



LUTHERAN DEVELOPMENT SERVICE

FINAL

HUMAN RESOURCES POLICIES MANUAL

OF THE

LUTHERAN DEVELOPMENT SERVICE ZIMBABWE

DATE OF OPERATION: 1ST JULY 2019

LDS HUMAN RESOURCES POLICIES

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1. Purpose and Scope of LDS Human Resources Policies

1.1. Authority

Lutheran Development Services (LDS) Human Resources (HR) Policies are issued by the LDS Board and shall remain in compliance with laws of Zimbabwe, specifically the Labour Act (Cap. 28:01), as amended and its ensuing statutory instruments. The policies must also comply with the international Red Cross and the Crescent Code of conduct, Act alliance Code of conduct. The Director is responsible for the implementation and review of the policies and procedures.

The LDS Board functions as the final appeal board for any disputes arising out of the interpretation or application of the HR policies through recommendations from the Human Resources and Administration Committee

The LDS Board shall be the only authority to approve and amend the Human Resources Policies.

The LDS Board may delegate its authority with respect to approval of the HR Policies to the Board Committee for Human Resources and Administration (CHRA). Any approval done by the CHRA shall be presented to the full Board for ratification within six months of its implementation. The LDS Director may delegate her/his authority with respect to application and the implementation of these HR Policies or the HR Manual to other staff of the LDS either by name or ex officio in such areas and for such purposes as he/she shall define.

1.2. Purpose and Applicable Law

HR Policies are continuing guidelines on the approach an organization intends to adopt in managing its Human Resources.

The purpose of the Human Resources Policies shall be to embody the basic conditions of service for all staff employed by the Lutheran Development Services. All provision regarding the relationship between LDS as an employer and staff shall be governed by the relevant laws of Zimbabwe, specifically the Labour Act (Cap. 28:01), as amended and its ensuing statutory instruments.

1.3. Application of Human Resources Policies

The LDS Director as the Chief Executive Officer of the organization shall be responsible for the application of the Human Resources Policies and shall ensure

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that all amendments of the Human Resources Policies are shared with all staff members after Board approval.

1.4. Staff Involvement

The LDS Director, in consultation with the Senior Management Team and LDS Employee Representative Committee (Workers' Committee as may be appropriate) shall issue an HR manual that provides guidelines on how to deal with various Human Resources issues within LDS in a consistent and transparent manner and ensure the application of the HR manual shall be consistent with the basic principles contained in the HR Policies.

1.5. Revision of the HR Manual

The human resources policies, procedures and practices shall be reviewed periodically by the LDS Director, in consultation with the Senior Management Team and the LDS Employees Representative Committee/Workers' Committee. The HR manual shall naturally evolve and change over time, and hence it will be updated every two years to reflect the changed environment, both external and internal and to ensure that the policies and procedures remain relevant from both legal and human resources management perspectives.

1.6. Scope

The Human Resources Policies shall apply to all staff members employed by the LDS. The HR Policies shall be attached to the agreement of employment as an integral part thereof. These together with any other relevant attached documents shall constitute the staff member's conditions of employment.

The HR Policies shall not apply to LDS advisors, consultants, people employed by other entities and seconded to LDS, or persons employed for short-term assignments of less than a year or casual employees with exception where it explicitly spells out so.

1.7. Disputes over Interpretation or Application

Disputes arising out of the interpretation and application of the HR Policies should be settled according to the procedure set forth in Article 9 (Code of Conduct and Grievance Procedure) below and in compliance with the laws of Zimbabwe.

2. Definitions and Interpretations

Basic standard coffin: a quality wooden coffin.

Bribe: an inducement or reward offered, promised or provided in order to gain a contractual, commercial, regulatory or personal advantage. A bribe can take the form of gifts, favours, rewards, jobs or other advantages

Complaint: An allegation of sexual harassment based on actions as defiant in this policy.

Corruption: the misuse of entrusted power for personal gain or enrichment. This involves, on one hand, offering or promising anything of value, whether directly or indirectly, to an individual/s in order to obtain, retain or direct business or to secure any other improper advantage in the conduct of business. On the other hand, corruption involves the demanding or accepting of anything of value by an individual/s, as a condition to conferring business or other improper advantage whether directly or indirectly.

Confidential information: information that includes, but not limited to the processes, LDS business secrets, computer programs, software, data, know-how, formats, reports, LDS business strategies, projects database, financial statements, personnel records, and payroll information.

Development: Continuous process of changing attitudes and behaviour.

Disturbance/Natural Disaster: Any unforeseen and unsafe occurrence and/or event that creates an unsafe environment, or has potential to do so.

Eligible employees: an employee with at least one year's service with LDS.

Employee: A person in the employ of LDS and occupying a managerial or non-managerial position working in the offices or in the field.

Employment code of conduct: a document containing workplace disciplinary rules and regulations and which is registered with the Registrar of Labour Relations in the Ministry of Public Service, Labour and Social Welfare.

Extraneous employment: employment for personal gain worked during or after working hours outside LDS. **Family:** spouse and a minor biological children or legal dependents registered with the employer.

Gift: A thing given willingly to someone without payment. It applies to offers of hospitality or tokens of appreciation including diaries, wall charts, and boxes of chocolates, gift vouchers; general gifts (e.g. flowers, wine, chocolates, gift baskets); corporate merchandise; products (e.g. promotional products, samples etc.) souvenirs; entertainment (e.g. dinners, theatre, sporting events, conferences etc.); travel (e.g. a third party paying for or subsidizing flights or free international travel and accommodation and

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or meals etc.) and sponsored and corporate events (e.g. a third party hosting a conference, paying the costs of an individual attending a conference, paying travel costs for a conference etc.)

Grievance: a cause for complaint by an employee who feels they have been unfairly treated by the organisation or fellow employees situation where an employee is not happy about the way he/she has been treated by another employee or the supervisor.

Group personal accident cover: scheme which insures the employee in the event of death or permanent disability whilst on duty.

Job evaluation: a method that evaluates and ranks jobs, not incumbents, in order of importance as they exist now and not how they used to operate or might operate in the future based on the content of current job descriptions.

Job description: an action oriented document that clearly and concisely states reporting structure, main duties and responsibilities to be carried out, qualifications, experience and skills required for the particular job.

Legal dependent: a minor who has been legally adopted by the employee

Life assurance benefit cover: scheme which insures the employee against death whilst on duty.

Longer term contract: a contract of employment which is valid for a minimum term of two years or at least one year in the case of specially funded projects

Manual: A system of approved policy statements and corresponding procedural guidelines and supporting forms that direct the LDS towards its operational goals.

Minor child > child aged below eighteen (18) years and include those born out of wedlock.

Non-managerial employees: emergency officer, water technician, finance and training officer, program finance officer, planning monitoring and evaluation officer, area officer, driver/messenger and truck driver.

Normal retirement date: the first day of the month next following or coinciding with the attainment of the retirement age at 65 years.

NSSA Pension Scheme: National Social Security Authority (NSSA) pension scheme established by the

Government to assist employees on retiring from employment

Overtime: Additional hours beyond one hour paid to an employee who has worked outside the stipulated hours of work including weekends and public holidays.

Occupational health and safety: standards and procedures taken at a work place to ensure the safety of employees as they perform their duties.

Occasional leave days: leave granted to an employee to attend to personal business

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Pension fund: employee benefit scheme, which provides some monetary benefits to members upon termination of employment

Performance management: a system for managing the performance of the resources of the organization including personnel.

Performance appraisal: a technique for assessing the employee's work performance in order to identify good performance, performance gaps and map out performance improvement strategies.

Policy: It is a written, formal statement of a principle or rule which addresses an issue important to the organization's mission or operations and it should be followed by all employees. HR Policies control the means of achieving the organization's HR strategies and objectives.

Probation: Period that an employee will be under trial and test for suitability to the job before they are confirmed as permanent employees.

Procedures: They are written as instructions, in logical, numbered steps and ensure adherence to the guidelines set forth in the policy to which the procedures apply. The procedure is the how to carry out or implement a policy.

Protective clothing: items that are meant to protect the employee against any risk of bodily injury, illness and personal damage emanating from the nature of their jobs.

Public holiday: a day declared by the Government as a non-working day in the Government Gazette.

Remuneration: basic salary; cash benefits and non-cash benefits enjoyed by an employee.

Sexual Harassment: Any contact, comment, gesture or conduct of a sexual nature that is likely to cause offence, embarrassment or humiliation to the recipient.

Temporary Employees: persons employed on short term employment contracts of a maximum period of six (6) months at a given time

Training: Provision of knowledge and skills to improve performance. It can be both formal and informal.

Transfer: movement of an employee from one location to another either as a result of promotion or to fill a similar vacancy.

Travel and accommodation allowance: monies given to the employee for the purposes of meeting expenses related to travel and accommodation whilst on the business of LDS.

Unauthorized absence: is when an employee has not followed proper notification procedures or the absence has not been properly approved by the relevant authority

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Unauthorized passengers: persons not in the employ of the LDS excluding the employee's spouse and children.

Unauthorized persons: persons not in the employ of the LDS including the employee's spouse and children

Worker's committee: a body of non-managerial employees elected by fellow employees to represent all other non-managerial employees on matters affecting them at the workplace

3. Recruitment and Selection Policy

3.1. Objectives of the policy:

- a. To ensure that LDS meets its Human Resources requirements both in the short and long term.
- b. To ensure that LDS hires and retains people possessing the requisite qualifications, skills and experience, in accordance with the Labour Relations Act and the LDS constitution.

3.2 . Main policy statement:

Recruitment and selection of employees shall be done based on qualifications, skills and experience required for the vacant position as specified in the job description and in compliance with the provisions of the Labour Act and the LDS constitution without discriminating against any employee based on gender, tribe, religion, HIV status, political affiliation, position in society, etc.

All staff appointments, with exception of temporary, casual, and students shall be approved by the LDS board on the recommendation of the Director.

This policy shall also apply when recruiting temporary employees i.e. persons employed on short term employment contracts.

3.3. Employment of Relatives

LDS shall not employ immediate family of employees and Board members (spouses/partners, child, and parent, brother, sister or direct relative). Subject to LDS Board approval, exceptions may be considered for short-term contracts for student

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industrial attachments and six months graduate interns. In applying this provision, the Director shall ensure there shall be a balance in order to provide equal opportunities to other prospective candidates.

3.4. Temporary Employees and Students Attachees

Temporary employees shall be engaged for a maximum period of six (6) months at a given instance in order to cover for staff absences due to approved leave (sick, annual, maternity or unpaid). Temporary employees shall not be entitled to such benefits as medical aid and pension but to vacation, sick, special and occasional leave.

College student shall be engaged on industrial attachment basis for a period specified in their referral letters from their respective universities or colleges and LDS shall, at the discretion of management, pay students stipends (allowances).

3.5. Graduate interns

LDS shall, from time to time, engage Graduate Interns for six to twelve months. Graduate Internship shall be offered to students currently enrolled in a graduate degree program or students that have completed their undergraduate studies and are seeking an opportunity to build their confidence and gain work experience. LDS shall pay Graduate Interns a stipend to cover transport and living expenses. Graduate Interns shall not be entitled to such benefits as medical aid and pension but to vacation, sick, special and occasional leave

3.6. Probation

There shall be a single non-renewable probationary period of not more than one day in case of casual or temporary workers and three months in any other case.

3.7. Staff Records

The LDS shall maintain a confidential personnel record for each staff member. This record shall contain the staff member's application, certified copies of academic and professional qualifications, references, agreement of employment, correspondence relating to the staff member's employment, medical certificates and such other documents as may be deemed appropriate by the LDS. With the exception of references supplied in confidence, the staff member shall upon request be permitted to review his/her personnel record in the presence of the office responsible for staff records.

Responsibility

- a) The line manager/supervisor is responsible for initiating the recruitment and selection process by completing the staff requisition form.
- b) The line manager/supervisor is responsible for short listing job applicants in consultation with the human resources function (a short list of 3 to 5 job applicants should be produced), coordinating the employment interviews, identifying and notifying the interview panel, documenting interview proceedings, and communicating results of employment interviews to the job applicants.
- c) The Director and/or the LDS Board have the responsibility of making recruitment and selection decisions, as appropriate. The responsibility for the recruitment of all Executive positions shall however lie with the Board.

4. REMUNERATION POLICY

4.1. Objectives of the policy:

- a. To attract, retain and motivate employees to perform to their fullest capacity and in the best interest of LDS.
- b. To ensure internal and external equity in the administration of salary and benefits structures.

4.2. Main policy statement:

Employees shall be paid fair and commensurate remuneration timeously, without discriminating against any employee based on gender, tribe, religion, HIV status, political affiliation, position in society etc.

The remuneration of all LDS staff members shall be pegged in United States Dollars and shall be based on the respective Salary Scale of the LDS as defined by an approved grading system, and prevailing laws and regulations.

4.3. Salary Scale

LDS shall have a position grading system for purposes of remuneration that is approved by the LDS board. The salary scales shall define the number of grades, as well as the minimum and maximum salary in each grade. The salary scales may be adjusted annually on the basis of the cost-of-living index for Zimbabwe also depending on availability of funding. Each adjustment shall be approved by the LDS Board following the recommendation of the LDS Director.

4.4. Salary

The salary for each staff member shall be determined by the grading of the position to which she/he has been appointed and by other individual components as may be defined by the official salary scales.

4.5. Salary Records

All remuneration shall be accompanied by a written statement showing— (a) the name of the employer and employee; and (b) the amount of remuneration and the period in respect of which it is paid; and (c) the component of the remuneration representing any bonus or allowance; and (d) any deductions; and (e) the net amount received by the employee.

4.6. Income Tax

Salary, allowances and certain other payments to staff members are subject to income tax as defined in the laws of Zimbabwe. Unless otherwise defined under the tax legislation, income tax shall be deducted by LDS from the staff member's monthly remuneration.

4.7. Overtime

Under exceptional circumstances and with prior approval of the LDS Director, LDS shall pay monetary compensation to non-managerial staff for work done outside stipulated working hours. Overtime may be compensated with time off at the rate of 1:1.

Payments for work done outside normal working hours shall be authorized in advance by the Director.

There shall be no overtime for management staff. Under exceptional circumstances and with prior approval of the LDS Director, where applicable LDS management shall be compensated with time off for work done outside stipulated working hours.

4.8. N.S.S.A. and other Statutory Contributions

LDS shall contribute to all statutory requirements for each employee. Deductions for statutory payments like NSSA, NEC and others shall be made from each staff member's salary (pursuant to the provisions of the laws of Zimbabwe). LDS remit the staff member's contribution and its own contribution (where it applies) to the prescribed institutions within the set timelines.

4.9. Hardship

To assist in coping with prevailing economic hardships, LDS shall provide non managerial staff with a fixed monthly allowance to contribute towards their upkeep. The allowance shall be paid together with the employee's salary on a monthly basis.

The entitlements and amount of such assistance shall be defined in the HR manual from time to time. This allowance will however not apply to managerial staff.

4.10 Child Education Allowance

To assist with the education expenses for their children, managerial employees shall be paid a stipulated child educational allowance per school term for up to four (4) children(biological/adopted) under the age of 18 years . The amount of the allowance shall be determined in the HR manual and reviewed from time to time.

4.11. Housing Allowance

To assist with housing cost for its employees LDS shall provide a housing cost of an agreed amount or percentage of basic staff salary towards the costs of rental or accommodation on a monthly basis.

4.12. Transport Allowance

To assist with transportation costs for its employees LDS shall provide a transport allowance of a defined amount on a monthly basis for staff that has no allocated vehicles.

Responsibility:

- a) The Director is responsible for recommending remuneration review to the LDS Board for approval.
- b) The LDS Board is responsible for approving any changes in remuneration.
- c) The finance and administration coordinator is responsible for paying employees the remuneration approved by the LDS Board.

5. PERFORMANCE MANAGEMENT POLICY

5.1. Objectives of the policy:

- a. To enhance the capacities and competencies of individual employees, so that they exceed organizational expectations and work in a way that efficiently and effectively attain LDS strategic objectives.
- b. To enable LDS to reward, motivate and correct employee performance.

5.2. Main Policy Statement

LDS shall objectively and consistently assess and appraise the work performance of its employees without discriminating against any employee based on gender, tribe, religion, HIV status, political affiliation, position in church and society and sexual orientation etc.

5.3. Performance Management System

LDS shall put in place performance management systems and resources that will;

- align the objectives of individual employees to those of the organization,
- assess current performance
- identify improvement needed
- Reward good performance so that staff can efficiently and effectively deliver on their responsibilities

5.4. Job Descriptions

There shall be agreed and signed job descriptions for each employee that defines the purpose of the job, key result areas, activities, qualifications and competencies

5.5. Supervision and appraisal of Staff

The Director shall ensure that there are clear lines of supervision and guidance of staff members in performing their duties. Periodic staff appraisals shall be performed for each staff member as defined in the performance management system. Line managers/supervisors shall discuss with staff members under their responsibility at regular intervals their progress in the performance of their work. Results from performance appraisal shall be used in identifying and recognizing areas of improvement and development as well as establish performance rewards as maybe possible

The performance appraisal process for the Director shall be conducted by the LDS Board in accordance to an agreed process.

Responsibility:

- a) The line manager/supervisor is responsible for implementing the performance management system.
- b) The human resources function is responsible for coordinating the implementation and maintenance of the performance management system.
- c) The Programme Coordinator, Finance Coordinator and Director are responsible for providing guidance and resources needed during the implementation of the performance management system.

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- d) The individual employee is responsible for performing the job in accordance with his/her job description.

6. SAFETY AND SECURITY POLICY

6.1. Objectives of the policy:

- a. To provide a healthy, secure and safe working environment for all employees in compliance with occupational health and safety legislation and regulations.
- b. To provide guidelines for effective protection of employees in normal times and during disturbances or natural disasters.

6.2. Main policy statement:

LDS shall prioritize the health, safety, security and protection of all its employees.

All LDS employees shall be provided with;

- Safe, secure, decent and health working space that is free from hazards as specified in the National Social Security Act.
- Appropriate protective clothing.
- Appropriate and safe tools and equipment's in line with the assigned task.

6.3. Employees and Third Party Safety

All employees shall prioritize their own safety, that of the communities and any persons under their responsibility e.g. foreign visitors, board members by strictly following LDS safety and protection rules and regulations.

No employee shall cause or put other LDS employees or any other person at risk

6.4. Evacuation

LDS commits to evacuate employees in case of compromised safety and security.

6.5. Occupational Health

LDS staff shall be trained on occupational health and safety

All employees shall comply with the occupational health and safety laws that are provided for in the labour act chapter 28.01 and the NSSA (accident prevention) (workers compensation scheme) notice 68 of 1990, as amended from time to time.

Responsibility:

- a) The human resources function in liaison with line managers/supervisors and a workers committee is responsible for ensuring and creating awareness among employees of safe work environment.
- b) The line manager is responsible for ensuring safe work environment, investigating and reporting any accident at the workplace to the head of department and human resources function.

- c) The workers committee is responsible for checking with employees regarding health and safety matters and communicating them to the management.
- d) The employee is responsible for complying with this policy, as well as any statutory requirements.

7. ANTI-CORRUPTION AND SEXUAL HARRASSMENT POLICY

7.1. Objectives of the Policy:

To provide a work environment that is free from discrimination, corruption, bullying, abuse of power, sexual harassment and exploitation of any form within LDS.

7.2. Main policy statement:

The LDS commits to zero tolerance against corruption and sexual harassment and will take action and appropriate measures on all identified and reported incidents.

7.3. Business Conduct

- a. All LDS employees shall conduct all their business in an honest and ethical manner and adopt zero tolerance approach against corruption and sexual harassment
- b. LDS employees shall be obliged to report suspected and incidences of corruption, discrimination, abuse of power and sexual harassment in line with laid down procedures.
- c. LDS staff shall not accept or ask for bribes or any inducements in any form
- d. LDS staff shall not accept gifts from communities or stakeholders in a value beyond the value of 10USD. All gifts of any kind received shall be reported to LDS through the immediate supervisor and handed over to the organization.
- e. LDS staff shall not abuse the power of their offices to threaten or retaliate against other staff, third parties and or service providers who have refused to commit or participate in corrupt activities.

7.4. Conflict of Interest

All staff shall be required to declare any conflict of interest that may arise through their personal businesses, family interest (nepotism), and loyalties with those of LDS.

7.5. Sexual Harassment and Abuse

LDS shall take appropriate action and measures to curb any sexual harassment committed by its employees whether on duty or off duty. Sexual harassment will encompass the following amongst others;

- a. unwelcome sexual advances

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- b. request for sexual favours
- c. verbal, visual or physical conduct of a sexual nature
- d. Offensive humiliating or intimidating actions/language, gestures, lurid stares. e. Sexist utterances.
- f. seductive behaviors
- g. sexual bribe and coercion
- h. Sexual violence e.g. rape.

Responsibility:

- (a) All managers and supervisors are responsible for incorporating the intent, of this policy in their daily activities and ensuring that the policy is adhered to in their areas of responsibility.
- (b) It is also the responsibility to ensure that their employees are informed of the policy and are advised of the responsibilities and rights.
- (c) They must also provide leadership in the prevention of corruption and sexual harassment in their areas of responsibility, and ensure that prompt and appropriate action is taken as soon as any of these vices occur.
- (d) All employees are responsible for reporting any cases of corruption and sexual harassment within any section of LDS.
- (e) There are also responsible for changing their own behavior when given indications that their behavior is unbecoming, offensive or harassing to others.
- (f) All LDS staff is expected to fully cooperate with those responsible for dealing with cases of corruption and sexual harassment within the organization.

8. TRAINING AND DEVELOPMENT POLICY

8.1. Objectives of the policy:

To enhance capacity of staff to deliver on the LDS objectives through developing and improving employees' job knowledge, skills and work performance levels.

8.2. Main policy statement:

The LDS commits to improving staff performance through training and development. LDS shall provide access to training and development opportunities to identified staff regardless of their gender, race etc

Following gaps identified through the performance management process the LDS shall

- Design training and development programs aimed at enhancing staff capacity to improve on performance
- Identify capacity development opportunities.

8.3. Requests for Training and Development

An LDS employee may request training or development on related courses/modules in line with their job requirements. Such employee-initiated training/development will need to be undertaken after obtaining prior approval from the Director. The conditions of such assistance, if any, shall be as follows and may include the granting of study leave, bonding to the organization, among other conditions.

8.3.1. Staff Development

The purpose of LDS staff development shall be to offer opportunities to staff, either individually or as a group, to develop their professional competences and acquire new skills, thus enhancing their performance and improving their contribution to the achievement of the aims and objectives of LDS as well as of its strategic orientation. Staff Development shall be offered from the beginning of employment contract (i.e. after probation) until one year before retirement or six months of termination of fixed term contract.

Short-term continuous training can be applied for and granted for a period of up to three weeks (21 days) per year. A maximum of 30 days can be granted for any short-term continuous training over a period of two years. Staff members shall not lose their salary or benefits during such short-term continuous training. This further training will mostly be used to prepare a staff member to assume tasks or functions within LDS where

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she/he does not have an adequate education or experience. The training must be undertaken in specific areas related to her/his responsibility.

8.3.2. Staff Training linked to Personal Development

Staff members can request a further training in order to improve their skills and or qualities to facilitate their employability within or outside the LDS. The request for such further training shall be for five days per year.

Long-term training linked to personal development that is over five days shall not be granted by LDS. Under exceptional conditions, LDS may endorse scholarship applications by its staff members who want to pursue long-term training but shall neither pay them salaries during their absence nor guarantee them their positions when they complete their studies.

Responsibility:

- a) The human resources function is responsible for coordinating the training and development interventions.
- b) The head of department is responsible for providing on-the job training to employees.
- c) The line manager/supervisor has responsibility of actively identifying performance and skills gaps in employees and providing remedial action in liaison with the human resources function.
- d) The Finance Coordinator is responsible for providing the budget needed to carry out employee training and development activities.
- e) The employee is responsible for their own learning, both on and off the job as well as identifying and initiating their own personal training and development needs in addition to those offered by the organization.

9. EMPLOYEE RELATIONS POLICY

9.1. Objectives of the policy:

The policy seeks to:

- a. Promote channels of communication at all levels,

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- b. Identify and expand common areas of interest between all staff, ---anticipate and defuse conflict where possible
- c. Encourage staff to - articulate concerns and dialogue about conflict and seek resolutions of underlying issues.
- d. Provide channels for conflict resolution and develop mutual trust.

9.2. Main policy statement:

LDS shall endeavor to create, safeguard and nurture good relations between management and employees as well as amongst the employees themselves.

9.3. Union membership and Workers' Committee

- a. LDS staff shall be at liberty to have a workers committee/trade union or join a trade union of their choice for the purposes of collective bargaining and conflict resolution. Where LDS staff is chosen to have such trade union representation, all negotiations will be handled through the representation.
- b. LDS staff may appoint or elect a workers committee to represent their interests provided that no managerial employee shall be appointed or elected to a workers' committee, nor shall the workers committee represent the interest of the managerial employees. Managerial employees are however free to join or form their own Managerial Workers Committee.
- c. All staff grievances will be communicated and handled as prescribed in the LDS code of conduct.
- d. All disciplinary matters shall be dealt with in compliance with the provisions of the Labour Act and LDS's registered employment code of conduct; and no employee shall be discriminated against on the grounds of gender religion nationality origin, disability, HIV status position etc.

9.4. Grievances and Disputes

All staff grievances and disputes shall be dealt with in accordance with the LDS Code of Conduct as well as prevailing labour laws.

However, LDS shall endeavor to settle the issues of concern whenever possible directly between the parties involved and the employer and employee. Each staff member shall have the right to address her/his grievances directly to the LDS Director. This shall not affect other ongoing processes of grievance handling.

9.5. Disciplinary Measures and Appeal

LDS employees shall undertake to acquaint themselves and abide by the employment code of conduct for the organization registered under section 101(1) of the Act to which

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they shall be bound. Copies of the employment code of conduct shall be made available to the employees on signing of the contract of employment.

LDS employees shall further acquaint themselves and to abide by other codes of conduct to which the organization subscribes including without limitation the ACT Alliance code of conduct; a code of conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief; and a code of conduct on protection from sexual exploitation and abuse. Copies of these codes shall also be availed to the employees on signing the contract of employment.

9.7. Right of Appeal

A staff member shall have the right to appeal against any disciplinary action taken in accordance with the provisions of the registered code of conduct and within the confines of the relevant laws of Zimbabwe.

Responsibility:

- a) The human resources function is responsible for advising management, workers committee and employees on disciplinary matters and ensuring that all employees are trained in the labour legislation and LDS employment code of conduct.
- b) The line manager/supervisor has the responsibility of implementing the disciplinary policy and procedures.
- c) The head of department and line manager/supervisor is responsible for ensuring that employees adhere to the workplace rules and regulations.
- d) The individual employee is responsible for their own discipline and compliance with this policy and related regulatory requirements.

10. GENERAL TERMS AND CONDITIONS OF EMPLOYMENT POLICY

10.1. Objectives of the policy:

To summarize other terms and conditions of LDS employees not spelt out in the above policies.

10.2. Main policy statement:

LDS will provide the following terms and conditions to all staff, without discriminating against any employee based on gender, tribe, religion, HIV status, political affiliation, position in society etc.

10.3. Leave

LDS staff shall be granted the following leave days in accordance with the Labour Act;

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10.3.1. Vacation leave

Vacation leave shall be 30 days accruing at a rate of 1/12th of qualifying service in each year of employment subject to a maximum accrual of 90 days as defined in the Labour Act.

10.3.2. Special Leave

LDS shall grant 12 days in a calendar year to an staff member:

- (a)Who is required to be absent from duty on the instructions of a medical practitioner because of contact with an infectious disease;
- (b)Who is subpoenaed to attend any court in Zimbabwe as a witness
- (c)Who is required to attend as a delegate or office-bearer at any meeting of a registered trade union representing employees within the undertaking or industry
- (d)Who is detained for questioning by the police
- (e)On the death of a spouse, parent, child or legal dependant; on any justifiable compassionate ground.

10.3.3. Sick leave

- a. LDS shall grant sick leave to an employee who is prevented from attending his/her duties because he/she is ill or injured or undergoes medical treatment which was not occasioned by his failure to take reasonable precautions.
- b. Staff members who are absent from work due to illness or accident shall inform their supervisor as soon as possible. On return to duty the concerned staff member shall fill out an leave form to be signed by the supervisor and submitted to human resources.
- c. Sick leave of 3 consecutive days or more will be recognized only subject to submission of a medical certificate.
- d. In accordance with the Zimbabwe laws, an employee who become unable to report for work due to illness or accident shall be entitled to ninety (90) days of sick leave on full pay and another ninety (90) days of sick leave on half pay in a year.

10.3.4. Maternity leave.

LDS shall grant maternity leave to an employee subject to the submission of a medical certificate indicating the expected date of birth of the child.

- a. Female staff members shall be entitled to ninety-eight days maternity leave on full pay. This is subject to the female employee serving for at least one year with LDS
- b. On production of a certificate signed by a registered medical practitioner or State Registered Nurse certifying that she is pregnant, a female may proceed on maternity leave not earlier than the forty-fifth day and not later than the twenty-first day prior to the expected date of delivery.

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- c. A female employee shall be entitled to be granted a maximum of three periods of maternity leave with respect to her total service in LDS during which she shall be paid her full salary: provided that paid maternity leave shall be granted only once during any period of twenty-four months calculated from the day any previous maternity leave was granted.
- d. Any maternity leave requested in excess of the limits prescribed in this section may be granted as unpaid maternity leave.
- e. Sick leave may not be granted once paid maternity leave has begun or during a period of unpaid maternity leave.
- f. During the period when a female employee is on maternity leave in accordance with this section, her normal benefits and entitlements, including her rights to seniority or advancement and the accumulation of pension rights, shall continue uninterrupted in the manner in which they would have continued had she not gone on such leave, and her period of service shall not be considered as having been interrupted, reduced or broken by the exercise of her right to maternity leave in terms of this section.
- g. A female employee who is the mother of a suckling child shall, during each working day, be granted at her request at least one hour or two half hour periods, as she may choose during normal working hours, for the purpose of nursing her child, and such employee may combine the portion or portions of time to which she is so entitled with any other normal breaks so as to constitute longer periods that she may find necessary or convenient for the purpose of nursing her child.

10.3.5. Paternity Leave

LDS shall grant a paternity leave not exceeding 10 days to a male employees at the birth of their child (Biological or adopted). Every father is entitled to ten day of leave after the birth of his child by his official registered spouse.

Paternity leave has to be taken within two months of the baby's birth / adoption.

10.3.6. Occasional leave

All employees shall be entitled to twelve (12) non- accrual days of occasional leave in a year for absences associated with personal situations such as home business, writing examinations , illness of family members etc.

10.3.7. Leave without pay

LDS shall grant leave without pay up to a maximum of thirty days (30) a year to an employee that has not accrued sufficient vacation leave days for self-development purpose or other pre-negotiated purposes.

10.4. HIV and AIDS

No LDS employees shall be discriminated against based on real, perceived or suspected HIV status; and be compulsorily required to undergo HIV testing or to disclose their HIV status in the workplace.

10.5. Organization Owned Vehicles

All employees driving LDS owned vehicles shall be in possession of the requisite licensing requirements.

Employees entrusted with organisational vehicles shall

- ensure that vehicles are well maintained (cleanliness, regular checks on oil, fuel and tyre pressure and other fluid levels on the vehicles)
- abide by all traffic laws rules and regulations
- be courteous towards other drivers and road users
- Use the vehicles for LDS business activities only unless otherwise approved.

10.6. Confidentiality

No employee shall disclose or discuss any confidential documents or information obtained during the course of their employment to any other employee or persons or organizations unless authorized to do so, or as required, on a "need-to-know" basis.

10.7. Moonlighting (Extraneous Employment)

No employee shall engage in private work for remuneration while in the employ of LDS without obtaining written authority from the Director.

10.8. Transfer

- a. The LDS employees can be laterally transferred from one position to another without changing their level of responsibility or compensation. Such transfers may be initiated by LDS or requested by the employee with the approval of the LDS Director.
- b. LDS initiated transfer LDS MARCH PRESENTATION shall be done fairly and impartially without discrimination on the basis of gender, tribe, religion, HIV status, disability.
- c. When an employee is transferred permanently at the initiation of the employer they will be entitled to the following payments:
 - Once off lump sum at a rate of 75% of the employee's monthly basic salary less full tax.
 - Shall be provided with one month free accommodation
 - Paid for costs for relocation for them and their property.
- d. Temporary transfers of at most 9 months
 - Shall be provided with one month free accommodation.

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- Shall be provided with a transfer allowance that can be determined from time to time to cover for furniture and other needs.

10.9. Participation in Political Activities

An employee shall have the right to participate in political activities and attend public political meetings outside the stipulated hours of work and the workplace. Political activities may not be conducted at LDS premises or using LDS property and resources. During such activities concerned employees shall neither identify themselves as representatives of LDS neither in any political activity including demonstrations nor in any letter nor address to any news source. Staff members should be sure that participation in such political activities in no way damages the image of or brings disrepute to LDS. When LDS considers that this has happened, implicated staff shall be requested to resign by the LDS.

Employees who may offer themselves for election or public office shall disclose such intentions to the employer in writing and ensure there is no conflict of interest with their current tasks. An employee who becomes elected or appointed to any executive position in a political party, political organization or political movement at national, or provincial or district level should tender a resignation notice effective from the date of such election/appointment to the Director.

10.10. Telephones and communication for organizational purposes.

LDS shall provide its staff with communication facilities for organizational purposes. Where LDS is not able to provide staff with communication facilities for organizational purposes an allowance for airtime and internet shall be paid as may be defined from time to time.

Where responsibility necessitates contact outside office hours. LDS shall provide a mobile phone and pay a telephone allowance at the LDS Director's discretion.

10.11. Christmas bonus

Subject to availability of funds, the LDS may pay a Christmas bonus not exceeding one month's basic salary to all employees including temporary/ student Interns at the discretion of the LDS Board.

10.12. Advance salaries

An employee may apply for a salary advance not exceeding one and a half months gross salary for purposes of education of the children, severe health problems of a family member, meeting funeral expenses of a family member, securing land or property for personal residential purposes or making improvements to the same.

10.13. Termination of Employment

The contract of employment for an employee shall be terminated for such reasons as voluntary resignation, death, disciplinary reasons, retirement; ill health, expiry of an employment contract; or permanent layoff. LDS shall comply with the Labour Act chapter 28.01 and its subsequent amendments when terminating contracts of employment. All employees voluntarily resigning from the LDS are required due notice as specified in their contracts of employment and in line with the provisions of the Labour Act Chapter 28.01 and its regulations, as amended from time to time.

If a staff member dies during the employment period, salary and allowances shall be paid for one full additional month after the month in which the death occurred, to the spouse and or minor children.

10.14. Retrenchment

In the case of reduced programme or project funding, LDS shall take special measures to avoid retrenchment. These measures shall be discussed with and accepted by concerned employees or by their representatives and approved by the LDS Board before implementation. If it becomes absolutely unavoidable to retrench employees, LDS shall follow the provisions of the Labour Act Chapter 28.01 and its regulations, as amended from time to time.

10.15. Retirement

The age of retirement is according to Zimbabwe Law. The employment of a staff member reaching this age shall terminate at the end of the month during which the staff member concerned reaches the retirement age.

10.16. Staff welfare and wellness

The LDS shall be committed to the welfare and wellbeing of all its employees as far as is reasonably practicable. The organization shall put in place measures to mitigate as far as practicable measures that could harm employees' mental and physical wellbeing that include work related stress.

During bereavement, LDS shall provide a basic standard coffin or cash equivalent if the family so wishes and/ transport to the place of burial as appropriate in respect of a deceased employee or the employee's deceased spouse, minor biological child or legal dependent.

10.17. Dress code and appearance at the work place

All LDS employees shall be expected to appear decently and be appropriately dressed in a way that befits the status of the organization. Whereas LDS has no defined formal dress code they are expected to be presentable in a way that befits the occasion.

10.18. Personal Visitors

LDS employees shall be expected to minimize personal visitors ensuring that these do not disrupt the business of the organization.

10.19. Internet

An internet facility provided by LDS at the work place is for business use. Limited private use shall be permitted provided the private use shall not interfere or distract an employee or colleague's attention from work. LDS employees shall not download illegal software, obscene, violent, defamatory and unlawful materials using LDS internet.

10.20. E-mails

Emails sent from an LDS owned address or has an LDS logo/signature can be accepted as evidence in a court of law as a legal document from LDS therefore LDS can be held responsible for contents of such email messages including any attachments. LDS employees shall use such email addresses or logo/ signatures only for formal and business correspondences. No material that is defamatory in breach of copy rights or organizational confidentiality or prejudicial to the good standing of the organization ion the community or its relationship to staff, suppliers, partners shall be sent using an LDS owned address or LDS logo / signature. Management shall have the right to access email accounts owned by the LDS. All emails written on behalf of the organization shall remain the property of the organization and LDS employees have the responsibility to print and archive such emails.

10.21. Medical Aid Insurance and counselling

LDS shall provide medical aid insurance and counselling services for all staff with all staff with an employment contract exceeding one year.

10.22. Work life balance

LDS is committed to enable its employees achieve work/life balance in order to reduce stress and keep staff motivated and productive. All LDS employees with school going children (biological/ guardian or adopted) both parents working shall be granted time off not exceeding 48 hours per year for proven school events and consultations.

To encourage employees to take vacation, LDS shall give back one day for each two weeks uninterrupted leave taken.

10.23. Hours of Work

All LDS employees shall be required to work seven and half (7.5) hours a day. LDS official office hours shall be 0800 hours to 1300 hours and 1400 hours to 1630 hours, Monday to Friday. Any extra hours worked may be compensated in terms of the Compensation Policy.

10.24. Public Holidays

Employees shall normally not be required to work on a public holiday except on special occasions as maybe necessary.

10.25. Travel and subsistence

LDS shall ensure that all its employees' travel arrangements as part of its work are safe, supported and minimize personal expenses incurred. Where personal expenses have been met by the employee, LDS shall ensure that there are fair, consistent and efficient procedures in place to reimburse the expenses.

LDS shall meet expenses for all official travel undertaken by an employee from his/her official work place at travel and subsistence rates stipulated from time to time. A written approval is required for all external trips (outside Zimbabwe) before the purchase of the ticket by either LDS or external sources.

11. Provisions for Staff Employed as Interns, Student on Industrial Attachment, Part-time and Short-term Basis

11.1. Objectives of the policy:

To summarize the terms and conditions for staff employed as interns, students on industrial attachment, part-time and short-term employees.

11.2. Main policy statement:

LDS will provide the following terms and conditions to all staff employed as interns, students on industrial attachment, part-time and short-term basis, without discriminating against any employee based on gender, tribe, religion, HIV status, political affiliation, position in society etc.

11.3. Temporary/short-term employees

Temporary employees shall be engaged for a minimum period of one month and a maximum period of six (6) months at a given instance to cover staff absences as a result of study leave, maternity leave, sick leave and other temporary staff needs. Temporary/short-term employees shall not be entitled to such benefits as medical aid and pension but to vacation, sick, special and occasional leave.

Salary and other benefits shall be negotiated at the beginning of the contract and shall be in accordance to the approved LDS salary scales.

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Leave accruals shall be proportionate to the length of contract. Any vacation accrued must be taken within the time of employment. LDS shall not pay any cash-in-lieu of leave to this category of employees.

Contracts for temporary/short-term employees can be terminated on xyz notice given in writing by either party.

11.3. Graduate Interns and Industrial Attachments

College student shall be engaged on industrial attachment basis for a period specified in their referral letters from their respective universities or colleges. Graduate interns shall be engaged for a minimum period of six months and a maximum period of twelve months. Graduate Interns and Students on industrial attachment shall not be entitled to such benefits as medical aid cover, pension, but vacation, sick, special, occasional and maternity leave.

Leave accruals shall be proportionate to the length of contract. Any vacation accrued must be taken within the time of employment. LDS shall not pay any cash-in-lieu of leave to this category of employees.

Contracts for graduate interns and students on industrial attachment can be terminated on xyz notice given in writing by either party.

LDS shall, at its sole discretion and subject to availability of funds, pay a stipend to this category in accordance with the stipulated rates in the HR manual

11.4. Staff Employed on Part-time Basis

Salary, working hours, allowances and other benefits, such as child education allowances, pension, medical aid insurance contribution, to which staff members working on a part-time basis are entitled, shall be proportionate to the number of hours worked.

At the beginning of the employment, the supervisor shall establish the weekly/monthly working schedule corresponding to the percentage of employment. The working schedule agreed shall form part of the contract of employment and the staff member is not allowed to change her/his working schedule without prior agreement of the supervisor.

Overtime for part-time staff shall be compensated with time on a rate of 1:1.

Contracts of employment for part-time employees can be terminated on xyz notice given in writing by either party.