

EMPLOYEE MANUAL

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1. INTRODUCTION

The purpose of this manual is to provide a guide to the responsibilities of the employer, (name of organisation) and the employee. This is a basic document guiding employer-employee relations, to be used in conjunction with specific job descriptions, individual contracts and other written documents and policies.

2. EMPLOYMENT INFORMATION

A. Key Definitions

Full-time employee - A full-time employee is any person who regularly works at least 30 (thirty) hours of a standard 40- (forty) hour workweek. Office hours are 8am to 5pm, Monday through Friday, with a one- (1) hour lunch break each day.

Part-time employee - A part-time employee is any person who regularly works fewer than 30 (thirty) hours per week. Certain benefits, such as funerary assistance and educational expenses assistance, may not be available to part-time employees.

Authorized dependent – Authorized dependents are the spouse and dependent children of the employee, including the stepchildren of either the employee or spouse and legally adopted children up to the age of 18 (eighteen), or up to 21 (twenty-one) years of age if the dependent child is a full-time student and is not married. A child over 21 may be considered an authorized dependent if that child, owing to mental and/or physical disabilities, is incapable of being employed.

Employees may claim only one (1) spouse and up to five (5) children as authorized dependents.

Secondary Dependents - Secondary dependents may include:

- 1) A child under 18 (eighteen) years old, both of whose parents have died and who is residing with and dependent upon the employee.
- 2) An individual under the age of 21 (twenty-one), both of whose parents have died, who is residing with the employee, is unmarried and is a full-time student.
- 3) An individual who resides with the employee and, owing to mental and/or physical disabilities, is incapable of being employed.

- 4) The mother, father or mother/father-in-law of an employee if that person resides with the employee full-time and is wholly dependent upon the employee for support.

Employees may claim only two (2) secondary dependents.

B. Terms of Employment

The personnel policies provided here apply to those individuals hired locally for the office in Zambia and are governed by the rules and labor laws of Zambia. The conditions and regulations of employment attempt to follow as closely as possible the local laws, customs and practices. The organisation recognizes that good personnel administration is founded on principles designed to ensure the dignity and the rights of all staff members. Working conditions, privileges and benefits, which are conducive to both individual well-being and program achievements, shall be maintained within practical limits. These policies are subject to change as the organisation changes and projects develop. Rather than depending on excessive rules, we rely on common sense, creativity and the balancing of client and personal needs to produce an excellent organization in terms of both its achievements and its quality as a workplace.

Name of organisation does not discriminate in employment because of age, religion, race, creed, gender, national origin, handicap, veteran, marital, health or socioeconomic status. Employment and promotion are based on qualifications and merit for each specific position.

For clarification or additional information, please contact your supervisor.

At the time of employment, an employment agreement will be furnished to the new employee which will include a description of the position for which s/he is employed, the employment period and annual base salary agreed upon, the category of employment, a statement of organizational benefits and a copy of this Employee Manual.

Employees, full or part-time, are often hired for a specific project or award and may be subject to specific terms or conditions contained therein. The employment period for each employee will be clearly stated in the employment agreement, with employment terminating at the conclusion of the project or contract, or earlier, if for cause.

Some employees, such as the driver or grounds persons, may have different work hours, which will be stipulated in the employment contract.

In accordance with Zambian law, employees may be required to pass a physical examination, paid for by the organisation before beginning employment.

C. Probationary Period

All employees will be engaged for a three (3)- month probationary period or the employee may terminate employment at any time within the probationary period by providing one day's written notice. Upon completion of the probationary period, the new employee should receive a written evaluation from his or her supervisor. The supervisor will make a recommendation concerning continued employment. The employee will be notified in writing of her/his status at the end of the probationary period. If the employee's performance is found unsatisfactory, probation may be continued for a limited time period or the employee's employment will be terminated.

D. Salary

Salaries will be determined on an individual basis according to the duties, skills and expertise required by the position. It is our policy to ensure that salaries and benefits provided to local employees are consistent with prevailing labor laws and compensation practices in Zambia. Payday is no later than the third working day of the month. Salaries are paid in local currency and in arrears, and are subject to all local payroll withholdings in accordance with Zambian laws and regulations.

Each employee is further entitled to a monthly lunch allowance of 10,000 Kwacha and a monthly transportation allowance of 10,000 Kwacha. Both allowances are subject to local income tax. These allowances are included in the calculation of the base salary.

Fluctuations in the U.S. dollar exchange rate have no bearing on local salaries.

Salary advances are not permitted under any circumstances.

Payment computation is based on a time sheet, which must be submitted for the supervisor's approval on the last workday of the month. Salary checks will be issued or transfers made on the first working day following

the close of the pay period. The employee's supervisor will maintain a complete file of each employee's time and attendance records.

E. Local Payroll Taxes

The organisation participates in Zambia's payroll income tax program and will therefore deduct applicable local payroll taxes from employees' gross pay for payment to the Zambia tax authorities on behalf of all employees. All salary deductions will be shown on each employee's monthly statement of earnings (pay bulletin).

F. Overtime

Overtime is work performed in excess of 48 (forty-eight) hours in one calendar week, or on Sundays or official holidays. Overtime work must be approved in advance and in writing by the employee's supervisor. Overtime work will be approved only when necessary.

Employees will be paid for authorized overtime work on an hourly basis, at the rate of 150% (one hundred and fifty percent) of their base hourly salary for each overtime hour worked. For work on a Sunday or a holiday, employees will receive 200% (two hundred percent) of their base salary for each hour worked.

Time off may be given in lieu of overtime pay if it can be taken within one month. Some positions may have nonstandard hours, which will be stated in the employment agreement. Overtime pay for those positions with non-standard hours will be calculated on a case-by-case basis.

G. Health Care and Other Benefits

Health Coverage/Insurance – Employees and their dependents (as defined in section 2A of this manual) are eligible for health coverage. All employees will be enrolled at the ZCCM clinic, or any other clinic as may be determined. Hospitalization will be covered using the low-cost option.

If the employee wishes not to enroll in the ZCCM clinic, they have the option to enroll themselves and their dependents in their local public health clinics. Employees will be reimbursed for the cost of enrollment upon submission of proof of enrollment.

In all cases, the employer will not cover medical drug issues; individual employees are responsible for their own drug issues.

Retirement – Employees who retire at the age of 55 or later and who have ten (10) years continuous service are entitled to a one-time payment equal to three (3) months salary for each year of employment

National Pension Scheme (formerly the National Provident Fund) –
The organisation participates in the National Pension Scheme. Under Zambian law, each employee is required to contribute a portion of her/his salary to the National Pension Scheme, as specified by Zambian law. The organisation makes a matching contribution on each employee's behalf. The money is deducted from the employee's salary each month and paid to the National Pension Scheme Authority. All salary deductions will be shown on each employee's monthly statement of earnings (pay bulletin).

Funerary Assistance - Upon the death of a full-time employee, the organisation will pay her/his family an amount equal to one month's base salary, upon presentation of a death certificate. In addition, the organisation will contribute ZK1,600,000 to help defray funeral costs.

Upon the death of an authorized or secondary dependent, the organisation will pay the employee ZK 1,600,000 to help defray funeral costs, upon presentation of a death certificate.

Funerary Assistance payments are subject to income tax.

Educational Expenses Assistance – Full-time employees can receive assistance with their children's or secondary dependents' school fees. The organisation will pay an education allowance of ZK 260,000 per child per year, for a maximum of three children. Employees must provide proof of enrollment into an educational institution.

When an educational course for the employee is job-related, the expenses may be paid by the local office with the permission of the Program Manager. Time off to attend the course also requires permission of the Program Manager. Whenever possible, a flexible schedule will be created so that the employee can attend the course and still complete her/his assigned work.

Educational Expenses Assistance payments are subject to income tax.

3. POSITION / SALARY CLASSIFICATION

A. Position Descriptions / Salary Classification

Each position is classified based on a position description. These position descriptions will be used to determine the appropriate salary scale for a particular position. It is important that the position descriptions be kept up to date to accurately reflect the employee's duties and responsibilities.

B. Merit Increase

While the overall compensation schedule will be monitored and revised regularly, merit increases based on satisfactory or higher performance will be recommended annually in conjunction with the employee's anniversary of employment. The amount of merit increase will be determined by a percentage established each fiscal year by the organisation.

C. Promotion

It is our policy to offer promotional opportunities as they occur to qualified and deserving employees. Vacancies are filled by promotion of in-service employees when possible.

When an employee is promoted to a higher position, the salary of that employee will be reviewed and an increase may be granted by the employee's supervisor.

4. PERFORMANCE EVALUATIONS

Performance evaluations are done annually by the employee's supervisor at the time of the employee's anniversary of employment or promotion. Supervisors are encouraged to discuss job performance periodically with each employee, regardless of whether there have been performance issues. Employees are also encouraged to seek feedback and participate fully in any performance-related discussion.

The initial performance review for all employees is done at the end of the probationary period. In the probation performance review, the supervisor will recommend confirmation of the employment, extension of the probationary period, or termination of employment. If an employee has more than one individual to whom they report, the employee's supervisor will consult with each of these individuals in the course of conducting the performance appraisal process.

The performance evaluation report provides a record of how an employee is performing, and is used to justify a merit increase and identify an employee's training needs. It is a basis for any promotion. A copy of the performance evaluation report is kept in country in the employee's personal file, with a copy sent to the Human Resources Office in Baltimore.

A merit increase is not awarded to an employee whose work is not satisfactory. Instead, a discussion will be held with the employee that outlines the improvements to be made, the time frame for improvement and the consequences of not improving.

Nothing in this rule shall be construed to prevent the dismissal of an employee who does not perform satisfactorily at any time, or to prevent a reduction of salary in cases where the employee is assigned to and accepts a position for which the maximum salary range is below the employee's salary at the time of assignment to the lower position.

5. OFFICE AND WORK SCHEDULES

The Office is open for business 8:00 a.m. to 5:00 p.m., Monday through Friday. When necessary, employees may be able to arrange alternative work schedules in consultation with their supervisor.

Some employees, such as driver or grounds persons, may have different work hours, which will be stipulated in the employment contract.

6. EMPLOYEE RECORDS

Employee records will be maintained in country. These files will contain all pertinent documents such as appointment letters, performance evaluations, personnel actions, job descriptions, biodata forms, resumes, letters of recommendation, discipline record, memos to the file and any other information pertaining to the employee's employment.

Employees are encouraged to keep copies of all personnel documentation.

7. ATTENDANCE

Dependable employees are crucial to the smooth running of our organization. Employees are asked to plan ahead for vacation and other time off so that the projects are not adversely affected. Employees should request approval from their supervisor for annual leave at least one (1) month in advance.

There will be occasions, however, when emergencies occur and an employee will not be able to come to work. Employees are asked to inform the office, preferably their supervisor, as soon possible when they are not able to report to the office or perform their work assignments. Whenever possible, they should make arrangements to have any critical work assignments covered by someone else, or at least let the supervisor know of things that must be done in their absence.

8. LEAVE ALLOWANCES

The supervisor or her/his designee will maintain leave records of individual employees. These records constitute the official leave file and are kept part of the employee's official personnel file.

A. Holidays

The Zambia office will set a holiday schedule with 13 (thirteen) official holidays at the beginning of each year consisting primarily of Zambian holidays and a few US holidays. This list will be posted in the office.

When a holiday falls on a weekend (Saturday or Sunday), the holiday will be observed according to custom in Zambia. Holidays falling during an employee's leave period will be considered holidays and not leave days. If an employee is required to work on a holiday due to pre-scheduled training, meetings with host country or U.S. officials on travel status, s/he is entitled to take that holiday at another time within the same calendar year subject to supervisor approval; where applicable, an employee is entitled to overtime pay if required to work on a holiday (see section **2F, Overtime**).

No holiday will be paid while the employee is on unpaid leave.

Regular part-time employees are eligible for a portion of the holiday, based on the ratio of hours per week worked to the standard workweek in Zambia. For example, an employee working half-time would be entitled to half-pay for the holiday.

B. Annual Leave (Vacation)

Employees will earn two (2) workdays of annual leave per month. An employee hired after the 10th of the month or terminated before the 20th of the month does not accrue either annual or sick leave for that month.

During the first three (3) months of employment, full-time employees may accrue but not use annual leave without the written approval of their supervisor. Part-time employees must work six (6) consecutive months before taking annual leave.

Annual leave must be planned and approved with respect to the expected workload within the office. Since annual leave is provided to employees for the purpose of rest and relaxation, the full use of annual leave is encouraged. Because of the benefits resulting to both employee and the organization, supervisors will ensure that each employee is allowed to take regular and sufficient continuous leave each year, to provide adequate rest and recreation.

Unused annual leave may be carried over to the next year up to a maximum of 24 (twenty-four) total accumulated days of annual leave due.

Employees may not use leave they have not yet earned.

When an employee terminates or resigns for any reason with proper notice, s/he will be paid the value of any accrued, unused vacation leave.

Annual leave will be charged in minimum increments of one half-day.

C. Sick Leave

The purpose of sick leave is to provide time off with pay when an employee is unable to work due to medical reasons. Employees are entitled to three (3) months of sick leave per year at full pay, followed by three (3) months sick leave per year at half pay. Employees receive full benefits while on sick leave.

In addition to the above, female employees are eligible for a paid leave of absence to care for their children who have been hospitalized. This leave is in addition to and will not be deducted from regular sick leave. For this additional leave to be approved, the employee is required to present a

certificate from a doctor recommending the mother remain with her child while that child is in the hospital.

With the supervisor's written permission, sick leave may also be used for medical and dental examinations and treatment (with appropriate advance notice given to the employee's supervisor) and to care for and/or accompany to the hospital an authorized or secondary dependent who is ill or in need of medical and dental treatment. The employee must notify her/his supervisor of an absence due to a dependent's illness as soon as possible.

Sick leave must be approved in writing by the supervisor and reported to the person in charge of monitoring attendance. Employees may be required to provide a doctor's certificate for sick leave of more than two (2) workdays.

During the first three (3) months of employment, full-time staff may not use sick leave. Part-time employees may not use sick leave during the first six (6) months of employment.

Upon separation, no payment will be made to the employee for any unused sick leave.

Sick leave will be charged in minimum increments of one half-day.

D. Maternity Leave

Full-time female employees are eligible for 90 consecutive days of paid maternity leave.

A request for maternity leave must be in writing, and accompanied by a certificate from a qualified medical officer or midwife, stating that the employee's confinement will likely take place within six (6) weeks of the date on the certificate. While on maternity leave, the employee will be paid 100% (one hundred percent) of her salary and benefits.

Male employees are encouraged to take paternity leave immediately after the birth of their child, using their annual and sick leave time.

In the case of an abnormal delivery or multiple births, an employee is eligible for two (2) weeks (80 hours) of supplemental maternity leave, with full salary and benefits. If the employee needs additional time beyond the allowed maternity leave, she may use her annual leave, or may request unpaid

leave. Sick leave may be requested if the absence is medically necessary. The employee's supervisor may require her to provide documentation to prove she is eligible for supplemental maternity leave.

Maternity leave will be taken in minimum increments of one (1) day.

Employees are encouraged to notify their supervisor as soon as the pregnancy is an established fact.

In the event of termination of employment or resignation for any reason, no payment will be made to the employee for any unused maternity leave.

E. Breast Feeding

The organisation encourages breast-feeding. Upon return from maternity leave, a female employee will be provided up to one hour per day for breast-feeding, for a maximum period of 15 months post partum.

F. Leave of Absence (Unpaid Leave)

A leave of absence may be requested through an employee's supervisor, in writing, and must be approved in writing by the supervisor. Leaves of absence will be deducted from an employee's length of service for the purposes of calculating annual leave and other benefits. The employee will not earn leave during these periods. If a leave of absence is requested for medical reasons, the employee must first use all accumulated sick and annual leave. Employees on leave of absence will not be paid for official holidays which fall within that period.

G. Compassionate Leave

Compassionate leave with pay shall be given at the discretion of the employee's supervisor, as follows:

Death of employee's spouse, parent or child...up to five (5) working days

Death of employee's sibling or in-law.....up to two (2) working days

An employee may take up ten (10) days of compassionate leave per year. Unused compassionate leave may not be carried over to the next year.

An application for compassionate leave must be submitted in writing, at least one day in advance. If that is not possible, a retro-active application must be provided within one week following the event.

The employee's office director or supervisor may require appropriate proof to support a request for compassionate leave.

In the event of termination of employment or resignation for any reason, no payment will be made to the employee for any unused compassionate leave.

9. TERMINATION OF SERVICE

Continued employment with the organisation is subject to certain conditions. The most important of these are the need for the employee's services, continuance of the program in which the employee works and the employee's conduct and efficiency.

A. Types of Termination

1. Resignation - The employee may terminate her/his employment by providing written notice to her/his supervisor at least one (1) month prior to the effective resignation date. Vacation shall not be taken from the time that an employee gives notice until her/his last day of employment without prior approval of the appropriate supervisor.
2. Retirement – Under Zambian law, employees may, at their option, retire at the age of 55, at which time they may become eligible for retirement benefits and the National Pension Scheme Authority, subject to conditions (see above, page 8, section 2.G).
3. Termination by expiration of employment contract - Employment with shall automatically terminate upon the expiration date of the employee's contract unless the contract is renewed or replaced prior to its expiration date.
4. Reduction-in-Force or other program requirements – the organisation has the right to terminate any employee's employment by providing one (1) month's notice (or payment in lieu of notice) whenever it is determined that the employee's services are no longer necessary due to lack of funding, reorganization, or other program changes or needs. The management will make every effort to inform staff as far in advance as possible of any such reduction or termination.

5. Dismissal due to gross misconduct - Gross misconduct by an employee will result in immediate dismissal without any notice or wages in lieu of notice. Gross misconduct is defined as any action that an employee willingly and knowingly takes which harms, jeopardizes or otherwise seriously endangers the well being of the organization or its staff. Gross misconduct includes, but is not limited to:
 - a. Deliberate false statement, misrepresentation or fraud in employment application or official documents.
 - b. Failure to comply with written or oral rules, regulations or instructions in such a way that the program or the work of others is seriously jeopardized.
 - c. Dishonesty or untrustworthiness in statement or in actions.
 - d. Serious negligence of or unauthorized use of premises, equipment, material or property.
 - e. Theft of staff money, equipment, material or property.
 - f. Use, buying or selling of illegal substances while at work or on work premises.
 - g. Serious negligence in the performance of duties.
 - h. Divulgence of sensitive, privileged information.
6. Dismissal due to general misconduct or poor performance - Termination from employment may also result from continued poor performance or general misconduct, including such issues as repeated errors, inability to learn required tasks after instruction, tardiness, wasting time, negative attitude with other employees, and other infractions that result in inadequate work or poor customer service.

B. Severance Pay

The organisation may provide severance pay in accordance with the labor laws of Zambia.

10. VEHICLES

A. Vehicle Rules and Regulations

1. Vehicle(s) shall be used for business purposes only. No private use is authorized by visiting consultants or staff.
2. Vehicle(s) shall only be driven by either the driver or another pre-authorized designated driver.

3. When not in use, vehicle(s) shall remain at the offices or in a predetermined secure location.
4. Vehicle(s) shall not be used on weekends or evenings, with the exception of:
 - a. Picking up and dropping off consultants and/or staff members at the airport.
 - b. Driving consultants and/or staff back to their hotel after work.
 - c. Conducting field activities where the team needs to stay overnight.
 - d. Official project work (meetings, workshops, etc.) authorized in advance by the Country Director.

Vehicle(s) will be available to pick up consultants and/or staff members at their hotel each morning and drop them off after the workday is completed. If a consultant and/or staff member needs to use vehicle(s) for business purposes during the course of the day, s/he should make arrangements with the office supervisor first.

5. Priority for use of vehicle(s) is based solely on programmatic needs, not on the title or rank of the person needing its use.
6. A logbook will be maintained for the vehicle(s). The driver must fill it out for every trip, the passenger must sign for each trip and at the end of the month the log must be reviewed and signed by the day-to-day supervisor and sent to the Baltimore office.
7. Any vehicle used for business must be equipped with functioning seatbelts and all passengers and drivers must use the seatbelts. If a driver is found to be in non-compliance with the seatbelt rule, may terminate their employment agreement without any liability on its part.
8. If vehicles are not available, personal vehicles may be used only with the prior written authorization of the employee's supervisor. In this case, only mileage (kilometers) will be reimbursed, at the current Johns Hopkins University (JHU) rate as outlined in the JHU Business and Travel Expense Guide (see the Zambia Accountant for more information). The JHU rate per mile will be converted to kilometers by dividing the US Dollar amount by 1.61 (1.00 mile = 1.61 kilometers) and the official amount per kilometer to be reimbursed will be outlined in an annual memo to all staff every January.

In order to be reimbursed for mileage, employees must include the date, the number of kilometers traveled and the origin and destination of the trip on their expense report. Employees will receive the reimbursement in local currency and at the time that the expense report is paid out. The seatbelt rule (as per section 10.A.8) also applies to personal vehicles.

9. In the event that a driver of a vehicle or a personal vehicle being used for business commits a traffic violation, s/he is responsible for payment of any and all fines, and may be subject to disciplinary action as deemed appropriate by the Country Office Director.

11. WORKPLACE CONDUCT

A. Smoke-free Workplace

In the interest of good health for all employees and visitors, smoking is not allowed in the workplace except for in designated areas.

B. Use of Illegal Drugs and Alcohol

The possession, use, manufacture, sale or distribution of illegal drugs on premises is strictly forbidden and is grounds for immediate dismissal. Alcohol may not be consumed during work hours. No employee may work under the influence of alcohol regardless of where it is consumed. Any employee found with, or under the influence of, alcohol during work hours is likely to be subject to immediate dismissal and may be subject to legal action.

C. Ethics

The employee is required to exercise the highest ethical standards and conform to a code of conduct compatible with the mission and values. An employee should be free of any personal interests which could influence his or her judgment or action in the conduct of business or would affect his or her responsibility. An employee must not only avoid situations which give rise to a conflict of interest, but also those situations which create the appearance of a conflict of interest.

This policy is not intended to delineate every situation that could give rise to a conflict of interest, but should serve as general guidelines for the evaluation of specific situations as they arise. An individual with ordinary good judgment should generally know whether or not a particular activity

involves an actual or potential conflict without the need for specific rules. However, where there is doubt, the matter should be brought to the attention of the employee's supervisor, who will take action as appropriate.

D. Conflict of Interest

The management respects the rights of its employees relative to activities outside this employment which are private in nature and which do not conflict with, or reflect adversely upon, the organisation. Conversely, employees are asked to refrain from any activity which would negatively impact on the organisation or its ability to do business in Zambia or elsewhere.

Staff are expected to promote the organisations stated interests and to refrain from using their position to supplement their incomes directly or indirectly, or to obtain other material benefits including gifts, other than those considered tokens.

An employee may perform work or services for another organization only to the extent that the activity does not prevent the employee from devoting the time and effort to the business that her/his position requires.

Staff may not directly or indirectly be engaged or financially involved in any enterprise or project to which is providing assistance.

No staff should knowingly act in a capacity, or urge to act in a manner, designed to confer any financial or commercial benefit, whether actual or potential, on themselves or on any firm or corporation in which they or family members have a significant interest as partner, stockholder, director or officer. If a situation should arise, the individual should disclose the nature of such interest to the supervisor.

Information obtained as a result of employment, that is not information generally available to the public, may not be communicated to any individual(s) or organization(s) outside.

Whereas Zambian employees are free to participate in the political process of their country, they may not under any circumstances link the organisation to their political activities, or in any way state or infer that the organisation supports their views or actions. Employees who are not nationals of Zambia are forbidden to participate or otherwise interfere in the internal political affairs of Zambia.

The organisation strives to be in strict compliance with all laws and regulations that are applicable to its activities. In the event that a regulation is ambiguous or difficult to interpret, the organisation has access to legal counsel in order to determine compliance with a policy and observance of all laws and regulations. Such advice should be sought if any questions arise.

E. Code of Conduct

The mission and values govern the conduct of all undertakings. We intend that our practices be compatible with the stated priorities of the countries in which we work. The code of professional conduct and ethical behavior must be observed in all environments, and honesty and integrity must characterize all activities.

Activities contrary to the Code of Conduct are:

1. Any conduct which results in unethical personal financial enhancement for any employee.
2. Unlawful acts committed in the U.S. or abroad.
3. Any conduct considered discriminatory to other persons or groups on the basis of culture, ethnicity, race, religion, health condition, age or gender.
4. Conduct based on bias toward or against, consultants, vendors/suppliers, donors or partners.
5. Gambling, betting or participation in lotteries during work hours or on leased or owned property.

F. Discovery of Questionable, Fraudulent or Illegal Activities

Discovery of questionable, fraudulent or illegal activities which might be, or might appear to an outsider to be, in violation of the organisation's standards and policies must be reported immediately to the employee's supervisor.

G. Injury on the Job

Any injury or accident, even one not requiring medical attention, occurring on the job should be reported to the supervisor as soon as possible. The employee and witnesses may be asked to write a report of the incident.

H. Other Incidents Requiring Reports

A report should also be written of any injury occurring to a visitor on the premises or in vehicles. Likewise, any unusual occurrence involving our staff, visitors or property should be documented. In some cases, such as theft or assault, the police may need to be contacted. The employee's supervisor or her/his designee should manage all communications with external authorities.

12. DISCIPLINARY ACTION

Proven violation of standards and policies by any employee, regardless of the type of appointment, will lead to appropriate disciplinary action. Depending on the seriousness of the case, a disciplinary action may entail an oral or written reprimand, suspension from duty without pay or separation and may be cause for legal action. Generally, an employee must be given the opportunity to provide an oral or written explanation or justification before the disciplinary action is taken. Generally, only one disciplinary action may be administered per offense.

A. Types of Disciplinary Action

1. **Oral Reprimand** - An oral reprimand is generally made by the employee's supervisor. A note to the record of the oral reprimand is made and later confirmed by the supervisor in a letter to the employee. Plans for correcting the situation should be agreed to by both the supervisor and employee. Timeliness is extremely important with any oral counseling or reprimand, as it is the opportunity for frank discussion of expectations.
2. **Written Reprimand** - A written reprimand is used when an oral reprimand has already been administered without success, or when the offense is more serious. The written reprimand is normally signed by the employee's supervisor and a copy is placed in the employee's personnel file. The reprimand should contain plans for improvement including the method of follow up.
3. **Suspension** - A suspension is used when oral or written reprimands have been administered without success or when the gravity of an offense is so serious as to warrant a more stringent corrective action of short separation. Suspension can be up to eight (8) workdays and is usually without pay. Suspension with pay may be given while an event or issue is under investigation. Any suspension should be well documented in the employee's

personnel file. Suspension can only be administered by the employee's supervisor in collaboration with the Management.

4. **Separation for Cause** - An employee may be separated for cause if his performance is found unsatisfactory or if s/he is found guilty of improper conduct. Separation for cause may be effected immediately and does not require advance notice. However, except for serious offenses (theft, malfeasance, etc.), the employee's separation should follow oral or written warning where a plan was developed to address the poor performance. When an employee's performance is such that continued employment is not advised, a transition plan may be implemented. The plan must be approved by both the Management and the employee's supervisor. Separation can only be administered by the employee's supervisor in collaboration with the Management.

13. GOVERNANCE AND MANAGEMENT'S RESPONSIBILITY

The Country Office Director is responsible for disseminating this policy to all staff and for instituting and maintaining a program to ensure that employees understand standards and policies. Employees are responsible for reporting any suspected violations of this code to the Country Director without fear of reprisal.

Responsibility for voluntary reporting possible violations of federal procurement laws to appropriate government agencies rests with management.

14. EMPLOYEE'S RESPONSIBILITY

Employees are required to abide by the foregoing code of conduct and conflict of interest standards in their dealings with vendors/suppliers, consultants, donors and other contacts. They are also required to report any violations of these standards immediately to the employee's supervisor and/or Country or Program Director.

15. GRIEVANCE PROCEDURES

The grievance procedure reflects a process that promotes open dialogue to resolve conflicts. The grievance process will be conducted in keeping with the organisations values of trust and respect. An aggrieved employee should consult first with her/his direct supervisor regarding actions, occurrences, or attitudes either expressed or implied that are perceived as unfair or discriminatory. If a satisfactory resolution to the problem cannot be reached, the employee should appeal to the next level of management in country (if any) in a personal meeting followed, if necessary, by a written complaint.

No charge to leave or loss of pay will be made for attending a grievance proceeding.

16. CONCLUSION

As an evolving document, these policies are subject to change. All employees are encouraged to suggest changes to management.

**ACCEPTANCE OF THE EMPLOYEE MANUAL AND
PERSONNEL POLICIES FOR EMPLOYEES.**

Name (in block letters)

I have received a copy of the Employee Manual dated _____. I have read and understood the manual and agree to the rules and regulations which it contains. I understand that the manual is subject to change at any time.

Signature

Date