

MASAKA DIOCESAN MEDICAL SERVICES (U) LTD



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MASAKA CITY

**STANDARD OPERATING PROCEDURES & PERSONNEL
POLICIES (SOPPP) MANUAL**

JUNE 2022

TABLE OF CONTENTS

ACRONYMS:	3
SECTION ONE: A GENERAL OVERVIEW OF THE STANDARD OPERATIONS AND PERSONNEL POLICIES MANUAL	4
1.1 INTRODUCTION AND PURPOSE OF THE MANUAL.....	4
1.2 APPLICATION AND INTERPRETATION OF THE SOPPP MANUAL.....	5
1.3 IMPLEMENTOR RESPONSIBILITIES.....	6
1.4 SUPPORTING COMMITTEE FROM THE MDMS BOARD	6
1.5 REVIEW AND APPROVALS OF THE SOPPP MANUAL.....	7
SECTION TWO: RECRUITMENT POLICY	8
2.1 STRUCTURAL ESTABLISHMENT.....	8
2.2 PURPOSE OF THE POLICY	8
2.3 CATEGORIES OF EMPLOYEES	8
2.4 APPOINTING AUTHORITY	9
2.5 RECRUITMENT AND SELECTION PROCEDURES.....	9
SECTION THREE: MANAGEMENT OF STAY POLICY	16
3.1 CODE OF CONDUCT.....	16
3.2 CONDITIONS OF SERVICE	24
3.3 REMUNERATION AND EMPLOYEE BENEFITS POLICY	27
3.6 RECORDS AND INFORMATION MANAGEMENT POLICY.....	36
3.7 GRIEVANCE HANDLING PROCEDURES POLICY.....	38
SECTION FOUR: MANAGEMENT OF EXIT POLICY	40
4.1 POLICY AND PURPOSE.....	40
4.2 RESPONSIBILITIES.....	41
4.3 FORMS OF EXIT	41
SECTION FIVE: VOLUNTEER AND TRAINEE MANAGEMENT	43
5.1 WHO ARE VOLUNTEERS/TRAINEE?	43
5.2 PURPOSE:	44
5.3 VOLUNTEER POSITIONS:	44
5.4 VOLUNTEER RECRUITMENT:.....	44
5.5 OVERALL COORDINATION:	44
5.7 CONDITIONS BEFORE VOLUNTEERS ARE ACCEPTED	45
5.8 PROCESSING OF ACCEPTED VOLUNTEERS.....	45
5.9 VOLUNTEER AGREEMENTS:	45
5.10 VOLUNTEER INDUCTION AND TRAINING:	45
5.11 VOLUNTEER STAY AT MDMS:.....	45
5.12 VOLUNTEER SUPPORT.....	46
5.13 CONDITIONS OF WORK	46
5.14 VOLUNTEER PERFORMANCE MANAGEMENT	47

5.15 RECOMMENDATION ON VOLUNTEER PLACEMENT ENDING	47
5.16 TERMINATION OF SERVICE	47
5.17 MDMS’S EXPECTATION:.....	47
5.18 RESPONSIBILITIES AND EXPECTATIONS	48
5.19 GENERAL RULES OF CONDUCT FOR VOLUNTEERS	48
SECTION SIX: OFFICE MANAGEMENT POLICY	49
6.1 OVERVIEW OF POLICY AND PURPOSE	49
6.2 PROJECT CONTRIBUTION TOWARDS ADMINISTRATION COSTS	50
6.3 MDMS’S OFFICE EQUIPMENT:.....	50
6.4 OFFICE PROCEDURES	53
APPENDIX I: MDMS ORGANOGRAM	59
Appendix 2: STAFF VACANCY DECLARATION FORMAT	60
Appendix 3: JOB APPLICATION FORMAT	61
APPENDIX 4: INTERVIEW / ASSESSMENT TOOL FORMAT	63
APPENDIX 5: JOB DESCRIPTION FORMAT	65
APPENDIX 6: BIO-DATA FORM	68
APPENDIX 7: NEW STAFF INDUCTION CHECKLIST FORMATE	69
APPENDIX 8: ORIENTATION CONFIRMATION FORM.....	71
APPENDIX 9: PERFORMANCE MANAGEMENT TOOLS	72
APPENDIX 10: PERFORMANCE EVALUATION AGREEMENT AND ONWARD PLAN	80
APPENDIX 11: LEAVE APPLICATION FORM	82
APPENDIX 12: TRAINING NEEDS ASSESSMENT FORMAT	82
APPENDIX 13: TRAINING APPLICATION FORM	83
APPENDIX14: EMPLOYEE CLEARANCE TEMPLATE	85
APPENDIX 14: CERTIFICATE OF SERVICE TEMPLATE	86
APPENDIX 15: FINAL DUES TEMPLATE	87
Appendix 17: TIME SHEET- SAMPLE	92

PREAMBLE

Masaka Diocesan Medical Services (MDMS) is a semi-autonomous department under the Social Development Commission of Masaka Diocese, governed by Board of Directors. MDMS delivers services through three thematic areas namely, coordination of diocesan health facilities, medical supplies chain management and Community Based Health Services which include HIV and OVC services. MDMS is guided by its Vision, Mission and Values as given below:

MDMS Vision

“A Diocese with health institutions that meet health needs of the population without any discrimination.”

MDMS Mission

“To provide sustainable quality health services in continuation of Christ’s healing Ministry in partnerships with other stakeholders”

MDMS Values

1. **God first:** Saving lives is the greatest purpose that MDMS serves led by God and inspired by the Gospel values for the salvation of the world;
2. **High respect for human life:** MDMS distances itself from all forms of disrespect and discontinuity of human life, and all forms of torture and violence against individuals and groups are not tolerated;
3. **Non-discrimination:** We promote equal treatment of employees and beneficiaries;
4. **Service centred:** MDMS promotes a philosophy of valuing clients and treating them as Christ did thus promoting the spirit of servant leadership.
5. **Transparency and Accountability:** MDMS upholds inclusive and transparent management with a robust accounting system which ensures good stewardship of resources.
6. **Mutual respect and Team work:** MDMS values each other, well aware that all were created in the image of God and;
7. **Compliance to quality standards:** MDMS is committed to delivering services that meet the international, national and organizational standards and in line with the Catholic Church’s values.

ACRONYMS:

MDMS	MASAKA DIOCESE MEDICAL SERVICES
PC	PROJECT COORDINATOR
DHC	DIOCESAN HELATH COORDINATOR
HRM	HUMAN RESOURCES MANAGER
OCOB	OPERATIONS COMMITTEE OF THE BOARD
PDP	PERSONAL DEVELOPMENT PLAN

SECTION ONE: A GENERAL OVERVIEW OF THE STANDARD OPERATIONS AND PERSONNEL POLICIES MANUAL

1.1 INTRODUCTION AND PURPOSE OF THE MANUAL

A Standard Operations and Personnel Policy Manual is a set of instructions that define and formally present in writing explanations relating to MDMS operations and policies concerning its employees and the conditions that govern their stay at MDMS. Therefore, a policy is a set of guidelines geared towards ensuring that employees are aided in their day-to-day work and how they relate with other MDMS staff. The strength of MDMS is the ability to guide its activities in an organised manner and the people it employs. MDMS believes that the best way to assist its employees to succeed is to create a work environment that values and recognises their work and to guide them in their work. It sets the tone for conduct in MDMS and defines boundaries. Being

charged with a variety of functions and responsibilities, it's important to have in place a comprehensive set of key operation procedures and personnel policies manual to do the following:

- I. To aid in management decisions and the legitimacy of actions taken;
- II. To act as a resource guide for all MDMS activities;
- III. It stipulates the rights and responsibilities accorded to MDMS's employees and the official organizational policies and procedures that govern the MDMS work in the Diocese and the expectations of MDMS's employee with the intension of ensuring consistency, equal and fair treatment of all employees hence forming a basis and firm tool of accountability against which MDMS can monitor and assess the management of its human resource;
- IV. To guide the recruitment, selection and employment of the most qualified personnel and provide equal employment opportunities regardless of sex, colour, race, tribe, nationality subject to any preference made based on their inherent needs of a particular job designed to be a reference for all Managers, Supervisors and staff of MDMS;
- V. To serve as an orientation tool for employees of MDMS.

This manual shall cover the following areas:

- I. Overview of the manual
- II. Recruitment Procedures
- III. Management of Stay
- IV. Separation (Exit Management)
- V. Volunteer/Trainee Management
- VI. Office Management

1.2 APPLICATION AND INTERPRETATION OF THE SOPPP MANUAL

1. Except as otherwise expressly provided herein, the provisions in this Policy manual shall apply to all employees of MDMS;
2. Shall replace and cancel all previous memos, regulations and rules which are in conflict with these provisions and any pertaining to terms and conditions of service with MDMS;
3. Shall be interpreted by the Human Resource department of MDMS in the event of confusion, lack of clarity or any serious queries regarding any section of these regulations;
4. Shall not mean guarantee of continuity of benefits or rights. No permanent employment or employment for any term is intended or can be implied from any statements in this policy manual;

5. Have been developed based on the provisions of the Employment Act 2006 and shall apply only to the laws of Uganda (currently under review by the Federation of Uganda Employers-FUE); Labor Unions Act, Labor Relations Act (Code of Good Practice) Rules, G.N. No. 42 of 2007, NSSF Act with subsequent amendments.

1.3 IMPLEMENTOR RESPONSIBILITIES

It is the direct responsibility of the Board of Directors, DHC and Senior Management team of MDMS in conjunction with the help and guidance of the Human Resource manager to foster good working relationships, implement the provisions contained in this policy manual and to ensure distribution and easy access to copies of this policy and the amendments thereof to all employees of MDMS;

It is the responsibility of the individual employee to have detailed knowledge and understanding of the provisions contained in this policy. Ignorance of any particular provision herein cannot in itself be accepted as an excuse for non-compliance and their responsibility to exercise good judgement and to act with honesty and integrity;

It is the duty of MDMS management to ensure that the policy is observed in order to create confidence in it among employees but also reserves the right to revoke, change, or supplement guidelines at any time without notice.

1.4 SUPPORTING COMMITTEE FROM THE MDMS BOARD

1.4.1 Operations Committee of the Board (OCOB)

The MDMS Board Chair shall appoint three members of this Board to form this committee. The DHC and the HRM shall be Ex-officials of this Board and this Board shall oversee MDMS operations in terms of recruitments, performance evaluations discipline cases and any other matters that may arise. The Committee shall co-opt senior management members where need arises e.g in the recruitment processes. This committee shall have the following responsibilities:

- I. Review MDMS policies and procedures to see where there is need for improvement
- II. Evaluates performance problems and providers recommendations
- III. Shall be the "Hiring Committee" in all recruitments to ensure MDMS procedures and standards are followed
- IV. Performance Evaluation of the Senior Management team and the assessment of performance reports for HRM after compilation;
- V. Shall handle all discipline and appeal cases and advise DHC on way forward
- VI. And any other issues MDMS shall deem necessary for the committee to handle

1.5 REVIEW AND APPROVALS OF THE SOPPP MANUAL

The Human Resource department is charged with the responsibility of continuous upgrade of the manual by identifying obsolete sections and recommending amendments to MDMS management and approval by the Board. A general review shall be done every three years depending on changes in Strategic direction of MDMS, workforce, employment trends, economic conditions and legislation. However, any changes in policy will be consistent with our mission, vision, and values.

The SOPPP manual shall be presented to OCOB for study and then recommended to the Board Members for approval.

We encourage users of this Manual to pay attention to details in order to invoke the relevant clauses for the best HR practices.

Signed:

.....
Diocesan Health Coordinator

.....
Chairperson Board of Directors

SECTION TWO: RECRUITMENT POLICY

2.1 STRUCTURAL ESTABLISHMENT

There shall be an MDMS staff establishment as may be approved by the Board from time to time. It shall be derived from the organogram of MDMS annexed to this Manual. Recruitment shall thus follow the provisions of positions in this structure (**Appendix 1**). However, new positions may be created as need arises.

MDMS is an equal opportunity and merit employer where employment decisions are based on qualifications, competences, ability to comply to MDMS core values and the operational needs and capacity to pay them.

2.2 PURPOSE OF THE POLICY

The purpose of this policy is to guide MDMS process for recruiting people with suitable skills, expertise, and qualifications to deliver the organization's strategic objectives and to contribute to the aims of our organization. Whether employees or volunteers, effective recruitment and selection is crucial to the success of MDMS.

2.3 CATEGORIES OF EMPLOYEES

For the purposes of administering HR policies, MDMS recognises the following categories of employees:

2.3.1 Full-Time Employees

Shall refer to those workers engaged (usually on a contract basis) to work for a minimum of 40 hours in a week and a maximum of 48 hours as required by law. The duration of employment is an agreed period, usually one year or less or longer based on need and their terms of engagement are outlined in the letter of appointment. This category of employees are entitled to benefits and allowances as provided for in this manual.

2.3.2 Part time Employees

Shall refer employees taken on for a specific task and a limited amount of time (less than 40 hours per week). They shall be paid per hour worked and are not entitled to and benefits or allowances and are usually engaged for a short period of time.

2.3.3 Temporary Employees

Shall refer to employees hired to work full time hours for a specific period of time usually not exceeding four months and are expected to perform duties which cannot be allocated to other employees. This category of employees is not entitled to employee benefits other than the terms negotiated in their contract.

2.3.4 Casual Employees

Shall refer to those whose employment with MDMS is based on the kind of casual or hourly paid work available at certain points in time. They are not entitled to

employee benefits or allowances other than their pay as negotiated with HR department.

2.3.5 Internship/Trainee Opportunities

Shall refer to such individuals usually taken on from tertiary institutions for purposes of gaining some practical experience in their areas of study and the engagement is for a specific short period not exceeding three months. No salary or allowances are paid to this category of workers. Usually, they are professional graduates that are offered opportunities to train in specific areas of their study and will work under specific departments under the supervision of a qualified supervisor. They can be given lunch depending on the contribution they make to the department they are attached to and the donor regulations.

2.3.6 Volunteer Employees

Shall refer to employees, fully qualified to work in the position they are placed in except for no pay. They are engaged for a specific period of time and can be considered if an opportunity opens for employment because they have the required qualifications and possible experience except MDMS is not recruiting at that particular time.

2.4 APPOINTING AUTHORITY

The Chairperson Board and the Diocesan Health Coordinator (DHC) of MDMS shall be the appointing authority with respect to all MDMS employees and the terms and conditions stated in these policies and procedures shall be the guiding principles under any employment contract. This placement shall be a result of a recruitment process as laid down in this manual.

2.5 RECRUITMENT AND SELECTION PROCEDURES

2.5.1 Overview: The recruitment of all employees shall be the responsibility of the Human Resource department in liaison with the respective departments and shall be approved by the DHC following an approved staff structure by the MDMS Board of Directors.

It shall be the policy of MDMS to recruit, highly qualified and able personnel to fill existing or newly created vacancies through a competitive procedure.

The Finance & Accounting department shall confirm that the position is budgeted for and funds are available for the position;

MDMS shall pursue a policy of providing equitable employment opportunities for all applicants but is also keen to facilitate internal promotions wherever possible as development opportunities for its employees

The hiring of immediate relatives shall not be allowed unless they go through the entire procedure and come out the best among the competitors.

The recruitment process will be initiated by the user department. The line Manager/Head of department shall declare a vacancy **(using the appendix 2 form)** and in accordance with the approved structural establishment and when this is done, they shall also present a clear Job description to the HR department for forward processing; The recruitment and selection processes shall then follow.

2.5.2 Job Announcement and Advertisements

Once the position has been approved, the HR shall do the following:

2.5.2.1 Internal Advertisement:

The Human Resources department shall announce and advertise the position through a staff circular/memo to be displayed on all the notice boards of all offices inviting applications from eligible staff as per the job specifications;

2.5.2.2 Internal Recruitments

MDMS may occasionally decide to restrict advertisement to internal candidates only. Furthermore, junior posts will always be advertised internally first, to provide continuous development of existing members of staff unless there are specialist skills required for the post involved.

Vacancies which are restricted to internal candidates will be clearly indicated on the advertisement. All internal candidates will be selected for interview on the same criteria as external candidates

2.5.2.3 External Advertisement

In the event of lack of internal suitable candidates, the vacancies shall be advertised in an appropriate newspaper and circulated on lists and social networks, local notice boards and public spaces or MDMS website

2.5.3 Hiring Committee

The OCOB shall be the hiring committee and shall oversee all MDMS recruitments with observance of all procedures laid down in this manual. The committee shall incorporate members from user departments and shall co-opt other members of the senior management team based on the technical needs of the position and being sensitive to gender balance. They shall conduct all the steps of the recruitment process (including screening the application letters to determine who qualifies to be shortlisted for interviews) to final determination of suitable candidate to recommend to the hiring authority. This is because recruitment into MDMS is very important and its important that its done well. However, depending on the level of positions being hired, this committee can delegate the recruitment exercise to the HRM and Senior management team.

2.5.4 Application Requirements/Documents

1. Application Form:

Candidates may be asked to complete a standard application form **(Appendix 3)** in addition to submitting the following documents;

- Application Letter (Cover letter)

- Detailed CV with relevant referees with their addresses and contacts (telephones nos)
- Copies of Academic qualifications

2.5.4.2 Declarations:

Applicants will also be required to declare any relations to any member of staff within MDMS. Canvassing of members of Organization is not permitted. No manager should be put into a position where he or she is asked to interview a person to whom they are related.

2.5.4.3 Confidentiality:

All completed applications are private and confidential and should only be made available to those directly involved in the recruitment and selection process following a thorough collating and shortlisting process by the HR department in preparation for the interview process.

2.5.5 Application documents screening Process

Applications letters shall be received by the HR department and organised in their respective files for review by the Hiring Committee. The Hiring committee will transparently review the documents and agree on a short list of candidates to be interviewed. This shortlist shall be availed to the HR department to organise for the interviews and invite the shortlisted candidates.

2.5.6 Interview process

Based on the selected candidates, the HR department shall prepare the Interview Assessment Forms (**Appendix 4**) that is in line with the position to be interviewed for together with individual files which shall have the following:

- Job description
- Candidate's documents
- All interview forms and interview guidelines

The HR shall proceed to invite the selected candidates for interviews giving them reasonable notice to ensure that candidates have sufficient time to prepare for and make the necessary arrangements to attend the interview.

A set of questions and answers to help members on the interview panel who are not technical in some are of the interview will be agreed on by the hiring committee in advance and will be developed from the posted job description. However, for a few cases, affirmative action is to be applied to bring in some newly qualified youths.

Candidates will be asked the same questions in the same order. Each committee member will have a copy of the questions and answers (for technical part) and will score independently of each other during the interview.

It should be remembered that an interview is a two-way process, candidates will be given the opportunity to ask questions about the Organization, to ensure that they have a full understanding of the post for which they are applying and the way the Organization operates.

In addition to oral interviews, a range of other selection techniques may be used, such as practical assessments or aptitudes tests where need arises.

2.5.6 Selection and Communication

The Hiring Committee shall then evaluate the results of the interviews to determine the most suitable candidates (usually a short list of about three candidates in order of performance). The HR department shall then do the following:

- Verify the authenticity of academic documents
- Request and check the current or previous pay slips
- Conduct reference Checks on the suitable candidates and if possible, receive a signed form from them in confirmation;
- All the findings shall be forwarded to the hiring committee for the final decision
- The hiring committee shall make the decision on the most suitable candidate for the job.
- The HR shall be advised of this decision and the subsequent recruitment communication made to the rightful candidate

All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or email. All unsuccessful candidates' application forms and interview notes will be retained for one year from the date of interviews taking place. After this date, they will be destroyed.

2.5.8 Hiring/Appointment

All job offers will be made strictly on merit and related to the requirements of the job but will be made conditional upon satisfactory results from the following:

- Two Satisfactory References;
- Confirmation of Academic Credentials
- Confirmation of the Right to Work in Uganda.
- Criminal Records Disclosure (If appropriate for the job).

A salary negotiation will proceed before the written offer letter is made for the successful candidate but this salary MUST fall within the provisions of the position and funds allocated to this position. The candidates will be expected to sign a job offer letter to enable the HR prepare an employment contract for the hiring authority to sign.

2.5.9 Employment Contracts

Following a successful recruitment and selection process, it shall be the policy of MDMS to issue their employees with an employment contract of a duration of a

minimum of one year except in cases of temporary workers. This enables MDMS to plan its activities with assured staff on board but also, this provides job security for the employees. For Project staff, their contract shall run with the project for continuity and steadiness in performance. In view of all this, a Contract letter shall be issued and signed by both parties (recruiter and the recruited) and shall have the following information:

- Position Title
- Place of Employment
- Position/Job description (**Appendix 5**)
- Starting salary
- Name of Supervisor
- Start date and end date
- Probationary duration
- Signature of both parties (hiring authority and employee)

2.5.10 Employee Records

The Human Resource department is responsible for the development and maintenance of a centralised personnel records file. All requests from within and outside for employee information, employee reference checks and verification of employment are the direct responsibility of the HR department. MDMS shall keep all staff records as confidential files by the Human Resource department and only accessible by the designated senior management in case there is need. Each new employee shall be required to complete a Bio Data Form (**Appendix 6**) which shall provide all information about the employee. The MDMS shall maintain a confidential personal file for each employee. This file shall contain:

- Letter of application for employment, Curriculum Vitae & Job schedule
- Employment test and interview results
- Letter of appointment, signed by both, the employing authority (Group Chairman) and the employee to show acceptance
- Letter of confirmation after probation
- Personal history form duly filled giving all necessary information, signed copy of code of conduct and conditions of service (PHF has Bio Data)
- Copies of all their certificates, diplomas or licenses
- Release paper/or recommendation from previous employer, if any
- Copies of all performance evaluations and improvement plan
- Copies of all salary/benefit adjustment notices
- Driving permits (for drivers and any other driving employee)
- Work Plan
- Any other communications made to the staff or to administration by the staff in the course of employment. (Includes awards).

All employee files are considered confidential information and shall be securely kept by the HR department and can be accessed by designated officers upon

written request and for justifiable reasons. The following are the designated persons:

- HR Officers
- Direct Supervisors
- Internal auditors where need arises
- Hiring Authority

2.5.11 Orientation (Staff on boarding)

This on-boarding policy is designed to enable new staff to quickly settle into the Organization and become productive and efficient members of staff, understand the work procedures and ensure that staff have a safe working environment.

HR office shall prepare for arrival of the new staff by preparing an Induction checklist (**Appendix 7**) including securing workspace and all equipment and others such as HR policies, financial policies, payroll forms, personal particulars forms, legal documents, staff contact list, job descriptions, etc. On arrival the HR office shall have the new employee provide the following information:

- a. Place of residence (residential address)
- b. Local Council (LC) and chairperson of the LC.
- c. Landlord
- d. Copy of Passport
- e. NSSF number
- f. TIN number
- g. Driving Permit
- h. Passport photo & full-length photo
- i. Next of kin
- j. Legal wife and dependent children
- k. Birth Certificate (Check with Government Registry)
- l. Electricity bill (Check with the billing company)

The HRM shall, together with the immediate supervisor, develop an orientation check list for all newly recruited staffs and this shall run for period of at least two weeks in the whole of MDMS to acquaint themselves with MDMS's vision, mission, goals and culture but for a longer period of about three (3) months in their respective departments to understand the operations of MDMS.

The HR department shall monitor the Orientation/ on-boarding process ensuring the new employees are settling in well. This may call for weekly meeting with the new employee to be up dated with any challenges.

2.5.12 Probationary Period

The purpose of a probationary period is to establish whether or not there is an appropriate match between the person, the job and the work environment; and whether a good working atmosphere has been established with the team. The

probationary period allows new employees time to learn the duties and fulfil the responsibilities of their new position. It also allows the Organisation to assess the ability of the employee to meet job requirements.

1. Duration:

Each employee shall initially be employed for a probation period of 3 to 6 months depending on the position of the employee. Employees falling in the senior level category shall have a longer probation period contrary to the employees in lower positions. While on probation, the employee shall not be entitled to some employment benefits such as NSSF, medical insurance, leave etc (Subject to MDMS)

2. Responsibility of Supervisors:

During this time the supervisor shall assess the suitability of the employee for the position. This shall be based on the overall fit of the employee together with the job description given to the employee on commencement of engagement and the ability of the employee to be self-driven.

3. Employee's Responsibility:

During this time the employee shall also assess the MDMS, the job description and work relationships and decide whether they are willing to work with the organization in the capacity given.

4. Evaluation of the probation period & Results:

This Human Resource department shall guide the relevant department on the evaluation procedure and provide them with the relevant appraisal formats for the evaluation process. A comprehensive assessment of the employee shall be done by the immediate supervisor but also from other departments the employee has been relating with. The process shall follow the laid down performance Evaluation process given in this manual. This evaluation report shall guide the subsequent decisions to be made by MDMS represented by supervisors and any of the following can be the decision taken:

- The employee is suitable and shall be **confirmed** on the job; (**Appendix 8**)
- Advised that his performance was not measuring to the MDMS's expectation thus calling for an **extended** probation. The supervisor shall fully explain the reasons for the extension and the major areas of weakness. The supervisor shall also provide a plan in which he/she intends to help the employee. However, the extension shall not exceed three months;
- **Termination** from employment where performance and/or conduct of the employee is deficient, and it is deemed that there is no room for improvement. This termination shall follow the provisions in this policy under "termination of Employment under probationary period" and in accordance with the provisions of the employment Act 2006.

5. Communication to the Hiring Authority:

All such recommendations shall be forwarded to the Hiring Authority for appropriate decision. Such communications shall be in writing and the employee shall be expected to acknowledge receipt of such letters by appending a signature in writing. Such communications shall be made in the first two weeks after the completion of the first or second probation period.

However, an employee whose probation period ends and an appraisal is done but does not get the confirmation within one month, shall notify the immediate supervisor in writing seeking confirmation. If this employee is not confirmed within 30 days following his communication to his supervisor, he/she shall be deemed to have been confirmed (Employment Act 2006).

2.5.13 Equal Employment Opportunity/ Non-Discrimination

MDMS shall subscribe to a policy of equal opportunity employment where employees and applicants for employment shall not be discriminated against on the basis of age, race, colour, tribe, religion, gender, disability marital status, political affiliation in any employment compensation, transfer, promotion etc as long as they are willing to abide by MDMS regulations. All employment-related decisions shall solely be based on relevant, and fair criteria covering, training, experience and suitability.

SECTION THREE: MANAGEMENT OF STAY POLICY

3.1 CODE OF CONDUCT

3.1.1 Overview about the Policy:

The spirit of this Code of Conduct is as important as its contents. It is far more than a guide for what reflects integrity and what does not. It is the employee and volunteer commitment to provide a working environment that engenders trust, respect, and partnership while fulfilling the Mission of MDMS and that of the

Catholic Church. MDMS is committed to the highest standards of ethics, integrity and fairness in all dealings and to provide the public with the utmost level of confidence in our organization. Ethics is defined as “the principles of conduct governing a group of people”.

Ethics and integrity are the responsibility of each individual and therefore every individual is responsible for ethical conduct consistent with these guidelines. As a result, supervisors must assume responsibility for ensuring that their conduct and the conduct of those they supervise complies with this code. These shall be some of MDMS’s guiding principles under the Code of Conduct:

- We honor our commitments to each other and the public;
- We consult with the appropriate individuals when making a decision;
- We will base our decisions on the most accurate information available respecting confidentiality at all times;
- We take any concern directly to the person involved, not tolerating gossip, innuendo or hearsay;
- We offer constructive criticism, only in person, and in the proper venue;
- We focus on solving problems, not blaming people;
- We are alert to the impact of any individual or group that is detrimental to the Organization Mission.
- We challenge the action of an individual or group that is detrimental to the Mission of the Organization.
- We encourage prudent risk-taking in the pursuit of innovation.

3.1.2 Purpose

Standards of conduct are intended to underpin and clarify standards required by the MDMS of its staff and form a fundamental part of the employment contract. An employee of MDMS is required to have a detailed knowledge of and adhere strictly to this policy guidelines. Ignorance of its content will not be accepted as an excuse for non-compliance;

3.1.3 Confidentiality

MDMS is committed to confidentiality. It is MDMS’s moral and ethical obligation to respect, preserve and safeguard the privacy, dignity and human rights of its clients and its staff. All confidential personal information regarding individuals who have been referred for, are receiving, or have received service, or who are employed by MDMS will be protected under this policy. The policy shall apply to all MDMS employees, volunteers, participants, members of Organization committees, beneficiaries and any person with whom confidential information is shared;

3.1.4 Dress Code

As MDMS’s representatives, all staff (employees and volunteers) are responsible for presenting a good image to clients and to the community. Staff in the different sections of MDMS will adopt a corporate wear at their expense.

As a general rule, MDMS does not provide uniforms to staff except in special circumstances like on special events that require branding, staff working in the medical store and health facilities. MDMS, however, will provide clothing like aprons, overalls, gumboots and raincoats to those whose work demands protection for safety reasons. Failure to use safety equipment provided will be regarded as a breach of discipline.

3.1.5 Conflict of Interest.

All staff are obligated to act in good faith towards MDMS in their dealings with it or on its behalf. No staff member shall place themselves in a position where there is a potential for conflict between their duties as an employee or volunteer and their other interests. A conflict of interest exists where an employee or volunteer, through their actions or through their involvement with the organization has either:

- I. The potential, real or perceived, for direct or indirect financial gain, whether for him/herself or for related individuals.
- II. The potential, real or perceived, for compromising the best interests of the organization.

3.1.5.1 Specific instances include:

- Financial interest, direct or indirect, in an existing or proposed contract, transaction or arrangement with MDMS;
- Benefit (or appearance of benefit) from confidential information that has been acquired during their official duties at MDMS;
- Operation of a business or service that competes or conflicts with MDMS services or otherwise has the potential for being perceived as an extension of MDMS service.

3.1.5.2 MDMS's Expectation

In the event such intention is foreseen, the employee shall immediately disclose in writing to the Diocesan Health Coordinator the nature and extent of such interest so that decision can be made as to whether a conflict of interest does exist.

The OCOB may allow a declared conflict of interest to continue when/where the contract or arrangement provides obvious benefits to MDMS, and where it is unlikely that any other party can provide this advantage to MDMS. Where such an arrangement is made, MDMS shall monitor the arrangement to mitigate the impact of the conflicts.

3.1.6 Sexual Harassment

It's the duty of MDMS management to provide a workplace free of tensions involving matters that do not relate to MDMS business. Employees have the right to enjoy the workplace without any harassment be it verbal or physical.

An employee of MDMS shall be considered sexually harassed if their supervisors, their representatives or a co-worker with promise of preferential treatment in employment, threat of detrimental treatment in employment; or threat about the present or future employment status of the employee does the following:

- Directly or indirectly requests the employee for sexual intercourse, sexual contact or any other form of sexual activity that contains an implied or express sexual interpretation;
- Uses language whether written or spoken of a sexual nature or any vulgar language;
- Uses visual material of a sexual nature;
- Shows physical behavior of a sexual nature which directly or indirectly subjects the employee to behavior that is unwelcome or offensive to that employee that by its nature has a detrimental effect on the employee's employment, job performance or job satisfaction.

3.1.7 Bullying and Harassment

The Organization has a "zero tolerance" policy and will investigate vigorously any allegations of bullying or harassment, regardless of whether the matter has been raised formally or informally; It can be assessed under the following circumstances:

- Bullying and harassment may be defined as any conduct which is unwanted by the person targeted by the behavior; is considered objectionable; and which causes humiliation, offense, or distress.
- Harassment and bullying are determined by the impact of the behavior on the person to whom it is directed, rather than the intent of the perpetrator.

All Organization representatives carry personal responsibility for their own behaviour and for ensuring that their conduct aligns with Organization values and the commitment to fairness and respect in the workplace. In addition, each person has a responsibility to report instances of bullying or harassment. Employees have a responsibility to act as role models, pro-actively addressing instances of bullying and harassment. When such a case comes up, it shall follow the normal grievance procedure policy in this manual.

3.1.8 Smoking/Alcohol/Drug Use

Smoking in offices shall not be allowed whether during working hour or not but MDMS shall allow employees to step out of MDMS premises to do their smoking. These employees (who smoke) must make sure to keep their hygiene up to expectation so that they don't cause other employee's discomfort. In addition, MDMS employees are not allowed to appear on duty under drug or alcohol influence or whenever conducting official duties.

3.1.9 Fraud and Whistle blowing

Fraud involves a will full or deliberate act with the intention of obtaining an unauthorized benefit such as money or property by deception or other unethical means. It's every employee's responsibility to detect and prevent fraud, misappropriations and any such practices that deprive MDMS finances or assets wrongfully. Some but not all of such actions are listed below:

- I. Forgery and alteration of documents for personal gain (checks, timesheets, contracts, agreements, quotations, purchase orders, invoices, receipts etc.)
- II. Improper handling or reporting of money or financial documents
- III. Disclosing confidential information to outsiders (e.g bidding information)
- IV. Asking or seeking material/financial gain from service provider.

3.1.9.1 Fraud Reporting Responsibilities

It's the responsibility of every employee to immediately report suspected fraudulent activities to their immediate supervisors and in case it's the supervisor, then reporting is made to the Diocesan Health Coordinator. Employees should use the most convenient but secure channel of reporting for their own security. The normal disciplinary procedures shall follow (i.e investigations to ascertain truth).

3.1.10 Gifts

Gifts are known or perceived to coarsen people who receive as means of diverting the targeted employee to conduct their responsibilities with a compromised mind, usually intended to influence decision making about a certain matter. In view of this, the following measures are put in place:

- To avoid the above, employees shall endeavor not to accept personal gifts or service from clients, funders and/ or politicians;
- Employees shall discourage parties from presenting gifts and encourage them instead to make a donation to MDMS. Small gifts (plants, food, etc.) should be donated to MDMS and shared amongst staff.
- If a gift is received, staff members shall inform the Diocesan Health Coordinator and discuss how to proceed. If a staff member feels it appropriate to provide a gift to any of the above parties (clients, funders and politicians), the employee must make a request to the Diocesan Health Coordinator.

3.1.11 Reporting Code Violations

All employees of MDMS are responsible for bringing violations of the policy to the attention of senior management through standard management reporting channels beginning with the immediate supervisor. If the use of normal reporting channels create a potential conflict situation, violations of the policy must be reported confidentially and anonymously and person

reported to shall bring it to the attention of the DHC and investigation shall be done to establish the truth before any action is taken.

3.1.12 Disciplinary Procedures Policy and Purpose

3.1.12.1. The Policy and Purpose:

MDMS is committed to high performance standards and moral behaviours in line with our values. This policy, therefore, is intended to ensure that employees are responsive to these standards thereby encouraging discipline and maximum performance at work places, having prior knowledge of acts that lead to disciplinary actions, guarantee fairness and consistency in the disciplinary procedures and to provide a uniform framework under which all discipline matters are addressed. The policy seeks to protect the Organization and its staff from instances of misconduct or wrongdoing by staff, while allowing staff members to make corrective actions to continue in service to the Organization. The disciplinary control of the MDMS's employees shall be vested in the OCOB.

The HRM shall bring to the committee's attention any discipline cases that need OCOB to address. As mentioned earlier, the HRM shall be part of this committee as an Ex-Official to offer guidance and unbiased opinions and compliance with the employment Act. It is important that there is an employee representative on this committee to represent employee interests. The discipline code has two categories defined as:

- Misconduct (Unacceptable or improper behavior)
- Gross Misconduct (Misconduct of a serious nature)

3.1.12.2 Role of the Disciplinary Committee (in this case, the OCOB)

- To ensure that they get all the facts relating to the misconduct;
- To hear the employee's oral and written representation to them;
- To determine based on the employee's submissions, whether there is sufficient reason for the charges leveled against them;
- To recommend further investigations where evidence submitted is not sufficient enough to warrant the sitting of the committee;
- To make decisions following the hearing;

3.1.12.3 Guiding Principles:

- No disciplinary action shall be taken against an employee until their case has been fully investigated where investigation is applicable;
- Employees will be given an opportunity to be heard before any action is taken for offences which lead to up to termination/dismissal;
- The employee may choose to be accompanied by a work colleague during this session;
- The outcome of each formal stage of the disciplinary process hearing will be communicated in writing and timelines set for the formal process of

appeal should the employee not be satisfied with the findings and decisions arrived at during this process.

3.1.12.4 Progressive Disciplinary process

Progressive discipline is a system where the severity of the disciplinary measure increases each time an employee commits an infraction amounting to misconduct. Normally the progression will begin at the lowest step of the progressive discipline process but may be advanced upon commission of another infraction amounting to misconduct with a time frame of six months. Infraction amounting to gross misconduct shall not be subject to the progressive disciplinary process but shall be referred to a disciplinary committee immediately.

The essence of progressive discipline is to ensure that the employee has the opportunity to correct and improve performance or conduct. Because of its nature, it has no definite standard of disciplinary actions but the supervisor together with the HRM shall exercise, at their discretion, on which penalty to impose based on the following:

- Impact on operations
- Circumstances surrounding the misconduct
- Gravity of the infraction
- Time interval and employee response to prior disciplinary action(s)
- Work history of the employee

3.1.12.5 Disciplinary Actions

Disciplinary actions shall involve the imposition of any of the following penalties, depending on the gravity of the offences following the progressive disciplinary process. The discipline process shall follow the stages given below but can also jump one stage to another depending on the gravity of the misconduct.

3.1.12.6 Verbal Warnings:

Appropriate when it is necessary for the supervisor needs to take action against a staff for any minor failing or minor misconduct that has a negative and significant impact on the organization;

3.1.12.7 Written Warnings:

The details of the written warnings shall be as follows:

- Be issued within one week of any disciplinary hearing;
- Shall describe the offense and where appropriate what disciplinary action will be taken if the offense is repeated;
- Outline how a staff must improve, and how long they have to accomplish the improvements;
- Final written warnings must explain that further misconduct will lead to dismissal and outline the rights and process for an appeal
- Be received by the staff personally (handed to them in person);

3.1.12.8 A first written warning:

Is appropriate when: a verbal warning has not been heeded to and the misconduct is repeated or there has not been improvement in performance as previously agreed; the offense is serious enough to merit a written warning; recurrence of the original offense/offenses is serious enough to lead to disciplinary action

3.1.12.9 A final written warning:

Is appropriate when an offense falls just short of something justifying dismissal; staff persists in misconduct and has received previous warnings.

3.1.12.10 Disciplinary Suspension:

An employee can be placed on Suspension without pay for a breach that does not necessary amount to gross misconduct but is too grave to pass for a written warning. It can also be used when there is a pattern of conduct where the employee is involved in repetitive misconducts however small they may be. It can also be used in instances when it is necessary to remove a member of staff from the workplace for a period of time, such as when an investigation is pending, for protection of themselves or other staff or clients, or to remove their influence or the influence of others. Staff suspended from duty will receive written communication with the following:

- Why they were suspended;
- The duration of the suspension;
- Timeline of any investigation;
- Right to appeal.

3.1.12.11 Gross Misconduct:

Listed below are some of the cases identified to fall under this category of gross misconduct which may warrant a Final Warning, Demotion or Dismissal. It is stressed however, that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of a Final Warning, Demotion or Dismissal.

- I. Theft, including unauthorized possession of MDMS property;
- II. Breaches of confidentiality, prejudicial to the interest of the Organization;
- III. Being unfit for duty because of the misuse/consumption of drugs or alcohol;
- IV. Refusal to carry out a legitimate management instruction which is within the individual's capabilities and which would be seen to be in the interests of the Organization;
- V. Breach of security procedures;
- VI. Physical assault;
- VII. False declaration of qualifications or professional registration;
- VIII. Refusal to observe legitimate MDMS rules, regulations or procedures;

- IX. Willful damage of MDMS property at work;
- X. If, without leave an employee absents himself/herself;
- XI. If an employee is seriously negligent in the performance of assigned duties, or carelessly and improperly performs any work which from its nature, should be performed properly and with care, and there are serious consequences.

3.1.12.12 Dismissal

A decision to dismiss an employee shall be taken following the recommendations by the disciplinary committee and approved by the DHC on behalf of the Board of Directors of MDMS. However, dismissal of a senior member of staff shall require approval of the Board Chairperson following all the necessary steps as laid down in this manual.

In all discipline cases, the decision to dismiss an employee shall be an outcome of thorough investigation and proof established. The recommendation shall detail the reason for dismissal and any administrative matter arising from the termination of their employment. The employee has a right to appeal the decision following the laid down appeal procedures.

3.2 CONDITIONS OF SERVICE

3.2.1 Hours of Work

The employee shall work for five days per week. Normal work days start at 8:00 am and end at 5:00pm with 1 – hour lunch break. At times it may be necessary to work beyond normal working hours, including weekends. Staff members are expected to respond positively to requests to work additional time, as the programme/department plans may need from time to time. Hours and days of duty will be determined by the intensity of the work to be performed, having regard to the particular circumstances of the nature of the organisation. Time off in lieu may be agreed to compensate the staff member. However, there shall be exceptions to this work schedule such as:

3.2.1.1 Watchmen: This category of workers may not follow the 8am-5pm work schedule but shall eventually do the minimum of 40 hours a week.

3.2.1.2 Field-based employees: Field based activities shall be conducted according to their own relevant timetable. Staff will be expected to work the hours necessary to complete their tasks.

3.2.2 Attendance

All employees shall report for work on time every official working day and the working hours are spread out as shown below:

Morning	8:00 am – 1:00 pm
Afternoon	2:00 pm – 5:00 pm

3.2.3 Absenteeism:

No employee shall be absent from duty, be late for work, or leave their Workstation without first obtaining the permission of their supervisor. If an employee is unable to report to work on time due to unavoidable circumstances, he/she should inform their supervisor on the same day and as quickly as possible. Absence from work of one-half day or more will be treated as leave and all necessary formalities will have to be completed.

3.2.4 Safety of Employees:

Employees are encouraged to be aware of their personal safety, especially when working after closing time of the MDMS office or over the weekends. Doors are to be kept locked after official working time and any visitors at such times restricted from entry. Employees are responsible for their own possessions including valuables and are encouraged to keep them in safe places.

3.2.5 First Aid Provision

The Front Desk work area shall have a well-stocked first Aid Kit to attend to employee immediate injuries that may occur while on duty before they are rushed to medical facilities should need arise. Management shall ensure the employees are trained in basic first aid and the First Aid Kit is continuously replenished with first aid items. Its re-stocking shall be ensured by the Admin Officer.

3.2.6 Commitment to MDMS:

Employees of MDMS will not work for other institutions. Since MDMS is a non-political organization, MDMS employees are not allowed to actively engage in party politics. However, an employee interested in joining active politics shall be allowed to resign for this purpose.

3.2.6 Common Office Areas

While MDMS will ensure that the office premises are cleaned daily, employees have the responsibility to keep their work area tidy.

3.2.7 Time sheets

Individual staff are responsible for the accurate completion and timely submission of timesheets when required to account for the organization time used to their direct supervisor. Each staff is expected to make weekly work plans and monthly reports that correspond with timesheets showing particular activities conducted each day as per the weekly work plans.

3.2.8 Occupational Health And Safety Policy (OHSP)

The ultimate goals of MDMS shall be achieved by creating a safe workplace through a well- coordinated OHSP system according to the OHSP Act of 2006. MDMS is committed to ensuring well-being and safety of staff and volunteers. Staff who fall sick at work will be treated within the regular health scheme of the organization and those who get injured at work will be compensated in

accordance with the Workman's Compensation Act. Volunteers are expected to contribute to maintaining a safe working environment and to take reasonable care of the health and safety of themselves and other persons. MDMS shall not provide volunteers with a medical scheme cover but shall avail them with the First Aid in case they get injured on the job. Foreign Volunteers are expected to have taken a personal medical insurance cover before their engagement with MDMS.

3.2.8.1 Occupational Exposure:

Occupational exposure shall mean contact through skin, eye and Mucous membrane, with blood or other potentially infectious materials that may lead to contamination and poor performance of employee's duties. Occupational exposure to blood, semen, vaginal secretions, breast milk or pus from a person who is infected with HBV (Hepatitis B Virus) or HIV may cause infections. Exposure to laundry soiled with blood or other potentially infectious materials and sharps which may penetrate the skin including but not limited to needles, broken glass, scalpels, or broken capillary tubes are potential health hazards.

MDMS shall emphasize maximum precaution to avoid all these but the employees must observe the SOPS as put in place by the MoH and MDMS or else MDMS may not be responsible for employees who contract such diseases out of carelessness.

However, due to the nature of MDMS activities, when occupational exposure occurs, the employee shall strictly follow the SOPs as recommended by the MoH for such emergencies below:

- I. The exposed employee shall wash hands and any other skin with soap and water or flush mucous membranes with water immediately or as soon as feasible following contact of such body areas with blood or other potentially infectious materials;
- II. Puncture wounds or Ulcerations shall be decontaminated with alcohol or Betadine if possible. De-contamination shall mean use of physical or chemical means to remove, inactivate or destroy blood borne pathogens on a surface or item to the point where they are no longer capable of transmitting infectious particles.
- III. The exposed employee shall inform their supervisor immediately. The exposed employee shall be asked by the supervisor to fill their part on the occupational exposure report;
- IV. The said employee will indicate the date and time of the exposure, detail the nature of exposure and indicate whether they accept to do baseline HIV testing for exposures related to HIV.
- V. The supervisor will immediately refer the exposed employee (with the Occupational Exposure Report) to the Doctor as soon as possible;

- VI. The employee's supervisor shall be responsible for investigating and reporting their finding for instituting changes to avoid further exposure or injury in the health facility incident report, which must be submitted to the human resource office within one hour.
- VII. The Doctor shall offer the exposed employee confidential baseline HIV testing. Baseline HIV testing is recommended for all potential occupational exposures to HIV. The exposed employee has the right to refuse baseline HIV testing;
- VIII. However, in the event that an HIV test done at a later time turns out to be positive, it would be impossible to determine whether HIV infection had been acquired through the occupational exposure. An employee that declines to do baseline HIV testing shall do so in writing. The Doctor shall fill their section and return it to the in charge who is responsible for safety issues at the MDMS.
- IX. The Doctor shall provide Post Exposure Prophylaxis Treatment as soon as possible to the exposed employees per the ARV national policy/guidelines or refer the exposed employee to community-based organizations that handle HIV/AIDS issues such as JCRC. All the medical attention required by the employee injured at workplace will be availed to them at the expense of MDMS.

3.3 REMUNERATION AND EMPLOYEE BENEFITS POLICY

3.3.1 Staff Salaries and Allowances:

All MDMS employees are entitled to receive salaries at the end of every month if worked according to MDMS employment requirements. The different Packages (salaries, allowances and benefits) payable to various categories of employees of MDMS shall be determined by the Board of Directors of MDMS as guided by the approved salary structure from time to time taking into consideration MDMS' capacity to pay and the need to attract and retain high calibre staff.

In view of the prevailing taxation laws, the amounts of pay to various categories of employees shall be shown in terms of gross monthly emoluments i.e. salary and the benefits. MDMS employee salaries shall be paid in local currency and shall be paid in arrears. The following shall be the guidelines for paying employee salaries:

- I. Salaries and allowances shall be project specific and shall be a consolidated taxable pay;
- II. The Board & Management shall use their discretion to sanction payment of any other allowance payable in accordance with the business and mandate of MDMS;
- III. Staff shall be paid their salaries by the 28th day of every month.

- IV. The amount of remuneration shall be that clearly defined in the formal letter of appointment and in accordance with the project specifics;
- V. All salary shall be paid through individual staff bank accounts and shall be net of all taxes and other statutory deductions.
- VI. Staff shall earn a minimum net salary that is not less than 50% of basic salary after all deductions of salary advances/loans.

3.3.2 Statutory and non-statutory deductions from Salary

Deductions from employee's salaries shall be made automatically for the following reasons:

- a. Statutory Deductions:
 - PAYE
 - NSSF
 - LST
 - Any other official deduction (if introduced by law or by Court order)
- b. Other Deductions as approved by Diocesan Health Coordinator can include:
 - Salary advances or loans
 - Cash shortages (failure to account for shortages)
 - Surcharge for loss or damage of MDMS property
 - Any other contributions as agreed upon with the employee
 - Voluntary deductions based on a written instruction of the employee to a saving scheme.

3.3.3 Benefits and Allowances

3.3.3.1 Salary Advance (Someone suggested this policy be removed)

MDMS may grant salary advance to staff members based on the following set guidelines: -

- I. A member of staff may receive salary advance not exceeding their monthly gross salary and the advance shall be recovered in three equal instalments with effect from the month following the one in which such advance was received;
- II. All salary advances shall be recovered within the contractual period;
- III. For the purpose of ensuring recovery, all salary advances shall be recommended by the officer responsible for managing the payroll;
- IV. No staff shall be granted salary advance before any outstanding advance is fully recovered;
- V. To the extent possible, Management will pay a staff whose advance has been approved within 48 hours from the time the approval is granted.

3.3.3.2 Gratuity or 13th Month

MDMS shall pay the 13th Month by 100% of the gross salary to the staff working for projects that are subject to termination at any given time as per the donor's decisions or gratuity calculated at a rate of 8% of annual salary times the number of years of service one has worked for a project basing on the calculation on the last salary received unless the contract stipulates otherwise. In case the employee breaches the contract of employment, the 13th month pay **shall not** be paid to the employee.

3.3.3.3 Medical/Health Insurance

MDMS is interested in ensuring that its employees are well taken care of while employed with them. In view of this it shall source out suitable and reliable medical service providers who can provide a medical cover for all employees and two members of their families (If the proposal is acceptable to the donors). The terms of the scheme shall be stipulated in the Medical Services Agreement or Medical Insurance Policy. The HR department shall liaise with the Procurement department to source out such service providers. The process shall follow the laid down MDMS Procurement guidelines for procurement of services. The OCOB, HR and PM shall be responsible for negotiating this policy and will ensure its coverage wide to as far as can be afforded by MDMS. The policy as much as possible shall cover the following basic areas:

- I. Medical services- Out patients
- II. Hospitalization
- III. Dental Services
- IV. Maternity
- V. Others as shall be negotiated in the policy

3.3.3.4 Group accident and Workman's compensation

The Policy shall cover employee's liability under the workers Compensation Act Cap 225 in respect of any accident or injury that causes bodily harm, death or illness to an employee as declared arising out of and in the course of employment. The cover shall be a 24hour cover. The extent of injury and the compensation due shall be taken on by the insurer of MDMS employees. The HR department shall liaise with the Procurement department to source for the service provider through the laid down procurement guidelines for procurement of services.

3.3.3.5 Approved Travel Rates

It shall be the policy of MDMS and any other project funding under MDMS to provide for travel costs. These costs shall be incurred when an official employee of MDMS has to travel away from their work station without the use of MDMS official vehicles/Motorcycles. Such cases shall arise where MDMS does not have enough vehicles and staff have to use other means for duty. When such cases arise, MDMS shall refund such employees the costs incurred at the current

market vehicle hire rates. Where an employee uses public transport, the refund shall be computed at the current market rates.

3.3.3.6 Overtime

It shall be the policy of MDMS to compensate employees who must work beyond their normal and regular work time (overtime) and therefore a financial provision must be made for such work. The need for the over-time work shall be properly defined and approved by employee supervisors who will sign on the claim form approving payment/compensation. Again, the rates shall to be paid shall be determined by the MDMS's OCOB considering MDMS ability to pay.

3.3.3.7 Extra Load

When an employee is required by Management to handle different responsibilities over and above their regular duties, they shall be entitled to get an extra load allowance at the rate of **10%** of his monthly emoluments provided such additional responsibilities are done over a minimum period of 30 consecutive days, and for a period not exceeding 3 months. This extra load assignment shall be in writing clearly stating extra responsibilities outside the employee job description.

3.3.3.8 Acting Allowance

This kind of allowance shall arise when an employee is required by Management to act in a higher position for a period not less than three months, they shall be paid an acting allowance which shall be determined by MDMS Senior Management from time to time. However, this shall not exceed one-third of their current salary.

3.3.3.9 Subsistence Daily Allowance (SDA)

It shall be the policy of MDMS to provide subsistence allowance to all MDMS employees and volunteers who, by virtue of their assignments, have to leave their designated places of work to other assigned areas for duty. These employees/Volunteers shall be entitled to a lunch allowance within Masaka region (5km radius) and outside (Beyond 5km) Masaka region. The rates to be paid shall be determined by the FCOB from time to time depending on the changing cost of living.

3.3.3.10 Per-diems

In case an employee has to sleep away from home on MDMS duties, the employee shall be advanced money to perform such activities. Where MDMS has not secured accommodation for the employee, the accommodations rates shall be the going rates of the area. In addition to the accommodation expense the

employee shall be given allowance to cater for their welfare and it shall be accounted for in such manner:

- I. 10% breakfast
- II. 30% lunch
- III. 40% Dinner
- IV. 20% Incidentals

While the Per-diem does require a receipt for accountability, the accommodation requires the employee to present a receipt for accountability.

An employee going of such field trip shall be paid 75% of this per-diem on the day of travel and shall claim on return if they have spent the 25% not given at the beginning.

The staff needing this SDA/Per-diem shall complete a requisition form for and have it approved by the supervisor and authorised by the MDMS Authorizing Officer.

These allowances (SDA and Per-diem) shall be determined by the FCOB basing on the prevailing circumstances and MDMS's ability or project provision.

Following the activity, the staff shall account for these monies by providing an activity report to their supervisors. All accountabilities must be completed within seven days following the advanced money.

3.3.3.10 Travel Allowances

It shall be the policy of MDMS to enable staff perform their duties even if it means movement from one duty station to another. The mode of travel shall be by public transport and the travel shall have prior approval based on work plan and activities to perform. The public transport rates are well known and shall be published by the Finance department every so often in case there is change.

In case staff have to use their own funds in the course of movement, this shall be refunded following proper accountability.

3.3.3.11 Bereavement

I. Death of Employees

All cases of staff death while in service shall be immediately reported to the HRM. All staff are encouraged to report death of a legal / declared spouse, a biological child, mother or father to the HRM. Upon the death of an employee, the effective date of termination shall be deemed the date of demise. In cases where a member of staff dies at the workplace or in the course of duty the HRM shall promptly notify management.

When an employee who has served at least three years dies while in the service of the Organization, from whatever cause, death gratuity equivalent to three months' salary of the deceased shall be payable to the legal personal representative. This is in addition to the Organization's contribution to funeral expenses.

In addition to the above, MDMS shall facilitate the next of kin of the employee to access the National Social Security Fund savings and other terminal benefits due to the deceased employee.

II. Death of Immediate Family member

MDMS shall make a contribution determined by the OCOB and condolence message to the employee when a legal / declared spouse, a biological child, mother or father of an employee dies. Depending on circumstances, representatives may attend the burial in which case one fuelled vehicle will be provided for staff to attend the burial.

3.3.3.12 Leave Management

In compliance with the Employment Act 2006, MDMS recognizes and respects employees' needs for leave time away from work. MDMS seeks to promote quality of life, create and maintain a balanced work schedule, and reflect caring and compassion for its employees as it does to its clients. The Organization seeks to meet its staff's needs without compromising quality of services provided. Employees shall be entitled to 21 working days per year as per the Employment Act 2006.

3.3.3.12.1 Annual leave

At the start of every calendar year, all staff shall be expected to submit to the HR department their leave date proposals following their approval by supervisors to ensure there is a minimal impact on quality of services or organizational function. The departments shall approve these proposed leave days because leave will be arranged to suit the department. It shall be the policy of MDMS not to pay in lieu of leave for any staff leave.

Employees on official annual leave shall be paid their salaries and no leave shall be accumulated beyond one year unless, with express permission by the Diocesan Health Coordinator and even then, it MUST not exceed the first quarter of the following year. The Diocesan Health Coordinator must approve carryovers of annual leave. Supervisors must respond to leave requests per the timeframe stipulated. It is the responsibility of the Employee to submit a written request for annual leave on the prescribed leave form.

3.3.3.12.2 Recall from annual leave

MDMS reserves the right to recall an employee from leave before the expiration of annual leave already granted. In this case the balance of their leave will be

carried forward within the contract period. Whilst this situation is not ideal the organization will consider the need as necessary in advance of the recall and will do so with care and due diligence; providing the request in writing.

3.3.3.12.3 Sick Leave:

It is recognized by the Organization that from time-to-time staff may require to be absent from their place of work due to illness. Managers will consider cases of sickness absence on an individual basis and ensure the provision of appropriate support. Employees who become aware that they have an illness problem are encouraged to inform their manager at the earliest opportunity. All such requests will be dealt with as speedily and compassionately as possible.

MDMS employee shall be guided by the following sick leave procedure: Employees shall be entitled to sick leave of thirty (30) days on full pay which leave will only be granted upon the advice of a recognized medical officer. An additional 30 days shall be granted should the employee not be in position to resume duty but shall be on half-pay. A further 30-days on a quarter pay shall be granted should the employee still not be in position to resume duty. If after a combined 90 calendar days the employee is unable to resume duty, then he or she shall be terminated on medical grounds and paid whatever benefits that may be due to him/ her.

3.3.3.12.4 Maternity and Paternity Leave

All women full time staff will be entitled to 60 Working days of paid maternity leave. A female member of staff is required to disclose her pregnancy to her line manager as soon as possible but in any case, before end of 2nd trimester. Expectant mothers who may be certified by medical doctor to be working under unsuitable conditions may be re-assigned other duties suitable for their conditions. It is up to the expectant mother therefore to bring it to notice of or to discuss the unsuitability of their work conditions with their line managers and/ or HRM. Male staff shall be eligible for not less than 4 working days of paternity leave before or after delivery by respective legal or declared spouse. This shall be taken within one month of birth of a child or be forfeited.

3.3.3.12.5 Compassionate Leave

A minimum of 4 days paid compassionate leave, up to a maximum of 10 paid days in any year, may be given to staff in cases such as death of an immediate relative i.e. spouse, parent, brother, sister, or child. In case of other relatives, the employee will be given permission to attend the burial at their expense, if their duties can be arranged to suit.

3.3.3.12.6 Study Leave

MDMS shall grant Study leave without pay for a period not exceeding one month for an employee to pursue their education or training relevant to one's job. In exceptional cases, staff can be granted unpaid study leave of up to three Months.

Study leave will be recommended by one's departmental Head and approved by Diocesan Health Coordinator. Each case shall be considered on its own individual merit. The following factors may be taken into account such as relevance of study area, length of service of the employee, leave required, overall evaluation of the employee concerned, reasons advanced for the requested leave and their leave record.

3.3.3.12.7 Overstaying on Leave

An employee who overstays on leave of any kind granted to them except for reasons satisfactory to Diocesan Health Coordinator will be regarded as having abandoned duty and this act renders them liable for dismissal.

3.3.3.12.8 Delegation while on Leave or for any other reason

MDMS shall maintain a staff structure that provides for smooth running of its activities in the even that staff leaves the job, dies or goes on leave. The department shall train assistant and equip them with skills and abilities to run the departments should their seniors take leave. MDMS shall maintain a robust succession plan and this shall always be put into consideration in any recruitments done.

3.3.3.12.9 Leave Application

All applications for leave shall be made using the standard leave application forms (**Appendix 11**) to the respective Departmental Heads for approval and this shall be done in a period not less than two weeks to allow department planning so that work is not stalled due employee absence. All leave forms will first be checked for existence of outstanding leave days and gap filling arrangements by the HRM before approval by Head of Department.

3.3.4 Paid Holidays

MDMS recognizes public holidays in the calendar year as paid holidays and shall be taken by all employees as prescribed by the government or Calendar year.

3.4 PERFORMANCE MANAGEMENT POLICY

3.4.1 Policy Statement

Each individual's performance and contribution to the overall achievement of the MDMS corporate objectives will be planned, monitored and continuously assessed throughout the year. This policy is aimed at improving performance through continuous performance assessment.

Performance Management shall involve the following steps as an annual cycle

- I. Performance Planning;
- II. Performance Monitoring;
- III. Performance Evaluation/Assessment;
- IV. Performance Improvement;

3.5 HUMAN RESOURCE DEVELOPMENT POLICY

3.5.1 Staff Training and Development

This training policy is geared towards meeting organizational needs and objectives through upgrading the skills of the employees. MDMS recognizes that its regular employees need to develop their skills and ability in order to equip themselves to perform their duties well by equipping them with necessary knowledge of the organization, skills and competencies in their jobs as well as motivating employees to perform their duties better. Individual aspirations can be accommodated within the bounds of organizational interests. Conditions of training are:

- I. For trainings arranged and approved by MDMS or its partners, the employee will continue to receive their full salary but shall also be facilitated to undertake the training.
- II. Training events shall be planned and run to meet MDMS training needs;
- III. All training programmes shall be approved by the DHC;
- IV. Each supervisor shall ensure the trained employee is properly utilized and can practice the new skills acquired;
- V. All trainings do not entitle or guarantee promotion or salary increments but where an opening happens and the training makes the employee suitable for such positions, then the already trained employee shall be considered.

2. **Types of Trainings:**

The trainings may include the following: -

- I. **On-the-job training:** employees learn practical skills on the job, hence the need for on-job-training and are conducted locally at the different offices, and within each department.
- II. **Induction Training:** This shall be mandatory for all new employees in MDMS to introduce them into the MDMS family, to the history, culture, values, rules and regulations of MDMS, duties and responsibilities of all MDMS employees.
- III. Seminars, workshops, conferences etc also both within and outside the country.
- IV. Part-time courses, especially evening classes.
- V. Correspondence courses initiated by an employee may be supported by MDMS, and provided they do not interfere with working time.

3. **Assessment of Training Needs:**

Employee training needs will be identified each year through the annual performance appraisal process by the individual employee and the supervisors. The Human Resource or designate shall compile these training needs using the Training needs assessment form (Appendix 12) and come up with a training

3.5.4 Sponsorship Expenses

Sponsorship means where MDMS or its partner meets the full costs of the training.

- i. Full sponsorship shall mean where MDMS or by an external sponsor meets the full costs of the training.
- ii. Self-sponsorship shall be by the employee themselves without assistance by MDMS or an external agent.
- iii. Part sponsorship shall partly be by MDMS, and partly by another sponsor (Subject to advice from MDMS)

3.5.5 Attendance & Reporting

All courses approved by MDMS shall be treated as attendance at work, and trainees shall be paid their full salaries while on a course. Employees nominated for training but do not attend class shall be treated as being absent from work, and shall be liable to disciplinary action in addition to non-payment of salary for such absence.

On completion of a training course, each participant shall submit a training report to his superior with a copy to Human Resource or designate. The trained employee shall indicate which new ideas he/she thinks can be introduced in the organization, and make appropriate recommendations.

3.5.6 Employee Bonding:

All trainings shall attract a bond ranging from 6 months to two years depending on MDMS's contribution in terms of finances OR time off given. The extent of bond will depend on the duration of study and the finances invested in the training /study leave for the employee.

3.6 RECORDS AND INFORMATION MANAGEMENT POLICY

3.6.1 Staff records

The HR department shall construct employee files with all their relevant information including a Personal History Forms (Completed on recruitment), all recruitment information (interview remarks etc) and shall keep them securely and can be retrieved when needed. The HR shall maintain a record of file movement by requesting whoever needs the file to sign for it and this shall be restricted to employee supervisors and till be treated as confidential information.

3.6.2 Copyright, Intellectual Property and Photography

The rights to any original works that may be produced in the course of staff engagement (including volunteering) will belong to MDMS, unless otherwise agreed. Examples include photography, artwork, graphic design and written

work, including the results of research/proposals. Photographs of volunteers carrying out their roles for promotional purposes, such as in a leaflet or online shall be used by MDMS. However, MDMS shall seek permission from volunteers to use their pictures for any lobbying for funding.

3.6.3 Media (Social) Relations

MDMS employees shall not be expected to use their personal social media accounts to promote MDMS but can use MDMS accounts to promote the organization's activities and achievements. However, if they choose to post about the Organization, they shall be expected to follow the following guidelines:

- I. Accurately disclose their status as an employee/volunteer indicating which department they belong Disclaimers are suggested to read: "views expressed are mine and don't necessarily reflect those of my employer."
- II. Use only pre-approved content provided and links in a post; do not alter or post any content from outside sources.
- III. All organizational policies apply in connection with your social media activities. This includes Code of Conduct and anti-discrimination policies.
- IV. No information about any current or former clients, or proprietary information about the Organization shall be shared out

No comments or stories shall be given directly to the media by staff or volunteers unless their role specifically includes talking to the press or other local media. Any requests from the press, etc. should be referred to management. Volunteers, specifically, are not allowed to conduct joint lobbying or advocacy efforts, or entering into agreements with contractual obligations.

3.6.4 Monitoring Records and Information Misuse

MDMS maintains the right to examine computers, email, and voicemail at any time and without prior notice, and inspect and review all data recorded in those systems for compliance with legal requirements and internal policies. This may extend to information contained on a hard drive, USB etc.

3.6.5 Recommended good practices

- I. When staff are out of the office for longer than three days, s/he should activate the "out of office" function and name a member of staff who will be present during staff member's absence as an alternative contact person. This will ensure that important messages are handled appropriately. If urgent emails are anticipated, staff should make arrangements to forward emails or grant access to another staff.
- II. Understand that email is a non-confidential means of communication, as they can be forwarded or saved without the original sender's

knowledge. Therefore, practice caution when sharing sensitive and confidential information via email.

- III. Users are responsible for ensuring that their content and tone is appropriate, and should be careful to avoid being considered rude. Users should delete all personal emails and attachments when they have been read and should also delete all unsolicited junk mail. Archiving emails should follow IT policies, and users should only archive work related materials.
- IV. Users should exercise great caution when opening any attachments or emails from unknown senders. Any files downloaded from the internet should come from a reliable source. It is a disciplinary offense to disable the virus checker. Any concerns about external emails, including files containing attachments, should be discussed with MDMS top management.

3.7 GRIEVANCE HANDLING PROCEDURES POLICY

3.7.1 Purpose

The grievance procedure is a process laid down for employees through which they voice their grievances in a constructive manner. This process shall be followed where an employee has an individual problem or misunderstanding with their supervisors or fellow employees. The policy seeks to create an avenue where such employees can be heard without fear of malice or victimization. Human Resource department shall be involved at every stage of employee grievances. This policy, however, is not intended to deal with:

- I. Dismissal or disciplinary matters which are dealt with in a separate procedure.
- II. Disputes, which are of a collective nature and which are dealt with in a separate procedure

3.7.2 Procedure

- I. Any employee who is aggrieved at work or who feels they have a grievance with their supervisor or fellow employee, shall address the complaints to the immediate superior (in case of fellow employee) and to the HR in case of their Supervisor. In both cases the supervisor must give the employee attention and time to air their grievances and give an answer to the grievance;
- II. If the employee is dissatisfied with the solution from their immediate supervisor, they shall refer to the next level of authority but through the Human Resource department who shall try to mediate or refer the case to the OCOB;

- III. If the employee has a grievance with their immediate supervisor, the Human Resource department shall take on the matter and find an appropriate procedure to address the grievance;
- IV. Where senior management employees have grievances, their cases shall be handled by the OCOB;
- V. Employees, who are not satisfied with the entire procedural response to their grievances within MDMD, reserve the right to take their unresolved grievances to courts of law.
- VI. If the grievance relates to a supervisor behavior that can bring disciplinary action (e.g sexual harassment or violence), staff should refer directly to the HR Manager or the next level supervisor.

3.7.3 Employee Responsibility

- I. Employees who have grievances can reach out to their direct supervisor or HR manager, file a written grievance which details the situation, and appeal any formal decision.
- II. Employees who face an allegation have the right to: receive a copy of the allegations against them, create a response to allegations, and appeal formal decisions.

3.7.4 MDMS Responsibility:

MDMS's responsibility shall be spearheaded by the HR department who shall do the following:

- I. Ask individual to fill out a grievance form;
- II. Talk with the individual to ensure the matter is understood completely;
- III. Provide the individual who faces allegations with a copy of the grievance;
- IV. Attempt to mediate the situation through a formal meeting;
- V. Promptly investigate the matter or secure help in the investigation;
- VI. Set up a committee to address the grievances;
- VII. Communicate the grievance process
- VIII. Inform staff involved throughout the process;
- IX. Communicate any formal decision to all staff involved;
- X. Follow up to ensure any formal decision is completed;
- XI. Handle appeals by gathering more information;
- XII. Document the process
- XIII. Maintain confidentiality throughout the process
- XIV. Focus on resolving grievances when possible

This procedure may vary according to the nature of a grievance. For example, if an employee is found guilty of racial discrimination, the organization will begin disciplinary procedures.

Publishing a grievance (e.g. to the newspapers or any other media whatsoever) without exhausting the opportunities in the above procedure will be regarded as major irregularity warranting disciplinary action.

SECTION FOUR: MANAGEMENT OF EXIT POLICY

4.1 POLICY AND PURPOSE

MDMS recognizes that staff may leave employment (paid or voluntary) and wants to ensure that this transition has minimal negative impact on the Organization activities and functions. Following a step-wise process ensures that the staff returns all MDMS property or equipment and that duties are

permanently or temporarily reassigned. Lastly, the staff has the opportunity to provide feedback on their time with the organization as a way for the organization to learn benefits and drawbacks to its operations and policies.

4.2 RESPONSIBILITIES

Individual staff is responsible for following procedures to notify of impending departures, and to participate as fully as possible in exit activities. The HRM and supervisors are in charge of the exit process and ensuring that all Organization assets and information are secured in the departure process.

4.3 FORMS OF EXIT

Every notice to terminate employment shall be in writing and shall be properly communicated to the employee and the employee shall be entitled to benefits if applicable and in accordance with the regulations that govern terminations. The written communication shall bear the following information:

- I. Reason for termination and termination notice or payment in lieu
- II. Service gratuity (Terminal benefits accrued for the period of service, if applicable)
- III. Accrued salary and allowances, if any, for the number of days worked up to the effective date of termination
- IV. A Certificate or letter of recognition (if applicable).

The exit from MDMS shall be a result of any of the following reasons:

4.3.1 Resignation

- I. Employees resigning from MDMS are expected to give at least one-month notice of their intention to terminate their employment. The management staff are expected to give at least two months 'notice of their intention to terminate their employment;
- II. A staff member's contract of employment shall automatically terminate on resignation;
- III. It is expected and required that staff do the documentation regarding the role, work activities etc. before leaving MDMS. Documentation shall be handed to the Line manager, including a comprehensive list noting tools and any other resources used for completion of duties in the role;
- IV. For positions that relate to stores or money, in addition to the hand over notes, a physical check of the inventory will be made by the line manager and any third party and a clearance checklist will be filled that will be signed by all parties;

4.3.2 Mandatory Retirement

- I. All employees on contract shall retire at the age of 65 years.
- II. All institutions and programs under MDMS shall respect the retirement age of their employees and will support them to prepare

for retirement through various programs and training on retirement planning.

- III. At retirement age, employees shall receive their final dues and pension/gratuity dues in line with the pension scheme rules or the applicable gratuity due if the employee was on a gratuity plan.
- IV. In case of scarce skills, employees who have achieved the age of 55 may be re-hired or have their contract extended on a need basis for specific tasks as shall be determined by MDMS top management.

4.3.3 Termination of Service

The Organization reserves the right to terminate the services of an employee in accordance with staff regulations in force. MDMS shall give them three months' notice or pay in lieu of notice. Termination of service may take place in the manner prescribed below:

- (i) Death of an employee or incapacity to continue in employment
- (ii)** Abscondment or resignation, whether stated or implied
- (iii)** Retirement on reaching the statutory minimum age
- (iv)** Inability to perform MDMS duties due to ill health;
- (v)** Being declared redundant
- (vi)** On expiry of a specific period of employment stated in the contract of service
- (vii)** On termination of secondment, where applicable, in accordance with the terms of a secondment agreement
- (viii) Improper resignation from service contrary to Regulations
- (ix) Poor performance
- (x) Gross Misconduct

In cases where a procedure must be done and the outcome of which results in termination, all evidence must be on file in case the employee decides to take a legal action against MDMS for wrongful or malicious termination.

In (iv) above, an employee shall be retired on health grounds if the medical consultant agreed to by MDMS certifies that the employee is medically unfit/ unable to meet the requirements of the job, and is unlikely to perform the required duties in a satisfactory manner.

4.3.4 Compulsory termination

An employee who is lawfully sentenced to a term of imprisonment of more than 2 months for whatever cause or otherwise remanded for such duration shall automatically have their contract terminated on account of frustration of contract. This provision shall not apply to imprisonment occasioned by execution of MDMS's lawful responsibilities. Each case shall be handled in accordance to its peculiar circumstances.

4.4 Exit Benefits

MDMS will comply with a requirement to pay the MDMS's compensation and ensure that statutory deductions are made from staff salaries even when a staff

is exiting MDMS. The Finance department must ensure to make any recoveries from these terminal benefits of any and all outstanding monies owed to MDMS

4.5 Exit Interviews

MDMS will conduct an exit interview with employees voluntarily leaving the MDMS to inform and counsel exiting employees on termination entitlements, benefits and/or procedures, and to reduce turnover by identifying the current or potential problems/issues, and by taking appropriate action to improve the quality of working life at MDMS. This procedure shall be followed:

- I. An exit interview shall be scheduled for employees leaving MDMS after working with the Organisation for at least 3 months.
- II. Exit interviews shall be scheduled on the employee's last day of work (where possible) and shall be conducted by the HR Manager. Employees also have the option of submitting an Employee Exit Interview form to the HRM.
- III. They shall be given an employee clearance form to complete as certification of owing nothing to MDMS (**Appendix 14**).
- IV. All exit interviews are confidential and proceedings/records will be maintained in a confidential file within MDMS and when necessary, shall be used positively for constructive purposes.
- V. Upon complete handover of all MDMS property, the exiting employee can be given a Certificate of Service (**Appendix 15**) if they require it
- VI. The employee shall also complete a Final dues Form (**Appendix 16**) in case MDMS owes them any payment and this shall be processed for payment.

SECTION FIVE: VOLUNTEER AND TRAINEE MANAGEMENT

5.1 WHO ARE VOLUNTEERS/TRAINEE?

These are non-formal MDMS employees (known as volunteers/Trainees) engaging with MDMS activities and programs at all sites of operation and do not earn a salary. These include international volunteers, Ugandan volunteers, interns/students and community-based volunteers.

The volunteering relationship with MDMS is based on trust and does not involve the obligations associated with employment. No claims, no insurance cover, workman compensation or any protection in courts of law. Allowances may be paid but no salary payment is made by MDMS to volunteers. The volunteer management policy ensures that MDMS can make best use of the time and talents of the volunteers who want to contribute to our Mission. Their contributions are invaluable and volunteers need to be treated with respect and care. The policy in this manual helps to define the role of volunteers within the organization, and establish expectations for how volunteers should be treated.

5.2 PURPOSE:

The overall purpose of volunteering with MDMS is to enhance young graduates' employability and bridge their transition into the workplace. Once the time given is expired and evaluation is done, if there is one deserving of employment and there is an opening, such shall be taken on by MDMS. Therefore, volunteer ship can be a good source for hardworking and committed eventual employees.

5.3 VOLUNTEER POSITIONS:

All staff members are advised to conduct an evaluation for the need of volunteers regularly. To do this, staff members will examine their work plan and explore areas where volunteers can add value. Program staff are encouraged to think broadly about program-related, administrative, computer-related, and professional tasks that volunteers can fill. Once the role is identified, staff members should develop a volunteer job description and communicate this opportunity with the HR department

5.4 VOLUNTEER RECRUITMENT:

Volunteers shall be recruited from all sections of the community based on the needs formally expressed by Heads of Department/Programs in MDMS. Interested candidates shall be expected to complete the volunteer application process via the official website. Once a copy of completed application is received, MDMS will get in touch by email or by phone for more information on the specific opportunity. Volunteers will be asked to provide information about any criminal convictions via a self-disclosure form that is completed prior to starting volunteering.

5.5 OVERALL COORDINATION:

This shall be vested in the office of the Human Resource designate. All project managers/departmental heads that identify a need for volunteers will channel their requests to HR Office to begin the process of volunteer recruitment after Diocesan Health Coordinator approval. Volunteers require satisfying work and personal development and MDMS will seek to help volunteers meet these needs by;

- Matching volunteer skills and experiences with the right role wherever possible, listening to volunteer motivations and aspirations.
- Offering equal opportunities to everyone who volunteers by involving them in a wide range of backgrounds and abilities and ensure the volunteering opportunities are as accessible as possible.
- Encouraging a positive and friendly atmosphere.
- Providing access to trained members of staff to support, guide and advise volunteers. MDMS staff will work positively with volunteers and actively seek to involve them in their work.
- Providing information about MDMS's activities, policies and procedures.

- Celebrating success, recognizing loyalty and dedication.

5.7 CONDITIONS BEFORE VOLUNTEERS ARE ACCEPTED

- I. A need for the type of Volunteer must be established by MDMS Management;
- II. Volunteers must provide contact addresses and telephone numbers of their referees. Foreign volunteers must be recommended by institutions that would take responsibility for their actions/ behaviors while here;
- III. Health Certificates of international volunteers and their vaccinations must be valid before they leave their countries of origin.

5.8 PROCESSING OF ACCEPTED VOLUNTEERS

Once a volunteer's offer of services to MDMS is accepted, the following procedures shall be followed.

- I. The needing section shall contact the prospective volunteer, review with him/her the project proposals, discuss the CV, objectives, rationale, project plan, expected results and strategies, performance indicators, duration of stay and other essential details.
- II. Where industrial training is a major component of the volunteer's project, discussion shall cover: - course content, methodology, tools and the actual need of the proposed training based on MDMS's identified knowledge/skill gaps.
- III. An official communication shall be made to the Volunteer stating the conditions of the placement.

5.9 VOLUNTEER AGREEMENTS:

Volunteers will receive a role description and Volunteer agreement shall be entered into with MDMS with full information about their chosen area of work and a clear idea of their role and responsibilities. Volunteers are expected to refer to this document as guidance on what and how to have work completed at MDMS.

5.10 VOLUNTEER INDUCTION AND TRAINING:

Volunteers will be given induction and training appropriate to the specific tasks to be undertaken. Areas covered in the induction include; organizational information (strategy, plans, volunteer policy and procedures etc.) and department/area of work specifics.

5.11 VOLUNTEER STAY AT MDMS:

MDMS takes the concerns of volunteers very seriously and will make every reasonable effort to resolve any difficulties. If volunteers have any challenge or complaints, they have the right to discuss them with their named contact and/or

line manager at any time. If the contact person is unable to resolve the problem, they will refer the matter to the HRM and/or the Diocesan Health Coordinator. It's important that the image of MDMS is protected through clear resolve of matters affecting volunteers.

5.12 VOLUNTEER SUPPORT

Volunteers shall be assigned a named contact person by respective project managers/Departmental heads in the Department/Program area in which they are placed who will provide regular support. A review checking progress in line with the volunteer agreement will be made midway through the volunteering period and also at the end. This is done to ensure that Volunteers benefit the most from the volunteering experience and maximize the time they give freely.

5.13 CONDITIONS OF WORK

The volunteers /trainees shall be guided by the conditions of work and code of conduct as stipulated in the manual.

5.13.1 Job Schedule:

A job Schedule (JS) shall be given to the volunteer which the volunteer shall study and then append their signature. It shall be designed to fit within the time frame and shall be used to evaluate the volunteer at the end of the duration. They shall be given a copy of this JS and a copy shall go the Human Resource or designate for administration purposes.

5.13.2 Plan

Volunteers shall be expected to prepare a work plan after discussion with the supervisor in relation to the job description. This work plan shall clearly show the tasks to be accomplished and the time frame for each. The work plan can be reviewed from time to time as need arises.

5.13.3 Meals

In case MDMS provides lunch to the rest of the other employees, the Volunteer shall be part of this arrangement. In the event that MDMS contributes a certain percentage to this lunch, that's the same contribution MDMS shall make for the Volunteers/Trainees.

5.13.4 Transport

MDMS does not provide transport to its staff and therefore this applies to volunteers as well. However, when on duty, MDMS has the responsibility to pay for all the transport expenses incurred. This should be approved by supervisors prior to the travel and a claim form should be filled for reimbursement.

5.13.5 Medical

Check under Staff benefits

5.13.6 Per Diem

While on duty, the volunteer may be required to travel from time to time to another MDMS Office and should this happen, the volunteer will be given per diem at the MDMS rate and transport would be provided in kind or cash.

5.13.7 Reporting

As a basic requirement for MDMS, a report shall follow every activity that is implemented. MDMS therefore expects a volunteer to produce detailed report at the end of the placement period shall high light the following areas:

- Detailed program evaluation
- Achievements, setbacks, and reasons for success or failure
- Benefit from the placement/lessons learnt

5.13.8 Safety

While serving MDMS in a voluntary capacity and in a conflict area, MDMS-Uganda will not take responsibility for any injury or loss of life. However, MDMS has the responsibility to making a work place reasonably secure for all employees.

5.14 VOLUNTEER PERFORMANCE MANAGEMENT

Supervisors are expected to provide the volunteer with clearly defined tasks and performance expectations. To that effect, all volunteer supervisors will ensure that volunteers have standard job schedules, performance plans and performance improvement plans in case they have some identified gaps. Supervisors should provide ongoing feedback and conduct performance reviews. At the beginning of the assignment, the supervisor will discuss with the volunteer the terms of reference for the performance appraisal. At the end of the placement a wholesome appraisal will be conducted (as per MDMS performance Evaluation procedures) and a report shall be given by the supervisor to the volunteer and the sponsoring institutions for future use.

5.15 RECOMMENDATION ON VOLUNTEER PLACEMENT ENDING

When volunteer's placements with MDMS ends, they will be asked to provide feedback on the volunteering experience by way of an exit questionnaire. On the basis of their voluntary work, volunteers will have the right to request a reference and letter of appreciation shall be given to them. Volunteers will be supported to move on to other options.

5.16 TERMINATION OF SERVICE

The Volunteer shall be free to terminate their service with MDMS giving a notice of one week. Likewise, MDMS reserves the right to terminate the volunteer's engagement with her with immediate effect should there be any misconduct or in case the service is no longer required. Poor performance can also be cause of termination of service. The volunteer shall be given one week as notice period if the termination is not as a result of misconduct.

5.17 MDMS'S EXPECTATION:

MDMS shall expect Volunteers to maintain the confidentiality of all protected or restricted information they are exposed to in their volunteer service. This information may involve individual staff, volunteer, client, or may involve

organizational affairs. Failure to maintain confidentiality may cause corrective action, including termination of the volunteer's service;

5.18 RESPONSIBILITIES AND EXPECTATIONS

The MDMS team shall commit to treat them with dignity and respect, full involvement in all MDMS activities and responsibilities as given to them. Some of MDMS's expectations shall be:

- High standard of performance with efficiency, reliability and quality.
- Ability to work with others in good relationships without strife;
- Support, respect and adhere to organizational policies, guidelines and management decisions – including all aspects of equal opportunities, health and safety, data protection and use of brand.
- Act responsibly and within the law.

In return, volunteers shall agree to actively perform their duties to the best of their abilities and to remain loyal to the goals and procedures of MDMS.

5.19 GENERAL RULES OF CONDUCT FOR VOLUNTEERS

Volunteers shall fall in the general high standards of personal behaviour and shall abide by the rules and regulations that govern MDMS, hence the following observances.

- I. Accept to comply with instructions given by the supervisors and never to leave work without informing the authorities in the Department concerned.
- II. A Volunteer unable to work on a given day or time scheduled or when ill, shall always contact their immediate supervisor or the Volunteer Coordinator, who is the Personnel and Administration Officer.
- III. Volunteers failing to turn up for duty without sufficient cause for 4 consecutive days, shall cease belonging to MDMS, lose their benefits and shall be asked to leave after handing over MDMS property in their keep.
- IV. Volunteers shall dress decently, neatly, and responsibly.
- V. Reporting for duty under the influence of drink or drugs shall be considered an offence, and volunteers ignoring this rule shall face disciplinary action.
- VI. Volunteers shall be expected to speak well of MDMS and its employees. Complaints/suggestions shall always be channelled to the Coordinating Officer i.e. the Human Resource or designate.
- VII. All Volunteers shall follow the safety regulations in place, as MDMS shall not be held responsible for any injury suffered due to negligence.
- VIII. Volunteers who fail to perform shall be replaced.

NB: They shall also observe any other employee regulations as provided in this manual.

Declaration

I have read and understood all the terms and conditions of MDMS and I am willing to abide by them for the duration of my service.

Name of Volunteer _____

Sign: _____ Date: _____

For MDMS Uganda

Name: _____ Title _____
(Head of section)

Sign: _____ Date: _____

SECTION SIX: OFFICE MANAGEMENT POLICY

6.1 OVERVIEW OF POLICY AND PURPOSE

Office management is the technique or art of planning, organising, coordinating and controlling office activities with a view of achieving efficient and effective performance. This component takes charge of support services by ensuring the following:

- I. Smooth flow of work
- II. Optimum use of resources
- III. Minimization of costs
- IV. Maintain coordination
- V. Helps maintain office efficiency

VI. Maintain public Relations

This policy sets out the obligations and expectations of MDMS towards their staff (including volunteers) who use the organisation's Office equipment and IT facilities (and this shall include emails and other social media platforms), and who use social media platforms to represent MDMS or to amplify its messages. In addition, the policy is designed to protect the organisation's reputation, mitigate security risks, legal concerns, and create consistency in communication. In addition, the policy shall safeguard and give appropriate guidance on use of office facilities and minimize misuse of office equipment and materials by both MDMS employees and their visitors.

6.2 PROJECT CONTRIBUTION TOWARDS ADMINISTRATION COSTS

This policy shall also put into consideration Project contribution towards the MDMS's operational costs. It shall be the expectation of MDMS that every funded project implemented by MDMS shall receive a 10% contribution on the project budget and this contribution shall be directed towards office running, facilities and utilities. This cost shall cater for the various Board meetings as well.

6.3 MDMS'S OFFICE EQUIPMENT:

This includes, but is not limited to: Computers, related equipment and software, Internet services, email, library resources, telephones, facsimile machines, Photocopiers and office supplies. MDMS office equipment is only to be used for authorized purposes.

6.3.1 Use of MDMS equipment and Internet facilities

Each employee is charged with the responsibility of proper use of any equipment in their possession including protecting any data saved on the PCs. Non MDMS employees including Consultants/Contractors, Visitors etc are not authorized to use MDMS office materials and equipment unless prior permission has been sought and given by the supervising authorities

All employees and supervisors are responsible for the strict adherence to this policy as given:

6.3.2 Exception for personal Use

You must be authorized to use any equipment for a limited personal use and this shall be permitted from time to time only if:

- I. It involves minimal additional expense and working hours to MDMS;
- II. If only it doesn't interfere with your official duties and responsibilities including reducing your productivity at work place;

6.3.3 User Responsibilities

- I. No employee without authorization to use MDMS IT facilities shall do so and once they secure clearance then they are expected to act in a manner that will not cause damage;

- II. Employees will not secure unauthorized access to IT facilities;
- III. Any accidental damage or disruption must be reported to IT / direct supervisor as soon as possible after the incident has occurred;
- IV. Users are responsible for any IT activity which is initiated under their username;
- V. Social media guidance applies to both organization's social media communication and personal use that relates to organization;
- VI. All staff are individually responsible for what they publish online, and reminded to exercise caution and common sense when posting on behalf of MDMS or on their personal channels.
- VII. individuals understand their legal, professional, and ethical obligations.
- VIII. In addition, the code of conduct extends to staff electronic/digital/virtual activities. Using email, internet and other IT resources should reflect organization's values, ethics and confidentiality policies.
- IX. Official organizational communications are restricted to authorized users and should follow our communications and branding policies.
- X. All users shall comply with the relevant legislation, including confidentiality and intellectual property protection.

6.3.4 User Restriction/Prohibitions

While Staff is encouraged to use the internet and all MDMS equipment and facilities in a way that is consistent with their work and with the goals and objectives of the Organization, any exception to these prohibitions/restrictions must get express permission from the Diocesan Health Coordinator. Emails sent or received on the organization's system are not private property, but act as part of the MDMS's official records. Emails may be disclosed as part of legal or disciplinary proceedings. The following actions are not acceptable:

- I. Users **must not** participate in any online activities that may compromise the Organization or adversely impact its public image.
- II. Users **must not** visit, view or download any material from an internet site which contains illegal or inappropriate material. This includes pornography (including child pornography), obscene matter, pirated content (music, video, etc.), terrorism, gambling and illegal drugs.
- III. Users **must not** knowingly introduce any form of computer virus into the Organization's computer network or loading personal software onto MDMS computers or making configuration changes.
- IV. Down loading big personal mails that are likely to clog the system is not allowed and should NOT be done without authorization
- V. Users **must not** download commercial software or any copyrighted materials without the permission of the IT in-charge. Downloads must be covered or permitted under a commercial agreement or other such license.

- VI. Users **must not** use the internet or organization's IT infrastructure for personal financial gain.
- VII. Personal internet use (e.g surfing, online banking, or shopping or use of phones for chatting or playing games) **must be limited**, reasonable and confined to non-work time such as lunch breaks.
- VIII. Staff **must not** use organizational email addresses for personal use, including signing up for non-work-related newsletters or buying items online.
- IX. Viewing, downloading, storing, transmitting or copying materials that are sexually explicit or sexually oriented, related to gambling, illegal weapons, terrorist activities or any other prohibited activities.
- X. Using MDMS office equipment for commercial purposes or in support of other "for profit" activities such as outside businesses.
- XI. Non official related calls on MDMS telephone lines.
- XII. Subscribing to Internet services that automatically download information, such as sports scores, stock prices or other continuous data streams, such as music or videos
- XIII. No one has the right to privacy while using MDMS office equipment which includes Internet, email, fax, telephone or photocopying services etc.
- XIV. MDMS business only.

Unauthorized or inappropriate use of office materials and equipment may result in; Administrative action resulting to loss of a job. Depending on the severity of your action, Criminal and financial penalties might result

6.3.5 Consequences of Misuse/loss of MDMS property

Any MDMS staff that shall misuse office equipment or lose it shall be disciplined according to the disciplinary procedures. This shall call for complete investigation and establishment of magnitude of damage. The discipline action may even involve reporting the matter to police, deducting the employee's salary to pay the damage and can even result in dismissal from employment. This policy shall cover all MDMS property such as computers, vehicles, Motor-cycles etc.

6.3.5 Protecting MDMS's Computers and Information

6.3.5.1 Installation of Security systems, repairs and maintenance:

MDMS computers and systems shall be protected from unauthorized users by passwords; it is particularly critical that you do not divulge your password to anyone. Please report any or all security breaches, including compromised passwords, to the Admin Officer (or IT Manager if in place) The Systems Administrator will ensure the following:

- I. That MDMS Systems shall be configured, assigning user names and passwords to each user. Employees need to follow the procedures of logging off and on of computer systems and networks.
- II. Any technical problem on the computers shall be addressed by the Admin Officer or an external person shall be sought at their recommendation and even then, any repair must be done in their presence.
- III. Routine maintenance shall be done by MDMS's IT department and if MDMS does not have an IT officer, they shall outsource the services through the normal procurement of services as provided for in the procurement manual.

6.4 OFFICE PROCEDURES

6.4.1 Mail handling:

Post and Mail procedures shall be used for official, correspondence only. Incoming mail shall be distributed to staff daily by the Receptionist/Admin Officer while outgoing mail should be given to the Receptionist/Admin Officer who will register and dispatch local mail via ordinary post and urgent mail via other means agreed upon by management. Official mails sent to Ministries, government officials, partner organizations, or donors shall be copied, logged and sent by the Receptionist/Admin Officer and a record of them maintained securely.

6.4.2 Telephone Use:

Office telephones are for MDMS work related use only. MDMS shall provide airtime and date for all MDMS work related communications. The Admin Officer shall coordinate monthly recharge of airtime to staff (those entitled to this facilitation) on the last day of each month. Each staff must sign for receipt of the mobile recharge amount. Allocation of airtime for each staff shall be based on the categories of responsibilities assigned as listed in the allocation schedule on file and approval by MDMS senior management.

6.4.3 Staff Contact Information

The Admin Officer shall maintain, updates and distribute a list of office contact information list with staff extension numbers (and mobile numbers if applicable) at least monthly. meetings every quarter.

6.4.4 Staff Meetings

The HR/Admin Officer shall be responsible for overall staff meeting coordination. The senior management shall determine how often these meeting shall take place. However, department meetings shall happen as often as deemed necessary by department members. Meeting minutes shall be filed electronically on the computer server and forwarded to all staff members in order to follow up on action points where necessary. The DHC shall be responsible for all Board of

Directors meetings and overall senior management team meeting coordination. The Admin officer shall help in making arrangements for sitting and provisions (like tea) for these meetings. The senior management shall appoint a secretary to their meetings and the meeting minutes shall be made available to members electronically.

6.4.5 Photocopying

MDMS shall maintain a central photocopy facility under the supervision of the Admin Officer. Departments shall plan ahead for activities conferences, trainings, reports or other materials that require a large amount of photocopying, binding, or lamination to enable the Admin Officer make the necessary arrangements. Staff shall provide details at least 5 days before the materials are needed to ensure that photocopies can be completed on time. If photocopying exceeds the maximum capacity of the machine (more than one ream/500 sheets of paper), Admin Officer shall arrange for outside photocopying services with prior notice (refer to the Procurement of services guidelines).

6.4.6 Office Supplies

Management of MDMS Office supplies shall be vested in the hands of the Admin Officer. The Admin Officer is responsible for maintaining the supply inventory in a secure and locked location and ordering supplies according to replenishment needs as approved by the Finance Manager. To request supplies, the Admin Officer shall be informed at least seven (7) days before supplies are needed.

6.4.7 Reconciliation of Supplies:

- I. The Admin Officer or designate shall update the store ledger card and attach all the necessary documents when stock is replenished;
- II. The Admin officer shall ensure the office has supplies in terms of sugar, tea etc to enable staff have break tea ;
- III. The Accounts staff shall conduct a physical count and compile a consumption report monthly.
- IV. The Finance Manager shall review and approve the consumption report before approving the next stock.

Note that planned events such as meetings, workshops, trainings, etc. requiring specific supplies or large amounts of supplies require a reasonable time of acquisition request to the Admin Officer. These materials are obtained separately from materials for every day project use and must be specifically allocated per the project activity for which they are being used.

6.4.8 Office Cleaning

MDMS shall engage services of a cleaning company to ensure office premises are kept clean or recruit workers in this category to ensure office premises are kept clean. The Admin Officer shall conduct checks to ensure this is done properly.

Staff with personal offices shall have their offices cleaned in their presence to avoid any misunderstanding for missing items.

6.4.9 Office Security

MDMS shall engage services of security personnel who shall ensure the safety of MDMS property all the time. The security of MDMS is very important as they shall ensure no MDMS property leaves office premises without permission. Overall they shall have the following responsibilities:

- I. Office security
- II. Worker security while at work
- III. Property Security
- IV. No misuse of office property
- V. Offices securely locked at end of day
- VI. Deter any dangers from wrong doers
- VII. Registration of MDMS visitors and verifying them against their IDs
- VIII. etc

There can be two categories security personnel as given:

6.4.9.1 Internal Security:

These shall be employees of MDMS employed to provide and oversee the security situation at MDMS. They shall be under the direct supervision of the Head of Security (HOS) who reports to the Admin Officer. The HOS shall prepare a duty roaster to guide them in their work. They shall follow every other condition of service as given in the SOPPP manual except their work schedules may not flow with the rest of the employees.

6.4.9.2 External Security

This refers to outsourced security services through a competitive bidding process to identify a better firm. These shall be supervised by the HOS and deployments shall be arranged by him/her. (Optional for MDMS)

6.3.10 File Management

MDMS Admin Officer shall ensure a filing system is in place so that staff can easily and efficiently locate information during performance of their duties or Project implementation. In addition, using this structure helps ensure the correct files can be located in the event of an audit. Each department shall be responsible for their sensitive and confidential files and shall be produced when need arises.

Confidential files, including Human Resources and Financial documents should NEVER be placed on the Google Drive, as it is not a secure drive. The Drive is only meant as a place to store resources available to all staff (such as manuals). All staff should take care to properly name and file their documents.

6.3.11 User Responsibilities

Each user is assigned a private storage area on the server mapped by his or her name drive. Files in this area are only accessible to the individual user (subject to

exceptions specified in our IT security policy). This area should only be used to store copies of work in progress for backup purposes. in “my documents” and “desktop” folders to point to their private storage area on the server. This will ensure that files they create or modify are automatically stored on the server and available for backup. Users should not store personal files in their “desktop” or “my documents” folders. In order to conserve space, unless work related, the following file types are NOT backed up: video files, audio files, graphics files, photos, software images, and backup files.

Approval and Effective Date of the Policy:

This Human Resource Policy and Procedures Manual is in effect as of

_____/_____/_____

Approved by:

Signature: _____

Name: _____

Title: _____

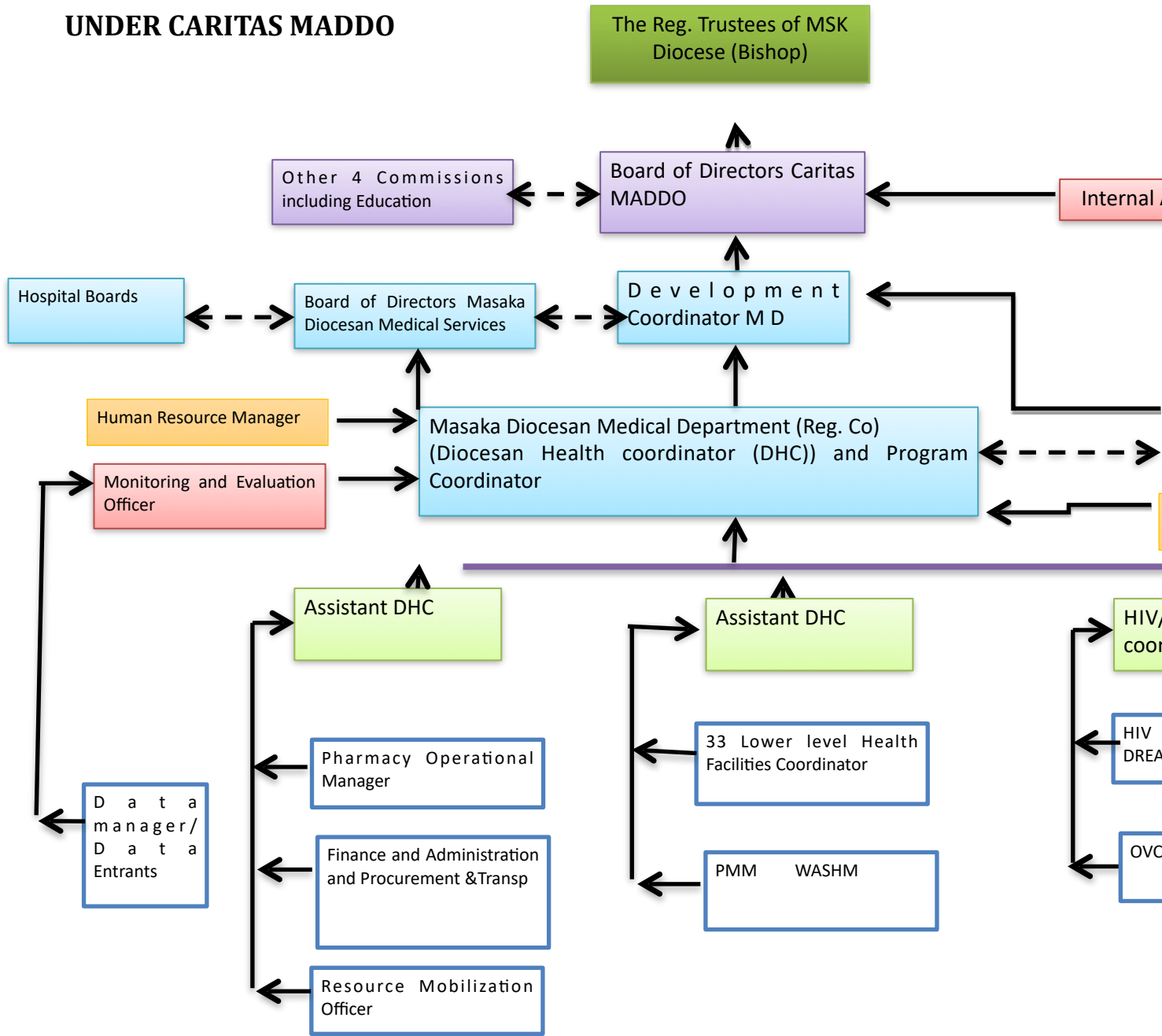
Authorised by:

Signature: _____

Name: _____

Title: _____

APPENDIX I: MDMS ORGANOGRAM
ORGANIZATION STRUCTURE FOR MASAKA DIOCESAN MEDICAL SERVICES
UNDER CARITAS MADDO





Appendix 2: Staff Vacancy Description Form

Department.....

Unit.....

1. Title of Vacant Post	2. Number of vacancies			
3. Approved Salary Scale & Fixed Salary where applicable	Was it approved in the structure & Recruitment Plan..... (attach a copy/ies) Yes/No			
4. Provision exists in the Estimates (FY)	Estimates	Vote	Sub head	Item
		Various	Various	
5. Type of Appointment: Permanent/Local Contract/Overseas Contract/ Casual / Regular Employee / Temporary Employee / Other (specify)				
6. Cause of Vacancy	7. Date vacancy occurred/will occur			
8. Age Limit (if any):				
9. Key Result Areas:				
10. Key Outputs (attach JDs)				
11. Qualifications required/Person Specifications:				
12. Recommended recruitment method: Internal/External.....				
13. If Internal/promotion: Attach a Seniority list.....				
Submitted by:	Signature.....			
	Head of Department/section			
	Date.....			
Confirmed by:	Signature.....			
	Date.....Financing/budgeting			



Attach
coloured
passport size
photograph

Appendix 3: JOB APPLICATION FORMAT

Organization LOGO

Note: Please study the form carefully before completing it.

APPLICATION FOR APPOINTMENT TO MDMS

- (i) In the case of serving officers, to be completed in triplicate (Original in own handwriting) and submitted through their Responsible Officer.
- (ii) In the case of others, the form should be completed in triplicate (Original in own handwriting) and submitted direct to the relevant Recruitment Authority **(as per the advert)**.

1. Post Applied for and Reference Number	
2. (i) Full name (Surname first in capital letters)	Postal Address Email Address..... Telephone Number.....
(ii) Date of Birth 3. Nationality Home District Sub County Village	4. Are you a temporary or permanent resident in Uganda?
5. Present Employer	
6. Present post and Date appointment to it:	

7. Present Salary and Scale (if applicable)	Terms of Employment (Tick as appropriate) Temporary/ Contract/ Probation/ Permanent & period:.....
8. Marital Status (Tick as appropriate) Married/Single/Widowed/ Divorced/ Separated	9. Number and age of Children

10. Details of Schools/ institutions attended:

Years/Period	School/ Institution	Q u a l i f i c a t i o n attained	Award/Score/grading

11. Employment Record

Years/Period	Position held/ Designation	Employer i.e Name and Address

12. Have you ever been convicted on a criminal charge?

If so, give brief details including sentence imposed:.....

.....
.....

N.B: Conviction for a criminal offence will not necessarily prevent an applicant from being employed but giving of false information in that context is an offence.

13. How soon will you be available for appointment if selected?.....

State the minimum salary expectation.....

14. I hereby certify that to the best of my knowledge and belief, the particulars given in this form are true and complete in all respects.

Signature of Candidate..... Date

15. (i) Referees (Give Names, emails addresses and Telephone nos)

1.....

2.....

3.....

(ii) Recommendation as to the suitability for the post applied for by the immediate Supervisor or/and any other Responsible Officer be given here.

Name:.....Title/ Designation:.....

Signature:.....

Date:.....

Organization.....

NB: In respect MASAKA DIOCESAN MEDICAL SERVICES (U) LTD ents or other evidence like copies of appo



APPENDIX 4: INTERVIEW / ASSESSMENT TOOL FORMAT

INTERVIEW/ASSESSMENT TOOL – Sample Interview Score Sheet

POST:.....

Candidate: _____

Interviewer: _____

Factor/variable	Elements /score allocated	Max. Score	Marks
Qualifications (It depends on the Job/ position) (Chairperson & Secretary)	PhD (5) Master's degree plus _____ Degree – First class (10) Upper Second (8) Lower (6) Others (certificates of merit 3 months and above) (5) Or: Full Professional Qualification (CIPS) plus a PG-Diploma (10) Others (certificates of merit) (5)	20	
Presentation (Panellist 1)	Personal presentation (3) Communication/Listening Skills (4) Body language (3)	10	
Technical Knowledge and perception of the job <i>(e.g. for a procurement position)</i> (Panellist 2)	Knowledge and application of the procurement procedures (5 marks @) Preparation & Implementation of the procurement plan; <ul style="list-style-type: none"> • Risk management in the procurement process; • Contract management skills (site meeting etc.); • Timely delivery of procurement; • How do you carry out a due diligence? • Evaluation: Post Qualification etc. and • Defects liability Management. 	30	
Experience (Panellist 3)	<ul style="list-style-type: none"> • Relevant working experience at Supervisory level • Length & Relevance of experience • Skills developed • Achievements in previous jobs; and • Anticipated challenges & remedies. 	15	
Discretion (all observe)	Overall impression of the candidate's performance at the interview and suitability for the job.	5	
Religiosity	Shows staunchness in faith (Faith- personal to Holder)	10	

C o m p e t e n c e / computer test	Can be done before <i>(one of the selection methods)</i>	10	
Total		100	

Comments on the suitability of the candidate for the job:

Signed by panellist: _____

Date: _____

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APPENDIX 5: JOB DESCRIPTION FORMAT

JOB DESCRIPTION (JD)

(Insert name of department within the facility of the facility name)

Title:	Department:	Reporting to: (insert title of the supervisor for the position)
--------	-------------	---

Date Prepared:	Revised: (to be used in case the position has been revised but the JD existed before)	Job Group /Level/Grade:
----------------	---	-------------------------

PURPOSE

(In this part, indicate a summary of what role the position plays in achieving the organization’s overall goals.).....(Specify Organization....)

KEY OUTPUTS:

(In this section, indicate the specific deliverables of phrased as though they have already been achieved, for example; Periodic reports submitted)

KEY RESPONSIBILITIES:

(In this section, indicate the specific tasks in bullet / number form that the employee will be expected to undertake)

(The tasks should be very well spelt out and clear and preferably should be written in measurable terms to aid performance appraisal process)

PERSON SPECIFICATIONS (KNOWLEDGE, SKILLS & ABILITIES):

- (State which qualification is required for the job e.g. degree, diploma, certificate etc)
- (State the kind of prior experience required for the job and the length of that experience)
- (State the specific skills needed e.g. computer proficiency, report writing, counselling, etc)
- (State the abilities and behavioral traits to be demonstrated by the job holder e.g.; ability to multi-task, paying attention to detail, meet deadlines, team player, and sensitive to the affiliate Church ethics etc).

Accepted by:

(Insert name of employee)

Date

Example of a Job Description:

Title: Hospital/HCIV Administrator	Department: Health	Reporting to:Senior Hospital/ HCIV Administrator Name of Immediate Supervisor
Date Prepared: 1 st November 2017	Revised: 30 th May 2022	Job Group /Level/Grade:

Purpose: To facilitate the work of Organization employee by ensuring the availability of logistics for the various Organisation Departments

Key outputs:

- a. Utilities and consumables delivered adequately and timely
- b. Supplies ensured
- c. Security of the hospital/HCIV ensured
- d. Employee supervised
- e. Infrastructure managed
- f. Accountability for financial and other resource produced
- g. Discipline enforced
- h. Employee performance appraisals done
- i. Periodic reports submitted

Key activities:

- a. Participating in planning, budgeting, directing, coordinating, monitoring and evaluation of Organisation/hospital/HCIV administrative activities
- b. Managing and accounting for allocated resource
- c. Participating in ensuring availability of the necessary equipment and other supplies to the Organization /hospital/HCIV
- d. Managing organization/ hospital/HCIV transport
- e. Ensuring security of organization/ hospital/HCIVs assets
- f. Imparting knowledge and skills to employee and students
- g. Ensuring that employee adhere to professional Code of Conduct and Ethics
- h. Carrying out human resource management activities like identifying manpower needs training, promotion, leave and deployment.
- i. Compiling and submitting reports to Executive Secretary/Senior Hospital/HCIV Administrator

PERSON SPECIFICATIONS (KNOWLEDGE, SKILLS & ABILITIES):

Should have a degree in Social Sciences, Arts, SWASA or its equivalent from a recognized



APPENDIX 6: BIO-DATA FORM

Sample personal / Bio-data form

Information	Particulars	Copy available? Yes or No or N/A
Surname		
Other Names		
Sex		
Telephone Number		
Personal Postal Address		
Bank Name		
Bank A/C		
Tin No		
Place Of Residence		
Id /Passport No		
File NO		
NSSF NO		
NIN (National ID)		
Driving License / Riding License		
Certificate Of Good Conduct		

Professional License No (Where Applicable)		
Name of Spouse(Where Applicable)		
Name of Children(Where Applicable)		
Next of Kin		
Beneficiary Details Of Organizational Dues Incase Of Death While In Service	Name/Contact/Phone/ ID or Passport No/ %age of proceeds:	
Special Needs (In Case Of Disability)		
Other Details (Specify)		

I confirm that the above information is true and correct and I will take responsibility to inform the organization in case of any changes that may arise.

MASAKA DIOCESAN MEDICAL SERVICES (U) LTD

_____ :: _____



APPENDIX 7: NEW STAFF INDUCTION CHECKLIST FORMATE

Staff Name: _____

Position: _____

Department: _____

HR Manager/ Administrator Responsibility

The HR shall orient the new staff in the following;

- Vision, Mission and Values of the institution
- Organization Chart
- Explain hours of work
- Dress code
- Devotions
- Time sheets
- Breaks i.e. Tea break/Lunch
- Performance evaluation
- Staff meetings
- Fire & safety
- Transport guidelines

- Procurement-Process
- Communication: Telephone usage
- Email provided to new staff if available
- Acquisition of funds, equipment and Movement of assets
- Store items acquisitions
- Tour the offices and the entire facility to introduce the new Manager to all staff

List of manuals to be provided by the HR:

- Constitution
- HR Manual
- Procurement manual
- Rewards and recognition manual
- Job descriptions for health cadres
- Any others that may be applicable

Departmental Orientation by departmental heads

Illustrate the big picture, how each position relates to the others on the team

Demonstrate how the team relates to other departments or areas of the operation

Department Orientation will cover areas such as :

- Major duties and responsibilities
- Performance standards
- Hours
- Department meetings
- Training procedures & expectations
- Timeline for internal and external report submission
- Quarterly review meetings

Orientation within the Finance and Administration department

- Discuss in detail the Finance & Procurement Manuals
- Work plans & budgets
- Budget codes
- Accountability
- Procedure of raising requisitions
- Audits

New Employee Name & Signature_____

Supervisor's Name & Signature _____

Return the form to the Administrator for filing



APPENDIX 8: ORIENTATION CONFIRMATION FORM

I, _____ confirm that following my employment with MDMS on _____ have undergone orientation and induction in the following areas and therefore understand my obligations to the organization (tick as appropriate)

Area for Induction	Tick as appropriate after orientation
Vision, Mission & Core Values of the Organization	
Job Description & Performance	
Expectations from Supervisor	
Terms and conditions of employment outlined in the employment contract & human resource policy manual	
Departmental policies and regulations	
Completion of bio-data form (personal information) and submission of required document copies.	
Demonstration of any equipment that will be used by the employee while executing their duty	
Oaths	

Signed by:

(Insert name of employee)

Date

Received by: -----

Date

(Insert name of Officer receiving the form)

(Copy should be



APPENDIX 9: PERFORMANCE MANAGEMENT TOOLS

1. FORMAT OF INDIVIDUAL PERFORMANCE PLAN/AGREEMENT

Period of Assessment: _____ to _____

Name of Supervisee/Appraisee: _____

Job Title/Rank: _____ Salary Scale: _____

Job Description (summary/purpose) _____ (Derived from the Appointment letter)

S/N	Key Output 'SMART'	Performance Indicator (How? -Quality, Quantity, Time and Cost)	Target (<i>Should correspond to the indicators</i>)

Areas of Weakness that need serious attention

1			
2			
3			
4			

Signature of Supervisee: _____ Date _____

Name and Signature of Supervisor: _____

Date: _____ MASAKA DIOCESAN MEDICAL SERVICES (U) LTD _____



2. PERFORMANCE MONITORING FORMAT (QUARTERLY REVIEW FORM)

Performance Period: _____

Name of Appaisee: _____

Name of Appraiser: _____

S/N	Key Output	Performance Indicator	Target(s)	Progress made since the last meeting	Consensus /Areas for improvement

Signature of Supervisee: _____ Date: _____

Name and Signature of Supervisor: _____

Date: _____

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3. PERFORMANCE AGREEMENT / ASSESSMENT / APPRAISAL FORM

SECTION A

Personal Details

Surname	
Other names	
Date of birth	
File no.	
Designation	
Department	
Assessment period	

SECTION B

Education/Training Background(Begin with the most recent and include courses which are in progress)

No	School/Institution	Year of Study	Award/Qualification
1			
2			
3			
4			

SECTION C

Assessment of the level of achievement

This section should be filled by both the Appraiser and the Appraisee. At the beginning of each assessment period, the Appraiser and Appraisee will agree on the key outputs for the assessment period. The means by which performance shall be measured (Performance Indicators) and the minimum level of performance (performance targets) for each output shall be agreed upon. If in the course of the assessment period, other activities are assigned to the Appraisee, the outputs related to the new activities should be agreed upon and included either immediately or at least before the end of the assessment period. It is recommended that the maximum number of outputs for each assessment period should not exceed 10 for uniformity.

Key duties /responsibilities and tasks during the year

While completing this section, you are expected to highlight your key result areas (tasks) beginning with the one you consider to be the major task and ending with those that you consider to be minor. Job tasks may include activities outside your job description but falling in line with your duties.

Please refer to strategic plan, annual work plan while stating your outputs

Use scale 1 to 5 to rank i.e.(5-Target exceeded, 4-Target fully met, 3-Target mostly met, 2-Target partially met, 1- Target not met.

Definition of the Scales

Target exceeded (5): The Appraisee has exceeded the agreed targets and has consistently produced results of excellent quality and demonstrated a high level of productivity and timeliness. The Appraisee is a model of excellence in both the results achieved and the means by which they are achieved.

Target fully met (4): The Appraisee achieved all the agreed outputs in line with the agreed targets. The Appraisee consistently meets expectations for the outputs achieved and the means by which they are achieved.

Target mostly met (3): The Appraisee achieved most, but not all the agreed outputs in line with the agreed targets, and there is no supporting rationale for not meeting the other commitments.

Target partially met (2): The Appraisee has achieved minimal outputs in line with the agreed targets and without a supporting rationale for inability to meet the commitments.

Target not met (1): The Appraisee has not achieved most of the agreed targets and without supporting rationale for not achieving them.

No	Key Outputs	Performance Indicators (How the results were measured)	Performance targets (An agreed minimum level of performance)	Max Scale	Self - Assessment Scale	Appraiser Scale	Agreed Scale
1				5			
2				5			
3				5			
4				5			
5				5			
	Total						

AVERAGE RATING = $\frac{\text{TOTAL AGREED RATING}}{\text{TOTAL NO. OF TARGETS HANDLED}}$

TOTAL NO. OF TARGETS HANDLED

**SECTION D
ASSESSMENT OF CORE COMPETENCIES**

This section should be filled by the Appraiser after joint discussions between the Appraiser and Appraisee. The assessment will help establish any areas where some training or development is necessary. The Appraisee should be rated only in areas which are relevant to their job as specified. The maximum scale per competence are , where **5-Exceeds expectations, 4-Fully meets expectations, 3-Mostlymeets expectations, 2- Partially meet s expectations, 1- Does not meet expectations, N/A - Not Applicable.** The Appraiser should give work-related examples under comments, to justify their rating.

Performan ce factors (S a m p l e	D e s c r i p t i o n o f performance warranting a high rating	Max Scal e	S e l f - Assesse ment	Appraiser' Assesse ment	A g r e e d Scale
Performan ce o f activities	Productivity in terms of amount of work completed, accuracy and attention to detail. Quality of work meets objectives & satisfies needs of internal and external customers and seldom (if ever) requires	5			
Profession al competenc e	Understanding and creative application of technical and professional knowledge, skills and experience appropriate for the job. Continuously updates	5			
Plannin g a n d organizing work	Plans and prioritizes work effectively. Goals set for self and staff are realistic. Manages and monitors progress against targets.	5			
Communi cation skills	Presents information clearly and concisely orally and in writing. Able to convince others and command respect	5			
Customer & business focus	Thinking about the effects of their work on customers & clients. Recognizes that other UMI staff are often customers, too. Always courteous. Will always stop to help a customer.	5			
U s e o f resources	Economical use of resources including time. Always keen	5			

Teamwork	Encourages and supports joint decision-making and problem solving. Listens to and supports others. Anticipates and resolves	5			
Innovation and creativity	Able to think radically and challenge old ideas and traditional thinking. Provides practical solutions to problems. Makes useful suggestions for	5			
Enthusiasm and Drive	Highly self-motivated. Anxious to make progress in the face of difficulties, setbacks or pressure of other	5			
Versatility	Always willing to accept new challenges and respond quickly and appropriately to new situations. Mentally versatile and able to handle	5			
Timeliness	Always in time and accomplishes tasks in time required and maximizes the use of time to achieve set	5			
Judgment	Always employs sound and logical reasoning in arriving at decisions, actions or advice. Does not allow	5			
Leadership and supervisory skills (For supervisory staff only)	Always achieves clear decisions; clarifies deadlines, priorities and responsibilities; monitors and chases progress; gives clear, constructive feedback. Motivates staff and leads by example. Promotes and contributes to the development of staff. Able to	5			
Overall performance	A synthesis of the above with most weight being given to 'Performance of				

AVERAGE RATING = TOTAL AGREED RATING

13 (FOR SUPERVISORY STAFF OR 12 FOR NON SUPERVISORY STAFF)

Total Agreed scale =the average of the agreed scales in section C&D

SECTION E

1(a). Outline factors that positively affected your performance during the year.

1.	
2.	
3.	

1(b). Outline factors that negatively affected your performance during the year.

1	
2	

Suggestions on what Management should change or attend to.

Describe how effectively the MDMS has utilized you.

What are your aspirations in terms of career development?

SECTION F

ACTION PLAN TO IMPROVE PERFORMANCE (PIP)

The Action Plan shall be jointly agreed upon during the performance appraisal meeting, taking into consideration the Appraisee's required job competences and the identified performance gaps.

The action plan to improve performance may include; training, coaching, mentoring, attachment, job rotation, counselling, and/or provision of required facilities and resources.

Where the plan (s) involves formal training of the Appraisee, the record should be forwarded to the Training Committee.

No.	Performance Gap	Agreed Action	Time frame

SECTION G

PERFORMANCE PLAN (FOR THE NEXT ASSESSMENT PERIOD)

Activities agreed for the next assessment:

No.	Key Outputs	Performance Indicators (How will results be measured)	Performance targets for next appraisal year (An agreed
1.			
2			
3			
4			
5.			

SECTION H

APPRAISER'S GENERAL COMMENTS AND RECOMMENDATION TO MANAGEMENT

OVERALL ASSESSMENT

TICK

Outstanding	5	
Very Good	4	
Good	3	
Average	2	
Unsatisfactory	1	



APPENDIX 10: PERFORMANCE EVALUATION AGREEMENT AND ONWARD PLAN

This section is to be completed by the Appraisee, Appraiser and the counter signing Officers. It is a confirmation that the appraisal meeting took place and that there was an agreement; and if there was a disagreement, it was resolved. It is also confirmation that the action plan to improve performance was discussed and agreed upon. The Appraisee / Appraiser / countersigning officer should use this section to comment about the performance appraisal process.

1.COMMENTS OF THE APPRAISEE I have read understood and agreed to all the details/terms of this performance agreement form.

Signature: _____

DD	MM	YY

2.COMMENTS OF THE APPRAISER

Signature: _____

DD	MM	YY

3.COMMENTS OF THE COUNTERSIGNING OFFICER/SUPERVISOR OF APPRAISER

Name of Countersigning Officer: _____

J o b _____ Title _____ :

Signature _____

DD		MM		YY		

Comments of the (Executive Head of the Institution) or their designate

N a m e _____ :

Job Title: _____

Signature: _____

DD		MM		YY		

Performance appraisal is not a once for all exercise. It is an ongoing process and a development technique. This form is not a substitute for the need to build a spirit between the supervisors and subordinates – positive interpersonal relationships, individual progress and strengthening of the Institution/organisation are emphasised.

4. PERFORMANCE IMPROVEMENT PLAN (FORMAT)- FOLLOWING THRU:

Name of Appraisee: _____

S/N	Gap Identified	Remedial Action	Time Frame	Remarks

Agreed upon by:

Signature of the Appraisee: _____ **Date:** _____

MASAKA DIOCESAN MEDICAL SERVICES (U) LTD

Signature of the App

Date: _____



APPENDIX 11: LEAVE APPLICATION FORM

Name of Applicant & Employee No: -----

Position/Department/Location: -----

I wish to apply for days of -----

Annual/Sick/Study/Maternity/Paternity/Compassionate/Leave without Pay/Other (specify)
----- (circle the appropriate leave applied for)

To be taken from: -----to ----- (both dates inclusive). While
on leave my contact address and telephone number is -----

To be filled by the Human Resource Department:

Leave balance brought forward from previous year: -----

Current year's leave: -----

Leave Taken to date: -----

Leave Applied for: -----

Leave Days Outstanding: -----

Supervisor's Approval: -----

This is to confirm that the above leave has been approved/disapproved (circle as appropriate)

If not approved, give comments: -----

Signed: -----

Name of Supervisor: -----

Date: -----

----- **MASAKA DIOCESAN MEDICAL SERVICES (U) LTD** -----

DHC'S Approval Sig



APPENDIX 12: TRAINING NEEDS ASSESSMENT FORMAT

Sample training needs assessment format

Name of Employee	Current Position	Required skills & competencies	Actual employee skills & competencies	Gaps Identified	Recommended Training & development Plan

Conducted By (name &Signature).....

Approved By: :.....Date:.....

MASAKA DIOCESAN MEDICAL SERVICES (U) LTD



APPENDIX 13: TRAINING APPLICATION FORM

Sample training application form

Application for an external education course (international)

Name: _____

Date: _____

Course title: _____

Institution: _____

Country: _____

Cost of training: _____ (include attachments) Cost of wages: _____

Dates of training: _____ (give month, day, and year).

Goals of student in course

(i)

(ii)

(iii).....

(Do not write generalization such as “to give better or quality care, to do my work better”.

Give specifics _what are you lacking specifically that this course will provide).

(i)

(ii)

Head of department comments :.....

.....

.....

Is the applicant suitable for this course? (Please state reasons):

(i)

(ii)

Summarize the performance and attitude of the applicant since their employment in your department:

If the applicant has attended other courses, please comment on the apparent effectiveness of these:

Name _____ Signature _____ Date _____

Head of Division comment

Give specifics on departmental coverage while course is in session : _____

What are the long-range goals for the position the student is leaving and the one that he/she will return to?

(i)

(ii)

Other Comments

Name _____ **MASAKA DIOCESAN MEDICAL SERVICES (U) LTD** _____ Date _____



APPENDIX14: EMPLOYEE CLEARANCE TEMPLATE

Sample employee clearance form

Name of separating employee: _____

Position on separation: _____

Date of employment: _____

Last date of employment: _____

List of Items under employee's Custody

List of Items under employee's Custody	Condition of Organizational Property	Signature of Officer receiving the items	Comments by Management

This is to certify that the above employee has completed his clearance process with the organization and his final dues and outstanding pay from the organization can be paid to him less any outstanding amounts owing from him in line with the current organizational rules and regulations.

Presented By: (Name of Staff).....

Signature.....Date:.....

Signed: ((HR)----- Date:

Cleared By: (PM)____ **MASAKA DIOCESAN MEDICAL SERVICES (U) LTD** Date:_____

Approved By (DHC)_ Date:_____



APPENDIX 14: CERTIFICATE OF SERVICE TEMPLATE

(Should be done on MDMS headed paper)

Masaka Diocesan Medical Services

P.O. Box 14 Masaka - Uganda

Date

TO WHOM IT MAY CONCERN

Dear (Name of the Employee),

RE: CERTIFICATE OF SERVICE – (Insert Name of Employee)

This is to confirm that Mr./Ms (insert full names of employee) of ID/Passport No (insert ID/Passport No) was an employee of Masaka Diocesan Medical Services.

He /She worked with our organization from *(insert employment start date)* to *(employment end date)* in the position of *(insert title of current position and any other prior positions held)* and were based in *(insert location or department under which the employee worked)*.

Yours Sincerely,

Name of the Head of HR or designated person or DHC (as applicable)

MASAKA DIOCESAN MEDICAL SERVICES (U) LTD



APPENDIX 15: FINAL DUES TEMPLATE

Sample final dues template /Last Pay Certificate

Particulars	Amounts Owing to the Employee	(Amounts Owing from The Employee)	Less Applicable Taxes	Amount Due to/ (from) the employee
Unused Leave				
Unpaid Salaries				
Payment in lieu of notice				
Severance pay (if applicable)				
Gratuity (if applicable)				
Outstanding employee advances				
Others (specify)				
Total				

Prepared by: _____

Approved by: _____

Received by: (employee) _____

NB: Relevant documentations should be attached such as copies of employment contract, leave form, resignation, termination letter etc.

Human resource Office Comments: _____

Financial abilities comments: _____

Name: _____ Signature _____ Date _____

I have read and understood the external education policy and will adhere to its contents.

Signature of the student: _____ Date _____.

The DHC approves applicant:

Signing the Bonding agreement.....

Name of DHC : _____ Signature _____ Date _____



Appendix 16: EXIT INTERVIEW TEMPLATE

Exit interview

Employee Name: _____ Name of Supervisor _____

Department : _____

Job Title: _____

Salary Scale: _____

Hire Date _____ E x i t

Date: _____

1. Why are you leaving this Organization?

2. What circumstances would have prevented your departure?

(i)

(ii).....

(iii).....

3. What did you like least about your job?

(i)

(ii).....

(iii).....

4. What did you like most about your job?

- (i)
- (ii).....
- (iii).....

5. What did you think of your supervisor on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	()	()	()
Provided recognition	()	()	()	()
Resolved complaints	()	()	()	()
Was sensitive to employees' needs	()	()	()	()
Provided feedback on performance	()	()	()	()
Was receptive to open communication	()	()	()	()
Followed UMI's policies	()	()	()	()

6. How would you rate the following?

	Excellent	Good	Fair	Poor
Cooperation within your Dept/Directorate	()	()	()	()
Cooperation with other Depts/Directorates	()	()	()	()
Personal job training	()	()	()	()
Equipment provided (Materials, resources, facilities)	()	()	()	()
Organization's performance review system	()	()	()	()
Organization's new employee orientation program	()	()	()	()
Rate of pay for your job	()	()	()	()
Career Development/Advancement	()	()	()	()
Physical working conditions	()	()	()	()

Comments: _____

7. Was the work you were doing approximately what you expected it would be?

Yes ___ No ____

Or was there a mis-match?

Comments: _____

8. Was your workload usually: Too heavy () About right () Too light ()

9. How did you feel about the employee benefits provided by the Organization?

	Excellent	Good	Fair	Poor	No Opinion
Work Load	()	()	()	()	()
Medical Scheme	()	()	()	()	()
Types of leav	()	()	()	()	()
Retirement plan	()	()	()	()	()
Capacity Building	()	()	()	()	()

Other benefits e.g loans, gratuity, salary advances (Please specify).....
() () () () ()

10. Would you recommend this Organization to a friend as a good organization to work for?

Most definitely () with reservations () No ()

11. What suggestions do you have to make this Organization a better place to work?: _____

12. Any Other comments outside this interview questionnaire

Date	Facility	T i m e in	T i m e out	Summary Description of major activity	HR/Admin Section

Signature:.....

Acknowledgement of work done by supervisor

Supervisor name.....Signature:

Authorization signature:

(Senior Manager/Director-Name & Signature)