

HUMAN RESOURCE MANAGEMENT MANUAL

1.0 INTRODUCTION

The A Three Human Resource (HR) Policy has been guided by the relevant Ethiopian labor laws. A Three's Mission and recognition is the attitudes, knowledge, skills and competence of its staff which will determine its success.

1.1 PURPOSE AND SCOPE OF THIS MANUAL

The purpose of this policy document is to set out guidelines designed to assist all A three staffs undertake their operational responsibilities without impediment or conflict. This is the first Human Resources Policy and Procedures Manual developed by A three and replaces any previous regulations hitherto in force relating to any matter contained herein. Nothing in this manual is intended to create a contract either expressly or implied between the A Three and its employees for either employment or any benefit. The Management has authority to amend or vary these regulations at his discretion. In exercising such powers, the Management shall take into consideration;

- a) Any directive or instruction from the government
- b) The desirability of having Terms and Conditions of Service for staff related as closely as is practicable to those obtained in other comparable organizations this manual should be accessible for employees.

2.0 PRINCIPLES GOVERNING THE OPERATIONS OF THE A THREE CLEANING SERVICE

2.1 Legislation

All employees of the Company will be required to comply with all the Laws of Ethiopia.

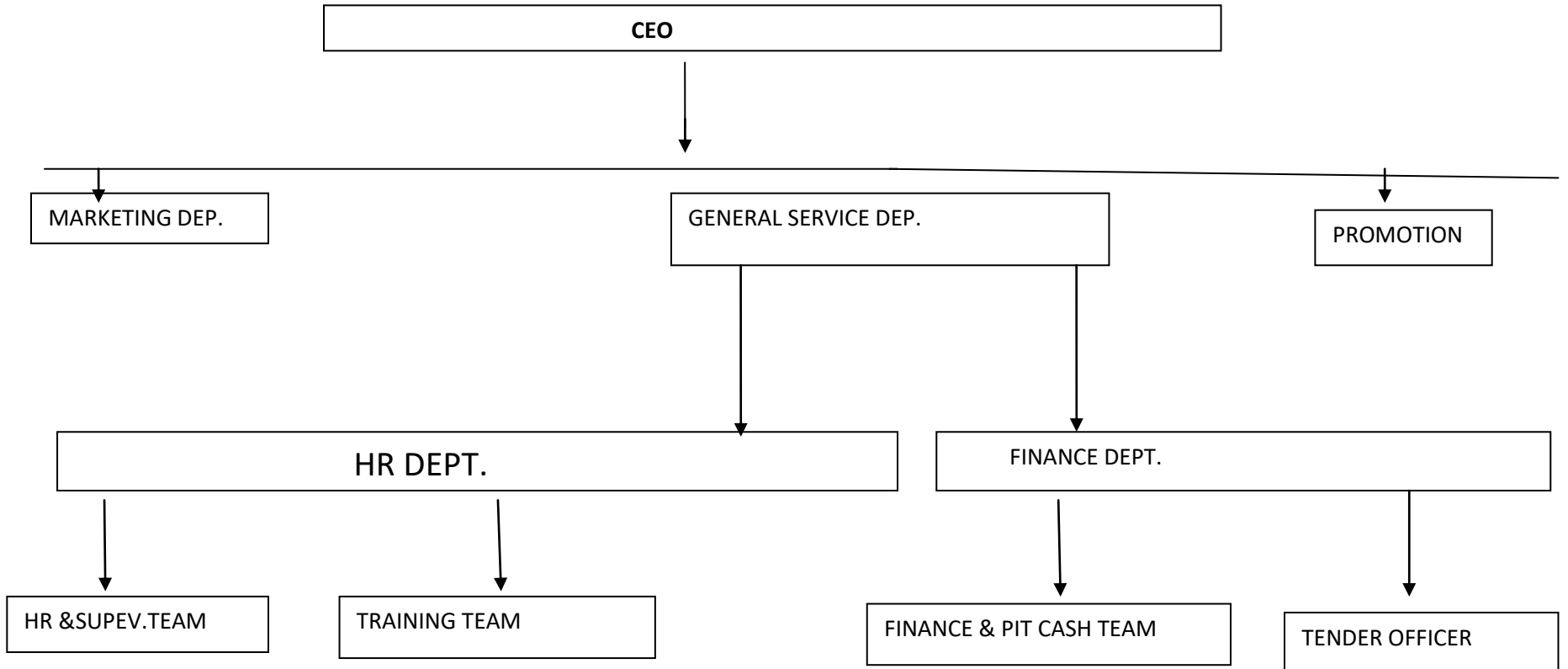
2.2 Organizational Description

A Three cleaning service established to provide a quality cleaning service for individuals, privates and government organizations. A Three gives an equal opportunity to employee and cleaning service seekers. We don't discriminate the delivery of service or employment opportunities based on color, national origin, race, sex, age or religious.

2.4 A Three Core values are;

- Promote Honesty, Integrity, and Trust: We honor our commitments and conduct business in a manner that promotes fairness, respect, honesty, and trust.
- Celebrate Teamwork: We encourage the diversity of thoughts, experiences, and backgrounds and celebrate participation and partnership in all of our endeavors.

2.5 Organizational structure of the Company



3.0 TERMS AND CONDITIONS OF EMPLOYMENT

The terms and conditions of employment of the members of staff governed by the Employment labor law proclamation 377/2003 and any other labor related regulations in Ethiopia.

3.1 Categories of Employment

Every position at the A THREE is designated into different forms of employment classification, which in turn determines how various human resource policies are applied to that position. The classification of positions is as follows:

3.1.1 Employee on Probation

A newly employed person will be on probation of not more than forty five consecutive days.

3.1.2 Permanent Employees

A permanent employee is one who has successfully completed his or her probationary period, has been confirmed and consistently works normal hours per week/month. This employee is eligible for all the benefits offered by the Company that accrue from their employment and consistent with their grade.

3.1.3 Seconded Employees

A seconded employee is one who has been seconded to A THREE from other institutions to assist with the activities of A THREE. This category of employee is eligible for benefits consistent with their assigned job scale. Employees who are seconded from A THREE to other institutions will also be eligible for benefits consistent with assigned pay scales from the benefiting organization.

3.1.4 Temporary/ short contracted employees

A temporary / short contract employee is one who is employed for definite or indefinite periods per month/ per year. Such employees are not eligible for employee benefits unless the period of their contract exceeds twelve (12) months. They may however be insured in line with statutory requirements.

3.1.5 Consultants

Consultants are persons hired to conduct specific project related tasks and who have no other responsibilities in the Company. Such persons are likely to be specifically trained or experts. Consultants are paid on a contractually stipulated basis and are not eligible for any employee benefits.

3.1.6 Casuals

Casuals are persons hired to perform specific duties on a daily basis or on a piece rate payment system in accordance with the minimum wage guidelines issued by the Government or rates approved by the Chief Executive Officer. A THREE shall endeavor as much as possible not to engage the same casuals over a period of three months to offer as many different casuals as possible an opportunity in line with the company's Corporate Social Responsibility.

3.2 HUMAN RESOURCES REQUISITION AND PLANNING

The policies and procedures for human resources requisition and recruitment at A THREE are established to facilitate A THREE's commitment to equal opportunity employment and diversity. A THREE's policy is to hire the best suited applicants

to fill vacant positions. In addition, it will ensure that appropriate communication, records and human resource controls are maintained, irrespective of gender, race, tribe, religion or nationality. The Company will comply with the existing Labor laws in force in Ethiopia.

3.2.1 Procedure

The employment function is centralized in the Human Resource Department and will originate all employment contracts in consultation with the Managers and the Chief Operating Officer. This includes direct contact with prospective employees. The HR department will maintain an up-to-date headcount that is approved by the Managers and which indicates vacant and filled positions at any given time. A vacancy may occur in the Company due to separation, demise, promotion or expansion of the Company's activities. To fill an existing vacancy, the departmental head will be required to prepare a business case in writing and complete an employment requisition form. The request should be accompanied by a job description and job specification.

3.2.2 Establishment of new posts

- a) When preparing the annual budget and project budgets, every department shall submit a staff budget stating existing, filled, and unfilled posts. The Chief Executive Officer shall approve the annual staff budget.

- b) Where a necessity arises for creation of new posts below the rank of a Head of Department, the Head of Department concerned shall submit a request for the new posts to the Managers stating:-

(i) Reasons for the creation of the additional posts;

- (ii) The job specifications and descriptions i.e. academic and professional qualifications, experience and duties;
- (iii) Confirmation that the additional responsibilities/duties cannot be shared out or distributed to the existing staff members;
- (iv) that there is no staff member within the department who can carry out the additional duties;
- (v) That the additional responsibilities will be of continuous nature, would therefore justify a permanent establishment; or of a temporary nature. (i.e. employment on a casual, temporary or contract basis);
- (vi) the salary grade and other financial requirements that are essentially attendant to the new posts;
- (vii) Whether the new post is intended to be promotional.

3.2.3 Recruitment

- a) The Head of Department will recommend to the Chief Executive Officer that there is an established vacancy, which requires to be filled. In making the recommendation, the Head of Department shall have ensured that the established need is justifiable and that the position is funded.
- b) The Head of Department will then prepare a job description of the job/post and may recommend the mode of filling the post either through internal promotion, scouting by senior staff members or by advertisement internally or externally.
- c) Where the Head of Department recommends that a post be filled by promotion of existing staff in the department, he shall provide the existing job description of the recommended staff member and a confirmation that the staff member qualifies and is capable of undertaking the full responsibility appertaining to the new post.

- d) On receipt of the recommendation, the HRM shall:
 - (i) Ascertain the existence of the vacancy
 - (ii) Ensure that the job description given is adequate
 - (iii) Determine the mode of recruitment
- e) Where the mode of recruitment is to be through internal promotion and the staff member recommendation is found to be suitable, the HRM shall recommend to the Chief Executive Officer the officers promotion or recruitment.

- e) Where the post is to be advertised, whether internally or externally, the HRM in consultation with the HOD shall prepare a suitable advertisement, detailing the job description, specifications etc, essential for the job.

- f) Before external recruitment is considered, the following methods of filling up the post shall first be exhausted:
 - (i) Promotion of the next junior officer member in the department or a junior officer from another department who has the requisite qualifications and competence to do the job.

 - (ii) Internal horizontal transfer of an officer in the same grade to the vacant post. The officer could be from any department in the Company.
 - (iii) Internal advertisement to attract applications from any staff members within the Company.

- h) Having exhausted all the above methods, where it is clear that no suitable candidates exist from among existing employees, the Company shall opt to go to the open labor market to recruit. Recruitment may be direct through the press

media and the advertisement should be in conformity with the following: (i) Clear and precise in description of the job qualifications, experience and duties; (ii) Indicate the terms of employment e.g. salary and other fringe benefits attached to the post as may be deemed necessary.

i) The number of times an advertisement will appear in the press will be dependent on the seniority of the job.

j) Recruitment from academic and professional institutions such as the Universities and the Polytechnic may be used in respect of positions that require professional training but no initial experience. This mode of recruitment may be applied to management trainee positions with the main object to tapping raw talent from such institutions and maturing them up to the Company's systems and culture.

k) Private and public employment agencies may be used in the recruitment and selection of staff for posts, which the Company's is not well placed to undertake effectively.

l) The HR Department shall maintain a record of applications received in e-copies for future reference in the event of a similar vacancy arising.

3.2.4 Staff Selection

a) Staff selection is the process of determining from among the applicants which one best meets the requirements of the job.

b) The HRM shall be responsible for the coordination and implementation of the selection process.

c) In making selection, preference shall be given to qualified female applicant and the percent will determined by the CEO.

3.3 Hours of work.

This section defines a regular work schedule for all employees. The official working week consists of five (5) working days from Monday to Friday.

The official work week for office based employees at the Company is:

Working hours: 8:30 am to 5:30 pm, Monday to Friday.

The working hour for some departments will be determined as their duty.

- Lunch break: 12:30 am to 7:30 pm, Monday to Friday

3.3.1 Variation

Individual working hours may vary according to the job function. Where a specific task demands, an employee may be called upon to work additional hours or over the weekends. In such cases, overtime payment will be applied.

3.3.2 Punctuality and Attendance

A record of attendance shall be maintained in every team. Excessive absenteeism where an employee constantly fails to report to work without permission and or excessive lateness adversely affects productivity and over-burdens other employees who must cover for the absentee. These are grounds for disciplinary action, up to and including dismissal.

3.3.4 Punctuality

Being on time is important to the effective operation of the Company. It is the responsibility of every employee to be at his/her place of work by the scheduled starting time. In the event that an employee is not able to be at his/her place of work on time, he/she should notify the respective Supervisor in good time. Five or more occurrences of lateness within a thirty day period without valid reasons will result in disciplinary action.

3.3.5 Attendance

Occasionally, it may be necessary for an employee to be absent from work as a result of illness, injury or personal reasons. In such cases, employees are expected to give their Supervisors sufficient notice before the scheduled starting time. This notification is necessary to facilitate proper arrangements for work in the absence of the employee.

4. Obligations of the parties

The obligations of both employer and employees are as per the stipulations on the work contract and the Ethiopian labour proclamation 377/2003 cited on Part one; chapter one; section three article twelve/12/ and thirteen/13/.

5. Leave Regulations

The Company provides leave with full pay for all eligible employees for the purpose of rest and relaxation. It is in the interest of the physical and mental wellbeing of employees that they avail themselves their annual leave on a regular basis each year and not allow the annual leave to fall in arrears. The Company will also show support for employees going through difficult situations by allowing time off during bereavement. Such an employee will be entitled to paid compassionate leave of up to (three) 3 days and the employee shall entitle for exceptional and serious cases up to five consecutive days without payment.

A Three provides the following types of leave:

5.1 Annual leave;

An agreement by a worker waive in any manner his/her right to annual leave shall not be null and void

It is the policy of A THREE NOT to encash any leave. Every employee is encouraged to take annual leave and rest. Commutation of leave will only be considered with the CEO's approval.

5.1.1 Procedure

An employee will be eligible for annual leave at the commencement of a 'leave year' except in the case of a newly recruited employee who will be required to complete a probation period.

5.1.2 Calculation

The worker of the company who entitled the annual leave shall granted the leave with pay which shall in no case less than;

- I. Fourteen /14/working days for the first one year of service.
- II. Fourteen/14/working days plus one working day for every additional year of service.

Where the length of service of worker does not qualify for an annual leave of (fourteen) 14 days the worker shall be entitled to an annual leave proportion to the length of his/her service.

5.1.3 Entitlement

- Employees become eligible for leave after completion forty five days with the Company. However, a new employee may proceed on leave for short periods of time as agreed with the departmental head for purposes of attending to personal emergency situations or for fulfilling previous commitments

- Leave periods should be scheduled as far in advance as possible and should be approved by the employee's Head of department at least one week prior to the date requested.

- Request for leave must be made on the standard Leave Application Form and signed by the employee's supervisor/Manager. The form should be sent to the HR department for verification of actual entitlement against the number of days requested. A copy of the duly filled and signed leave form is filed in the employee's personal records.

- Employees are encouraged to take all their annual leave within the stipulated leave year
- The Head of department and the employee should organize distribution of work or appoint a person to perform the employee's duties for the period he/she will be away. There should be adequate arrangements for an effective hand-over of duties to ensure smooth continuance of business during the employee's absence.

5.2. Sick leave;

A THREE realizes that an employee may be unable to work due to illness or injury. A THREE will grant sick leave on the recommendation and/or advice of an approved medical practitioner. Employees absent from work due to illness must obtain a medical certificate from a medical practitioner/doctor for the duration of their absence.

All absence due to illness must be reported to the immediate manager as soon as possible and within the first day of absence. Supporting medical documents must be attached to the sick leave form signed by the reporting manager and sent to the HR office. Unsupported sick leave will be recovered from the employees leave entitlement and or salary. An employee is entitled to a maximum of up to one hundred and eighty (180) sick-off days in any calendar year. Sick leave is not cumulative and will not be carried over to the next year. In the event of illness, absence from work/sick leave will be permitted for a period of:

- The first thirty (30) days on full monthly pay (in one calendar year);
- The next sixty (60) days on half monthly pay (in one calendar year).
- Thereafter ninety (90) days unpaid (in one calendar year)

Where illness is continuous beyond one hundred and eighty (180) days, A THREE shall be entitled to terminate this Contract forthwith or on such date as may be specified in a written notice from A THREE to the Employee. Upon such notice being given the employment hereunder shall terminate and the Employee shall have no claim against A THREE in respect of such termination.

5.3 Unpaid leave;

Unpaid leave may be granted to an employee for exceptional reasons such as sabbatical or compelling personal reasons. All applications for such leave shall be sent to the HR office with a recommendation from the departmental and approval sought from the Chief Executive Officer. All such applications shall confirm that all leave due to the employee has been utilized. A leave of absence / unpaid leave will run for a maximum period of one year. If during the period the officer is on a leave of absence/ unpaid leave a replacement of the officer is appointed, the officer returning from leave will be required to re-apply for the position and such application would be considered subject to a suitable position being vacant.

5.4 Maternity leave;

A THREE will grant maternity leave to female employees who require to be absent from duty on account of confinement. The leave entitlement will be three (3) calendar months with full pay in any one year. Where an employee requires more time before or after childbirth over and above the stipulated entitlement, she may apply for annual or unpaid leave up to a maximum of one (1) month. A female employee shall not forfeit her annual leave on account of taking maternity leave.

On resumption of duty, the employee will be entitled to work up to 4:30pm as opposed to up to 5:30pm earlier to go home earlier to attend to her baby until the baby turns one (1) year old. A female officer on maternity leave shall not incur any loss of privilege during such period.

5.5 Study leave

A THREE will grant study leave to employees pursuing additional academic or professional qualifications. An employee who is enrolled to study may, be entitled to **seven (7)** days study leave in a calendar year. Study days may be taken at the employees discretion, however at least **five (5)** days' notice should be provided prior to the desired a study day.

6. COMPENSATION AND SALARY ADMINISTRATION

The compensation program has been designed to provide guidance with regard to compensation related responsibilities. This policy aims at encouraging relevant employees to adhere to the set guidelines while at the same time utilizing their own judgment and authority to achieve the most effective results. The Chief Executive Officer will be responsible for approving the compensation administration policy. The compensation program consists of the following elements:

- Documented job descriptions;
- Job evaluation;
- Performance evaluation processes.

6.1 Salary, Overtime, Advances, commission

6.1.1 Payment of Salary

It is a policy of the Company to pay salaries promptly after the necessary statutory deductions have been made. An individual employee's remuneration package is confidential and should not be discussed with other employees.

I. Salary/Payroll Deductions

A three is required to withhold statutory deductions and relevant taxes from each employee's gross salary. Additionally, deductions will be made from an employee's salary for benefits such as retirement contributions. Employees should complete the necessary paperwork and inform the HR Department in writing of those deductions they authorize at the beginning of their employment or when they occur. All changes to the payroll must be effected in writing through a Pay Change Advice (PCA).

Other deductible payments include:

- i. A reasonable amount for any damage done to, or loss of, any property lawfully in the possession or custody of the employee occasioned by the negligence or willful default of the employee;
- ii. An amount not exceeding one day's wages in respect of each working day for the days of which the employee without leave or other lawful cause, absents himself from the premises of the employer or other place proper and appointed for the performance of his work. An employee who absents himself for half a day will lose the day's salary.

- iii. An amount equal to the amount of any shortage of money arising through the negligence or dishonesty of the employee whose contract of service provides specifically for his being entrusted with the receipt, custody and payment of money;
- iv. Any amount paid to the employee in error as wages in excess of the amount of wages due;
- v. Any amount the deduction of which is authorized by any written law for the time being in force;
- vi. Any amount in which the employer has no beneficial interest whether direct or indirect, and which the employee has requested the employer in writing to deduct from his wages;
- vii. An amount due and payable by the employee under and in accordance with the terms of an agreement in writing, by way of repayment or part repayment or a loan of money made to him by the employer, not exceed fifty per cent of the wages payable to that employee after the deduction of all such other amounts as may be due from him under this section;

II. Deductions Regulations

- i. An employer shall make no deduction from the wages payable to an employee as an advance of wage in consideration of, or as a reward for the provision of employment for that employee, or for retaining the employee in employment.
- ii. Without prejudice to any right to recovery or debt due, and notwithstanding the provisions of any other written law, the total amount of all deductions which, under the provisions of sub-section (i), may be made by an employer from the wages of his employee at any one time shall not exceed two-thirds of such wages or such additional amounts stipulated by the Minister of Labour either generally or class of employers or employees of any trade or industry. An employee must retain a third of his gross pay as net pay.

Where an employee incurs any shortage as defined in point (ii) above, such employee shall be required to make up for such shortage to be deducted on a monthly basis at an agreed rate with the management.

6.1.2 Salary Increments Policy

- a) As annual budgets and funding allow, salary reviews will be done annually and will depend on the performance of the employee during the year immediately preceding the review date.
- b) The amount of increase will depend upon the individual employee's performance appraisal or such other basis as may be determined by the Management.
- c) Annual increments are not a right and may be withheld, deferred or stopped where an employee's performance or conduct in the preceding year has been unsatisfactory, or where funds become unavailable.
- d) All increments will receive the approval of the Chief Executive Officer.
- e) A salary increment may be withheld where an employee has not obtained a required professional certificate or an expected output/standards or some other specified qualification, or there may be some other specified condition imposed.
- f) An increment 'deferred' means that it has been decided for stated reasons not to grant the increment when due. If the increment is granted subsequently, it may be granted retrospectively as from the date on which it was due. Alternatively, it may be granted without being retrospective. In either case, the employee shall subsequently revert to his original increment date.

g) Where an increment is not granted at all during an incremental year, for whatever reason, only one increment will be granted on the next review date.

h) An increment may not be stopped, deferred or withheld for more than one year, without the Chief Executive Officer's approval.

j) In all instances specified in paragraph (i) and (g) of this Regulation, the employee must be advised in writing the reason why it has been necessary to take such action.

6.1.3 Bonuses

Bonuses are not the norm and thus not guaranteed. However, exceptional performance may be recognized according to results of the Annual Performance Review. For exceptional performance, bonuses shall be proposed by the Department Head and forwarded to the CEO for consideration.

7.0 EMPLOYEE BENEFITS

It is the policy of the A THREE to communicate all employment matters to its employees. This includes benefits pertaining to different levels/cadres of employees. The policy is aimed at offering a reward package that is competitive within the market in which we operate, is supportive of organizational strategies, and that attracts, retains, and motivates talented employees. A benefit is any financial instrument that accrues to an employee by virtue of his/her employment and/or rank. This section details the benefits that will exist at A THREE. These benefits are:-

- Medical benefit scheme;**

Medical benefit administered as the package cited on the Ethiopian labour proclamation 377/2003 Part seven; chapter three; section one and two.

- Allowances such as transportation allowance, leave allowance and telephone allowance. Specific benefits are stipulated in individual employees' letters of recruitment/contracts.

7.4 Pension/Gratuity Benefit Scheme

Employees on permanent terms of employment shall be eligible for membership to A THREE's pension scheme upon confirmation and the terms shall be as contained in the Retirement Benefits Act. All employees will be required to contribute at least 7% of their basic salary per month to the scheme. The employer will also contribute 10% of the employee basic salary to the scheme. No officer shall withdraw from the pension scheme as long as he remains an employee of A THREE.

8.0 ALLOWANCES

A THREE may pay to employees such allowances as the Company may determine from time to time

8.1 Transport Allowance

Owing to the nature of their duties and level of responsibility, some categories of employees may be eligible for transportation allowance. The rates and eligible categories of staff for this allowance will be determined by management.

8.6 Telephone Allowance

Owing to the nature of their duties and level of responsibility, some categories of employees may be eligible for telephone allowance. The rates and eligible categories of staff for this allowance will be determined by management.

9. Commission

Any organization employee who brought customer for the company shall entitle for commission of 5% after VAT.

10.0 DISCIPLINARY PROCEDURES

The purpose of this policy is to define the disciplinary and corrective action necessary when an employee violates A THREES rules, practices and procedures or performs below acceptable standards.

10.1 Policy

Discipline is any action initiated by management in response to unacceptable performance or behavior. Discipline does not mean punishment. In the work environment, the important aim of discipline is corrective rather than punitive. In exercising its prerogative to maintain discipline in A THREE, management will at all times strive to exercise discipline in a fair and unbiased manner. A THREE will not take action unless it has good grounds for believing that an employee has committed the misconduct concerned. It is A THREE's wish, therefore, that a uniform policy be followed. This will mean:

- That an employee has sufficient notice that a continuance of improper action will cause dismissal;
- That a report in writing is made of all warnings and disciplinary measures taken;
- That the officer in charge and the HRM department be responsible for initiating corrective action where appropriate;
- That all employees be familiar with the contents of the Disciplinary Procedures;

10.2 Warnings

The Disciplinary Procedure provides the warnings to be issued to an employee in order to allow them the opportunity of correcting the misconduct concerned. Managers responsible for discipline are to be guided by the following:

- Before a warning is issued, all the facts should be obtained and evaluated to establish whether the suspect misconduct has, in fact, occurred.
- The employee must, in all cases, be given the opportunity to state their side of the case.
- Having obtained all the necessary details and having heard the employee's views, appropriate action should be taken which may include a warning and/ or training or supervision;
- Where a warning is issued, the nature of the misconduct should be pointed out to the employee concerned and they should be advised of what is required to correct the situation and of the possible consequences of failing to respond to the warning.
- A date for review of the matter should be agreed with the employee concerned.

There may be cases of serious misconduct for example theft or use of violence in the workplace, where the issuing of a warning is not appropriate. In such cases, the steps laid down in the disciplinary procedures under dismissal will apply.

10.3 Types of indiscipline

- Frequent absence from work;
- Repeated lateness;
- Low work standards.
- Recurring absence from work;
- Robbery and thifty

- Unauthorized absence from the workplace;
- Minor insubordination;
- Neglect of safety precautions; and
- Lack of attentions to duty.
- Serious neglect or work standards;
- Insulting behavior; and
- Rowdiness at work that is disobedient to those placed in authority.
- Intentional work practices which are both dangerous and unauthorized; and
- Harassment of all types including sexual harassment and bullying among others;

10.4 Disciplinary Procedure

The number of verbal and written warnings given will depend on the seriousness of the misconduct or the situation. The application of discipline will normally take the following steps:

10.4.1 Step 1: Verbal Warning

This will involve talking to the employee and explaining what is wrong and what change must occur. To assist in the effective functioning of the Disciplinary Procedure, verbal warnings need not be given for petty behavior or where a timely word of advice would correct the unsatisfactory behavior concerned. The employee will sign this record as acknowledgment that the warning has been received and understood. Refusal by the employee to sign the acknowledgment will not invalidate the warning. Details of the warning will be retained on the file but will only remain valid for a period of six (6) months.

10.4.2 Step 2: First Written Warning

When an officer has been verbally warned but continues to breach regulations but such breach, in the opinion of A THREE, does not warrant urgent and immediate interdiction or suspension, A THREE will:

- Serve the officer with a written notice of the complaint made against him/her;
- Require the officer to offer a written explanation within five (5) days from the date of the notice;
- Constitute a panel of at least two staff including a HR representative at management level to
- Commence disciplinary hearing: Consider the explanation given by the officer with any other information or evidence relevant to the matter and determine whether the officer is guilty or not;
- If the officer is found guilty he/she will be served with a first written warning;
- The written warning will be given as soon as possible after the misconduct and a copy sent to the HR department for record in the employee's file.
- The employee will sign the record as an acknowledgment that the warning has been received and understood.

The warning will state:-

- Details of the complaint;
- Changes in behavior that is required;
- A period of time during which the employee's performance will again be reviewed;
- That failure to change may result in loss of employment; and
- The period of time for how many the warning will remain valid.

A copy of this warning will be retained in the employee's file. Refusal by the employee to sign the record shall not invalidate the issuance of the written warning. The written warning will be placed in the employee's personal file and will remain valid for a period of twelve (12) months.

10.4.3 Step 3: Second Written Warning

If the unsatisfactory situation continues, a memorandum summarizing the details of corrective actions, referring to the prior verbal and written warnings is made. All steps outlined in 10.4.2 above shall be observed and if found to have committed the offence a second warning letter shall be issued. The written warning will be placed in the employee's personal file and will remain valid for a period of twelve (12) months.

10.4.4 Step 4: Final Written Warning

Where a written warning is considered inadequate because of the seriousness of the misconduct or when an act of misconduct is committed within twelve (12) months of the employee having received an earlier written warning(s) for misconduct, a final warning may be given, on condition that a fair hearing has been given. The employee will sign the record as an acknowledgment that the warning has been received and understood. Refusal by the employee to sign the record shall not invalidate the issuance of the written warning. The written warning will be placed in the employee's personal file and will remain valid for a period of twelve (12) months.

10.4.5 Step 5: Final Decision and Action

Where Steps 1 to 4 have been followed but performance remains unacceptable or where the officer continues to breach the A THREE's regulations, a final recommendation to the Chief Executive Officer may be made by the Disciplinary Committee as follows:

10.4.5.1 Suspension from Duty

An officer may be interdicted only if proceedings which may lead to his dismissal are being taken or are about to be taken or when criminal proceedings are being instituted against him. An officer may be suspended from duty under the following circumstances;

- When the nature of the proceedings against the employee are of such a serious nature that may most likely result in dismissal;
- When the presence of the employee in the place of work is for any reason considered to be untenable during the course of investigations;
- When an officer is reported to have absconded from duty;

An employee, who is suspended under this regulation, shall not be entitled to any salary. However, he/she will be entitled to all allowances and medical cover. Where disciplinary or criminal proceedings have been instituted against an employee under suspension and such an employee is neither dismissed nor otherwise punished, the whole or any salary withheld or stopped shall be restored to the employee upon termination of such proceedings.

10.4.5.2 Dismissal

Depending on the nature of the misconduct, the Disciplinary Committee may recommend summary dismissal of an employee that is; dismiss the employee without notice or pay in lieu of notice. In case of misconduct, which may warrant dismissal, management through the Human Resources department will convene a meeting of the Disciplinary Committee at the earliest possible opportunity. The following persons will be required to attend the meeting:

11.0 PERSONAL RECORDS

This policy is established to protect and safeguard the privacy of employee's personal information to the fullest extent possible, consistent with legal practices.

11.1 Policy

A THREE collects, maintains and uses employee's personal information in such a manner as to ascertain its accuracy and relevancy, preserve the confidentiality of the information, serve business needs, and conform to applicable legal requirements.

To preserve privacy, only those who have a legitimate "need to know" may have access to employee's information.

Personal files should be reviewed to ensure that only pertinent and necessary data is kept. The personal file should contain only documents that pertain to and are officially used to record or effect qualification for employment, promotion, compensation, termination or disciplinary action such as:

- Employment applications;
- Curriculum vitae/resumes;
- Copies of certificates, both academic and professional;
- Copy of identity card and or drivers licence and or passport;
- Letters of Employment, acceptance letters and testimonials/referees;
- Salary information;
- Documentation of compensation changes, employment, job titles;
- Seniority, birth date, authorization for pay deductions;
- Termination/separation information;
- Leave of any kind;
- Attendance records;
- Fringe benefits information;
- Retirement records;

- Performance evaluations;
- Education information from colleges, and technical schools
- Leave applications and approvals records;
- Promotion records; and
- Disciplinary records

As far as possible, all personnel data will be electronically stored.

15.2 Personal File Access

Personnel files are the property of A THREE. And access to information they contain is restricted. Only Heads of Departments of A THREE who have legitimate reasons to review information in a file are allowed to.

9.2.1 Policy

Employees who wish to review their own files should contact the HR Department. Employees may review their own personal files in the HR office and in the presence of an individual appointed by A THREE to maintain the files.

9.2.2 Medical and Industrial Records

The records shall be retained for the duration of employment plus **three/3/ years**. This includes records of occupational injury and all types of treatment and testing by A THREE. Medical records to which an employee may be given access include reports of physical examinations and laboratory tests made by physicians acting for A THREE. The employee may also review physician's statements concerning leaves of absence or work restrictions.

9.3 Reporting Changes in Personal Records

Each employee is required to report any change in name, address, telephone number, marital status and number of dependents as well as any award newly earned such as degrees or certificates to their supervisor and the HR Manager. A THREE is not responsible for non-receipt of any official communication sent to an employee if the employee has failed to file a change of address notice with the HR department.