

**POPULATION HEALTH AND ENVIRONMENT-ETHIOPIA
(PHE-ETHIOPIA CONSORTIUM)**

Human Resource Manual

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Introduction

This Human Resource and Administration manual has been designed to help employees of the Population, Health and Environment – Ethiopia (PHE-Ethiopia Consortium) to understand what is expected from them and what can be expected from the Management team of the organization.

The manual explains conditions of service, rules and the benefits that are available, and therefore forms part of the employee’s contract of employment.

The manual covers a wide range of information and is an important reference document. It is important that employees read the contents carefully and fully understand the implications of the terms.

The manual refers to full time and contract term employees as well as casual and short-term employees. Any doubts or queries regarding the application of any of the regulations contained in this manual should be referred to the Executive Director.

Employees are expected to be fully cognizant of the regulations and comply with them accordingly.

Employees will be advised of amendments and are required to alter their personal copy accordingly.

PHE-Ethiopia Consortium is concerned with the general well being of its employees’ and aims to provide and promote, as far as possible, a work environment, which is both enabling and enjoyable.

The organization and the board recognize that from time to time employees’ may require personal assistance for a variety of reasons.

In this regard the board and the management encourage employees’ discussion of these, in confidence, with the Executive Director or his/her designate.

It is hoped that Management will assist the employee to mitigate these problems, restore the work ethic and well being and therefore maintain and enhance an efficient and congenial working environment.

i) Employees' responsibility

To ensure that the policies set forth in this Manual are applied, it is fundamental that all employees' be familiar with its contents.

All employees including management have a responsibility to read and assist with the practical application of the policies laid out in this Manual.

ii) PHE-Ethiopia Consortium 's Mission

PHE-Ethiopia Consortium exists to enhance and promote the integration of population health and environment at various levels for sustainable development.

iii) PHE-Ethiopia Consortium's Vision

PHE-Ethiopia Consortium envisages providing leadership in integrating PHI to bring about healthy ecosystems and communities in Ethiopia.

iv) Principles/Values

- **Sustained commitment to PHI integration:** PHE-Ethiopia Consortium and its members are committed to the integration of PHI as a main focus area of intervention.
- **Respect for nature and human well-being:** PHE-Ethiopia Consortium strongly believes that human beings are the main focus of development interventions. However every development intervention has to ensure the healthiness and sustainability of the environment.
- **Scale up through partnership and coalition building:** Integration of PHI is based on partnerships and coalition-building with stakeholders, government bodies and non-state actors. PHE-Ethiopia Consortium seeks to scale up interventions by fostering partnerships among government, member organizations and development partners.
- **Equity:** PHE-Ethiopia Consortium works with all people from different walks of life. The views and active participation of people is encouraged despite their age, ability, and or any other differences.

- **Accountability and transparency:** PHE-Ethiopia Consortium strongly believes in taking full responsibility for its work and builds efficient systems and strategies that clearly show its work transparently to its members, and others.
- **Community Empowerment:** PHE-Ethiopia Consortium 's member organizations and partners need to support community empowerment initiatives on PHI, and need to work together by coordinating their activities with others in the community so that the interest of the grass root community can be fulfilled in an integrated and sustainable way. Community participation enables the integration to come alive, holds the space for creativity, imagination, innovation, and sustainability. In addition, we need to develop community empowerment model sites of members and partners.

1. Contents of the manual

1.1. Purpose of the Manual

The purpose of this manual is to provide guidance for essential human resource procedures for Population, Health and Environment – Ethiopia (PHE-Ethiopia Consortium) office. It is intended primarily as a tool to define the specific human resources (HR) responsibilities of Executive Director, office staff and specialist staff that are charged with oversight for the Human Resources function.

The procedures in this Human Resources Manual take in to consideration local conditions. These human resources guidelines are designed to provide a written source for the procedures and policies of the for PHE-Ethiopia Consortium office and to ensure that:

- Compliance with donor rules & regulations
- Compliance with local laws
- To create a harmonious working relationship between PHE-Ethiopia Consortium and its employees to facilitate a conducive working atmosphere and maintain a satisfied, self-controlled and motivated work force.
- By clearly identifying the rights and obligations of employees, to sustain mutual understanding and peaceful working conditions.
- To ensure that staff development and personnel policies are managed in a consistent, transparent, equitable and effective manner.
- To provide fair and equal opportunities for the employees to all benefits of PHE-Ethiopia Consortium .
- To determine organization discipline and grievance handling mechanisms.

1.2 Scope of the Manual

- This Human Resources Policy and Procedures Manual governs all relations between PHE-Ethiopia Consortium and its staff. The Labour Law (Proclamation No. 377/2003) or any proclamation of the government of Ethiopian will cover any omission in this manual.
- This policy will not apply to consultants or any other persons who undertake to do or execute a definite piece of work on their own.
- This manual will also apply to temporary staff except in so far as benefits are concerned.
- In case of lack of clarity about any particular clause, sentence or word contained in this manual, the interpretation of the Executive Director (ED) of PHE-Ethiopia Consortium shall be final.
- The Board of Directors is visited with the authority to introduce additional policies as well as to amend or alter existing policies and procedures as may be required from time to time such changes shall be communicated to the staff through the ED.

This manual shall be updated whenever we have changes in the labour laws in Ethiopia or **PHE-Ethiopia Consortium** 's HR policies. All changes shall be in writing and must be approved by the Executive Director or his/her designate before they are made.

The policies and procedures outlined in this manual should be fully explained to and understood by all **PHE-Ethiopia Consortium** employees. Each employee should sign a declaration that he/she understands and agrees to abide by the policies and procedures detailed in the manual. This declaration will be placed in their personal file.

1.3 Amendment of the Manual

This Human Resource Policy and Procedures Manual may be amended periodical upon the approval of the Board. It replaces all personnel policies and procedures issued previously and shall come into effect as of the approval date of the **PHE-Ethiopia Consortium** Board.

1.4 Roles and Responsibilities

The organizational Set up of PHE-Ethiopia Consortium, as stipulated in the memorandum of association comprises the General assembly, Board of Directors, Management, Programs and External Auditors.

The general Assembly is the supreme body of the organization. The BOD, five in number are appoint by the general assembly.

The External auditors will be appointed by the management based on the necessary procedures form a list released by the Agency to provide audit service of NGO's in Ethiopia. The external auditors report to the GA. The approved report will be shared with the General Assembly, Government (MOJ and Agency), Donors and all interested groups.

The executive Director ED who is appointed by The BOD undertakes the management representation role of the organization. Those includes

- The Executive Director will monitor and review the equitable implementation of all approved personnel policies.
- The Executive Director is responsible for approving the PHE-Ethiopia Consortium **annual** HR budget; vacation/holiday schedule, all new positions, new hires and terminations. All salary increases including promotions, administrative issues are approved by the Executive Director.
- It is the responsibility of the Executive Director to ensure that applicable HR policies are developed for and implemented in **PHE-Ethiopia Consortium**. The Finance and administration manager/ Officer will work with the Executive Director to determine appropriate salary levels and identify the appropriate benefits package for the PHE-Ethiopia Consortium office that are in line with **PHE-Ethiopia Consortium's** standards and Ethiopia local labor laws.
- The Executive Director's responsibilities include Reviewing, implementing and overseeing the **PHE-Ethiopia Consortium** HR policies.
- Acting as a primary liaison to the Board.

- In conjunction with the Finance and Administration Manager/Officer, setting up the salary levels and identifying the appropriate benefits packages that are in line with **PHE-Ethiopia Consortium's** standards and local laws.
- Recruiting, hiring and terminating local hire staff in coordination with the Administration and Finance officer and the management.
- The Executive Director, in consultation with the Administration and Finance officer will recommend any revisions to this HR Manual as and when they are needed. No individual employee is authorized to modify Human Resources policies by making any oral or written statement.

Other management and program staff responsibilities are stated in memorandum of association of PHE-Ethiopia Consortium. The detail job descriptions for each position are attached as Annex.

It is important to note that the responsibilities outlined here below do not define the entire array of responsibilities that the office has. The responsibilities are specific to Human Resources Role.

The **PHE-Ethiopia Consortium** HR manual is a “living” document, which will be reviewed on a need basis as labour laws, policies and practices change. The Administration and Finance Officer or designee will initiate the review of any HR policy, share the same with the Executive Director or his/her designate for comments and direction before seeking approval from the board.

For Operational purposes and availability, the Executive Director can delegate some of the responsibilities indicated here above as he/she deems it appropriate.

As part of his/her responsibilities the Finance and Administration Manager/Officer will develop the PHE-Ethiopia HR policies. In addition, other responsibilities which include:

- Recruiting, which includes placing the advertisements, screening, setting up interviews and making offer after the approval is obtained.
- Staying informed about Ethiopia country laws governing employment and human resources matters as well as its ongoing developments, and to contact the Executive Director or designee for information and guidance on specific interpretation and application, as necessary.
- Conducting the orientation for new employee.
- Maintaining personnel files
- Providing reference for former staff
- Conducting exit interview and following the termination procedures for departing staff.

1.5. **Human Resources Costs and Budgeting**

Guidelines for developing annual budgets are provided by the Finance Team. In creating Human Resources Budget, Executive Director will forecast as accurately as possible the staffing needs for the year to come, as well as any recruitment costs for all staff. In forecasting the staffing needs, Executive Director should consider:

- Current job positions and funding sources for each.
- Proposed projects, the source of funding and the job positions required.

- Compensation package for all local hire staff, whether current or proposed.
- Recruitment costs for proposed job positions — including expatriates and third country nationals.

A compensation package must be budgeted for every job position and represented in the annual budget, along with the source of funding used to cover the costs. A compensation package must include the following:

- Basic Salary
- Merit Increase
- Cost of Living Adjustment, if applicable
- Overtime (for Drivers, Cleaners and Guards)
- Severance, as mandated by the Ethiopia Labour Proclamation.

Recruitment and Interview Costs: Costs for recruitment and interviewing for Ethiopia -based staff must be budgeted for. The recruitment and interview costs are:

- Advertising
- Travel and per diem for job candidates (for Candidates coming from outside Addis Ababa)

2 General Policy Statements - 1

Non-discrimination, respect and dignity at work - anti-harassment, confidentiality and non-disclosure, alcohol abuse, drug free workplace, HIV and AIDS related conditions, smoke free environment, publication and ownership for work product policies.

These policy statements uphold certain principles on which a fair, productive and healthy work environment is based. **PHE-Ethiopia Consortium** is committed to implementing the principles contained in these policies. In addition, PHE-Ethiopia Consortium's staffs at all levels are responsible for accepting and supporting these principles and policies.

All general policies provided herein should be included as written unless otherwise discussed and approved by the Executive Director or his/her designate and the Finance and Admin.Manager/ officer.

2.1 Non-Discrimination

PHE-Ethiopia Consortium is an equal opportunity employer committed to diversity in its staffing. This means **PHE-Ethiopia Consortium** does not discriminate against any individual because of race, creed, ancestry, citizenship, religion, color, gender, age, national origin, political belief, sexual orientation, marital status or disability when recruiting, hiring, applying fringe benefits, developing and training, promoting, or in any other condition of employment.

PHE-Ethiopia Consortium recruits, hires, trains and promotes people in all job classifications based on professional merit. Selection decisions are made according to the principles of equal opportunity and consider only the posted valid requirements of job openings.

At all times, employment related policies and procedures shall be consistently administered according to the principles of this Non-Discrimination Policy.

2.2 Respect and Dignity at Work — Anti-Harassment Policy

PHE-Ethiopia Consortium is committed to providing all employees with a work environment free of all forms of discrimination and in which every employee is treated with honor, respect and dignity. To that end, **PHE-Ethiopia Consortium** has a policy of zero tolerance for harassment based on sex (with or without sexual conduct), race, color, religion, national origin, age, disability, citizenship, marital status, sexual preference, protected activity (such as opposition to prohibited discrimination or participation in a legal complaint process) or any other characteristic or status protected by Ethiopian law. This non-harassment policy covers harassment by anyone in the workplace—supervisors, co-workers and non-employees.

To constitute harassment the conduct must be so objectively offensive as to alter the conditions of the employee's employment. The conditions of employment are altered if the harassment culminates in a tangible employment action (such as causing direct economic harm) or if the harassment is sufficiently severe or pervasive to create a hostile work environment.

PHE-Ethiopia Consortium takes this non-harassment policy very seriously, and the mandate prohibiting harassment comes from the top of **PHE-Ethiopia Consortium Management**. **PHE-**

Ethiopia Consortium will stop harassment about which it is informed. Therefore, we encourage employees to report harassment promptly and before it becomes severe or pervasive.

Prohibited harassment includes, but is not limited to:

Verbal harassment: such as epithets, derogatory comments, vulgar or profane words and expressions, slurs, jokes or comments that refer to an individual's sex, race, color, religion, national origin, age, disability, citizenship, marital status, sexual preference, protected activity or any other characteristic or status protected by law.

Physical harassment: such as unwelcome touching, assault, blocking, impairing or otherwise physically interfering with an individual's normal work or movement;

Visual forms of harassment: such as derogatory posters, cartoons or drawings; and

Sexual harassment: such as unwelcome sexual advances or requests for sexual favors; verbal, visual or physical conduct of a sexual nature, such as name calling, obscene jokes, sexually suggestive comments or insulting sounds, graphic or verbal comments of a sexual nature about a person's anatomy; displaying sexually suggestive objects, posters, drawings or pictures; or transmission of sexually suggestive material via e-mail. Sexual harassment includes situations in which submission to or rejection of a sexual overture is used as a basis for a tangible employment action, such as hiring for a job, compensation, promotion, demotion, etc. It also includes words or conducts that have the purpose or effect of creating an intimidating, hostile, or sexually offensive work environment, even if the employee suffers no tangible job action ("hostile environment").

Complaint Reporting Procedure: If an employee believes that he/she has been subjected to conduct which violates **PHE-Ethiopia Consortium** Non-Harassment Policy, the employee should report the matter immediately to his/her Primary Supervisor or Executive Director or his/her designate. If the employee is unsure about to whom to raise a complaint of harassment, or if the employee has not received a satisfactory response to his/her complaint of harassment within five business days after reporting the complaint, the employee should immediately contact the Finance and Administration Manager/Officer.

PHE-Ethiopia Consortium takes its Non-Harassment Policy very seriously and staffs are expected to report instances of harassment truthfully and responsibly. False reports of harassment in violation of this policy may result in corrective action, up to and including termination of employment.

Confidentiality of Complaint: **PHE-Ethiopia Consortium** will protect the confidentiality of harassment allegations to the extent possible. However, we cannot guarantee complete confidentiality because **PHE-Ethiopia Consortium** cannot conduct an effective investigation without revealing certain information to the alleged harasser and potential witnesses. **PHE-Ethiopia Consortium** will share information about allegations of harassment only with those who need to know about it. Records relating to harassment complaints will also be kept confidential on the same basis.

Complaint Investigation Process: The Supervisor to whom the sexual harassment is reported to must inform the Finance and Administration Manager/Officer who will investigate complaints of alleged harassment promptly, thoroughly and impartially. As soon as **PHE-Ethiopia Consortium** learns of alleged harassment, it will determine whether a detailed fact-finding investigation is necessary. If so, it will be launched immediately. The amount of time that it will take to complete the investigation will depend upon the particular circumstances. It is the duty of all **PHE-Ethiopia Consortium** employees to cooperate and provide information during a complaint investigation. Refusal to cooperate in the process will result in discipline, up to and including termination from employment.

Protection against Retaliation: PHE-Ethiopia Consortium will not tolerate adverse treatment of employees because they report harassment or provide information related to such complaints. For Population, Health and Environment will undertake all measures necessary to ensure that retaliation does not occur.

Determination of Complaint Investigation: Once all evidence has been compiled, interviews are finalized, and credibility issues are resolved, **PHE-Ethiopia Consortium** will make a determination as to whether harassment occurred.

PHE-Ethiopia Consortium will undertake immediate and appropriate corrective action proportional to the seriousness of the offense, including discipline up to termination; whenever it is determined that harassment has occurred in violation of this policy. This action will be designed to stop the harassment, correct its effects and ensure the harassment does not happen again. Remedial measures will not adversely affect the complaining employee.

Supervisor Responsibility: While maintaining a work environment free from harassment is everyone's responsibility, each supervisor has the responsibility to maintain the workplace free of any form of harassment. This duty includes discussing this policy with staff members to assure that they are aware of it and sensitive to each other's differing perceptions of what constitutes harassment and its legal definition.

Disciplinary action shall be taken where it is determined that a supervisor failed to report violations of this policy or employee complaints of workplace harassment to the Executive Director or his/her designate and the Finance and Administration Manager/Officer.

2.3 Confidentiality and Non-Disclosure

PHE-Ethiopia Consortium employees agree that all information they may receive from for Population, Health and Environment or from its employees is proprietary information of for Population, Health and Environment and shall be treated as confidential. Proprietary information includes but is not limited to materials, information or ideas relating to PHE-Ethiopia Consortium 's business, operations, services, methods and procedures, inventions, processes and technical data and any other information acquired by or as direct result of employment by PHE-Ethiopia Consortium . PHE-Ethiopia Consortium's proprietary information shall for all time and for all purposes be regarded by employees as strictly confidential and held in confidence, and solely for PHE-Ethiopia Consortium's benefit and use.

PHE-Ethiopia Consortium employees are expected to exercise the utmost discretion in regard to all matters of official business. They shall not use any information known to them by reason of their position to their private advantage, nor shall they disclose any information about PHI – Ethiopia that has not been made public unless authorized to do so by the President or as required in the course of regular duties.

This clause shall not apply to disclosures required in connection with a regulatory, judicial or administrative proceeding having the force of law.

Upon the termination of employment, employees shall surrender to **PHE-Ethiopia Consortium** . All PHE-Ethiopia Consortium proprietary information in the employee’s possession, including without limitation, duplicates, facsimiles and notes relating thereto.

2.4 Alcohol Abuse

PHE-Ethiopia Consortium has a vital interest in maintaining safe, healthful and efficient working conditions for its employees. Being under the influence of alcohol on the job may pose serious safety and health risks not only to the user but also to the user’s fellow employees. The excessive abuse of alcohol either on or off the work premises is also known to impair an employee’s ability to work safely, effectively and with appropriate dignity and respect. Therefore, PHE-Ethiopia Consortium will not condone any employee or any other person performing PHE-Ethiopia Consortium business while intoxicated or under the influence of alcoholic beverages.

PHE-Ethiopia Consortium will make every effort to administer this policy in accordance with the following Guidelines for Addressing Alcohol Abuse but recognizes that these services are very limited and rarely practiced within the country.

- An employee who is found to be under the excessive influence of alcohol will be sent to a qualified medical practitioner for an examination to determine the level of alcohol in the blood stream.
- PHE-Ethiopia Consortium will explore the circumstances of the employee’s behavior in order to determine appropriate next steps.
- PHE-Ethiopia Consortium will consider repeated occurrences of alcohol abuse as a failure by the employee to act in good faith and will request that the employee voluntarily resign or be involuntarily terminated for cause.
- PHE-Ethiopia Consortium recognizes an employee’s right to privacy. All information received and actions taken regarding alcohol abuse will be kept on a need-to-know basis.

2.5 Drug-Free Workplace

PHE-Ethiopia Consortium prohibits the unlawful manufacture, distribution, dispensation and possession or use of controlled substances during work time and in any and all of its facilities.

As a condition of employment, all employees must agree to abide by the terms of this policy and must notify PHE-Ethiopia Consortium of any criminal drug statute conviction for violation(s) occurring in the workplace within 5 days of such conviction.

The Executive Director, in consultation with the Finance and Administration Manager/Officer or designee is responsible for the administration of this policy. Disciplinary action may include termination for the first offense.

PHE-Ethiopia Consortium will administer this policy in accordance with the following Drug-Free Workplace Policy Statement.

- PHE-Ethiopia Consortium's mission requires that it maintain safe, healthful and efficient working conditions for all employees. Keeping PHE-Ethiopia Consortium free of drugs is essential to maintaining these working conditions.
- For clarification purposes Chat is considered a drug.

PHE-Ethiopia Consortium Responsibilities as an Employer

- Poster Display - PHE-Ethiopia Consortium will display a "Welcome to Our Drug-Free Workplace" poster at its office facilities. These posters are available from the Finance and Administration Manager/Officer.
- Drug-Free Awareness Program - PHE-Ethiopia Consortium will establish a Drug-Free Awareness Program consisting of periodic group meetings, led by the designee of the administration and finance manager, with employees to inform them about:
 - The dangers of drug abuse in the workplace.
 - PHE-Ethiopia Consortium statement on a drug-free workplace.
 - The "Drug-Free Workplace" pamphlet.
 - Available drug counseling and employee assistance resources.
 - Employees' responsibility to maintain a drug-free workplace.
 - Penalties that may be imposed upon employees for drug abuse violations in the workplace.
- Employee Discipline - PHE-Ethiopia Consortium will take appropriate disciplinary action up to and including termination of any employee who is convicted of a drug-related crime or discovered, by observation or by direct discussion, to have violated PHE-Ethiopia Consortium's drug-free policy.

PHE-Ethiopia Consortium, at its discretion, will determine what disciplinary action will be taken based upon the nature and severity of the violation. Disciplinary action could include, but is not limited to, the following actions:

- Immediate termination for cause.
- Temporary suspension.

2.6 HIV and AIDS-Related Conditions

PHE-Ethiopia Consortium is committed to maintaining a safe and healthy work environment for all of its employees.

PHE-Ethiopia Consortium recognizes that AIDS and its related conditions are sensitive issues for employees in the workplace.

PHE-Ethiopia Consortium will administer all policies and benefits, such as group health and life insurance, disability leaves of absence, and use of accrued leave (i.e. sick, vacation, personal) for employees with AIDS as it does for employees with other life-threatening illnesses.

PHE-Ethiopia Consortium will allow employees with AIDS to continue to work and will provide them with reasonable accommodations as long as they are able to perform the essential functions of their job and they do not pose a direct threat to their own health and safety or the health and safety of other employees. Additionally, whether or not a person is HIV positive shall not be a factor in the recruitment or continued employment of Population, Health and Environment – Ethiopia staff.

PHE-Ethiopia Consortium will treat all medical information obtained from employees with AIDS or any of its related conditions confidentially as required by law. PHE-Ethiopia Consortium reserves the right to change this policy or make appropriate revisions, additions, amendments or corrections subject to changes in available medical as well as legal information.

2.7 Smoke-Free Environment

PHE-Ethiopia Consortium is committed to maintaining a safe, healthy, comfortable and productive work environment for its employees, which includes a workplace that is free of the effects of smoke-contaminated air. As a public health organization, we believe that a smoke-free environment at PHE-Ethiopia Consortium is in keeping with our organization's commitment to improved public health. Therefore, smoking is strictly prohibited throughout PHE-Ethiopia Consortium; including all offices, hallway, reception area, restrooms, and meeting rooms. This policy applies to all employees, vendors, consultants and visitors. Failure to abide by this policy may result in disciplinary action which could lead to termination of employment.

Requests, complaints, and disputes regarding smoking in the workplace may be brought to an employee's immediate supervisor or the Executive Director. Each matter will be given full and prompt attention. Adverse employment action against an employee in retaliation for the employee's complaint about smoking, request for a smoke-free workplace, or refusal to enter a room in which someone is smoking is strictly prohibited. Any employee who believes that he/she has been subject to retaliatory action in violation of this policy should contact his/her immediate supervisor or the Executive Director. PHE-Ethiopia Consortium will conduct a prompt investigation, and take appropriate, corrective action as may be warranted.

PHE-Ethiopia Consortium will offer support and encouragement to employees who wish to quit smoking. The success of this policy depends on the thoughtfulness, consideration, and cooperation of smokers and non-smokers. All employees share the responsibility for adhering to and enforcing this policy.

2.8 Publication and Ownership of Work Product

Employees agree that PHE-Ethiopia Consortium shall solely and exclusively own all rights in and to any work created in connection with employment with PHE-Ethiopia Consortium, including all data, documents, information, copyrights, patents, trademarks, trade secrets or other proprietary rights in and to the work, all underlying rights to the work, worldwide and in perpetuity.

PHE-Ethiopia Consortium has the exclusive right to publish, translate, reproduce, deliver, use and dispose (and authorize others to do so) of PHE-Ethiopia Consortium materials described above and data resulting from work performed by employees including in-country developed materials and to authorize others to do so.

PHE-Ethiopia Consortium reserves the right to review any proposed publications arising from the work performed by employees while employed by PHE-Ethiopia Consortium and to request that its name be associated or disassociated with such publications.

General Policy Statements - 2

2.9. Conflict of Interest and Staff Giving Policy

2.9.1. Review and Disclosure of a Conflict of Interest

PHE-Ethiopia Consortium is committed to preserving our reputation. To that end, each staff member wills oneself and the business of Population, Health and Environment – Ethiopia in a way that does not harm, but rather enhances, the reputation of PHE-Ethiopia Consortium. Staff is expected to conduct themselves in their outside activities in a manner that does not adversely affect their job performance or negatively reflect on PHE-Ethiopia Consortium.

Accordingly, Population, Health and Environment – Ethiopia will take positive action to protect its interests when the following conditions exist as a result of an employee’s actions during off-duty hours: (1) When the employee’s conduct causes embarrassment to for Population, Health and Environment or reflects unfavorably on fellow employees and PHE-Ethiopia Consortium generally; (2) When outside work activities create comments critical of PHE-Ethiopia Consortium by the general public; and (3) When outside work or personal activities adversely affect job performance with PHE-Ethiopia Consortium . To mitigate excessive or conflicting demands on their time, employees should avoid outside employment or activities which would impair their effectiveness in carrying out their responsibilities to PHE-Ethiopia Consortium. Employees in management and supervisory positions have a commitment to PHE-Ethiopia Consortium to be available to perform their responsibilities beyond the standard work schedule and shall not commit themselves to activities or supplemental employment that would interfere with this commitment.

When in doubt as to whether or not s/he is in a situation with the potential to be in violation of this policy, s/he should err on the side of caution by contacting either his/her supervisor, Executive Director, or the Finance and Administration Manager/Officer and seeking clarification.

2.9.2. Definition and Disclosure of Relationships Outside of PHE-Ethiopia Consortium

Staff members shall disclose to their supervisors and Executive Directors those relationships that are most likely to have an impact on work-related and managerial decisions. Examples of such relationships may include, but are not limited to, current service as an officer, director, employee, or consultant at an agency that works in the same field as PHE-Ethiopia Consortium, or of an agency that is a vendor to PHE-Ethiopia Consortium. This disclosure would also include the relationships of immediate family members, which is defined as the staff member’s spouse, domestic partner, parents, children and siblings, whether by blood, marriage or adoption and anyone else residing in the staff member’s home. This would also include disclosure of relationships with staff employed by donors.

This policy is not meant to rule out transactions between PHE-Ethiopia Consortium and other entities or persons where an interest or a relationship between a staff member and such other person or entity exists. This policy is designed to ensure that these relationships have been

properly disclosed, documented and approved by appropriate PHE-Ethiopia Consortium management.

2.9.3. Remuneration for Outside Work

PHE-Ethiopia Consortium full-time staff members are expected to allocate their entire professional work effort to activities that are in line with PHE-Ethiopia Consortium's mission, and, furthermore, that are approved as part of the staff's employment at PHE-Ethiopia Consortium. While PHE-Ethiopia Consortium encourages appropriate participation and cooperation with organizations involved in similar endeavors for the public good, it is expected that such relationships will normally be an integral part of regular work and will therefore be paid for by PHE-Ethiopia Consortium.

PHE-Ethiopia Consortium staff member is expected to disclose any situation where s/he is performing work outside of his/her employment with PHE-Ethiopia Consortium that is related to the agency's mission. Guidance for managing staff member's opportunities for remuneration for activities undertaken outside of their work as PHE-Ethiopia Consortium staff member is as follows:

Honoraria: In those situations where an PHE-Ethiopia Consortium staff member receives remuneration (e.g., an honorarium) for a speech, radio/television appearance, or publication, and s/he does so as PHE-Ethiopia Consortium staff member, any fees or gifts with value over Birr 340 are to be remitted to PHE-Ethiopia Consortium. There are situations, however, when a staff member spends a considerable amount of his/her own time (e.g., vacation, nights, weekends) working on these speeches or publications. Prior to working on a speech or publication, each staff member should speak with his/her supervisor about the work in question and the fact that remuneration is involved, and obtain supervisor approval for the activity, as well as guidance as to how to handle the remuneration. The supervisor must then obtain approval from the Executive Director. If necessary, the Director may seek advice from the board.

Work for other organizations/companies: PHE-Ethiopia Consortium full- or part-time staff members may elect to perform work during their own time (e.g., vacation, weekends) for another organization. No approvals are needed for work that poses no conflict of interest, and is in no way related to the work of PHE-Ethiopia Consortium. However, always remember that what you do may reflect on PHE-Ethiopia Consortium. Therefore, before you elect to perform work during your own time, ask yourself how this work may reflect on PHE-Ethiopia Consortium. Prior approval must be obtained for a consulting assignment for another organization that is related to activities or fields in which PHE-Ethiopia Consortium works.

In these situations, there can be two different scenarios:

1. The consulting agency may ask the staff member to consult as PHE-Ethiopia Consortium employee during normal business hours. In this case, the consulting agency should contract directly with PHE-Ethiopia Consortium, citing the individual who will do the work, and will remunerate PHE-Ethiopia Consortium directly for the staff member's time.
2. The consulting agency may ask the staff member to consult as an individual and do the work on his/her own time (e.g., during vacation). In this case, the staff member must disclose this activity and seek approval as noted above to ensure that there is no conflict with PHE-

Ethiopia Consortium's work and no opportunity for disclosure of privileged PHE-Ethiopia Consortium information during the course of the consulting assignment.

Seconded Staff: On occasion, PHE-Ethiopia Consortium staff will be seconded to work in the premises of another organization. The staff member will ensure that his/her counterparts are well aware of the employment relationship with PHE-Ethiopia Consortium. The staff member will consult regularly with his/her PHE-Ethiopia Consortium supervisor to avoid any possible conflict of interest. The staff member, upon consultation with his/her supervisor, must decline any assignment that may be detrimental to PHE-Ethiopia Consortium interests.

Board membership: Staff members, who are invited by organizations connected or relevant to their PHE-Ethiopia Consortium assignment to serve as trustees or directors on the board of other organizations, or in some similar capacity, must disclose and seek approval for such positions, as noted above. Remuneration or honoraria for such positions may be kept by the staff member, but must be disclosed. Additionally, the staff member must coordinate with his/her supervisor to determine the extent to which the number of days required for Board service would normally be construed as PHE-Ethiopia Consortium time (typical work days/hours) or must be taken as vacation or personal time.

2.9.4. Contact with the Media

Staff may not represent to the media that s/he is speaking or writing on behalf of PHE-Ethiopia Consortium or that his/her views represent the views of PHE-Ethiopia Consortium unless permission has been received from one's supervisor to do so.

2.9.5. Disclosure and Remittance of Gifts over Birr 340.00

PHE-Ethiopia Consortium staff member, or member of his or her immediate family, may not accept commissions, gifts, payments, entertainment, services, loans, or promises of future benefits from suppliers, governments, subcontractors, sub grantees, partners, or counterparts. Excepted from this policy are gifts under Birr 340.00, and meals and/or social invitations that are in keeping with good business ethics and do not obligate the staff member or have an impact on decision-making.

There are situations when PHE-Ethiopia Consortium vendors send unsolicited gifts to PHE-Ethiopia Consortium staff member or department/office in appreciation for PHE-Ethiopia Consortium's business. Should the gift be less than Birr 340, the staff member may keep the gift. If the gift is valued at greater than Birr, it must be forwarded to the Executive Director or Finance and Administration Manager/ Officer to be shared with others in the office via a raffle. The staff member should communicate this practice to the vendor

Vendors who send gifts to PHE-Ethiopia Consortium staff at the end of the year will be sent a letter by the Finance and Administration Manager/Officer explaining that we do not allow personal gifts to staff members but encourage instead donations to PHE-Ethiopia Consortium.

2.9.6. Staff with Procurement and Purchasing Responsibility

Staff members with responsibility for issuing or approving orders for the purchase of goods or services may not have a material interest in any supplier to PHE-Ethiopia Consortium. Staff members whose immediate family have an interest in a supplier of goods or services are prohibited from issuing or approving purchases to those suppliers. This provision does not prohibit a staff member's relative from doing business with PHE-Ethiopia Consortium as long as this relationship is fully disclosed to the staff member's direct supervisor and Director, and the staff member recuses him/herself from any decisions pertaining to the purchase. Moreover, competitive bidding procedures must be in place and properly followed as per PHE-Ethiopia Consortium's operating procedures.

2.9.7. Confidentiality

PHE-Ethiopia Consortium employees agree that all knowledge and information that they may receive from PHE-Ethiopia Consortium or from its employees is proprietary information of PHE-Ethiopia Consortium and shall be treated as confidential. Proprietary information includes but is not limited to materials, information or ideas relating to PHE-Ethiopia Consortium's business, operations, services, methods and procedures, inventions, processes and technical data and any other information acquired by or as direct result of employment by PHE-Ethiopia Consortium. PHE-Ethiopia Consortium's proprietary information shall for all time and for all purposes be regarded by employees as strictly confidential and held in confidence, and solely for PHE-Ethiopia Consortium's benefit and use. This clause shall not apply to disclosures required in connection with a regulatory, judicial or administrative proceeding having the force of law.

Upon the termination of employment, employees shall surrender to PHE-Ethiopia Consortium all PHE-Ethiopia Consortium proprietary information in the employee's possession, including without limitation, duplicates, facsimiles and notes relating thereto. Consultants shall promptly direct all inquiries relating to confidential and proprietary information from third parties to PHE-Ethiopia Consortium.

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2.10. Personal Mail, Telephone and E-Mail Use

PHE-Ethiopia Consortium's e-mail system is provided for convenient, cost-effective communication between staff at Office. It also provides for external communication with clients and other business associates through PHE-Ethiopia Consortium's connection to the Internet. PHE-Ethiopia Consortium's e-mail system shall be used primarily for job-related purposes pertaining to the business of PHE-Ethiopia Consortium. The use of the e-mail system for personal communications should be limited.

Monitoring, Access and Disclosure: PHE-Ethiopia Consortium reserves the right to routinely monitor access and disclose the contents of any and all e-mail messages on its system. It is important that all staff understand that access to deleted messages is still possible despite the apparent deletion of messages from the system. PHE-Ethiopia Consortium may also inspect the contents of messages in the course of an investigation triggered by indications of impropriety or as deemed necessary to locate information that is not more readily available by some other means, such as in the diagnosis and resolution of communications network problems. PHE-Ethiopia Consortium also reserves the right to disclose the content of any e-mail message to properly identified law enforcement officials.

E-Mail Access by Proxy: It is a serious violation of this policy for any PHE-Ethiopia Consortium Ethiopia employee to obtain or attempt to obtain access to another employee's e-mail messages, except as that employee's authorized proxy. Any employee found to have engaged in an unauthorized proxy attempt, whether or not successful, will be subject to disciplinary action up to and including termination.

E-Mail Usage - Basic Guidelines.

- Mailboxes should be checked for messages at least twice (AM/PM) during any day the employee is in the office.
- E-mail messages are to be considered the same as any other type of correspondence and are to be processed as such. Existing filing and retention practices for correspondence also apply to e-mail messages.
- The e-mail system should not be used for "dumping." "Dumping" is the delaying or passing on of authority or decision making, by forwarding messages to non-related individuals for comment and/or action.
- To conserve system storage space, messages should be deleted from your mailbox after reading unless the message must be retained for future use or to comply with established retention practices. All messages should be deleted as soon as possible.
- Messages, which are to be broadcast office-wide or corporate-wide, generate unusual network traffic and have the potential to negatively impact network performance. Therefore, all PHE-Ethiopia Consortium staff members should use discretion before addressing e-mail messages to "Everyone" or "All fields." For example, messages about absences from the office should not be sent to "Everyone" or "All fields"; they should be sent only to fellow team members and other staff with whom one collaborates frequently.
- Before sending an e-mail message, the employee should consider whether a telephone message or conversation, a written memo, a newsletter article or a meeting would better

serve the purpose. Employees should also consider whether the recipient truly needs the information being sent by e-mail. Remember that unnecessary e-mail messages are a waste of time and may be an annoyance to a busy recipient. Announcements concerning outside events should be sent only to staff members who are certain to be interested.

- Likewise, employees should think carefully before sending ccs of e-mail messages considering the content of the message and whether the original sender has stated that the information may be shared with other staff members.
- Examples of appropriate use of e-mail include, but are not limited to:
 - - communication with staff in the field, where differing time zones and long distance telephone access make communication difficult;
 - when an e-mail response is requested, or when users have mutually agreed to communicate by e-mail rather than by other means;
 - For ease in scheduling meetings and sending other important notices to a group.
- Examples of inappropriate use of the e-mail system include, but are not limited to:
 - - chain letters, solicitations and/or personal business;
 - religious or political messages, solicitations or information messages that may be construed by others as harassment or threats of any kind or any other comment that offensively addresses someone's gender, race, color, age, sexual orientation, religious or political beliefs, national origin or disability, marital or veteran status, or any other personal characteristic;
 - messages containing profanity or vulgar language, sexual innuendo or offensive images;
 - messages containing critical or defamatory statements about PHE-Ethiopia Consortium staff, clients, other companies, organizations or individuals;
 - "flaming" or messages containing harsh, critical or emotional statements or reactions;
 - message content which would be considered inappropriate for general business communications and which would cause embarrassment to PHE-Ethiopia Consortium, the sender or the recipient if made public;
 - Usage contrary to any policies covered in this Manual; and/or the attachment of executable files (i.e., files with ".exe" extensions) to e-mail messages (because these files are a common source of computer viruses).

Protection from Viruses: The protection of PHE-Ethiopia Consortium's Ethiopia computer system from viruses is critical to our ability to conduct our business and meet the needs of our clients. It is the responsibility of every PHE-Ethiopia Consortium Ethiopia employee to take adequate precautions to ensure against introducing viruses into the computer network. Attachments to e-mail messages, particularly those with ".exe" extensions, which are communicated via the Internet from parties outside PHE-Ethiopia Consortium are high-risk sources of computer viruses, and must be scanned for viruses prior to downloading.

Employee's Acceptance and Agreement: In addition to receipt of this policy for inclusion in the PHE-Ethiopia Consortium Human Resources Policies and Procedures Manual, an employee's use of the e-mail system on and after the issue date of this policy is acknowledgment

that the employee understands the terms, responsibilities and potential disciplinary actions for failure to comply with this policy and agrees to abide by the rules contained herein.

2.11. Computer-Related Issues

Technology Staff: The IT Support Specialist assigned to the PHE-Ethiopia Consortium Office is responsible for maintaining all PHE-Ethiopia Consortium's hardware and software systems. As such, they administer the highest levels of system security.

Hardware: Computers are made available to staff for job-related purposes pertaining to the business of PHE-Ethiopia Consortium. PHE-Ethiopia Consortium computers and computerized information are expensive and valuable resources. They are the property of PHE-Ethiopia Consortium and should be treated as such.

Software: All software used by PHE-Ethiopia Consortium is PHE-Ethiopia Consortium's property and is protected by copyright or a contract PHE-ETHIOPIA CONSORTIUM has signed. Programs or data may not be copied for personal use. No PHE-Ethiopia Consortium program should be given to anyone outside PHE-Ethiopia Consortium without the written approval of the Executive Director or his/her designate.

PHE-Ethiopia Consortium computer systems and software belong exclusively to PHE-Ethiopia Consortium, and personal use is not authorized. All files, documents, passwords and other information created, processed, transmitted, received, stored or kept on the PHE-Ethiopia Consortium computer system are the property of PHE-Ethiopia Consortium, and not the property of any employee of PHE-Ethiopia Consortium. As such, all information on the PHE-Ethiopia Consortium computer system may be monitored or reviewed by PHE-Ethiopia Consortium at any time without prior notice. Employees should not expect privacy regarding their use of PHE-Ethiopia Consortium's computer system.

PHE-Ethiopia Consortium must be in compliance with computer software licenses at all times.

Access: PHE-Ethiopia Consortium personal computer (PC) codes and passwords are the property of PHE-Ethiopia Consortium, are confidential, and may not be disclosed to others except as authorized by PHE-Ethiopia Consortium. System users must safeguard codes and passwords at all times, ensuring that they are never left unprotected or unsecured. An unprotected code or password is a security violation.

System users are accountable for all the processing done with their codes and passwords; system users must not share their codes and passwords except as required by PHE-Ethiopia Consortium.

Employees shall not use unauthorized codes or passwords to gain access to other employee's files.

Information: Computer disks with sensitive, privileged or confidential information must be kept in a secured place by the system user.

The electronic information stored in PHE-Ethiopia Consortium equipment is the property of PHE-Ethiopia Consortium. It may be examined by designated personnel and used as deemed

appropriate by PHE-Ethiopia Consortium management. Information produced through use of electronic mail or other applications is covered by this policy with or without notice to the employee.

Safeguarding PHE-Ethiopia Consortium Network Files From Outside Viruses: Each staff member is responsible for safeguarding PHE-Ethiopia Consortium computers against infection by viruses. PHE-ETHIOPIA CONSORTIUM network computers and laptops are equipped with software to scan diskettes for viruses. Employees must scan each diskette before reading it into PHE-Ethiopia Consortium computer.

Policy Violations: Any employee who violates these policies will be subject to disciplinary action, up to and including termination of employment.

Separation: When an employee separates from PHE-Ethiopia Consortium, either voluntarily or involuntarily, and PHE-ETHIOPIA CONSORTIUM learns that the former employee may have removed, copied for unauthorized use, discarded or damaged departmental or other PHE-Ethiopia Consortium files, PHE-Ethiopia Consortium reserves the right to confront the employee. In the event it is determined that there were acts of malfeasance, PHE-Ethiopia Consortium will take steps to prosecute.

If a severance agreement is in effect, PHE-Ethiopia Consortium will rescind such an agreement and severance payments. A record of the investigation and outcome will also be placed in the employee's personnel file.

3) Recruitment Procedures

3.1. Employee Classifications

All employees should be placed into one of the following general categories:

Local Hire Staff

Local Hire staffs are citizens or residents of Ethiopia. They are hired and paid by the PHE-ETHIOPIA CONSORTIUM. Local hire staff will fall into one of the following categories:

Full time: An employee who works 40 hours a week on a regular basis Employees in this category are entitled to PHE-Ethiopia Consortium employee benefits, as outlined in this manual.

Part time: An employee who works less than 40 hours a week on a regular or irregular basis. Employee benefits will apply on a pro-rated basis, if the employee is working for more than 21 hours a week. Such benefits include vacation, Pension and other allowances. Medical insurance does not apply. Should a part time employee consistently work more than his or her allotted hours, the Executive Director may determine that a change of classification should be requested.

It is important to note that a casual employee is not a part time employee, for one to qualify as a part time employee their contract with PHE-Ethiopia Consortium must be slated to run at least for a period of more than six months.

Intern: A student or Employees both internal and External hired by PHE-Ethiopia Consortium for work on a full-time or part-time basis. Based on an agreement with the educational institution, interns may receive pay or credit for time worked. Employees in this category are not eligible for PHE-Ethiopia Consortium benefits

Consultant and Independent Contractor: An individual retained by PHE-Ethiopia Consortium for his or her specialized technical, program or administrative expertise to work on a fee for service basis. The terms of the consultancy will be defined in a written agreement in accordance with PHE-Ethiopia Consortium Consultant Guidelines. Consultants are not entitled to benefits.

3.2. Recruitment Procedures

A recruitment checklist is available which summarizes the steps to go through for recruitment

Approval: Positions up for recruitment must be previously budgeted and approved, including vacancies and newly created positions which are presented for approval during the annual agency-wide budgeting process. The job description must be attached (see 3.2.1 below). The personnel requisition form helps to track open and closed positions and includes information for reporting purposes. It also includes contact, salary, and approvals.

Upon obtaining approval, Executive Director and Finance and Administration Manager/ Officer may recruit for local hire staff.

Recruitment Costs: All recruitment-related costs, unless otherwise noted, are charged to the program budget. Recruitment costs may include:

- Travel expenses: Recruitment-related travel include expenses incurred by candidates who are brought to PHE-Ethiopia Consortium office for interviews from other parts of Ethiopia or world.
- Relocation Expenses: If relocation is an option, the Executive Director or his/her designate and Finance and Administration Manager/ officer or designee must be contacted to review the circumstances. PHE-Ethiopia Consortium will pay for a hotel, meals and transportation for house/apartment hunting for a period of two weeks to allow the employee from outside Addis Ababa to settle. All allowable expenses must be documented by paid receipts and approved for payment by the Executive Director.
- Advertising expenses: Some newspapers or other sites where the position is advertised may require a fee. These fees are all allowable and are charged to the country program.

Internal Transfer: PHE-Ethiopia Consortium welcomes and encourages qualified employees to apply for vacancies when they occur. PHE-Ethiopia Consortium will fill vacancies through internal transfers and promotions or external recruitment.

Employees who wish to apply for a posted position should discuss this with his/her supervisor and the Executive Director before applying for the position. Employees will complete Section I of the Application for Transfer form and submit the form to the Finance and Administration Manager/Officer or designee for positions.

Finance and Administration Manager/Officer will review the transfer application, the employee's work record, and the job requirements for the position and will complete Section II of the Application for Transfer. Employees who are ineligible for transfer or who do not meet the basic requirements will be so informed by Finance and Administration Manager/Officer

If Finance and Administration Manager/Officer that the employee is eligible for transfer and meets the basic qualifications for the position, the employee's supervisor will be asked to complete the appropriate section on the Application for Transfer Form. After the supervisor has completed his/her section of the Application for Transfer form, Finance and Administration Manager/Officer will discuss with the Executive Director the position criteria and the internal applicant(s)' qualifications with the Hiring Manager

If Finance and Administration Manager/Officer and the Executive Director determine that the employee is a suitable transfer candidate, the employee will be referred to Finance and Administration Manager/Officer and then the hiring manager for an interview. At that time, the Hiring manager should complete Section III of the Application for Transfer After interviews are complete and a hiring decision has been made, the transfer applicant(s) will be informed by Executive Director of the final decision regarding the position.

If a vacancy is filled through a transfer, a salary adjustment will be made if appropriate in accordance with the Finance and Administration Manager/Officer Salary Administration Guidelines.

3.2.1. Job Descriptions.

As noted earlier, to begin the recruitment process, a job description must be attached to the requisition for approval of the position. The description must include a summary of the responsibilities of the position and a detailed list of the duties as well as education and skill requirements. Descriptions must be reviewed with the Finance and Administration Manager/Officer or Designee to ensure that the classification is appropriate.

3.2.2. Advertising:

Once the requisition has been approved, the Finance and Administration Manager/Officer must post the position in the local office. The position should be posted internally for at least 5 days to allow internal candidates to apply.

If no internal candidates apply or those that apply are not qualified, the next step is to advertise the position externally. The first site to post externally is the PHE-Ethiopia Consortium notice board.

The Finance and Administration Manager/Officer or designee, the Executive Director should be able to work with the hiring manager to identify the best venues for advertising positions, local newspapers, local contacts, etc. Some ways to determine the most effective advertising avenues are: consult with other organizations, check local newspapers, and research on-line alternatives.

3.2.3. Screening Applicants and Setting up Files:

As candidates submit letters and resumes, the Finance and Administration Manager/Officer or hiring manager will review submissions to determine if candidates meet the qualifications outlined. If they do, the Finance and Administration Manager/Officer will schedule and complete a telephone interview. If the Finance and Administration Manager/Officer identifies the candidate as a possible fit, s/he will then schedule interviews as recommended (see 3.2.4 below). If there is no interest in a candidate, the Finance and Administration Manager/Officer will respond to applicants, i.e., send a letter indicating no interest, telephone to indicate no interest.

A file must be set up for each individual for whom an interview is scheduled. This file must include: the job description, the candidate's CV and cover letter/e-mail; all interview forms; and final offer or decline letters.

In addition, a separate file must be set up that includes all CVs received that were rejected, with documentation of the rejection letter/phone call/e-mail included. The minimum age for employment with Finance and Administration Manager/Officer is 18 years, effective from the date of hire.

3.2.4. Interviewing:

The Finance and Administration Manager/Officer will determine who should be involved in the interview process and send each individual the application or CV along with an interviewer rating form

In selecting employees for employment, the following factors shall be considered:

- Aptitudes for the position as determined by various tests and interviews.
- Educational attainment and other qualifications related to the requirements of the position.
- Past experience qualifying the applicant for the job.

As interviews take place, interviewing rating forms must be completed by all interviewers, which will provide information and documentation for determining the best candidate.

3.2.5. Selection:

Upon completion of interviews, the Administration and finance officer and Executive Director will meet to review the interview rating forms and decide upon the best candidate. At this point, the Administration and finance officer must select and call references for the selected candidate. If references are acceptable, the Executive Director or designee determines what the salary offered will be, depending on how completely their qualifications meet the requirements of the position.

The Finance and Administration Manager/Officer or Executive Director should make a verbal offer to the candidate. Once the offer is made and accepted, the Finance and Administration Manager/Officer should prepare a letter of employment, signed by the Executive Director.

Candidates not Selected: The Finance and Administration Manager/Officer must contact all candidates that were interviewed but not selected to inform them of this fact. One means of contact is a letter (rejection letter, rejection letter after interview); it can also be via phone or e-mail. If contact is by a telephone call, the Administration and finance officer must document in the candidate's file when the conversation took place. If the contact is by e-mail or letter, a hard-copy of the e-mail or copy of the letter should be printed and included in the candidate's file.

3.2.6. Hiring of Friends and Close Relatives; Referrals

Friends: Finance and Administration Manager/Officer welcomes and encourages employees to refer qualified applicants to fill job vacancies. These applicants will be considered along with all other candidates, and selection will be based on the qualifications of the individuals to fulfill the requirements of the job.

Close Relatives: They are defined as a spouse, a parent, a son or daughter, a brother or sister, relatives by marriage, and any person domiciled in the same household. Employees will not supervise or be supervised by a close relative.

3.2.7. Use of Temporary and Consultant Staff

Temporary employees are staffs whose services are required for a limited time period and who usually are supplied through agencies, usually for no more than 90 days. After 90 days, the

primary supervisor must request an exception to the rule from the Executive Director. Temporary staff may be approved for the following reasons:

- to replace an employee who is on vacation, leave, or another short term absence;
- to assist during peak work periods or with special projects; and/or
- While PHE-Ethiopia Consortium is recruiting to fill a regular staff vacancy.

All requests for temporary staff must be submitted via e-mail and reviewed and approved by the Executive Director or his/her designate before contacting the agency for requested temporary employee or engaging an individual as a consultant. If the determination is made that consultants are to be used, they should be for short term assignments documented by an agreement and scope of work.

The primary supervisor should evaluate and confirm the temporary's staff suitability for his/her assignment within the specified period by the agency. If the temporary employee is found to be ineffective or his/her skills are inadequate for the assignment, the primary supervisor should immediately contact the agency for a replacement.

The primary supervisor and the Finance and Administration Manager/Officer are responsible for managing the relevant legislation affecting casual labor. Costs for temporary staff will be charged to the country program.

3.2.8. Introductory Period and Orientation

Introduction period: The introductory period for newly hired employees is 45 days. This is a trial period during which the new employee and the supervisor have an opportunity to evaluate the employee's interest, qualifications, attitude and performance under actual working conditions. During this time, a foundation should be set for objectives and performance standards required and on which an employee will be evaluated.

The supervisor will conduct and provide a written review of the employee's performance at the end of the introductory period. If it is determined that the employee does not meet the standards of the job during the introductory period, PHE-Ethiopia Consortium has the right at its sole discretion to terminate his/her employment.

The initial period of employment for contract employees will depend upon the time required accomplishing the specific job. However, it will not be less than three months or greater than two years. Renewal is dependent on the continuity of work and availability of funds.

Orientation: Once a start date has been determined, the Finance and Administration Manager/Officer must arrange an orientation for the new staff member. Every new employee's primary supervisor is responsible for ensuring that he/ she is properly oriented to the new job and working environment. Orientation will include an overview of PHE-Ethiopia Consortium, team structure and review of all goals, employment conditions, specific information about compensation and benefits and information about the working environment. The PHE-Ethiopia Consortium Human Resources Policy Manual should be distributed to new hires at orientation. The Finance and Administration Manager/Officer will ensure that required forms (Employee

Acknowledgement Form, New Staff Information Form) and employee data sheets are complete and appropriately filed.

An orientation checklist has been developed that outlines all of the steps that must be completed to properly orient a new hire to PHE-Ethiopia Consortium in general, as well as to the particulars of his/her position and office.

4. Working Conditions

4.1. Work Week, Hours of Work, and Lunch Hour

The PHE-ETHIOPIA CONSORTIUM office is open from Monday to Friday from 8:00 AM to 5:00 PM. Employees are entitled to a one hour lunch break, which is scheduled between the hours of 12:00 noon - 2:00 P.M. The Finance and Administration Manager/Officer must assure continuous coverage during business hours when scheduling lunch break. All PHE-Ethiopia Consortium staffs are expected to work 40 hours a week. PHE-Ethiopia Consortium will not pay overtime in money value.

4.2. Alternative Work Schedules

PHE-Ethiopia Consortium, at its discretion, may allow employees to have alternative work schedules and/or arrangements. Alternative work schedules must be approved in advance by the Executive Director. Alternative work schedules will be consistent with and will not be disruptive to PHE-Ethiopia Consortium business.

4.3. Pay Period

Salaries are paid monthly on the 25th Day of every Gregorian month. Where the 25th Day falls on a weekend or public holiday arrangements shall be made to ensure the payment is done on the Friday or day prior to the weekend or public holiday respectively. An Annual Schedule showing specific pay days for each month shall be posted on the office notice board.

Overtime will be paid together with the monthly salary. Overtime pay is applicable for certain cadre or level of staff only. Prior arrangement with an employee's immediate supervisor should be made before engaging in any overtime work.

4.4. Timesheets

PHE-Ethiopia Consortium employees must keep accurate, written records of their working hours and must assign all hours worked to the appropriate project and budget codes. Each employee is responsible for recording his or her time worked on a daily basis. Each primary supervisor, in addition to maintaining his or her own timesheet, is also responsible for approving the timesheets of his or her direct report staff members. Within three (3) business days monthly reporting period, the primary supervisor is responsible for reviewing and approving the timesheets of his or her direct reports or instructing the employee to make revisions.

Staffs who are paid on an hourly basis must record their daily time-in and time-out on their timesheets. Salaried employees record the standard number of hours they work each day. PHE-Ethiopia Consortium office has an 8.00 hours' work day Monday to Friday.

Time sheets must include the budget codes to which time should be charged. Budget codes charged with employee time will reflect appropriate project codes or, in some cases, specific funding sources. These records must be kept accurately.

PHE-Ethiopia Consortium must institute a timekeeping method for all staff that tracks all employee time worked and on what projects, as well as employee paid and unpaid leave time including sick, vacation and other leaves. Where the technology is available, the computer-based Time Report system should be used. Where the technology is not yet available, Finance will assist the Executive Director with a suitable time sheet format. PHE-Ethiopia Consortium must keep these timesheets on file, signed by both employee and supervisor. The PHE-Ethiopia Consortium will be transitioning to the online timesheet reporting system soon.

4.5. Payroll Deductions

PHE-Ethiopia Consortium makes deductions from pay for income tax in compliance with the local tax laws.

PHE-Ethiopia Consortium allows deductions from the salary of its employees only when expressly authorized by law or authorized in writing by the employee himself/herself.

Payroll deductions include the following:

- a) Income tax
- b) Other authorized deductions as established by law, government regulations or court order.
- c) Any outstanding advance made to employees by the organization.
- d) Miscellaneous deductions, which include those authorized by the employee.

4.6. Employee Identification card (ID card)

PHE-Ethiopia Consortium shall be given to new employees after successful completion of the probation period and signing of employment contracts. All ID cards must be returned to PHE-Ethiopia Consortium on termination of employment contracts. No end contract payment will be made unless the employee hands over to the Administration all PHI Ethiopia properties and ID cards.

When an employee of PHE-Ethiopia Consortium loses her/his ID, she/he should immediately notify the nearby/concerned police station and produce an official letter of this regard, the same should also be notified to the office immediately. Replacement would only be made after such process is completed.

4.7. Unscheduled/Emergency Closure

PHE-Ethiopia Consortium offices will open and remain open for business as usual with limited exceptions for widespread emergencies, such as earthquake, civil unrest, or a transportation strike. In such situations, the Executive Director, at his/her discretion, may allow employees, particularly those who would be most affected, to leave work early.

Where there is prior warning of a widespread emergency, the Executive Director will make every effort to establish timely uniform guidelines for affected employees to follow.

A decision to close the office will be at the discretion of the Executive Director. However the board must be notified once the decision is made to close the office.

Days when there is an emergency closing will be recorded on the timesheet as a holiday.

PHE-Ethiopia Consortium should set guidelines for closing the office in the event of an emergency. Generally PHE-Ethiopia Consortium will remain open unless there is an emergency that makes it impossible or dangerous for employees to report for work. A mechanism for informing employees of emergency office closures should be instituted and posted on the PHE-Ethiopia Consortium Country office. Employees who are unable to report to work due to an emergency near or at home should call their supervisor whenever possible before or at the start of the business day.

4.8. Job Expenses

Employees shall be reimbursed for allowable and authorized expenses incurred in the course of conducting PHE-Ethiopia Consortium business in accordance with PHE-Ethiopia Consortium travel and expense reimbursement policies.

4.9. Taxi Reimbursement

Employees will be reimbursed for taxi costs when they are authorized to work overtime. An approval of taxi reimbursement for work done on a voluntary basis after the normal working hours is at the discretion of the Executive Director/ Finance and Administration Manager/Officer. In certain instances, the office does use taxis for local travel and for running office errands.

4.10. Provision of Equipments

PHE-Ethiopia Consortium provides equipments, tools and supplies necessary for staff to perform their respective duties which will be handed in at the end of employment or closure of work.

PHE-Ethiopia Consortium provides the essential furniture or items for staff that use canteens which will remain as PHE-Ethiopia Consortium property.

5) Compensation

PHE-Ethiopia Consortium staff will be quoted and paid salaries in the local currency. Compensation levels and benefits packages must be in accordance with what is legal and appropriate.

5.1. Compensation Guidelines

Overview

PHE-Ethiopia Consortium's approach to compensation management is designed to:

- ensure that our reward strategy complements our ability to attract and retain skilled and qualified employees
- ensure that the budget planning process takes into account accurate data relating to compensation costs
- manage on-going pressures of increasing salaries and fringe costs
- recognize changing employment market realities
- clearly differentiate between rewards that are provided to recognize individual/ team performance and increases that may be required to recognize changing job and market realities

Setting salary levels

Salaries established for each position must reflect the relative internal value of the position to the organization, be commensurate with comparable organizations in the competitive labor market, and also take account of Labor costs and ensure PHE-Ethiopia Consortium's cost-effectiveness. The Executive Director, in consultation with the board or his/her designate and the Finance and Administration Manager/Officer or designee, is responsible for setting salaries for each position in the office.

Internal value of the position

All positions should have job descriptions that outline and identify the position's major duties and responsibilities and the required qualifications, skills and abilities. When setting the salary for a position, the position is evaluated based on a review of the job description. During the annual performance review, supervisors must review the job description with the employee to determine whether the description accurately describes the responsibilities involved, and to recommend revisions, as needed. Determination of a salary for a position should be based on the following criteria, as documented in the job description.

- Primary duties, responsibilities, accountabilities and qualifications
- Budget/Financial Responsibilities
- Leadership
- Supervisory and Performance Management Competencies
- Personal Work Ethics and Motivation
- Qualifications

- Education/Experience
- Communications Skills
- Language Skills
- Math Skills
- Computer Skills
- Marketing/ Representational Skills
- Reasoning Ability

Hiring Salary

New employees normally will be considered for a hiring salary that falls within the budgeted range for the position. Starting from the minimum of the salaries in that category, depending on how completely their qualifications meet the requirements of the position.

It is important to monitor the position of employees' salaries comparable to other individuals in the office, and to the external market. Depending on the frequency and amount of increases granted to staff, newly hired staff may be hired at salaries close to those of staff members with longer service. This must be evaluated carefully to consider patterns of overall performance, prior experience and other criteria that may influence hiring salaries.

Current employees who advance into vacant higher level positions through the job posting program will usually be paid at a level consistent with their qualifications.

To assure equity across PHE-Ethiopia Consortium, the Executive Director should consult with the Finance and Administration Manager/Officer or designee concerning salary offers.

5.2. Base Salary Increases

Annual Increase

There will normally be one (1) organizationally – driven, ‘country –wide’ occasion for employees to increase their base salary each year. This increase is known as the ‘annual increase’.

The level of this increase is determined by the board in liaison with the Programs and Finance team and will take into account market influences (changing price indices, labor market trends, local labor law etc), funding status of PHE-Ethiopia Consortium and of projects, project funding ‘ceilings’ and any other relevant factors. There are no separate “COLA” – specific adjustments.

In December each year, may be awarded to the staff for the next fiscal year so that the appropriate percentage can be incorporated into budget planning. The increases will be effective from January 1st each year for that new fiscal year (there will be a ‘spot check’ status review in December each year so that any significant internal or external changes can be taken into account).

In order to have an annual increment the staff must work minimum of six months with in PHE Ethiopia Consortium including Introductory Period.

Promotion Increases

A promotion is defined as an increase in a position's responsibilities substantive enough to warrant a change in the job description and a salary increase. The position's qualifications and performance requirements should be consistent with other higher-level positions, as demonstrated in a new job description.

It is recommended that employees are eligible for a promotion into a higher level position only after they have completed a minimum of six months to twelve months in their current job. Any promotion recommendation for an employee who has been in his/her current job less than 12 months must be approved by the board.

The Executive Director must submit requests for promotions to the board for approval. Such requests shall include a new job description and primary duties statement and a justification for the promotion. The employee should be informed only after approval has been given.

Any promotion increase granted (as a percentage of base salary) is dependent on such factors as:

- Individual's qualifications in relation to similar positions;
- Position of employee's salary within the particular range
- Market trends for similar roles
- Time since last increase; and
- Time until next increase.

There is no pre-determined percentage increase for promotions.

Administrative Adjustments

PHE-Ethiopia Consortium will grant administrative salary increases when employees assume substantially increased responsibilities within the current salary level. An administrative increase can be approved at any time during the year, but generally is recommended as a result of the annual review.

The Executive Director must submit requests for administrative adjustments to the board for approval. The employee should be informed only after approval has been given.

5.3. Recognizing Excellent Performance – Performance Awards

Excellent performance may be rewarded through 'performance bonus awards'.

The amount of money that will be available for performance awards will be determined on an annual basis. Each year, the HR team will work with the Finance and Program teams to ensure that there is an appropriate level of compensation accrual to make performance awards.

Employees will not be guaranteed an award.

The target date for awards is 1st March each year. However, as this is a performance - related payment, the exact timing in each country will also depend on completion of performance reviews and their submission to Finance and Administration Manager/Officer.

The Finance and Administration Manager/Officer will work with the Executive Director to identify the total amount that may be allocated for performance payments each year. They will then work with each country to finalize proposals for the allocation of awards at the individual level. All performance awards are subject to the approval of the board. Guidelines for determination of performance awards and details of the approval process will be circulated to Executive Directors on an annual basis.

5.4. Salary Advances

PHE-Ethiopia Consortium's practice is to allow for advances in emergency/unusual circumstances. This is neither a "benefit" nor a "right" of employment; it is for truly emergency purposes and must be approved by the Executive Director or his/her designate.

Eligibility: All staff members are eligible for advances/loans (for emergency/ unusual purposes only) for an amount up to 25 per cent of their annual salary. An employee may have only one loan outstanding at any time.

Reasons for Loan/Advance: Emergencies/unusual circumstances are defined as

- Health care for the employee or an immediate family (parent, child, spouse, domestic partner);
- Unexpected education expenses for a child;
- To help with funeral-related expenses for an immediate family member;
- Staff Marriage ceremony or/and purchase of Fixed Asset such as House, Vehicle and house furniture's.
- Other unforeseen emergencies such as fire, flood, etc.

Approval Procedures: A request with a description of the need must be made to the Executive Director for approval. Once the approval is given, the employee must sign a form that stipulates the amount, term of the loan and repayment procedures. Once the form is properly filled out, signed and approved, the loan/advance can be made.

Repayment Terms: Repayment will begin the month following the issuing of the advance and must be repaid within one year or the termination of employment, whichever is soonest. Repayment will be deducted from the employee's salary each month. If the employee leaves prior to full repayment, the balance will be deducted from his/her final paycheck. All vacation, severance and the last month's pay will go to recovering what is owed to PHE-Ethiopia Consortium. The Passbook to the Provident Fund account will be withheld until the employee fully repays the loan amount.

Please note that the severance, vacation and the current month's salary will be used to defray any balance of the loan not yet repaid. Any balance left will be paid to the employee, if any.

An employee with less than six months on an employment contract will not qualify for an advance payment until the contract is renewed.

5.5. per diem

All local and international Per diems shall be made as per procedures stipulated in PHE-Ethiopia Consortium's per diem manual.

Benefits Administration: Developing and Maintaining a Benefits Package

The Executive Director and the Finance and Administration Manager/Officer, in consultation with the board, must make a decision whether to outsource the benefits administration to a broker or to administer the benefits in house. This decision should be based on the number of staff and the complexity of the benefits offered. Typically, the pension plan should be outsourced to an Insurance courier.

The determination of what benefits are offered should be done by following PHE-Ethiopia Consortium's minimum benefit package with advice from labour attorney to ensure that the package is competitive, equitable, and in compliance with legal requirements. A survey should be conducted prior to the determination of the benefits package, using the Benefits/Labor Law Survey Form (Excel 17KB). The package should include any mandatory benefits such as education or housing, health, pension, vacation, holidays.

Once the benefits package has been determined, the recommended benefits package must be sent to board for review and approval.

Once the recommendation has been approved, agreements must be finalized with all providers. If it has been determined that insurance courier is required to administer all or some of the benefits, the insurer will coordinate the agreements. (For plans that will be administered in house, coordination with the providers' representatives will be required). To assure that the rates charged by providers are competitive, multiple proposals should be solicited where possible.

Summaries of all benefits offerings should be available for all employees. These summaries should include information regarding the processing of claims, how to make changes to existing benefits and any costs associated with the benefits.

The Finance and Administration Manager/Officer or designee must maintain a benefits file for the office in which s/he keeps a copy of all benefits provision agreements. This will enable the Human Resources to evaluate, monitor, and advice of PHE-Ethiopia Consortium as to the benefits that should be maintained and/or renewed/updated

Any changes to the existing benefits or service providers must be approved by the Executive Director.

Medical Benefit

PHI Ethiopia shall cover its medical expenses as stipulated in the employment contract. The total annual medical expense claims within a fiscal year may not exceed Birr 10,000 per employee and his/her immediate family (spouse and dependent children) which also includes eye and dental treatments.

In case of purchase of eye glasses and dental replacement for the employee, PHE-Ethiopia Consortium will reimburse the total costs of purchase of eye glasses and dental replacement approved by recognized doctors; so long it's within the 10,000.00 birr.

Official receipts for medical expenses shall be produced by the employees for reimbursement by PHE-Ethiopia Consortium.

Retirement Benefit Scheme

PHE-Ethiopia Consortium provides a retirement plan to its employees by means of a Provident Fund. This fund is restricted in that withdrawals may only be made upon retirement or resignation from PHE-Ethiopia Consortium. The PHE-Ethiopia Consortium contribution to the fund, along with the required employee contribution, will be determined by the Executive Director in collaboration with the board.

Eligibility: An employee is eligible to participate in the fund upon completion of their probation period.

Contribution: PHE-Ethiopia Consortium will provide a contribution of 15 % while an employee will contribute 10 % of his/her monthly basic salary. The participating employee's contribution shall be deducted from his/her salary at the time of salary payment.

Payment Condition:

- Voluntary separation or involuntary termination due to reduction in workforce. 100% of PHE-Ethiopia Consortium's and employee's contribution plus accrued interest.
- In case of death. 100% of PHI - Ethiopia's and employee's contribution plus accrued interest shall be made to the employee's designated beneficiary.
- No loans will be granted against this fund.

The fund is currently administered in house through establishment of separate bank accounts for each employee where the money is channeled.

Transport Allowance

PHE-Ethiopia Consortium will provide a monthly transport allowance at the rate of 15% of the basic pay. For contract/part-time work, it will be defined in the contract of agreement as needed.

Benefits under Introductory Period

During the introductory period of 45 days, an employee will be entitled to the following benefits:

- Sick Leave

6. Paid Leave

6.1. Annual Leave

Annual leave must be used within the fiscal year i.e. January 1st to December 31st.

All employees shall have 20 days annual leave and one day extra leave shall be given for every additional year of service provided however, the leave shall in no case exceed 35 days.

No annual leave shall be granted until an employee has served the probation period. However on the satisfactory completion of the probation period the annual leave entitlements will be calculated including the probation period.

All staff member who intend to take leave must complete the "leave request form" for approval by the supervisor and Executive Director.

At the end of each year, any remaining balances will be zeroed out and all staff will begin the next fiscal year with a 'new' set of 20 days plus one additional day etc..

Holiday during Vacation

If a holiday falls within an employee's scheduled vacation, the day should be entered as a holiday for timekeeping purposes.

6.1.1. Holidays

Holidays are established by the Executive Director/ Finance and administration manager/ officer and are based on the local, traditional holidays in that country.

Traditional Holidays: Employees are entitled to the following traditional holidays:

Ethiopia Office Holidays -	
Date	Holiday
January 7	Ethiopian Christmas
January 19	Ethiopian Epiphany (Timket)
January 21	Eid-al Adha (Arafat)*
March 2	Battle of Adowa Commemoration Day
March 25	Ethiopian Good Friday
March 27	Ethiopian Easter
April 21	Birthday of the Prophet Mohammed (Mouloud)
May 1	International labour day
May 5	Ethiopian Patriots day
May 28	Down Fall of the Dergue

September 11	Ethiopian New Year (Enkutatash)
September 28	Finding of the True Cross (Meskel)
November 3	Eid-al Fitri (End of Ramadhan)*

*Muslim Holiday - Dates are approximated may change

6.1.2. Personal Days

Full-time employees are entitled to three (3) days per annum. Days can be taken at the employee's discretion.

Personal leave is not accruable. Unused personal leave will not be paid at the time of separation from PHE-Ethiopia Consortium employment. Personal leave will not be used during the notice period prior to separation of employment.

6.1.3. Sick Leave

Employees shall be entitled to take sick leave for such days as the employee is actually ill. Employees are entitled to be paid for the entire duration of time taken for sick leave at a rate equal to the wages for a normal working day.

Upon Completion of the probation period, all employees will be entitled up to six months counted consecutively or separately in the course of any twelve months period starting from the first day of his sickness.

The period of sick leave provided for in articles shall be granted in the following manner:-

- 1) The first one month with 100% of his wages
- 2) The next two months with 50% of his wages
- 3) The next three months without pay.

An employee who requests sick leave must notify his/her supervisor within the first working day on which sick leave is taken. If sick leave is taken for three (3) or more consecutive working days, a medical certificate from a recognized doctor/physician or the government hospital is required.

In case sick leave is taken and is not in compliance with the conditions stipulated above, such leave will be considered to be without permission and without pay.

Flexible Use of Sick Leave: Employees may use sick leave in any year for reasons other than the employee's illness, provided such absences are due to illness in the employee's family unit i.e., spouse, child, and parent on both sides. An advance notice must be given to his/her supervisor; failure to do so may result in leave without pay. A sick sheet from a qualified doctor would also be required as proof that the days are required.

6.1.4. Bereavement Leave

An employee will be entitled to three (3) days paid bereavement leave for death in his/her immediate family. Immediate family member is further defined to mean employees spouse or children, sisters, brothers, parents and grandparents on both sides.

An employee may elect to use personal leave and/or accrued vacation days if additional leave is needed

6.1.5. Parental Leave

Birth Mothers: Are allowed a maximum of 90 calendar days' maternity leave. An expectant mother will be granted 30 calendar days of leave with pay preceding the presumed date her confinement and 60 calendar days of leave with pay after her confinement (total of 30+60=90 calendar days).

A birth mother can be allowed flexibility in the use of her maternity leave i.e. determining how she would wish to use the 90 days.

Breast feeding mothers shall be allowed:

- 1 hour break during the child's first six months

Other Parents: Parental leave with pay for fathers and adoptive parents will be ten (10) consecutive days.

PHE-Ethiopia Consortium does not grant pay in lieu of unused parental leave.

6.1.6. Other Leave

Marriage leave: An employee is entitled to leave with pay for three working days when he/she concludes marriage.

Legal leave: A Worker who appears at hearings before bodies competent to hear labour disputes or enforce labour laws shall be granted leave with pay only for the time utilized for the said purpose.

6.2. Leave without Pay

PHE-Ethiopia Consortium may, at its discretion, grant an employee with a minimum of one (1) year of employment a two (2) month leave of absence without pay with approval from the Executive Director and the board. This leave is granted for any twelve months period and must be requested for one month in advance.

Upon request and approval from the Executive Director and/or the board, unpaid Leave for period longer than 2 months may be granted in exceptional circumstances.

7) Performance Enhancement Process

7.1. Introduction

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

7.2. Performance Procedures — Review and Approval

NOTE: The performance appraisal form has complete instructions on all aspects of the program.

PHE-Ethiopia Consortium staff is held accountable for their performance under the performance enhancement program. In December of each year, managers will work with staff to develop goals and objectives for the upcoming fiscal year. Some of these objectives will tie directly to the work plan completed in October and applicable for the coming fiscal year (January - December) at this time, job descriptions must be reviewed and updated as appropriate.

Specific activities, measurements and timelines will also be developed and agreed upon at this time. Managers/supervisors must also establish a meeting schedule (based upon the level of the individual and the complexity of the activities) where manager/supervisor and staff can update progress and modify, if necessary, the goals and objectives.

In December of each year, the staff member will complete the performance appraisal form (self-assessment). The employee then forwards his/her comments to his/her supervisor for review and additions. The manager/supervisor then forwards the appraisal to his/her supervisor for review and approval. Once approval is secured, the direct manager will give a copy of the appraisal to the employee and schedule a meeting to discuss. Appraisals must be signed by the employee; his/her direct supervisor and the supervisor's manager. The original should be filed in PHE-Ethiopia Consortium office. The staff member should also maintain a copy of the completed appraisal.

Staff will be requested to provide feedback on their direct supervisors. They will complete the form and send it to their supervisor's manager. That manager will review all of the input and include the feedback in the appraisal.

Performance appraisals result in an overall rating that will determine the amount of annual merit increase.

8) Memberships

PHI-Ethiopia Consortium is a Consortium that has around 47 institution member organizations and two individual organizations

8.1. Institutional Memberships

PHE-Ethiopia Consortium will maintain institutional memberships in professional organizations and societies directly related to PHE-Ethiopia Consortium goals and objectives. If PHE-Ethiopia Consortium maintains such a membership, individual memberships will not be reimbursed.

If there is a membership the Executive Director would like added to the institutional membership list. A determination will be made as to whether the membership will benefit the agency and therefore be covered under the institutional membership category.

Note: Current PHE-Ethiopia Consortium memberships include (see Member ship list)

9) Human Resources Records and Reporting

9.1. Development and Maintenance of Employee Files

All staff files in PHE-Ethiopia Consortium office must either be kept in the office of the Executive Director, Finance and Administration Manager/Officer, or in another secure location. These files contain confidential employee information. Under no circumstances will any person be allowed to view an employee personnel file without the approval of the Executive Director. Files may only be viewed by the employee and his / her direct supervisor in the presence of the Executive Director, Finance and Administration Manager/Officer. Files should include the following:

- Offer letter or contract
- Date of hire
- Resume or curriculum vitae
- Employee's current address and home phone number
- Emergency contact information
- List of all legal dependents
- Job description
- Copies of conflict of interest policy and confidentiality statement, signed by employee
- Written performance appraisals
- Compensation and benefits information
- Working papers or visas, as required by local law
- List of PHE-Ethiopia Consortium property (computers, software, vehicles, etc.) on loan to employee
- Tuition reimbursement information where applicable
- Personal status changes (change in marital status, address, dependent information, etc.)
- Employment status change (salary increase, leave of absence, change in goal/team assignment, etc.)
- Resignation/termination letter
- Completed termination/transfer checklists
- Statement signed by employee that she or he has received all final payments due from PHE-Ethiopia Consortium and has no further claim on PHE-Ethiopia Consortium
- Copies of shipping documents for shipment of personal effects (for expatriates and third country nationals)
- Originals of all Performance Appraisal Forms

A separate confidential file should be set up for each employee's medical information. This file should include:

- Annual spreadsheet of medical reimbursements

Personnel files are proprietary documents of PHE-Ethiopia Consortium . Employees may not add, remove, or copy any documents from their personnel file without clearance from the Finance and Administration Manager/Officer or designee, or the Executive Director. Documents containing medical information regarding employees will not be placed in regular personnel files, but will be kept in separate files. Access to medical records will be limited to the Finance and Administration Manager/Officer or the Executive Director.

Ethiopia law provides that all official documents must be maintained for a period of 10 years.

9.2. Monthly Information Management and Reporting

PHE-Ethiopia Consortium office will develop a system of gathering and housing in one central location all employee related files and data. These files must be updated as any change in staff occurs, such as a change in an employee's name or other status, a new hire or a termination.

Each Quarter, Finance and Administration Manager/Officer or designee will send the Executive Director Staff Report. The report includes a list of each employee and his or her job title, hire date, sex, birth date, marital status, citizenship, e-mail address, annual salary, bonus amount and supervisor's name currently on record in the HR system. The Administrative and Finance officer must review the information on the report and forward any changes, including new or terminating employees and/or salary changes, by e-mail to Executive Director or designee. Information that must be reported to the Finance and Administration Manager/Officer or designee from employees includes information on personal as well as employment status changes as noted below:

Personal Status Change: Example of personal information that should be reported includes, but is not limited to:

- A change in marital status
- A change in tax status
- An address or phone number change
- Having a child or other changes in dependents (these data are required within 30 days of the change to allow proper administration and right of selection of benefits)
- Change in professional credentials

Employees will submit a Personal Status Change Form to the Executive Director or Finance and Administration Manager/Officer.

Employment Status Change: Example of employment-related changes that should be reported includes, but is not limited to:

- Change in employment status (part-time to full-time or vice versa, temporary to regular staff, etc.)
- Leave of absence
- Salary change
- Termination

The Executive Director or Finance and Administration Manager/Officer will fill an Employment Status Change Form.

9.3. Disclosure of Information about Present and Former Employees

All inquiries regarding a current or former PHE-Ethiopia Consortium employee must be referred to the Executive Director or Finance and Administration Manager/Officer. No PHE-Ethiopia Consortium employee may issue a reference letter or provide an oral/verbal reference about any

current or former employee without the permission of the Executive Director or Finance and Administration Manager/Officer.

Under no circumstances should any PHE-Ethiopia Consortium employee release any information about any current or former PHE-Ethiopia Consortium employee over the telephone. All telephone or written inquiries regarding any current or former employee must be referred to the Executive Director or Finance and Administration Manager/Officer.

10) Termination of Employment

10.1. During Probation

During probation, either party can terminate the contract without notice before the expiry of the probationary period.

The probationary termination payment shall be outstanding salary only.

10.2. Resignation

Resignation is a voluntary choice to leave PHE-Ethiopia Consortium . Employees are expected to give thirty days of notice of resignation. Leave may not be taken during the notice period. All unused vacation will be paid in a lump sum to the employee at the time of separation.

The resignation payment shall be as follows:

- a) Annual leave as per policy
- b) Provident Fund
- c) Severance payment

10.3. Reduction in Workforce

Reduction in workforce is the separation of an employee due to discontinuation of a position, reduction in budget, reorganization, or other circumstances arising through no fault of the employee. The employee will receive notice of termination from the Executive Director as well as severance payment. PHE-Ethiopia Consortium will provide 30 days written notice of termination to a full-time employee and a lump sum severance payment.

The redundancy payment shall be as follows:

- a) Vacation as per policy
- b) Provident Fund
- c) Compensation
- d) Severance payment.

10.4. Completion of Term Assignment (contract employees only)

Project or contract employees are not eligible for reduction in workforce benefits. They will receive any end of assignment benefits to which they are entitled as mandated by law and/or negotiated at time of employment.

10.5. Involuntary Separation

An involuntary separation can be imposed by PHE-Ethiopia Consortium for failure on the part of an employee to meet performance standards or for cause. Executive Director contemplating the involuntary separation of an employee should consult with the Finance and Administration Manager/Officer.

Unsatisfactory Performance: Reasons for dismissal for unsatisfactory performance may include, but are not limited to, failure to satisfy the responsibilities of the job description and performance expectations, repeated unexcused absences, repeated tardiness, or failure to complete work assignments.

An employee will be placed on three (3) months' probation when a situation of unsatisfactory performance occurs. The employee's supervisor will make a reasonable effort to address the deficiency in performance through corrective counseling, including documenting and providing the employee with written notification of the deficiency. If the employee's performance does not improve within three (3) months, the employee will be separated from PHE-Ethiopia Consortium employment. However, if it is clear that insufficient progress is being made, termination can occur at any time before the end of the three month period.

Cause reasons for dismissal for cause may include, but are not limited to: insubordination; gross misconduct; wrongful appropriation and/or use of PHE-Ethiopia Consortium property, funds or other resources; use or possession of drugs in the workplace; sexual harassment; and alcohol abuse.

The disciplinary termination payment shall be as follows:

- a) Vacation as per policy
- b) Provident Funds

10.6. Death in Service

In the event of death of an employee, salary earned through date of death, vacation pay as per policy, and any other applicable benefits will be paid to the employee's legal beneficiary or estate, or in accordance with local laws.

In case of death of an employee as a result of an employment injury as described in the Labor Proclamation, PHE-Ethiopia Consortium shall pay 500 birr to the employee's designated family members for funeral expenses.

Legal heirs as confirmed by the court will be entitled to all benefits due to employee.

The termination payment shall be as follows:

- a) Vacation as per policy
- b).Provident Funds

c) Severance

10.7. **Retirement**

The service of an employee can be terminated as a result of retirement. The Executive Director shall give a minimum notice of 2 months to a retiring employee in writing.

The retirement payment shall be as follows:

- a) Vacation as per policy
- b) Provident Funds
- c) Severance

10.8. **Separation Payments**

With sufficient advance notice, the employee will receive final payment on the last day of work. If there is not sufficient advance notice, the employee will receive final pay within seven (7) working days from the date the employment contract terminates. Provided that all exit formalities are completed by the employee. Payments may include: payment for unused vacation, severance (if reduction in workforce or position elimination), and/or gratuity.

When we calculate accrued severance or vacation time for our staff, we determine the rate by dividing the annual salary by 260 days, as this is the actual daily rate paid to staff whether the day was spent working or on paid leave.

Amount of severance pay – as per the labor proclamation no. 377/2003

i) Thirty times (30) the average daily wages of the last week of service for the first year of service; for the service of less than one year, severance pay shall be calculated in proportion to the period of service.

ii) In the case of a worker who has served for more than one year, payment shall be increased by one-third of the said sum referred to in sub-article I) of this article for every additional year of service, provided that the total amount shall not exceed twelve month's wage of the worker.

iii) Where a contract of employment is terminated in accordance with articles 24(4) and 29, the worker shall be paid, in addition to payments under sub-article i) & ii) of this articles, sum equal to 60 multiplied by his average daily wage of the last week of service.

a. 24 (4) When the undertaking ceases operations permanently.

b. 29 – “reduction of work force” means reduction of the work force of an undertaking due to an event which entails direct and permanent cessation of the worker's activities in part or in whole resulting in the necessity of a reduction of the work force. For an event to qualify as reduction in workforce it must affect at least 10% of the workforce or where you have 20 -50 employees, at least 5 employees over a continuous period of not less than 10 days.

Compensation (Article 41 of the labour proclamation.)

An employee is allowed by law to terminate their employment with PHE-Ethiopia Consortium without notice under the following circumstances:-

- a) If PHE-Ethiopia Consortium has committed an act against the worker contrary to his/her human dignity and morals or other acts punishable under the Penal code.
- b) If, in the case of imminent danger threatening the worker's safety or health, the employer, having been made aware of such danger, failed to act within the time limit in accordance with the early warning given by the competent authority or appropriate trade union or the worker him/herself to avert the danger.
- c) If PHE-Ethiopia Consortium has repeatedly failed to fulfill his basic obligations towards the worker as prescribed under the proclamation, collective agreement, work rules or other relevant laws.

The Employee shall inform PHE-Ethiopia Consortium in writing the reason for terminating the contract and the effective date of the termination.

PHE-Ethiopia Consortium shall pay the employee compensation equal to 30 times the employee daily wages of the last week before termination of the contract.

10.9. Exit Interview

If time permits, the Finance and Administration Manager/Officer or designee should conduct an exit interview with all local hire staff, using the PHE-Ethiopia Consortium Exit Interview Form.

Involvement of the Finance and Administration Manager/Officer or designee in an exit interview may be required in order to avoid the involvement of the immediate supervisor.

The completed exit interview form should be put in the employee's personnel file.

10.10. Termination/Transfer Checklist

The checklist must be completed by the Finance and Administration Manager/Officer for all terminating or transferring employees before the final paycheck is issued. The Finance and Administration Manager/Officer or designee must take the lead in communicating with the Finance and the IT Support Specialist. The completed Termination/Transfer Checklist should be forwarded to Human Resources for all expatriate and third country national employees and should be kept in the PHE-Ethiopia Consortium office files for all employees. This list represents suggested information and, depending on the position, may be expanded or decreased.

11) Problem Resolution Procedure

11.1. Problem Resolution

PHE-Ethiopia Consortium recognizes that a prompt and efficient method of resolving an employee concern or grievance is an indispensable factor in sound human resources management. It ensures that employees receive fair and equitable treatment, provides employees with a process to express dissatisfaction, and helps to improve employer-employee relations through grievance resolution

The problem resolution procedure will go into effect when an employee alleges:

- a violation of an approved personnel policy or practice;
- an interpersonal problem; or
- poor working conditions

11.2. Problem Resolution Process

PHE-Ethiopia Consortium encourages employees to make every effort to resolve differences through informal means.

· An employee should discuss any grievance, either expressed or implied, with his/her supervisor. If the employee is not satisfied with the response, the employee should bring the matter to the Executive Director. The employee should submit a memo describing the nature of grievance, its circumstances, any efforts undertaken to resolve it, and the remedy being sought. The memo submitted to the Executive Director must be made in a proper written document and has to be signed by the employee who filed such grievance. It is prohibited to file a grievance on behalf of another person.

· Within ten (10) working days after receipt of the memo, the Executive Director will arrange a formal meeting of the employee and the supervisor. The decision made during this meeting will be final.

· An employee will not be subject to retribution or prejudice as the result of following the grievance procedure.

If the employee has a grievance with an Executive Director, the employee should submit the memo describing the grievance, etc. to the Finance and Administration Manager/Officer, who will arrange a teleconference with the employee, and then the Executive Director. The Finance and Administration Manager/Officer or designee will discuss the findings with the Executive or his/her designate, and will then make a final decision that the Finance and Administration Manager/Officer or designee will communicate to the employee and the supervisor. The decision made by the Finance and Administration Manager/Officer or designee will be final.

11.3 Disciplinary procedures & measures

The disciplinary procedure provides a framework for dealing with the occurrences where employees are assumed not to have met the required standards of conduct. The aim is to ensure that prompt, consistent and fair treatment for all employees and to assist in enabling both the employee and the organization to be clear about the expectations of both parties.

In this regard PHE EC has been using an **Informal disciplinary** procedure for the last eight years to handle any disciplinary actions and applies to all employees employed by the organization under a contract of employment. Following a satisfactory outcome to the use of the **informal procedure**, the matter will be considered resolved. However, where an issue has been discussed with an employee informally and if;

- The issue has not been resolved and the problem persists,
- The required improvements in conduct are not achieved,
- Further information becomes available during discussions which make the matter sufficiently serious, the **formal procedure** should be invoked.

Where the informal process has not led to improved conduct, or where assumed misconduct like unsatisfactory attendance at work e.g. unauthorized or unreported absence or persistent lateness, Misuse of internet, email and other organization facilities, Refusing or failure to carry out a reasonable management instruction, failure to comply with agreed working practices, **attack** on another employee, serious and/or persistent breaches of confidence, **dishonesty** – theft, fraud or falsification of records, failure to take reasonable care of the organization property or using it for personal use without necessary authorization is of such seriousness that the HR section considers informal action to be inappropriate, formal action will be initiated.

Formal Levels of Disciplinary & Grievance Procedures

- Every employee, during accepting employment with PHE EC shall agree to work in a responsible, harmonious and productive manner, to be loyal to the Organization and observe its rules and regulations.
- Minor issues will normally be dealt with informally outside the procedure but where the matter is more serious the disciplinary procedure will be followed.
- No disciplinary action will be taken against an employee until the case has been fully investigated. The employee may be suspended (i.e. quitting of the place of work until further notice) from duty at this time, in order to fully investigate the issue. Suspension is normally with pay and all other benefits.
- At every stage in the procedure the employee will be advised of the nature of the complaint against him or her and will be given the opportunity to state his or her case before any decision is made. At all stages of the disciplinary procedures, the employee may be accompanied by a work colleague.

- No employee will be dismissed for a first breach of discipline except in the case of gross misconduct when the penalty will be dismissal without notice or payment in lieu of notice.
- An employee who is subject to the disciplinary procedure will be given clear explanations (in writing) of any warning periods or any penalties imposed.
- An employee will have the right to appeal against any disciplinary penalty imposed. The procedure may be implemented at any stage if the employee's alleged misconduct warrants such action.

Actions subject to the disciplinary procedures

- Unless otherwise clearly stipulated in this manual the following actions will entail disciplinary procedures and the contract of employment shall be terminated without notice;
 - a) Repeated and unjustified tardiness despite warning to that effect;
 - b) Absence from work without good cause for a period of five consecutive working days or ten working days in any period of one month or thirty working days in a year;
 - c) Dishonest or fraudulent conduct in carrying out his/her duties having regard to the gravity of the case;
 - d) Misappropriation of the property or fund of PHE EC with intent to procure for himself/herself or to a third party undue enrichment;
 - e) Returning output which, despite the potential of the employee, is persistently below the qualities and quantities stipulated in the collective agreement or determined by the agreement of the two parties;
 - f) Responsibility for brawls or quarrels at work place having regard to the gravity of the case;
 - g) Responsibility for causing damage intentionally or through gross negligence to any property of PHE EC of any of the unlawful activities indicated herein below
 - Intentionally commit in the place of work any act which endangers other staff's life and property of PHE EC;
 - Take away property from the work place without the express authorization of the PHE EC;
 - Report to work in a state of intoxication (liquor, drugs etc);

Penalties

Depending on the gravity of the offence various penalties may be imposed. These shall include:

- a) Verbal warning
- b) Written warning
- c) Suspension

- d) Demotion
- e) Dismissal

a) Verbal warnings

- Verbal warnings, with a note to file, are the least penalty, which may be imposed by a supervisor. Verbal warnings are not cumulative, and attract no higher penalty. However, they may be taken into account at the annual evaluation.
- If there is no satisfactory improvement, a brief note of the oral warning will be kept on her/his personal file but it will be disregarded for disciplinary purposes after 6 months, subject to satisfactory conduct and performance.

b) Written warnings

- Written warning is considered where a verbal warning has already been given and there is no satisfactory improvement or where the offences are more serious. A written warning consists of a formal letter containing a brief description of the offence, the date from which the written warning is effective.
- It is considered, if a further offence occurs within the effective dates of the first written warning, and the supervisor wishes to impose further written warnings as a penalty. Any further offence within the effective dates of the final warning results in either demotion or termination of service depending upon the capability of the staff member to make restitution.
- A final warning is valid for 12 months from the date of issue, after which it is deleted from the records.
- During the period of validity of either a written warning or a final warning, no increase to salary may be awarded unless specifically authorized by the ED.
- In addition to the imposition of a written warning, the immediate supervisor may also require that the staff member undergo quarterly performance appraisal to assess the improvement in the staff member's performance.
- Written warnings may be imposed for any offence for which time is needed to note performance improvement or to take remedial action, such as transfer or training. Grounds for issue of a written warning includes
 - a) Willful or habitual absence from the place of work;
 - b) Insubordination: refusal to follow decisions of supervisors in line with responsibility;
 - c) Disorderly or indecent behavior;
 - d) Negligence;
 - e) Unwillingness to perform prescribed duties in a satisfactory manner;

c) Suspension

Suspension from duty entails the immediate quitting of the place of work until further notice. Suspension is employed in cases where time is needed for investigation of a possible offence.

- Suspension is normally with pay and all other benefits. However, on the advise of the relevant supervisor and Finance and Administration Head, the ED may authorize, suspension without pay or reduced pay.
- If after the investigations have been completed, the staff member is found to be innocent of the suspected offence, all withhold pay and benefits are reimbursed.
- An employee may be suspended from work for up to 30 days while an investigation into a serious offence is conducted.

d) Demotion

- Demotion may take one of two forms; either demotion to the lowest point on the staff member's current step within the grade, or a change in position/grades, when the salary scale will be that appropriate to the change in duties and responsibilities.
- Demotion is the most serious penalty before termination of service through dismissal and may only be imposed after final written warning within one year.
- Grounds for demotion are:
 - Willful or habitual absence from the place of work;
 - a. Repeated Insubordination;
 - b. Willful or habitual absence from the place of service despite warning;
 - c. Disorderly or indecent staff behavior at the work place;
 - d. Repeated negligence with an impact upon the effective accomplishment of assigned tasks;
 - Breach of PHE EC work rules;
 - Unwillingness or manifest inability to do prescribed duties in a satisfactory manner;
 - Proven record of poor performance;

e) Dismissal

Dismissal entails the termination of contract of employment without notice.

Penalty Procedures

When a minor misconduct is alleged to have occurred the immediate supervisor shall first arrange a meeting to discuss and/or correct the matter with the employee. If the issue continues the following staged procedure shall be followed (see table below). At each step a full investigation will be carried out by the supervisor, observing the following principles:

- a) The case or charge must be presented to the employee;
- b) The employee must be allowed representation;
- c) The employee must be allowed to state her/his case;
- d) The supervisor must hear and be seen to hear the case and must only form a judgment after having considered all the facts presented.

As far as practically possible all stages will be conducted through face-to-face interview.

Authority to Impose Penalties and Procedures.

The authority to impose penalties shall be vested in the following manner:

- a) Dismissal – ED
- b) Written warning – Immediate Supervisor
- c) Verbal warning – Immediate Supervisor

Grievance Procedure

- Grievance procedures are procedures whereby staff members can raise their grievances in respect to decisions taken on them. They aim at settling a grievance fairly and quickly and help to prevent minor disagreements developing into more serious disputes.
- Aggrieved staff members can bring their grievance first to their Immediate Supervisors. Staff members and supervisors shall be expected to discuss misunderstandings before the case becomes severe.
- Aggrieved staff members should present their case within one week of occurrence of the incident to the immediate supervisor. The immediate supervisors shall be obliged to reply to any grievance within one week from the day of receipt of the grievance letter. In case of failure to reply, the aggrieved can take the matter to a higher level Supervisor or the ED.
- If the grievance cannot be resolved, then the case can be taken in writing to the ED.
- The ED may designate a person or persons who will investigate the case and advise her/him on actions to be taken. She/he may not select any person who has been substantively involved in the case pending investigation.
- On receipt of the enquiry report and the employee's explanation, the ED will hold a hearing of the case. The ED will state the nature of the offence, and allow evidence to be presented by both the author of the enquiry and the employee. The ED will reach a decision, within 5 working days after the submission of the report and communicate this to the staff member in writing, whose decision is final on the part of PHE EC.
- For staff members who are reporting to the ED, the next level of appeal shall be the Board whose decision is also final.
- Staff members have the right to take their unresolved grievances to court of law if unsatisfied with the final decisions by PHE EC.

Disciplinary Measures

No	Particular	1 st Step	2 nd Step	3 rd Step	4 th Step	5 th step
No	Particular	Oral warning	1st Written warning	2nd written warning	2nd written warning 1 day salary	2 days salary last letter or warning
1	Being late to work 30 minutes without permission or good cause	Oral warning	1st Written warning	2nd written warning	2nd written warning 1 day salary	2 days salary last letter or warning
2	Leaving place of work without good cause or permission	Oral warning	1 st written warning & 1 day salary	2 nd written warning and 2 days salary	Last written warning and 3 days salary	Dismissal
3	Doing personal work on duty without permission	Oral warning	1 st written warning & 1 day salary	2 nd written warning and 2 days salary	Dismissal	
4	Absence from work from up to 4 consecutive days without cause or permission	Written warning and 2 day salary	Written warning and 3 days salary	Last warning and 5 days salary	Dismissal	
5	Neglect to execute work ordered from supervisor without good cause	Written warning	Written warning and 2 days salary	Last warning and 5 days salary	Dismissal	
6	Insulting others except self defense brawling in the place of work	Oral warning	Written warning and 2 days salary	3 days salary and last letter or warning	Dismissal	
7	Failure to report immediately accident on work	Written warning	Written warning and 3 days salary	5 days salary & last letter or warning	Dismissal	
8	Failure to obey circulars, notices, orders	Oral warning	Written warning and 3 days salary	Last letter or warning and 5 days salary	Dismissal	
9	Loss of property under an employee's responsibility (In addition to replacing the lost item in cash or in kind)	Written warning	Written warning and 3 days salary	Final warning and 5 days salary	Dismissal	
10	Damage to property of the organization or personal use of it without permission	Written warning	Written warning and 5 days salary	Final warning and 10 days salary	Dismissal	
11	Driving PHE EC vehicle without authorization	Written warning and 3 days salary	Last written warning and 5 days salary	Dismissal		
12	Reporting for work under the influence of liquor or prohibited drugs	Written warning and 3 days salary	Last written warning and 5 days salary	Dismissal		

12) Appendix

Population Health and Environment –Ethiopia

Job Grades

Grade	Positions	Qualification needed
I	Security Guard	12 th grade complete and at least 1 year experience
II	Office Attendant	12 th grade complete and at least 1 year experience
III	Driver	3 rd Driving license and 2 years' experience
IV	Purchaser/Finance and Administration officer	Degree in Accounting, Business administration or other related field and 2 years' experience or Diploma in Accounting/business Administration or related field and at least 5 years of experience
V	Office Manager/ Program Assistant	Degree in Social and Developments studies, Economics or other related field and at least 2 years experience
VI	IT Officer/Project Officer	Degree in IT and at least 3 years' experience
VII	Program Officer	MSC in Social and Developments studies, Economics or other related field and at least 4 years' experience or Degree in Social and Developments studies, Economics or other related field and at least 6 years' experience
VIII	Finance and Administrative Manager,	MA in Accounting, Business Administration or other related field with 3 year experience or BA Degree in Accounting, Business Administration or other related field with 5 year experience
IX	Program Manager	MSC in Social and Developments studies, Economics or other related field and at least 6 years' experience or Degree in Social and Developments studies, Economics or other related field and at least 8 years' experience
X	Executive Director	MSC in Management, Administration, Social and Developments studies, Economics or other related field and at least 4 years' experience or Degree in Management, Administration, Social and Developments studies, Economics or other related field and at least 4 years' experience

13) Delegation

Introduction- Delegation and assignment of activities to others are important parts of the implementation component of practice for the organization. Any manager or program person may assign and/or delegate activities to other program person or program assistance based the organization delegation rules & regulations.

Assigns tasks to other person, and delegate's activities to other, Maintains overall accountability for the coordination and delivery of the person activities to the individual subordinate for whom the person has accepted responsibility.

Importance of delegation -Delegation is one of the most important management skills and it is a very helpful aid for succession planning, personal development and encouraging promotion. It's how we grow in the job - delegation enables us to gain experience to take on higher responsibilities.

Good delegation saves our time, develops you people, grooms a successor, and motivates. Poor delegation will cause you frustration, demotivates and confuses the other person, and fails to achieve the task or purpose itself.

Effective delegation is crucial for management and leadership succession. Delegation can be used to develop your people and yourself - delegation is not just a management technique for freeing up the boss's or your subordinate time.

The steps of successful delegation

1. **Define the task-** Confirm in your own mind that the task is suitable to be delegated.
2. **Select the individual or team** - What are your reasons for delegating to this person or team? What are they going to get out of it? What are you going to get out of it?
3. **Assess ability and training needs-** verify that the other person or team of people capable of doing the task? Do they understand what needs to be done? If not, you can't delegate.
4. **Explain the reasons-** You must explain why the job or responsibility is being delegated. And why to that person or people? What is its importance and relevance? Where does it fit in the overall scheme of things?
5. **State required results-** What must be achieved? Clarify understanding by getting feedback from the other person. How will the task be measured? Make sure they know how you intend to decide that the job is being successfully done.
6. **Consider resources required-** Discuss and agree what is required to get the job done. Consider people, location, premises, equipment, money, materials, other related activities and services with the concerned party.

7. **Agree deadlines-** When must the job be finished? Or if an ongoing duty, when are the review dates? When are the reports due? And if the task is complex and has parts or stages, what are the priorities?
8. **Support and communicate-** Think about who else needs to know what's going on, and inform them.
9. **Feedback on results-** It is essential to let the person know how they are doing, and whether they have achieved their aims.

Therefore in line with this delegation tips, PHE EC wants to establish a workable staff delegation system within the office during the absence of one employee in annual leave or field work or delegation of routine tasks within the Consortium as new activities come up or if someone is overloaded even during his presence someone could use the help & transfer few tasks to other staff.

The person who delegates his activities and responsibility to other staff should first contact his immediate boss and discussed about his absentee/reason and the activities in his hand not executed so far.

Based on this information they agreed for whom, which activities delivered and then the person who take his annual leave or he will be away to the organization field work will list all the activities remain in his hand in the delegated activities list form and handed over to the delegated person/staff.

The executive director may delegate one of the program staff or the Finance & Operation Officer and all program officers can delegate the other program officer or the program assistant. The Finance & Operation Officer may delegate the organization accountant or program assistant. The program assistant can delegate one of the program officers including the Finance & Operation Officer and the accountant may delegate the Finance & Operation Officer or the program assistant.

The delegated activities list form is attached here below.

14) PHE Ethiopia Consortium

Activities & responsibilities delegation form

I will be away from my work place about _____ days from _____, 20____ to _____, 20____. I am confident to delegate you for some tasks on top of your regular duties and the following activities and thoughts which you might need to consider in the coming days on behalf of me.

Reason of delegation _____

No.	Main activities	Its status	Remark/deadline
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Delegator

Name _____

Name _____

Position _____

Position _____

Date _____

Date _____

Approved by

Name _____

Position _____

Date _____

Delegates

15) PHE Ethiopia Consortium

Activities & responsibilities sharing format

I am confident to share you few tasks on top of your regular duties and the following activities and thoughts which you might need to consider and finalized in the coming days on behalf of me.

Reason of sharing tasks _____

No.	Main activities	Its status	Remark/deadline
1			
2			
3			
4			
5			
6			
7			
8			

Hand over by

Name _____

Position _____

Date _____

Handed over to

Name _____

Position _____

Date _____

Approved by

Name _____

Position _____

Date _____

16. Additional staff benefits and provisions to be included in PHE EC Human Resource Manuals

Introduction

PHE Ethiopia Consortium as a humanitarian organization staffs is expected to cover their assigned duty with utmost commitment. However, at the inception the existing PHE EC staff salary scale is very low (not competitive) to compare with other similar sister NGO's like PANE, CoRHA & CCRDA and the salary scale was established based on the inconvenient PHE EC financial condition of 2008 which is before 6 years.

On the other hand, providing various benefit schemes for its staff within the scope of its budget capacity helps PHE EC **to attract and retain its committed professional staff, reduce staff turnover, increase staff morale and increase job satisfaction.** However, comparing the existing **current** market price to **the 2008** market price, there is an excessive **inflation** up to 100% and resulting in excessive rise in food price, house rent, transportation and other basic commodities and this is affecting the living standard of each employee.

In line with this and as clearly indicated in PHE EC human resource manual regarding the salary increment "...The level of this increase is determined by the board in liaison with the Programs and Finance team and will take into account market influences (changing price indices, labor market trends, local labor law etc), funding status of PHE-Ethiopia Consortium and of projects, project funding 'ceilings' and any other relevant factors. **There are no separate Cost of Living Adjustment "COLA" – specific adjustments.**" Based on this article PHE EC has not been made any salary adjustment for its staff for the last 4 years.

Therefore, due to those reasons PHE EC management team has intended that starting from now on wards human resource manual needs salary scale improvement, and other additional benefits packages in a way that the employees will enable to cop-up the current cost of living increment and to get competent staffs that could work in a stable working environment. Therefore, the proposed salary reviews may be carried out based on Cost of Living Adjustment (COLA)

depending on the current rates of inflation as well as the labour market. Finally, PHE EC management team has discussed the issue deeply and proposed to adjust the current PHE EC staff salary by increasing three merit salary steps from their current basic salary as a basic salary starting from July, 2014 and to be incorporate other four benefit packages in its HR manual. This will be also applicable to the Executive Director of the consortium. We are taking this action as we have new projects like SHARE Bale Eco Region for the next three and half years, Critical Eco-System and the Packard grant for the next three years which are secured

Below are some issues like; life insurance, holidays rest, education fee & other staff benefits did not cover before but are now part of PHE EC HR manual:

16.1 Office close day

Old Policy	New Policy
<p>Holidays are established by the Executive Director/ Finance and administration manager/ officer and are based on the local, traditional holidays in that country. Traditional Holidays: Employees are entitled to the following traditional holidays:</p>	<p>Leave with pay is automatically granted for all official public holidays of the country. If a holiday falls on a weekend, the preceding Friday or the following Monday will be considered as a rest day.</p>

Reason for Change

The one day before and after holiday is required for staffs to travel to other area and also to come back to work area after holiday. But if this is not done almost all staffs may request long day leave and this may avoid such situation. This will also motivate and increase efficiency and concentration of the employees

16.2 Life Insurance

Old Policy	New Policy
<p>PHE EC has not life insurance policy</p>	<p>✓ PHE EC shall buy an endowment Life and accident insurance for all its staff members. The insurance policy shall be coverage for all employees for 24 hrs. ➤ The forgoing coverage shall also extend to: <ul style="list-style-type: none"> • Accidents resulting in death • Accidents resulting in permanent disablement • Accidents resulting in temporary total disablement, and </p>

Old Policy	New Policy
	<ul style="list-style-type: none"> • Medical expenses incurred in connection with the accident. <p>The staff member shall have the obligation to inform PHE EC executive director and/or Finance and operation officer of any accident and produce immediately proper evidence through PHE EC to the Insurance Company as per its requirements to claim the insurance benefits.</p>

Reason for Change

In order to minimize risks and in the case of imminent danger threatening the worker’s safety or health, the organization should provide insurance coverage to its staff members to protect them from risks. This also helps PHE EC to attract and retain its committed professional staff, reduce staff turnover, increase staff morale and increase job satisfaction PHE EC has intended to add those additional benefit scheme in its personnel policy.

17 Staffs Salary Adjustment

Old Policy	New Policy
<p>There will normally be one organizationally – driven, ‘country –wide’ occasion for employees to increase their base salary each year. This increase is known as the ‘annual increment’ which is based on staff’s performance evaluation.</p> <p>The level of this increment is determined by the board in liaison with the programs and finance team and will take into account market influences (changing price indices, labor market trends, local labor law etc), funding status of PHE-Ethiopia Consortium and of projects, project funding ‘ceilings’ and any other relevant factors. There are no separate “COLA” – specific adjustments.</p>	<p>There will normally be one organizationally – driven, ‘country – wide’ occasion for employees to increase their base salary each year. This increase is known as the ‘annual increment’.</p> <p>The level of this increment is determined by the board in liaison with the management team and will take into account market influences (changing price indices, labor market trends, local labor law etc), funding status of PHE-Ethiopia Consortium and of projects, project funding ‘ceilings’ and any other relevant factors.</p> <p>1. SALARY SCALE</p> <p>1.1. PHE EC has a salary scale that is based on step system. There are 14 grades in the salary scale, Grade I being the lowest and Grade XIV being the highest in PHE structure. Under each grade, there are 10 steps which are used for increment, salary adjustment, promotion and appointment of new employee.</p> <p>1.2. Consultants, part-time and casual employees can be paid differently than regular/temporary PHE EC staff, at the discretion of the Executive Director</p> <p>2. INCREASES</p> <p>2.2. Prior to performance based annual salary increases, performance evaluations will be carried out annually</p>

Old Policy	New Policy
	<p>during December.</p> <p>2.3. Increments will be awarded to employees based on Performance Evaluation. Staff who received a written warning or a verbal warning registered in his/her file during the previous year and/or staff whose performance is below what is expected will not get performance based annual salary increment.</p> <p>2.4. Performance based annual increments shall be granted in the form of one step increase to the previous salary. PHE EC may award additional salary increases according to the salary scale to a limited number of individual staff at its discretion. Staffs eligible are those with <u>commendable</u> performances in accordance with the result of the performance appraisal. The maximum increment shall be three merit steps in the PHE EC salary scales, above the point that the staff member is already placed. Supervisors can propose a merit increment to an employee in writing addressed to the next level supervisor in the hierarchy. The proposal must be based on the objective evaluation of individual performance against the designed work plan of the year. The final decision for the approval of the merit increment lies with the Executive Director.</p> <p>2.5. The performance based annual salary increment shall be implemented as of the first month of the following year (January).</p> <p>2.6. Staffs who are hired between Sept 1 and December 31 is not entitled to get the performance based annual increment.</p> <p>2.7. Salary and grade adjustments may be made when staff members are promoted to higher posts.</p> <p>2.8. Salary and grade adjustments may be made when staff members are not promoted to higher posts, but have assumed wider scope of work for higher responsibilities. This must be according to a newly revised job description and job evaluation to set appropriate grade & salary amount.</p> <p>2.9. Staff members who have reached the ceiling of the scale in the grade are not be eligible for increments. However, such staff may be compensated in another form if deemed appropriate</p>

Reason for Change

As it is well known at the inception the existing PHE EC staff salary scale is very low (not competitive with other similar sister NGO’s like PANE, CoRHA & CCRDA) and it was established based on the inconvenient PHE EC financial condition of 2008 before 6 years. But starting from now on wards it needs improvement that the employees will enable to cop-up the

current cost of living increment and to get competent staff that could work in a stable working environment

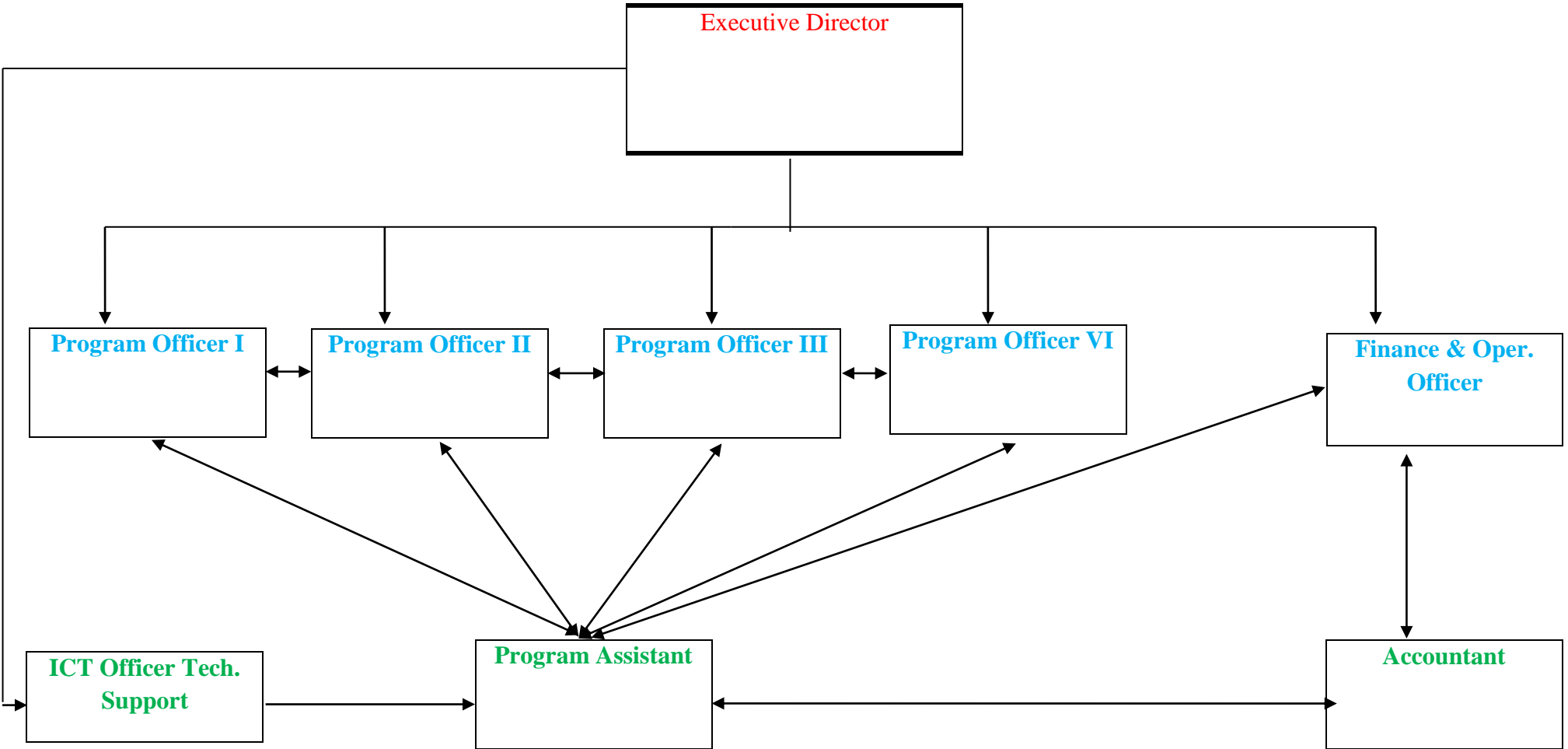
18 Provision of staff working materials

Old Policy	New Policy			
PHE EC has not such staff benefits.	✓ When the work carried out by the employee like the office assistance/cleaner, driver, guard and store keeper requires special equipment/clothing, therefore depending on the nature and need of the job, the following additional positions are recommended for inclusion in the table to be provided by PHE EC.			
	Position	Equipment/Clothing	Amount	Period
	Guard	Suit	One	Every year
		Shoes	One pair	Every year
		Shirt	One	Every year
		Overcoat	One	Every 2 year
		Rain coat	One	Every 2 year
	Driver	Overalls	One	Every year
	Cleaner	Gown/Apron	One	Every year
		A pair of working boots/Shoes available locally, glove, Mouth cover	One	Every year
	Storekeeper	Gown, mouth cover	One	Every year

Reason for Change

Previously PHE EC has not its own office and all the activities performed by the guard and cleaner have been covered by Engender Health office employees. However, now a day PHE EC is on the way of increasing its staffs and office structure and starting from now on wards PHE EC should be employed its own driver, cleaner and for the future its own store keeper and guards. Therefore, the above staffs benefit packages policy should be included in its HR manual.

Effective dates July 2014



PHE EC staff Delegation structure