establishing a consistent approach towards recruitment, selection, and staff induction, training and development, and career planning for all staff in HFVH

3.2 Responsibilities for Job descriptions

3.2.1 Role of Departmental Managers

Department Heads shall ensure that up-to date organization structure and job descriptions are in place and communicated to each job holder in their respective functions. The Line Manager shall document, update and communicate any changes to existing jobs to jobholders, with support from the HR Manager.

3.2.2 Role of the Human Resource Manager

The Human Resource Manager shall support the function and facilitate the job description writing and documentation process. The Human Resource function shall maintain at all times up-to-date copies of approved organization structure and job descriptions.

4.0 RECRUITMENT PROCEDURES

A) Recruitment Principles

All the recruitment activities shall be conducted as per the defined policy in keeping with statutory requirements. In addition personnel records shall be maintained in a way that meets best practice standards.

B) Compliance to Local Legislation

HFVH shall comply fully with the employment legislation and other statutory requirements of the laws of Uganda.

C) Equal Opportunities & Gender Equity

In pursuing gender principle, HFVH's shall present equal employment opportunities to all staff members and job applicants, regardless of race, creed, gender, marital, pregnancy, disability, Family status, political persuasion, or other prejudice.

All recruitment activities including setting selection criteria and instructions to use external recruitment agencies shall therefore be conducted without discrimination.

The objectives of the Equal Opportunity and Gender policies are to:

i. Provide equal opportunities for employees in respect of access to job opportunities, training and promotion.
ii. Provide a working environment free from unlawful discrimination
iii. Minimize and manage reputation and legal risks due to legislation covering equality of treatment
iv. Employ a workforce which reflects the diverse community at large
v. Treat all employees with dignity and respect.

D) Employment of Relatives

Employment of relatives shall be permitted where staffs are related by blood or marriage, the following shall apply:

i. To married staff, there shall not be any official activity that will cause conflict of interest.
ii. To biological relatives, there shall not be any official activity that will cause conflict of interest.
iii. If any of the above relationship exists, the staff involved shall disclose to management in writing.

The Uganda Labour Laws position on the matters stated above shall take precedence over the policy.

E) Authority and Responsibility for Recruitment

Each recruitment activity shall be initiated by the department or function that requires it. The Head of Department, HR Officerand the Medical Director shall therefore approve all

recruitment activity and budget. Any recruitment process shall not commence until the authorization has been completed.

Where recruitment is for a head of department and or Medical Director, the Board shall implement the process in section 4.5.

F) The Recruitment Process

i. Internal recruitment

Existing staff members shall be given consideration regarding recruitment for vacant positions. Vacant positions will be advertised internally as well as externally and all staff are encouraged to seek fresh challenges within the organization once they have been in their current job for an appropriate period and have established a satisfactory performance record at least 2 Years.

All staff applying for vacant positions shall apply through their immediate Supervisors and Heads of Department. The immediate supervisor shall recommend or not recommend with reasons.

If the applicant is successful, the current manager/supervisor shall release him/her to his/her new assignment. The release date shall vary according to the nature of the position but should not exceed three months.

ii. External recruitment

The Department Head with support from the HR Department shall advise on the appropriate method/option to use. The method shall also depend on the seniority of the position and the available budget.

The following are the range of methods available:

1. **Executive Search or Headhunt:** This method should be used for the Medical Director and Senior Management positions and jobs requiring scarce, specialised skills or a person with known and proven competencies and skills .
2. **Recruitment Agencies:** HFVH shall, where necessary, outsource part of or the entire recruitment process to preferred suppliers. The objective shall be to increase the level of objectivity and reduce administrative costs. The recruitment activities that can be out-sourced include advertising, screening and interviews.
3. **Direct Advertising Search:** HFVH shall, where appropriate, advertise the position(s) directly in the appropriate media. All applicants are to be screened by the HR Department, with interviews conducted internally by management (as appropriate). This method shall normally be used for middle management and specialised positions.
4. ***Other Methods****: Include:*
   (i) Referrals from industry sources, partner organizations, advisors, etc.
   (ii) Speculative applications made directly by people seeking to change jobs.
   (iii) Records maintained by HR of applicants for previous vacancies
   (iv) Introductions from existing staff.
   (v) Internet Search

Preparation

(i) Justifying the need for the Recruitment

In accordance with HFVH's strategic plan, Department Heads and other senior staff members shall identify additional staff needs and report these to the HR Manager. A job description will be completed along with the Personnel Requisition Form (PRF) and forwarded to the HR Officerfor approval, the Finance Manager to certify budgetary capacity and the MD for final approval.

The PRF should include:

1) The skills, technical knowledge, capabilities required for successful performance in the job
2) A clear framework to assist managers and new recruits in setting objectives and performance standards,
3) A clear justification as to why the job responsibilities cannot be absorbed within existing Resources.

(ii) Advertising the Vacancy

Once the job description and person specification have been agreed upon by the HR Officerand the Medical Director, the HR Officershall embark upon a recruitment strategy that includes announcing the vacancy (or vacancies). Occasionally a recruitment agency may be used, in which case they might reasonably be expected to handle advertising, document flow and short-listing of candidates.

1) Advertising Media

Careful consideration should be given to the appropriate advertising media for each post, in order to attract the best pool of candidates. New positions may be posted in the following locations.

i. In all HFVH headquarters and offices
ii. With selected professional associations
iii. In selected newspapers

2) The Recruitment Advert

All postings and announcements shall include the following information:

i. A brief statement about HFVH and its business
ii. Job Title
iii. Division/Department
iv. Location of Job
v. Summary of Primary Duties and Responsibilities
vi. Minimum Educational Qualifications required
vii. Minimum experience required

viii. Application Procedures/Contact Information
ix. Closing date

All prospective candidates from outside the organization must fill an employment application form. The following documents must be attached:

i. Curriculum vitae;
ii. Copies of diplomas, degrees, or other certificates;
iii. Copy of personal identification card;
iv. Passport photo;
v. Copy of valid logistics officer's license, if applicable; and
vi. Recommendation letter from previous employer, if applicable

Applicants may be requested to present original copies of documents during the interview process or later during reference checks

Giving false, inaccurate or misleading information of whatever kind in the application form or its accompanying documents are reasons for the applicant's disqualification.

G) Short-listing Candidates

Upon receipt of application forms, the HR Officerin conjunction with the Head of Department where the vacant job lies shall review and select appropriate applications on merit in relation to the requirements for the post and the JD. It is useful to create a Summary Form for each candidate. This should help to evaluate the candidate's application against the specific requirements of the job description and the personnel specification.

The HR Officershall rank each applicant on the Summary Sheet. The HR Officershall invite the applicants who receive the highest application screening score for an interview. If none of the applicants meets the minimum requirements for the post, then the process should begin again, after discussion with the MD.

Before an invitation for an interview is offered, the HR Officershould develop a mutually agreed upon interview time schedule with the Head (s) of department and the Medical Director. The HR Officershall then contact the applicants and schedule the interviews.

H) Selection Process

The two most common methods of selection are interviewing and testing which are often used in conjunction with each other:

a. Planning the Interview

It is also important to note that finding the best possible applicant requires an interview that meets both the interviewer's and the candidate's needs in the best environment. For purposes of objectivity and transparency, a member of the interviewing panel shall disclose his/her relationship with the candidate if any and shall excuse him/herself from the panel until the candidate leaves the interview venue.

b. The interviewer(s) - What do they need?

All members of the Interview Team must be free of any form of bias. The interviewer shall be clear on the particulars of the job, and required skills necessary (***Refer to Appendix c***).

The HFVH interviewing panel shall always comprise at least three people and these include the HRO, the head of department of the prospective candidate(s) and any other co-opted person(s) by the two Managers.

The HRO must check availability of references or special reports details such as the proposed wage or salary level and the conditions of employment.

c. The Candidate - What does he or she need?

As an absolute minimum the candidate will need to be met and greeted on arrival, and certainly to be shown where the toilet facilities are. The candidate will need somewhere to wait in comfort. What the candidate does NOT want is to be kept hanging around, wondering what is going on.

d. The interviewing Panel - What does it need?

The interview needs to be planned. A structured interview organized in a series of discrete units or areas of inquiry, each of which may be assessed separately, shall be used. The plan should therefore provide a route through the interview, and tell the interviewer(s) what they should be looking for along the way.

.

A preliminary discussion is essential to agree what the panel is looking for and who shall ask what. An interview guide will then be prepared clearly highlighting areas for inquiry. See Appendix for Interview Guide.

e. The location - What is needed?

A suitable room is essential and it needs to be prepared in advance. The layout of the room can also influence how well things go. Ensure to create a conducive interview atmosphere and to give the candidate an appropriate chair and provide a glass of water.

I) Choosing the Right Candidate

a. Assessing Suitability

A general discussion shall be held among the interviewers, ending in the selection of the top candidate, followed in rank order by the others. A consensus shall be reached about the successful candidate.

b. Pre - Employment Checks

The degree to which a candidate's background is investigated shall reflect the nature of the duties to be assumed. Greater details shall be sought for over sensitive and/or senior management positions. Nevertheless all prospective employees will be subject to a reference check. No disclosure is to be made to any candidate prior to reference checking.

Individuals must not be allowed to assume responsible duties within HFVH until reference procedures have been completed satisfactorily:

(i) **Career History:** A satisfactory employment or educational history must be established for individuals in senior positions.

(ii) **Telephone checks and Reference letters:** For individuals filling non-sensitive positions, a satisfactory reference must be obtained from the current or past employer or educational establishment for fresh graduates. This may be done through a phone call to the referees or last employer of the job applicant. Letters of reference are acceptable, though not mandatory. (See Appendix – for Telephone Reference form)

(iii) **Qualification Verifications:** Original education and training certificates should be seen and verified.

J) Making the Decision to Appoint

Once consensus has been reached and satisfactory references have been obtained, the HR Officershall then contact the chosen candidate to offer her/him the position.

In the event that the applicant does not wish to work for HFVH, the Human Resource Manager shall inform the committee that the first-in-rank candidate has turned down the conditional offer, and then contact the second-in-rank candidate to offer him/her the position and tell them when to report for work.

Summary of the Recruitment Process

Note: In all the process below, the Board of Governors through the Board Human resource Committee must be informed and in some instances, clearance must sought.

Step No.	Activity	Action By	Form Needed	Timeframe
1	Seeks "Clearance to Hire" from the MD and informs HRO Office about its need for manpower by filling up a Personnel Requisition Form	Head of department.	Personnel Requisition Form	Within 3 day
2	Recommends or does not recommend new hire to MD	HRO	Personnel Requisition Form	Within 3 days
3	Approves/disapproves request for personnel and informs HRO and Head of department accordingly.	MD	Duly signed personnel requisition form.	Within 3 day
4	If approved, prepares budget and pro-forma of the job advertisement for	HRO		Within 1 Week

	placement in the local daily. Submits it to the Head of Finance for appropriate action.			
5	If approved, requests for processing of payment to the publisher and keeps track of the announcement.	HRO		3 consecutive days
6	Entertains applications.	HRO		Within one month.
7	Posts the job advertisement in the employee bulletin board. Ensures that all staff is aware of the announcement. (may include the notice as part of their nearest agenda meeting)	BH		7 days
8	Reviews applications for employment vis-à-vis credentials received. Prepares shortlist and submit to MD for approval.	HRO & Head of department		Within 3 weeks
9	Upon approval, schedules for interviews and informs all relevant staff accordingly	HRO		Within 1 day
10	Notifies short listed candidates about the interview date and interview requirements.	HRO		Within 1 day
11	Agrees on criteria and questions to be asked prior to the interview	Panel of Interviewers		Within 1 day
12	Conducts practical interview, rates and agrees on the best candidates.	Panel of Interviewers		On the interview day.
13	Conducts final panel interview, rates and agrees on super candidates. Decides on hiring.	Panel of interviewers		1 day
14	Conducts reference checks and documents results.	HRO		5 days
15	Issues Appointment Letter	HRO prepares, MD or HRO signs		2 days
16	Request for and checks on requirements of a new employee	HRO		
17	Advises Relevant departments of start date	HRO		

5.0 APPOINTMENT

The best applicant(s) shall be appointed for the job(s) as follows:

(i) The Board of Governors appoints the Medical Director/Chief Executive Officer and Heads of Department.
(ii) Management appoints all other employees.

5.1 Terms of Appointment

All staff appointments in HFVH shall be on permanent or contract terms. No employment contract shall be entered into with any one below 18 years and beyond 65 years of age.

5.2 Appointment Letter

The HRO shall prepare the appointment letter. Employment is also subject to performance and adherence to the Code of Conduct and other Hospital policies. Following the recruitment process the first preference candidate shall receive an appointment letter from the Medical Director or Human Resource Manager, and sign it as a sign of acceptance. The appointment is conditional on the successful completion of the probationary period and is subject to performance and adherence to the Code of Conduct and Terms and Conditions of Service. **See Appendix C**

The HRO shall provide a copy of appointment letter and any other documents to the Medical Director and Finance Department as required to enable processing of the payroll.

5.3 Employee Induction

A comprehensive Induction of new recruits is vital to align people to HFVH's corporate culture and business goals. All new employees shall be properly inducted into the organization and supported so that they can begin to operate effectively and live according to the HFVH's culture, values and business goals.

It is the responsibility of the Department Head in coordination with the Human Resource Manager to ensure that all newcomers to his or her team complete an Induction Process within the specified time period.

The following aspects should be included:

i. Job Responsibilities
ii. Expectations from the Management of HFVH
iii. Performance Objectives
iv. Overview of HFVH , its vision, mission, values, goals, objectives and organizational structure, and how its core values are a part of everyday practice

v. Introduction to the location where the new employee shall be working and to future work-mates
vi. Working hours, overtime, leave etc
vii. The Code of Conduct, Declaration of Confidentiality and other Hospital policies/ agreements as appropriate
viii. Performance Appraisal, Training Needs and Personal Development
ix. Health, safety and security

A summary of the staff induction process

Step No.	Activity	Action By	Form/Document Needed	Timeframe
1	• Submits Employee form • Medical Insurance Form and all relevant photos • Bank account • NSSF Number • Sketch map from home to nearest HFVH Office. • Provision of 2 Reference letters from reputable people.	Selected applicant	1. Submits Employee form. 2. Medical Insurance Form. 3. NSSF Number. 4. Sketch map from home to nearest HFVH Office. 5. Provision of 2 Reference letters from reputable people.	Within 3 days
2	Conducts orientation training on HFVH services, policies, and procedures with emphasis on Personnel and Administrative Policies.	HRO Manager/ Dept Manager	Design of Employee Orientation Training	1 day
3	Introduces new staff to immediate supervisor for job orientation on specific duties and responsibilities	HRO Manager	Job Description	One week
4	Prepares appointment signed by the MD/HRO and give to applicant together with Employees' Code of conduct	HRO Manager	Appointment letter and code of conduct	Within 1 day
5	Acts on the appointment (conforms or declines)	Applicant	Appointment letter	Within 1 day
6	Informs Finance Manager of the final selection and status of employment	HRO Manager/ Dept Head	A copy of a fully signed appointment letter	Within 1 day
7	Finance Manager ensures employee is appropriately registered in payroll including any allowances, etc. and all relevant deductions are included.	FINANCE MANAGER	Employee Bank Account Number & NSSF Number.	Within 1 day

5.4 Probationary Period

Upon acceptance of the appointment, every employee shall serve a 6-month probationary period. Following this period the employee shall be assessed and have their employment confirmed, probation extended or terminated. During the probationary period, an employee may terminate or be terminated by giving 14 days' notice or payment of one weeks' salary in lieu of notice.

Performance reviews shall take place quarterly during the probationary period and any issues that arise shall be documented, discussed with the employee and a plan of action agreed with the supervisor

5.5 Confirmation

On the completion of the probationary period, the Supervisor shall conduct an evaluation, using the Standard Appraisal Form (Sample). The parameters of the evaluation will have been presented to the employee at the outset of their probation period.

Based on the findings of the evaluation, the Supervisor shall recommend one of the following:

a) Confirmation of employment
b) Extension of the probationary period for a maximum of 6 Months.
c) Termination of employment for unsatisfactory performance during the probationary period

If employment is to be confirmed, the staff member shall receive the appropriate documentation from the HR Manager. In the event that the probationary period is to be extended, the employee shall be notified in writing by the HR Manager, with the reasons clearly stated. If performance or conduct has not been satisfactory, the employment contract shall be terminated, with reasons clearly stated. This can occur at any time during probation, without notice.

A copy of the above notices will be sent to the personnel files, relevant Finance department and the employee's supervisor/Department Head

6.0 TRAINING AND DEVELOPMENT

A) Training and Development policy principles are:

i. HFVH shall encourage individual self-development initiatives through a supportive environment to help employees achieve the HFVH 's objectives
ii. Training should be directly related to the current or planned Hospital undertakings or activities, or to strategies that lead to more efficient and effective service delivery.
iii. All training requests are subject to the availability of funds and approval of the MD.

iv. Structurally, training and development is a major responsibility of the HR Department Office. However, the supervisors and managers are duty-bound to provide opportunities that will enhance the capabilities of his/her staff **such as conducting training meetings at their office location, providing one on one training to new staff or staff with specific weaknesses, developing new staff capabilities by attaching them to older staff, etc**. The individual employee is held responsible for his/her own learning curve.

v. An employee returning from a Hospital -sponsored training is required to submit a written report on the training and to make a presentation to the other staff so they too may benefit from the training.

vi. An employee who does not finish the course paid for by HFVH shall pay back HFVH the amount of the course fee spent on him/her.

vii. An employee who fails to meet the standard requirement set for his/her course shall pay back the following:

Rating	**% to be paid HFVH**
Below 60% (or bottom 15% of participants)	**10%** of total cost paid by HFVH
Below 55% (or bottom 10% of participants)	**20%** of total cost paid by HFVH
Below 50% (or failing)	**100%** of total cost paid by HFVH

viii. Participation to international training/conferences should have been with the Hospital at least a year, is employed on a regular basis and is proficient in English as a second language. The participating employee must sign an Agreement indicating that the employee will return to HFVH for a certain period of time after completion of the training. The length of service will depend on the cost and nature of training. An employee who voluntarily leaves the Hospital without completing the required service length as per signed Agreement will be ask to reimburse HFVH a prorated cost of the training.

ix. After the foreign training is completed, all books and reference materials given to the participant become the property of HFVH and shall be catalogued and maintained in the Hospital library for use of other staff.

x. HFVH will cover the cost of international trainings/conferences for the employee. This includes transportation, per diem, accommodation, workshop/conference fees and related travel incidentals such as airport taxes, visa fees, travel insurance and passport acquisition/ renewals. All costs will need to be in line with accounting rules and policies as well as documented by receipts as much as possible.

xi. Each staff shall undertake a minimum of two trainings in a year to keep him/her refreshed with issues in his/her line of duty.

xii. Staff at Management level shall undertake a minimum of 4 trainings in line of their duties in a year since they are trainer of trainers (TOT).

B) Training Needs Analysis Instructions

The objectives of individual training and development planning are:

i. To focus on priority training and development needs
ii. To introduce and provide a wide range of development options
iii. To improve own skills and career development.
iv. To agree an annual action plan with the supervisor.

Training and Development needs shall be identified and analyzed through the formal Appraisal Process.

The Training Needs Analysis Form shall be completed by the supervisor, in consultation with the Head of the department and with the employee themselves. Such analysis shall result in a Training Plan, agreed upon by the Head of Department and the employee, which then feeds into the Appraisal process. Training Needs Analysis Forms are given in the Appendices at end of document. ***See Appendix E& F***

Training Needs Analysis Process

Step No.	Activity	Action By	Form Needed	Timeframe
1	Conducts Training Needs Analysis (TNA) and prepares Human Resource Training and Development Plan vis-à-vis results of performance evaluation of all staff	HRO Office	TNA form and Performanc e Evaluation Forms	3-year development plan updated every year based on TNA and Performance Evaluation
6	Prepares detailed training design, syllabus, and budget for a selected courses to be conducted and submits to Finance Manager (budget) and MD (content and review of methodologies)	HRO Manager	Pro-forma of training design and budget	At least 2 months prior to scheduled courses
7	Reviews and acts on recommendation	FINANCE MANAGE R/MD/		
8	Once approved, organizes training management team (overall management, documentation, evaluation, administrative) and informs participants	HRO		At least 1.5months prior to scheduled courses
9	Conducts or implements courses	Training manage	Required training	

		ment team	materials, evaluation tools, logistics, etc	
10	Prepares Training Completion Report and submits to MD	HRO	Pro-forma training completion report	Within 2 weeks upon courses completion
11	Conducts follow-up sessions (if applicable) and evaluates after-training job performance of trained participants. Makes/submits recommendations to MD	Training Team		As required in the training design

C) Development of Training Programs

The Human Resource Manager shall facilitate the design and development of training programs based on the identified gaps and needs. He/she shall review all programs in conjunction with the business and technical trainers and ensure appropriateness to specified business needs before adoption.

D) Responsibilities for Training and Development

i. The Individual

It is the responsibility of each individual to identify personal training and development needs and to ensure that he/she acquires the necessary professional expertise, knowledge, skills, attitudes and required competency ability to perform current and future roles.

HFVH shall encourage staff to undertake personal training as long as this does not interfere with HFVH activities. HOFOKM does not give study leave and in case one undertakes a course that warrants a study leave, one will be required to resign; HFVH does not guarantee his/her job after completion of the course.

ii. Heads of Departments

All Managers share the responsibility for the training that is to help staff to:

a) Reach a high standard of competence in the performance of their duties
b) Develop the knowledge and the skills necessary to assume future responsibilities
c) Contribute effectively towards the Organization achieving its corporate objectives.

The role of supervisors is therefore to fully support the development of team members through working out their self-development and in-house initiatives, identification of their training and development needs, and creation and facilitation of learning opportunities.

iii. Human Resource Manager

It is the responsibility of the HR Officer to:

a) Co-ordinate and facilitate all training and development initiatives
b) Provide support to Department Managers and Trainees through the design, delivery, and internal and external sourcing of development solutions.
c) Ensure that recommended training and development meet the overall business objectives and are followed through.
d) Encourage and support self-development initiatives through the provision of relevant reading materials, videos, tapes, etc.

iv. Implementation

Self-development initiatives shall be identified through the Training Needs Analysis process. This process assists employees to identify their development needs and solutions.

Development process of the Training Program

Step No.	Activity	Action By	Form Needed	Timeframe
1	Coordinates with local training institutions and shortlists courses that are relevant to the needs of the HFVH, including their course requirements and terms of registration.	HRO		At least every 3 months
2	Submits the recommended courses to all Heads of department for review and comments	HRO		1day
3	Receives recommendations from DH and prepares preliminary budget, timetable and number of participants	HRO		
4	Submits recommended courses and budgets to Head of Finance (to determine funds availability) and to MD for approval to participate	HRO Office		At least 4 times a year
5	Upon his discretion, may or not approve proposed in-country courses	MD, FINANCE MANAGER		
6	If approved, prepares and distributes memorandum (signed by the Finance Manager & MD to all HFVH offices inviting applicants to a selected in-country training/courses	HRO	Letter of Invitation/ Memos	Within 1 week upon receipt of approval from MD& Head of Finance (HoF)
7	Discusses with staff invitation notice and courses requirements. Agrees with his/her staff the best staff to be recommended to Head Office.	DH/ Manager/ supervisors		Within 1 week upon receipt of memorandum

8	Acts on the recommendation and informs HRO of the decision	FINANCE MANAGER /MD		At least 2 weeks prior to scheduled courses
9	Drafts Service Contract Agreement and submits such to the MD for comments. Finalizes thereafter	HRO	Draft Contract of Agreement	Within 1 week prior to scheduled courses
10	Informs selected staff and briefs him/her on the courses requirements and explains the provisions of the contract. Upon execution, notifies Finance Manager for processing of registration fees, travel/per diem, and other related expenses like registration fees, etc	HRO and selected participant		Within 1 week
11	Processes courses requirements and other related expenses likely to be incurred	BH		Within 1 week
13	Once training is completed, participant submits a written report, shares learning acquired to selected staff, turns over all books and references to HRO.	Employee	Training Report	Within 1 week upon arrival
14	Catalogues books and references received and files in the Hospital library. May translate and reproduce some materials which he/she deems very relevant and easily understood by other concerned employees	HRO		Within 1 week upon receipt

7.0 TERMS AND CONDITIONS OF EMPLOYEMENT

A) Time Records for Staff

Office staff members shall record the following in the attendance register:

i. Time In (reporting for work)
ii. Time Out (home-bound/after work)
iii. There shall be a logbook stationed at the office secretary's table on which all employees shall sign and indicate their actual time of arrival to and departure from the office, including lunch break;
iv. Field workers are required to record time in and time out from respective / unit offices. A staff member found to be in time violations shall be subjected to disciplinary action and a warning letter for negligence of duty shall be issued.
v. Falsification of actual time in and time out in the logbook shall be reasonable ground for disciplinary action;

B) Weekends and Public Holidays

A weekend/public holiday lunch refund shall be approved by the Medical Director or his/her delegated staff at a rate in the approved budget, if necessary.

Below is a list of Public holidays:

a) New Year
b) NRM Anniversary
c) Women's Day
d) Good Friday
e) Easter Monday
f) Martyrs Day
g) Heroes Day
h) Independence Day
i) Labour Day
j) Christmas Day
k) Boxing Day
l) Weekends
m) Janan Luwum Day
n) Eid el Fitir and Aduha
o) And any other holiday as may be declared by the Government of the Republic of Uganda.

8.0 TRANSFERS

HFVH shall settle staff in the new location in accordance with the following:

i. Pay the employee standard per diem (as shall be provided in annual budget) for at most two weeks at the normal official rates at the new station while looking for a house.

ii. Meet the transportation cost of the staff's property to the new station *to* be paid at a rate approved in the budget.
iii. Disturbance allowance on transfer (across es and within a over a distance exceeding 10KM) shall be paid at a rate approved in the budget.
iv. Payment of a disturbance allowance for internal transfers shall depend on whether the staff changes the place of residence. Exception to the above shall apply to staff moving a distance exceeding 50 Km for internal transfers.
v. Settlement allowance will be paid to new staff to be paid at a rate approved in the budgets.
vi. A hard to reach allowance shall be paid at a rate approved in the budget and it shall be at the discretion of management to determine the hard to reach areas.

Staff members may request for a transfer to other departments or offices. The approval of the request will be the responsibility of the Human Resource Manager in consultation with the Medical Director and the Head of Department. In such a case, no settling allowance will be paid.

9.0 LEAVE

An annual leave roster shall be prepared by every /business unit at the beginning of the calendar year. Copies of the leave rosters from all business units shall be submitted to the Human Resource Management Department for proper staff planning. A staff member must submit a leave form and receive his/her approval prior to initiating leave.

Telephone verification and confirmation of leave duration, credits, and/or approval shall not be deemed as authority to go on leave.
A staff member who goes without leave approval shall be considered to have abandoned his/ her work and disciplinary action shall be taken accordingly.

Absenteeism is defined as the habitual failure to appear, especially for work or other regular duty.

A) Annual Leave

All Staff members are entitled to annual leave of 21 working days for each complete year of employment ending 31st December. In addition to this, the staff member is entitled to be on leave for national public holidays.

Guidelines for staff leave are stated as follows:

i. Leave credits shall begin to accrue upon confirmation.
ii. Annual leave is earned at a rate of 1.75 days per month

iii. Up to ten days of annual leave can be accrued and used within the first 90 days of the following calendar year. Any leave in excess of 10 days not used within the same calendar year, will be forfeited.

iv. Annual leave can be utilized in cases of prolonged sickness/illness if the employee has already exhausted his/her sick leave and only with the authorization of HR and Dept Head.

v. Annual leave should be applied for one month in advance.

vi. All unutilized leave credits shall be paid at the end of employment only if the management stopped the employee from going for leave due to the busy schedule.

vii. The process of leave approval for:

a) **Head Office Staff** The leave applicant shall fill an application form and submit it to his or her immediate supervisor, who in turn shall forward the application to the HR Officerfor leave registration purposes and routing to the Medical Director for final approval.

b) **Head of Departments:**

The leave applicant shall fill an application form and forward it to the HR Officerfor leave registration purposes and routing to the Medical Director for final approval.

Annual leave credits do not accrue during the period of suspensions, or when on leave without pay. All unutilized leave credits shall be forfeited if a staff member's service is terminated as a result of breach of contract or Code of Conduct.

Annual leave benefits to long-standing employees:

Employees who have worked 5 years or more will be entitled to the following additional annual leave days:

(i) Worked > 5 years: 1 day
(ii) Worked > 10 years: 2 days
(iii) Worked > 15 years: 3 days

The agreed schedule for leave shall be followed, except in the following circumstances:

1) **Recall for work**: In case of urgent necessity, the organization may recall for work, any staff member who is on leave. In such event, the balance of the staff member's leave shall be re-scheduled for another period by his/her supervisor. Any staff member who refuses to be recalled without any valid reason shall be subject to disciplinary action.
2) **Postponement**: Leave may be subject to postponement when the exigency of service so requires, as determined by the department heads.

In cases where HFVH requests the employee to forego already approved leave or return to work from leave early, the employee may add the unused annual leave credits to that of the succeeding year.

B) Sick Leave

An employee may be granted sick leave with full pay and benefits owing to ill health subject to such leave being ordered by a medical doctor, applied for in writing, and approved by the Human Resource Manager/Medical Director, under the following conditions:

I. Employees must inform their supervisor as soon as possible regarding absence from work due to illness or injury. In all cases absence must be reported within 24 hrs either by phone or written message.
II. Any employee that misses more than 3 consecutive days of work must provide a letter or order from a doctor stating the reasons and an estimated time frame for required convalescence. Sick leave must be applied for in writing. Sick leave request of more than three days must be accompanied by a Doctors approval letter.
III. Should the employee fail to comply with the requirement, he/she will not be entitled to sick leave pay for the period of absence. Disciplinary actions may also be required.
IV. An employee who, in the opinion of his or her supervisor, is unfit for duty may be directed to take sick leave.
V. An employee is entitled to a maximum of three-months sick leave with full pay
VI. Sick leave above three (3) months with pay may be granted at the discretion of the Medical Director.
VII. The HFVH Board of Governors shall approve sick leave for periods of more than 6 months
VIII. After 6 months the employee shall be considered unsuitable for employment, and services shall be terminated.
IX. HFVH may check on the illness of a staff member and refuse sick leave pay if there is reason to believe such payments to be unjustified. Any misrepresentation of sick leave shall be subject to disciplinary action.
X. In cases where sick leave has been exhausted, absences that are due to illness may be charged to available annual leave credits only with the approval of the MD and HRO.
XI. In cases where both annual leave and sick leave credits have been exhausted, absences due to illness shall be granted at management discretion.

C) Compassionate or Emergency/Special Leave

i. Employees may be granted special leave on emergency or compassionate grounds. Special leave is to provide for illness requiring hospitalization, death, illness and natural catastrophes affecting the home and the immediate members of the Family.
ii. Management may at its discretion grant compassionate leave to an employee in such compelling circumstances.
iii. The number of days granted shall not exceed 4 working days per annum.
iv. Days taken in excess of this are charged to annual leave.

D) Maternity Leave

I. Female staffs are entitled to 60 working days paid maternity leave taken in one continuous period. Maternity leave may be taken slightly before or slightly after

delivery or a combination of both but not earlier than one month in advance of confinement and not later than the day of confinement.

II. Expecting female staff members shall apply for maternity leave. Application for such leave shall be in writing and two months in advance.
III. Sick leave may be attached to expired maternity leave for reasons of illness arising from pregnancy, delivery or miscarriage, which renders the staff member unfit for work as medically certified. Requests for attachment of sick leave to expired maternity leave shall be submitted at least two weeks before the expiration of the maternity leave.
IV. The sick leave as approved shall be with pay only up to the extent of the available sick or annual leave credits. Scheduled annual leave shall be planned after the expired maternity leave.

E) Paternity leave

Male employees will be entitled to 4 working days of paternity leave. Upon return from this leave, one will be required to produce the born child's birth certificate naming him as the father.

F) Absence without Leave (AWOL)

i. Any staff member who is absent without being granted official leave including sick leave without a letter from a medical doctor is considered to have abandoned his/her work, which are grounds for immediate dismissal. All rights, privileges, and benefits accruing to him/her shall be forfeited.

The exception is if there is a valid reason, which could not have been communicated before taking the absence.

10.0 BENEFITS

A) Staff Medical Benefits

I. **Employees:** HFVH staff shall benefit from medical insurance as determined by the employer from time to time.
II. **Dependents:** HFVH shall pay a prescribed rate for medical refunds stipulated in the annual budget. The medical benefit will be administered through an approved insurance carrier.

B) Social Security Benefits

HFVH provides for staff retirement benefits through the statutory requirements of the NSSF Act. The employer pays 10% of the gross pay monthly and the employee pays 5% towards the retirement benefits that are accessible according to NSSF regulations.

C) Terminal Benefits

1) Employees who have served for a minimum of three years shall receive 15% of one's gross pay per Month for the period served in the organisation commencing at an effective date to be determined by the Board of Governor. A beneficiary of this scheme will have been confirmed in service and must not have any unresolved disciplinary cases against him or her.
2) HFVH shall comply with the regulatory requirements of the Uganda Retirement Benefits Regulatory Authority Act 2011 (URBRA Act).

D) Certificate of Service

Employees are eligible for retirement upon reaching 60 years. On retirement an employee shall be given a certificate of service. HFVH and the employee under question may decide to retain the services of the staff who has reached retirement as a special case. Such special cases can include peculiar training and experience of the employee or any other which by all means may not be looked at as a favour.

E) Long Term Service Award

Long term service award shall be given to each employee who has served HFVH continuously for 10 years and above. The award shall be equal to a total of one month's basic salary payable after every 10 years of service.

F) Death and Bereavement

If an employee loses an immediate family member (spouse, parents and own registered children), HFVH shall contribute UGX 1,000,000 (One million Uganda Shillings) for a spouse, biological or adopted children and foster parents, towards funeral expenses.

In the case of an employee dies, HFVH shall pay for the cost of the coffin, wrapping materials, transport of the body to its final resting place and contribute towards the construction of the grave and funeral expenses for an amount not exceeding UGX 5,000,000 (Uganda shillings five million).

11.0 CODE OF CONDUCT

A) General Conduct

It is expected that all employees shall perform their duties to the best of their ability to maintain and continually strengthen the commitment to HFVH mission.

Employees in positions of authority are expected to exercise such authority with respect and by influence and example, maintain a high standard or duty and conduct.

B) Employee's Code of Conduct

1) Compliance to Policies, Rules and Regulations

Employees shall:

I. Comply with all the Organization's principles, rules and regulations, policies and procedures and generally with all the Organization's requirements and regular instructions given by their supervisors
II. Comply with the instructions and directions given by their Supervisors.
III. Advise their head of department or the MD if they are aware of any irregularity, which might affect the interests of the organization.
IV. Advise their Heads of Department or the MD if they believe that the instructions given by their supervisors, oppose the Organization's interests, or are illegal,
V. Always act so as to protect the Organization's interests.
VI. Employees must not bring any item that is considered illegal under the law like prohibited drugs or substances into the premises of the HFVH or while on official HFVH business;
VII. Taking of prohibited drugs or substances can be cause for termination.
VIII. Employees must not be involved, or allow themselves to be used for political purposes while on official duty.
IX. Employees must not be involved in any acts of violence or sexual harassment;

2) Professionalism, Respect and Courtesy to Customers

All employees shall behave in a professional manner to customers and to colleagues.

All staff members are;

I. Expected to treat all customers and colleagues with respect and courtesy
II. Forbidden to be under the influence of alcohol during and after work.
III. Are expected to conduct themselves at all times with integrity and temperance
IV. Expected to be smart and tidy in dress and personal grooming
V. Expected to refrain from associating themselves by act or word with abusive/ offensive language and quarrels
VI. Expected to behave in a manner that reflects a Christian character and values.
VII. Be productive. Waste no time. If you have finished your work, offer help and or ask your supervisor for new assignment.
VIII. Act on papers/assignments before you without delay. If you have some doubts as to what action shall be taken, consult immediately supervisor;

IX. Employees must not commit any act of dishonesty, forgery or misinformation in the courses of discharging their duties.
X. Expected to be punctual.

3) Acceptance or Solicitation of Gifts

Staff members are not allowed to:

I. Accept any gift (in cash or in kind), loan, or donation for themselves or any other member of their immediate family from any of the Organization's customers, suppliers, individuals or companies that have or expect to have business relations with the Organization. Any such offers shall be reported to the employee's immediate supervisor.
II. Staff must not solicit inducement, either directly or indirectly, whether in cash or in kind in order to favour a customer in the provision of loans, acceptance of deposits or any other business activity of HFVH Limited for which they are entrusted either jointly or individually
III. Attempts to use any means (with the assistance of a third party or otherwise) to influence the institution in any way for his or her own or a colleague's benefit.

4) Abuse of Office

The following shall be deemed to be abuse or misuse of position and may constitute grounds for dismissal:

I. **Canvassing, soliciting or accepting inducement(s).** Employees involved in the outsourcing of any of the services of the institution or involved in obtaining any services on behalf of HFVH Limited are not allowed to canvass, solicit or accept any inducement of any kind or means in order to influence, assist in or procure;
II. The employment of any person or persons by HFVH Limited
III. The awarding by HFVH Limited of the contract for the supply of goods or services or the contract for services being out-sourced to any persons or Hospital.
IV. Be trustworthy. Observe confidentiality of official matters entrusted to you. Remember that the disclosure of confidential Hospital information is prohibited and serves as a ground for dismissal.
V. Employees must not deliberately expose themselves to unnecessary harm or untoward occasions that could endanger them while on duty.

5) Public Representation

Employees are not allowed to:

I. Make oral or written public statements about national, local, legal or other matters as the Organization's representatives without prior approval from the MD. If HFVH Limited wishes to make such public statements, an officially delegated person shall be nominated. Staff members who wish to make such statements shall make it clear that they are expressing their personal views, and definitely not those of the Organization, and shall obtain the prior approval of the MD.
II. See Staff Communication Policy for further details (Section 12).

6) Declaration of Confidentiality

a) HFVH Limited Business

All staff members are required to maintain strict confidentiality. Information on the Organization's business deals, negotiations, customers, correspondence, structure, policies, procedures, etc., are the property of the Organization, and therefore no staff member is allowed to disclose any such information. Any internal communication within the organisation or between the organization and its legal advisers, clients, or business partners is strictly confidential and shall not be disclosed either orally or in writing to third parties. Thus, members of staff shall take every precaution to protect the confidentiality of customer information and their transactions.

No member of staff shall during, or upon and after termination of employment (except in the proper courses of his/her duty or with the Organization's consent), divulge or make use of any secrets, copyright material, correspondence or accounts of the customers. No staff shall in any way use information so obtained for financial gain.

Every employee shall take Oath of secrecy. ***Refer to Oath of Secrecy in the appendix F***

Employees must not make false or misleading reports, illegally alter documents, or conceal information of benefit or cause potential harm to HFVH.

b) Customer Information

Members of staff shall not use or make available to third parties business and financial information about any customer without the prior consent of the customer or the Organization, or when law requires it. In any event internal procedures guiding such disclosures shall be adhered to.

All staff are required to sign a "Declaration of Confidentiality" statement as part of their contractual obligations (see Appendix F).

Violation of the Confidentiality Rules constitutes a case of gross misconduct **(see Section on Disciplinary Policy).**

c) Conflict of Interest

The following circumstances are deemed to be in conflict with the interest of HFVH Limited:

c) Conduct of Other Business during Office Hours

Members of staff shall not engage directly or indirectly in any business activity that competes or conflicts with the Organization's interest.

If a member of staff conducts business other than the Organization's business during office hours there is a conflict of interest.

1. Excessive Time/Attention to activities outside the Organization

Where the participation in any business activity outside the institution and office hours demands excessive time and attention from the member of staff, thereby depriving HFVH Limited the employee's best efforts on his/her job, a conflict of interest is deemed to exist.

2. Approval to Engage in External Activities

Before making any commitment to engage in external employment or study, the staff member shall discuss this with their departmental head. A written approval of the HR Officershall be obtained before an employee embarks on part-time employment, or study. Approval should be granted only where the interest of HFVH Limited will not be prejudiced.

3. Dress Code

In keeping with the image of respect and stewardship of HFVH Limited all employees shall ensure their grooming and personal appearance instils confidence and conveys professionalism—i.e. all staff are to be smart and tidy in dress and personal presentation, and clean and decent at all times during working hours.

7) Use of HFVH Assets

Employees are not allowed to use any of Organization's computers, telecommunications, buildings, supplies or other assets/equipment when working on their own business or on behalf of a third party except on permission of the MD.

Cleanliness is everybody's responsibility. Keep the office and premises clean at all times. Use the comfort rooms properly. Refrain from untidy habits.

Observe safety and security at all times. Whenever you board the Hospital car, wear seat belts; on motorcycle, put on a helmet and other body protective gears for safety and health purposes!

8) Vehicle usage

All employees shall observe the following rules for vehicle use:

I. Only assigned logistics officers and designated employees are permitted to drive/ride HFVH vehicles or motorcycles
II. Every use of HFVH vehicle must be registered in the vehicle logbook that is kept in the vehicle.

III. Any fuel or other vehicle related expenses made while operating the vehicle must be entered in the same form.
IV. The head/Finance Manager is responsible for reviewing and oversight of the vehicle log books.
V. Speed limits will be strictly observed in line with the traffic regulations.
VI. All logistics officers and passengers are required to wear seatbelts at all times
VII. Individuals who drive HFVH vehicles are required to bring any maintenance problems to the attention of the Head, FINANCE MANAGER, or staff member in charge of vehicle operations. The Logistics officer is responsible for the maintenance of the vehicles.
VIII. Transportation to and from the office is considered official travel.
IX. Carrying unauthorized persons in HFVH vehicles is not permitted.
X. Members of management as approved by Medical Director may use vehicle for limited personal use. HFVH vehicles shall not be taken outside Uganda and any trip outside of 150 km for personal use, any exception must be explicitly approved by the Medical Director.
XI. All HFVH vehicles and motorcycles shall be parked at the offices or any authorized place every Saturdays and picked on Mondays. The use of HFVH vehicles and motorcycles during the weekend is not permitted unless authorized by the Medical Director and FINANCE MANAGER.
XII. Finance Manager or shall be in charge of ensuring proper documentation and review of vehicles and motorcycle mileage and regular maintenance, approval of the involved costs shall be granted by the Medical Director. ***Refer to appendix on assignment of motor vehicles*.**

9) Accidents

In the event of an accident involving a HFVH vehicle/motorcycle and logistics officers/rider, the following actions will be taken:

I. Report to the nearest police station/ post.
II. Inform the Finance Manager or and /or any Senior Manager by the fastest means possible for guidance.
III. The HFVH employee should not leave the scene of the accident until the police have completed their report, but this must be done **only** when the lives of vehicle occupants is not at risk and not in need of urgent medical attention, The incident must be immediately reported in writing to the or the HRO. For insurance purposes and documenting the event, every reasonable effort must be made for a Police Report to be provided.
IV. If negligence by the HFVH logistics officers/rider is proven, in the case of the first offence a written warning will be issued and the HFVH Logistics Officers will be held liable for damages to the HFVH property in question.
V. If a second offence occurs, the logistics officers /rider will be charged if the accident was his fault and the HFVH logistics officers will be held liable for damages to HFVH property in question.

VI. Any logistics officers /rider found negligent with careless driving habits will receive one written warning. The second such warning is reason for dismissal for cause.
VII. Logistics officers found to be driving/riding a HFVH vehicle/motorcycle under the influence of drugs or alcohol will be immediately terminated for cause. Logistics officers found to be putting HFVH personnel at serious risk because of their driving habits are subject to immediate dismissal for cause.
VIII. are required to open an accident file for each and every accident. Copies of all relevant documents are to be copied and put in the file including accident reports, correspondence with insurance carrier, correspondence with labour office, medical receipts etc. BH's and or Managers are to keep track of any employee absence due to an accident. Medical bills are to be paid outside the normal employee limits, and subsequent reimbursement sought from the insurance Hospital.
IX. BH's are to inform HRO and Finance Manager regarding the details of any accidents and damage assessments and provide copies of relevant documents.
X. It is the responsibility of the HRO to notify the insurance carrier of any accident (including employee injury and vehicle or motorcycle damage) and HFVH intention to claim. The HRO is responsible for liaising with the labour office or medical staff.
XI. It is the responsibility of the Finance Manager to pursue any claims related to damage of vehicles, motorcycle, equipment etc.

10) Use of Telephones

I. HFVH telephones are for official calls and these have priority over any personal calls.
II. Members of Senior Management with necessary business requirements may be enrolled as corporate users of mobile telephone networks, only with the approval by the MD.
III. Business calls or call to other HFVH offices or other business offices are made only by staff delegated to make specific calls.
IV. Telephone calls shall be responded to within 3 rings, where desk phones apply. In case of official mobile phones efforts be done to quickly respond or return the call after completing the activity that prevented immediate answering of the telephone call.

11) Personal Mail and Internet usage

Internet usage should be for work related purposes only. Use of internet for non-work related purposes during working hours is strictly prohibited. It is prohibited to download music and other large files from Internet, during working hours.

12) Customer Information

All staff is required to sign a "Declaration of Confidentiality" statement as part of their contractual obligations ***(see Appendix I)***.

Violation of the Confidentiality Rules constitutes a case of gross misconduct ***(see Section on Disciplinary Policy)***.

a) Implementation of the Code

To ensure adherence to the Code of Conduct, HFVH shall have the following implementation and communication system:

i. Employees shall comply with the Code of Conduct in their day-to-day work. Any circumstances that might compromise these ideals shall be avoided. Should these core values be violated, severe reprimand or dismissal may result.

Any observed cases of non-compliance shall be reported to the HR Officerthrough the departmental head or immediate manager

Offences for breach of the code of Conduct

Section of Code breached	Offence	Disciplinary Action

12.0 COMMUNICATION

A) Corporate Communications

All corporate communications directed at the public, clients and staff shall depict an accurate picture of what HFVH is, its performance, its standards, its values and its aspirations for services in the future.

B) Information NOT for External Communication

HFVH shall make available factual information as requested by to staff, clients and all stakeholders, with the exception of following information:

i. Any information provided in confidence to officers and employees
ii. Information that could provide others with a competitive advantage over HFVH or an opportunity for personal or corporate gain (e.g. new products, strategic plans)
iii. Any information related to an issue that could place the organisation in an unfavourable position.
iv. Minutes on proceedings or discussions about any **closed** Board, Committee or management meeting
v. Any information or data held in the personnel files of employees pertaining to salaries, benefits or performance and any information provided by an employee in confidence to the Organization

C) Staff Communications

The objectives of the Staff Communications policy are to:

i. Communicate the HFVH strategy and vision
ii. Ensure that all employees are made aware of the operational policies and procedures that affect them
iii. Ensure that employees are well informed on all matters affecting them and also on the organizational business
iv. Encourage feedback regarding the work environment from staff
v. Respond to matters arising from staff meetings, discussion forums, attitudes surveys, individual correspondence, etc

Any staff that uses a communication channel which does not promote these objectives including use of anonymous letters, rumour mongering, is in breach of policy and shall be subject to appropriate sanctions up to and including termination.

D) Responding to Requests for Information

In order to ensure that correct and factual information is provided in response to requests for specific information, the following guidelines shall apply:

1) All managers and staff are encouraged to use discretion and to ensure that others do not interpret any personal observations about the Organisation's operations as official policies or positions.
2) **For potentially sensitive or controversial matters:**
   i. The Chairman of the Board or designate shall be the official spokesperson on matters relating to HFVH board policy or action
   ii. The Medical Director or designate will be the official spokesperson on all matters relating to the management or operations of HFVH
3) **Routine customer Queries and Requests for Information:**
   i. Management and staff are authorised to provide information about all products and services of HFVH
   ii. Clients have access to records of their own accounts.
   iii. HFVH staff shall quickly and politely respond to client's complaints with courtesy and respect.
4) **Routine Employees Queries and Requests for Information**

All management and supervisory staff shall respond to all staff queries as soon as a query is raised.

E) Communication Channels

Any information leaving the organization to the public or any other organization regardless of the mode used shall be authorised by the Medical Director or his designate. Internal communication will follow the chain of command starting with the supervisor, through

department head to Medical Director and copied to Human Resource Manager if it concerns issues of Human Resources.

1) **Communication Meetings:**

a) Management Meetings (Excom).

HFVH Management shall hold weekly management meetings to review and update themselves on the Organisation strategy.

b) Departmental and Communication Meetings.

Each department and shall have a monthly departmental or meeting to ensure all staff members are kept informed of issues affecting HFVH business, and have the opportunity to discuss issues affecting them, obtain feedback regarding the work environment and to be updated with the operational strategy.

Departmental and minutes shall be shared with Management for collective decision making.

c) Performance evaluation meetings.

HFVH shall convene monthly performance evaluation meetings between Senior Management and Management.

d) Head Office Staff communication meetings.

The HR Officershall convene monthly communication meetings with head office staff to handle human Resource and strategy issues.

e) Internal Communication Directories

The Human Resource Department shall maintain and communicate up to date information on:

i. Internal telephone directory for all staff in the head office and es including their respective telephone extensions, mobile, home telephone for all staff.
ii. **HFVH year planner**: HFVH shall keep all staff updated about all events taking place within the Hospital through the calendar. This will be prepared initially by the HRO and must be updated monthly by all secretaries and a copy thereof put on the notice board.

f) Electronic Communication

The ICT Manager shall develop an electronic communication system for the Organization and to disseminate information through electronic mail systems.

g) Notice Boards

All departments and es shall have a Notice Board, which will be used to display items of interest within a department and any latest business news from the es, the industry, Management, and or the Board.

13.0 SALARY

A) Market Position

HFVH seeks to provide, where possible, competitive and sustainable pay rates for all jobs. It is also the institutional policy to ensure that the top performers are remunerated at rates higher than the job average.

B) Salary Structure

The salary structure of HFVH shall be based on Hospital affordability, individual experience, Roles of the position holder, qualifications, Performance and grading. Salary Structures include ranges and any additional allowances or benefits for each position. Salary Structures are approved by the BOD and maintained by the HRO. Every employee shall be provided with a payslip showing salary details each month, Individual salaries are considered confidential and are not disclosed for general consumption.

Using the above criteria, there will be a separate document detailing salary structures with notches showing progression bars/ladders based on scales. ***Refer to appendix salary grade and structure.***

C) Salary Reviews

HFVH shall use annual performance results, pay rates in the market, inflation rate and cost of living indexes as the basis for calculating the annual increase depending on the funding availability. The salary reviews shall be reflected in the budget.

The Human Resource Manager and the Finance Controller are responsible for advising the Medical Director and the Board the actual percentage increases that should be accorded to all employees. This calculation shall take into account the performance of the individual and the organization including financial viability, sustainability and availability of funding.

D) Salary Advance

HFVH shall approve salary advances to staff payable within not more than six months by monthly deductions of not more than 50% of one's net pay. Salary advances shall be reviewed by the HRO and the Head of Finance and approved by MD.

E) Performance Incentive

Management in consultation with the Board shall determine the amount for this purpose.
The objectives are to:

i. Reward exceptional performance and encourage others to emulate them
ii. Push the total pay for top performers to enable HFVH to retain people of the highest quality
iii. Build and maintain a performance oriented culture

The Bonus amount awarded to employees shall also be based on the individual performance against individual objectives**.** Individual performance shall be expressed as an overall performance rating.

Eligibility parameters for performance bonus shall be reviewed from time to time as and when management deems it necessary. There shall be a separate document detailing the modalities of incentive schemes to be reviewed by management from time to time.

F) Salary Deductions

HFVH defines salary deductions as amounts taken from an employee's gross salary payment prior to disbursement. It is the policy of HFVH to comply with all statutory requirements such as

i. National Social security Fund contribution
ii. Pay as you Earn (PAYE) income tax
iii. Any other deductions as per local statutory requirements.
iv. Employee Liability
v. Staff SACCO contribution.

The deductions can be:

1) Tax Deductions: Based on the prevailing tax legislation of the Government of Uganda, the organization deducts specific amounts from each employee's monthly salary and remits to URA or any Government tax designated authority on monthly basis. The tax calculation and deduction is made by the office disbursing the payroll: Periodically and when change in Ugandan Law dictates, Management will notify all concerned of any tax law change.
2) Employee Liability Deduction: In circumstances where the employee action or inaction as deemed by management is not grave enough to call for a dismissal, but has caused a financial loss to the organisation arising out of negligence, carelessness or laziness, the employer reserves the right to make good of the loss by deducting from his/her salary the amount equal to the loss as long as the employee is notified of such deduction enough before payment of his/her salary is made.
3) Advances: In the event that an employee has received an advance from HFVH for either official or personal reasons, deductions will occur following all tax deductions to adjust all or a part of an advance. Various types of advances could include:

    i) **Travel and Miscellaneous Advances**: HFVH provides travel and other advances for official use which must be accounted for within five days after the date of return using the activity report.
    ii) **Termination Adjustments**: In the event an employee has left HFVH employment, a calculation will be made to determine the value of any liabilities due to the organization.

These may include:

1. **Excess Leave taken:** The value of which will be deducted from the employee's final payment.
2. **Resignation from employment without the proper notification, in writing to the organization:** Per Ugandan Law, notification must be provided for resigning employees. In the event notification is not provided or insufficient notification is provided, the value of the non-notification period will be deducted from an employee's final payment.

G) Duty facilitating Allowances

1) Staff allowances and reimbursable expenses

HFVH shall facilitate staff to perform their duties effectively depending on hierarchy. Allowances will be paid in accordance to the annual approved Budget. The following is the scope of duty facilitating allowances and reimbursable expenses:

i. Per-diem: covers meals while the staff is away to the field from the usual duty station.
ii. Accommodation: Covers costs incurred to cater for accommodation; employees must stay at moderately-priced hotels where safety and reasonable comfort are not compromised.
iii. Safari day Refund: Covers the cost of lunch incurred while the staff is away from his/her routine duty station without spending a night there.
iv. Transport Refund: covers the costs incurred in transit to and from the place of duty assignment.

The turnaround time for processing of duty facilitating allowances and refund shall be a maximum of 8 hours provided it is approved and shall not be taken as a favour for staff.

14.0 TRAVEL ON DUTY

A) In Country

If an employee travels away from the duty station and stays away from home (in country) over-night on official duty he/ she is paid per diem.

At least 1 day before going on travel outside the employee's workstation, the employee shall submit to the Head, Head of credit and Head of Finance & HRO, an activity work plan duly signed by their immediate supervisor. However, internal audit work plan shall only be declared to the Medical Director.

The annual rates for duty travel shall be categorised into levels of senior management, middle management and officers to be approved by the BOD during annual budgeting.

I. Such an allowance covers cost of meals, accommodation and transport (as necessary
II. The purpose of this allowance is to compensate employees for meals and accommodation expenses that would otherwise not have been necessary if they had remained at their duty station. HFVH does not pay any allowance to staff while on loan disbursement except if they spend a night in the field. This must be clearly justified by showing that coming back as scheduled was impossible.
III. Travel must be related to official HFVH business;

IV. The trip must be approved in advance by the employee's supervisor; and
V. The travel expense allowance will be paid only when an activity work plan has been duly signed and trip report (when necessary) are submitted and approved.
VI. Out of pocket allowance of 20% of the rate of Perdiem where accommodation is covered.

HFVH reserves the right to arrange and pay for accommodation and/or meals directly, without paying a per diem to the employee.

B) Out of the Country

If an employee is out of the country on official duty/ business he/ she has his/ her subsistence expenses paid as follows:

I. All employees going on international travel will receive per diem allowance based on rate allowed for the country of destination and will be entitled to reimbursement of reasonable hotel and transportation expenses.
II. The staff must submit a travel authorization form for approval by the Medical Director;
III. Public transport rate be used and most efficient mode of travel must be used;
IV. For hotel accommodation, employees must stay at moderately-priced hotels where safety and reasonable comfort are not compromised.

Step No.	Activity	Action By	Form Needed	Timeframe
1	Fills up Travel Authorization form and submits to immediate supervisor for approval.	Employee	Travel authorization form.	At least 1 day before scheduled trip
2	Approves/ disapproves travel	Immediate supervisor		Within 1hr upon receipt
3	If intended travel will be more than 1 overnight stay and the travel is approved, prepares travel itinerary and request for travel cash advance, if needed.	Employee	Requisition form.	At least 2 days before scheduled trip
4	If approved, submits to Finance Dept the approved travel authorization and requisition forms for payment.	Employee		Immediately upon receipt
5	Files travel authority in the employees folder	BH		Upon receipt
7	Processes cash advance and submits to FO signed voucher	BH/FO		Within 1 day
8	Releases cash advance	FO		At least a day before scheduled
9	Keeps receipts of official travel expenses	Employee		

15.0 GENDER AND HIV/AIDS WORK PLACE

Implementation guidelines and general principles of the policy refer to the **"HFVH HIV/AIDS and gender policy at work place"**.

16.0 PERFORMANCE APPRAISAL

A) Performance Agreements

All staff shall sign performance agreements at the beginning of each appraisal period. The performance agreement shall detail the performance targets for each staff agreed between him/her with the immediate supervisor.

B) Responsibility for the Appraisal Process

1. Individuals:

Each and every employee is responsible and accountable for his or her own performance and development. To reflect this, everyone shall have "full participation in the appraisal and development process" as one of his or her objectives.

2. Managers/Supervisors Shall:

i. Encourage the training and development of their staff
ii. Hold regular meetings with staff either in a group or individually
iii. Communicate to their staff about any relevant regulations, policies etc. and make sure that they are followed by providing the necessary directions and explanations
iv. Inform their superiors regularly and without prejudice about the capabilities, performance and the overall behaviour of their staff. Staff shall be regularly informed of their superior's opinion about their work, both formally through the Appraisal Process and formal feedback as part of normal managerial good practice, so that they can improve their performance and progress as quickly as possible.

Managers/Supervisors shall be appraised on their ability to run effective performance review processes with their own staff

3. Human Resource Manager

The Human Resource Manager shall facilitate the administration of the performance management process.

C) Performance Review Periods

The Appraisal process shall start during the probationary period (see Section on Induction). Full Appraisals shall normally be carried out bi annually; June and December of every year.

The review of performance shall be a continual process, as part of good managerial practice, and not something that only happens as a result of a specific event.

Staff assessments are available to relevant parties including managers, supervisors, and HR personnel.

Duly accomplished rating forms/reports should bear the signatures of both the supervisor and the employee and should be placed in each employee's personnel file for reference and record purposes on matters pertaining to personnel action;

D) Managing Disagreements

In the event of a disagreement over performance issues that cannot be resolved, either party has the right to involve the HR Officer or the Medical Director.

E) Components of the Appraisal Process

The Appraisal Cycle

Step No.	Activity	Action By	Form Needed	Timeframe
1	Conducts a briefing meeting (only required prior to the first appraisal) to ensure the employee understands the appraisal process.	Immediate supervisor/Head of department or HRO.		Two weeks before appraisal interview.
2	Completes self-appraisal section i.e. evaluates own performance, achievements, learning points and development objectives.	Employee	Performance Appraisal form	One week prior to appraisal interview.
3	Completes the performance appraisal section i.e. evaluates the employee's performance, achievements, learning points and development objectives.	Immediate supervisor	Performance Appraisal form	Prior to the appraisal interview
4	Discuss performance, areas of improvement, and objectives for the next year and development needs.	Employee & immediate supervisor	Performance Appraisal form	
5	Discuss any areas of disagreement, outstanding issues, and final recommendation in line with organizational needs. Review of the supervisor's management of the Appraisal process	Immediate supervisor & Head of department.	Performance Appraisal Form.	Within one week from the Appraisal interview
6	Evaluate training needs of employee. Completed forms distributed to employee & original copy is retained in confidential personal file. Completion of Appraisal process.	HRO	Performance Appraisal form	Within one week from completion of Appraisal.

i. The Approach

The most successful approach to Performance Appraisals is founded on the principles and skills of development and improvement. The developmental approach is most successful when it is balanced and both reviewer and employee can gain from the meeting.

ii. The Self and Manager Appraisals

Preparation is a crucial factor in determining the value of the Appraisal. At least one week before the Appraisal Interview the employee shall complete a self-assessment exercise, using the relevant section of the Appraisal Form.

The employee shall give the Appraisal Form to the supervisor, who would complete their section of the form and inform the employee to prepare for the Appraisal Interview.

iii. The Appraisal Interview

The Appraisal is at the centre of the Performance Management process. It should cover the areas relevant to job performance and performance objectives and also cover areas of importance from the previous performance.

The review is a genuine dialogue that provides greater depth of understanding and real discussion that focuses on actions and decisions.

iv. The Appraisal Form

The Appraisal Forms shall be customised to suit different job roles as presented in ***Appendix I***. The revised form contains all the documentation related to the process - and has four parts:
Section A: Self-Assessment
Section B: Supervisors Appraisal
Section C: Job Description Review
Section D: Overall Assessment

The appraisal form structure shall be uniform for purposes of standardization and consistency

F) The Progress Meeting

It is essential that there is a regular exchange of views between supervisor and employee at least once a month. Performance Appraisal is a continuing process throughout the period and not a practice to be carried out only once or twice a year.

17.0 DISCIPLINARY

A) Disciplinary hearing

Any employee found guilty of violations to the Code of Conduct or Category 4 offences and in accordance with the provisions of **section 17(B)** shall be liable to termination upon granting a fair hearing to the employee in accordance with **section 58 and 66** of **Employment Act 2006**.

B) Categories of Offences & Appropriate Disciplinary Action

An employee shall render himself/ herself liable to disciplinary action under these procedures.

	Offence	Disciplinary Action
	Category 1	
1	Habitual late-coming to work, absenteeism, and or early departure from work	**Ist offence: Verbal warning by immediate supervisor**
2	Use of abusive, loose and offensive language.	**2nd Offence: Written warning**
3	Absence from duty for 1 day without permission or reasonable excuse	**3rd offence: Dismissal from employment**
4	Leaving work place without permission or reasonable excuse.	
5	Violation of driving, riding and sanitation safety measures.	
	Category 2	
1	Absence from work for2 consecutive days without permission or reasonable excuse.	**1st Offence: Written warning**
2	Refusing, neglecting or omitting to perform any of assigned duties.	**2nd offence: I week's suspension**
3	Refusing or neglecting to obey instructions and to obey regulations	**3rd offence: Dismissal from employment**
4	Abuse or misuse of Hospital assets and Resources Failure to observe safety precautions for self, others, and Hospital property.	
5	Gross Insubordination.	
6	Violation of driving, riding and sanitation safety measures.	
	Category 3	
1	Absence from work for 3 or more consecutive days without permission or reasonable excuse.	**1st offence: I week's suspension**
2	Collection of money from the clients within the courses of his/ her official duties without notifying at least a supervisor or manager.	**2nd offence: Dismissal from employment**
3	Collecting money from the public not in connection with official duties or causing public embarrassment to the Hospital	
4	Alcoholism and/or drinking alcohol while on duty.	
5	Spreading malicious rumours, creating divisions among the employees	
6	Bullying or harassment of colleagues, subordinates and customers.	
7	Sexual harassment.	
8	Carrying un authorized persons in the HFVH vehicle.	
9	Violation of driving, riding and sanitation safety measures.	
	Category 4	
1	Any serious breach or any continued breach after warning from the Hospital .	**Immediate dismissal from employment**
2	Wilful misrepresentation in an employment regardless of when discovered.	

3	Any unauthorized disclosure by you of any matter relating to the business of the Hospital .	
4	Abusing, damaging through negligence or stealing HFVH property.	
5	Wilful non-compliance with regulations or instructions.	
6	Misconduct such as bribery, theft, intemperance, dishonesty, gambling or other conduct in violation of common decency or morality	
7	Conviction of a criminal offense requiring a jail term for a crime committed while on duty.	
8	Logistics officers found to be putting HFVH personnel at serious risk because of their driving habits.	
9	Falsification or wilful misrepresentation in any report, request, or requisition	
10	Prolonged absence (more than 1 week) from work without permission	
11	Any use of Hospital funds for non-authorized purposes.	
12	Repeated negligence of duties or gross misconduct Use of position in the organization for selfish, personal gain or advancement of own selfish interests.	
13	Fighting at work.	
14	Breach of provisions in the computer misuse Act 2010, Electronic transaction Act 2011 and Laws on cyber crime.	
15	Breach of Oath of Secrecy.	
16	Violation of driving, riding and sanitation safety measures.	

Note:

Notwithstanding the penalty specified under the categories of offences stated above, the employer reserves the right to terminate the contract of employment of service at any time provided it is done in the interest of the organisation.

C) Disciplinary Committee

The Medical Director/MD shall appoint a disciplinary committee comprising of a minimum of 4 senior and middle Managers as members to handle disciplinary procedures. The principles governing the disciplinary committee shall be objectivity and fairness.

D) Disciplinary Investigations

The disciplinary committee with approval of the Medical Director shall initiate investigations into any disciplinary case.

During the investigation, the employee(s) are required to take paid leave of absence so that they are unable to access information, records or other employees and relinquish all financial control (where this is applicable) until such time as the investigation is complete

In some cases HFVH may require time to carry out an investigation, in which case, the employee may be suspended on full pay. Upon completion of the investigation, the employee will be notified as to the status of his employment.

Escalations of the investigations shall be in accordance with the nature of the offence.

Note: Written warnings are put on an employee's personnel file.

18.0 GRIEVANCE HANDLING

A) Procedures

A grievance is any valid complaint by an employee as a result of something that has been done or has been neglected to be done by the organization or another colleague. In the event of bringing a grievance forward to Management and/or the Board, the following procedure shall be followed:

a) Only valid complaints shall be entertained. For the avoidance of doubt, a valid complaint is a work related complaint and apparent violation of a policy provision, contract provision or rule.
b) Valid complaints shall be settled at the lowest possible level in the organization. Whenever the employee feels aggrieved by a decision of his/her supervisor, s/he should first raise the complaint with the supervisor in question. Both of them should discuss the matter with an aim to resolve issues amicably.
c) All parties involved in the valid complaint shall be properly informed and given an opportunity to present their side and the first opportunity to solve/adjust the complaint. The presiding officer of the complaint at this stage will be the head of Department whose major aim will be to promote harmony among the aggrieved parties.

If the employee still feels dissatisfied s/he should write to the Human Resource Manager and give a copy to the Department Head. The Human Resource manager should resolve the issue amicably. Should he or she fail, the matter shall be referred to the Medical Director and the decision at that level shall be last. The Medical Director may constitute a disciplinary committee from the management team for purposes of transparency and objectivity.

Exception

Only in very rare cases of grave injustice, if such employee still feels aggrieved, s/he may write to the Board of Governors through the Medical Director and give a copy to the Human Resource committee of the Board. In the event where the staff has been aggrieved by the Medical Director and all avenues of grievance handling have failed to settle the dispute, the staff can directly write to the Board of Governors. The Board decision in such matters shall

be final and the issue shall be put to rest. Where an employee is dissatisfied with the decision of the Board, he/she may petition the labour officer for redress.

i. Any valid complaint shall be adjusted / solved within a maximum period of fifteen (15) days from date of presentation.
ii. Any employee airing a valid complaint shall not be a subject of prejudice or any action of any nature from anyone.

B) Harassment at Work
Harassment takes many forms, occurs on a variety of grounds and may be directed at one person or groups of people. In general terms it can be described as unwanted behaviour, which the institution finds intimidating, upsetting, embarrassing, humiliating or offensive.

Harassment and bullying range from extreme cases such as violence, to less obvious forms such as ignoring someone's complaint. Whatever the form, it shall be unwanted behaviour that is unwelcome and unpleasant. Any form of intimidating behaviour shall be taken seriously because it can lead to under-performance at work and perpetuate an unpleasant working environment.

In many cases it is sufficient for the person who has been harassed to raise the problem with the perpetrator, pointing out the unacceptable behaviour. However, if an employee finds this difficult or embarrassing the advice of the Human Resource Manager shall be sought.

C) The Right to be Heard
Every member of staff has a right to present their grievance and to be heard in person or through a representative of one's choice.

D) Arbitration
HFVH shall allow staff to engage an arbiter of his/her choice in circumstances she/he feels unsatisfied with the outcomes of the disciplinary committee.

E) The Rule of Confidentiality
Any discussions with staff making a complaint shall be treated in strictest confidence.

F) Outcome of Grievance Handling
After investigations and/or grievance handling meetings, any employee found to have contravened any Hospital policies or regulations shall be subject to appropriate disciplinary action.

19.0 SEPARATION FROM SERVICE

Various conditions may cause such a contract to be terminated by either the staff member or HFVH namely:

a) Resignation
b) Involuntary Termination

c) Redundancy of the employee
d) On grounds of ill health, as advised by a medical officer appointed by the Organization
e) As a result of early or normal retirement
f) Any breach of the Contract or Code of Conduct or HFVH core values.
g) Any Category 4 offense
h) Funding Constraints.
i) Organisation Restructuring

A) Resignation (Voluntary Separation) by the Employee

Acceptance of an employee's resignation shall be subject to:

i. Submission of a detailed hand over report to immediate supervisor.
ii. Filling the exit interview form with the Human Resource Manager or Medical Director or the Board.
iii. Fulfilling of all HFVH financial obligations.
iv. Submission of all Hospital Assets in the employees' possession.
v. Filling a quit claim form signed by the and all Heads of Department.

B) Resignation without Notice

If any Staff fails to give one month notice in writing, he / she shall pay in lieu an equivalent of one month's total salary and all dues upon the acceptance of his or her resignation.

1) Termination (Involuntary Separation) of the Employee

Termination of an employee's services is to be invoked when corrective actions have failed to bring about an improvement in the expected performance or breach of code of conduct by the employee as specified in the employment contract, policy provisions and statutory provisions.

2) Termination without Notice

When an employee is in breach of the terms of contract or Code of Conduct, or commits a serious wrong doing, HFVH shall terminate the contract.

By notice

The Hospital may terminate one's employment by giving him/her notice and the procedure shall be as follows:

i. not less than two weeks, where the employee has been employed for a period of more than six months but less than one year
ii. II) not less than one month, where the employee has been employed for a period of more than twelve months, but less than five years;
iii. 111) not less than two months where the employee has been employed for a period of five years but less than ten years; and
iv. Not less than three months where the service is ten years or more.

NB. Where this policy is silent or in any way lacking, the Employment Act and other relevant laws of the land shall apply.

The following will be grounds for termination of the employees' contract:

i. Any serious breach or any continued breach after warning from the Hospital of HFVH duties;
ii. Wilful misrepresentation in an employment regardless of when discovered.
iii. Any unauthorized disclosure by the employee of any matter relating to the business of the Hospital.
iv. Abusing, damaging through negligence or stealing HFVH property.
v. Wilful non-compliance with regulations or instructions.
vi. Misconduct such as bribery, theft, assault, dishonesty, gambling or other conduct in violation of common decency or morality
vii. Conviction of a criminal offence requiring a jail term for a crime committed while on duty.
viii. Repeated negligence of duties resulting in three written warnings.
ix. Gross insubordination and any conduct or omission that the employer deems prejudicial to the Hospital image and operations in the circumstances

C) Retrenchment or Redundancy

HFVH may be forced to lay off some staff in the following instances:

I. Restructuring.
II. Change in Hospital mission.

One month's advance notice will be provided in these instances wherever possible.

D) Clearance of Accountabilities

After filing the written notice of resignation and prior to the effective date of resignation, a staff member must clear all accountabilities and other responsibilities with the Organization. All Hospital properties, documents including an identity card, records and other assets in the staff member's custody must be surrendered to HFVH not later than one day immediately preceding the effective date of resignation for the issuance of clearance.

1) Whenever an employee departs from HFVH, whether voluntarily or involuntarily, a Quit Claim Form (QCF) must be completed in order to process the employee's final payment. The QCF is important as it provides information on the length of employment and the calculation of the final payment.
2) The completion of the QCF is the responsibility of the Finance Department. For the QCF the following information is required:

i. Employee information: Employee name, employee number, job title, grade, date of appointment and gross salary amount.
ii. Separation information: The type of separation; Resignation, Retirement, Death Retrenchment or Dismissal, date of employment, date of termination, and notice provided by HFVH or employee.

iii. Payable to the Employee: The amount that HFVH owes the employee, calculation guidelines are included to assist in providing accurate payable amounts.
iv. Receivable from Employee: The amount that an employee owes HFVH calculation guidelines are included to assist in providing accurate payable amounts.
v. Gross Amount due to Employee: The Gross Payable less the Gross Receivable amount.
vi. Income Tax Payable: The amount of taxes due from the employee based on applicable tax rates for final payment.
vii. Total Amount due Employee: The Gross Amount, noted above less the Total income Tax Amount.

3) Following the completion of the QCF, the Finance Controller approves. Following approval, The Finance Department will be notified to proceed with payment of the QCF per supporting documentation.

E) Settlement of terminal benefits for a deceased employee:

In the event of the death of the employee employment benefits shall be paid to an Administrator of the estate of deceased employee upon production of letter of administration or probate.

Step No.	Activity	Action By	Form Needed	Timeframe
1	Prepares and submits letter of resignation addressed to the HRO, through immediate supervisor.	Employee		
2	Talks to the employee and looks into the merit of the resignation. Facilitates turn-over of employee responsibilities to a designated staff. Endorses resignation and forwards to Head of department or MD	Supervisor concerned		Within 1 day upon receipt
3	Acts on the endorsement and forwards to HRO Office for appropriate action	MD		Within 1-2 days upon receipt
4	Informs employee, gives him/her a clearance form, and computes accumulated leave credits. Forwards approved resignation letter to Administrative and Finance Office	HR Manager		Within 1 day
5	Accomplishes clearance from financial and property accountabilities	Employee	Employee Clearance Form PP.G-01a	2 days
6	Responsible officers sign employee clearance and recommend appropriate action	Employee's immediate Supervisor Accountant/BH		2-3 days

7	Settles accountability (return Hospital identification card, properties, supplies, equipment entrusted to him/her)	Employee		Within 1 day
8	If left with money and property accountability, agrees with Finance Office settlement procedures	Employee and BH		Within 1 day
9	Recommends settlement procedures to FINANCE MANAGER/MD	BH		Within 1 day
10	Approves/disapproves proposed settlement procedures	FINANCE MANAGER/MD		Within 1 day
11	If approved, computes for and process the monetization of accrued leave credits (e.g. annual leave credits, unclaimed salary,)	HRO, BH		2-3 days
12	Prepares and submit to MD for his/her signature, Certificate of Employment (if requested by resigning employee)	HRO Manager	Certificate of Employment PP.G-101b	Within 1 day upon receipt of request
13	Receives last salary and other monetized benefits, signs settlement of claims certificate	Employee/ BH/FINANCE MANAGER/MD	Settlement of Claims Certificate PP.G-01c	Last working day of the employee
14	Conducts Exit Interview	HR Manager	Exit interview form.	Last working day of the employee

20.0 OCCUPATIONAL HEALTH, SAFETY AND SECURITY

A) Health and Safety Procedures

HFVH shall maintain and improve the work environment so that it is safe and healthy for all staff, contractors and visitors by:

i. Complying with the national Occupational Health and Safety legislation, relevant standards and codes of practice and the Workers Compensation Act
ii. Providing adequate facilities and amenities for the welfare of employees at work.
iii. Investigating all serious injuries and illnesses.
iv. Employees are responsible for ensuring that their work area is safe by:
v. Reporting all injuries and illnesses at work to their Supervisor or HR Manager
vi. Reporting potential hazards and unsafe environments to the HR Officer and taking care not to expose anyone to danger.
vii. Training employees in occupation health and safety
viii. Provision of health and safety equipments to staff and clients at work place including breast feeding room, gym services and staff counselling.
ix. Formation of health and safety committee both at head office and es.
x. HFVH shall provide easy access to its business premises for people with disabilities including appropriate places of convenience.

A) Security Procedures

i. Staff shall ensure that client records and details are kept secure.
ii. Staff shall ensure that equipment owned by the institution must be protected from damage and theft.
iii. Staff shall report any security incident to the immediate supervisor. This shall be followed up with an investigation by the Supervisor, Department Head, HR Officerand be reported to the nearest police station.

B) Personal Accident Insurance

HFVH will provide workman's compensation to all staff upon hiring. This will cater for injuries or disability, permanent injury, or death of an employee as below:-

i. Partial Injuries or Disabilities

If any injuries or disabilities occur in course of employment such that the employees is unable to continue to fulfil their duties, and appropriate medical evidence is provided, actual medical expenses incurred shall be expensed in accordance to workers compensation Act 2000.

Any such injury to be compensated must be reported to the Head, Head of Department and HR Officer with immediate effect, who must in turn report the incident to the insurance Hospital within a reasonable time in accordance with the Workers compensation Act 2000. For based staff, BH must ensure that a separate file is opened and copies of all relevant documents are kept on file and an additional copy is forwarded to HRO.

ii. Permanent Injury / total incapacity

Permanent injury means injury lasting 12 calendar months and the expiry of that period being beyond hope of improvement. If following an injury during HFVH's employment one is unable to return to normal duties after the period of 6 months, and appropriate medical evidence is provided. The contract is ended and the insurance compensates an equivalent of 60 months basic salary (in the case of the injury causing an employee not able to return to any employment).

Note: - HFVH shall not be responsible for the security, safety, and welfare for students on internship.

C) In Case of Death

If HFVH employee dies in the course of his/her duty working for the Organization, the insurance Hospital pays amounts stipulated in workman's compensation Act- an equivalent of 60 months base salary. Death benefits are payable to Administrator of employees estates.

21.0 HFVH STAFF SAVINGS AND CREDIT SACCO

HFVH employee SACCO shall be registered with the Registrar of Co-operatives and shall operate with an independent Management elected democratically through the Annual General Meeting.