



AFRICA UNITE

REVISED POLICIES AND PROCEDURES MANUAL

FEBRUARY 2012

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INTRODUCTION

This manual is designed to provide guidelines and procedures with respect to Africa Unite's commitment to address good corporate governance and gender staffing issues. It identifies those policies and procedures that, as a minimum, should be in place to ensure a gender equitable workplace, based on sound governance principles. It is informed by the belief that diversity itself contributes to improved organisational performance, that a gender and culturally diverse staff can broaden the pool of skills, talents, perspectives and ideas within the organisation and contribute to increased innovation and creativity. Secondly, it is informed by the belief that the quality of an organization's governance system determines its ability to pursue its vision, mission and goals. Therefore, the specific objectives of the manual are to provide:

- Guidelines that relate directly to gender equity in recruitment, career development and working conditions;
- A standard guideline to be used as a point of reference on NGO corporate governance issues;
- Tools that will enable easier, efficient and effective implementation of agreed standards and practices;
- A user friendly, accessible and handy reference to improve direction of those in leadership positions; and
- Scope for strengthening institutional capacity to enable better gender integration, within the organization and with respect to programming, and to build effective governance structures.

This manual is based on South African labour laws; relevant policy guidelines governing employment equity and wellness in the workplace; guidelines on effective NGO governance such as the King Reports from South Africa; as well as national and international guidelines on achieving gender diversity and equity in the workplace. It is intended to provide a practical framework and flexible guidelines that can be adapted to suit the changing organizational needs and requirements of Africa Unite.

Organisation of the Manual

The first section of the manual provides a brief historical description of Africa Unite to allow for a better understanding on how the organization was started and the associated drivers. It also

sets the vision, mission and values that underpin Africa Unite's programmes and activities. Section Two sets of the key principles guiding good corporate governance in Africa Unite. It briefly discusses the key role and responsibilities and the Board's relationship to the Director. Section Three outlines guidelines and procedures that relate directly to achieving gender equity in recruitment, career development and working conditions. It also considers harassment and discriminatory practices that may occur in the work place and provides specific policy and procedural guidelines for dealing with HIV/AIDS in the working environment. Section 4 sets out the basic conditions of employment, types of leave and procedures to follow for different forms of leave. Section 5 outlines Africa Unite's Grievance and Disciplinary Procedures and the steps to follow in the event of a breach of discipline. Section 7 provides an overview of some of the key policies, including Africa Unite's Volunteer Policy. The last section spells out the organisation's commitment to fair and transparent remuneration practices.

SECTION ONE:

**ORGANISATIONAL HISTORY,
VISION, MISSION AND VALUES**

BACKGROUND

Africa Unite is a non-profit, non-governmental organization formed in 2001 in response to violence against asylum seekers, refugees and migrants in New Cross Roads, in Nyanga – a sprawling, impoverished, predominantly black township on the outskirts of Cape Town in the Western Cape. Initially part of IDASA (the Institute for Democracy in South Africa), AU became an autonomous, registered non-profit organisation in 2004.

Underpinned by its organisational slogan 'Building Human Rights Communities', AU's programmatic focus is on building the knowledge and skills of Human Rights Peer Educators; facilitating reciprocal learning exchanges with community-based and migrant-led structures; and creating a platform for intercultural exchanges and dialogue between local, refugee and migrants communities in South Africa. The organisation uses training, organized interactions, networking, lobbying and advocacy to advance the construction of a social and political environment in which the rights of nationals and non-nationals, set out in the South African Constitution and the Bill of Rights, are promoted and protected, within inclusive, rights-based, gender-sensitive approaches.

VISION

Its vision is a united prosperous Africa in which all people live together harmoniously and peacefully.

MISSION

Africa Unite (AU) is a human rights and youth empowerment organisation that works with citizens, refugees and migrants to prevent conflicts, enhance social cohesion and promote socio-economic development.

STRATEGIC OBJECTIVES

Africa Unite's strategic objectives are:

- To build united human rights communities in Africa
- To empower children and youth in Africa in order to achieve peace and stability

- To promote self-sufficiency and the realisation of socio-economic rights
- To build the long-term sustainability of the organisation.

VALUES

Africa Unite:-

- works with both citizens and foreign nationals to promote social cohesion;
- implements programmes in partnerships with local communities, organisations and the South African government;
- is responsive to the needs of its beneficiaries;
- is committed to promoting and protecting human rights for all;
- believes in leading by example and serving its constituents with the highest level of integrity;
- designs development-orientated programmes that promote innovative responses to the needs of the community;
- empowers participants to replicate efforts within the broader community; and
- is committed to information-sharing to enable other parties to replicate its work in different settings.

PROGRAMME AREAS

Committed to the implementation of inclusive, rights-based, gender-sensitive approaches, Africa Unite has in place the following programmes:

- ***Human Rights for Social Cohesion Programme:*** A comprehensive capacity development strategy for peer educators focusing on human rights, democratic governance and conflict prevention and transformation as a vehicle towards the achievement of social cohesion and the construction of human rights communities.
- ***Hear Me – Through the Eyes of the Young:*** To give voice to African youth, through the promotion of intercultural exchanges, creative arts education and skill sharing.
- ***Singamakhalipha Programme:*** Providing holistic psychosocial support and after-school care to local, refugee and migrant children affected by sexual and gender-based violence, HIV and AIDS, and community violence, including xenophobia-related violence.

SECTION TWO:

GOVERNANCE GUIDING PRINCIPLES

ROLE AND FUNCTION OF THE BOARD

INTRODUCTION

Corporate governance is the system by which organisations, including NGOs, are directed, controlled and held to account. Corporate or good governance also relates to organisational compliance with relevant national, provincial and local government laws and regulations and conformance to relevant standards and codes of good practice in the NGO sector in South Africa. In line with this, Africa Unite is committed to upholding the following five pillars of good governance, namely:

- Developing and maintaining the capacity to govern itself adequately (Self-regulation);
- Complying with NPO registration requirements with the Department of Social Development (Registration);
- Conducting itself consistent with good practice in its area of work (Professional environment)
- Managing its operations, to ensure continuity of interventions beyond the project cycle. (Sustainability)
- Ensuring a gender, nationality and sectoral balance and representation (Representation).

In addition to the above, Africa Unite also commits to observing fairness; accountability; participation; responsibility; transparency; efficiency and effectiveness; discipline; and independence in line with internationally agreed standards of good governance.

ROLE OF THE BOARD

The AU Board is the policy making body and is found at the top of the organizational structure. It consists of elected and or co-opted individuals who serve the organisation voluntarily in order to exercise leadership, enterprise, integrity and judgment in directing the organisation so as to achieve impact and to act in the best interests of the organisation's beneficiary groups. In the execution of its duties the Board is expected to exercise the duty of loyalty, the duty of care and skill, the duty of knowledge, and the duty of attention.

In the discharge of their functions, the Board members must satisfy common law and statutory requirements by always acting in good faith, with care, diligence, skill and within the laws of the country.

The Board has the responsibility for the long term strategic direction of the organisation, whereas the Director and/or the management team are responsible for operations. Although the responsibility for setting the direction remains with the Board, the process of establishing the vision, mission and strategy is a joint one involving the Board and the management team, led by the Director.

The Board is ultimately responsible for creating an environment which is conducive to good governance. In this connection, Board members are expected to have contextual competence, which is the ability to read and respond to the environment. The other key duties of the Board are:

- To develop and approve organisational policies and procedures;
- To ensure that a proper management structure, systems and procedures are in place and functioning properly;
- To regularly review systems, processes and procedures to ensure the effectiveness of its internal system of control for accuracy and informed good decision-making;
- To ensure sustainability of the organization through successful resource mobilization and management strategies;
- To assess the overall performance of the organisation in order to make the necessary strategic adjustments;
- To appoint the Director and participates in the appointment of all senior management; and
- To ensure that there is appropriate and adequate training for management and other employees.

The Board's financial responsibilities include reviewing periodic financial reports; improving the financial reporting systems, accounting systems, and budgeting processes; and ensuring that annual auditing takes place.

THE ROLE OF THE DIRECTOR

The Director is entrusted with the day-to-day management of AU's operations. He/she serves as an ex-officio member of the Board and has no voting rights. He/ she serves as the Secretary to the Board and is required to report to the Board regularly, ensuring that communication with the Board is open and transparent, relevant and substantial, prompt and fairly sets out the organisational position on current issues.

With respect to ensuring compliance with good governance principles and practices, the duties of the Director, among others, are to:

- Ensure that strategic and financial plans are put in place, periodically reviewed and updated annually;
- Ensure that a Human Resources (HR) development plan is put in place, approved by the Board and updated annually;
- Ensure that the Board, especially the Chairperson, are kept fully updated of any circumstances that may affect the organisation;
- Build a strong and effective management team;
- Ensure that all the necessary policies and procedures are developed and approved by the Board and applied effectively;
- Promote public knowledge about the organisation and act as its chief spokesperson; and
- Keep stakeholders informed of the activities of the organisation.

SECTION THREE:

TOWARDS GENDER EQUITY

GENDER-RELATED POLICIES AND PROCEDURES

DEFINITIONS

Gender refers to the social differences between men and women that are learned, changeable over time and have wide variations both within and between cultures. Gender is a socio-economic variable to analyse roles, responsibilities, constraints, opportunities and needs of men and women in any given context.

The term gender generally refers to:

- The socially constructed and culturally determined characteristics associated with women and men;
- The assumptions made about the skills and abilities of women and men based on these characteristics;
- The conditions in which women and men live and work;
- The relations that exist between women and men, and how these are represented, communicated, transmitted and maintained. This includes sexual and social relations, and relations of power and control based on gender.

Gender Equality

By gender equality we mean that all human beings should be free to develop their personal abilities and make choices without the limitations set by strict gender roles; and that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. This term is also used to refer to the equal rights, responsibilities and opportunities of women and men, girls and boys. It describes the equal sharing of power between women and men, in such areas as their equal access to education, health, political office, and equal pay for work of equal value. It is both a human rights issue and an indicator of sustainable people-oriented development.

Gender Awareness

Gender awareness is the recognition that the life experiences, expectations and needs of women and men are different, that many times they involve inequity, and that they are subject to change. In development and relief work, gender awareness refers to the perception and realisation of the ways in which women and men participate in the development process, how

they are affected by it, and how they benefit from it. Experience has shown that without such awareness, not only will development and relief interventions fail to meet the needs and serve the interests of all the people they are intended to help, but they may further hinder the situation of women.

GENDER-RELATED POLICIES

Policies that recognize the differing needs of a diverse staff contribute to a workplace culture that promotes productivity and ensures the retention of valuable staff. For such a work environment, appropriate gender-related policies should be in place with respect to diversity, recruitment and appointment, promotion, performance management, career development, and harassment and discrimination.

DIVERSITY

Africa Unite believes that the diversity of its staff contributes to excellence in achieving its organisational mission, goals and programming objectives.

In order to obtain the full benefits of this diversity, Africa Unite will fully respect the dignity of all staff members, without distinction, exclusion, or preference based on race, beliefs, national or social origin, religion, political affiliation, gender, or any other form of personal identity that could annul or alter equal opportunities or treatment at work. Africa Unite encourages, through its recruitment, compensation and professional advancement policies, the creation and development of a work environment oriented by the principles of gender and diversity equity that:

- is hospitable and supportive to all staff members;
- stimulates their fullest productivity and job satisfaction;
- recognises and harnesses their diverse skills, perspectives, and pools of knowledge and experience;
- ensures that all staff members have equal opportunities for career development and advancement, and
- recognizes the different constraints faced by men and women and seeks to change the distribution of those constraints.

Africa Unite seeks to foster a participatory environment in all aspects of its programme and administrative activities in order to allow full expression of the views of all groups of staff. It commits to monitoring the implementation of the gender and diversity staffing policies on a continuous basis in order to assess change and assure accountability.

RECRUITMENT AND APPOINTMENT

The Director's approval is required prior to the commencement of any recruitment. In recruiting staff, the following must be taken into account: There has to be sufficient funding to support the appointment. Any recruitment exercise must be in line with objectives for the upcoming year and with the approved personnel budget for that year. All new and/or replacement employee requests to the Director must be supported by a motivation for the appointment and a full job description. The Director's authorisation should include authorisation for the cost of recruitment, including relocation if required, and the method to be used (e.g. Advertising. Recruitment Agency Fees etc) With regard to the recruitment and selection of a new Director, the Board of Directors will lead the process.

It is Africa Unite's policy where possible, to recruit and promote from within the organisation. Each employee is encouraged to discuss his/her career ambitions with his/her immediate supervisor. Africa Unite will endeavour to accommodate any employee's wish to transfer them from one position to another, provided that: i) a bona fide vacancy exists; ii) the application from the employee is considered on merit, in relation to other applications; iii) the employee has the capacity to perform the job OR could reasonably be appointed in a trainee capacity and reach full competency within 1 year; and iv) that Africa Unite has the capacity to mentor such training. Employees must be made aware that all applications for internal transfers will be considered fairly, but will not necessarily result in appointments to the positions concerned.

The above provisions and the organisation's commitment to employment equity principles notwithstanding, Africa Unite recognises that the paramount consideration in the appointment, transfer, and promotion of staff shall be the necessity for securing the highest standards of efficiency, competence, and integrity available through competition. Furthermore, Africa Unite believes that the diversity of its staff contributes to excellence and in order to increase staff diversity, Africa Unite particularly encourages applications from prospective work-seekers who are women and/or nationals of countries that enjoy the right to asylum in South Africa.

Africa Unite commits to applying consistent and fair recruitment and appointment practices to ensure that its employees, as well as external candidates, regardless of gender, nationality, race, religion, ethnicity or any other form of personal identity, have equal opportunity for job openings or promotions. All vacant positions will be made known to the staff at the start of the recruitment process. Recruitment and appointment is based on the principle of open competition on merit, the basic elements of which include:

- adequate publicity—vacancies publicised to provide potential candidates with every reasonable opportunity to apply;
- special efforts made to encourage applications from groups that might otherwise be underrepresented in the recruitment process;
- absence of discrimination—selections made impartially under processes that will neither discriminate nor unduly favour candidates on the basis of race, national or social origin, religion, political affiliation, gender or any other form of personal identity, nor on physical disability not relevant to the assignment, age, marital status, or family size;
- ranking on the basis of the highest standards of efficiency, competence, integrity, professional qualifications, and appropriate experience to carry out Africa Unite’s mission, goals and programme objectives.

PROMOTIONS

Africa Unite seeks to provide its staff with opportunities for professional growth and advancement. At the same time, however, the nature of its work requires that it appoint the best qualified individual to each position.

All newly created or vacant positions will be announced both internally and externally and filled in accordance with the standard recruitment procedures. Staff members who feel that they are qualified for any announced opening are encouraged to apply, especially if the open position represents an opportunity for career advancement. Generally, staff should have completed at least one year in a position at the next lower grade. In the event the description of a specific existing position is amended, an evaluation of the position will be conducted to determine if the amendment justifies an upgrade to the next salary level. The incumbent of such a position determined to be at a higher level will be considered for promotion only if his/her overall performance during the immediately preceding two assessment periods was rated “fully

effective” or better. The salary of a staff member promoted to a new or reclassified position will be adjusted to the minimum of the new grade or increased by X% , whichever is greater.

HARASSMENT AND DISCRIMINATION

It is Africa Unite’s policy that all staff should be able to enjoy a working environment free from all forms of harassment and discrimination, whether on the basis of race, national or social origin, religion, political affiliation, gender or any other form of personal identity. Any conduct that fails to respect the dignity and feelings of another staff member is unacceptable. Accordingly, Africa Unite prohibits any comments or conduct by any staff member, male or female, that reasonably could be viewed as sexual harassment.

Sexual Harassment

Sexual harassment is defined as unwelcome verbal or physical conduct of a sexual nature. It may take the form of gestures, jokes, pictures, comments or physical contact of a sexual nature that are found personally offensive and that might create an intimidating working environment. It includes the transmittal or display of sexually offensive materials. Conduct is considered sexual harassment when:

- it is expressly or apparently unwelcome;
- submission to such conduct is made a condition of an individual’s employment;
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
- such conduct has the purpose or effect of interfering with an individual’s work performance or creating an unfriendly or offensive work environment.

Africa Unite strives to protect the dignity of its employees and will not condone sexual harassment. The Director has overall responsibility for implementing the policy. Whilst the policy obviously applies to Africa Unite employees it may also affect clients, customers, people seeking work, contractors etc.

Procedures for Addressing Sexual Harassment

Anyone who feels that s/he has been a victim of sexual harassment should proceed as follows:

Step One. Confidential Discussion with the Immediate Supervisor: The employee should keep records of the date/time/places and witnesses. The employee should first hold a confidential discussion with his/her supervisor who should try to resolve the situation by talking to both parties. In the event of the immediate supervisor being the harasser, the person should approach the Programme Manager or Director.

Step Two. Formal Complaint to Management: If the complaint cannot be resolved by step one above direct complaints to the Programme Manager or Director. A confidential discussion should be convened by the Director, involving the complainant, himself and if required a fellow colleague chosen by the complainant. The meeting should be convened within 1 week of the complaint having been received. It is important that no immediate judgement is made. All parties need to be protected. Alternative Action: In the event of the victim being uncomfortable to approach the designated persons (Programme Manager or Director), s/he is free to approach any of the Board Members.

Step Three. Investigation: The Director/Programme Manager or a Board member if the alternative action was taken in Step 2, will investigate the matter as soon as possible by interviewing the victim, alleged harasser and witnesses. If requested any of the parties may be assisted by a co-employee or union representative. A written record must be kept of the discussions. Feedback should be given to the complainant within one week of receiving the complaint

Step Four. Action: The Director should take action appropriate to the circumstance. Appropriate disciplinary action will be taken, as warranted by the severity of the offense.

Strict confidentiality will be maintained throughout the process and the privacy of those involved will be respected. All appropriate steps will be taken to ensure that no retaliation will be taken against any complainant or person who, in good faith, has participated in or provided information pertaining to an investigation, regardless of whether the complaint was upheld. No defamation will be allowed against an alleged offender. Claims made in bad faith may warrant disciplinary action.

Monitoring Implementation of Gender Policy and Procedures

The adoption of policies by management and Board is an important first step, but it is equally important that management support their implementation. Care must be taken to ensure that a staff member who avails himself or herself of a privilege or benefit explicitly offered is not in some way devalued by doing so. Managers and supervisors need to understand the rationale behind the policies they are asked to administer. In addition, staff participating in performance assessments or responsible for resolving harassment or discrimination conflicts, must undertake periodic training in the skills needed to carry out these vital tasks effectively.

All managers bear a shared responsibility to create an organisation that values men and women equally. While the Director needs to set the direction for change, a senior manager or Gender Focal Person needs to be responsible for implementing the change. Responsibility for promoting change in gender staffing, integrating gender dimensions into the core management systems and programming processes, and overseeing progress needs to be explicitly included in the portfolio of a senior manager or designated Gender Focal Person. The main areas of responsibility of the Gender Focal Person are to:

- identify key gender issues that affect organisational effectiveness and productivity, internally and externally, and define clear objectives to guide future action;
- interact with other staff to raise awareness, elicit concerns regarding issue definition, seek feedback and support, and communicate progress in this area;
- develop and prioritize specific proposals and action plans for investigating and addressing gender-related issues such as organisational culture, norms, and systems; recruitment and retention of high quality staff from diverse pools; career advancement; spouse employment; etc., that affect productivity, morale, and organisational awareness;
- seek the assistance, in consultation with the Director, of external consultants to conduct more in-depth research on those gender-related matters where in-house resources are lacking;
- present recommendations to management on feasible courses of action to improve Africa Unite's performance in these areas; and
- recommend a strategy for on-going monitoring and reporting of proposed and implemented activities.

The Gender Focal Person shall report formally to the Director and management team at least once quarterly to update them on progress regarding the implementation of gender staffing and gender integration in programme areas.

HIV-AIDS IN THE WORK PLACE

Background and Purpose

The impact of the spread of the Human Immunodeficiency Virus (HIV) and the Acquired Immune Deficiency Syndrome (AIDS) poses a serious health threat globally and particularly in Sub Saharan Africa where the incidence is higher than elsewhere in the world. Africa Unite recognises that issues of unfair discrimination, prejudice, ignorance and victimisation still surround HIV infection and AIDS. These arise from misconceptions regarding the origins of the virus, misinformation about promiscuity and sexuality, and inaccurate information on the infectiousness of the virus. All people are potentially susceptible to HIV infection.

The Promotion of a Non-Discriminatory Workplace

Africa Unite seeks to promote a workplace where people living with HIV-AIDS are free to be open about their HIV-AIDS status without fear of rejection, stigma or unfair treatment. No person will be unfairly discriminated against on the basis of their HIV-AIDS status within the employment relationship with regard to our methods of recruitment, advertising, selection criteria and appointments; our remuneration, job classification and grading practices; opportunities for training and development; our performance management practices; the termination of services.

HIV Testing and Respect for Confidentiality

Africa Unite will not require employees to be tested for HIV-AIDS. However we encourage employees to be tested so that they are aware of their HIV-AIDS status and can thus act responsibly. Africa Unite recognises that persons with HIV-AIDS have a right to privacy concerning their HIV-AIDS status. Employees do not have a legal duty to disclose their HIV-AIDS status. Where employees are aware of the HIV-positive status of another employee or

anyone else connected with the business of Africa Unite, they are required to keep the matter confidential unless the person has given his/her written consent for his/her HIV-Positive status to be disclosed.

Promotion of a Safe Workplace

In terms of Section 8 (1) of the Occupational Health and Safety Act, No. 85 of 1993, Africa Unite is obliged to provide, as far as is reasonably practicable, a safe workplace. The Africa Unite workplace does not constitute a high risk of occupational exposure to HIV. However Africa Unite will promote safe practices such as the use of gloves when dealing with first aid emergencies.

Management of Employees who are HIV-Positive

Africa Unite will not dismiss any employee solely on the basis of their HIV-AIDS status. Africa Unite will create a supportive environment so that HIV infected employees are able to continue working under normal conditions in their current employment for as long as they are medically fit to do so. In order to maximise the earning capacity of the staff member concerned, Africa Unite will make every reasonable effort to provide alternative, non-strenuous work when an employee becomes medically unfit to carry out (part of) their normal duties.

Dismissals due to Incapacity

If the employee is no longer able to work, and the employee's work circumstances or duties cannot be adjusted to suit his/her physical condition and/or no suitable alternative position can be found, then appropriate and fair termination procedures related to dismissal due to incapacity will be followed. The Director in conjunction with the affected employee's immediate supervisor will investigate the nature of the incapacity. When considering dismissal, the following factors should be considered: The employee's interests are there alternative, lighter duties that the employee could perform? / can the employee's work circumstances or duties be adapted to suit his / her physical condition? The employer's interests: can s/he perform his/her duties satisfactorily? An employee is not under a legal duty to disclose his/her HIV status during incapacity proceedings. At this stage of Africa Unite's life, benefits comprise a general 20% inclusion into the salary package. It is up to the employee to decide how to use this e.g. a

pension. Africa Unite cannot provide further benefits in the event of the employee being dismissed due to incapacity.

HIV/AIDS Education

Africa Unite is opposed to any form of discrimination against HIV-positive people or those with AIDS and their partners, family and friends on the basis of their HIV infection or AIDS. With no cure in sight, prevention through education is the only means available to us. Africa Unite therefore commits itself to including in its work strategies, programmes which will address these issues through individual awareness; social awareness; emergency or first-aid situations.

SECTION FOUR

CONDITIONS OF EMPLOYMENT

&

LEAVE POLICIES AND PROCEDURES

INTRODUCTION

This section of the manual sets out Africa Unite's general employment terms and conditions, employment policies and benefits. It forms part of the terms and conditions of the employment contract and is consistent with South Africa's current labour laws. Accordingly, the terms and conditions of employment are also guided by relevant provisions of the Basic Conditions of Employment Act, the Employment Equity Act and Affirmative Action provisions.

EMPLOYMENT EQUITY POLICY

EQUITY

Africa Unite supports the creation of a non racist, non sexist and democratic society where persons are regarded, treated and accommodated equitably, i.e., not unfairly discriminated against on any basis, for example, of race, gender, sex, marital status, family responsibility, ethnic and social origin, pregnancy, racial status, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth.

Except where affirmative action measures may apply, Africa Unite will not unfairly discriminate against anyone on the basis of any of the above categories in respect of: our methods of recruitment, advertising, selection criteria and appointments; our remuneration, job classification and grading practices; opportunities for training and development; our performance management practices; the termination of services; disciplinary and grievance procedures; promotions, demotions and transfers.

It is the responsibility of each employee to ensure that they exercise fairness in all their dealings; are not guilty of unfair discrimination; promote a culture of understanding between all groups of people in the workplace; avoid harmful conversations such as those which include 'hate speech'. Anyone who experiences a sense of injustice regarding equity issues at Africa Unite is asked to file a grievance under our grievance procedure (see Grievance Procedures).

AFFIRMATIVE ACTION

The Employment Equity Act of 1998 requires all 'designated employers' to implement specific affirmative action measures as outlined in the Act. Due to the size of the staff complement as well as its annual turnover, Africa Unite is not a 'Designated Employer'. Thus Africa Unite does not have a legal duty to implement specific measures as outlined in the Act. However, Africa Unite recognises the need to redress the imbalances of the past and will apply affirmative action measures to ensure that those from designated groups are more equitably represented. Africa Unite will make every effort to ensure that its staff complement reflects the demographics of the society in which we operate. The 'Designated Groups' who have in the past experienced disadvantages in employment are black people (Africans, Coloureds and Indians); women and people with disabilities.

When appointing new staff to Africa Unite, merit will be the overriding factor in the selection criteria. Africa Unite will also consider the needs of the schools and communities with which we are working. E.g. Development Practitioners ideally should understand the language and culture of the schools and communities with which they work. In the case of two or more candidates of equal merit being short listed for a position, Africa Unite will hire a candidate from the designated groups, provided that they can agree on the remuneration to be paid. Unless funding is specifically allocated for this purpose by donors, Africa Unite is not able to pay a premium for candidates from the designated groups. The Director has overall responsibility for the monitoring and evaluation of the equitable representation of designated groups in the workplace as well as Africa Unite's status with regard to the obligations of 'Designated Employer' according to the Employment Equity Act of 1998.

CATEGORIES OF EMPLOYEES

Africa Unite has the following categories of employees:

- **Permanent Employees:** Permanent employees will be subject to all employment policies and benefits where applicable.

- **Full Time Permanent Employees:** An employee is regarded as being employed on a full-time basis when she/he works a 40-hour week (including 1 hour for lunch), Monday to Friday.
- **Part-Time Permanent Employees:** A part-time permanent employee works less than an 8-hour day and/or fewer than 5 days per week. Benefits that differ from those of full-time employees will be explicitly stated in the Contract of Employment.
- **Fixed-Term Employees:** Persons who are employed by Africa Unite for a defined fixed period of time: could be part-time or full time. Fixed term employees are considered employees for the purposes of the policies that apply at Africa Unite. Benefits will be explicitly stated in the Contract of Employment.
- **Independent Contractors and Consultants:** Certain individuals /organisations may act in providing services on an agreed contractual basis that Africa Unite considers, to be of an temporary nature. Such independent contractors are not employees of Africa Unite but work independently, using their own resources. They are required to comply with Africa Unite's principles and practices.

CONTRACT OF EMPLOYMENT / LETTER OF APPOINTMENT

The letter of appointment is a written record of the contract between the employee or independent contractor and Africa Unite. Such a contract / letter will be provided for all categories of employees, including independent contractors and consultants. It contains a summary of general terms and conditions of employment and specific terms related to the individual. Among others, the letter of appointment will stipulate:

- a description of the job
- the hours that the employee will be expected to work
- ordinary and overtime rates of payment, where applicable
- any deductions to be made
- how much leave the employee will get
- the notice period
- the name and address of the employer
- the date of payment

PROBATIONARY PERIOD

All employees will be subject to a probationary period. For permanent employees the probationary period will be between one and three months. For Fixed Term employees, the length of the probationary period will vary, according to the length of the contract. During the probationary period, regular performance reviews will be held. At the end of the probationary period, Africa Unite may confirm in writing the confirmation of appointment to permanent staff, in the case of permanent employees; or to continuation of the contract, in the case of fixed-term contractors. In the unlikely event of performance not meeting expectation, normal performance counselling and/or enquiries will be held.

WAIVER OF PROBATIONARY PERIOD

At the discretion of the Director, when the employee has already completed a fixed-term contract with Africa Unite, the probationary period may be waived.

PERSONAL DETAILS

At the time of engagement, all employees must produce satisfactory evidence of date of birth, diploma and degree certificates, identity document, and where applicable, a valid driver's licence and any other official documentation which may be required. Africa Unite must be notified immediately in writing of any changes to these details including contact details.

INITIAL FIXED-TERM CONTRACT

According to Africa Unite's specific needs, some employee's initial contracts may be a minimum 3-month fixed-term contract (FTC). A contract setting out the conditions governing the FTC will be drawn up and signed by the employee and Africa Unite. Supervision will be performed regularly by the employee responsible for mentoring, as well as by the Director during the FTC period. The employee will be advised before the completion of the FTC whether the contract will end as stated; or the contract will be extended; or the employee will be appointed to the staff permanently. The decision will be confirmed in writing.

HOURS OF WORK

Full-time Africa Unite employees work a **40-hour week** including lunch breaks. Ordinary working hours are **09h00 – 17h00**, Monday to Friday, with an hour's lunch break each day. Due to the nature of Africa Unite's work with schools and communities, field staff and management will from time to time be required to attend meetings, seminars and workshops over weekends and in the evenings. Employees may exchange time off for work done over weekends and outside normal working hours. It is the responsibility of the supervisor/Director to ensure that a healthy balance of work and time off is maintained.

FLEXITIME

The organisation does not have a formal policy regarding flexitime. However we have always been sensitive to special needs that individuals may have from time to time and have accordingly tried to accommodate these whenever possible. For example, if an employee wishes to take a class that is available only at 10am, and that employee suggests alternative working times in lieu of the time taken for the class, we encourage supervisors to approve such requests. Another example might be of a parent of young children who must pick them up from pre-school and deliver them to a baby-sitter at a given time each day. Arrangements for 'time exchange' should be worked out between the supervisor and the employee, keeping in mind: Africa Unite's responsibilities and deadlines; the needs of those with whom they work; the needs of the clients and partners involved with their work.

OVERTIME

General Overtime Policy: It must always be borne in mind that Africa Unite is a non-profit organisation reliant on donor funding. Whilst it is recognised that there will be occasions when employees are required to put in additional work, Africa Unite wants to promote a culture of enthusiasm about the work we do that transcends noting down every minute worked outside of regular hours. In rare circumstances of recognised additional workload, pre-approved and authorised overtime worked enables employees to time-off equivalent to overtime worked. Time off in lieu (TOIL) must be taken within one month of the overtime having been worked.

Time Off After Travel: Field workers and Management Staff are entitled to a full day off after a field trip that includes four consecutive nights away from home. This day must be taken on the first weekday back at home unless an unchangeable work commitment falls on that day, when the next available workday must be taken.

ADDITIONAL EMPLOYMENT

All permanent full-time employees are required to obtain prior written approval from the Director for any other part-time work that they are involved in provided that; there is no conflict of interest with Africa Unite business; the additional work does not affect the employee's work performance at Africa Unite. Records pertaining to the approval of additional employment should be kept in the employee's file. In the case of the Director, prior approval for additional employment should be obtained from the Board.

RE-ENGAGEMENT OF FORMER EMPLOYEES

Africa Unite has no objection to re-engaging former employees provided the ex-employee left the service of the organisation in good standing and meets the requirements of the post. Where an employee is re-engaged within 1 year of having left Africa Unite, the calculation of the length of service will be considered continuous (less the period away) and added to previous service. Where an employee is re-engaged after having been away from Africa Unite for longer than 1 year, the calculation of the length of service will NOT take previous service into account, unless otherwise agreed by the Board of Directors.

Wherever possible, Africa Unite will recruit prospective employees within its areas of operation. However, in the event of appointing someone with a rare skill, not residing in Cape Town, Africa may use its discretion to contribute towards relocation costs, at rates decided by the Board, subject to the availability of funding for the said post. Vouchers must be produced for all costs and these costs will be reimbursed to a maximum of R5000. In addition, the cost of one single airfare to Cape Town may also be reimbursed. These payments are conditional on two years' subsequent service to Africa Unite. Any employee who leaves the service of Africa Unite with less than two years' service, will be required to repay relocation reimbursements *pro rata* according to the proportion of two years' service completed prior to leaving. The policy of contributing towards relocation costs will be reviewed annually by the Board. All authorisation

for relocation costs must be approved by the Board before the person is appointed to Africa Unite.

EMPLOYMENT OF RELATIVES

Africa Unite has no objection to the employment of relatives of Africa Unite staff provided the selection process has been fairly applied and the person meets the requirements of the post.

INDUCTION

Induction is the process of bringing newly recruited employees into the organisation, and ensuring that they are comfortably and fairly given the opportunity to familiarise themselves with their place of work; the standards of work expected of them and both the formal and informal rules of the organisation.

Once employed, the new employee is taken through an induction programme which is divided into three sections.

- **General Orientation to the Organisation:** Responsibility: Director or Programme Manager. An overview of the organisation: an historical overview; goals; structure; norms; standards and philosophy; the work environment. An overview of policy and procedures: communication channels; management philosophy; rules and regulations; office and organisational procedures; remuneration: salaries; overtime pay; bonuses; leave pay; how and when payment takes place. Fringe benefits: any applicable benefits which the organisation offers. Labour relations: employment conditions; any other applicable information.
- **Orientation to the Specific Job Requirements:** Responsibility: Head of Department - Functions of the department: objectives; activities; relation of the functions to other departments. Tasks and responsibilities: detailed explanation of the tasks based on the job description; explanation of the importance of the tasks, performance standards; working hours and overtime; forms, records and reports to be completed. Policy and procedures: rules which are unique to the task; private use of the telephone; public relations.

- **Orientation to the Office Environment:** Responsibility: Immediate Supervisor. the new employee's workspace: orientation to computer systems; usage of telephones, fax and answering machine. General office procedures: filing, stationery, petty cash procedures.

DISMISSAL FOR MISCONDUCT

Dismissal for misconduct may be summary or with notice depending on the circumstances and severity of the misconduct. In the case of Summary Dismissal, an employee will be paid up to the date of dismissal. In the case of Dismissal with Notice Pay an employee will be paid out for the notice period specified by the Chairman of a Disciplinary Hearing.

DISMISSAL DUE TO INCAPACITY

If the employee is no longer able to work, and/or no suitable alternative position can be found, then appropriate and fair termination procedures related to dismissal due to incapacity will be followed: The Director in conjunction with the affected employee's immediate supervisor will investigate the nature of the incapacity. When considering dismissal, the following factors should be considered. The employee's interests: can the employee's work circumstances or duties be adapted to suit his/her physical condition? The employer's interests: can s/he perform his/her duties satisfactorily? At this stage of Africa Unite's life, benefits comprise a general 20% inclusion into the salary package. It is up to the employee to decide how to use this e.g a pension. Africa Unite cannot provide further benefits in the event of the employee being dismissed due to incapacity. A dismissal for incapacity can be for:

- poor work performance
- physical disability or ill health
- incompatibility/unsuitability

When deciding whether a dismissal for incapacity was fair or not, the following must be considered:

- whether the employee failed to work to a required standard

- whether the employee was aware of the standard
- whether the employee was given a fair chance to meet the standard
- whether dismissal is the appropriate outcome for failing to meet the standard
- whether the incapacity is serious and what the likelihood is of an improvement.
- whether the employee could be accommodated in an alternative position should one be available.

Fair procedure

Dismissals for poor performance will only be fair if the employer:

- has given the employee proper training, instructions, evaluation, guidance and advice
- assessed the employee's performance over a reasonable period of time
- investigated the reasons for continued poor performance
- investigated ways of solving the problem without resorting to dismissal
- gave the employee a chance to be heard before deciding to dismiss
- considered employing the employee in an alternate and appropriate position should one be available.

Dismissals for (temporary/permanent) ill health or disability will only be fair if the employer:

- investigated the degree and duration of the injury or incapacity
- considered ways of avoiding dismissal, for example getting a temporary employee until the sick employee is better
- tried to find alternative work for the employee to do
- tried to adapt the work so that the employee could still do it
- gave the employee a chance to be heard before deciding to dismiss.

How badly ill or disabled the employee is (degree of incapacity) and for how long he or she is likely to remain ill or disabled (duration of incapacity), as well as the reason for the incapacity will be considered when deciding whether the dismissal is fair or not.

OTHER FORMS OF TERMINATION

Employees whose services are to be terminated for reasons other than dismissal or resignation, e.g. retrenchment, shall be given notice well in advance of their approaching separation from Africa Unite in order to give them the opportunity to make alternative employment arrangements. All other steps in accordance with reasonable retrenchment procedure shall be followed.

RETRENCHMENT POLICY

Africa Unite is a non-profit organisation reliant on donor funding. The Management of the organisation will make every effort to ensure that the organisation is sustainable. In the cases where the organisation is forced to downsize or make specific jobs redundant, the following procedure will be followed. The Director, in conjunction with the Board will declare that a downsizing exercise is needed. All employees in affected departments will be notified of: i) the existence a potential retrenchment situation; ii) the criteria to be used in deciding who will be retrenched. Every effort will be made to accommodate the affected employee/s in alternative positions. If retrenchment is unavoidable, the following will be taken into account: The LIFO (Last-in-first-out) principal; the last two performance appraisals of the employee/s; the specific capacity needs of the organisation. In the case of dismissal due to retrenchment, the severance pay will be one week per completed year of service.

Africa Unite is allowed to retrench employees for 'operational requirements' occasioned by severe cutbacks in funding; inability to raise the funds needed to sustain existing operations; or through organisational restructuring whereby two or more programmes are combined, thus resulting in a reduction of staffing numbers required. In the event of having to retrench staff, the Director must consult with and receive a directive from the Board. Members of the Board and/or the Director must meet with the staff and issue a written notice, making all the relevant information available in writing at the consultations, including:

- reasons for retrenchment
- alternatives considered including redeployment

- number of staff to be retrenched
- how it will be decided which staff to retrench
- when the dismissals will take place
- severance pay
- what other help the organisation will give to the staff who will be retrenched (for example, time off to attend interviews)
- possibilities of future re-employment for the affected staff members.

The consultation process is a 'joint consensus seeking' process. In other words the parties try and reach an agreement on the different issues, such as:

- whether retrenchment is justified and ways to avoid retrenchments
- ways to reduce the number of people retrenched
- ways to limit the harsh effects of retrenchment
- the method and criteria for selecting staff to be retrenched: if there is no agreement, Africa Unite must use fair and objective criteria
- severance pay: staff can negotiate for higher severance pay than the Labour Relations Act (LRA) prescribes, namely, 1 week's pay for every year of service.

If Africa Unite and the affected staff cannot agree, disputes over the procedures for retrenchment can be referred to the CCMA for conciliation. If the retrenchment involves an individual staff member, she/he can challenge the fairness of the dismissal at the CCMA if he or she wishes. A dispute about the amount of severance pay, is finalised at the CCMA by arbitration.

RETIREMENT POLICY

The retirement age for men and women is 60. The termination date is the last day of the month during which they turn 60. Employees are reminded that the onus is on them to make their own arrangements for retirement funding. As Africa Unite does not participate in a pension fund, there will be no further payments to employees once they have retired. In certain circumstances, in order to meet the needs of the organisation, retired employees may be

offered further employment on a contractual basis. The duration of each contract will not be longer than 12 months, but the contract may be renewed entirely at the discretion of the Director.

EXIT INTERVIEWS

All employees should be given an exit interview during their notice month. The purpose of the exit interview is to establish the reason for leaving; confirm administrative details of the termination; gain understanding of the employee's perception of working conditions, management styles and morale at Africa Unite. The exit interview will be conducted in confidence by the Programme Manager or the Director or a member of the Board of Directors.

The person conducting the interview should not be the employee's direct supervisor. Employees must be assured that information they want to be kept confidential is kept as such. Where disclosure of information could help Africa Unite to make positive changes, permission must be granted by the outgoing employee. A record of the interview should be placed in the Employee's Personal File.

LEAVE-RELATED POLICIES AND PROCEDURES

All leave provisions below are based on a 5-day working week. Where employees work a shorter week, leave will be calculated on a pro rata basis.

ANNUAL LEAVE

Employees may take annual leave of 22 working days paid leave per year, including the period between Christmas and New Year when the Africa Unite offices close. A staff member is entitled to take 22 days all in one go, but can choose to use the annual leave to take occasional days off work, which will be deducted from the annual leave.

- A maximum of 5 days of unused annual leave may be accumulated a year. All accumulated leave, has to be taken within six months after their leave cycle has ended. That is, unused annual leave may not be claimed after 6 months after the end of the leave-cycle.

- If a staff member is off work on any other kind of leave, these days do not count as part of annual leave. In other words, annual leave cannot be taken at the same time as sick leave, family responsibility leave or maternity leave.
- If the leave period covers a public holiday, then the public holiday does not count as part of the employee's leave. (Paid public holidays are: 1 January New Year's Day, 21 March Human Rights Day, Good Friday, Family Day, 27 April Freedom Day, 1 May Employees' Day, 16 June Youth Day, 9 August National Women's Day, 24 September Heritage Day, 16 December Day of Reconciliation, 25 December Christmas Day, 26 December Day of Goodwill.)
- Annual leave cannot be taken at the same time as the notice period.
- Leave pay is not a bonus on top of normal pay. It simply means that an employee gets a holiday every year, and gets normal pay for those days. If an employee doesn't take leave, or all the leave, Africa Unite will not pay out leave pay instead of leave.
- If a staff member leaves the organisation without having taken all the leave that is due to them, Africa Unite will pay out the pro rata portion of leave i.e payment for the days of leave not taken.

Application for annual leave should be made as far in advance as possible, taking into account the above, with timing approval at the discretion of the Director. Part-time employees and employees contracted to Africa Unite are granted annual leave on a pro rata basis, in terms of the 5-day work cycle. External contractors and consultants are paid per hour worked and not given paid leave by Africa Unite.

SICK LEAVE

An employee may claim, if required, up to thirty (30) days paid sick leave per three (3)-year (36-month) cycle of employment. Once all these paid sick leave days are used up, Africa Unite has no obligation to pay the employee when he or she is off sick. An employee must produce a medical certificate from a recognised, registered medical practitioner in respect of any absence claimed as sick leave for periods of more than 2 consecutive days. At the discretion of the Director, a medical certificate may be required for all periods of sick leave. An employee who is absent from work owing to illness must immediately make every effort to inform his or her head

of department or supervisor of the reason for each day of the absence. The person's manager must be notified by normal starting time that s/he is unavailable for work. On returning to work, an employee must report the sick leave taken on the leave application form which is passed via his or her supervisor.

FAMILY RESPONSIBILITY LEAVE

Employees who have worked for longer than four months may take up to five (5) days' paid family responsibility leave during each leave cycle under certain circumstances outlined below. As with sick leave, family responsibility leave should not be seen as an annual entitlement, but rather as a safety net, should unforeseen situations of grief or serious illness in family members occur. Supervisors must forward all recommendations for family responsibility leave to the Director who is the final authority. Family Responsibility Leave includes the following:

- **Compassionate Leave due to bereavement:** In the event of the death of the employee's spouse or life partner or parent, adoptive parent, grandparent, child, adopted child, grandchild or sibling, the employee will be entitled to apply for family responsibility leave. However, each application for compassionate leave in respect of the death of a relative who is not in the immediate family as outlined above, will be considered on its merits by the Director
- **Family Responsibility Leave to care for a sick child:** In the event of an employee unavoidably having to stay off work to care for a sick child, s/he may apply for family responsibility leave. For such applications, the employee must produce a medical certificate.
- **Compassionate Leave due to very serious illness:** It is acknowledged that similar emotional anguish to that of the death of a spouse or child, may also result from the very serious illness of an employee's immediate family. Compassionate leave may be granted under these circumstances if the illness requires constant attention from the employee specifically. Proof in the form of a doctor's certificate of the use of leave for looking after a seriously ill member of the immediate family will have to be provided.

A total of five days' leave per annum is allocated for this kind of leave and not five days for each event.

STUDY LEAVE

Study leave is granted for the purpose of writing examinations and for preparation purposes. Employees must discuss their studies with their supervisors. Full time employees are entitled to paid study leave up to a maximum of six days in any one year. Such study leave may be for the purposes of: preparation for examination purposes: maximum 2 days for each registered subject; one day for each test or exam provided by an exam timetable. Proof of registration accompanied by the examination timetable must accompany any such leave application which should be lodged with the supervisor as soon after the examination timetable is finalised as possible.

PUBLIC HOLIDAYS

All staff will be granted paid leave on South African public holidays.

RELIGIOUS LEAVE

Whilst the current government grants the Christian holidays of Christmas and Easter as Public Holidays, Africa Unite makes provision for adherents of other religions to be given a maximum of two (2) paid days Religious leave per annum in order to observe the high holy days of their faith. Such religious leave is granted when the religious holidays do not fall on Public Holidays, Christmas Closing Period, or weekends. Employees are required to apply for such Religious leave, which is to be approved by their supervisors. Other leave required for religious purposes is to be taken as Annual Leave. Muslim employees wishing to take time off to attend mid-day prayer meetings on Fridays are required to make up the time lost.

ENCASHMENT OF LEAVE

It is not Africa Unite's policy to pay out money in lieu of leave except where a staff member is leaving the organisation and has not yet reached the end of his/ her leave cycle.

MATERNITY LEAVE

General entitlements: Employees are entitled to four months' maternity leave. A further contribution may be claimed from UIF. If the employee does not qualify for UIF maternity benefits, she will be paid 60% of her salary for the four months maternity leave. Africa

Timing: An employee may commence maternity leave any time from four weeks before the expected date of birth, unless otherwise agreed between the employee and her supervisor; on a date from which a medical practitioner or midwife certifies that it is necessary for the employee's health or that of her unborn child. In compliance with the Basic Conditions of Employment Act, no employee may work for more than four weeks before and six weeks after the birth of her child, unless a medical practitioner or midwife certifies that she is fit to do so.

Notice: The employee must notify her supervisor in writing, unless unable to do so, of the date on which she intends to commence maternity leave and return to work after maternity leave. Such notification must be given at least four weeks before the employee intends to commence maternity leave; or if it is not reasonably practicable to do so, as soon as it becomes reasonably practicable.

Ante-natal clinics: Time off work will be granted for pregnant employees to visit routine ante-natal clinics once a month during the term of pregnancy, subject to the following conditions: submission of a medical certificate confirming pregnancy; authorisation for such leave of absence being obtained 24 hours before such absence (where possible); proof of attendance at the clinic being subsequently furnished by the employee; any additional time off required for medical reasons must be taken as sick leave.

Miscarriage: An employee who has a miscarriage during the third trimester of pregnancy or bears a still-born child is entitled to maternity leave for six weeks after the miscarriage or still-birth, whether or not she had commenced maternity leave at the time of the miscarriage or still-birth. Should the employee under these circumstances require additional time off work either for medical or compassionate reasons, application can be made for sick leave or compassionate leave.

Adoption: Where an employee gives up her baby for adoption, maternity leave will end no more than 6 weeks after the birth of the child. Where an employee adopts a child, she may apply to the Director for maternity leave. Each case is considered on its merits and the amount of maternity leave granted depends on the circumstances of each case, up to the maximum of four months.

Additional (unpaid) leave: Unpaid leave, where requested, may be granted to employees proceeding on maternity leave and to those who so apply during the course of their maternity leave. This leave may be granted for the period up until the child is six months old. Salary for the unpaid leave is zero (i.e. benefits and salary fall away). However, the employee may arrange to maintain one or more of her benefits at her own cost.

Return to work: Every effort will be made to ensure that an employee returning to work after a period of maternity leave returns to the post which she vacated. If it is not possible to return the employee to the same post, management will consult with her prior to finalising her redeployment. On her return to work, the employee's salary will at least be at the same level as it had been when she proceeded on maternity leave.

PATERNITY LEAVE

A permanent full-time employee who is the father of a newly born child, or who has adopted a newly born child, may be granted paternity leave on full pay for a maximum period of five working days, subject to the following conditions: the employee must notify his supervisor two months before the expected birth of the child that he intends to request paternity leave. If the employee is not married to the mother of the child, he will be required to submit a Registration of Birth Certificate, in which he is recorded as father of the child, in support of his application, and evidence that he will be supporting the mother and child. Until such time as the birth certificate is submitted, the leave will be recorded as annual leave. In the case of legal adoption, the employee must submit documentary proof of the adoption and written motivation in support of his application for paternity leave, for consideration by the Director. In general, paternity leave is only granted at the time of the adoption of a young baby. Should the employee request an additional five working days of leave, either as part of his annual vacation leave or as unpaid leave, his request will be granted. Applications for paternity leave must be submitted via supervisors to the Director.

SECTION FIVE

GRIEVANCE AND DISCIPLINARY

POLICY AND PROCEDURES

DEFINITION, BACKGROUND AND PURPOSE

A Disciplinary Action refers to an action taken by Africa Unite in response to employee misconduct. A Grievance Procedure refers to an action taken by an employee in response to a sense of injustice regarding conditions at Africa Unite.

DISCIPLINARY POLICY

The Disciplinary Policy has been written in order to help managers take the right actions in dealing with misconduct in the workplace; ensure that employees are made aware of what is expected of them. The focus should be on corrective remedies unless the misconduct is so severe as to require punitive action.

AUTHORITY TO DISCIPLINE

Anyone who supervises or manages staff has the authority to take disciplinary action according to Africa Unite's disciplinary policy. Record must be kept of all proceedings and filed in the employee's personal file. In the case of a Disciplinary Hearing, a secretary must take minutes. Disciplinary Actions: (See Disciplinary Code under 1.4 for a scale of offences)

WARNINGS

1. **General Procedural Guidelines:** Warnings should be given in the privacy of an office. The participants would be: the employee, the immediate supervisor, an employee representative, should the employee so request an interpreter (optional). The supervisor is responsible for keeping records and placing these in the employee's personal file. The Human Resources Manager is responsible for ensuring that the records are removed from the personal file at the appropriate time. The supervisor should give the employee 24 hours verbal notice of his/her intention to hold a meeting to discuss unsatisfactory conduct, notifying him/her that s/he may bring along a representative.
2. **Verbal Warning:** This is a warning that is given for less serious offences and should always be accompanied by counselling. A note should be kept in the employee's file of

the date and nature of the incident. A verbal warning may remain on record for up to 6 months.

3. **Written Warning (See Form E5):** A written warning could be issued after the employee has not shown satisfactory improvement after a verbal warning; or where the offence is serious enough to warrant a written warning. A written warning should always be accompanied by counselling and is valid for up to 12 months from date of issue.
4. **Final Written Warning (See Form E6):** A final written warning could be issued after the employee has not shown satisfactory improvement after a written warning; the chairperson of a Disciplinary Hearing has recommended a final written warning for a serious offence. A final written warning is valid for up to 12 months from date of issue.

SUSPENSIONS AND DISMISSALS

1. **General Procedural Guidelines:** No dismissal or suspension should take place without the express prior knowledge of the Director. All suspensions and dismissals must be in writing.
2. **Dismissal with Notice Pay:** An employee could be dismissed with notice pay when the chairperson of a Disciplinary Hearing has recommended dismissal with notice pay; or for serious offences that are considered not serious enough to warrant summary dismissal.
3. **Summary Dismissal:** This is the most severe form of discipline and may be recommended by a Disciplinary Hearing for a very serious offence. The employee is dismissed without notice pay.
4. **Suspension on Full Pay:** In the case of a serious offence, an employee may be suspended on full pay during the investigations preceding a Disciplinary Hearing. In every case where an employee is charged with fraud or theft s/he should be suspended immediately pending the outcome of the investigation.

DISCIPLINARY HEARING

A disciplinary hearing is a formal procedure which is held in the case of a serious offence to establish the guilt or innocence of an employee in respect of specific charges. The employee must be given notice of the Hearing noting the specific charges at least 2 working days in advance. The Chairperson should be a Board Member or Senior Person in the organisation.

The Chairperson must be impartial. The employee has the right to be represented / assisted by a fellow employee or Union Representative; call witnesses to testify on his/her behalf; an interpreter; question the witnesses called by the Organisation. The employee does not have the right to outside legal representation. Roles of the Participants in the Disciplinary Hearing:

1. The Accused Employee has the right to state his/her case, call his/her witnesses and cross-examine the initiator and organisation witnesses.
2. The Employee Representative: an employee that the accused nominates to represent/ assist his/her case and to speak for him/her as needed.
3. The Interpreter: an impartial person appointed by the organisation. The interpreter may only be called upon to interpret and not to contribute in any other way to the hearing. Africa Unite will first try to appoint an interpreter from inside the organisation. Where this is not possible, an external interpreter may be appointed.
4. The Secretary: the secretary is appointed by the chairperson to take minutes at the Hearing.
5. The Chairperson chairs the meeting and ensures that proceedings are fair and according to Africa Unite's policy. Decides on the guilt/innocence of the employee and the sanction to be imposed.
6. Witnesses: both the accused employee and the organisation may call witnesses to give evidence at the Hearing.
7. Organisation Representative: a manager who presents Africa Unite's case at the Hearing.
8. The Chairperson should communicate his/her decision, giving reasons, to all parties in writing within 2 working days.

APPEAL HEARING

This is a formal procedure, requested by an employee after receiving notice of the Chairperson's findings containing reasons for the sanction after a Disciplinary Hearing.

1. **Grounds for Appeal:** Should the employee not be satisfied with the verdict of the chairperson, s/he may lodge a formal written appeal to the Director within 5 working days of receipt of the Chairperson's Verdict including reasons for his Verdict. Based on the facts of the case, the employee may appeal on the following grounds: penalty was too

harsh for the circumstances; the Chairperson was wrong in his/her findings; incorrect procedures were followed.

2. **Participants:** Apart from the (different) Appeal Chairperson, who may be appointed from outside the Organisation, the same participants take place as in the Hearing.
3. **Procedure:** Minutes, documents and the sanction presented at the previous Hearing are read by the Chairperson. No additional information should be submitted. The Appeal Hearing is not a repeat of the Hearing but the Chairperson gives an opportunity for both sides to state their case concerning the facts of the appeal. The Chairperson should communicate his/her decision in writing to all parties within 2 working days.
4. **Further Action:** The decision in the Appeal Hearing will be Africa Unite's final decision on a matter. The employee must be informed that s/he has the right to take the disputed matter to the CCMA. (Commission for Conciliation, Mediation and Arbitration) or to another Arbitrator suitable to both parties. In this regard an arbitrator shall be agreed upon by both parties and shall be a person/body qualified to conduct arbitration; both parties agree to abide by the arbitrator's finding; both parties agree that the finding of the arbitrator can be made an order of court; authorisation to follow this route of external mediation and/or arbitration, rather than referral to the CCMA, shall be at the discretion of the Director. The cost of dispute resolution shall be borne at the rate of 75% by Africa Unite and 25% by the employee unless otherwise decided by the arbitrator or in mediation.

DISCIPLINARY CODE

The code has been drawn up as a measure to correct behaviour that is unacceptable at Africa Unite. The code is not a comprehensive list of all possible offences but provides guidelines as to the appropriate disciplinary action in a variety of situations. Factors such as the severity of the offence and the circumstances surrounding the offence may necessitate deviation from the code as stated here. The onus is on each employee to familiarise him / herself with the disciplinary code.

OFFENCES

1. **Category A:** These are very serious offences that may lead to dismissal. In addition to internal disciplinary action, Africa will also lay a charge in the case of criminal offences:

2. Industrial Action: Unprotected (Illegal) strike; Fraud and Dishonesty: Giving / Receiving a bribe; using Africa Unite's funds or resources for usage not authorised. Gross negligence in carrying out the work of Africa Unite; Theft of Africa Unite Property; Unauthorised possession or usage of alcohol or narcotics in the workplace; Sexual Harassment; Assault or violence; Giving false information in reports; Serious abuse of Africa Unite resources; Related offences.
3. **Category B:** These are serious offences for which the first sanction would be a final written warning, after which a second offence, if serious enough could lead to a dismissal. Threats of violence or abusive language; Wilful loss or damage to Africa Unite property; Refusal to obey lawful instructions; Insubordination; Hate speech (speech that is deliberately derogatory towards a defined group of people); Not declaring a weapon on entering Africa Unite premises; Publicly misrepresenting the aims/objectives of Africa Unite; Related offences.
4. **Category C:** These are less serious first offences that may lead initially to a Written Warning. (Thereafter repeated similar offences, if serious enough, could lead to further written warnings/ a final written warning and ultimately dismissal): Not complying with established procedures; Unauthorised absence from work for one or two days; Failing to report an accident; Smoking in a smoke free area; Behaviour that is detrimental to good interpersonal relationships; Poor performance: failure to deliver work on time where there are no extenuating circumstances; Related offences.
5. **Category D:** These are less serious first offences that may lead initially to a Verbal Warning. (Thereafter repeated similar offences, if serious enough, could lead to written warnings and ultimately dismissal): Passing time idly; Unauthorised extension of lunch hour; Coming late for work.

GRIEVANCE PROCEDURES

A Grievance arises where an employee experiences a sense of injustice in connection with a situation at work.

Any employee may inform the organisation of his/her dissatisfaction by formally lodging a grievance according to the procedure set out below. Copies of all documents and records of meetings should be kept in the employee's personal file. If the grievance relates to the Director,

the employee may bypass the Director at the relevant stage and approach the Deputy Chairperson of the Board.

PROCEDURE

1. **Step One:** Employees are encouraged to try to resolve the grievance informally by discussing it with the relevant people. Should the outcome not be satisfactory to the employee, s/he should lodge a formal grievance.
2. **Step Two:** The employee should fill in a grievance form and hand it to his/her supervisor within 1 week of the grievance having arisen. (*FORM E7 Grievance Form*). To try to resolve the issue, the supervisor must investigate and hold a meeting with the employee, giving feedback within 5 working days of receipt of the grievance form.
3. **Step Three:** If the employee considers the outcome unsatisfactory, s/he may refer the same grievance form to the Director within 2 working days of receipt of the outcome of the first submission. To try to resolve the issue, the programme Manager or Director must investigate and hold a meeting with the employee, giving written feedback within 5 working days of receipt of the grievance form, making provision for a hearing if necessary. (*E8 Outcome of Grievance Form*).
4. **Step Four:** If there is still no satisfactory outcome, the employee may take the matter to the CCMA (Commission for Conciliation, Mediation and Arbitration).

ALTERNATIVE ROUTE

After Step Three, should no solution be found, an employee may choose to request external mediation or a facilitated conversation. Arbitration will follow if mediation yields no agreement. In this regard an arbitrator shall be agreed upon by both parties and shall be a person/body qualified to conduct arbitration; both parties agree to abide by the arbitrator's finding; both parties agree that the finding of the arbitrator can be made an order of court; authorisation to follow this route of external mediation and/or arbitration, rather than a referral to the CCMA, shall be at the discretion of the Director; the cost of dispute resolution shall be borne at the rate of 75% by Africa Unite and 25% by the employee unless otherwise decided by the arbitrator or in mediation.

SECTION SIX

PERFORMANCE MANAGEMENT

AND

APPRAISALS

PERFORMANCE MANAGEMENT

Performance management is a systematic process of creating a work environment in which staff are enabled to perform to the best of their abilities. It is strategic in that it engages staff with the organizational vision, mission and long term goals, and how these are reflected in and integrated into its programme implementation strategies. A performance management system provides a framework that enables staff to understand how they 'fit' into the organization; what is expected of them, and how they can use their individual strengths, creativity, skills and experiences in working towards the fulfillment of their own and the organisation's goals. In pursuit of this, the performance management process creates a systematic and cyclical relationship between the following, facilitated by what is known as performance appraisals.

Performance Appraisals

The performance appraisal is an integral part of a performance management system. It is essentially an opportunity for an individual staff member and those concerned with their performance – usually their manager - to get together to engage in a dialogue about the individual's performance, development and the support required from the manager to facilitate his /her attainment of his/her goals. The performance appraisal is NOT a punitive measure. It is a mechanism through which the programme or work team can communicate performance issues in a clear and productive manner, and identify their individual and collective strengths. It assists in developing an understanding of the gaps or shortcomings in performance competencies, and the measures to be put in place to address these. Information produced during the performance appraisal can feed into other elements of performance management, hence the importance of implementing performance appraisals in tandem with all other elements within the performance management cycle.

The performance appraisal represents one of a range of tools that can be used to manage performance, and revolves around the following main processes:

- **planning** work and setting expectations or goals
- continually **monitoring** performance

- **developing** the capacity to perform
- periodically **rating** performance
- **rewarding** good performance

The five key elements of the performance appraisal are:

- **Measurement** – assessing performance against agreed targets and objectives.
- **Feedback** – providing information to the individual on their performance and progress.
- **Positive reinforcement** – emphasising what has been done well and making only constructive criticism about what might be improved.
- **Exchange of views** – a frank exchange of views about what has happened, how appraisees can improve their performance, the support they need from their managers to achieve this and their aspirations for their future career.
- **Agreement** – jointly coming to an understanding by the manager and appraisee about what needs to be done to improve performance generally and overcome any issues raised in the course of the discussion.

The performance of all Africa Unite staff will be formally appraised on a yearly basis. The **annual appraisal** will be based on:

- *Individual Performance Agreement* – set at the start of the performance appraisal period, this document provides a summary of the main goals the appraisee commits to achieving during the course of the year.
- *Employee Self- assessment* – how the appraisee rates his/her own performance, and the staff development/training support he/she requires to fulfill their job more effectively.
- *Peer Assessments*- anonymous comments from team members and co-workers on how they perceive/experience the performance contribution of their colleague
- *Manager's Performance Assessment* – taking into account the comments from peers, the line manager is ultimately accountable for assessing the appraisee's overall performance; recommendations for performance rewards; identification of further staff training; and/or redesigning goals and objectives.

To ensure that performance is monitored on a continuous basis, Africa Unite will implement an appraisal method commonly known as **Management by Objectives or MBO**, providing for performance monitoring conversations on a **quarterly** basis. As with the annual performance

appraisals, the quarterly monitoring conversations would revolve around the following questions:

- **Objectives** - whether they were achieved and if not the reasons why.
- **Competence** – whether individuals are performing below, within or above the requirements of their role.
- **Training** – what training or support the individual has received in the review period and what training or development they would like to receive in the future.
- **Actions** – a note of any actions that need to be carried out by the individual staff member (appraisee) or the supervisor (appraiser).

Information gathered during this process will feed into the formal performance appraisal conversation, thus ensuring that Africa Unite strengthens a culture of consistent quality performance.

SECTION SEVEN

MISCELLANEOUS WORKPLACE

POLICIES AND PROCEDURES

CARRYING OF WEAPONS

Africa Unite prohibits the use or possession of weapons within work premises. Should any employee arrive at work carrying a weapon, s/he is required to make arrangements with the Director to place the weapon in the safe while s/he is at work. If a weapon is not declared when an employee arrives at work and is subsequently discovered, that employee will be subject to disciplinary procedures in accordance with the organisation's Grievance and Disciplinary Procedures.

ZERO TOLERANCE OF VIOLENCE POLICY

Africa Unite will not tolerate violence on or around its premises either by or against staff members, volunteers, or members of the public. Any incident of violence should be reported promptly to the Director or appropriate supervisor. Violence includes, but is not limited to, verbal or physical intimidation, contact, or threats. Reported incidents are subject to investigation or corrective action. Any staff member or volunteer who does not comply with this policy may be subject to discipline, up to and including dismissal.

DRESS CODE

Africa Unite does not have a formal dress code as is customary in some commercial sectors. Africa Unite's dress code is casual with an emphasis on neatness and cleanliness. In our work with schools and the community it has generally been found that a casual rather than a formal dress code is more suited to the practicalities of the school environment. However there are exceptions, so any staff member who work with schools should be sensitive to the school's prevailing dress code and dress accordingly. Those attending meetings with government officials, community organisations, schools, donors and other clients are asked to be sensitive to their prevailing dress code and if necessary, dress more smartly.

ENVIRONMENTAL POLICY

Africa Unite supports the promotion of conservation and measures that secure ecologically sustainable development and the use of natural resources while promoting justifiable economic

and social development. Every Africa Unite employee has the right to an environment that is not harmful to their health or well-being. To benefit present and future employees, Africa Unite will through appropriate measures:

1. prevent smoking from taking place on the premises (refer to *Smoking Policy*)
2. prevent the abuse of any hazardous chemicals, sprays or other substances to be used on the premises;
3. promote improvements in sanitation and hygiene practices.

Africa Unite, in support of environmental awareness, undertakes to:

- recycle all waste paper, by delivering such to recycling depots within its neighbouring area;
- recycle all cans, plastic, glass and any other useful items, by delivering these to relevant depots;
- reduce waste;
- conserve water and energy.
- educate all staff within its employees on the importance of adhering to and practising the above. Africa Unite will communicate and encourage this policy and other issues of good environmental practices openly with other organisations, interest groups, authorities and communities.

The Director has overall responsibility to see that the environmental policy is carried out. Every employee has a responsibility to uphold Africa Unite's environmental policy.

FOOD POLICY

Africa Unite recognises the important role of nutrition in the health of its staff and others are affected by its operations. In addition Africa Unite wishes to be sensitive to dietary needs as dictated by religious convictions or specific illnesses. Whenever Africa Unite provides food on its premises the following measures will be taken Where Africa Unite is aware of specific religious or dietary needs, alternatives will be provided. E.g. Halaal, Kosher, Vegetarian, Sugar-free. Where Africa Unite is not specifically aware of such needs, alternatives such as Vegetarian will be provided to cater for those who may not be able to eat some of the food. Wherever possible, Africa Unite will avoid serving food with harmful ingredients such as preservatives. The Africa Unite employee responsible for organising food on Africa Unite's premises on any occasion must be aware of, and take overall responsibility for the implementation of the food policy.

GRAFT POLICY

Graft refers to the receiving of gifts from suppliers or anyone connected with the business of the organisation. In its most severe form it is known as bribery. The purpose of this policy is to ensure that staff understand the serious nature of graft. Anyone found contravening the organisation's graft policy will be subject to disciplinary action which may result in dismissal.

No employee may accept a personal gift from a supplier, consultant or client or anyone connected with the business of the organisation in the form of goods, money or monetary discounts on prices for items purchased. At the discretion of the Director, office gifts such as calendars, cakes, rulers etc. may be received from time to time provided that the goods remain the property of Africa Unite and remain on Africa Unite premises; they are shared among the staff: i.e. no one employee personally benefits more than another; gifts such as rulers, calendars etc. are clearly marked with the supplier's logo; no gift may exceed the value of R60.00; the Director is satisfied that the gift will not compromise Africa Unite's future dealings with the supplier in any way. All employees must notify the Director of any instances of gift giving or attempted gift giving.

HEALTH AND SAFETY POLICY

All Africa Unite employees and associates visiting our premises have the right to work in a safe environment that is not detrimental to their health. Africa Unite will promote a work environment that is safe; promote a work environment that complies with the Occupational Health and Safety Act of 1993; raise awareness of health and safety issues among employees and visitors.

The Director has overall responsibility to for ensuring compliance with the Occupational Health and Safety Act of 1993. The Director has overall responsibility for the implementation and maintenance of safe practices at Africa Unite including training. All employees are obligated to adhere to safe work standards; identify and eliminate unsafe practices; inform visitors of the standards where relevant; report on any situation that is unsafe or unhealthy to the Director; inform the Director immediately of the occurrence of a workplace accident involving staff or visitors.

Safe Work Standards

The following safe work standards will be practised at Africa Unite:

1. **electrical equipment:** all electrical equipment must be earthed; all electrical flexes should be correctly routed; earth leakage must be tested regularly; regular checking of fluorescent fittings for flickering.
2. **fire precautions:** correct fire fighting equipment should be available in good working order; all staff should be familiar with the operation of the fire fighting equipment; all staff should know what to do in the case of a fire.
3. **first aid:** a well-stocked first aid kit should be available; the first aid kit should contain rubber gloves; in the event of having to deal with a first aid emergency, staff are asked to wear rubber gloves to prevent the possible spread of infectious diseases.
4. **safety in the workplace:** glass doors should bear visibility warning stickers; loose tiles, turned up carpets and sharp corners on furniture are hazardous and should be brought to the attention of the Director.

COMPENSATION FOR OCCUPATIONAL INJURIES

Africa Unite will lodge a claim against Workman's Compensation for any injury that occurs while an employee is on duty. Africa Unite can however not guarantee the amount of compensation if any that may be received.

MEMBERSHIP OF PROFESSIONAL BODIES

Development Practitioners and Management are encouraged to be members of their respective professional associations or regulatory bodies. Africa Unite will not pay professional membership fees.

EMPLOYEE LOANS

Africa Unite is not in a position to loan money to employees. Under exceptional circumstances, however, Africa Unite will avail to a staff member a salary advance, not exceeding 40% of total monthly salary. Requests for salary advances must be carefully monitored by the Financial Manager to minimise abuse of the policy.

RETIREMENT FUNDING, MEDICAL AID AND LIFE COVER

Due to the size of Africa Unite's staff complement, it is not feasible for the organisation to participate in medical aid, pension or group life schemes which all require a minimum number of staff members..However staff is encouraged to contribute on their own will. Employees should provide details of contributions to retirement annuities and medical aid to the Accountant so that appropriate tax relief on such contributions can be given, should current tax legislation make such relief available. Please note, the onus is on employees to inform both the Accountant the Director of retirement funding and medical aid arrangements. Our Accountant will provide guidance on the correct income tax legislation.

STUDY BURSARIES

Africa Unite does not generally fund formal tertiary education such as degree courses. From time to time, in order to further an employee's professional development, according to their job description, Africa Unite may fund short courses at the rate of 50% of the course fees. A written agreement will be drawn up. Employees have to pay back the course fees paid by Africa Unite in the following circumstances: if they leave the employ of Africa Unite within 6 months after the completion date or another period as stipulated in the written agreement. (The completion date is generally taken as the date on which the last examination is written; if they do not pass the course.

TRAINING AND DEVELOPMENT

- **Personal and Professional Development:** Africa Unite will support the personal and professional development of its employees by funding and scheduling Personal Professional Development courses for employees. From time to time employees will be expected to take part in such course programmes. Employees are encouraged to make use of their Performance Review sessions to discuss training needs with their supervisors.
- **Conference Attendance:** Anyone wishing to attend a conference connected with their work, should submit a proposal to the Director for approval. The bulk of the costs of the conference should be recoverable from a sponsor. Africa Unite may pay a portion of the

direct and indirect costs associated with attendance at a conference. After the conference, the employee must submit a report to the Director.

- **Course Attendance:** Employees may request permission to attend courses which will be beneficial to the work undertaken by the organisation. Such requests need to be submitted to the Director.

RECORD KEEPING

Owing to the nature of our work at Africa Unite, it is essential that we maintain accurate written records in order to reduce misunderstandings related to communication. After any discussion with colleagues or associates of Africa Unite, all staff are expected to confirm agreements in writing by email, fax or memorandum, and then to file them effectively (see #4, below). For such written communication, the style does not necessarily have to be formal: a note in point form is generally adequate. All staff must ensure that they follow correct filing and storage procedures so that such data may be easily accessed, either manually or electronically.

GENERAL RESOURCES POLICY

Africa Unite staff are expected to use every means at their disposal to cut costs and to make proposals related to cost saving. An employee who abuses Africa Unite resources by using these for personal matters, will be subject to disciplinary action.

IT POLICY

1. **Ethical Usage of Equipment:** Africa Unite resources are funded by donors for specific projects and may not be used for non-work-related activities. You are asked to be cognisant of our need for the highest integrity in these matters at all times. In the case of IT resources, staff are not permitted to surf the web for personal interest or send personal emails. Owing to the danger of viruses, any downloading of software from the internet needs the approval of the supervisor. Employees are asked to inform their social network of the ethical usage of working time and resources and thus not to send personal emails unless in the case of emergency. When carrying out work duties, in order to save on costs, employees are asked to send batches of emails rather than one-at-a-time.

Africa Unite will not support the installation or maintenance of personal PC's at employees' homes. We do realise that from time to time important or emergency situations may arise

where employees would wish to briefly use Africa Unite IT equipment for personal business. On such occasions, employees are requested to obtain permission from their supervisors. Computer games are banned at Africa Unite. If employees are aware of games on their computers, they must arrange for them to be deleted

2. **Back-Ups:** Regular system back-ups are done via the network once a week. The onus is on each computer user to ensure that their work is backed up whilst doing it as well as to check that the back-up is working on their portion of the network. Employees are asked to keep a 'work in progress' file backed-up on disc.
3. **Virus Checks:** It is the responsibility of each employee to ensure that any discs coming into the office are checked for viruses before being used. If a virus is detected, an employee should delete the virus immediately; inform his/her supervisor; Employees are asked to be vigilant when opening emails. Any email that has an attachment should be treated with caution. Any doubtful email with an attachment should be discussed with the employee's supervisor.
4. **Telephone Policy:** As with IT resources, employees are asked to refrain from using the telephone for personal use. Calls to cellular phones are discouraged unless circumstances require it. Employees are asked to first try the person's office landline before dialling the cellular phone number. Employees are asked to inform their social network of the ethical usage of our time and resources and thus not to phone in unnecessarily. Social telephone calls should be limited to after hours using the person's own telephone. We do realise that from time to time important or emergency situations may arise where employees would wish to make personal telephone calls. These should be brief.

SMOKING POLICY

1. **Background and Purpose:** It is commonly known that smoking is harmful both to the health of smokers and to those who passively smoke. The Tobacco Products Control Amendment Act (Act no. 12 of 1999) gives everyone the right to clean air and thus controls smoking in public places. As an employer, Africa Unite wishes to create a healthy working environment. Africa Unite is duty-bound to ensure that employees and visitors who do not want to be exposed to tobacco smoke in the workplace are protected from it.
2. **Policy:** Smoking will be prohibited in all Africa Unite buildings. For practical reasons, Africa Unite is not able to provide designated smoking areas within its buildings. Staff member who smoke are required to smoke off the premises. This policy will apply to

employees, volunteers, contractors, visitors and clients alike. Ashtrays will be available at the front door so that visitors who smoke may extinguish their cigarettes on entering the building. A 'No Smoking' Sign will be displayed at the entrance to the building. Staff members who smoke outside are asked to discard unused cigarettes in the outside bins.

3. **Application of the Policy:** All staff dealing with visitors must deal courteously with those who wish to smoke, telling them politely but firmly that Africa Unite's premises comprise a non smoking zone. Staff members who do not comply with the provisions of the smoking policy may be subject to disciplinary action.
4. **Procedure for Smoking Disputes:** At Africa Unite we encourage staff to settle conflicts of interest regarding smoking in an informal manner. If an agreement cannot be reached, in the interests of good health, the right of the person objecting to the smoking will be given preference. An aggrieved employee who cannot achieve settlement informally, may file a grievance in terms of Africa Unite's grievance procedure. Anyone who has filed a grievance regarding the smoking policy may not be victimised.

VOLUNTEER POLICY

The mission of Africa Unite is enhanced by the active participation of students, national and international interns and citizens of the community. To this end, Africa Unite accepts and encourages the involvement of volunteers at all levels of the institution and within all appropriate programmes and activities. AU staff are encouraged to assist in the creation of meaningful and productive roles in which volunteers might serve and to assist in recruitment of volunteers from the community. The productive utilisation of volunteers requires a planned and organized effort. The function of the Director or a designated supervisor is to provide a central coordinating point for effective volunteer management within the organisation, and to direct and assist staff and volunteer efforts to jointly provide more productive organisational services.

The Director or a designated supervisor takes primary responsibility for planning for effective volunteer utilization, for assisting staff in identifying productive and creative volunteer roles, for recruiting suitable volunteers, for training staff to supervise volunteers effectively, and for tracking and evaluating the contribution of volunteers to the organisation.

Procedures for the Management of Volunteers

The guidelines set out below provide overall guidance and direction to management, staff, and volunteers and are intended for internal management guidance only. They do not constitute, either implicitly or explicitly, a binding contractual or personnel agreement. Africa Unite reserves the right to change any of these policies and to expect adherence to the changed policy. Unless specifically stated, these policies apply to all volunteers in all programmes and projects undertaken on or on behalf of Africa Unite. Accordingly, Africa Unite accepts the service of volunteers with the understanding that such service is at the sole discretion of the organisation. Volunteers understand that Africa Unite may at any time, for whatever reason, decide to end the volunteer relationship. Likewise, the volunteer may at any time, for whatever reason, decide to sever the volunteer's relationship with Africa Unite. Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor.

Volunteer Duties and Responsibilities

Volunteers represent a valuable resource for Africa Unite, its staff and its visitors. Volunteers should be given meaningful assignments and effective direction, and be recognized for work done. In return, volunteers should actively perform their duties to the best of their abilities, volunteer at their assigned times, and remain loyal to the mission and procedures of Africa Unite. A system of records should be maintained on each volunteer with Africa Unite, including dates of service, assignments held, duties performed and feedback forms. Volunteers and appropriate staff are expected to submit all appropriate records and information in a timely and accurate fashion. Volunteer records shall be accorded the same confidentiality as staff personnel records.

Volunteer Responsibilities

- Volunteers must seek prior consultation and approval from appropriate staff prior to any action or statement which might affect or obligate the organisation. These actions may include, but are not limited to, public statements to the press, coalition or lobbying efforts with other organizations, or any agreements involving contractual or other financial obligations.
- Volunteers are responsible for maintaining the confidentiality of all appropriate or privileged information to which they are exposed while serving as volunteers, whether this information involves staff, volunteers, or other persons, or involves overall

organisational business. Failure to maintain confidentiality could result in ending the volunteer's relationship with Africa Unite.

- Volunteers are expected to perform their duties on a scheduled and timely basis. If expecting to be absent from a scheduled duty, volunteers should inform their staff supervisor as far in advance as possible so that alternative arrangements can be made. Continual absenteeism may result in a review of the volunteer's work assignment or term of service, and could result in ending the volunteer's relationship with the organisation.

Africa Unite's Responsibilities

- Africa Unite should establish an appropriate workstation for volunteer use prior to the enrolment of volunteers. This workstation should contain necessary facilities, equipment, and space to enable the volunteer to perform their duties.
- Volunteers should have clear, complete, and current descriptions of the duties and responsibilities assigned to him/her.
- Before a volunteer is recruited or assigned, a description should be developed for the volunteer assignment. This volunteer description should be reviewed with and given to each accepted volunteer. Volunteer descriptions should be reviewed and updated at least every three years by the volunteer supervisor, or whenever the position substantially changes.
- Descriptions should usually include a summary of the assignment, a title, a listing of responsibilities and qualifications, any training requirement, the time commitment needed for the assignment, the supervisor and the worksite location.

SECTION EIGHT

REMUNERATION POLICIES

INTRODUCTION

This is a statement of Africa Unite's principles and objectives with regard to remuneration. Africa Unite is reliant on donor funds for most of its income. Africa Unite is mindful that we live in a country with vast disparities of income. Many of our citizens live in dire poverty. This statement of principles is an indication of our will, and is always subject to the availability of funds.

PAY STRATEGY OBJECTIVES

1. Africa Unite wishes to attract, motivate and retain high quality staff.
2. Africa Unite intends to keep pace with the salaries of those in the independent development sector.
3. Africa Unite intends to keep pace with the Cost Price Index annually.
4. All staff should understand the principles behind salary decisions which must be taken fairly.

PRINCIPLES

GRADING

Salary levels are related to job grading based on the following key factors inherent in each job at varying levels:

1. the level of formal Communication required by the job;
2. the Active/ Action learning required by the job;
3. the level of Responsibility inherent in the job;
4. the extent of Planning required in the job;
5. the Impact of Decision-making regarding strategy and functioning;
6. the Complexity of the job.

Each job has a job description and a grade and has a salary 'band' that represents the range of salary packages appropriate for those performing that job. The gradings for different jobs will be based on the content of the job (a combination of skills, knowledge, responsibility), rather than

the performance of the individual carrying it out. This will ensure internal equity of positions, roles and responsibilities.

SALARY BANDS

Each job grade has three rates of remuneration which are set annually:

1. **Midpoint:** which is the rate at which a person fully competent in all key performance areas should function. The midpoint is set at approximately the development sector 50th percentile for benchmark jobs in that grade. Every effort will be made to hire new recruits at the midpoint rate of the grade.
2. **Lower rate:** at which employees will generally be appointed when they are promoted to that grade. Employees will be informed of the required standards and levels of competence will be reviewed as part of the performance monitoring process. The lower level is currently set at 90% of midpoint.
3. **Maximum rate:** for employees who are determined, as part of the performance review system, to have achieved over and above the required competence in all key performance areas for that job. Movement through the salary band is dependent on increasing capacity and skills, knowledge and responsibility. This is fully integrated with the Performance Appraisal system to ensure that all relevant data is applied. Every effort will be made to hire new recruits at the midpoint rate of the grade. However where the current market for a particular job dictates a higher rate, it may be necessary to 'flag' a particular post as an exception. The process will be conducted as follows: an initial recruitment exercise will be carried out by Africa Unite management who will then 'flag' the post; the Director will set a salary level appropriate to market factors.

ANNUAL COST PRICE INDEX ADJUSTMENTS

Subject to availability of donor funds, all employees shall receive an annual salary adjustment according to the Cost Price Index. It is recognised that if such adjustments are not made, salaries are effectively decreasing.

OTHER SALARY INCREASES

Subject to availability of funds, the Board may approve increases higher than the Cost Price Index when an employee's salary is below midpoint and provided performance is at the required

level of competence; or an employee has performed over and above the required level of competence and the salary should be raised above the midpoint.

Annual BONUSES

It is not part of Africa Unite's policy to automatically pay a 13th cheque to each employee. However, when funds are available and, Africa Unite may choose to make available bonuses. Exceptional performance will be identified against clear criteria during the annual performance review. All bonus decisions will be made by the Board or a sub-committee mandated to oversee the performance appraisals and recommendations for pay increases.

REMUNERATION PACKAGE

The Remuneration Package is based on the total cost of employment for the post.

FIXED-TERM CONTRACTORS AND PART – TIME EMPLOYEES

Africa Unite employees who have fixed-term contracts with Africa Unite will be paid according to the appropriate job grade pro rata at the same rate as permanent fulltime employees. Such employees will be eligible for annual leave, sick leave and family responsibility leave pro rated as per contract. They do not qualify for employee benefits such as study leave, paternity leave, sabbatical leave, outstanding performance rewards or maternity leave. Independent contractors and consultants are paid per hour worked and not given any benefits. Part-time permanent employees will be paid according to the appropriate job grade pro rata at the same rate as permanent full-time employees. Part-time permanent employees will be eligible for annual leave, sick leave and family responsibility leave pro rated as per contract. The granting of such benefits as maternity leave, sabbatical leave, paternity leave or outstanding performance rewards is at the discretion of the Director.

JOB DESCRIPTIONS AND GRADING DECISIONS

All permanent and fixed-term posts at Africa Unite are described in job descriptions that form part of the employment contract. These job descriptions set out the overall purpose of the job; the key result areas; performance indicators; expected behaviours, skills and abilities required

by the job; clarity on the factors against which posts are differentiated: the level of formal Communication required by the job; the Active/Action learning required by the job; the level of Responsibility inherent in the job; the extent of Planning required in the job; the Impact of Decision-making regarding strategy and functioning; the Complexity of the job. In addition to tasks specified in job descriptions, postholders should provide any other reasonable assistance that may be required from time to time. Jobs are differentiated into 9 grades. (referenced A- I).

Job descriptions should be reviewed and revised annually as part of the performance review. If substantial changes are required that reflect changes in key performance areas, the post may need to be re-graded. Grading and re-grading decisions are made by a **Grading Committee**, which is mandated by the Board to make binding decisions on the grade of every post. The Committee is chaired by the Director of Africa Unite (or his/her nominated representative.) The other committee members are an employee representative; a board member nominated by the Board to serve for a specified period.

The Programme Manager or manager of the team in which the person works, should be available to clarify any issues related to the job description. The Committee should provide consistency, continuity, balance and a knowledge of the work required for each grading decision.

PROCEDURE FOR GRADING/RE-GRADING

For every post that is to be graded / re-graded, the relevant manager must discuss the job description with his/her immediate senior. (It is envisaged that as Africa Unite grows, the job description would be discussed with his/her team so that a Team recommendation of the appropriate grade is agreed.) The manager should notify the grading committee of the recommended grade when it considers the relevant post. When the post has been formally graded by the committee, the manager is responsible for informing the postholder (and the team) on a timely basis. If any employee has grounds to believe that her/his job description has been inaccurately graded, that employee will be required to use the appeal process as outlined in the grievance procedure.

TRAINEE POSITIONS

From time to time Africa Unite may wish to appoint someone to a trainee position until such time as they are fully competent in the job. Such positions would accommodate people from both

within and outside the organisation who have the potential to fulfill the requirements of the position but not the relevant training or experience. The trainee salary level would normally be set by the Director at 70 - 90% of the midpoint for the salary grade relevant to the job. The percentage would be determined by comparing the trainee's competencies with those required by the job. It is essential that the trainee's job description clearly sets out the competencies required with recognisable milestones so that it is clear when full competency is established. It is recommended that, provided performance milestones are reached, interim six-monthly increases are given so as to bring the trainee up to the required salary level for that grade.

MOTOR VEHICLE POLICY

1. **Monthly Travel Amount:** Whilst it is the responsibility of each person to provide their own transport from home to work, Africa Unite's Development Practitioners travel to communities all over the Western Cape. For each post where travel is an integral part of the job, a monthly travel amount will be allocated to that post. This will be set annually when salaries are reviewed. Employees will not receive that amount but may claim travel costs back from Africa Unite up to a maximum of the monthly travel amount, at a rate per km set each year by the Board. Where the employee travels from home to the client, the kilometres used must be calculated as the lesser of the distance from home to the client and the distance from Africa Unite premises to the client. All fuel costs incurred in excess of the stipulated limit must be paid by the employee unless documentary evidence is submitted that the excess amount was for legitimate business purposes.
2. **Repairs and Maintenance:** Repairs and maintenance of vehicles used for Africa Unite activities will be borne by the individual and not Africa Unite as the per kilometre rate includes an element above fuel cost to cover repairs and maintenance.
3. **Insurance:** The onus is on the employee to make sure that his/her car is adequately covered by insurance. Please check with your insurance company that your vehicle will be covered while driving on Africa Unite business. The employee is responsible for insurance costs.
4. **Records:** The onus is on the employee to keep a log book of kilometres travelled and keep records of expenses such as insurance so that they can claim travel costs from Africa Unite at a rate per kilometre; if applicable, they can put in a claim to SARS when they fill in their tax return. Any queries regarding these issues should be addressed to the Accountant.

TRAVEL AND SUBSISTENCE

1. **Local Travel:** For travel within South Africa, supervisory staff will approve all travel and subsistence expenditure of their respective staff.
2. **International Travel:** International travel has to be authorised by the Director and Board before any expenditure is committed by way of travel / accommodation bookings or other costs.
3. **Authorisation:** Authorisation of all travel must be made prior to the commitment to any expenditure.
4. **Air Travel:** All air travel is to be undertaken at the economy rate and provisional bookings should be made well in advance in order to secure the lowest fares.
5. **Subsistence:** Subsistence Rates: Africa Unite will pay subsistence subject to a daily rate. The rates are set annually by the Board of Directors. Please consult the Financial Policy Manual for details of current per diem rates. (*E15Travel Rates*).
6. There will be two rates: within the Rand Monetary Area; International Business Travel. While travelling on Africa Unite business, this subsistence rate covers the costs of incidentals and meals other than breakfast. Subject to prior arrangement, costs for accommodation and breakfast are dealt with separately and may be paid directly by Africa Unite. Employees are advised to keep records of their subsistence expenditure for their annual SARS return.
7. **Claims:** Staff members wishing to claim for personal monies used during a trip should complete the required claim form with details of trip undertaken and attach receipts and vouchers.
8. **Advance Payments:** Where subsistence and other related costs are to be funded in advance of a trip to be undertaken, staff need to request authorisation for the trip and the advance of expenses from the Director and Board of Trustees after which a cheque will be issued. Receipts are to be submitted on return to the office, together with any unspent travel advance.

TAX ADVICE

Once a year Africa Unite will retain the services of a tax advisor to ensure that the proposed remuneration packages are legal and that Africa Unite's responsibilities are being met.

SALARY ADMINISTRATION

The Accountant has overall responsibility for payroll administration. Salaries are paid monthly in arrears on the 25th of each month by electronic bank transfer into each employee's bank account. Part-time employees may choose to be paid monthly by electronic bank transfer or weekly in cash. All changes to the Payroll are to be notified to the Accountant by the 20th of each month.

ADDENDUM: STANDARD FORMS

All forms are obtainable from the Human Resources office:

E1	Letter of Appointment
E2	Personal Details Form
E3	Fixed Term Contract
E4	Leave Application Form
E5	Written Warning
E6	Final Written Warning
E7	Grievance Form
E8	Outcome of Grievance Form
E9	Africa Unite Grading System
E10	Exit Interview Form
E11	Performance Appraisal Form
E12	Study Bursary Form
E13	Letter of Confirmation – Appointment to Permanent Staff
E14	Application for Employment
E15	Travel Rates
E16	Maternity Leave Acknowledgement of Debt
E17	Relocation Costs Acknowledgement of Debt