



LASPNET

LEGAL AID SERVICE PROVIDERS' NETWORK
UGANDA

HUMAN RESOURCE POLICY AND PROCEDURE MANUAL

REVISED
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FOREWORD

The Legal Aid Service Providers Network's Strategic Plan for 2010 - 2015 emphasizes a commitment to excellence in all aspects of the Network's operations. This focus on excellence includes a culture that encourages and supports service and professionalism in the interactions of Employees with each other, with member organizations and their staff, and with members of the public. All Employees are viewed as representatives of LASPNET who have the opportunity to model service and professionalism in their many interactions both internally and externally.

The organisation desires to attract, and maintain a competent, stable, and diverse work force that is well informed in matters affecting employment. LASPNET also seeks to promote Employees' opportunity for growth, expression of ideas, and work satisfaction through an atmosphere of appreciation and recognition of their contributions. Excellence in the provision of all services is an essential component of a distinctive and exemplary network organisation. Accordingly, LASPNET will strive to develop and maintain a positive work environment needed to recruit and retain capable, professional, committed, and caring Employees.

This Manual has been developed as a resource to use when adopting and implementing human resource management practices. It is designed as a reference tool based on international, national and LASPNET's practices as they existed at the time the Manual was produced. It sets out the policies and the attendant procedures on a range of pertinent issues and practices; recruitment and selection, retention, career development and training of staff, their well-being, conduct, performance management and separations.

The policies and procedures have also been established with a keen interest to provide equal employment opportunities to all Employees and applicants for employment without regard to race, colour, religion, sex, national origin, age, disability, marital status, health status, sexual orientation, gender identity, genetic information, or political ideology. This equality applies to all terms and conditions of employment, including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfers, leave of absence, compensation, benefits, and training.

In essence, LASPNET administers all policies, practices, and procedures in ways that are consistent with the Human Rights Based Approach (HRBA), and in line with our purpose to ensure access to justice for all, through provision of quality legal aid services.

I therefore hope with proper implementation and adherence to the provisions set out in this manual, a positive employment atmosphere is created for every Employee to make a recognizable input in the achievement of LASPNET's goals and also realize personal reward, worth of their contribution.

Welcome to LASPNET!



Salima Namusoby
Chairperson
LASPNET Board of Directors

BACKGROUND OF THE LEGAL AID SERVICE PROVIDERS NETWORK (LASPNET)

The Legal Aid Service Providers Network (LASPNET) is a member-based LASPNET responsible for coordination of legal aid services provided by non-state actors.

The Legal Aid Service Providers' Network in Uganda (LASPNET) was envisaged in early 2001 as a means of involving the non-state actors in addressing the issues directly affecting the poor and their access to justice. LASPNET was then registered and formalized its status in April 2004 so as to promote access to justice in close working relationship with the Justice, Law and Order Sector (JLOS).

On the 16th March 2012, LASPNET was then registered as a non-government organization in Uganda dedicated to coordinating and harmonizing the different legal aid services of members Country wide.

Membership is open to non-government Legal Aid Service Providers (LASPs) that provide legal aid services or involved in human rights work to improve access to justice for indigent and vulnerable persons in Uganda. LASPs must be registered by the Uganda Law Council to provide legal aid services and also committed to the objectives of the Network.

Although a lot of effort has been put in improving access to justice, most of the legal aid services are still carried out in a fragmented and haphazard way with little success in terms of national coverage or service improvement, mainly due to the need for continued financial support and skills training.

Currently, efforts are underway to formulate a national policy and suitable framework to consolidate legal aid service provision across the country. A number of existing legal aid schemes will probably improve their services once the various bottlenecks are addressed.

STRATEGIC VISION

LASPNET vision is to provide “An effective and professional legal system that is accountable, affordable, sustainable and accessible for all.”

MISSION STATEMENT

The mission of LASPNET is “To strengthen access to justice for all by utilizing the synergies of legal aid service providers.”

CORE VALUES

Values are the behaviours that we hold important. The core values that all LASPNET Employees and partners must adhere to are:

- I. Transparency
- II. Accountability
- III. Integrity
- IV. Cooperation
- V. Team work
- VI. Quality

HUMAN RESOURCE MANAGEMENT PHILOSOPHY AND APPROACH

This manual defines the Human Resource Management policies, procedures, rules, regulations and conditions of employment for LASPNET Employees. The manual describes rights, obligations and responsibilities in the relationship between LASPNET and its Employees.

The manual seeks to ensure that when dealing with matters concerning Employees, an approach in line with corporate values is adopted throughout LASPNET. It also provides a framework within which consistent decisions are made; to provide equity in how Employees are treated and to provide a greater understanding of LASPNET's work.

This manual will act as a support tool to whoever is handling LASPNET human resource matters by providing a comprehensive range of human resource services. It is therefore, essential that all Employees read and understand the manual.

The manual documents and communicates LASPNET policies and procedures that will guide people management decisions and forms the basis upon which a working culture/environment will develop and be monitored.

This document will be reviewed from time to time. Any changes to the policies and procedures will require authorisation of the Governing board.

In LASPNET's approach to Human Resource Management, LASPNET understands and considers its Employees to be its greatest asset and as such, will strive to have the very best Employees whose individual goals are very much aligned with those of LASPNET. In turn, LASPNET will offer personal challenge, development, recognition and opportunity- equitably to all Employees.

The human resource policies and procedures are geared towards achieving the above and will be continuously improved to keep abreast with new developments. LASPNET policy in dealing with people will aim to benchmark itself against best practices in human resource management both within the country, region and also globally.

LASPNET expects every member of staff to understand its overall goals and objectives, to adopt a team approach to work, exhibit self-confidence and initiative in carrying out his or her job and to see tasks through to completion.

RESPONSIBILITY AND IMPLEMENTATION

All Employees have a responsibility to read and understand these regulations and any subsequent amendments that will be made as and when the board deems necessary.

Heads of departments, Programme/Unit heads, Sections heads and supervisors must ensure that all staff under them, irrespective of cadre/band is made aware of what this document contains in terms of rules and regulations. Ignorance of any of these regulations will not be accepted as an excuse for failure to act upon any matter or comply with the laid down regulations.

POLICY APPLICABILITY

These regulations shall apply to all LASPNET Employees; unless otherwise expressly provided, either in these regulations or stated in individual letters of appointment or where exception is authorised by the Board.

Unless otherwise provided for in this manual or inapplicable and impracticable from the context applied;

- ❖ Appointing authority shall mean the Governing board of LASPNET for the position of Executive Director but all the other staff positions shall be appointed by the ED
- ❖ Employee shall refer to a person in the employment of the Legal Aid Service Provider's Network (LASPNET)
- ❖ Employer shall refer to the Legal Aid Service Provider Network
- ❖ Management shall mean the management team at the secretariat of LASPNET, as constituted from time to time.
- ❖ Salary herein means gross salary unless expressly provided to mean otherwise
- ❖ Spouse shall have the meaning attached to it according to any marriage legally recognised by the Laws of Uganda.

Every Employee is therefore obliged to familiarize themselves with the contents of this manual to enable the appropriate administration and implementation of its policies.

LASPNET will rely on the heads of departments and section heads who are in direct contact with, and responsible for, a group of Employees for the translation of these terms and conditions into action and the effective implementation of the policies herein.

A copy of this manual should be available in every departments and/or sections for easy access by every Employee.

AMENDMENTS, MODIFICATIONS, ALTERATIONS, EXCEPTIONS AND UNDERTAKING

Although all due attention and care has been taken in the development of this Human Resource Manual, not every circumstance can be foreseen. For this reason, LASPNET reserves the right to amend, modify or alter the provisions of this MANUAL as circumstances may require from time to time.

However, prior to this, the Employees of LASPNET will be notified and given an opportunity to react to proposed amendments, modifications or alterations. Although LASPNET will apply its best efforts in keeping this MANUAL current, there may be times when policy will change before this manual can be revised.

This manual contains general statements of LASPNET's policy and should not be read as including the details of each policy. All circumstances not addressed by this MANUAL should be referred for guidance to the Finance and Administration Manager (or any other Employee designated as such) in the first instance, the Executive Director in the second and the Human Resource and Administration Committee of the Board in the third.

Upon approval of this manual, every Employee must sign an Undertaking and submit it to the Executive Director for official filing.

LASPNET'S STRUCTURE

LASPNET Uganda has the following main organs:

- I. the General assembly,
- II. the Board of Directors
- III. the Secretariat

The General Assembly

This is the highest authority and supreme policy making body consisting of representatives of the fully paid up members. Membership is open to LASPs that provide legal aid services or involved in human rights work to improve access to justice for indigent and vulnerable persons in Uganda. The general assembly meets once in a year to formulate and evaluate policies and programmes. The General Assembly is mandated to elect the members of the Board of Directors.

The roles of the General Assembly include:

- To appoint members of the Board of Directors;
- To discuss, plan and make recommendations for implementation by the Board of Directors;
- To receive, discuss and approve the networks plan of action and budget for the ensuing year;
- To provide an oversight to the Board of Directors in safeguarding the resources of LASPNET.

The Board of Directors

This provides policy oversight to the secretariat on behalf of the General Assembly. The board has the following committees: Human Resource and Administration, Project Planning and Technical Assistance, Financial & IT Systems, as well as Membership and Stakeholder Relations. These have a duty to work very closely with the secretariat in policy and institutional Governance of LASPNET.

The Secretariat

LASPNET Secretariat is headed by an Executive Director with the support of staff and oversight of the Board of Directors. The secretariat works very closely with the Board of Directors in policy and institutional governance to facilitate management of programmes and operations of the Network. The secretariat shall supervise all the activities of LASPNET to ensure rationalisation and harmonisation of common activities of LASPNET members.

The Executive Director is an ex-officio member of the Board of Directors, which is accountable to the General Assembly made up of the different members to the network, and has the overall responsibility for the financial management and operations of the Secretariat as determined by the Board of Directors.

The Executive Director can delegate his/her responsibilities to the other staff in writing. The following are some of the key responsibilities of the Executive Director:

- Be the head of the network and devote his /her full time to the affairs of the Network;
- Be in charge and have overall control of correspondence, publicity and publications of the Network;
- Manage the Assets of the Network;
- Manage and administer the day to day activities of LASPNET;
- Make provisions for the safe custody and preservation of all valuable documents, records and files of the Network;
- Oversee the procurement of goods and services for LASPNET and ensure that its conducted in line with the laid down procurement procedures ;
- Do such acts that are deemed necessary for the efficient and effective running of the network and the secretariat among others.

All information to the Employees from top management shall be through the ED and all communications to top management from staff shall equally go through him/her except where circumstances dictate otherwise.

The ED is supremely responsible for running LASPNET and implementing decisions made and/or verified by the Board.

THE HUMAN RESOURCE AND ADMINISTRATION COMMITTEE OF THE BOARD

The Human Resource policies of LASPNET are planned, formulated and proposed by the Human Resource and Administration Committee in consultation with the Executive Director and Committee is also responsible for overseeing policies relating to:

- workforce planning;
- the development of compensation packages;
- compliance with national Labour laws;
- development of Employee induction, capacity-building and enhancement programs;
- the appraisal, transfer, promotion, layoff, recall, demotion, and termination of Employees;
- development and implementation of appropriate disciplinary and grievance procedures.

ADMINISTRATION OF LASPNET'S HUMAN RESOURCE MANAGEMENT FUNCTION

The Human Resource Management function of LASPNET will be under the Finance and Administration department that will have the overall responsibility of the Human Resource function and is answerable to the Executive Director.

The Finance & Administration Manager assisted by an outsourced part-time Advisor is responsible for handling LASPNET's Human Resource Management Function and, in that capacity, serves as a consultant to Management and the Board of Directors on all matters concerning Human Resource Management.

In addition, the Finance and Administration Manager provides staff assistance to the ED in developing, communicating, and carrying out the LASPNET's personnel policies. He/she is also responsible for maintaining personnel records and with respect to this manual, is responsible for distributing it to all Employees, ensuring adequate Employee involvement in proposed alterations, and disseminating new policy information.

1.0 RECRUITMENT AND SELECTION

1.1 POLICY SUMMARY

- 1.1.1 LASPNET recognises Employees as being fundamental to its success and future growth.
- 1.1.2 A strategic and professional approach to recruitment and selection helps enable LASPNET to attract, appoint and retain staff with the necessary skills and attributes to fulfil its strategic aims, and support LASPNET Values.
- 1.1.3 LASPNET is committed to ensuring that the recruitment and selection of staff is conducted in a manner that is systematic, efficient and effective, whilst promoting good practice, adopting a proactive approach to equality and diversity issues and supporting fully LASPNET's core mandate.
- 1.1.4 LASPNET shall not discriminate on the basis of religion, gender, physical ability, tribe or any other discriminatory ground.

1.2 SCOPE

It is the intention of LASPNET to advertise job opportunities as widely as possible to existing Employees and as required to the external labour market. In doing so, the following guidelines will apply:

- 1.2.1 LASPNET will recognise its obligations under appropriate legislation and all other policy provisions and guidelines. Accordingly, LASPNET reserves the right to advertise vacancies internally as well as externally.
- 1.2.2 LASPNET reserves the right to fill a position without advertising where it believes that a specific Employee is particularly suited to an open position and equally that no other Employee has the necessary qualifications, experience or other attributes. It is likely that this will apply mainly to more senior positions. Should there be no clear candidate, then the position will be advertised.
- 1.2.3 LASPNET also reserves the right to advertise a vacancy or vacancies internally to specified Employees within a department, Programme or functional unit, in circumstances where the appointment results in no addition to the headcount for that particular Department, Programme or functional unit.
- 1.2.4 All Employees involved at any stage of the recruitment and selection of staff should be aware of and adhere to the contents of this policy. In addition, any external consultants, recruitment agencies or external experts who may assist in the recruitment process must act in accordance with this policy. The Finance and Administration Manager is responsible for providing such external parties with this policy prior to their involvement in the recruitment process.

1.3 RESPONSIBILITY FOR PROPER IMPLEMENTATION

1.3.1. The Finance and Administration Department must ensure that this policy is complied with in the recruitment process.

1.3.2. Where there is need for exception, such must be documented for record and review.

1.4 CORE PRINCIPLES

1.4.1. LASPNET will seek to attract the best candidate for the job based on merit and ensure the identification of the person best suited for the job and the institution.

1.4.2. LASPNET will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.

1.4.3. LASPNET will provide appropriate training and support to those involved in Recruitment and Selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy him or herself that he/she is knowledgeable and skilled, and can comply with the requirements of this policy and procedure.

1.4.4. Recruitment and selection is a key public relations exercise and should enhance the reputation of LASPNET. LASPNET will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate's experience is positive, irrespective of the outcome.

1.4.5. LASPNET will promote best practice in Recruitment and Selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.

1.4.6. LASPNET will ensure that its recruitment and selection process is cost effective

1.5 EMPLOYMENT CATEGORIES

1.5.1. REGULAR FULL TIME

These are Employees who are not in a temporary or probation status and who are regularly scheduled to work a full-time schedule. Generally, they are eligible for LASPNET benefit package, subject to the terms, conditions, and limitations of each benefit program. This shall be contractual. And LASPNET's contractual type of appointment shall be the normal full time established staff on the payroll with a definite contract subject to review by the Board or Management and the contract renewable at the end of each person's term of employment. When the Employee takes on a new position or starts a new contract period, the terms of the new contract will automatically replace and supersede those of the old contract in all aspects.

- 1.5.1.1. Staff contracts shall be negotiated with the Executive Director for terms that are not expressly established in policy. The Executive Director shall brief the Board before executing as any such negotiated terms.
- 1.5.1.2. Contracts cannot be negotiated with staff under Manager Level and no contract term shall exceed a period of three years. However, all contracts shall be renewable at the instance of LASPNET or the Employee.
- 1.5.1.3. Contract Employees must work on a full-time schedule of forty hours a week. Contract Employees are entitled to a one-off annual gratuity payment of an amount stipulated in their individual contracts (in lieu of a retirement benefit), in addition to all other applicable benefits herein.

1.5.2. TEMPORARY EMPLOYEE

This may refer to an Employee who is hired solely as an interim replacement of an Employee who is not available or to assist with the completion of a specific project or assignment. The tenure of a Temporary Employee recruited to fill a vacant position shall not exceed three calendar months and the specific terms and conditions of employment shall be stipulated in a Letter of Temporary Employment.

- 1.5.2.1. The tenure of a Temporary Employee recruited for a specific project shall be determined by the nature of the project. The ED or an assignee will design and issue the contract before the Employee begins to work.
- 1.5.2.2. Temporary employment does not entitle an Employee to regular rights, benefits and privileges stipulated in this Manual.
- 1.5.2.3. However, a Temporary Employee may be refunded or paid monies authorized in the day to day performance of duty on an agreed monthly basis.

1.5.3. INTERNS

This is a student or graduate hired for the sole purpose of gaining practical experience. Interns are not entitled to salary or other benefits stipulated in this manual, but may receive applicable work-enabling allowances as are stipulated herein. Where LASPNET receives requests to develop the skills of Employees and students from various institutions, it may engage interns on the job training on such terms as may be decided by the Executive Director.

- 1.5.3.1. The tenure of an Intern shall not exceed six calendar months. However, should circumstances necessitate, the tenure of an Intern can be renewed for a period not exceeding two additional calendar months by the ED.
- 1.5.3.2. The relevant line manager shall assess the viability of an internship extension by conducting a performance appraisal prior to any extension.

1.5.4. CONSULTANTS

A consultant is an experienced individual that is trained to analyse and advise LASPNET in order to help LASPNET make the best possible choices/solutions.

Recruitment of consultants shall be by equal, fair and competitive sourcing of persons with particular skills, competencies and experience relevant for the job requirement on particular projects or by advertisement for submission of proposals. All procedures in sourcing consultants shall be consistent with the requirement in the financial manual.

1.5.4.1. A consultant shall not be considered an Employee of LASPNET and is not bound by the contents of the human resource manual but shall be governed by the contents of his/her contract and he or she shall have limited LASPNET information as deemed necessary to enable execution of his/her assignment.

1.5.4.2. All consultants shall be bound by secrecy and discretion agreement and breach of the agreement would call for necessary measures taken as per the agreement or decision by the Board of Directors.

1.6 IDENTIFICATION OF POSITION

1.6.1. The recruitment and selection process should not commence until a full evaluation of the need for the role against the area's strategic plans and budget has been completed.

1.6.2. For the various Departments/Programme/functional unit positions, the Departmental/Programme/Functional Unit managers and the Executive Director respectively, are responsible for identifying open positions early enough to allow timely recruitment. These may arise from resignation, retirement, transfer, promotion, dismissal or death of an Employee, desertion, or from creation of a new post.

1.6.3. The positions of the Executive Director and Heads of departments i.e. senior staff shall be advertised in at least one daily newspaper giving concise description of the job and required qualifications. The recruiting authority for the different categories of staff shall be as follows:

1.6.3.1. The Board of Directors shall recruit the Executive Director, while the Executive Director will lead on the recruit of Heads of department/Programmes/Functional Units with the oversight of the Board through process briefs.

1.6.3.2. Recruitment of middle management staff will be delegated to the Executive Director and the Heads of department and shall be approved by the Board of Directors

1.6.3.3. All new structures proposed must be approved by the Board of Directors

1.7 PRE-RECRUITMENT CONSULTATION

1.7.1. Once a Manager has identified an open position within their Programme or Unit and notified the Executive Director in writing of that need, the Executive Director shall notify the Finance and Administration Manager to schedule a pre-recruitment consultation. The purpose of this consultation is to:

- 1.7.1.1. Discuss justification for recruiting for this position with the immediate supervisor or Department/Programme/Unit Manager. On contentment with the justification for filling the vacancy, the Finance and Administration Department will then be advised by the Executive Director to initiate the process of recruitment.
 - 1.7.1.2. Allow the Finance and Administration Department to discuss the open vacancy and develop a recruitment and selection strategy which complies with legislation and LASPNET's policies.
 - 1.7.1.3. Finalise the job description, person specification and job advertisement. Prior to recruitment of any position, the line Manager will prepare a detailed job competence profile and person specification. A job description including the purpose of the job, the key responsibilities, the key skills required to perform the job and the key tasks shall be the basis for all recruitment.
- 1.7.2. The final agreement arrived at in the pre recruitment consultation will then be presented by the Finance and Administration Manager to the Board through the Executive Director for final approval and authority to commence the recruitment process.
- 1.7.3. In the event that 1.6.1 above is not possible, the ED's consultation with the Chairperson of the Board will be sufficient.

1.8 ADVERTISING

- 1.8.1. On receipt of an approval from the Board, the Executive Director shall assign the Finance and Administration Manager or any other assignee to source and place the advertisement in the appropriate advertising medium as discussed at the pre-recruitment consultation.
- 1.8.2. All vacancies below Manager level, for which candidates from outside LASPNET are to be considered shall be publicized by any means that may be advised by the Human Resource and Administration Committee, including:
 - 1.8.2.1. The use of an employment agency,
 - 1.8.2.2. Head hunting,
 - 1.8.2.3. Publicity by word of mouth,
 - 1.8.2.4. In-house advertisement, and
 - 1.8.2.5. Newspaper advertisement
- 1.8.3. The Finance and Administration Manager must not engage in any discussion regarding advertising or recruiting with any external agencies without first gaining approval from the Executive Director.
- 1.8.4. All open positions will be advertised automatically through LASPNET website(s).
- 1.8.5. Other external advertising mediums, as required, will be utilised simultaneously.

- 1.8.6. Where appropriate, vacancies will also be posted internally by the Finance and Administration Department on notice boards and, electronically via E-mails to all LASPNET staff.
- 1.8.7. As appropriate, some positions will also be advertised internally through memos and E-mail systems.
- 1.8.8. Job advertisements will include job title, Department/Department/Programme/Unit, location, grade level, job summary, essential duties, qualifications (required skills and abilities) and a closing date for receipt of applications.

1.9 ELIGIBILITY TO APPLY

- 1.9.1. Be legally entitled to work in Uganda. Successful applicants will be required to provide documentation showing their entitlement. This requirement applies to applicants of all nationalities, including those born in Uganda. An appropriate documentation could be a Uganda passport or a work permit. A list of acceptable documents that can work as proof of entitlement can be got from the Human Resource Office.
- 1.9.2. Meet the minimum criteria specified on the Job Advertisement.
- 1.9.3. A member of an Employee's immediate family may be considered for employment by LASPNET if the applicant possesses all the qualifications for employment. For avoidance of doubt, an immediate family member comprises parent, spouse, son, daughter, brother and sister.
- 1.9.4. An immediate family member may not be hired, if a prohibited employment relationship would arise, such as:
 - 1.9.4.1. Create either a direct or indirect supervisor/subordinate relationship with a family member;
 - 1.9.4.2. Create either an actual conflict of interest or the appearance of a conflict of interest.
- 1.9.5. These criteria also will be applied when assigning, transferring or promoting an Employee with a family member in LASPNET.
- 1.9.6. Former Employees who left LASPNET in good standing may be considered for re-employment where a suitable vacancy arises. Those who resigned without written notice or who were dismissed for disciplinary reasons shall not be considered for re-employment.
- 1.9.7. A former Employee who is re-employed will be considered a new Employee from the date of re-employment unless the break in service is less than thirty days, in which case the Employee will retain accumulated seniority.

- 1.9.8. If internal placement is chosen, the staff should
 - 1.9.8.1. Have satisfactorily completed a minimum of one-year' service in their current position or have obtained, in writing, authorisation from their supervisors to waive this requirement.
 - 1.9.8.2. Submit Curriculum vitae, copies of the relevant academic testimonials and an application letter manually or electronically.
 - 1.9.8.3. Not be subject to any current disciplinary action.
- 1.9.9. Internal applicants, who are identified as performing below satisfactory performance level as per the most recent appraisal, will not be considered for a vacancy.
- 1.9.10. Employees who marry or establish a close personal attachment can continue in their current positions as long as a prohibited employment relationship is not created. If one of the prohibited situations is likely or does occur, attempts will be made to find another position within the organisation to which one of the Employees can transfer. All practical efforts will be made to arrange such transfer at the earliest possible time. However, if accommodations of this nature are not feasible, the Employees will be permitted to determine who of them will resign. It will largely be advised that the one at a more senior level is retained.

1.10 APPLICATION PROCEDURE

- 1.10.1. All applications both external and internal must be addressed and posted directly to the Finance and Administration Manager. Any applications for any advertised positions addressed to any other office will not be considered.
- 1.10.2. All applications must be submitted along with curriculum vitae and copies of academic testimonials, but not as an alternative. Applications missing any or all these attachments may not be considered.
- 1.10.3. All applicants must formally submit their applications through a medium and format recommended and communicated by the appointing body or authority.
- 1.10.4. To facilitate short listing, applications must clearly state how the candidate meets the criteria specified in the advertisement. Candidates may not be short listed where this information is not provided.
- 1.10.5. In the review of an application, LASPNET shall rely on the accuracy of the information presented in support of the application. Therefore, any misrepresentations, falsifications or material omissions that may emerge before appointment will lead to the disqualification of the candidate and those that may emerge after appointment will result in the automatic termination of employment.

1.11 PRE-SELECTION CONSULTATION

1.11.1. Following the closing date, the Finance and Administration Department will schedule a pre-selection consultation with the Line Manager.

1.11.2. The purpose of a pre-selection consultation is to:

1.11.2.1. Screen applicants and discuss selection methods.

1.11.2.2. Confirm date on which to conduct selection.

1.11.2.3. Finalize interview questions. The Line Manager will be responsible for providing a draft of any technical interview questions, together with details of any key general competencies required for the open position.

1.12 SCREENING APPLICATIONS/SHORT LISTING

1.12.1. All applications shall be reviewed in detail by a team of Senior Management selected by the ED or the Human Resource and Administration Committee to ensure minimum essential job-related criteria, as set out in the advertisement, are met.

1.12.2. All short listing will be carried out using a standardised short listing form.

1.12.3. For internal applicants, their managers and or personnel files will be consulted for an 'expected' performance rating – those performing below the satisfactory (as establish in the appraisal results) level will not be shortlisted.

1.12.4. Finance and Administration Department may notify external and internal candidates who do not meet minimum essential job-related criteria that they are unsuccessful.

1.12.5. Where a large number of candidates meet the minimum essential job-related criteria set out in the advertisement, short listing may be based upon desired criteria, level of qualifications or extent of experience as may be deemed appropriate.

1.12.6. All short lists for advertised or publicized vacancies shall not exceed six candidates.

1.13 METHODS OF SELECTION

A variety of appropriate methods will be used to select, dependin g on the position to be filled. These include the following:

1.13.1. ASSESSMENT CENTRES

These will be used primarily for appointment to Professional, Supervisory and Management positions.

- 1.13.1.1. Candidates will normally receive at least five days notice of assessment centres.
- 1.13.1.2. Assessment Centres may include a range of aptitude tests, a personality questionnaire, communication/presentation exercises and teamwork or leadership exercises, as well as a formal interview.

1.13.2. TESTS

For a range of manual, administrative and managerial jobs, appropriate tests may be used. These may include skill tests, aptitude tests and personality questionnaires. In all cases where tests are used, candidates will also be required to undergo a formal interview. Candidates who undergo testing may request feedback on their test performance, on receipt of the outcome of the post. Feedback sessions may be organised and given by Finance and Administration Department. Candidates will normally receive at least five days notice of tests.

1.13.3. INTERVIEWS

In some cases, selection may be decided on the basis of interview alone. There may be more than one interview.

- 1.13.5.1. The interview panel will consist of a minimum of three people, one of which being a representative of the Finance and Administration Department and the other from the respective Department/ /Programme/Unit.
- 1.13.5.2. Where possible, the interview panel will be of mixed religion and gender. Interviews will be conducted by, at least, the appropriate Manager/Supervisor and a member of Finance and Administration Department.
- 1.13.5.3. Where appropriate, a second interview may be held. At the conclusion of the interview process, or as soon as possible thereafter, all interviewers must return applicant analysis forms and notes taken during the interview to Finance and Administration Department. Any analysis forms received two hours after the interview session has ended will not be considered. Candidates will normally receive at least two days notice of interview.
- 1.13.5.4. All short-listed candidates for position of Executive Director will be subjected to interviews and/or other relevant tests by members of the Human Resource and Administration Committee and, where deemed necessary, by a recruitment firm with good reputation.
- 1.13.5.5. Performance at the interviews and tests will in addition to the applications and supporting documentation form the basis for the recommendations made to the Board of Directors.
- 1.13.5.6. Those short listed for positions below the Executive Director will be subjected to interviews by Senior Management and may also be required to do any tests as may be relevant to the position applied for.
- 1.13.5.7. The performance at the interviews and the administered tests in addition to the applications and supporting documentation will form the basis for Senior Management's recommendation to the Committee.

1.13.5.8. LASPNET may engage reputable consultants where necessary to conduct the interviews on behalf of LASPNET's appointing authority.

1.13.4. REFEREE RECOMMENDATIONS

Once the most favourable candidates are determined, the ED shall write to the referees seeking independent confirmation from the stated referees. If majority of the recommendations sought are positive, then a recommendation to appoint shall be made to the appointing authority as the case may be.

1.13.5. BACKGROUND CHECKS AND PRE-APPOINTMENT INVESTIGATIONS

1.13.5.1. It shall be mandatory to conduct a background check or pre-appointment investigations on all proposed candidates for employment. The results of the investigation shall be considered together with the written confirmation from referees.

1.13.5.2. If the background checks or any other subsequent investigation discloses any misrepresentation on the application or information indicating that the individual is not suited for employment with LASPNET, the Human Resource and Administration Committee or the ED will review the decision to recommend the candidate for appointment.

1.13.5.3. The emergence of a criminal record on the part of the candidate may not necessarily affect his/her employability, except if the crime in question was a felony or was related to financial impropriety, embezzlement or abuse of office.

2.0 OFFER AND APPOINTMENT OF EMPLOYMENT

2.1 POLICY SUMMARY

- 2.1.1 It shall be the responsibility of the ED to inform the recommended candidates of their successful candidature once the recommendations of the Human Resource and Administration Committee or Senior Management are found satisfactory.
- 2.1.2 Once the decision to appoint has been made, the ED will communicate the offer to the successful candidate. The offer letter shall state, among other things, the requirement for the candidate to respond in writing within seven days from the receipt of the offer.
- 2.1.3 If a successful candidate turns down the offer of appointment for whatever reason, the ED shall immediately implement the instructions of the Committee regarding consequent offers or re-advertisement of the position.
- 2.1.4 Upon acceptance of the offer, the candidate will be required to do the following:
- 2.1.4.1 Provide, at will and in confidence, personal information, including medical and financial, that is or might be important to consider in the course of employment with LASPNET;
 - 2.1.4.2 Submit to the Finance and Administration Manager two recent passport size photographs of him/herself;
 - 2.1.4.3 Submit to the Finance and Administration Manager Personnel Data Form, duly filled and signed (See Appendix 3).
- 2.1.5 Upon receipt of an acceptance of the offer, all unsuccessful interviewed candidates will be informed of their status in writing.
- 2.1.6 New Employees must report to the Finance and Administration Manager on their first day of work. This is to ensure that all forms necessary for employment such as staff record sheet, benefits and others are completed. In addition, all new Employees must meet the Executive Director on the earliest possible opportunity following their appointment.
- 2.1.7 In the case of candidates of non-Uganda Nationality or residence, LASPNET's offer of employment will be subject to the candidate's compliance with all applicable immigration and labour laws including the holding of valid travel documents and work authorizations.

2.2 LETTER OF APPOINTMENT

- 2.2.1 All Employees employed for over a year's period shall be given a letter of appointment (See Appendix 1).

2.2.2 The letter of appointment sets out the terms and conditions upon which an Employee's employment contract is based.

2.2.2.1. Details in the letter of appointment include salary, annual leave entitlement, probation period, working hours and other range of benefits to which an Employee is entitled.

2.2.2.2. By accepting the appointment, the staff member acknowledges that he/she has read and accepted conditions as laid down in the letter of appointment. Should there be any changes in terms and conditions of employment, the Employee will be advised of these in writing.

2.3 DUTY/ JOB SPECIFICATION

2.3.1. Following their appointment, all Employees will receive from the relevant appointing authority detailed job descriptions which will form the basis of their performance. However, every Employee will be obliged to take on any other duties as may be deemed necessary for the fulfilment of LASPNET's objectives.

2.3.2. The job description will indicate their job title, who they will report to, who will report to them and their overall and detailed duties, responsibilities and key performance indicators. They will be required to sign a copy of the job description as confirmation that they have read and understood what is expected from them. (See Appendix 2)

2.4 STAFF INDUCTION/ORIENTATION

2.4.1. LASPNET will ensure the provision of orientation programs for new Employees and conduct support training programs as would be deemed appropriate at the beginning of an Employee's tenure.

2.4.2. Induction will include inculcating in Employees LASPNET's values and philosophy and acquainting them with the structure, activities, policies, procedures, rules and regulations.

2.4.3. The main objectives of orientation are to:

2.4.3.1. Assist staff in understanding the key requirement and context of their job

2.4.3.2. Enable staff to find and access the tools and resources they need.

2.4.3.3. Understand the Mission, Vision, Purpose and Core Values of LASPNET

2.4.3.4. Develop working relationships with other staff.

2.4.4. The induction programme will include but not be limited to:

2.4.4.1. General orientation which will involve completion of relevant documentation, explanation of benefits, tour of office, information of office facilities, emergency procedures etc.

2.4.4.2. The new staff will also have opportunity to review LASPNET' policies and procedures and will be issued with a copy of the staff manual for which she/he will sign in acceptance of the terms.

- 2.4.5. Focused induction which will involve:
 - 2.4.5.1. Procedures for use of office facilities such as telephone, telex, fax, computers and other equipment.
 - 2.4.5.2. Activities of all departments.
 - 2.4.5.3. Office systems, procedures and reporting lines.
 - 2.4.5.4. Briefings with the Finance and Administration Manager and the respective head of department.
- 2.4.6. Senior Management or a group thereof as the Executive Director may elect, will also be responsible for orientation as it applies to introducing the new Employee to the specific job and department and may select a co-worker to serve as a sponsor to facilitate the new Employee's transition.
- 2.4.7. The Finance and Administration Manager will be responsible for developing and implementing the orientation program as it pertains to introduction to the Organization, the general office, acquaintance with other members of staff and the operation of office facilities. The induction may also comprise in-house or external programs or both.
- 2.4.8. At the conclusion of an induction training program, the new Employees or any other Employees who have undergone induction may be required to sit an examination.
- 2.4.9. Periodic review of induction programs: LASPNET-sponsored or conducted orientation and training programs may be reviewed periodically to evaluate the quality of the instruction, the content, and the results. The Finance and Administration Manager or an external Organization will administer the evaluation.

2.5 STAFF AND PERSONNEL RECORDS

- 2.5.1. At induction/orientation all Employees will have/ be given a personnel record sheet that should be completed and returned to the F&A Manager. The record/bio-data sheet will provide LASPNET with personal details and emergency contact numbers and will be retained in the personal file of the Employee.
- 2.5.2. It is important to update staff records. All changes, which might in any way affect the personal record, must be reported promptly to the Finance and Administration Manager. Any changes in name, address, telephone number, dependants, and name of a contact in the event of an emergency should be submitted in writing to the Finance and Administration Manager and he/she shall make sure to update the records.
- 2.5.3. The Staff records will include Letters of confirmation in appointment, Letters adjusting salaries, Changes in incremental dates, Changes in names or marital status, Declaration of next of kin, Home address and telephone numbers, Staff performance appraisals, Disciplinary letters.

2.5.4. Any change of staff records should be immediately notified by the respective Employee to the Finance and Administration Manager (See Appendix 4).

2.6 PROBATION AND CONFIRMATION OF EMPLOYMENT

2.6.1. All Employees on contract terms of employment shall initially be placed on probation for a period of three months. Management with justification may extend this period for a further three months. This applies to all new appointments, including on promotion.

2.6.2. A written evaluation will be carried out a month before the end of the probation period. The ED will be evaluated by the Board of Directors, and the ED will, in turn, evaluate the Heads of departments, who will, in turn, evaluate the rest of the staff in consultation with Finance and Administration Manager. Based on the evaluation, employment may be confirmed, discontinued or the probationary period extended. Where the evaluation proves positive, confirmation shall be in writing to coincide with the end of the probation period (see Appendix 5).

2.6.3. Where the Supervisor is of the view that an Employee's performance does not warrant a recommendation for confirmation, the Supervisor may, where he/she deems it fit, make a recommendation that the Employee's probation be extended for a period of up to two additional months for the Employee to demonstrate his/her ability to do the job. Where such extension is not appropriate, the Supervisor will make a recommendation for termination during probation. Probationary plans will be developed against which Employees will be assessed.

2.6.4. If employment is not confirmed, the Employee, if not satisfied with the reasons given, has a right of appeal to the Chairperson of the Human Resource and Administration Committee and ultimately the Board of Directors.

2.6.5. The following conditions pertain to probationary status:

2.6.5.1. During the period of probation, an Employee shall be entitled to all benefits in tandem with the Human Resource Manual.

2.6.5.2. Employment can be terminated by giving one week's notice.

2.6.5.3. An Employee on probation is not eligible for promotion.

2.6.5.4. Employees on probationary status are not entitled to any benefits arising from such termination of service except for the salary earned

3.0 PERFORMANCE MANAGEMENT

3.1. POLICY SUMMARY

- 3.1.1. This section establishes LASPNET's policy for the management of Employee performance.
- 3.1.2. The provisions in this policy will be implemented within the context of the legal aspects of Uganda labour laws, other LASPNET policies and managerial directives

3.2. PURPOSE AND BACKGROUND

- 3.2.1. The purpose of this policy is to establish criteria and procedures for the management of Employee performance. This is subject to change at the direction of LASPNET management. This policy shall apply to all formally appointed LASPNET Employees.
- 3.2.2. The purpose of the performance management system is to ensure that:
 - 3.2.3.1. The work performed by Employees accomplishes the objectives of LASPNET;
 - 3.2.3.2. Employees have a clear understanding of the quality and quantity of work expected from them;
 - 3.2.3.3. Employees receive ongoing information about how effectively they are performing relative to expectations;
 - 3.2.3.4. Awards and salary increases based on Employee performance are distributed accordingly;
 - 3.2.3.5. Opportunities for Employee development are identified; and
 - 3.2.3.6. Employee performance that does not meet expectations is addressed.
- 3.2.3. Operationally, performance management system shall consist of:
 - 3.2.4.1. A process for communicating Employee performance expectations, maintaining ongoing performance dialogue, and conducting performance appraisals;
 - 3.2.4.2. A procedure for addressing Employee performance that falls below expectations;
 - 3.2.4.3. A procedure for encouraging and facilitating Employee development;
 - 3.2.4.4. Training in managing performance and administering the system; and
 - 3.2.4.5. A procedure for resolving performance pay disputes.

3.3. RESPONSIBILITY

- 3.3.1. The overall responsibility for the performance of LASPNET rests with the Executive Director. However, on a day to-day basis, Programme and Unit Managers are responsible for assessing staff performance.
- 3.3.2. Individual staff members are responsible for fulfilling the requirements defined in their staff performance management work plan, which outlines tasks, objectives and performance indicators. These are determined through discussion between the individual and their supervisor.

3.3.3. Each Department/Programme/Unit may choose to develop performance agreement templates for identical positions, which can be modified for individual staff where necessary.

3.3.4. The supervisor is responsible for reviewing and monitoring the implementation of their staff's performance management criteria.

3.4. PERFORMANCE MANAGEMENT PROCESS

3.4.1. Managers and supervisors are responsible for managing the performance of their Employees.

3.4.2. Departments/Programmes/Units may adopt performance management practices that are consistent with the requirements of this policy and that best fit the nature of the work performed and the mission of the organization. These practices will require formal ratification from the Executive Director before implementation.

3.4.3. Each Department/Programme/Unit shall specify how the following three phases of performance management will be carried out.

3.4.4. COMMUNICATING EMPLOYEE PERFORMANCE EXPECTATIONS

3.4.4.1. At the beginning of LASPNET's twelve-month work cycle (divided into two six months performance cycles), supervisors shall meet with their Employees, establish expectations regarding their Employees' performance, specify how Employees' actual performance will be measured and their success determined, and impart to them an understanding of how meeting these expectations will contribute to the achievement of LASPNET's mission.

3.4.4.2. Performance expectations shall be written and shall be documented on a form defined by LASPNET – the "work plan."

3.4.4.3. A Department/Programme/Unit may designate different work-plan formats depending on the nature of the work.

3.4.4.4. Work plans shall be signed and dated by both the supervisor and the Employee and a copy sent to Finance and Administration.

3.4.5. MAINTAINING ONGOING PERFORMANCE DIALOGUE

3.4.2.3. Employees shall be responsible for meeting their performance expectations.

3.4.2.4. Progress toward meeting expectations shall be measured, reported, discussed, and documented throughout the work cycle.

3.4.2.5. Supervisors are expected to use appropriate supervisory techniques to support Employee efforts to meet or exceed their performance expectations.

3.4.2.6. When expectations change during the course of the work cycle, supervisors shall communicate these changes and modify work plans as necessary.

3.4.2.7. Modifications shall be signed and dated by both the supervisor and the Employee and copy of the modifications sent to Finance and Administration.

3.4.2. CONDUCTING PERFORMANCE APPRAISALS

- 3.4.2.1. At the end of the agreed work cycle, in this case annually between September and October supervisors shall evaluate Employees' performance during the past cycle compared to their performance expectations. They shall use verifiable information collected and documented throughout the cycle to determine the extent to which actual performance has met the expectations defined in the work plan.
- 3.4.2.2. In addition to the annual appraisal are the monthly and quarterly reports made by Heads of Departments/Programmes/Units to the Executive Director on the Employee performance which consequently inform the general appraisal submitted to the Board to monitor the performance and value addition of staff to the work of LASPNET
- 3.4.2.3. The evaluation shall be documented on a standard form defined by LASPNET – the "appraisal." (A Department/Programme/Unit may define more than one standard appraisal form based on the nature of the work being appraised.)
- 3.4.2.4. The end of cycle performance appraisal shall use a 5-level rating scale for reporting overall performance. A rating at the midpoint of the scale shall indicate that an Employee's performance has met expectations. (Alternative rating scales are permissible, provided they are convertible to a 5-level scale.)
- 3.4.2.5. Prior to discussing a completed performance appraisal (that is, an appraisal containing ratings and descriptions of actual performance) with an Employee, a supervisor shall review the appraisal with the next-level manager to ensure that ratings are appropriate and consistent.
- 3.4.2.6. Every Employee will be expected to complete a self-assessment questionnaire to assess his/her own performance, achievement and progress. The Employee will make note of any development / training needs.
- 3.4.2.7. The Employee will forward the completed form to the supervisor for his/her input.
- 3.4.2.8. Once the appraiser has completed the review of appraisee's appraisal performance form, he/she will meet with the staff concerned to discuss performance over the review period.
- 3.4.2.9. The review offers an opportunity for both the staff member and his or her supervisor(s) to discuss work performance during the appraisal period. The discussion will include both areas of strength and those areas needing improvement - and to devise strategies for improved performance, to consider plans for professional development, and to discuss any other matters relating to the job and the work environment including development of the next appraisal period targets, objectives and action plan.
- 3.4.2.10. After the appraisal meeting, it is necessary for the staff being appraised to sign the appraisal form, indicating that the appraisal has been explained, discussed with him/her and that staff agrees with the appraisal.
- 3.4.2.11. If the staff does not agree with the appraisal, is free to request for a similar appraisal to be done by a higher authority in the presence of both the appraiser and the appraisee.

- 3.4.2.12. The Executive Director shall be appraised by the Human Resource and Administration Committee and if he/she does not agree with the appraisal, is free to request for a similar appraisal to be done by the collective Board.
- 3.4.2.13. Appraisal reports for all staff from middle management and below will be maintained in the individual's personal file kept by the Finance and Administration Manager. Appraisal reports for the Heads of departments shall be maintained by the Executive Director.
- 3.4.2.14. Supervisors shall discuss the appraisals with their Employees. Both supervisor and Employee shall sign and date the completed performance appraisal indicating that the discussion has taken place.

3.5. ADDRESSING POOR PERFORMANCE

- 3.5.1. When an Employee's performance falls below expectations at any time during the performance cycle, the supervisor shall document the performance deficiency and take actions, including (if appropriate) disciplinary action, to assure that performance expectations will be met within a reasonable period of time.
- 3.5.2. The supervisor shall document the performance that falls short of expectations by preparing a corrective action plan or other documentation. The documentation will specify (a) the performance problem, (b) the steps to be taken to improve performance, including the timeframe for improvement, (c) the consequences of failure to improve, and (d) a follow-up date.
- 3.5.3. A corrective action plan shall be considered successfully completed only when the Employee's actual performance has improved to the point where the expectations agreed with supervisor are being met.
- 3.5.4. Performance deficiencies that occur during the performance cycle shall be referenced in the annual performance appraisal.
- 3.5.5. LASPNET's performance management policy shall specify the relationship between disciplinary policy and performance management as follows:

3.5.5.1: Managing for performance

This stage shall be followed where the informal talks with an Employee about performance have been unsuccessful and where weekly, monthly, quarterly, biennial or annual appraisals still indicate concerns regarding an Employee's performance. Whilst it is expected that the matter will be managed at the departmental level, the supervisor may discuss this part of the process with senior management at any time during the performance cycle. There shall be three steps to follow under this first stage of managing for performance:

Step 1 - The first meeting

- A. As soon as problems or concerns regarding an Employee's performance appear the supervisor shall raise them with the staff.

- B. The supervisor shall give clear evidence or examples to demonstrate that the Employee's performance is unsatisfactory.
- C. Ensure the Employee knows what to do and that he or she has the skills, resources and tools to do the job.
- D. Ensure that these expectations are reasonable. Where the Employee feels that the expectations are unreasonable, provide the opportunity for discussion.
- E. Ensure that the Employee understands the expectations with respect to performance and try to seek agreement from the Employee around those expectations.
- F. Explore the possibility of there being a personal problem, health problems or some other factor which is impinging on the Employee's work.
- G. Provide workable solutions and identify training and support requirements where appropriate.
- H. It is important to document the discussions you have with the Employee detailing areas of concern, mitigating factors, a defined and agreed period of time for improvement, and an improvement plan.
- I. A copy signed by the Employee shall be kept by the supervisor and another copy given to the Employee.

Step 2 - Follow up from the first meeting

- A. The supervisor shall regularly monitor and assess the Employee's performance.
- B. The supervisor shall meet the Employee as regularly as necessary or as agreed.
- C. The supervisor shall document improvements or areas of concern along the way.

Step 3 - Report to the Executive Director

- A. If after a reasonable amount of time it appears that the Employee has reached the agreed expectations, then the process will come to an end.
- B. If after a reasonable amount of time it appears that satisfactory progress is not being made, discuss the case with the Finance and Administration Manager.
- C. 'Reasonable amount of time' will vary depending on the nature of the job and the commitment of the Employee to improving their performance.
- D. The Executive Director will determine if it is appropriate to move to Stage 2 or continue with Stage 1.

3.5.5.2: Managing unsatisfactory performance

This stage shall be followed where the supervisor has assisted an Employee but comes to a conclusion that, after a reasonable amount of time, satisfactory progress is not being made regarding an Employee's performance. There shall be five steps under this second stage of managing unsatisfactory performance:

Step 1 - The first meeting

- A. Once stage 1 fails, the supervisor shall advise the Employee that the process is moving into stage 2 and thereby arrange for a meeting.
- B. Depending on the number of issues that need to be covered, the first meeting may have a number of other subsequent but similar meetings.
- C. At the meeting:
 - The Employee must be told in clear and precise terms exactly what the supervisor is dissatisfied with and not make broad statements.
 - He/she must be asked to respond to each point of dissatisfaction such that a record of the responses is taken. Where responses require further investigation, the necessary inquiry will be made and the matter will be followed up at a subsequent meeting.
 - The supervisor shall seek to ascertain any underlying cause of the problems. There may be personal, health or other workplace issues impinging on the Employee's capacity to perform to the required standards.
 - In case of identifying any exceptional circumstances causing or contributing to poor performance, the supervisor will seek to address and agree on solutions to the issues but at the same time reiterate the expectations.
 - He/she shall consider whether the Employee's responses excuse the performance levels; and if they do, consider other courses of action.
 - If the supervisor considers that the responses are unsatisfactory, he/she will inform the Employee of the following:
 - that the responses do not justify the poor performance while stating in clear terms the performance expectations that are required
 - that the purpose of this process is to assist the Employee to meet the performance expectations which have been discussed
 - that failure to improve and achieve the required standards of performance will lead to disciplinary action
 - that the performance will be reviewed within a specified time, or earlier but any new matters should not be raised during this review period unless considered of a serious nature.
 - that an opportunity is available to discuss any measures that are necessary to improve the poor performance, such as, further training.
- D. The supervisor shall conclude the meeting ensuring that:
 - the Employee clearly understands the issues that have been discussed and what is required of them
 - an improvement plan has been mutually agreed (if possible) that meets organisational needs and those of the Employee
 - the required assistance has been given without the Employee necessarily shifting responsibility back to other staff
 - the Employee is aware of the opportunity to consult in case he or she encounters any obstacles or barriers to meeting the required standards

- although there is commitment to providing staff support and development, this will only be subject to provable improvements on his or her part

Step 2 - Follow up from the first meeting

- A. Following the meeting, and preferably within five working days, the supervisor shall provide the Employee with a letter or record confirming all matters discussed and a copy of the proposed improvement plan.
- B. The Improvement Plan shall include:
 - the areas of concern
 - the performance and/or behavioural standards to be met
 - the method through which the standards will be assessed
 - agreed training and development requirements
 - the time frame for the process.
- C. In addition, a working review plan shall be used to document the feedback which will be provided to the Employee at the regular review meetings. This may include:
 - the tasks set for the review period (that is one week or a fortnight),
 - the anticipated time required to complete the task, and
 - feedback on the tasks.
- D. The Employee shall sign a copy of the documentation to indicate receipt and that it is a true and accurate record of what was discussed. If the Employee disagrees with the content of the document or wishes to make additional comments, he or she may provide a written statement in response which will be reviewed by the Executive Director, or the Human Resource and Administration Committee in the case of Heads of Department. Any such documentation once submitted must be filed with other earlier records.

Step 3 - Regular review meetings

- A. The supervisor shall monitor performance and/or behaviour on a regular basis as per the agreed timeframe in the improvement plan.
- B. Where necessary, the supervisor will review the documentation ensuring that the Employee understands the plan and the possible consequences of not meeting the supervisor's expectations as outlined in Stage 2, Step 1B.
- C. Where the Employee has met the expectations, the supervisor will confirm this in a letter stating that the process has been completed and forward a copy to the Finance and Administration Manager who will place it on the appropriate file.
- D. If there is unsatisfactory improvement within the agreed timeframe, the supervisor will provide the Employee with a written warning outlining the areas of concern and the lack of improvement.
- E. A copy of the written warning outlining the areas of concern and the lack of improvement shall be forwarded to the Finance and Administration Manager who will place it on the appropriate file.

Step 4 - Final warning

- A. Once the Employee has been given a reasonable number of opportunities to improve their performance and/or behaviour, and they have not done so, the supervisor will give him or her a final counselling session but also issue a final warning.
- B. A copy of this letter should be forwarded to the Finance and Administration Manager who will place it on the appropriate file.
- C. The supervisor shall specify a period of time for the Employee to improve and explain the consequences of failing to perform satisfactorily.
- D. If sufficient improvement has occurred, the review period will continue.
- E. If after issuing a final warning sufficient improvement has not occurred during the specified period, the supervisor will conduct another meeting with the Employee.
- F. If the Employee's response at the meeting is unsatisfactory as to why their performance has not achieved the required standard, the supervisor shall inform him or her about the intention to make a recommendation for the termination of employment or disciplinary action if the Employee cannot offer any mitigating circumstances as to why employment should not be terminated.
- G. The supervisor shall assess the concerns raised by the Employee and allow for sufficient time to consider any other relevant matters even if not raised by the Employee, such as the length of service and past record of the Employee.

Step 5 - Report to the Executive Director

- A. Once the supervisor finally decides to recommend disciplinary action or termination of the Employee, he or she shall forward a report to the Executive Director, for consideration of the appropriate action. The report should include:
 - the specifics of the alleged poor performance and/or behaviour
 - the process that has been followed
 - a recommendation made by the supervisor for the disciplinary action, that is reprimand or censure, withholding an increment or termination
 - copies of records of meetings and other relevant documentation.
- B. The Finance and Administration Manager will provide the Employee with a copy and inform him or her that they are entitled within five working days of receiving the copy of the report, unless agreed otherwise by the Executive Director, to submit a written response.
- C. The Executive Director will consider the report and any response given by the Employee.

3.5.5.3: Review and action by the Executive Director

- A. Upon receipt of the supervisor's report, the Executive Director shall first be satisfied that reasonable steps have been taken to remedy the poor performance or behaviour.

- B. The Executive Director may, after full consideration of the matter, decide to:
 - o take no further action
 - o refer the matter back for further information, evidence or opportunity to improve
 - o reprimand or censure the Employee
 - o withhold an increment of salary for a period not exceeding twelve months, or
 - o terminate the employment.
- C. Before deciding to terminate the employment, the Executive Director may advise the Employee that termination is being considered and invite the Employee to discuss any matters prior to making a final decision.
- D. The Employee may choose to come along with a legal counsel or any other representative of his or her choice at this meeting.
- E. If the Executive Director determines that disciplinary action is warranted, the Employee will be advised of the decision in writing and a copy placed on the Employee's file as well as the central file on unsatisfactory performance.
- F. The Executive Director will inform the Chairperson of the process undertaken and the final decision reached thereof.

3.6. SUPPORTING EMPLOYEE DEVELOPMENT

- 3.8.3. Many Employees may express interest in growing in their current positions or in furthering their careers in LASPNET.
- 3.8.4. Supervisors shall work with them to identify strengths and weaknesses and, if appropriate, to help them prepare an individual development plan.
- 3.8.5. Individual development plans may specify how Employees can more fully apply their strengths in their current positions, build up areas of weakness, enhance their performance in their current positions, or develop the skills and experience they will need for possible future assignments.

3.7. TRANSITIONS

- 3.7.1. When Employees move into or out of their positions, relevant performance information shall be communicated in a timely way
- 3.7.2. Probationary Employees shall have work plans within a certain number of days (set by the supervisor) of their date of employment.
- 3.7.3. To remove an Employee from probationary status, the supervisor shall provide performance documentation, in a manner specified by this manual, that the probationary Employee's performance is at minimum meeting expectations.

- 3.7.4. Employees in training progressions shall have work plans, or an equivalent document that describes performance expectations, within a certain number of days (set by LASPNET) of the date of employment. The supervisor shall provide performance documentation that performance at minimum meets expectations before each salary increase is granted within the progression.
- 3.7.5. Employees whose responsibilities are changed substantially, either within their current position or by transfer (promotion, lateral transfer, or demotion), shall have work plans established within a certain number of days (set by supervisor) following the new assignment.
- 3.7.6. When an Employee transfers from one Department/Programme/Unit to another within LASPNET, the releasing Department/Programme/Unit shall send to the receiving Department/Programme/Unit performance documentation summarizing the Employee's performance from the last appraisal up to the date of transfer. This performance documentation shall be provided before the Employee's first day with the receiving Department/Programme/Unit. The receiving supervisor may use this performance documentation when completing the Employee's end-of-cycle appraisal.
- 3.7.7. When a supervisor leaves a work unit, the next-level supervisor shall ensure that performance documentation concerning the Employees supervised by the departing supervisor is made available to the Employees' new supervisor.

3.8. ACCESS AND USE OF PERFORMANCE INFORMATION

- 3.8.1. Confidentiality of appraisals – Completed staff performance appraisals shall be retained on file by LASPNET for three years after termination of employment with the staff and disposed in way management may deem suitable from time to time.
- 3.8.2. Properly informed personnel decisions – Departments/Programmes/Units shall take measures to ensure performance information is appropriately and consistently used and that Finance and Administration management decisions are based on appropriate performance information. Decisions involving promotions, performance-based disciplinary actions, performance-based salary increases, and reductions in force shall be supported by a current appraisal on file (completed within the past twelve months).
- 3.8.3. When current or former LASPNET Employees are being considered for hire or promotion, their past appraisals may be obtained for review by those involved in making the hiring or promotion decision. This right to access is based on the Employee's signature on LASPNET application that authorizes the release of information relevant to job requirements.
- 3.8.4. Completed performance appraisals (with ratings, supporting information, signatures and dates) shall be treated as confidential.

3.8.5. Departments/Programmes/Units, however, are encouraged to make openly available Employees' work plans and any information recorded during the work cycle for the purposes of clarifying performance expectations, tracking progress, or reporting on the status of the results achieved. The free availability and use of this information is integral to the ongoing management of LASPNET's work.

3.9. TRAINING IN MANAGING PERFORMANCE AND ADMINISTERING THE SYSTEM

3.9.1. How effectively Employees perform depends to a great extent on how well supervisors manage their performance. Thus, it is essential that LASPNET trains managers and supervisors how to manage their Employees' performance and that responsibility for coordinating the elements of LASPNET's performance management system be clearly assigned.

3.9.2. The Finance and Administration Manager shall be responsible for setting up the procedures and briefing the Employees on;

3.9.2.1. How the appraisal should take place, date and the time

3.9.2.2. Who should do it and who should be involved

3.9.2.3. What the Appraisee and appraiser should do before the interview

3.9.3. In carrying out the appraisal the Appraiser should;

3.9.3.1. Set a suitable time and place to hold the appraisal meeting

3.9.3.2. Give the Employee a minimum of 5 days' notice for adequate preparation

3.9.3.3. Provide Appraisee with relevant documentation

3.9.3.4. Make notes on issues to cover

3.9.3.5. Review the previous year's assessment, paying attention to the objectives and actions plan that were agreed

3.9.4. In carrying out the appraisal the Appraisee should:

3.9.4.1. Complete the end of the year self-assessment questionnaire

3.9.4.2. Be prepared to explain any shortcoming

3.9.4.3. Make notes on development/training needs requirements for better support or guidance, future objectives set, and anything else they may wish to raise

3.9.5. Each Department/Programme/Unit shall designate a person as performance management coordinator with responsibility for coordinating the development and revision of its performance management framework.

3.9.6. The implementation and ongoing administration of performance management within the Department/Programme/Unit is the responsibility of the Department/Programme/Unit Manager and Finance and Administration office.

3.9.7. The Finance and Administration office shall periodically organise and provide performance management training to all Employees who have supervisory responsibility.

3.9.8. Training for new supervisors shall be completed within a timeframe set by HODs with the approval of the Executive Director.

3.10. RESOLVING PERFORMANCE DISPUTES

3.10.1. The dispute resolution process shall be followed to increase the parties' satisfaction with the agreed solutions and develop effective communication that preserves ongoing working relationship. Any form of retaliation is prohibited against an Employee who has brought a complaint or participated in the process pursuant to this policy.

3.10.2. On an individual basis, an Employee may present complaints and grievances against his or her supervisor relating to a disagreement with rating or content of the performance appraisal; the level or content of a corrective action document; or the application of a given performance management policy, practice or procedure.

3.10.3. If a grievance relating to performance exists between an Employee and his or her supervisor, the matter shall be referred to the next higher level supervisor using the Line Management Chart.

3.10.4. If the grievance involves a Head of Department the referral advances to the Executive Director.

3.10.5. If the grievance involves the Executive Director the matter shall be referred to the Human Resource and Administration Committee or, where necessary, to the collective Board.

3.11. MONITORING AND EVALUATING THE PERFORMANCE MANAGEMENT PROCESS

3.11.1. The performance management coordinators (or other designated persons or Teams) together with Finance and Administration shall monitor the Programmes'/Unit's administration of the performance management system to ensure compliance with LASPNET policy.

3.11.2. LASPNET's Finance and Administration Manager shall report to the Executive Director each year on the administration of performance management systems.

3.11.3. LASPNET shall evaluate its performance management system at least every three years to determine how effectively the system is meeting the purposes stated in the first section of this policy and take actions to improve the system if necessary.

3.11.4. Evaluation findings and improvement actions shall be reported to the Executive Director

4.0 COMPENSATION & REMUNERATION

4.1. POLICY SUMMARY

- 4.1.1 LASPNET shall endeavour to maintain pay scales that are competitive relative to its peers while at the same time encouraging recruitment and retention. In addition, all entitlements and benefits will be reviewed every three years through the conduct of salary surveys and other techniques, to ensure alignment with the cost of living and contemporary market practice.
- 4.1.2 However, all compensation policy decisions and remuneration increments must take into consideration LASPNET's overall financial condition. To ensure equal pay for work of equal value, all remuneration shall be set according to established salary scales and grades.
- 4.1.3 LASPNET shall provide a progressive, fair and equitable pay to Employees based on best local market practices and individual performance in order to attract, motivate and retain committed and competent Employees required in accomplishing the business mission.
- 4.1.4 LASPNET will ensure that its remunerations structure is based on the following principles:
 - 4.1.4.1. Practices within local comparable organisations and the labour market determined through salary surveys
 - 4.1.4.2. Regular performance appraisal of staff
 - 4.1.4.3. Equity – guided by LASPNET's staff grading structure.
 - 4.1.4.4. Availability of funds

4.2. SALARY STRUCTURE

- 4.2.1. LASPNET will provide salaries to staff according to the existing salary structure. The structure will apply to all probation and regular staff.
- 4.2.2. The salary structure for the contract staff will be developed by the Executive Director and approved by the Board of Directors.
- 4.2.3. The salary structure may be reviewed from time to time as the need arises and upon approval by the Board of Directors.

4.3. STAFF ENTITLEMENTS

- 4.3.1 Every Employee shall be paid a salary at the end of each month. Salaries payable will be in accordance with the letter of offer and within the approved salary structure. LASPNET will endeavour to ensure that salaries are paid before the 30th of every month.

- 4.3.2 Deductions for income tax and other statutory deductions in accordance with the Employment Act of Uganda shall be made from the salary before it is paid and these shall be shown clearly on the pay slips, issued together with the salary.
- 4.3.3 Any other deductions such as Employee's personal loan obligations, telephone deductions etc. will also be deducted before salary is paid.
- 4.3.4 Deductions should not exceed 50% of an individual's take home pay i.e. consolidated pay less deductions.
- 4.3.5 Monthly salaries will be paid by cheque or direct deposit (EFT) into Employee accounts and will be accompanied by a salary slip detailing all computations and deductions for purposes of the Employee's verification and record.
- 4.3.6 Employees who discover any errors in the computation of their pay should notify the F&A manager immediately. The Manager will remedy the error immediately.

4.4. SALARY REVIEW AND INCREMENTS

- 4.4.1 LASPNET will from time to time review the salaries of staff in line with individual performance and other market related developments.
- 4.4.2 Subject to satisfactory performance appraisal and LASPNET's ability to pay, staff will receive a salary increment at a rate to be agreed from time to time. Such increments must be sanctioned by the Board.

4.5. CHANGES IN TERMS AND CONDITIONS OF EMPLOYMENT

- 4.5.1 Any changes in terms or conditions of Employment will be communicated in writing to Employees within 30 days by the Executive Director. Such changes may include:
 - 4.5.1.1. Adjustment in salary
 - 4.5.1.2. Change of job title
 - 4.5.1.3. Change of location of employment
 - 4.5.1.4. Change to part time or full time
 - 4.5.1.5. Promotion
 - 4.5.1.6. A combination of the above.
- 4.5.2 The written amendments of employment shall include date on which the amendment was effective and confirmation that the amendment has been accepted by the Employee.

4.6. DUTY ENABLING ALLOWANCES

- 4.6.1 Employee allowances are to be determined by the board with consideration to donor funds.

- 4.6.2 However, below are some of the allowances that shall be paid to Employees having put into consideration some necessary but extraordinary circumstances.
- 4.6.2.1. An allowance shall be paid to an Employee when the Employee has been appointed to act in an office higher than his/her substantive office where the acting appointment lasts for at least 30 consecutive days. But such work in acting capacity shall not exceed three consecutive months. The acting allowance will be determined from time to time but shall not exceed a salary increase of up to 10% of the staff member's gross salary for the duration of the period in which the duties of higher-level post are assumed. In addition to the above Acting Allowance, the acting Employee may also be entitled to the benefits pertaining to the acted position for the relevant period. This payment is due only for the duration of the period in which the duties of a higher-level post are assumed and if the staff member is confirmed in the higher post, a formal evaluation procedure will be used to establish the correct salary for the individual in his or her new post.
- 4.6.2.2. A responsibility allowance shall be paid when an officer is called upon by his/her Head of department in writing, with the approval of the ED, to shoulder extra responsibilities over and above his/her normal duties. An Employee qualifies for payment of extra responsibility allowance when he/she performs extra duties for a period of thirty (30) continuous days. Responsibility allowance shall be paid at the end of each month at the rate of 10% of the Employee's gross salary where a funding agreement allows.
- 4.6.2.3. An Employee will be entitled to claim a daily allowance when he/she is absent from his/her stations and travelling on duty within Uganda for a period of six hours or more in any one day although he/she returns to his/her stations the same night. Uniform rates for out of station allowance shall apply and may be revised from time to time.
- 4.6.3 Employees who use their personal cars for justified LASPNET business shall be paid mileage allowance at the prevailing Automobile Association of Uganda (AAU) rates. Approval to use personal cars will be sought from the Executive Director or anybody assigned before using one's car.
- 4.6.4 It is the responsibility of the staff member to be at his/her appointed place of work at the prescribed starting time each day. LASPNET Uganda does not undertake to provide transport to work from Employee's home.
- 4.6.5 However during particular events when staff will be required to work late hours, the Finance and Administration Manager may make necessary provisions for transport.
- 4.6.6 LASPNET may undertake an insurance policy with a credible insurance company to cover all Employees under those circumstances deemed to pose injury while on duty.
- 4.6.7 LASPNET shall maintain a medical insurance scheme to cover all Employees.

4.7. TRAVEL EXPENSES

- 4.7.1 LASPNET shall meet all business related travel expenses. All official travel is not valid until the travel request has been signed and approved. For the Executive Director, he or she has to notify the Chairperson of the Board and provide an organizational status brief at least 14 days prior to the travel date. All other staff travels shall be approved by the Executive Director.
- 4.7.2 Each staff member going on safari should submit his/her travel allowance/advance request to Finance at least 10 working days before commencement of travel.
- 4.7.3 Among the travel allowances to be considered or reimbursed by LASPNET, include:
 - 4.7.3.1 Transport Expenses (Air fare or bus fare as applicable)
 - 4.7.3.2 Miscellaneous travel expenses, e.g., airport transfers, visa fees, meals etc.
- 4.7.4 For all official travel by air, LASPNET staff and Board Members shall:
 - 4.7.4.1 Be provided with economy class transportation.
 - 4.7.4.2 Use the most direct and economical route
 - 4.7.4.3 Have their tickets purchased by LASPNET in advance of the actual travel date.

4.8. RETIREMENT BENEFIT SCHEME

- 4.8.1. Provident fund schemes may be established by or on behalf of an Employer with the principle objective of providing Employees on retirement or their dependants on the death of those Employees.
- 4.8.2. However, establishment of provident fund schemes shall be verified by the Board, putting into consideration donor funds.

4.9. PROMOTIONS AND ADVANCEMENT

- 4.9.1 Promotion and advancement of staff is an aspect of staff development which arises from proper and objective assessment of work performance. It is the policy of LASPNET to promote staff based on merit and performance.
- 4.9.2 Promotion involves the advancement of an Employee from one job category (rank) to another with more responsibility and authority. Promotion occurs when vacancies exist and the appointing authority fills the vacant position by appointing an Employee already serving in LASPNET in a lower grade.
- 4.9.3 Promotion is based on evaluation of current performance and of the staff member's demonstrated potential for further responsibility.
- 4.9.4 In LASPNET, promotion will occur when a person is elevated to a more senior level post, which has fallen vacant or is newly created with the approval of the Board.

4.9.5 Promotion and advancement of staff shall be based on the recognition of the Employee's good and exemplary performance in her /his current post and her /his ability to perform higher duties and responsibilities. This will be determined through assessment and appraisal reports.

4.9.6 The following procedures will be followed:

4.9.4.1. The decision to fill a vacant post by promotion or by direct recruitment from the open labour market vests in the Executive Director in collaboration with the Finance and Administration Manager, with the approval of the Board

4.9.4.2. In the event of a post falling vacant and management holds the view that such a vacancy should be filled internally, an internal job advert will be circulated to all staff.

4.9.4.3. Applications will be received and discussed by management using an agreed criterion in order to arrive at the preferred candidate.

4.9.4.4. Recommendations made should be based on performance, merit, experience and actual skills and competencies

4.9.7 Those selected for promotions will be notified and be given details of their new responsibilities. Those recommended for promotions, but not selected, will be notified and be given an explanation of why they have not been selected (before promotions are formally notified to all staff).

4.9.8 Internal applicants who are identified as performing below satisfactory level, as per the most recent appraisal, will not be considered for a promotion.

4.10. WORKING HOURS & OVERTIME ALLOWANCE

4.10.1. The normal working hours for all Employees shall not exceed 40 hours spread over five days each week. During those hours, the staff will at all times devote their time and ability to perform the duties as specified. Working hours for the watchman and security guards shall be in shifts with shifts not exceeding 12 hours per shift.

4.10.2. However, the nature of LASPNET's activities may necessitate attending work at times other than those specified. Flexible work times may be scheduled to allow staff participate in training and development activities or attend to pressing issues and tight deadlines.

4.10.3. Overtime work shall be proposed by the supervisor, authorised by the Executive Director in advance, and should not normally exceed 12 hours in a week unless the Head of the unit has so authorised. Staff at management level and above is not entitled to claim overtime.

4.10.4. Overtime will be paid at a rate of one and half (1½) the normal hourly rate. In case of time worked on Employee's normal rest day or gazetted public holiday, the rate will be twice the normal hourly basic rate.

5.0 STAFF LEAVE & PUBLIC HOLIDAYS

5.1. POLICY SUMMARY

LASPNET believes that taking vacation contributes to the wellbeing and health of its Employees but will not pay for leave days not expressly approved by management. LASPNET recognizes all the gazetted public and religious holidays as well as the following types of leave privileges for its staff:

- 5.1.1. Annual Leave
- 5.1.2. Maternity/Paternity Leave
- 5.1.3. Sick Leave
- 5.1.4. Compassionate Leave
- 5.1.5. Study Leave
- 5.1.6. Leave without pay

5.2. PUBLIC AND RELIGIOUS HOLIDAYS

- 5.2.1. LASPNET recognizes all gazetted public and religious holidays. All staff members shall be entitled to all officially gazetted public and religious holidays with pay.
- 5.2.2. However, due to the nature of work of LASPNET, some members of staff will be required to perform certain duties on such days. In this regard, staff working on such days will be compensated at a rate of twice (double) the normal hourly rate.
- 5.2.3. Where a public holiday falls during an Employee's annual leave, an additional day will be allowed in lieu.

5.3. LEAVE PRIVILEGES

- 5.3.1. Annual Leave
 - 5.3.1.1. All staff shall be entitled to the annual leave privileges as prescribed in the Employment Act of Uganda.
 - 5.3.1.2. All leave shall be applied for in a prescribed form called "Leave Form".
 - 5.3.1.3. An Employee must always seek approval in writing from their immediate supervisor at least one month in advance of taking annual leave. This notice period may be varied depending on work commitments.
 - 5.3.1.4. All Employees shall take their full leave entitlement within the year it is earned although Employees may carry forward up-to to a maximum of 10 days.
 - 5.3.1.5. No Employee will take more annual leave days than they are entitled to within the leave year

- 5.3.1.6. Any unused leave beyond the 10 days will be forfeited unless the Employee has written consent of the Executive Director and Chairperson for the case of Executive Director to carry forward any unused part of his/her leave entitlement to a subsequent year.
- 5.3.1.7. Leave may be cancelled due to the exigencies of the service. Where leave is cancelled or an Employee is not allowed to go on leave in any leave year the Employee will be allowed to carry over the days to the following year.
- 5.3.1.8. Before commencing leave, an Employee must ensure that they hand over their work. An Employee may not extend the period of leave without obtaining written authority from the supervisor.
- 5.3.1.9. LASPNET considers annual leave to be essential to Employees' well-being and payment will be made in lieu of outstanding leave entitlement under exceptional circumstances, or if the Employee is leaving LASPNET's employ.
- 5.3.1.10. When leaving LASPNET, it is at the discretion of the staff member's manager or Executive Director whether outstanding leave is taken during the period of notice or converted into cash payment. Payment for leave accrued and not taken will be calculated at a rate based on current salary and working days in a year. If an Employee will have exceeded his/her leave entitlement at the point of leaving, and then a deduction will be made from final salary payment on the same basis.

5.3.2. Compassionate Leave

- 5.3.2.1. In the event of important family matters such as serious illness or death of an immediate family member, a staff member may in accordance with the terms and conditions prescribed by the ED be granted up to a maximum of 5 days compassionate leave with full pay per year.
- 5.3.2.2. For purposes of this manual, an immediate family member will be limited to a spouse, child, or parent.

5.3.3. Sick Leave

- 5.3.3.1. If an Employee is unable to work due to illness, he/she should notify the management by telephone as soon as possible. If he/she is away for more than two working days due to illness, he/she should obtain a medical certificate from a recognised medical doctor and submit it to the F&A Manager within 48 hrs.
- 5.3.3.2. Except in the case of an emergency, a staff member who has to visit a doctor, dentist, or other health care provider during office hours shall obtain prior approval of the visit by her/his immediate supervisor.
- 5.3.3.3. Entitlement to paid sick leave shall be in accordance with each Employee's employment contract with LASPNET. Injury incurred by an Employee during the course of executing official duty must be reported immediately to the Finance and Administration Manager.
- 5.3.3.4. For long periods of illness, an Employee will continue to receive full pay for the first three months and thereafter half pay for another three months.

- 5.3.3.5. If after a period of six months an Employee continues to be ill or unable to work, LASPNET will reserve the right to discharge or retire the Employee on medical grounds.
- 5.3.4. Maternity Leave
- 5.3.4.1. Employees will upon presentation of a medical certificate, be entitled to maternity leave on full pay for three calendar months (12 weeks).
- 5.3.4.2. In addition, one may also take their annual leave entitlement for the year but not exceeding in total four months (16 weeks). Such Leave will be given at the discretion of the Employer. A one months' prior written notice of the expected date of confinement has to be given.
- 5.3.5. Paternity Leave
- 5.3.5.1. A member of staff shall, upon request, be granted seven (7) consecutive calendar days paternity leave whenever his legal spouse delivers a baby in order to assist his spouse and the new baby.
- 5.3.5.2. The leave shall be taken within thirty (30) days from the date of the wife's confinement. Paternity leave is limited to one wife.
- 5.3.6. Unpaid Leave
- 5.3.6.1. In exceptional circumstances the ED may grant an Employee unpaid leave for a period not exceeding one month.
- 5.3.6.2. Where an Employee does not have leave to his/her credit, days of absence from duty except for certified illness, will be treated as unpaid leave.
- 5.3.6.3. An Employee may be granted unpaid study leave for a continuous period not exceeding two (2) years.
- 5.3.6.4. The granting of such unpaid leave shall be ratified by the board but does not guarantee re-absorption upon return.
- 5.3.6.5. A Staff wishing to apply for leave without pay, for a limited period, shall complete appropriate forms two (2) months prior to the commencement date stating reasons for requesting to be granted leave without pay.
- 5.3.7. Study Leave
- 5.3.7.1. On approval of the ED, an Employee will be granted paid leave to attend courses and/or sit for examinations while pursuing job-related advancement.
- 5.3.7.2. The study leave shall not exceed twenty one (21) working days spread throughout the year.
- 5.3.8. Investigation Leave
- 5.3.7.3. In certain circumstances, an Employee will be granted compulsory leave to pave way for investigations and shall not exceed 30 days.
- 5.3.7.4. This is extendable up to a maximum of 60 days after which, LASPNET reserves the right to terminate the Employees' services.

6.0 TRAINING AND DEVELOPMENT

6.1. POLICY SUMMARY

LASPNET is fully committed to the structured and systematic training and development of all its Employees on an ongoing basis. This will be provided to enable them perform their duties more effectively and efficiently; to acquire skills, knowledge and related qualifications; and to protect them from discriminatory practices in meeting LASPNET's job needs.

6.1.1. This policy is a strategic framework designed to serve as a guide and shall be executed and administered in all Programmes at LASPNET.

6.1.2. Training and development plans and programmes for all job levels shall support LASPNET's strategies, action plans, Finance and Administration planning processes, as well as any other present and future training and development needs.

6.1.3. All training and development initiatives shall be properly planned, programmed and recorded, and the results reviewed to determine how training methods can be improved and how maximum benefit can be obtained from resources devoted to training and development. Inter alia, this includes a systematic and cost-effective training and development approach, consisting of externally developed and presented, as well as in-house training and development programmes.

6.1.4. In respect of all training and development activities, the following shall apply:

6.1.4.1. a structured approach to determine training and development needs; cost-effective procurement and/or development of training courses or programmes based on needs and evaluated in terms of criteria laid down from time to time;

6.1.4.2. attendance and/or presentation of training programmes according to a training planning schedule;

6.1.4.3. the evaluation of training in terms of trainee reaction, learning, practical application, and results achieved;

6.1.4.4. A continuous training programme shall be planned and implemented whenever it is deemed expedient including annual reporting of training interventions done.

6.1.4.5. The Finance and Administration Department shall provide advice and assistance on training activities, and it will be responsible for administrative and operative co-ordination of the training process and programmes.

6.1.4.6. Programme training schedule based on the assessment of individual and LASPNET training needs will be drawn up annually to take full account of the Finance and Administration needs of various Programmes and shall include budgetary provisions.

6.1.4.7. Training and development shall commence with the initial appointment of new Employees and continue as long as the Employee is employed in LASPNET.

6.1.4.8. Existing Employees shall be drawn into the training process in accordance with priorities established by way of a structured analysis of training needs.

- 6.1.4.9. All training must be work-related and the results measurable against pre-determined objectives. These results, where possible, are to be expressed in cost benefits.
- 6.1.5. In light of the above, the Finance and Administration Manager will assume overall responsibility for establishing a staff Training Programme which best serves LASPNET's needs. The Finance and Administration Manager will assist in co-coordinating, planning and monitoring the implementation of the Training Programme.
- 6.1.6. In pursuit of these policies, LASPNET shall develop and implement an Organization funded Staff Development and Training Programme comprising of:
 - 6.1.6.1. Orientation/induction programme
 - 6.1.6.2. On-the-job development
 - 6.1.6.3. Self-development
 - 6.1.6.4. Staff training/external programmes.
- 6.2. ORIENTATION/INDUCTION PROGRAMME
 - 6.2.1. All the new Employees are required to attend an orientation program designed to make them feel welcome and at ease in their new work environment; learn about LASPNET's employment, benefits, and payroll requirements; what performance and behaviour standards are expected; and other relevant information.
 - 6.2.2. New Employees shall be scheduled for orientation within two weeks of hire. The orientation date will be included in the letter of invitation of employment. A copy of the invitation letter will be sent to the supervisor. If the new Employee has started work before the scheduled orientation date, it is the responsibility of the supervisor to make sure the Employee attends the orientation programme on the scheduled date.
 - 6.2.3. The general orientation programme shall be divided into three parts:
 - 6.2.3.1. Introduction to LASPNET's history, values, vision, mission, objectives, members, and existing programmes. Presenters from various departments will talk about how their area supports the Employee(s) in the performance of their job duties.
 - 6.2.3.2. Familiarisation with the human resource and administration policies, procedures and staff benefits. Employees will have an opportunity to ask questions and complete all necessary forms. LASPNET's commitment to equal employment opportunity shall also be emphasized.
 - 6.2.3.3. Discussion with the supervisor who shall welcome the Employee to his/her area and explaining specific job or department duties, procedures, responsibilities and key performance indicators. An Orientation Checklist may be used as a guide by supervisors. On both the first and subsequent days of employment, newly hired Employees are required to complete and turn in a number of employment-related forms and official documents. The Employee has the responsibility to ensure that all the needed information by the Finance and Administration Department is accurately provided in a timely manner.

6.3. ON-THE-JOB DEVELOPMENT/ IN-SERVICE TRAINING

- 6.3.1. The objective of in- service training is to impart skills, knowledge and to modify attitude of an Employee or officer in the work place in order to improve his/her competency.
- 6.3.2. A staff member, being trained at his/her workplace, shall not be entitled to compensation in respect of travelling and/or subsistence costs.
- 6.3.3. A staff member, who received training at a place other than his/her workplace, will be entitled to travelling and subsistence costs in accordance with the tariffs and conditions applicable, provided that should it be more advantageous to LASPNET for the staff member to travel between his/her place of residence and the training venue daily, arrangements will be made accordingly.
- 6.3.4. If a staff member of LASPNET attends external courses, workshops, or seminars, that are not presented by LASPNET Employee and not in LASPNET premises, the prevailing travelling and subsistence tariffs as applicable to the individual concerned, shall be paid in accordance with the standard procedure in this regard.
- 6.3.5. If LASPNET arranges training and development activities that are exclusively intended for LASPNET Employees, any travelling and subsistence costs that might result from that shall be settled directly by LASPNET.
- 6.3.6. Attendance of all courses, workshops, and seminars shall be recommended by the Heads of Departments and approved by the Executive Director or a delegated person, and the Chairperson in case of the Executive Director. Training request forms shall be obtained from the Finance and Administration Department
- 6.3.7. LASPNET may, from time to time, require that an Employee be subjected to training of short duration in a particular field of study in order to acquire specific skills.
- 6.3.8. LASPNET must undertake to pay for all costs incurred for registration, books or modules, tuition fees and accommodation provided the following conditions are met:-
 - 6.3.8.1. the duration of the course does not exceed 1 (one) month;
 - 6.3.8.2. it is a result of a skills audit and/or Performance Management System;
 - 6.3.8.3. the Heads of Department concurs that the course would be to the advantage or benefit to LASPNET and the Employee concerned;
 - 6.3.8.4. the training is relevant to the Employees day-to-day functions;
 - 6.3.8.5. the Employee is not registered elsewhere for other formal studies of a similar or extended duration.
- 6.3.9. The staff training and development shall be designed to afford the personnel of LASPNET the opportunity to develop themselves in a formally structured way on the basis of identified requirements in the interest of LASPNET, in order to satisfactorily cope with the present and future allocated duties.

- 6.3.10. LASPNET supports the continuous development of its Employees. However the operational requirements of LASPNET and relevance of the studies concerned to the Programme shall always be the primary concern.
- 6.3.11. Employees who wish to undertake a study course towards obtaining a work related qualification, a degree or equivalent qualification must first obtain approval from LASPNET through the Executive Director.
- 6.3.12. LASPNET shall consider each individual case upon application to ensure that the studies an Employee wishes to pursue are in the interest of LASPNET.
- 6.3.13. LASPNET may, after favourable consideration, assist the Employees by granting a study leave and/or examination leave.
- 6.3.14. Special leave with full pay on the basis of one day special leave for every day on which the Employee has to sit for an examination may be granted, provided that in the opinion of the Department/Programme/Unit Manager, it has the object to better equip the Employee concerned for a career in LASPNET and is in a field of study which is in full or in part in the interest of LASPNET.
- 6.3.15. Special leave with full pay equal to the number of days on which he/she sits for an examination as contemplated in subparagraph 6.4.1, may be granted to the Employee to enable him/her to prepare himself or herself for the examinations.
- 6.3.16. In all the above cases, an examination timetable must be submitted to the Department/Programme/Unit Manager at least 3 weeks prior to writing of first paper, or 1 month if the period of absence will be more than 2 weeks, unless there are factors beyond the staff members control, for example, late issue of timetable by the institution.
- 6.3.17. If the special leave granted in terms precedes and succeeds a day of rest (weekend or holiday) or two or more consecutive days of rest, such day or days of rest, although to be recorded as special leave, must not be included when calculating the number of days special leave may be granted to the Employee.
- 6.3.18. An Employee who studies part-time or by means of correspondence at a recognised educational institution and who, as a result of his/her studies, is required to be absent from his/her place of work, may be released from duty and be granted a special leave on full pay on the basis of one day special leave on full pay for every day of annual leave taken, provided that does not exceed 6 (six) months.
- 6.3.19. Thus he/she shall take half of the days as annual leave, and the remaining half will be granted to him/her as special leave with LASPNET's approval (50/50 basis). If this period also includes any examination, the arrangements set out fall away. If any examination falls outside the period, the arrangements set out apply. Every 8 (eight) hours taken shall be an equivalent of one days annual leave.

6.3.20. Special leave for study purposes is subject to the Employee's serving LASPNET for the period for which the special leave was taken, a period of one year being the minimum, irrespective of the duration of the course. If the Employee leaves LASPNET's employment before the expiry of the period concerned, the remuneration in respect of the special leave that was granted must be refunded to LASPNET.

6.3.21. An Employee or officer who serves in a rank in which candidates are normally appointed with a view to train in specific fields and who study part-time at a Technical College, University or other recognised educational institutions, may be released from duty to the extent required by his or her studies, based on a contractual agreement entered into with LASPNET.

6.3.22. An Employee who repeats a course or part thereof may with the approval of the Department/Programme/Unit Manager be released from duty on condition that one day annual leave with full pay or if he/she does not have leave to his or her credit one day annual leave without pay be granted in respect of every full eight hours he or she is released, unless an explanation to the satisfaction of the Executive Director is submitted.

6.3.23. The granting of leave privileges as set out in this paragraph are subject to the Department/Programme/Unit Manager being satisfied that the studies are in the interest of LASPNET

6.4. SELF-DEVELOPMENT

6.4.1 LASPNET encourages staff to pursue self-development activities on a personal basis or through the organization.

6.4.2 LASPNET will encourage its Employees to be literate, keep up with the ever-changing environment, physical, social, economic or political.

6.4.3 Staff will also be encouraged to take own initiatives on self-development such as active participation in professional bodies/organizations, reading relevant current professional literature, participating and presenting papers in conferences, seminars and workshops.

6.4.4 Self-development will mainly be an Employee's initiative.

6.5. EXTERNAL TRAINING PROGRAMME

6.5.1 Like the self and on-the-job development, formal training is a very important element to the success of LASPNET's operations and survival.

6.5.2 These external training programmes will be based on results of staff performance evaluations and training needs assessments, and must, contribute to enhanced productivity in LASPNET work. Such training should not exceed six months.

6.5.3 Employees will be encouraged and supported to pursue external training, including exams, relevant to their areas of specialization.

6.6. TRAINING EVALUATION

6.6.1. The effectiveness of training should be monitored and assessed to determine the extent to which the training objectives have been achieved.

6.6.2. Evaluation shall be carried out by the F&A department in collaboration with other department heads.

6.7. PAYMENT FOR TRAINING

6.7.1 For all LASPNET's sponsored training, LASPNET shall meet related costs.

6.7.2 For self-sponsored training, LASPNET shall not contribute to tuition and exam fees.

6.8. NON- DISCRIMINATION

6.8.1. LASPNET shall emphasize the importance of equitable treatment within the workplace and learning environment irrespective of a given individual's gender. Personnel actions, management decisions, and staff remuneration shall not be influenced by an individual's sex or marital status.

6.8.2. Employment policies and practices will be applied to all employees on the same basis as they are applied to all other employees, including persons with disability, pregnant staff, and employees suffering from a given sickness.

6.8.3. LASPNET shall create a workplace and learning environment that is free from sexual harassment and any other forms of discriminatory behaviour.

6.8.4. Employees are prohibited from harassing other individuals whether or not the incidents of harassment occur on LASPNET premises and whether or not the incidents occur during working hours.

6.8.5. An aggregation of a series of incidents can constitute discriminatory conduct even if one of the incidents considered on its own would not be considered as such.

7.0 CODE OF CONDUCT

7.1 POLICY SUMMARY

The collective personal conduct portrays the image of LASPNET. The Staff shall have the responsibility to maintain a good working relationship with co-workers and those they interact with by virtue of their position and the mandate of LASPNET. The objectives of this policy are:

- 7.1.1. Ensuring that LASPNET maintains a working environment that is conducive to the Staff and its members
- 7.1.2. Ensuring that Staff conducts themselves in a professional manner
- 7.1.3. Maintaining harmony and upholding humanitarian values.

7.2 REPORTING ON DUTY

- 7.2.1. All Employees in LASPNET will in person sign the daily reporting register immediately upon arrival indicating time of arrival.
- 7.2.2. They will also sign out at the end of the day. Failure to sign in shall be interpreted to mean non-attendance.

7.3 STAFF MOVEMENT

- 7.3.1. Whenever staff members wish to go out of the office during normal working hours for personal reasons, they must first obtain permission from their immediate supervisor. They will sign the attendance register indicating their time of departure and return.
- 7.3.2. The time of arrival and departure shall be Monday to Friday with arrival at 8:30 and departure at 5:30pm. Each Employee shall report to work on time every workday.
- 7.3.3. All Employees are responsible for their attendance and promptness. Unexcused absence or tardiness places a burden on colleagues and affects LASPNET's work.
- 7.3.4. All Employees are expected to plan absences in advance and to schedule personal appointments with the least disruption to the workday.
- 7.3.5. All staff requests for absence from duty are subject to the approval of the ED using the standard Leave Form.
- 7.3.6. Absenteeism or tardiness that is unexcused or excessive in the judgment of LASPNET management is ground for disciplinary action, up to and including discharge from employment or as deemed necessary by management.

7.4 STAFF IDENTIFICATION CARD

- 7.4.1. All staff members will be issued with staff cards at no fee. However, replacement of lost staff cards will be at the cost of replacement which will be deducted from the payroll. The staff will be required to surrender the staff card when leaving service to Finance and Administration Manager.
- 7.4.2. LASPNET shall provide staff members with tags having their full names and job designation and verified by the authority; to be worn around office premises for easy identification and security purposes.

7.5 PERSONAL CONDUCT AND DRESSING

- 7.5.1. Standards of personal conduct should at all times reflect professional discretion, good tastes sound judgment, and moderation. It is essential that at all times during normal business hours every Employee is dressed in appropriate business attire, properly groomed and conducts him/herself in a friendly, courteous and professional manner.
- 7.5.2. In particular, all communications and conversations should be devoid of sexist, racial remarks, distasteful jokes and must not create embarrassment or offend any staff member.
- 7.5.3. It is also expected that each Employee will interact with clients, customers and others, in a manner, which promotes and enhances good image of LASPNET.

7.6 NON-COMPETITION, NON-SOLICITATION, CONFLICT OF INTEREST

- 7.6.1. No staff member will, either directly or indirectly engage in a business activity that competes with LASPNET, or compromises its interest. Conducting business other than LASPNET's business during office hours is not permissible.
- 7.6.2. All Employees that have a financial interest in a business, shall, immediately the investment is made, disclose it to the ED. A written approval by the ED must be obtained before an Employee embarks on part-time employment or other business activities.
- 7.6.3. Staff may not use LASPNET's name or its facilities for personal advantage in political, investment or business transactions, or for similar types of activities.
- 7.6.4. Any member of staff of LASPNET who is involved either in the recruitment and resourcing of staff, or in the procurement of services, will not canvass for, solicit, or accept an inducement of any kind, that would influence the decision of the employment of a person or persons by LASPNET, or the awarding by LASPNET of a contract for the supply of goods and services.

- 7.6.5. All Employees are required to preserve the confidentiality of information becoming available to them in course of their work and refrain from improper use.
- 7.6.6. Apart from LASPNET brochures, newsletters and magazines which can be distributed to all Employees, all other documents shall at all times be treated as confidential and all Employees are forbidden from giving out such information which they obtain in the course of performing their duties.
- 7.6.7. It is the responsibility of an Employee who comes across/has access to computer files or other documents of confidential nature, to see to it that proper and adequate arrangements are made for their security. Any breach of confidentiality and secrecy shall render an Employee liable to disciplinary action including summary dismissal.

7.7 PERSONAL PROPERTY

LASPNET will not accept liability for the loss or damage to personal property of a member of staff either at the office or when the Employee is travelling on official business.

7.8 STATIONERY AND OFFICE SUPPLIES

- 7.8.1. All stationery and office supplies are under the custody of the Finance and Administration Manager who may delegate this authority at his or her discretion.
- 7.8.2. All requisition and ordering instructions issued by this department must be strictly followed.
- 7.8.3. Periodic stocktaking will be carried out by the F&A Manager.

7.9 LIABILITY OF STAFF

- 7.9.1. Members of staff shall be liable for any loss or damage to the property or loss of funds entrusted under their care.
- 7.9.2. If such a loss occurs due to negligence, the amount shall be recovered from the salary or any other funds held on account of the Employee. In addition, disciplinary action will be preferred where deemed necessary.

7.10 EMPLOYEE HEALTH AND SAFETY

- 7.10.1. LASPNET provides a safe and healthy place of work. However, it is the duty of every Employee to safeguard themselves and others while at work and if any hazard is encountered, to report the same to the Finance and Administration Manager.
- 7.10.2. LASPNET's premises are a non-smoking zone.

7.11 FIRST AID

7.11.1. LASPNET shall at all times have a first aid kit to cater for any accidental injuries at the works place.

7.11.2. The first aid kit will be maintained by the Finance and Administration Manager. If he/she is not available a duplicate key is kept by his or her Assistant.

7.12 FIRE AND EMERGENCY

7.12.1. LASPNET shall at all times have a stand-by fire extinguisher and a fire alarm system to alert staff.

7.12.2. In the event of fire or emergency, Employees are requested to immediately vacate the office using the nearest fire exit to the designated fire assembly point. It is advisable not to stop to clear desks or collect personal belongings.

7.13 SECURITY

7.13.1. LASPNET takes a number of measures to maintain adequate security at the offices. It is the duty of every Employee to help in maintaining the general security of the offices for example by closing windows at the end of the day.

7.13.2. In addition LASPNET shall employ armed security guards in-charge of securing the office premises, especially at night and on public holidays.

7.13.3. The main door must be locked at the end of each working day. The Finance and Administration Manager shall keep a record of all the office keys issued to staff members and will retain duplicates in respect of all keys.

7.13.4. The Security Officer/caretaker will ensure all windows and doors are properly and securely locked at the end of each working day.

7.13.5. In addition Employee tags at office premises are to help minimise impostors. Visitors shall be provided with tags and be expected to sign the visitors' book.

7.14 HIV/AIDS AND DISADVANTAGED/ MINORITY PERSONS POLICIES

7.14.1. LASPNET shall abide by the International Labour LASPNET's (ILO) code of practice on HIV/AIDS.

7.14.2. In recognition of the above statement, it is LASPNET's policy to treat a staff member with HIV/AIDS the same way as an individual with any other medical conditions especially in respect of confidentiality, and employment conditions.

- 7.14.3. It is therefore against the policies of LASPNET to subject potential Employees or any member of staff to an HIV/AIDS test prior to being offered employment or in the course of employment.
- 7.14.4. Staff members who may wish to undertake private HIV/AIDS tests are however encouraged to do so at their own cost.
- 7.14.5. Any stigmatisation and victimization at work of an individual because of their HIV status, and who is otherwise performing their duties in a manner consistent with policy and guidelines, could potentially constitute a gross misconduct offence for the victimizer.
- 7.14.6. Any concerns that staff have in this should be brought to the attention of the Executive Director who will, from time to time, ensure educational materials, programmes or external contacts are availed to facilitate education on HIV or AIDS as may be required.
- 7.14.7. LASPNET in its scope of work is bound to have disadvantaged staff members. LASPNET being an equal opportunity Employer shall ensure equality to all staff including the disadvantaged with a no discrimination policy because of disability, gender or any defect.
- 7.14.8. Similarly any stigmatisation to the disadvantaged who are performing their duties to LASPNETs expectation shall amount to gross misconduct if brought to the attention of the ED and is punishable as the authority deems necessary.

7.15 ETHICAL CONDUCT

- 7.15.1. LASPNET aspires to provide highly professional services. Therefore all Employees are to maintain the highest standards of work ethics in carrying out their duties.
- 7.15.2. Due to the nature of service offered by LASPNET it must be stressed that good moral conduct is of utmost importance.
- 7.15.3. Employees of LASPNET should not hold any appointment in another organisation that has conflict with their Employer's interest.
- 7.15.4. It is an offence for any Employee of LASPNET to accept bribes or any inducement to carry out their tasks. Acceptance of such will result in summary dismissal.

7.16 DISCIPLINE

- 7.16.1. LASPNET believes in a participatory approach to management. Internal democracy will be practised.

- 7.16.2. LASPNET Employees should be self-directing and striving for the highest standards of performance and behaviour in line with LASPNET's mission.
- 7.16.3. The image of LASPNET is of utmost importance. Every Employee must show the highest standard of professionalism and integrity. Disciplinary procedures are based on the regulations set out in the Employment Act and the mission of LASPNET.
- 7.16.4. Employees are expected to display a high standard of personal behaviour. This includes courtesy to callers and visitors, confidentiality, respect for supervisors, the Board and the general public. It also includes wearing of clean and proper attire, keeping offices tidy and leaving toilets clean after use.
- 7.16.5. Discipline concerns identifiable standards of behaviour and performance required to Employees. In most cases, discipline is viewed negatively but this need not be the case.
- 7.16.6. The ED in consultation with the board shall set up a disciplinary committee that will exercise the highest degree of impartiality in accordance with the existing procedures.
- 7.16.7. There must be no victimisation, discrimination, or unjust dismissal. All cases shall be investigated by the committee and no action will be taken until the investigation is completed.
- 7.16.8. In cases of serious offences, the Employees shall be suspended with full pay until the investigation is completed, although suspension on half pay in serious cases may be necessary.
- 7.16.9. To ensure fairness the Employee concerned will have an opportunity to state his or her case and to be represented by a colleague if so desired. The Employee has a right of appeal at any stage against any disciplinary action that may be taken.
- 7.16.10. If a member of staff is not satisfied with the committee's ruling, he/she may appeal to the Human Resource and Administration Committee directly, and ultimately, the Board of Directors. The decision of the Board shall be final.
- 7.16.11. Misconduct shall include behaviour or conduct within and without the office while on official duty for LASPNET or other actions that may bring LASPNET into disrepute. There are two levels of misconduct, minor and gross.
- 7.16.12. Examples of minor misconduct include the following:
 - 7.16.12.1. Idling or loitering during working hours;
 - 7.16.12.2. Habitual lateness or early departure from place of work without approval of the supervisor;
 - 7.16.12.3. Abetting misconduct;
 - 7.16.12.4. Failure to account for advanced monies within the time limit specified;

- 7.16.12.5. Poor performance due to lack of consciousness, carelessness or unreliability.
- 7.16.13. An Employee found guilty of minor misconduct may:
- 7.16.13.1. Receive a verbal warning by the supervisor with a note in the file
 - 7.16.13.2. Receive a letter of caution from the head of department with a copy to the ED for the Employee's personal record
 - 7.16.13.3. Receive a warning letter from the Head of department copied to the ED for the Employee's personal record
- 7.16.14. Disciplinary procedures will be initiated if an Employee's work standards lapse or there is a breach of office rules and regulations.
- 7.16.15. The following are the procedures to be followed for disciplinary action:
- 7.16.15.1. An oral warning pointing out the nature of the offence is communicated to the Employee.
 - 7.16.15.2. If no improvement is shown, a written warning will be issued and will form part of the Employee's personal record
 - 7.16.15.3. If after the first written warning, no improvement is shown by the Employee, a second and final written warning will be issued. Failure to improve may result into the Employee's and/or subsequent dismissal.
 - 7.16.15.4. Provided that an Employee completes one year from the date of first warning without further misconduct, any warning entered in his/her employment record shall expire.
 - 7.16.15.5. The Committee may at its sole discretion recommend termination of service or other disciplinary measures as it deems fit.
 - 7.16.15.6. Suspension with Pay. This will be considered to allow full investigation of offences, which may be considered serious, or to enable the Employee to be removed from a difficult position.
- 7.16.16. Any of the following constitutes gross misconduct and any Employee found guilty of any of them after a full investigation, will be dismissed, even for a first offence:
- 7.16.16.1. Intoxication during working hours making one unwilling or incapable of properly performing work.
 - 7.16.16.2. Use of abusive or insulting language or behaviour.
 - 7.16.16.3. Sexual harassment
 - 7.16.16.4. Being lawfully arrested for an offence punishable by imprisonment and is not released on bail or bond within ten (10) days or otherwise lawfully set at liberty.
 - 7.16.16.5. Committing a criminal offence against or to the detriment of LASPNET's property. This includes taking bribes, forgery, misappropriation of funds or intentionally damaging LASPNET's property.
 - 7.16.16.6. Defamation of LASPNET and/or its Employees.
 - 7.16.16.7. Threatening or physically assaulting other Employees or visitors.
 - 7.16.16.8. Any other matters which management may at its discretion deem of sufficient weight to warrant serious disciplinary action.

- 7.16.17. Employees guilty of gross misconduct shall be liable to any or a combination of the following:
- 7.16.17.1. Summary dismissal
 - 7.16.17.2. Interdiction with half pay
 - 7.16.17.3. Reduction in rank or seniority
 - 7.16.17.4. Reduction in salary
 - 7.16.17.5. Stoppage of increment
 - 7.16.17.6. Withholding of increment
 - 7.16.17.7. Deferment of increment
 - 7.16.17.8. Severe reprimand
 - 7.16.17.9. Recovery of cost
 - 7.16.17.10. Suspension without Pay
- 7.16.18. Suspension without pay shall be a last resort before dismissal and will be for no more than 60 working days for serious complicated offences to allow full investigation.
- 7.16.19. It is the policy of LASPNET that Employees should:
- 7.16.19.1. Be given a fair hearing by their immediate supervisor or manager concerning any grievances they may wish to raise
 - 7.16.19.2. Have the right to appeal to a more senior manager against a decision made by their immediate supervisor or manager
 - 7.16.19.3. Have the right to be accompanied by a fellow Employee of their own choice when raising a grievance or appealing against a decision
- 7.16.20. Each Employee is expected to consult first with his or her direct supervisor regarding any action, occurrence or attitude expressed or implied by another Employee, which is perceived as unfair or inequitable on the job.
- 7.16.21. If a satisfactory resolution cannot be achieved with the supervisor, the staff member should discuss the matter with the Finance and Administration Manager and, in the final instance, with the ED.

7.17 SEXUAL HARASSMENT

- 7.17.1. Sexual harassment is unwanted sexual advances, requests for sexual favours, or visual, verbal or physical conduct of a sexual nature when:
- 7.17.1.1. submission to such conduct is made a term or condition of employment or participation in a LASPNET activity;
 - 7.17.1.2. submission to or rejection of such conduct is used as a basis for employment or managerial decisions affecting the individual; or
 - 7.17.1.3. execution of such conduct, verbal, physical and/or psychological in nature, has a purpose or effect of unreasonably interfering with an employee's performance or creating an intimidating, hostile, or offensive environment.
- 7.17.2. An aggregation of a series of incidents can constitute sexual harassment even if one of the incidents considered on its own would not be considered as such.

8.0 STAFF SEPARATION

8.1. POLICY SUMMARY

- 8.1.1. When an employee voluntarily resigns, he/she shall notify their immediate supervisor in writing in advance of his/her departure to enable management start the process of identifying a replacement employee.
- 8.1.2. All employees who are leaving their jobs for any reason are required to return all LASPNET property to their supervisor or appropriate department personnel.
- 8.1.3. Employees shall be responsible for all property not returned.
- 8.1.4. The employee's supervisor is responsible for ensuring that all LASPNET property has been turned in by the departing employee.
- 8.1.5. Terminating employees may be asked to participate in an exit interview process.

8.2. METHOD FOR TERMINATION OF SERVICE

LASPNET shall terminate Employees' services in the following ways:

8.2.1. Resignation/Termination of Appointment

- 8.2.1.1. Both LASPNET and the Employees have a right to terminate the employment contract subject to the prescribed notice period.
- 8.2.1.2. The notice period for resignation or termination of services shall be three months for senior staff and one month for all other staff.
- 8.2.1.3. Notice of resignation or termination must be given in writing.
- 8.2.1.4. Either party may terminate the employment without notice upon payment of the salary payable/receivable over the notice period.
- 8.2.1.5. An Employee may take his/her leave as part of the notice period required. However, this should be at the discretion of the ED.
- 8.2.1.6. Any lapse in the work standards of an Employee who has resigned during the period of notice may result in the loss of outstanding benefits accrued including leave days earned.

8.2.2. Termination on Disability/Terminal illness

- 8.2.2.1. An Employee who suffers from any serious form of disability or terminal illness that adversely affects her/his job performance may be terminated from service.
- 8.2.2.2. Termination grounds of disability or terminal illness shall be subject to the recommendation of a recognized Medical Practitioner.

8.2.3. Redundancy

- 8.2.3.1. The services of LASPNET Employee may and can be terminated on grounds of redundancy.

- 8.2.3.2. A staff member is dismissed by reason of redundancy if the dismissal is attributable wholly or mainly to the fact that the Employer has ceased, or intends to cease, to carry on the business for the purposes of which the Employee was employed; or ceased, or intends to cease, to carry on that business in the place where the Employee was so employed; or ceased to require the specific skills for the exercise of which the Employee was hired
- 8.2.3.3. All necessary measures will be taken to avoid redundancies. However, if it is inevitable, then respective staff will be fully informed and prepared in advance by management.

8.2.4. Summary Dismissal

- 8.2.4.1. LASPNET reserves the right to summarily dismiss an Employee for gross misconduct as defined in chapter 7
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8.2.5. Termination on Death

- 8.2.5.1. In the event of death of an Employee of LASPNET occurring while in the service of LASPNET, the immediate supervisor shall report the death promptly to the Executive Director.
- 8.2.5.2. LASPNET shall provide financial assistance to cover general burial expenses such as a standard coffin, a wrath, a grave construction materials and transport of the body to the place of burial.
- 8.2.5.3. In addition, any terminal benefits will be paid to the estate of the deceased or to her /his legal next of kin on production of the relevant legal administrative documents. Such payments shall be subject to applicable deductions.

8.2.6. Retirement

- 8.2.6.1. The general retirement age for LASPNET staff is sixty years (60). However, one may be retired early due to poor health or other inability rendering one unfit to work in which case the opinion of an independent doctor would be sought.
- 8.2.6.2. The Employee who is due to retire shall be given six months' notice in writing. An Employee may also opt to retire on or after attaining the age of 55 years by giving four months' notice.
- 8.2.6.3. Likewise, LASPNET can exercise the option of retiring any Employee upon attaining 55 years of age.
- 8.2.6.4. All officers on retirement notice should utilise all their pending leave days before the actual retirement date.

8.3. TERMINAL BENEFITS

8.3.1. On resignation upon giving sufficient notice, redundancy or retirement a member of staff of LASPNET shall be entitled to receive the following:

8.3.1.1. Salary and entitlements up to the end of period worked

8.3.1.2. Cash payment for accrued leave or the granting of such leave to coincide with the date of expiry of the termination notice

8.3.2. An Employee who has been dismissed on grounds of gross misconduct will not be entitled to terminal benefits. She/he will receive the salary up to the end of the period worked and payment of leave outstanding. All payments shall be less statutory deductions and any other outstanding the Employee may have at the time.

8.4. HANDOVER OF LASPNET PROPERTY

8.4.1. A separation procedure has been established to ensure that all LASPNET property, files and information are returned to the appropriate individuals and also that there has been appropriate hand-over. Upon receipt of the resignation letter, the Finance and Administration Manager will calculate terminal benefits for due payment.

8.4.2. On leaving LASPNET, all original documents and copies belonging to LASPNET or related to its business must be returned. The staff member must also return all computer hardware and software, any written and training material, keys, security passes and any other property belonging to LASPNET.

8.4.3. The staff member shall be required to disclose his or her computer passwords in order to gain access to important data. The staff member will be required to complete a certificate of clearance with the departments.

8.4.4. Upon resignation and prior to final departure, the staff member will be expected to complete all current tasks and honour other obligations including paying all debts owed to LASPNET.

8.5. EXIT INTERVIEW

8.5.1. On the Employee's last day, the Executive Director will conduct an exit interview. At the exit interview the Employee will have the opportunity to express her/his opinions, suggestions for enhancements, strengths of the Organization and any other information he/she would like to share.

8.5.2. The comments of exiting Employees, based on first-hand experience, can be extremely helpful in the endeavour to recruit, motivate and retain talented individuals. Information discussed at the exit interview shall be kept confidential and in case the interview is conducted by an assignee; the report shall only be made available to the Executive Director. The Chairperson of the Board shall interview the ED.

HUMAN RESOURCE POLICY AND PROCEDURE MANUAL



LASPNET

LEGAL AID SERVICE PROVIDERS' NETWORK

UGANDA

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