



HUMAN RESOURCES POLICIES AND PROCEDURES MANUAL

UGANDA PROFESSIONAL DRIVERS NETWORK

Revised 2020

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II. ABBREVIATIONS

1.0. SECTION 1: INTRODUCTION TO THE POLICY

1.1 About Uganda Professional Drivers Network (UPDN)

UPDN is an umbrella organisation for drivers' associations/organisations. UPDN is registered as a non governmental organisation under Uganda NGO Bureau, Ministry of Internal Affairs, Government of Uganda. UPDN was established in 2015 to build skills for professional development, coordination for unified voice drivers on road safety agenda and to strengthen driver organisations for better welfare their members.

Vision Statement

UPDN aspires to be a centre of excellence in development of professional driving industry in Uganda

Mission Statement

UPDN exists to professionalise driving industry in Uganda for improved road safety and welfare of drivers

1.2 Purpose of the Policy

This manual is hence the primary reference document to every member of employee and in the handling of the human resources function. It provides a comprehensive range of guidelines to UPDN management and employee. This manual therefore defines and assures the following;

- a) The rights and obligations of UPDN as an employer
- b) The rights and obligations of UPDN employees
- c) The administrative framework under which UPDN employees are managed

SECTION 2: EMPLOYEE RECRUITMENT AND APPOINTMENT POLICY

UPDN is an equal opportunity employer. UPDN will therefore, not discriminate against any applicant in regard to race, religion, sex, nationality, sexual orientation, marital status etc.

2.1 Minimum Qualifications for UPDN established position levels

Executive Director Position

This is a high level and strategic position that requires a person with a minimum of a degree and experience in a relevant field.

Manager Positions

Appointments to Management positions shall require a minimum education standard of either a degree in a specific area of expertise relevant to the position plus additional training in management or a first degree in the specific area of expertise together with a recognized professional qualification or a post graduate qualification in management/administration or any other relevant field.

Officer / Position

This level will require a minimum education standard of a diploma or a recognized equivalent professional qualification in the relevant field for the position in question. Employee appointed as officers shall have at least three (3) years of experience in their field of work.

Support Position

The candidates for this position must have a minimum of an O' level certificate or its equivalent.

2.2 Employee Recruitment Procedures

UPDN is committed to open and transparent recruitment process. All recruitments will be done through a structured and transparent process that ensures that all appointments are based on merit.

2.3 Management of the Recruitment Processes

All UPDN recruitment processes shall be overseen by the Senior Management Committee. The HRO shall be responsible for managing all documentation related to recruitment processes for all positions, submitting interview reports with the panel's recommendations to the ED for approval.

2.4 Recruitment of Temporary or Casual Employees

Recruitment and selection for temporary or casual positions shall be conducted by the HRO following consultations and approval from the ED. The HRO will be responsible for submitting an Interview Report with recommendations for appointment to the ED. The Report shall contain proof that the position was open to competition; composition of the interviewing panel and assessment made during the interview against the established assessment criteria.

2.5 Recruiting Regular Employees

All recruitment and selection for regular positions shall be done centrally and coordinated by the HRO. Once a vacancy has occurred, the line Manager shall confirm to the HRO and ED the need to fill the position. The concerned Head of Department shall provide proof that the post is budgeted for. The HRO shall be responsible for ensuring documentation for and of the entire selection process.

2.6 Advertisement of Posts

The recruitment and selection process shall always begin with a vacancy notice. The HRO shall be responsible for designing job advertisements. Advertisements shall normally allow for a minimum of two (2) weeks for receiving applications.

2.7 Source of Candidates

As a general rule, all Senior Management level vacant positions shall be advertised internally and externally to ensure a fair and transparent recruitment process. UPDN shall first seek internal candidates and shall only turn to external advertisement where there are less than two (2) internal applicants.

2.9 Head Hunting

When recruiting for leadership positions and specialized functional roles, UPDN shall not rely solely on advertisements to find the most appropriate candidates. Thus, direct and targeted searches for such candidates may be conducted through head hunting. The ED, in consultation with the BOD and the HRO will sign off on headhunting processes. If such head-hunted candidates accept UPDN's invitation to apply, they shall be placed directly on the short list but must still go through the same formal selection procedures applicable to all other applicants.

2.10 Selection and Assessment Procedures

Besides qualifications and experience, the selection process aims to assess the candidate's job knowledge skills and attitudes in line with UPDN's mission, vision and values. Short-listed candidates shall participate in the assessment process including an interview.

The process shall be relative to the nature and level of the job. For senior management positions, the assessment process shall include several of the assessment methods including written presentations, psychometric tests and oral interviews. The line manager in consultation with HRO will plan how to approach the interview and what selection method(s) to use at least a week before the interview date.

2.11 Appointment

Every person appointed to a position in UPDN shall:

- i) Pass formal interviews as prescribed for a particular position;
- ii) Received favorable recommendations from at least two (2) traceable referees one of whom shall be the candidate's most recent employer.

2.12 Appointing Authority

All appointments shall be signed by the ED unless such authority is delegated in writing to other levels. Senior Management appointments shall be signed by the ED following approval from the BOD. All new appointees shall be expected to explicitly indicate acceptance of an employment offer or appointment as proof that he/she has accepted the offer within five (5) days of receiving the offer letter.

The HRO will write new employee employment contracts which shall be signed by the ED or his/her designate for all regular positions. The contract shall contain the following information:

- a) Full names and address of employer and employee as contracting parties
- b) Position / job title
- c) Date of appointment
- d) Employment category
- e) Employment duration of contract
- f) Line Management
- g) Probation period
- h) Remuneration and other Benefits

2.13 Reference Checks

Be for appointment, reference letters from two (2) different persons /organizations shall be required, one of which must be from the most recent employer (if any). These should be received and reviewed by the HRO before confirmation of the appointment.

2.14 Employee Induction /Orientation Process

Orientation or induction is the process of receiving, welcoming and introducing employee to the various aspects of UPDN. It shall be provided as an important way of introducing new employee to UPDN's vision, values and practices. It is intended to clarify expectations, thereby ensuring quick integration into the organization and a better working experience.

Organizational Level Induction

New employee shall receive a formal briefing on UPDN's HR Policies and Procedures on their joining day by the HRO. The HRO will provide new employee with an induction pack which will form part of the first phase of orientation aimed at building knowledge relating to UPDN. A comprehensive induction session shall be organized by the HRO within the first three months of joining. The workshop shall address the following:

- a) An introduction to UPDN's history, mission, vision and values
- b) Information relating to UPDN's organizational structure and its Board of Directors;
- c) Information on UPDN policies, procedures, rules and overall accountability systems
- d) Practical information on how internal systems work (for example remuneration, leave, insurance and pension schemes, performance management systems, and safety and security procedures);

Job Role Level Induction

This is aimed at bringing clarity on performance expectations and overall role accountability and is part of the Line Manager's core responsibility. It includes:

- a) A written hand-over note of the person who last held the position;
- b) Providing in-depth orientation to the job including a discussion of role and minimum accountability at national and international level;
- c) Explaining how the role supports and is supported by other roles in the organization
- d) Agreeing on standards of performance;
- e) Assessing training and development needs;

- f) Linking the new employee to mentor or a coach or an induction buddy assigned by the line manager;

Orientation Information Pack

An information pack will contain documents which may be provided as hard copies. Essential readings shall include:

- a) Mission, vision and values statements of UPDN;
- b) Strategic Plan
- c) Specific UPDN Policy documents (Finance, HR, Ant-fraud, whistle blowing act)
- d) Annual reports

SECTION 3: TERMS OF EMPLOYMENT

3.1 Employment on Permanent Terms

The Executive Director of UPDN shall be employed on permanent terms. The performance of the Executive Director however shall be subject to annual reviews by the Board Director to determine areas where performance related support may be needed.

3.2 Employment on contract basis

Save for Executive Director, all other employees shall be appointed on contractual basis. A contract of employment is for a fixed term or specific assignment/s. Unless renewed, the contract shall cease to exist at the expiry of the contract period or end of the assignment. Continuity of contractual employment shall depend upon satisfactory performance on the part of the employee and availability of the funds to sustain the position.

3.3 Types of Appointment

Regular Employee

All regular employee of UPDN shall ideally be on 3-year renewable contracts. All employees employed for a specific project will have a contract whose life span shall (not go beyond the period/duration of the contract) and such will be determined by the duration of the project.

Temporary Employee

All temporary employees shall be on contracts whose duration could range from one month to a maximum of six months. Usually short-term employee is tied to temporary arrangements that are task bound and not for an established position unless it is a temporary replacement.

Consultant

Consultants are professional experts hired on contracts for specific tasks 'with required set specific results, defined over a specific time period. Remuneration will usually be calculated on a daily or monthly basis for the duration of the assignment. UPDN management will establish and document guidelines governing remuneration of consultants, including maximum rates depending on category and expertise.

Volunteers

A volunteer is hired to provide skills and services to UPDN on a voluntary basis either in the office or as fundraiser. Volunteers will normally not be remunerated for the time they spend with UPDN but shall be facilitated with transport and meals allowance.

3.4 Probation Period

All new employees shall be required to serve a probationary period. A probation period of three months (3) for other employees and 6 months for ED/HoDs shall be applicable. Internal candidates taking up a similar new position may have the probation period waived. During this period, the Line Manager will assess the suitability of the employee to the post and submit quarterly reports to HRO and the ED.

Probation Processes

Two (2) weeks before the end of an employee's probation period, s/he shall be appraised on the specific targets raised during his/her Job Role induction. This shall form the basis of the employee confirmation.

An employee will be confirmed provided the Line Manager has determined that performance has met the required standard and is satisfactory and this is endorsed by the HRO to the ED. Where a probation period has to be extended or contract terminated, the Line Manager, in consultation with the HRO, will fully explain the reasons to the employee. A maximum of 6 months extension may be granted.

SECTION 4: WORKPLACE STANDARDS AND PRACTICES

4.1 Working hours

UPDN employees are expected to work 8hrs a day on normal working days which will usually be from Monday to Friday from 8.00 a.m. to 5.00p.m. The Senior Management Team shall determine the number of working hours in a week and make announcements from time

to time, which will be sensitive to work/life balance issues and not exceeding 40 hours per week.

4.2 Attendance

Time sheets shall be completed by all employees/volunteers and approved by the Supervisor once every month. Each employee will be responsible for filling his/her time sheets and have them approved by the supervisor before submitting them to the HR office. Time sheets are expected to be filled in correctly. The time recorded on time sheets shall not exceed 40 hours a week. Salary payments to any employee shall be computed based on the time sheets submitted to the HR office.

4.3 Code of Conduct of Employees

UPDN Employees' conduct towards the public shall at all times be courteous and obliging. Where permitted, they shall take care to give correct information regarding the performance of their duties. Any communication received from a member of the public, a private body and UPDN partners shall be dealt with expeditiously and courteously.

4.3.1 Personal conduct

Every employee of UPDN shall be expected to ascribe to the mission of UPDN, and aspire to demonstrate socially acceptable qualities such as:

- i. Cooperation at work
- ii. Respect for others
- iii. Respect for UPDN policies
- iv. Good stewardship of UPDN funds and property
- v. Honesty & integrity

4.3.2 Personal appearance and dress code

UPDN employees are expected to exhibit a professional conduct and a respectable public image in the course of representing and undertaking UPDN work. Particularly, an employee's dress code, personal grooming and individual self-conduct should be appropriate and respectful of the culture and context of the community where UPDN is implementing its programmes.

4.4 Conflict of Interest

Conflict of interest occurs when an employee of UPDN is faced with an actual or potential compromise of his or her loyalty to UPDN. Conflict of interest may involve personal,

business or other non-profit interests. It is therefore, UPDN's policy that any conflict of interest on the part of any employee shall be fully and promptly disclosed. The Executive Director may from time to time require employee members to sign a Conflict of Interest Statement. Such statements will be maintained in the employee's confidential file.

4.6 Confidentiality of UPDN Information

Except in the performance of their duties employees shall not disclose any unpublished information known to them by reason of their position in the organization, unless authority to do so has not been granted by the Executive Director, nor shall they at any time use such information to private advantage. These obligations shall continue after termination of their services with UPDN thereafter.

4.7 Prohibited workplace Activities

Under no circumstances will the following activities be permitted: installing, accessing, downloading, printing, storing, copying or sending information with:

- i. Sexually explicit content
- ii. Fraudulent, threatening, obscene, intimidating, defamatory, harassing, discriminatory or otherwise unlawful messages or images

4.9 Drug-Free Workplace

UPDN is committed to providing a drug-free workplace. In this regard therefore:

- i. UPDN prohibits all employees from being under the influence of drugs or alcohol while on the job.
- ii. In keeping with UPDN's intent to provide a safe and healthy work environment, smoking indoors within the work place is prohibited.

4.10 Employee Security

All employees of UPDN shall be trained in ensuring personal security and safety. The HRO shall ensure that security and safety trainings are conducted at periodic intervals.

UPDN shall maintain written security and safety guidelines and plans assessing the potential risks faced by employees and procedures for dealing with them.

SECTION 5: PERFORMANCE MANAGEMENT POLICY

Performance management is a systematic process by which an organization involves all its employees, individually and in teams, in improving organizational effectiveness by aligning all the activities of the organization to its mission and strategic goals.

In order to enable people to perform to the best of their abilities a performance management system for ensuring supervisor and employee interaction will be implemented.

5.1 Performance Management Framework

UPDN shall have an appropriately designed performance management framework that will enable Units/ Departments to implement activities and achieve results which are tailored to meet UPDN's strategic objectives. The framework shall utilize annual plans and job descriptions and Key Performance Indicators (KPIs), which shall be continuously assessed and agreed to ensure maximum performance at job level, unit level, departmental level and special tasks or projects level.

5.2 Objectives of the Performance Management System

- a) Review past (if applicable) and current performance
- b) Identify areas for development and improvement
- c) Give constructive feedback on areas for improvement/development
- d) Receive feedback from employee
- e) Set targets for future work.

5.3 Elements of a good Performance management system

Implementing a performance process shall entail:

- i. A clear job description and related work processes
- ii. Employee performance plans that identify organisational, departmental and individual goals, objectives and programmes for the year.
- iii. Clear performance measurement criteria and minimum acceptable performance standards
- iv. Recognition and reward system

5.4 Criteria for Determining Performance

Performance shall be measured using the following criteria:

- a) The extent to which set Performance objectives are achieved;
- b) The effective and efficient use of resources;
- c) The extent to which job competencies have been utilized and

5.5 Performance Plans

The performance management system shall be driven by clear and measurable performance targets. Hence, at the beginning of each year, the Line supervisor shall:

- i. Review the organizational objectives with the employees in his department
- ii. Encourage each employee to develop his/her own performance plan (including activities, targets/outputs and timing) based on their job descriptions and in line with the department's programmes
- iii. Discuss and agree on every employee's performance plan

5.6 Performance Assessment Procedures

UPDN's outputs as set in its strategic plan, Key Result Areas and performance indicators in the approved Job Descriptions shall be the basis upon which performance plans will be developed and performance assessed.

The Performance Management process shall have three phases:

- a) Setting of annual key results areas and key performance indicators with employee member ideally at the beginning of every year or on taking up a new position;
- b) Annual performance appraisal with the Line Manager/supervisor.
- c) Formal end of probation appraisals for new employee will be conducted at least 2 weeks before the end of the six months' probation period.

5.7 Responsibility for Performance Appraisal

Responsibility for performance appraisal is vested on the Line supervisor to appraise employee reporting to him/her.

HR shall be responsible for driving the performance management system to ensure that the exercise is undertaken in a timely and effective manner. HR will set the performance appraisal timetable, issue the templates and ensure they are completed and returned in time. In addition, HR shall review the completed forms to ensure that the prescribed procedures for conducting the appraisals are complied with, including the provision for:

- i. Employee members to review and discuss the final assessment, append their comments and sign off
- ii. Inclusion of training and development needs
- iii. Review of the appraisal report by the line manager's supervisor with appended comments and signature
- iv. Appraisee comments
- v. A copy of the signed form to be kept in the employee member's confidential file

5.8 Recognition for Good Performance

UPDN shall recognise good performance by providing non-monetary, salary review or promotion where suitable vacancy exists.

5.9 Managing Unsatisfactory Performance

If an employee's overall performance is deemed below 'Satisfactory' during their appraisal process, the following steps will be taken:

- i. The employee shall be advised in writing of the shortfalls in his performance
- ii. He will agree with the line supervisor on a set of targets that must be achieved within an agreed time frame of Six (6) months, after which his performance will again be reviewed
- iii. If the employee does not meet the set targets, he will be given a final written warning and new performance targets for another six (6) months
- iv. If the employee fails to meet the new targets, the employee member's employment contract will be terminated henceforth. Such an employee will not be entitled to severance pay.

SECTION 6: EMPLOYEE TRAINING AND DEVELOPMENT

UPDN recognizes that the successful accomplishment of her mission rests with her employees. The organization shall continuously develop its staff in order to utilize their potential.

Staff will be encouraged to improve their capabilities and skills by undertaking job related training.

6.1 Training Needs Assessment

The line Manager/supervisor with the support of the Human Resource Officer will assist employees in under taking needs assessment. The Human Resource Officer with support of

the FAM will draw up terms and individual training plans, which are derived from performance appraisals as well as the emerging needs of UPDN that will later be forwarded to the ED for approval. This will also address components of the strategic plan.

The Executive Director will ensure the existence of a training and development plan that meets UPDN needs through innovative means. The training package identified shall be relevant to one's current job description. Deliberate attempts shall be made by UPDN to identify training needs.

6.2 Employee Training & Development

Various methods of employee development and training will be pursued, and below are some of the examples:

- a) On job-training
- b) Workshops
- c) Short term courses

The employee in consultation with the supervisor and the Human Resource Officer shall identify the training needs, which should be in line with the strategic plan. In case of long term courses, the employees should be required to make a written commitment to the organization. The Organization depending on availability of funds can sponsor workshops, in-house training, short-term courses and specialized training relevant to the job held.

SECTION 7: REMUNERATION POLICY

UPDN recognizes that a proper remuneration strategy can improve the quality of life of employee and enhance performance.

The objective of UPDN's remuneration policy is to support UPDN to attract, retain and motivate competent employee. Remuneration packages shall be competitive within relevant markets and be sufficiently attractive to draw in suitably qualified employees. Salary packages shall be based on comprehensive and transparent systems and will be fair, non-discriminatory and non-exploitative.

7.1 Salary Structure /Scales

UPDN shall adopt a salary structure in accordance with a job evaluation system and roles and responsibilities as outlined in the Organizational structure which is approved by the BOD. The HRO shall evaluate all jobs and places them in appropriate job categories. Salary scales

shall be computed based on the job categories that are specified in the job grading structure. The HRO shall also maintain salary scales which will be aligned to the market rates. The HRO will review salary scales at least once every 2 years.

7.2 Salary reviews

The HRO in conjunction with the ED, shall at least every three years propose review, salary level and benefits for employees. When salaries have been approved for review, the HRO will conduct a salary survey and recommend appropriate increments for approval by the Executive Director. The Board of Directors will take responsibility for final approval of any recommendations arising out of this review.

7.2.1 Annual Salary Increments

UPDN shall accord employee an annual salary increment that will be computed based on the individual performance, adjustments for cost of living and affordability of the organisation. Routine annual salary increment will be 5-10% of the individual gross salary.

7.3 Payment of Salaries

Salaries shall be paid monthly in arrears to the employees' bank accounts. All employees shall be required to open and maintain bank accounts and accordingly notify Finance and Administration Department the details of the bank accounts through which their salary will be paid.

The basic salary payable to the employee every month shall be the grossed-up amount paid net of statutory deductions such as NSSF, PAYE and Local Service Tax. Any other deductions such as the employee's salary advances shall also be deducted from the salary before it is paid out. All deductions made will be reflected on the pay slip which shall be issued at least five (5) days before the salary is paid.

SECTION 8: EMPLOYEE BENEFITS POLICY

UPDN values employee motivation as a critical ingredient to employee loyalty and performance. UPDN hence shall endeavour to provide benefits to which employees are legally entitled to as well as those the organisation is able to meet within its resource envelope.

8.1 Workman's Compensation

Workman's Compensation indemnifies the employees in the event of an injury while carrying out official duties. UPDN shall provide a workman's compensation/Group Personal Accident insurance to the employees. This scheme shall cover any injury sustained in the course of employment which requires medical, surgical or hospital treatment. Under this scheme any employee who sustains a work-related injury/illness shall be required to report the injury/illness immediately to the supervisor /HRO and have a work related accident/illness report completed.

8.2 Medical Insurance Policy

UPDN shall provide medical insurance cover to employees, their spouses and three biological or legally adopted children. Under this policy however only contractual employees will be entitled to the medical insurance benefits.

8.3 National Social Security Fund

Uganda's labour laws provide for the contribution of the employer and employees towards the NSSF until fifty-five (55) years of age. UPDN shall contribute 10% of the employees gross salary and deduct 5% of the employees gross salary on a monthly basis and ensure timely submission of the NSSF contributions as required by law. When the employee reaches 55 years or retires, UPDN will facilitate him/her to access the savings in the NSSF.

8.4 Acting Allowance

An employee appointed to act shall be paid an acting allowance equivalent to 20% of the gross salary of the person in whose position he/she is acting. This will only apply to vacant positions.

The acting period shall be Twenty One (21) or more consecutive working days. In addition, no one shall act for more than six (6) months. All acting positions shall be approved by the ED in writing.

8.5 Employee Salary Advance

The Organization may give an employee advance to facilitate his/her in payment of certain obligations. The maximum advance shall not exceed 50% of the employee's one (1) month's net salary payment. The advance shall be recovered by the end of the month to which it refers. Salary advance requests require the approval of the Line Manager, Finance and Administration Manager and Executive Director. An employee cannot be given an advance while s/he is still repaying another financial obligation.

8.6 Death and Bereavement support

In case of death of an employee, UPDN shall meet the following costs; preparation of the grave, embalmment of the body, the coffin, transportation of the body and immediate family members, and transportation of family members attending the burial. The deceased's next of kin shall be paid terminal benefits including accumulated leave days and death gratuity equivalent to one month gross salary.

SECTION 9: LEAVE POLICY AND PUBLIC HOLIDAYS

UPDN's objective in having the Leave Policy is to ensure that time is available to employee for recuperation, recreation and fulfilling family/social obligations, as well as to pursue individual needs and aspirations.

9.1 Annual Leave

The employee is entitled to twenty two (22) working days leave per calendar year. The days are accrued at the rate of 1.8 days per month. Every year the Human Resource officer in consultation with Heads of departments shall prepare an annual leave roster. The roster shall clearly indicate when leave for each employee is due to guide leave planning. An employee intending to go for leave shall fill in a leave request form for approval from the immediate supervisor and hand it to the HRO atleast one week before the date when the person intends to begin his/her leave.

9.2 Sick Leave

An employee who falls sick during the time he/she expected to work shall be entitled to sick leave. The employee must make arrangements to notify the Human Resource Officer and the immediate supervisor of his or her sickness not later than one day after his or her falling sick.

If the sickness lasts for more than two (2) days, the employee must consult a doctor to determine whether the employee needs an extension of the sick leave. And the medical report will be shared with the Human Resource Officer on the matter.

9.3 Prolonged sick leave

The employee will get his/her regular salary during sickness for a maximum of one (1) month. If the sickness of the employee lasts for more than one (1) month, the salary will become 50% of the normal full pay for a maximum of two months. After three (3) months the employee shall be terminated. However, consideration may be given for redeployment after recovery.

9.4 Maternity Leave

A female employee is entitled to sixty (60) working days of maternity leave. An employee who takes a maternity leave shall not incur any losses of privileges during this period. It's important that four weeks of this leave shall follow childbirth or miscarriage.

The employee shall be required to fill a leave request form, and could take her leave a week to the expected due date.

9.5 Paternity Leave

The male employee is entitled to seven (7) working days of paternity leave in the event of his wife delivering or miscarriage. For purposes of this policy, 'spouse' refers to the legal partner(s) indicated on the Employee's Personal data form.

9.7 Study Leave

Every staff member is entitled to a maximum of ten (10) days of study leave. This should be approved by ED, and the concerned person should attach a study programme to the leave request.

SECTION 10: DISCIPLINARY PROCEDURES

The purpose of the disciplinary procedures is to ensure that all disciplinary actions are carried out in a fair, consistent and professional manner. UPDN employees disciplinary actions shall be aimed at correcting errant behaviour where breaches of discipline do not warrant instant dismissal.

10.1 Misconduct

Misconduct is defined as an action by a UPDN employee, which involves breach of UPDN's policies, rules and procedures that may disrupt or potentially disrupt the organization's usual and ordinary course of business. Cases that amount to misconduct and warrant progressive disciplinary procedures include:

- a) Absence from duty post or field station without proper clearance from the line manager.
- b) Breaking specific policies and rules, such as HR, Financial, procurement etc
- c) Failure to repay or account for advances from UPDN within the stipulated period as stipulated in the UPDN Financial Policy and within acceptable circumstances.
- d) Occasional lateness or an unauthorized absence without proper cause or without reporting absence in reasonable space of time. Failure to apply oneself properly to his/her duties
- e) Poor work performance in one's work as evaluated against set responsibilities/ targets.
- f) Uttering malicious statements, that may bring the organization and /or its employees into disrepute
- g) Misuse of UPDN assets.
- h) Engaging in other employment or any other activity regarded as a conflict of interest.
- i) Undisclosed conflict of interest
- j) Deliberate unwanted touching or contact of a colleague or member of the public

10.2 Gross Misconduct

Gross Misconduct includes any violation of UPDN's policies, rules and regulations to such a degree that continued employment of the individual is not tenable.

Gross misconduct shall include but is not limited to:

- a) Accepting gifts or kickbacks, or bribes from UPDN suppliers of goods and services in the form of money, goods and services or discounts arising from providing service
- b) Forgery or misappropriation or attempts thereto of the organization's funds through false receipts or expenditure statement or any other means.
- c) Without the permission of the ED collecting money in the name of UPDN from the public.

- d) Contracting for private professional work while concurrently engaged in gainful employment.
- e) Sexual harassment, as defined in the anti-sexual harassment policy section of this document.
- f) Divulging confidential information, including financial information, the HIV/AIDS status of an employee member etc.
- g) Making statements to the press on behalf of the UPDN without explicit approval from the Executive Director.
- h) If found under the influence of intoxicating liquor or in the habit of consuming legally prohibited drugs, whether during the normal working hours or not.
- i) Theft or attempted theft.
- j) Assault of a colleague at the work place or member of the public.
- k) Insubordination and willful disobedience to instructions properly or lawfully given by an authorized person.
- l) Absconding from work for a period of more than 3 days with no reasonable explanation to UPDN.

10.3 Disciplinary Procedures

There shall be a progressive disciplinary process intended to correct errant behavior and to encourage employees to adhere to the Code of discipline.

The following disciplinary penalties coupled with continuous counseling may be used in

Progression as appropriate:

- a) Verbal Recorded Warning
- b) Written Warning
- c) Final Written Warning
- d) Disciplinary Suspension
- e) Summary Dismissal

a) Verbal Recorded Warning

The verbal recorded warning shall be a conversation between a supervisor and an employee held in private about a disciplinary or performance problem. It is the first step of the

progressive disciplinary process. The verbal recorded warning shall be documented and be signed off by both parties.

b) Written Warning

A written warning shall be a documented formal conversation between a supervisor and an employee about a disciplinary or performance problem. It shall be the second step of the progressive disciplinary process. The Written Warning is to be used only after a Verbal Recorded Warning has been given and no change in performance or conduct has resulted within a mutually agreed time frame.

c) Final written warning

A final written warning shall be a documented formal conversation between a Head of Department and an employee about a continuing disciplinary or performance problem. It shall be the third step of the progressive discipline process. The purpose of the Final Written Warning shall be in the first instance, to alert the employee that they have exhausted the third and last notice to improve performance and conduct. In addition, to alert the employee that any further failure to improve performance and/or conduct shall amount to gross misconduct which leads to dismissal after a hearing.

d) Disciplinary Suspension

A disciplinary suspension shall range from two (2) days to fifteen (15) days in any six (6) month period and in all cases shall be without pay or with pay depending on the nature of the offence. The employee that is relieved of his or her job assignment because of repeated instances of misconduct shall forfeit pay as a result of the suspension. Disciplinary suspension is intended to allow for further investigations till the final decision is made regarding appropriate course of action for misconduct.

f) Dismissal under the Progressive Disciplinary Process

An employee may be dismissed as the final step in accumulation of infractions for which a verbal warning notice, written warning notice and final warning notice have been issued.

g) Summary Dismissal for Gross Misconduct:

For serious infractions amounting to gross misconduct as defined in section 9.2, summary dismissal may be the first and only disciplinary step taken however only after a disciplinary hearing has been conducted.

In all other cases of misconduct any step or steps of the progressive disciplinary process may be skipped at the discretion of the ED after investigation and analysis of the total situation, past practice and circumstances.

10.4 Disciplinary Process for Gross Misconduct

Under the UPDN disciplinary regulations, the disciplinary procedures for serious infractions establishing a disciplinary panel which shall investigate and conduct a disciplinary hearing and ensures prudent and fair decision making.

10.5 Procedure for Disciplinary Hearings

An employee alleged to have committed an act amounting to gross misconduct shall be accorded formal disciplinary hearing by a duly constituted disciplinary panel. The HRO shall issue summons the employee not less than 5 working days from the date of the hearing which shall indicate: The alleged incidence of gross misconduct, the respective policy/rule infringed, the time, place and date of the hearing, and all other relevant documents.

When holding a disciplinary hearing, disciplinary panels shall ensure that the matter is treated with utmost confidentiality.

In the event that an employee fails to respond to the summons and the panel is satisfied that he/she was duly served, the disciplinary hearing will proceed in the employee's absence.

a) Returning a verdict of Dismissal

If the panel decides that the employee should be dismissed for the Misconduct, the Chairperson of the hearing must:

- (i) Advance reasons for finding the employee guilty as charged;
- (ii) Give the employee/representative opportunity to present mitigating circumstances;
- (iii)Furnish reasons for deciding on the dismissal; and
- (iv)Inform employee of the right of appeal and how it can be pursued

10.7 Appeals Procedure

- (i) An employee who is dismissed shall be entitled to appeal against such dismissal through appropriate appeals structure.
- (ii) Appeals must be noted in writing within five (5) days of the decision, stating the grounds of appeal.

- (iii) The BOD shall determine if it is necessary to hear further evidence, or to allow further submissions to be made, and may confirm, vary or uphold any appeal.
- (iv) The BOD may delegate its powers to a sub-committee.
- (v) In the event that the dismissal is confirmed, the date of dismissal shall be that date on which the employee is advised of the outcome of the appeal hearing.

10.8 Procedure for re-instatement of a dismissed Employee

In cases where the decision of the disciplinary committee of UPDN is challenged in the Court of law and the Court rules in favour of the employee ordering re-instatement of dismissed employee. UPDN will respect the decision of Court. UPDN however reserves the right not to re-instate the employee and opt for pay in lieu notice of the remaining period of contract of the employee.

SECTION 11: EMPLOYEE GRIEVANCES POLICY AND PROCEDURES

UPDN believes in equity and justice in all its operation and based on this principle, it recognizes that employees have a right to express their dissatisfaction with any situation affecting them and that they should receive fair and just treatment. An employee member may have a legitimate grievance against a colleague, a manager, or the organization. This, for instance, could include, but not be limited to conditions of work, unreasonable instructions, or poor co-ordination.

The grievance policy is aimed at providing a mechanism for addressing concerns arising out of perceived or actual injustice and demonstrating UPDN's commitment to its core values through the provision of an open process of expressing grievances.

11.1 Grievance Process

Employee shall first bring any grievances to the attention of their immediate supervisor in writing, for a fair and reasonable solution. The immediate supervisor shall review the grievance in five (5) working days. In a case where the immediate supervisor is unable to resolve the grievance to the satisfaction of the employee concerned or if the grievance is against the immediate supervisor, then the employee shall submit a written complaint to the next level.

For all grievances related to employee within UPDN, the ED's decision will be final. For grievances held against the ED, the employee may appeal to the BOD, who will investigate the matter and reach a decision. The decision at this level will be final.

11.2 Constitution adhoc Grievance Committee

There will be an adhoc grievance committee whenever need arises, to work under the guidelines specified above. A grievance committee for lower and middle management employee will comprise the employee's line manager, the HRO and Departmental Head who chairs the committee. The Grievance Committee for Departmental Heads shall include the HRO, another Departmental Head and the ED

11.3 Employee Appeals

Any employee who feels unfairly treated may appeal to the line manager or the line manager's manager or the HRO in writing within five (5) working days. If after two (2) weeks the grievance is not resolved then the employee should appeal to the ED in writing. The ED will review the case and then give her/his decision within three (3) weeks and this decision will be final. In case of the ED, the appeal will be made to the BOD.

SECTION 12: WORKPLACE HARASSMENT POLICY

UPDN is committed to providing a work environment for all employees that is free from sexual harassment and other types of discriminatory practices. This policy applies to all work-related settings and activities, whether inside or outside the workplace including field work. The policy also covers employee and other individuals who have a relationship with UPDN which enables the organization to exercise some control over the individual's conduct in places and activities that relate to its work (e.g. partners, communities, donors).

12.1 Reporting of Harassment

If employee believes that he/she has experienced or witnessed sexual harassment or other discriminatory harassment by any employee of UPDN, the employee shall report the incident immediately to their line manager, the HRO or the ED.

Possible harassment by others with whom UPDN has a business relationship, including partners and donors, shall also be reported as soon as possible so that appropriate action can be taken.

10.2 Investigation of Harassment

The ED shall constitute and commission an investigations team which shall promptly and thoroughly investigate all reports of harassment as discreetly and confidentially as practicable.

The investigation shall generally include a private interview with the person making a report of harassment.

It shall also generally be necessary to discuss allegations of harassment with the accused individual and others who may have information relevant to the investigation.

UPDN's goal is to conduct a thorough investigation, to determine whether harassment occurred, and what action to take if it is determined that improper behavior occurred.

12.3 Resolution of Matters of Harassment

If it is proved that a violation of the Anti-sexual Harassment policy has occurred, UPDN will take appropriate disciplinary action against the offending party, which can include counseling, warnings, suspensions, and termination.

SECTION 13: SEPARATIONS POLICY AND PROCEDURES

UPDN recognizes the mutual contribution employee and the organization make to each other and aims to make the separation from the organization under normal circumstances as considerate and enabling as possible. The objective of the policy is to provide details relating to the exit of employee from UPDN. UPDN recognizes three (3) types of resignations;

- i) Termination by employee /Resignation
- ii) Termination by employer
- iii) Mandatory termination (death, expiry of contract and incapacitation)

11.1 Resignation

Resignation is a voluntary act initiated by the employee to end employment with UPDN. Employees may express their desire in writing to leave the organisation through resignation. Procedures should ensure that these processes occur in a satisfactory manner.

Required Advance Written Notice of Resignation

Employees resigning from UPDN are required to serve a written notice giving the following notice periods according to their levels:

- i. Regular full-time employees – One (1) month
- ii. Managers – Two (2) months
- iii. Executive /Deputy Executive Director – Three (3) months
- iv. Other short-term contracted employees - as per contract.

An employee who does not serve the required notice as stipulated above shall pay in lieu the difference between notice served and notice required.

Acceptance of Resignation

Resignation of an employee does not take effect as soon as the resignation letter is received. Such resignation will take effect upon formal acceptance from a duly authorized officer of UPDN. Only then can the employee receive any due benefits that accrue to him. This acceptance must be done within a period of two (2) weeks from receipt of the employee's resignation letter.

11.2 Termination of Probationary Contracts

During probation period of UPDN may if need arises due to non- performance terminate the contract of the employee by giving one-months' notice or equivalent payment in lieu of notice.

11.3 Non-renewal of contract

UPDN may decide not to renew an expired contract of an employee for reasons that may be in its best interests. Under such circumstances, the employee will be entitled to all benefits due to them as stipulated in the employment contract. If the employee has any outstanding obligations to the organization, he will be required to make good before leaving the organisation.

11.4 Lay offs

Depending on prevailing circumstances, UPDN may at times require that employee leave the organisation through lay off or involuntary termination of contract. UPDN may lay off some of its employees because of redundancy, organizational change or lack of funds. When that happens, the affected employees will be entitled to accrued benefits as per the employment contract and the Employment Act of Uganda.

11.6 Retirement

The normal retirement age for UPDN is sixty (60) years. An employee shall be expected to retire upon reaching his /her 60th birthday.

An employee may opt to take early retirement upon attaining the age of 55 years by giving the organization a six (6) months' notice. Likewise, UPDN can also exercise the option of retiring any employee upon attaining fifty five (55) years of age by giving the same notice period.

11.7 Death

All cases of death while in service shall be reported to the HR Unit. Upon the death of an employee, the effective date of termination shall be deemed the date of death. In cases where an employee dies at the workplace or in the course of duty the HRO shall promptly notify the relevant state agency of such a death.

11.9 Clearance Checklist

All employees seeking separation from the organization will be required to fill a clearance checklist form before their terminal benefits are processed by finance. Clearance forms shall be obtained from the HRO.

11.10 Exit Interviews

An exit interview will be conducted with an employee whose resignation has been duly accepted to obtain feedback about the reason(s) for resignation. This will also serve as an opportunity to identify any previously unvoiced grievances. This interview will be conducted by the HRO or any other manager whom the employee is comfortable with. Employees resigning from their positions will be required to fill in exit interview forms.

SECTION 12: EMPLOYEE COMMUNICATIONS AND INVOLVEMENT POLICY

UPDN believes that employees at all levels have good ideas and skills, which, if properly harnessed can improve the quality and ownership of decisions that are made and this will improve organizational effectiveness. To this end, UPDN shall provide mechanisms for employee communication and involvement. The HRO has functional responsibility for internal communications and shall develop mechanisms to ensure the existence of a two-way communication system from management to employees and back from employees to management and vice versa.

12.1 Employee Suggestion Schemes

Employees from all parts of UPDN shall be encouraged to make suggestions on the way they would like the organization to be run, things that UPDN should be doing in order to boost employee morale, employee performance, etc. Suggestion boxes will be placed at each office and will be managed by the location management team or a chosen committee depending on their choice. However, suggestions which may concern the whole program can be taken to the Management meeting/General employee meeting. Respective offices are encouraged to empty their boxes at least once in every month.

12.2 Meetings and Briefings

Meetings and briefing sessions shall take place at various levels i.e. Management, Department and Unit, etc within the organization and observations on important issues discussed further at relevant appropriate levels in the organization. Minutes of the meetings/briefings will be available in electronic format and hard copies filed appropriately.

12.3 Notice boards and Memoranda

Details of vacancies and other HR-related information, forthcoming events, travels shall be disseminated to employee formally and also posted on notice boards.

12.4 Language

UPDN's core language of communication shall be English. Where appropriate and especially in the field, local languages are considered core in communicating with partners.

SECTION 13: EMPLOYEE RECORDS

UPDN shall maintain personal files for all employees. Every employee shall receive a copy of all documents on their personal file. The employee has a responsibility of notifying UPDN of any changes in their personal data as specified in the personal data form.

13.1 Personnel files and their contents

The content of an employee's personnel file includes;

- ✓ Completed Biodata form
- ✓ Application letters including photocopies of academic documents
- ✓ Notes from the selection process from interviewers;
- ✓ Copies of signed-off job offer & Contract;
- ✓ Copies of reference letters;
- ✓ Two passport photographs of the employee;
- ✓ Records of performance reviews
- ✓ Disciplinary records;
- ✓ Leave documents;
- ✓ Exit interviews

13.2 Records Management

The HRO shall ensure that employee files are kept up to date with maximum safety and confidentiality. All records shall be numbered as they get filed to ensure that they do not get misplaced.

Personnel files may be accessed by the following persons for official reasons only:

- ✓ Human Resource Officer
- ✓ Heads of Department (strictly for employee within their department)
- ✓ The employee will access his/her personal records when seeking for some specific document or employee records only through the HRO
- ✓ Internal /External Auditors

13.4 Retention of Employee Records

The primary custodial responsibility of personnel files shall lie with the HRO who shall be responsible for maintaining and updating personnel files for the employees.

SECTION 14: MONITORING AND EVALUATION OF THE HR POLICY

UPDN values reviews of its practices from time to time, to ensure that systems remain flexible, consistent and relevant to the organization’s needs. UPDN shall review and reflect on its HR practices regularly to ensure they reflect mission demands, values, principles and an enabling work culture.

14.1 Review of HR Policies

Once every three (3) to five (5) years, alongside the UPDN strategy reviews, all HR policies and related documents shall be reviewed to check against legalities, new mission demands, practical operational implications, and sensitivity to gender and diversity, values and attitudes and behavior.

The HRO shall lead the review. Processes shall exist to enable employee at all levels to provide feedback and input. Updated policies shall be submitted to the ED who will endorse them in consultation with the BOD and submit for approval.

14.2 Policy Compliance Audit

Policy practice compliance will be assessed through regular, structured HR audits conducted as part of the normal audit and program reviews. Reviews shall ideally be conducted once every three years. Review teams may be teams of peers from within UPDN, relevant employee from partner organizations, external experts on HR or relevant members from like-minded organizations.

Approved by:

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Date:.....

Chairperson, UPDN Board of Directors