



CENTER FOR INTEGRATED HEALTH PROGRAMS (CIHP)

Standard Operating Procedures

Human Resources

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5.1 EMPLOYEE CLASSIFICATIONS

CIHP has several classifications for its employees and consultants/short term hires as summarized below. These classifications determine the compensation and benefits provided.

When it is not clear which classification a position or individual falls, especially in the case of proposed consultants/short term hires, the office should seek assistance from the Director of Management Support Services.

5.1.1 EMPLOYEE

Employees are citizens or permanent residents of the country where the position is based. They are hired and paid by the organization and fall into one of the following categories:

1. **Full-time** - An employee who works a standard work week (for example 40 hours a week) on a regular basis, in accordance with local standards or local labor laws. Employees in this category are entitled to CIHP local employee benefits on confirmation, as outlined in the *Employee Manual*.
2. **Part-time** - An employee who works less than a standard work week on a regular or irregular basis. Employee benefits may apply on a pro-rated basis or depending on the service time and mutual agreement at the time of employment. Should a part-time employee consistently work more than his or her allotted hours, the Chief Executive Officer and/or designee Director may determine that a change of classification should be considered?

5.1.2 TEMPORARY EMPLOYEES

Temporary employees are individuals hired by CIHP for a specific and limited period, often on need basis. They may be expatriates or local hires. These individuals are not entitled to benefits provided to regular staff; however, benefits provided must be stated explicitly in the individuals' hire letters and at the discretion of the CEO.

Temporary hires are eligible to apply for vacant positions in CIHP as contained in the employee manual .Temporary employees may be hired for the following reasons:

To replace an employee who is on vacation, leave, or another short-term absence

- To assist during peak work periods or with special projects
- To fill a regular staff vacancy while CIHP is recruiting

Temporary employees are distinct from consultants in that they do not necessarily provide specialized services and they may fill defined staff positions and supervise other staff members.

For temporary employees, the office must provide the employee with an employment letter that clearly specifies the nature of his/her employment, including status and length of assignment. The template must have prior review by legal counsel to ensure that the Office is not entering into a contractual arrangement such as a service agreement.

5.1.3 CONSULTANT AND INDEPENDENT CONTRACTOR

A consultant or independent contractor is an individual engaged by CIHP for his or her specialized technical, program, or administrative expertise to work on a fee-for-service basis. Consultants are hired on a daily basis for a specific task and specific duration. For legal reasons, they must not be confused with staff, e.g., they must not be charged with performing duties within an established job classification, or supervise staff. The terms of the consultancy must be defined in the Consulting Agreement in accordance with the guidelines in Section 5.3 [below](#), with distinction given to international consultants. Consultants are not entitled to benefits.

5.2 EMPLOYEE RECRUITMENT AND HIRING

The standard staff recruitment process includes the following steps:

- Agree on the position and profile
- Develop the job description
- Name a Job Point Person (JPP)
- Obtain approval to hire
- Draft advert script
- Advertise the position vacancy internally and externally
- Develop criteria for shortlist (sensitive to ethnicity, gender etc)
- Shortlist and interview candidates
- Obtain approval to offer employment
- Offer employment

The operating procedures for each step are provided following this introduction.

These standard operating procedures assume that CIHP is handling all aspects of recruitment. However, in special cases, the office may choose to hire a local recruiting agency to advertise positions, identify and screen candidates, and perform other recruitment services for CIHP.

5.2.1 JOB DESCRIPTIONS

To begin the recruitment process, the hiring unit Director or designate must develop a new job description or review and revise an existing one. Every job description must include:

1. The position name, Unit, location , and supervisor
2. A summary of the roles and responsibilities of the position
3. A detailed list of the duties
4. Minimum and preferred educational and skill requirements

Consistent job titles should be used at all CIHP's Locations .

If an existing position is vacated, the job description must be reviewed and updated as necessary prior to its submission with the Job Requisition Form and, the CIHP Salary scale level checked.

The hiring unit Director must obtain approval to draft a new job description by seeking clearance from the CEO through the Senior HR/Admin Mgr.

Approval to hire must only be given once a complete job description exists.

5.2.2 JOB POINT PERSON

The hiring unit Director should appoint a single staff member to serve as the Job Point Person (JPP) or communicate that the role will be covered by him or herself. The Job Point Person is responsible for working with Human Resources personnel and the supervisor throughout the recruitment and hiring process.

5.2.3 JOB REQUISITIONS AND APPROVAL TO HIRE

Local Hires

All job openings require a *Job Requisition Form*. The following steps are required:

1. The Job Point Person must complete the form and attaché the job description.
2. The supervisor signs his/her approval – this indicates that the position, whether vacant or newly created, has been previously budgeted and approved by the CEO
3. If a candidate has already been identified (e.g., a former consultant), the JPP must note this on the form.
4. The job level must be noted on the form as determined by the Chief Executive Officer using the CIHP Salary Scale in the CIHP Remuneration Manual
5. The Chief Executive Officer approves the job requisition and the job description.

In some instances, in-country representatives of the funding agency may wish to be informed or involved in the hiring process. In such cases, written correspondence should be kept in the candidate's file.

Expatriates

The job requisition and approval process for expatriate positions in CIHP includes the following steps:

1. The Job Point Person completes the *Job Requisition Form* and attach the job description.
2. The unit Director approves to indicate that the position, whether vacant or newly created, has been previously budgeted and approved by CEO
3. If a candidate has already been identified, the JPP will note this on the form on the “Shortlist” line.
4. The classification of the position must be noted on the form
5. The CEO will approve the job requisition *and* job description and attached letter outlining reasons why nationals could not fill the position (consideration of local labor law limitations, if any, must be taken into account).

CIHP staff must use a Job Requisition Form with a review job description to request for a hire.

5.2.4 POSTING AND ADVERTISING

Once the job requisition and job description have been approved by all parties, the Human Resource Unit may proceed with posting and advertising the position.

Internal Posting: Local positions must be posted in the office for minimum of five working days before interviews are concluded and a job offer is extended to a candidate. If an internal candidate exists, under certain conditions the posting requirement may be waived at the discretion of the Chief Executive Officer.

External Advertising: Once the job description has been approved, the Human Resources Unit must post the position externally using the best method for advertising positions, including local newspapers, the Internet, and local contacts. Possible ways to determine the most effective advertising avenues are to: consult with other organizations, check local newspapers to find where such advertisements are usually placed for this type of job, and research online alternatives. Some newspapers or other sites where the position is advertised may require a fee. These fees are allowable costs and should be charged against the project to which the bulk of the position’s salary will be charged.

5.2.5 RECRUITMENT COSTS

Recruitment-related costs should be charged to the appropriate program budget. Recruitment costs may include job-advertising expenses, recruiting-agency fees, and travel expenses incurred by candidates who are brought to CIHP offices for interviews.

Reimbursement of candidates' travel expenses is not routine and may only occur when all three of the following circumstances exist:

- The position is a higher-level one
- Funds exist in the budget to cover the costs
- The Chief Executive Officer gives prior approval to reimbursing the candidate's travel expenses

All candidates should be told – prior to traveling to CIHP offices – whether or not their travel expenses will be reimbursed. Such correspondence should be kept with their interview paperwork.

5.2.6 INTERNAL TRANSFERS

CIHP welcomes and encourages qualified employees to apply for internal vacancies when they occur. Applicants for transfers must be given equal consideration and be subject to the same review and interview process as other candidates.

If a vacancy is filled through a transfer, a salary and or level adjustment will be made as appropriate in accordance with CIHP salary guidelines.

5.2.7 SCREENING APPLICANTS

For local positions, as candidates submit letters and CVs (or resumés), Human Resources Unit will forward CV's to the Job Point Person who takes the lead on reviewing submissions to determine whether candidates meet the job specifications outlined. For those who are qualified, the JPP may conduct telephone interviews or in-person interviews to assess further how well the candidates might perform in the job. If there is no interest in a candidate, the Human Resource Unit will follow appropriate procedure in responding to applicants, e.g., by sending a letter indicating no interest or by not providing any notification, having stated in the advertisement that only successful applicants will be contacted. All unsuccessful applicants interviewed must be notified within three (3) weeks of the interview date

A file must be set up for each individual for whom an interview is scheduled. This file must include: the job description, the candidate's CV and cover letter; a completed bio-data form, copies of credentials; and the final offer or decline letter. In addition, a separate file must be set up that includes all CVs received that were rejected, with documentation – if any – of the rejection letter, phone call, or e-mail message.

5.2.8 INTERVIEWING

The Human Resource Unit will work with the Job Point Person to determine who should be involved in the interview process and send each interviewer the job application pack. It is the Human Resource Unit's responsibility to invite candidate's shortlisted for interview.

All CIHP offices must comply with laws governing appropriate interview questions (e.g., prohibitions against questions concerning an individual's race, religion, ethnic consideration, or age).

5.2.9 SELECTION AND OFFER

Selection

At the conclusion of the interview process, the Human Resources Unit should organize a short meeting or conference call with the interviewers to review the candidates' qualifications and select a finalist. If interviewers are not available for a meeting or call, their opinions may be collected in some other way, e.g., through e-mailed comments, and a conclusion reached on the finalist with the key parties, which are the supervisor, JPP, human resources staff, and specific Directors as called for (e.g., the Chief Executive Officer)

Reference Checks

CIHP will perform reference checks on prospective employees. Communications with references must be documented and placed in the candidate's file.

Salary Offer

For local hires, if references are acceptable, the Director of Management Support Services determines what salary will be offered, in accordance with the CIHP salary scale level of the position according to the CIHP Remuneration Manual and in consultation, with the Director of Finance & Subcontract and approval sought from the Chief Executive Officer. In cases of senior positions, the proposed salary must first be discussed and approved by the Chief Executive Officer. See Section 5.4 [below](#) for more information on compensation.

New employees must be considered for a hiring salary that is at least the minimum of the salary range (CIHP), depending on how completely their qualifications meet the requirements of the position. A verbal offer may first be made to the candidate to ascertain expectation.

Once the offer is made and accepted, Human Resource Associate must send a letter of employment signed by the Chief Executive Officer. This letter must include the following:

- Position title
- Place of employment and area of work (including the need for travel)
- Complete position description (attach the job description)
- Starting salary and currency
- Complete compensation package
- Title of supervisor
- Start date
- Requirement of acceptance of *Employee Manual and Organizational procedures & SOPs*
- Signature of Chief Executive Officer

The Human Resource Associate must have the new employee counter-sign the letter of employment, give one copy to the employee, and place the original in the employee's record in CIHP files.

The hire letter and supervisor must make clear to a new employee that job functions may change during the program life, and CIHP has the right to make such changes with little or no notice.

Nepotism

Relatives of employees are generally considered for employment based on their qualifications. However, where the employment of a worker's family member results in the types of prohibited employment relationships identified below, CIHP will not consider or accept applications for employment.

Hiring of family members is prohibited if employment results in the creation of:

- A supervisory/subordinate relationship between family members. If a direct supervisory or managerial relationship would be established, family members of a current employee cannot be considered for an open position.
- An actual conflict of interest or the appearance of a conflict of interest. Generally, this bars employment of an employee's family member who has an auditing or control relationship to the employee's job.

Employees are responsible for full disclosure of any such relationships at the time of hire. Failure to disclose such relationships will constitute grounds for disciplinary actions including termination.

Employees who marry or establish a close personal relationship (with an imminent view to marry) cannot continue in their current positions. If the situations specified above does occur, the employees will be permitted to determine which one of them will resign within a specified period not exceeding 3 months. If neither party resigns CIHP reserves the right to terminate the

employment of both for operational requirements. See the next sub-section [below](#) for more information.

Candidates Not Selected

It is the responsibility of the Human Resource Associate to contact all candidates that were interviewed but not selected to inform them of this fact. The means of contact may be a letter or an e-mail message. A hard copy of the communication to the candidate must be printed and included in the recruitment's file.

5.2.10 SPECIAL EMPLOYMENT CIRCUMSTANCES

Employment of Persons with Disabilities

In compliance with applicable laws, CIHP makes reasonable accommodations to the known physical or mental limitations of otherwise qualified individuals with disabilities, unless doing so would impose undue hardship on CIHP as an institution or pose a direct threat to the health or safety of the individual or others. An otherwise qualified individual with a disability is a person who, with or without reasonable accommodation, can meet all of the selection criteria and perform all of the essential functions of an employment position held or desired.

Employment of Persons Who Use Illicit Drugs

CIHP will not knowingly employ persons currently using illicit drugs. Also, CIHP's policy on drugs and alcohol prohibits the possession, use, manufacture, and distribution of illicit drugs on CIHP premises.

5.2.11 VISAS AND WORK PERMITS

The Director of Management Support Services and new business must contact legal counsel or an appropriate agency to begin the process of obtaining visas for the employee and accompanying family members and a work permit for the employee, as soon as the decision is made to hire an expatriate, if necessary. After consulting the appropriate authorities to determine the average time it takes to obtain the necessary documents, the Director of Management Support Services and new business should inform the employee.

While the visa and work permit are being requested, the employee must contact the Snr. HR/Admin Manager to begin the process of arranging for the packing, storing, and shipping of household goods for the move to the destination country, in accordance with CIHP's Policies and Procedures.

If a candidate is hired, and difficulty in securing a visa or work permit delays the start of an assignment as planned, CIHP may seek to find the new employee a temporary assignment until the visa or work permit issues are resolved.

An expatriate employee must **not** work in his/her assigned location before that country has issued the necessary work permit, unless work under a temporary visa is possible and would not endanger the work permit process.

5.3 CONTRACTING CONSULTANTS

If the determination is made that consultants are to be used, they must be for short-term assignments documented by an agreement and scope of work, and approved by the funding agency.

5.3.1 CONTRACTING LOCAL CONSULTANTS

Local consultants are paid directly by CIHP at a rate determined in accordance with prevailing local rates for similar work. Any deviation from these rates, whether higher or lower, requires written justification approved by the Chief Executive Officer.

In advance of the consultancy, the Chief Executive Officer and consultant must sign a consultant letter detailing the consultant's scope of work and specifying the maximum number of approved days and daily rate of pay. Consultants will receive no additional benefits, with the exception of per diem for travel outside their area of residence during their consultancy.

Consultant Files: The Human Resource Associate must maintain a complete file for each consultant, including:

- The *Consultant Approval Request Form* and all attachments
- The signed Consultant Letter, Bio Data, CV, and Credentials
- All other correspondence with the consultant
- All funding agency correspondence and approvals

The Office must provide each local consultant with CIHP's template of a Local Consultant Invoice for use when submitting bills for service.

5.3.2 CONTRACTING INTERNATIONAL CONSULTANTS

When contracting an international consultant, the following steps must be taken.

Step 1 - Scope of Work: The hiring unit in collaboration with the Senior HR/Admin Manager determines the need for an international consultant, and drafts a scope of work that specifies the tasks, the budget, and the length of the consultancy.

If appropriate, the Director of Support Services and New Business shares the proposed SOW after CEO's approval with in-country representatives of funding agencies for their information or concurrence.

Step 2 - Identification and Selection of Consultant: The Human Resources Associate works with program staff to collect CVs and select the consultant. For a competitive selection process, at least 3 CVs must be considered (see the next page [below](#) for more information).

Step 3 - Preparation of Documentation:

1. The Human Resources Associate obtains from the consultant a completed *Contractor Employee Biographical Data Sheet*, which must justify the consultant's daily rate based on prior salary history.
2. The Human Resources Associate completes a *Consultant Approval Request Form* to provide the information required for approval by CEO and funding agency.

Step 4 - Funding Agency Approval: When funding agency approval is required, Human Resources Associate completes the *Consultant Approval Request Form* with all required attachments: Scope of Work specifying the budget and length of consultancy, Biographical Data Sheet, CV of the consultant, and relevant budget page showing the account number and the consultant's rate and travel and miscellaneous costs. The Director Management Support Services and New Business forwards the requisition information to the appropriate Grants Management Specialist at the funding agency for approval. Once the agency approves, the Director Management Support Services and New Business forwards the funding agency approval e-mail to the Chief Executive Officer, Senior Human Resources/Admin Manager and Senior Finance Manager.

Step 5 – File Maintenance: The Senior HR/Admin Manager creates and maintains a file for each consultant with all relevant documentation, including:

- The *Consultant Approval Request Form* and all attachments
- All correspondence with the consultant
- All funding agency correspondence and approvals
- Signed *Payment/Requisitions Approval Checklist*
- Purchase Order

Human Resources Associate will also create a file with the consultant's CV, Biographical Data Sheet, and consultancy letter and acceptance of assignment.

Step 6 – Consultant Letter and Agreement: The Senior Human Resources/Admin Manager generates and a Consultant Agreement Letter for the CEO's approval and send

approved letter to the consultant. The letter will detail the consultant's scope of work and specifies the maximum number of approved days and daily rate of pay. Consultants will receive no additional benefits with the exception of per diem for travel outside their area of residence during their consultancy (see Section 5.3.4 [below](#)).

The Consultant Agreement Letter and any other communication must make it clear to all consultants that the consultant, not CIHP, is responsible for paying taxes on consultancy income.

5.3.3 CONSULTANT TRAVEL

Consultants must know before traveling which expenses are reimbursable, and how to properly report and document those expenses. Consultants will be given a copy of the relevant travel guidelines along with the Consultant Agreement Letter. Technical staff supervising the consultancy may need to assist consultants in interpreting the travel guidelines or to refer consultants to the Administrative Officer for assistance.

5.3.4 PERFORMANCE ISSUES

If a consultant is found to be ineffective or his/her skills are inadequate for the assignment, the supervisor of that consultant should contact the appropriate Program or Unit Director or the Chief Executive Officer to discuss whether to terminate the assignment. Any documentation associated with inadequate performance and the termination process must be placed on file.

EMPLOYEE COMPENSATION

Compensation levels and benefit packages must be in accordance with statutory requirements in the country and in line with CIHP remuneration manual

5.3.5 SALARY ADMINISTRATION

CIHP's policy is to compensate staff in accordance with the CIHP's compensation plan as outlined in the Remuneration Manual. .

All employees and contracts staff must state and pay salaries in local currency unless otherwise approved by the Chief Executive Officer.

CIHP's goal is to ensure that the compensation plan that attracts and retains employees. As such, CIHP reserves the right to adjust salaries as necessary either because of individual circumstances or to ensure that CIHP's plan remains competitive in the local market, within available resources. The HR unit may conduct an annual review of

salaries; if the results indicate need to deviate from the CIHP salary scale and funds are available for such salary adjustments, such changes must be justified and approved by the CEO. For audit purposes, the Human Resource Associate must maintain in its files all documentation associated with the proposed salary adjustments.

5.3.6 HIRING SALARY

New employees normally will be considered for a hiring salary that is at least the minimum of the salary range for the position, depending on how completely their qualifications meet the requirements of the position.

OVERTIME

All -hire positions are considered to be salaried, rather than paid on an hourly or daily basis, and are usually not eligible for overtime pay. Therefore, from time to time, employees may be expected to work longer than the standard workweek without additional compensation.

CIHP does not expect, require, or encourage any of its employees to work overtime. However, under certain circumstances during times of heavy program activity, the staff may need to work beyond normal hours or during weekends to complete an assignment with no additional remuneration. CIHP does not pay any overtime unless exceptionally approved by the Chief Executive Officer.

Drivers, Cleaners, Stores Assistants and Office Assistants are entitled to overtime when exceptionally approved. Where overtime is approved the pay rate will be hourly basic pay rate X 1.5.

5.3.7 COST-OF-LIVING AND MERIT INCREASES

The office may give its employees cost-of-living increases if these adjustments have prior approval from the funding agency.

These SOPs do not dictate if and when these increases should be given nor what level of increase is permitted. Instead, the policies and procedures for the increases must be determined by the CEO as recommended by the Director of Support Services and New Business, in accordance with labor laws, and as documented in CIHP Employee *Manual and Remuneration Policy*.

5.3.8 MERIT AND PROMOTION INCREASES

Merit Increases: It is recommended that the Human Resource Unit have performance management system where all employees are evaluated systematically on an annual basis. The system must provide a consistent and equitable basis for making decisions regarding merit increase and must be based on performance

Promotion Increases: A promotion is defined as an increase in a position's responsibilities substantive enough to warrant a change in the job description and salary. The position's qualifications and performance requirements should be consistent with other higher-level positions, as demonstrated in the new job description. Employees are eligible for a promotion into a higher-level position only after they have been employed for a minimum of 12 months.

A Unit Director seeking a promotion for a staff member should submit a justification requesting to the Chief Executive Officer's approval. The request must include a new job description and how the employee has met the higher level performance standard the employee should be informed only after approval has been given by the CEO.

Any promotion increase granted should be dependent on such factors as:

- Individual's qualifications in relation to similar positions
- Position of employee's salary in new salary range
- Time since last salary increase
- Time until next salary increase

5.3.9 ADMINISTRATIVE ADJUSTMENTS

CIHP reserves the right to make adjustments to an employee's salary, benefits, or grade level, as well as to make across-the-board adjustment to salaries and benefits. Examples include adjusting an employee's grade level or salary to bring it in line with those applied to other positions in the office. Administrative adjustments must be supported by proper documentation with approval signatures.

5.3.10 SALARY ADVANCES

Employees may not receive advance payments against future salaries. In the rare case that the office feels an exception is warranted, **this requires the explicit approval of the Chief Executive Officer.**

Salary advances are neither a "benefit" nor a "right" of employment; it is for truly exceptional emergency purposes and may not exceed ten per cent (10%) of the employee's annual salary. The advance must be cleared within six months of issuance or by termination of employment, whichever is the earliest.

The procedure is as follows:

1. For approval of an exception, the employee submits a description of the need and proposed amount of the advance to the Chief Executive Officer for consideration.
2. Once approval is given, the employee signs an advance form that stipulates the amount, term of the advance, and repayment procedures.
3. Once the form is completed, signed, and approved, the advance is issued by the finance staff.
4. Repayment is made through salary deductions over the course of a maximum of six months.
5. If the employee leaves prior to full repayment, the balance is deducted from his/her final paycheck.
6. The total deduction from an employee's salary must not be more than one-third of total earning
7. Where the employee's final pay cheque is less than the advance, the total outstanding must be repaid in full before the last day of employment with CIHP

The Director of Finance & Subcontracts must carefully track approval, disbursement, and monitoring of repayment.

5.3.11 EMPLOYMENT TAXES

The *Employee Manual* documents the requirements under labor law for handling program income and other employment-related taxes, and provides specific procedures used by CIHP.

5.4 EMPLOYEE BENEFITS

This sub-section covers employee benefits for both expatriates and local hires, with distinctions made as necessary. Sections 5.5.1 through 5.5.6 cover paid leave, while the remainder covers other benefits.

5.4.1 VACATION LEAVE

The office establishes – in accordance with local law and practice and as documented in the *Employee Manual* – the maximum of working days of annual leave that an employee may earn per year and the maximum days that may be accrued. Unused annual leave may be carried over to the next leave year provided that the maximum accrued leave is not exceeded.

All requests for annual leave from employees should be made two weeks in advance and in writing to the employee's supervisor. Annual leave taken in advance is generally not allowed. Unless prior written approval is given by the Chief Executive Officer. Any

accrued (unused) annual leave will be paid out at the time of termination of employment to a maximum number of days that may be accrued.

All staff members should liaise with their supervisors to plan vacation leave for a time convenient for CIHP, as possible (e.g., by avoiding vacation when there is a new programmatic initiative or important deadline).

5.4.2 HOLIDAYS

At the beginning of each fiscal year, which begins Oct 1st (or as maybe amended), the office must disseminate a memo with a list of holidays that will be observed that year. The list will usually include all official national holidays and may also include other designated days to be decided by the Chief Executive Officer.

If a holiday falls within the period of an employee's approved paid leave, he/she will not be charged leave on the holiday.

5.4.3 SICK LEAVE

The purpose of sick leave is to provide time off with pay when an illness or an accident makes it medically unadvisable for the employee to work and to provide for a temporary period of recuperation. In order for employees to qualify for more than two days' consecutive paid sick leave, the employee must provide the office with a medical certificate from a registered medical practitioner. An employee is entitled to 12 days' paid sick leave per year of continuous employment with CIHP.

Sick leave cannot be carried over to the following year.

5.4.4 PARENTAL LEAVE

Human Resources manual provides for maternity leave as required under the labour law. CIHP may determine whether or not to provide paternity leave, ensuring that the policy developed and documented in the *Employee Manual* is reasonable and in accordance with any related provisions in labor law.

5.4.5 LEAVE WITHOUT PAY

Full time employees who have completed 12 months of service may be granted a leave of absence for personal reasons, without pay, not exceeding one (1) month within a year , and at the discretion of the Chief Executive Officer. Employee benefits and accruals of holiday time will be suspended during the Leave without Pay period.

An employee who has been granted a leave of absence for personal reasons must return to the same position upon completion of the leave or a position of equivalent rank and salary within the same Unit.

5.4.6 OTHER BENEFITS

Full time employees may be provided with health insurance and reimbursement, end of service benefits , 13th-month pay, life insurance, personal accident insurance, a death/funeral payment and or other benefits. Following the law and reflecting standard practice, the office must document personnel benefits clearly in the *Employee Manual* and ensure careful review by the legal counsel prior to implementation.

5.5 WORKING CONDITIONS

This sub-section covers standard operating procedures for normal working conditions. See also Section 5.14 [below](#) for SOPs on staff safety and security, which provides precautionary measures to reduce risk of harm to CIHP staff.

5.5.1 PLACE OF EMPLOYMENT

The place of employment shall be the Center for Integrated Health Programs (CIHP) at the location specified in the employee's hire letter as determined by the Chief Executive Officer. Staff may be reassigned to another location in order to meet changing needs of the organization.

5.5.2 OFFICE AND WORK SCHEDULE

Except where otherwise specified, official working hours of operation are from 8:00 a.m. to 5:00 p.m., Monday through Friday, with a one-hour lunch break each day. This is equivalent to a 40-hour workweek.

Employees may be able to arrange flexible work schedules in consultation with the Chief Executive Officer, subject to the convenience of the office.

Within the context of the 40-hour workweek, support staff, such as secretaries, receptionists, office assistants, and drivers, may be asked to modify their starting and ending work times or the timing or duration of their lunch break to accommodate the needs of the office.

5.5.3 ATTENDANCE AND TARDINESS

Regular, punctual attendance is essential for effective performance by both the employee and members of his/her team. Employees are expected to report to work on time and to return from lunch break promptly.

Supervisors are responsible for monitoring the punctuality and attendance of all employees during working hours. Supervisors must ensure that the attendance and absence policy is applied consistently and attendance-related disciplinary actions are documented clearly, carefully, and promptly. Attendance problems should be reflected in employee performance evaluations and reported to the Senior HR/Admin Manager.

There may be occasions, however, when emergencies or other circumstances prevent an employee from reporting to work as scheduled. In such cases, the employee is expected to call the office by 9:30 a.m. and inform his/her supervisor of the situation.

Employees who are absent from work and fail to contact their supervisors for three consecutive days will be considered to have resigned from duty and their services may be terminated if investigations do not reveal any justifiable reason for their absence and inability to contact the office.

Whenever possible, staff members who are absent should make arrangements to have any critical work assignments covered by someone else, and let the supervisor know what critical tasks are pending and what must be done in their absence.

5.5.4 PAY PERIOD

Salaries are paid on a monthly basis, on the 25th of every month payments must be made by either cheque or direct deposit.

5.5.5 TIME ATTENDANCE REPORTING

Time attendance and effort reporting is important to support corresponding salary payments for pay periods. Timesheets also serve as documentation in support of charges to grants and contracts. Furthermore, they are used to verify sick leave, personal holidays, and vacation allowances.

By 21st of every month all employees must submit completed, signed Monthly Time and Effort Sheet to their supervisors for review, verification, and approval, as documented by the supervisor's and/or Chief Executive Officer's signature on the timesheet.

UNSCHEDULED OR EMERGENCY OFFICE CLOSURES

The Chief Executive Officer may officially delay opening, close early, or close the office for the entire day due to unplanned events or circumstances that would prevent employees from safely, effectively, or appropriately performing their duties (e.g., inclement weather, sustained power failure, fire, political unrest, or national mourning). When an office officially closes, employees who were scheduled to work must use code "X" on their timesheets to account for hours not worked. Normal remuneration applies in such instances.

5.6 COVERAGE DURING ABSENCES

Each employee should provide advance information if he or she will be absent due to vacation, maternity leave, travel, or other leave. He/she is responsible for communicating to relevant parties who will cover for him/her and what specific authorities have been delegated, if any.

For example, in his/her out-of-the-office e-mail message, the employee should provide the expected length of absence, contact information, and who is providing coverage. The employee should provide this same information on his/her telephone message system(s).

In the case of staff who deals regularly with other partner/donor offices, the notification should be shared with these contacts.

In the case of a staff member's extended absence, the Chief Executive Officer may want to appoint someone in an "acting" capacity in that job. When employees are in acting positions, they do not necessarily receive additional compensation at a level commensurate with their interim responsibilities. Depending on budget availability and other factors, the Chief Executive Officer may choose to implement a temporary salary adjustment for the entire duration of an acting assignment if the following conditions are met: the position is a management one, the acting assignment will last for at least one month, and the position is at a higher grade than that of the person's usual job.

ORIENTATION AND STAFF DEVELOPMENT

5.6.1 ORIENTATION

Once a start date has been determined, the Snr. HR/Administration Manager must arrange an orientation for the new staff member.

Every new employee's primary supervisor is responsible for ensuring that he/she is properly oriented on the new job and working environment. Orientation should include:

- An overview of CIHP
- Team structure
- Project goals
- Employment conditions
- Specific information about compensation and benefits
- CIHP's codes of conduct
- Information about the working environment

Depending on the employee's position, orientation should also cover:

- Subrecipient management
- Grant/contract regulations

The appropriate manuals must be distributed to and/or reviewed with new hires at orientation. The organizer of the orientation must provide the employee with an orientation checklist that shows the steps that must be completed to properly orient a new hire to CIHP in general, as well as to the particulars of his/her position and office.

5.6.2 STAFF DEVELOPMENT

It is CIHP's policy to provide employees that have completed 12 months in employment opportunities to develop or improve their skills and knowledge consistent with CIHP program objectives. Such skill or knowledge improvement will generally relate to improvements in an employee's ability to perform current job tasks.

The organization's staff development program may include internal opportunities, such as in-house training workshops, staff exchanges, mentoring, and on-the-job training. In the case of external opportunities, the procedure for review and approval depends on whether the opportunity is in-country or abroad. These procedures are described below.

Procedure for Staff Development Opportunity

1. If an employee and his/her supervisor identify an external professional development opportunity , such as a training workshop, language course, or professional seminar, they must submit a brief proposal to the CEO through Director of Support Service and New Business addressing the following points:
 - Description of how the course/training/workshop would strengthen the employee's skills
 - Evidence that the course is relevant to the employee's present responsibilities
 - Timeframe, including travel time
 - A proposal for which grant/contract will fund the staff development opportunity
 - Cost of the activities, including fees, travel, and other expenses for which the employee will be reimbursed
2. The proposal is submitted for approval to the Chief Executive Officer for review and approval
3. The Chief Executive Officer provides approval in writing.
4. Within a month of the training, the employee prepares a presentation and/or written report to educate other staff in their office about what they have learned and implications for the program.

Procedure for a Staff Development Opportunity Abroad

The same steps must be followed for a staff development opportunity abroad (such as training workshops), but in addition, the applicant and those approving the opportunity must be familiar with and follow CIHP's policy on travel to professional conferences and travel for purposes of continuing medical education credit (see the next sub-section).

Note: Completion of training programs does not imply an automatic promotion, a salary increase, or advantages based on criteria other than job performance.

5.6.3 TRAVEL TO CONFERENCES AND FOR EDUCATION CREDIT

CIHP is committed to encouraging and enabling staff to participate in and contribute to scientific and professional conferences whenever possible. CIHP senior management must carefully review requests from staff to attend conferences. They must be careful to identify the source of funding for conference attendance and comply with any funding agency's prior approval requirements for conference-related travel and other expenses. Prioritization of conferences, and of staff members to attend those conferences, will be based on value to CIHP as a whole.

The following summarizes policies and procedures concerning staff attendance at ***professional conferences***.

1. CIHP may fund attendance at other appropriate conferences by staff members for where such attendance is directly related to job duties and responsibilities, depending on availability of funding and other factors.
2. First preference for attendance at conferences will be given to staff members who have papers accepted for presentation. Given funding limitations, paid participation by staff members not making presentations will be relatively rare. Note that acceptance of a paper for presentation does not guarantee that funds will be available for travel and other expenses.
3. The following procedure applies to conference participation:
 - Staff members wishing to attend appropriate conferences should present a brief, written request to his/her supervisor describing the name and dates of the conference, the nature of his/her participation (e.g., whether or not an abstract will be submitted), and the approximate cost of attendance.
 - The supervisor determines the appropriateness of the conference and the staff member's attendance. The supervisor then determines (in consultation with CIHP leadership) whether or not funding is available. (Approval may be contingent on acceptance of an abstract.)
 - If attendance is approved in principle for an international conference, the Office seeks from the funding agency any required approval for attendance and for the travel.
4. Staff members attending conferences at CIHP expense are required to submit a report on conference activities and key issues for the benefit of staff who do not attend. (If multiple staff attends, a joint report and/or presentation should be made.) Staff members are also encouraged to utilize the web-casts that are often available from various conferences as well as the conference updates that usually follow major conferences.

Staff members who are required to earn *continuing professional education credits* for licensure or other purposes are encouraged to earn these credits through means that do not require travel and/or conference attendance, such as through web-based and print-based options.

Staff members who wish to attend work-related conferences at their own expense may do so if other duties will not be compromised. Any time spent away from regular duties must be discussed in advance with the employee's supervisor. If the conference is sufficiently relevant to job duties, and if other work will not be compromised, the Chief Executive Officer – upon the recommendation of the employee's supervisor – may approve the use of work time for attendance. Otherwise, vacation time must be used.

OFFICE STAFFING STRUCTURE

Each office will have a staffing structure that allows for optimal management of programs. Roles, responsibilities, and lines of authority should be clear, documented, and well communicated.

Offices are required to have a current organizational chart readily available to all staff.

5.7 MEMBERSHIPS

CIHP does not reimburse employees for memberships in professional organizations.

5.8 PERFORMANCE MANAGEMENT

The formal performance appraisal process aims to provide both employees and their supervisors with a clear understanding of expectations for the job. This practice allows employees and their supervisors to benchmark the employee's ability to meet expectations and goals, and provide an accurate means for measuring future improvement.

5.8.1 PROBATIONARY PERIOD

The probationary period for newly hired employees is typically 90 days. The probationary period is a trial period during which the new employee and the supervisor have an opportunity to evaluate the employee's interest, qualifications, attitude and performance under actual working conditions. During this time, a foundation should be set for objectives and performance standards required and on which an employee will be evaluated.

While an employee is on probation, she/he will be evaluated on an ongoing basis. It is important for line managers to provide regular feedback to new employees during this probation period through discussions on job tasks, identification of employee strengths and weakness and suggestions on purposeful approaches for meeting performance targets and objectives. The supervisor or line manager is advised to hold a formal performance

review meeting with the new staff after the initial six weeks of employment. At the end of 90 days period, a formal evaluation will be conducted and a decision made on whether to confirm the employment contract, extend the probation or terminate the employment contract. Where the employee's performance during the probation period is not satisfactory, the probation period may be extended at the discretion of the Chief Executive Officer subject to a maximum three months extension beyond the initial 90 days. Any extension of probation must be in writing and the reasons for extension documented.

If at the end of the extension period his/ her performance is still not up to the required standard CIHP may terminate his/her employment with 2 weeks written notice.

The end of the probationary period will be signified by a satisfactorily completed performance evaluation and a formal letter of interim confirmation issued to the staff. Final confirmation will only be given to new hires following verification of academic and professional credentials.

Confirmation of an employee will be signed by the Chief Executive Officer or delegated authority.

5.8.2 PERFORMANCE APPRAISALS

Performance appraisals must be conducted at least once per year according to a regular schedule approved by the CEO as recommended by the Director of Support Service and New Business, this must be documented.

If the organization needs to modify the approach and/or appraisal tool to better meet their needs, the following guidelines apply:

- The selected format must provide for a comparison of actual performance with established expectations.
- The format must have a space for employee comments.
- The process must include a review of the employee's job description and updating of it as needed.
- The process must include at least one meeting between the employee and supervisor to discuss the appraisal.
- The employee and supervisor must both sign the appraisal.
- Specific activities, performance measurements, and timelines for the coming year must be developed and agreed upon between the employee and his/her supervisor.
- The original, completed, signed document must be filed by the HR unit and a copy given to the staff member for his/her personal records.

Special Note:

- Information contained in a performance evaluation is personal and must be treated with great sensitivity. Written evaluations must be maintained confidentially in a locked file in HR unit.

- Employees who disagree with their evaluation may express their comments in writing in the space provided on the form or, if they desire, in a separate document. These comments must accompany their supervisor's evaluation of them.
- The Senior Human Resources/Admin Manager is available to provide ongoing support in the development and implementation of performance appraisal through the provision of: appraisal forms; general training; customized presentations; and individual coaching on design and implementation, as well as support the completion of individual forms.

5.8.3 DISCIPLINARY MEASURES

Oral Warning: An oral warning is normally made by the immediate supervisor and/or Chief Executive Officer.

Written Reprimand: A written reprimand is made by the Chief Executive Officer. This is generally issued after an oral warning has been made with no subsequent improvement in behavior, or when the severity of the misconduct warrants documentation. A copy of the reprimand must be placed in the employee's personnel file and given consideration during the annual performance evaluation.

Disciplinary Hearing: The office may choose to use disciplinary hearings as a measure in responding to instances where an employee has allegedly committed an act or acts of misconduct that may warrant suspension without pay or termination.

Suspension without Pay: An employee may be suspended without pay so long as the length of suspension is in accordance with labor law. Legal counsel should be consulted in most cases. Suspension can be administered when the two actions above have not been successful, or when the gravity of the offense is so critical for continuation of employment that a more severe corrective measure needs to be taken. A disciplinary infringement is considered to be serious when it is particularly intentional, cyclical, and exposes CIHP to undue risk.

5.9 TERMINATION

To ensure that employees are not subjected to arbitrary or discriminatory practices in the termination of their employment, all cases involving a layoff, release, or discharge must be discussed with the appropriate parties prior to CIHP's notification to the employee. Consultation should include the Chief Executive Officer and legal counsel.

5.9.1 RESIGNATION

A resignation is a voluntary termination initiated by the employee. CIHP employees are expected to give at least 30 calendar days' notice *in writing* and preferably 60 and 90 calendar days' notice in the case of leadership and expatriates respectively.

For full-time employees, payments for accrued vacation time, and any other separation benefits will be made to the employee according to the stipulations of labor law. Vacation shall not be taken from the time that an employee gives notice until his/her last day of employment without the prior approval of the Chief Executive Officer.

5.9.2 DEATH

All full time CIHP employees will be entitled to the following benefits upon the death (during the period of service) of the employee:

- Reimbursement of the employee's funeral expenses (i.e. cost of coffin, transport, and obituary/funeral announcement) up to N500, 000.
- The sum assured which the employee designated next of kin can claim as death benefit per the insurance cover which CIHP has taken on behalf of each staff (equivalent of annual salary x 3 where annual salary is defined as sum of basic salary, housing and transport allowances only. This is consistent with the provisions of the Nigeria Pension Reform Act 2004)

Next of Kin

Staff should indicate in their personal file their next of kin or person(s) to whom benefits should be paid in the event of death. Each staff has the sole responsibility of constantly updating information on their next of kin. By notifying the Senior Human Resource/Admin. Manager

INVOLUNTARY SEPARATION

CIHP expects high standards of behavior from its employees. Employees that behave in an unacceptable fashion or violate CIHP rules, regulations, or policies will face disciplinary sanctions proportional to the gravity of the offense they have committed.

Reduction in Work Force

At any time, funding may terminate or decrease to the extent that it dictates a reduction in the size of CIHP operation. As a result, the office may have to reduce or terminate its workforce. CIHP will make every effort to inform staff as far in advance as possible of the possibility or contemplation of such reduction or termination. All such terminated employees will be eligible for all benefits as determined by labor law.

Termination and Dismissal for Cause

Termination or dismissal for cause may occur as a result of unsatisfactory performance of an employee as allowed under labor law.

An employee's unsatisfactory performance or gross misconduct will result in separation for cause. Gross misconduct includes misappropriation, negligent and/or unauthorized use of CIHP funds, equipment and property; violent behavior or assault; or any other behavior as defined by the Chief Executive Officer.

In extreme circumstances, employees may be terminated without notice. Otherwise, employees who are involuntarily terminated by their supervisor shall be terminated in writing and receive 30 days' notice, unless otherwise prescribed by labor law. At the discretion of the Chief Executive Officer the employee may receive 30 days' salary in lieu of notice for immediate termination, reasons for termination shall be fully documented by the supervisor and placed in the employee's personnel file.

Separation will only be applied after prescribed procedures have been followed.

5.9.2 EXIT INTERVIEW

An interview should be held with each terminating employee before the employee leaves CIHP employment. The reasons for exit interviews are:

- To ensure that necessary information regarding termination policies, benefits such as pay for unused vacation and holiday leave, unemployment insurance, and other important matters have been conveyed
- To fulfill the CIHP's commitment to its affirmative action obligations and identify the reasons for the termination
- To ensure that personnel records are complete

The *Exit Interview Report* should be completed by all terminating employees and their supervisors. One copy of this report must be forwarded with the termination Personnel Action Form to the Senior Human Resource/Admin Manager, at least one day before the last day of employment.

5.9.3 TERMINATION/TRANSFER CHECKLIST

For all terminating or transferring employees, an *Employee Termination/Transfer Form* must be completed by the finance and human resources unit as approved by the CEO before the final payment is issued. The purpose of this procedure is:

- To assure that CIHP property such as computers, keys, and identification cards have all been returned

- To assure that signature authority and/or systems access is discontinued, as appropriate

The completed *Employee Termination/Transfer Form* must be kept in the employee's personnel file.

The office must make it clear with terminating or transferring employees that CIHP and/or its funding agencies generally have ownership rights to the texts its employees produce, and that all data generated during employment with CIHP, whether published or not, are the property of CIHP. The office must instruct terminating or transferring employees not to erase their computer drives – or even portions of their files and programs – without prior review by and approval of their supervisor.

5.10 PROBLEM RESOLUTION AND GRIEVANCE PROCEDURE

5.10.1 PROBLEM RESOLUTION

It is expected that if an employee has a work-related problem, he/she will discuss it first with his/her supervisor. If such a discussion is not possible or is inappropriate, he/she should discuss it with the Chief Executive Officer or Director of Management Support Services.

5.10.2 GRIEVANCE PROCEDURES

The objective of the grievance procedure is to resolve disputes as quickly and fairly as possible. If an employee feels at any time that disciplinary action taken against him/her is unfair, or he/she has any grievance against the office or CIHP in general, he/she may invoke the grievance procedure as follows:

- Any grievance must first be raised with the employee's supervisor. Every effort must be made by both parties to resolve the grievance. If no satisfactory settlement can be reached, the grievance will be referred to the Chief Executive Officer for resolution.
- If a grievance is raised during disciplinary procedures, notice of dismissal may not be given until the grievance is resolved.

The decision of the Chief Executive Officer on any formally reported issue is considered final.

5.11 STAFF SAFETY AND SECURITY

5.11.1 RISKS TO STAFF SAFETY AND SECURITY

CIHP employees may be exposed to a range of risks in their daily work. These risks range from vehicle accidents to disease to personal attack.

Offices must take precautionary measures according to the risks faced in each State's working environment. Consideration should be given to putting in place security procedures in the following risk areas:

- Theft
- Travel accidents
- Health (mental and physical)
- Civil unrest
- Landmines and other unexploded ordinances

5.11.2 STAFF HIV/AIDS POLICY

The organization should give attention to the accommodation of HIV/AIDS and other debilitating illnesses in the workplace. CIHP aim is to create a work environment in which staff members feel comfortable, supported, and capable in addressing their needs.

With respect to HIV/AIDS in the workplace, Offices must adhere to the following practices and procedures:

- CIHP will not discriminate against those affected by HIV/AIDS.
- CIHP guarantees that job access, promotion, security, termination, compensation, and opportunities for training will not be influenced by an individual's HIV-status.
- CIHP will prohibit harassment of employees living with HIV/AIDS.
- CIHP will protect employees living with HIV/AIDS from stigmatization and discrimination in the workplace.
- CIHP will guard the confidentiality of all CIHP employees living with HIV/AIDS. Under no circumstances will an employee's health status, including HIV-status, be revealed to a third party without the employee's written consent. CIHP employee is under no obligation to discuss or disclose his/her condition to the organization or other CIHP employees. However, to receive HIV/AIDS care and treatment benefits, an employee may wish to inform the Director of Management Support Services and New Business or other appointed person that he/she would like to avail himself or herself of these benefits. This information must be kept confidential and will be disclosed with the employee's written consent to appropriate parties/organizations to enable access to the required care.
- CIHP does not require HIV testing for current employees or job applicants. However, CIHP encourages employees to seek voluntary HIV counseling and testing for their own welfare and the welfare of their dependents.

CIHP may have a policy regarding specific benefits for HIV-infected employees or infected employee dependents. One consideration for the organization is to ensure that the benefits provided are chargeable to the grants/contracts funding office programs.

Sample

HIV/AIDS Benefits for HIV-Infected Employees or Infected Employee Dependents

CIHP will help facilitate access for employees living with HIV/AIDS and their dependents to the National Care and Treatment Program. CIHP will cover the costs of antiretrovirals (ARVs) and drugs for the prevention and treatment of opportunistic infections (OIs), including tuberculosis, for persons living with HIV/AIDS and eligible dependents as per the national guidelines for antiretroviral therapy and OI prophylaxis. These costs will be covered by CIHP only in the event that the employee/dependents are unable to access such treatment through the National Program or via health insurance. In addition to the costs of the medications, CIHP will cover costs of CD4+ cell count monitoring at a maximum of three such tests per year. In situations where the employee's health insurance supports costs of CD4+ cell count assays, CIHP will not cover such costs. The costs of the medications are not included in the otherwise established maximum limits and will only be valid for the duration of the employee's tenure as an CIHP employee.

5.11.3 RELOCATION AND EVACUATION

Occasionally, emergency situations arise where there is a significant threat to the welfare of CIHP staff. In such cases, Chief Executive Officer should make specific plans to relocate threatened staff and accompanying dependents to a safer place within the State. In the event that relocation or evacuation to another State is required, the Chief Executive Officer should seek prior approval from local representatives of the funding agency(ies) if at all possible without increasing the risk to staff lives.

When planning for relocation and evacuation, the office leadership should be sure to have on hand what those departing might need, e.g., information on evacuation routes and emergency contact information. In addition, the organization leadership should be prepared to notify others of the decision to relocate or evacuate, organize payment of salaries, give clear instructions regarding roles and responsibilities, and establish a means of continued communication between those evacuating and those staying behind.

5.12 HUMAN RESOURCES RECORDS

Maintaining complete and up-to-date human resources records is important for efficient operations, effective human resources management, documentation in the case of grievances or legal cases, and meeting funding agencies' record-keeping requirements.

Each employee shall be expected to provide information and materials upon hire. The list of items may vary according to the job function, but will include:

- A completed *Contractor / Employee Biographical Data Sheet*

- 2 passport-size photographs
- Certified copies of certificates and testimonials
- Copy of marriage certificates, if applicable
- Copies of children's birth certificates
- Copy of Driver's License (in the case of any staff member who might have occasion to operate an CIHP vehicle)
- Relevant bank account information for payroll deposits

A confidential personnel file on each staff member will be maintained. This file will include, but will not be limited to, copies of the following:

- Job description
- Employment contract or hire letter, signed both by the employee and the CIHP representative
- Acceptance of receipt of the *HR Manual*
- Curriculum vitae with photo
- Certificates and testimonials
- Identity Number
- Emergency contact information
- Dependent information (list of names, relationship, dates of birth), supported by corresponding marriage and birth certificates
- Key correspondence
- Performance appraisals
- Written reprimands

All personnel files will be kept in a secure location in the custody of the HR/Admin Manager. Any employee may view his or her personnel file, with notice to the Chief Executive Officer and in the presence of the HR Manager.

All information of a personal nature maintained in each employee's personnel file will be kept confidential and may be released for inspection only when requested by duly authorized agencies, with the written consent of the employee, or by due process of law.

Employees must notify their immediate supervisor and the HR/Admin Manager of any changes in status, such as their postal and physical address, phone number, and person to be notified in case of emergency, legal name change, and change in academic or professional qualifications.

SIGNED:
Bobby
Chief Executive Officer

DATE:
20/01/12