

HR POLICY

Acres of Mercy

[HUMAN RESOURCE POLICY]

This document contains the Acres of Mercy Human resource policy guidelines applicable to its various programs and sponsored organizations

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INTRODUCTION

Philosophy of Human Resources

PURPOSE:

This policy is intended to explain the Human Resources philosophy of **AOM**. This philosophy is based upon the belief that the success of **AOM** is a direct result of its employees serving in the organization in partnership with God and with the help of the Holy Spirit in such a way to make **AOM** the organization that God wants it to be to serve each other and the community it has been called to serve.

POLICY:

AOM makes the following commitments to its employees in order to promote an environment where Employees work life is commendable.

To select individuals for employment based on their qualifications.

To compensate employees fairly and equitably based on the work preferment and results produced.

To establish a safe work place by administering a Health and Safety program throughout the Organization.

To treat employees with consideration, understanding and respect; to give credit for good performance, and to provide corrective action opportunities for employees with substandard performance.

To encourage employees to discuss any problems they might have, and to make an honest effort to resolve differences promptly.

To promote communication between employees and management regarding matters of mutual concern and benefits.

To carefully select employees for leadership positions, and to provide them with the opportunity of enhancing their skills.

PROCEDURE:

The elements of the philosophy of Human Resources should be communicated orally or in writing to all employees (staff handbook) and reinforced to participants in all induction / training programs.

The various elements of the policy, either collectively, or individually may be presented as **AOM's** principles of sound Human Resources practices as endorsed by top Management or exercised by all levels in the Organization.

The Role of Human Resources

PURPOSE:

To define the role of Human Resources Function in **AOM**.

POLICY

It shall be the overriding responsibility of Human Resources Function to recruit, retain and train employees and thereby develop a diverse and highly qualified workforce. As delegated by the Board, the Human Resources Function is the developer, interpreter, and steward of **AOM's** Human Resources Policies and Procedures in partnership with line management and as such shall play a critical role in achieving both short term and strategic objectives of **AOM**.

POLICY ADMINISTRATION

Human Resources department will strive at all times to provide explanations, to all employees on policy matters.

Scope of Application

PURPOSE:

To define the scope of Policies & Procedures Manual (PPM) in **AOM**

POLICY

The provisions of this PPM shall apply to all employees (to certain extent Academic staff as well, if not covered in the School Policy Manual), taking into consideration the legal, and employment status of the following categories:

The employees appointed under special contracts. The provisions of this PPM shall apply in their respect without prejudice to the provisions of the special contracts agreed and signed between the employee and **AOM**.

An employee shall mean all the organization personnel, both male and female, whether appointment is effected under a special contract or a fixed-term or indefinite contract for a salary or Remuneration to be specified in the contract

PURPOSE:

AOM is a Christian organization with a vision to see "a free, vibrant and healthy community focusing mainly on working in rural communities in Kenya. Therefore, the purpose of this policy is to define both short term

and long term staffing objectives of AOM with respect to preferential hiring of qualified individuals for its program staff.

POLICY

Priority in hiring will be given to qualified individuals. It is recognized that qualified individuals may not always be available for certain positions. In such cases, it shall be the policy of **AOM** to strive to qualify current employees for such jobs and /or to locate qualified individuals within or outside the Organization, whenever attrition or new employment opportunities arise.

POLICY ADMINISTRATION

Qualified candidates must be given priority whenever a job vacancy arises.

If a qualified local applicant is not available, opportunity shall be given to other Kenyan citizens and persons of other nationalities.

Employment Categories - Definitions

REGULAR

Regular employees are those employed full time and are entitled to the full range of organization benefits, leaves and pay policies as per the local labor law.

PART TIME

Part time employees are utilized only in unusual situations when (i.e. someone might be needed to work during special events and outdoor activities organized by AOM) such employees are contracted specifically for the time needed and for a specific salary. They are not entitled to any other benefits including leaves.

TEMPORARY/CASUAL

Temporary employees normally work the same hours as others in the department, but they are employed for a specific contract. They are **not** entitled to any benefits or any leave policies. They are contracted to work for a specific remuneration (all-inclusive) as stipulated in their contracts.

SPECIAL CONTRACTS (LOCAL & INTERNATIONAL VOLUNTEERS)

Special assignment contracts are for those who are on a special assignment and are not included in **AOM's** payroll. Their benefits are limited to those stipulated in their contract or on the agreements.

EMPLOYMENT CATEGORIES

Positions in **AOM** are divided into the following categories:

1. Senior Leadership & Management Positions
2. Teaching Positions
3. Program Related Positions
4. Support Staff
5. Volunteers (local & International)

The EXECUTIVE DIRECTOR may include other employment categories if the work requirements warrants.

POLICIES GOVERNING RECRUITMENT

PURPOSE

The purpose of this policy is to define the sequence of priorities in the hiring process as well as to outline fundamental recruitment procedures.

POLICY

It is **AOM's** policy to recruit employees based on its established skill requirements and to fill open positions with the most qualified candidates available, governed by such factors such as education, experience, skill and other characteristics deemed critical by the hiring Manager. Qualified employees within the organization will fill new positions internally before external recruitment takes place.

POLICY ADMINISTRATION

(A) HIRING PRIORITIES:

- AOM will give preference in employment to a qualified individual who is suitable to fill a vacant position.
- For Support staff, AOM will give preference in employment to targeted beneficiaries and or family members
- Qualified applicants can be from the East African Community, and other nationalities from outside the EAC.

(B) CONDITIONS OF EMPLOYMENT

- Certificate of good conduct must be presented as required by law.
- Verifiable references from local administration/ local church assembly/immediate employer.
- Candidates are required to pass a health test/ medical examination.
- Candidate should not be less than 18 years of age according to the Gregorian calendar. If the appointed person is a trainee, he/she should be no less than 16 years of age according to the Gregorian calendar.
- Candidate should have degrees or certificates legalized by an official authority or have the practical experience, which the organization deems necessary for the position, and candidate should provide testimonials to prove such experience. In addition, the candidate should successfully undergo the interview process.

Appointment to the posts of Managers, Heads of Department, Program Co-ordinators, and Program Officers/ shall be effected by the Executive Director.

All other appointments shall be authorized by the Executive Director and or the Executive Director's appointee.

(C) EMPLOYMENT CONTRACTS

Appointment to the organization positions shall be effected by means of contracts. The contract shall be deemed to establish the employment relationship and the provisions thereof shall be complementary to the provisions of the policy. The HR Function shall specify the benefits and provisions of the contract and shall represent the organization in signing of these contracts or may delegate this appropriately in accordance with the provisions in this policy.

A contract will be issued specifying the contract period, job, grade, basic salary, allowances, and other applicable benefits. A probationary period must be specified at a maximum of 100 days during which time **AOM** will have the right to terminate the contract with no further notice.

However, he shall be entitled to the end of service benefits for his/her period of work.

If he/she successfully completes the probation period, his/her contract shall deem to be extended to the day of separation.

The effective date of any employment contract will be the date of joining and approved by **AOM**.

Employees recruited for jobs which are not classified under the salary-graded scale, shall be employed on special contracts. The EXECUTIVE DIRECTOR must approve these special contracts.

After probation (first 100 days), the notification period for resignation or termination shall be as per the labor law for all employees unless otherwise stipulated in the contract. This period may be waived at the discretion of EXECUTIVE DIRECTOR or the Board.

(D) PROCEDURES

Recruitment represents the first step in filling a job. This procedure outlines the steps leading up to recruitment.

Department Manager completes Employment Request Form (ERF, HR 001) obtains approval from HR Function and forwards to EXECUTIVE DIRECTOR.

The HR & Admin Manager will check whether this is within manpower plan and prior completing PART II will discuss with Department Manager regarding the vacant position.

HR & Admin Manager will obtain approval and initiate next steps in employment (pre-selection, interviewing), after ensuring budget availability for employment with the Finance department.

OTHER CONDITIONS

The dates of expiry of the contracts have been fixed as on 31/12* or 31/1 of every year. The contract shall be concluded for a definite or indefinite period. If the contract has a fixed term, will be renewed automatically for another 1-year period from the date of expiry unless otherwise provided in the contract or agreed between the two parties (both employee and **AOM**) and unless either party notifies the other of the termination of the contract at least 1 month (3 months for Managers and Department Heads Principal Administrative Officer) prior to the expiry thereof.

Salary will be calculated from the date of joining. This date shall be adopted as a basis for setting the date of regular bonus and calculating the service period, leave entitlements and for all other legal and official matters.

The employee whose services have ended may be reappointed in the same grade/rank that he/she occupied prior or the same salary he/she received, subject to the following condition.

1. He/she should not have left work for a period of no more than 1 Gregorian calendar year or less than 15 days.
2. No unfavorable or damaging report against the employee is available during the last year of his/her service.

3. He/she should not have been dismissed for causes other than absence. If his/her services are terminated for non-fitness, he/she may be appointed to another post if he/she passes the required tests required for occupying the position.

The EXECUTIVE DIRECTOR may make exceptions to these conditions.

The date of expiry of an employment contract is 31st of December, if it is not an open contract as its duration is two years and will be automatically renewed.

Pre-selection

PURPOSE

Candidates will be screened to find the most qualified to fill the vacant positions. This procedure outlines the steps in the selection process.

PROCEDURES

- 1 HR & Admin Department invites applications through advertising in local media or websites or through recruiting agencies, Community Information Boards, or search **AOM's** in-house candidate database for suitable candidates.
- 2 CV's and / or applications are reviewed and sorted based on qualifications.
- 3 CV's and / or applications of potentially hireable candidates are forwarded to Hiring officer for review.
- 4 Hiring Officer reviews the resumes and selects those for further consideration.
5. Specialist Staff Selection for the organization's different programs will be governed by the corresponding Selection Guidelines as adopted by the Board of Directors

Interviewing

PURPOSE

The most critical part of the selection process is the interview. This procedure outlines the steps that are taken to assure a professional interview process.

PROCEDURES

- 1 HR & Admin department is responsible for coordinating interview schedules between candidates and interviewers.
- 2 Both interviewers (one always from HR Function) share the integrated information and make the final decision whether the candidate is hireable or not.
- 3 HR & Admin department will communicate to the hiring department Manager all details pertaining to the candidate.

OTHER CONDITIONS:

All particulars and information mentioned in the Job application should be produced in originals during interview. If **AOM** discovers at any time that any of these documents are false or fabricated, then the employee will be dismissed and be deprived of the remuneration and end of service benefits, if any. Moreover, **AOM** shall initiate legal action against the offender in order to claim appropriate compensation for the damages caused or may be caused by the offender in future.

Job Offer

PURPOSE

The job offer represents the culmination of candidate screening and selection. At this point, it is critical to offer the candidate and steps taken to absorb the candidate to the organization.

PROCEDURES

1. Upon completion of interview and final selection, HR & Admin department will complete Part IV of the Employment Request Form (HR 001) filling in the name of the person hired, start date etc.
- 2 HR & Admin department will send a draft of job offer letter (HR 002) for the candidate to the hiring Department Manager and gets his/her initials. EXECUTIVE DIRECTOR will sign the job offer.
- 3 HR & Admin department Manager will then present the job offer letter (HR 002) to the candidate.
- 4 When the offer is accepted or declined, HR & Admin department Manager will inform the hiring department Manager.
- 5 HR & Admin department will open a file, files Employment Request Form (HR 001), copy of Job

Offer letter (HR 002), copies of ID, degrees and certificates and CV or job application. HR & Admin department will forward a copy of the Job Offer Letter (HR 002) to the Payroll Officer to add employee to Payroll. HR Officer will complete all formalities regarding the new recruitment.

6 For some grades, the accepted job offer will act as a temporary contract throughout the employment period. For others upon completion of probationary period, a formal employment contract (HR 003/ HR 004) will be signed with the employee.

7 Payroll Officer will then prepare the Employment Contract (HR 003/HR 004)

8 Payroll Officer will forward the original contract plus original copy to HR & Admin Manager for signature.

9 HR & Admin department will then secure candidate's signature and one original copy will be given to the employee.

Cessation during Probationary Period

POLICY

A probationary period must be specified at a maximum of 100 days during which time **AOM** will have the right to terminate the contract with no further notice. However, he shall be entitled to the end of service benefits for his/her period of work.

Cessation or termination of the employee during the probation period can be of the following reasons:

Poor performance

Unexcused absenteeism

Improper dress code

Conflict of interest

Confidentiality breach

Sickness or disability

Act of fraud or felony during the probation

False claim of qualifications or experience provided to obtain employment

If he/she passes the probation period successfully, his/her contract shall deem to be extended to the day of separation.

The immediate supervisor will prepare a report on the efficiency of the employee during the probation period, at least 15 days before the end of this period and forward to the HR & Admin Manager. HR & Admin Manager after discussing this with the concerned Department Manager and Supervisor will submit his recommendations to EXECUTIVE DIRECTOR or to designate who is responsible for approval.

PROCEDURES

1. Department Manager completes Cessation Form (HR 005) sends to the HR & Admin Manager indicating the reasons for terminating the employee.

2. HR & Admin Manager reviews the Cessation Form and discusses with Department Manager.

3. HR & Admin department will prepare Termination Letter (HR 005-1), along with the Department Manager

4. HR & Admin Manager forward HR 005 and HR 005-1 and discussion notes to person in charge of the concerned area.

5. Executive Director reviews and signs the termination letter. If required, he can ask for more clarifications, meet the employee, or direct him to the Executive Director without taking any decision. ED will make a decision and mark his comments and returns to the HR & Admin Manager. ED's decision will be final and there will be no scope of any further appeal.

6. If Executive Director signs the termination letter (HR 005-1), HR & Admin Manager will meet the employee, explain the situation and handover the termination letter, and send him to the Payroll Section for final settlement, if any.

7. HR & Admin Manager will conduct the Exit Interview using the End of Service □ Exit Interview form (HR 011).

8. HR & Admin Manager will forward copies of cessation form (HR 005) and termination letter (HR 005-1) to the following and files the original in employee file.

Payroll Officer.

Finance department / Chief Accountant

Department Manager/Head/Program Head

Social & Health Security (if local)

Promotions, Transfers and Assignments

PURPOSE

This purpose of this policy is to set forth, in general terms the **AOM**'s commitment to its employees with respect to promotion opportunities and transfer.

POLICY

Promotion to the next higher rank shall be effected by a resolution of the ED, based on the input from department head & Employee Affairs Committee.

The employee may be promoted according to his seniority as on January 1st or July 1st following the lapse of one year from date on which his/her salary reached the last assessment of his grade, based on the approval of the Employee Affairs Committee.

Without prejudice to the article, AOM bylaws, the employee may be promoted by selection to the first assessment of the higher rank based on the approval of the Employee Affairs Committee, subject to the following conditions:

1. The Performance Appraisals for the past 2 years proves his/her efficiency and capabilities.

The promotion shall apply with effect from the date decided by the Employee Affairs Committee.

The promoted employee shall be paid the minimum of the new grade to which he is promoted if the difference between his/her basic salary before promotion and the minimum of the new grade exceeds the amount of the regular bonus of the grade to which he/she is promoted. Otherwise, he/she shall be paid the minimum of the grade plus **one of the bonuses** of the grade to which he is promoted.

Promotion by selection shall not change the date of the regular bonus and if both falls on the same date, the employee will be entitled to the minimum of the grade to which he/she is promoted plus **one of its regular bonuses**, as an exception to the above-mentioned provision.

As an exception to the provisions of the above, the employee by a resolution of the Board of Directors is promoted to a grade higher than the one he/she occupies.

The employee may, by a decision of the EXECUTIVE DIRECTOR be posted to another post in addition to his/her original work, at any place or department in the Organization, if so required for a renewable period not exceeding 3 months.

ED or his delegate is authorized to transfer any employee in the interest of work to any department from his current position to any other position provided, the grade, and basic salary of the new grade is not lower than the current position.

POLICY ADMINISTRATION

Whenever there is a vacancy in **AOM** the following procedures will be followed:

1. The need of **AOM** will be given prime importance, allowing departments to reorganize, reassign personnel, etc. to fill the vacancy.

2. The original or resulting vacancy following transfer or promotion will be filled either internally or through other means of recruitment.

3. Hiring from outside the organization will follow steps as mentioned earlier.

PROCEDURES

Department Manager prepares and forwards to the HR & Admin Manager in writing, his/her recommendation for promotion/transfer to fill a vacancy in his/her department. The recommendation must specify grade and job title.

The HR & Admin Manager along with Payroll Officer will calculate the new salary, if appropriate, and check the written recommendation to assure all required information is provided. The recommendation will then be forwarded to the EXECUTIVE DIRECTOR or deputy EXECUTIVE DIRECTOR for final approval.

The EXECUTIVE DIRECTOR will approve or not approve the recommendation and return it to the HR & Admin Manager.

If the recommendation is approved, the new salary will be confirmed and forwarded to Payroll Officer for implementation.

Consultants from outside the organization may be assigned to provide consultations for a specific period by the EXECUTIVE DIRECTOR. The EXECUTIVE DIRECTOR shall lay down the rules and guidelines for such assignments as well as the method of compensation, if there is a mutually agreed and signed agreement is available.

POLICIES GOVERNING LEAVES AND ABSENCES

Leaves

PURPOSE

Leaves are recognized as excused time off. Such excused time is for various reasons and it is the purpose of this policy to define the various types of leaves of absence. This leave is apart from official holidays and weekly days of rest.

POLICY

AOM's policy is to control excused time off for specific purposes and these purposes shall be stipulated as leaves of absence. Such leaves must be approved in advance, however it is recognized that emergency situations may preclude gaining prior approval, this policy shall apply in such cases provided the employee contacts his/her supervisor at the first opportunity to explain the situation.

POLICY ADMINISTRATION

Types of Leave

3.1.1 ANNUAL LEAVE

a) General

All regular employees are entitled for paid annual leave during each year of service; Annual Leave is **not** to be taken in the first 6 months of service. After the first 6 months, leave entitlement depends on Grade as per schedule below. Leave time may be taken in increments of days or weeks, at the employee's option, but must be approved by EXECUTIVE DIRECTOR. Keeping in view of operating requirements, employees are encouraged to take their annual leave in full, every year. Annual Leave is vested as of December 31 or 30 June of each year for vacation in the subsequent year if the employee has completed one year of service, subject to limitations below:

b) Postponement

Annual Leave may be postponed because of work requirements at the discretion of management only. However, an employee's accumulated leave, at any time should not exceed 3 years (as per grade) of accumulated annual leave. HR & Admin Department should notify the employee much earlier before the maximum limit of the balance is reached. The EXECUTIVE DIRECTOR may make an exception to the maximum limit of the annual leave balances, as required by the interest of work.

The organization reserves the right to set the date and period of the leave and may defer or divide the same. Consensus with the employee will be reached at all times without tampering the work. The balance of the annual leaves, which the employee did not avail, will be added to the pool as mentioned above.

c) Pay in Lieu

Pay in lieu of accrued annual leave may be paid only upon termination of employment, up to a maximum of 60 days leave, or that the exception of the EXECUTIVE DIRECTOR, would be an equivalent of 2 years entitlement

ANNUAL LEAVE SCHEDULE

Staff other than teaching staff is entitled to 30 calendar days leave per year. The leave is accumulated at the rate of 2.5 days in a month. The leave entitlement for a support staff will depend on his/her leave balance.

Teaching Staff are entitled to 42 days annual leave which should be taken during school holidays. A teacher who is not on leave is assumed to be on duty even during school holidays.

The EXECUTIVE DIRECTOR may entrust any staff member with working during not more than half of his leave, for a minimal financial remuneration, according to the criteria in force.

Grant an emergency leave without salary after exhaustion of the annual leave due, provided that the total emergency leave does not exceed 7 days a year of his annual leave.

To grant an emergency leave with salary for a period of 5 interrupted or consecutive days, if he has already exhausted his annual leave.

Note:

Employee is not entitled to an annual leave for the periods for cause mentioned below:

1. School or scholarships leaves

2. Periods during suspension
3. Special paid leave

3.1.2 MATERNITY & PATERNITY LEAVE (All Staff)

The member of the female staff shall be entitled to a pre-delivery maternity leave of one week and a post-delivery leave of twelve consecutive weeks (3 months) (pursuant to a medical report or in such manner as to agree with the laws in force in the country. Their financial entitlements shall be paid in full.

A maternity leave shall not affect the employee's entitlement to her annual leave.

Leave without salary may be obtained for a period not exceeding one year following the maternity leave.

The member of the male staff shall be entitled to a paternity leave of two work weeks. A Paternity leave shall not affect the employee's entitlement to his annual leave.

Leave without salary may be obtained for a period not exceeding one year following the paternity leave.

3.1.3 COMPASSIONATE LEAVE AND FUNERAL LEAVE

The purpose of funeral leave is to provide you with time to attend the funeral of an immediate member of your family and to handle personal affairs without disrupting your income. Only permanent full-time employees are eligible for funeral leave benefits, and the benefits become effective after you complete your training and adjustment period.

Definition of immediate family member: The term immediate family member is defined as:

- Brother
- Child
- Father
- Father-in-law
- Husband
- Mother
- Mother-in-law
- Sister
- Stepbrother
- Stepchild
- Stepfather
- Stepmother
- Stepsister
- Wife

Time allowed: You may be granted up to a three-day leave (three consecutive working days) with pay in the event of the death of an immediate family member. Leave with full pay will be granted in the event of death, sickness or hospitalization of an immediate family member. The leave period granted will be a maximum of 15 days in one calendar year.

Funeral pay: Your funeral leave pay will be figured at your regular rate of pay.

Leave without pay: If you are not eligible for funeral leave with pay, you may be given time off without pay in case of a death in the family. Time off without pay may be arranged to attend the funeral of a close friend. Each day off will be counted as an absence without pay.

Forfeiture: You forfeit your rights to funeral leave benefits if you terminate employment before returning to your assigned position to work at least one workday after you have used funeral leave benefits.

When you are granted funeral leave benefits, it is mandatory that you attend the funeral of the relative for whom such funeral leave was requested. We reserve the right to ask you to supply the name and relationship of the deceased and the name of the funeral home that handled the arrangements.

Note: In the above case, death certificate or an official document establishing the occurrence thereof should be submitted. The organization reserves the right to cancel such leaves, if the employee fails to

produce documentary evidence proving the death within 2 days from the date of death or the date of the burial without the submittal of an application for obtaining the same.

3.1.4 PERSONAL HOLIDAY

In addition to scheduled paid leave/holidays, eligible employees are given two floating holidays annually to be used as personal time off. Before scheduling a personal holiday, the employee must obtain approval. Requests for personal holidays must be made in writing not less than 10 days in advance of the requested date.

3.1.5 PERSONAL LEAVE

A personal leave of absence without pay may be granted an employee at the discretion of the organization. A personal leave of absence is defined as an absence of two weeks or longer. It is not our general policy to grant personal leaves of absence and such leaves will be granted only under unusual circumstances. A personal leave of absence is not available instead of medical leave.

Granting of such a leave depends on the review of the merits of each case, including the effect the employee's absence will have on the workload of the other employees. Probationary employees are not generally eligible for leaves of absence. An employee must have one year of continuous employment before such a leave will be considered.

Applications for leaves of absence may be granted or rejected as dictated by the judgment of THE EXECUTIVE DIRECTOR.

Salary and benefits are not payable to an employee while the employee is on a personal leave of absence, with the exception of organization-paid term life insurance that is continued for eligible employees for one year of a leave of absence. Health insurance may be continued if the employee pays the full premium at the group rate. Although employees do not accrue benefits while on leave, those benefits accrued up to the time the employee started the leave will be retained.

The employee's exact position, responsibility area, or work may not be guaranteed upon return from a personal leave of absence; however, all efforts will be made to place the employee in the first available similar job with similar pay. The employee's date of initial employment will be adjusted to reflect the time spent on personal leave.

It is the employee's responsibility to return to work on the date the leave of absence expires. Should the employee fail to return and fail to notify THE EXECUTIVE DIRECTOR of a request for an extension, we will assume that the employee does not intend to rejoin the organization and will consider the employee to have resigned from employment. A request for extension of a leave of absence must be in writing and must be received at least five (5) working days prior to the expiration of a leave.

3.1.6 SICK LEAVE

All staff shall be granted Sick Leave for a period not less than **seven (7) days with pay** and thereafter to sick leave of **seven (7) days with half pay in each period of twelve (12) consecutive months of service**.

Sickness shall be established under a medical report by a licensed doctor/ clinical officer. A sick leave not supported by a medical report shall be deemed to be unpaid leave and shall be deducted from the salary or the balance of the annual leave due.

If the period of sickness exceeds the above or if a staff avails all his/her sick leaves and other leaves during a year, the services of the employee may be terminated.

The following exceptions (special cases) may be considered:

In the event of surgeries or disease that requires a longer period for treatment, EXECUTIVE DIRECTOR or his delegate during a year, grant the employee a paid sick leave for a period not exceeding 3 months to complete the treatment. A competent and approved medical doctor shall be referred in such cases before granting leave.

If the employee falls sick during his/her annual leave, the sick days shall be calculated as sick leave. In such an event, the sick period shall be added to the employee's annual leaves balance, if he/she notifies the organization immediately to crosscheck his/her illness with the treating doctor or hospital.

Effect on performance. While the organization pays for authorized sick days, it is expected that employees be honest with us in taking days off only when they are actually ill. Any abuse of this benefit will be taken

into account in performance evaluations. The organization reserves the right to require a statement from your doctor.

3.1.7 OCCUPATIONAL ILLNESS PAY SCHEDULE

If an employee is injured during work, is entitled for paid leave for the entire period certified by a competent and approved authority. If the treatment period exceeds 6 months, he/she is entitled for half of the salary only until he/she fully recovers or the approved doctor establishes his /her disability medically. Further, if the employee is treated in a government hospital, the organization shall bear the treatment expenses. This shall not prevent patient's right to receive appropriate compensation for the rate of disability that he/she suffered in accordance with the provisions of the Employment Act 2007 & Kenyan Labour Laws. The employment contract may not be cancelled during sickness or injury period until a decision is made by the approved doctor.

3.1.8 STUDY LEAVES:

Study leave will be granted in line with the policy existing from time to time.

Bonding

Teachers and other employees who are granted study leave with pay will be bonded to work for the organization as follows:-

- a. For courses lasting six months but less than one year will be bonded for a period of one year.
 - b. For courses lasting less than two years will be bonded for two years
 - c. Those attending courses lasting two years or more will be bonded for three years.
- Where an employee under bond obligation chooses to terminate his/her service, he/she will be required to pay in full the total cost of training, the salaries and allowances paid to him/her while on study leave. Self-sponsored employees will be required to repay an amount equivalent to the salaries and allowances paid to them while on study leave.

The bond will not be applicable to those who have proceeded on unpaid study leave

3.1.9 SPECIAL LEAVES:

1. Local employee both male and female, may with the approval of EXECUTIVE DIRECTOR, be granted a special paid leave for *marriage* for a period of maximum 14 days, with prior notification of one week to its immediate supervisor.
2. One day leave to male employees to accompany their spouse for Childbirth.
3. The EXECUTIVE DIRECTOR may grant a local employee, in addition to his/her entitlement, the following leaves:
 - a. Paid or unpaid leave for a period not exceeding one month to appear for exams, provided he/she successfully complete it. He/she may also be granted this leave over two terms provided the period not exceeds one month in total.
 - b. A *special leave*, paid or unpaid, for a period not exceeding 2 months to *attend* science and language specialization courses or sessions.
4. The EXECUTIVE DIRECTOR may grant a local employee, both male and female, a special paid leave after they use up their annual leaves to accompany a patient recommended to refer treatment at the national referral hospital with an accompanying person, for the period decided for treatment, in such manner that it does not exceed 3 months during the contracting year.

PROCEDURE

1. Employees should submit their annual leave request duly completing Part I of HR-001 Annual Leave Form, to Department Manager one month before intended due date for leave, enabling Department Manager to review and approve.
2. Department Manager verifies and signs Part I for approval and sends it to the HR & Admin Manager.
3. Department Managers will also analyze applications to identify replacement employee who can fill certain critical functions when incumbents are in vacation and will note the name of replacement in the form.
4. HR & Admin Manager completes part II and sends copy to Department Manager for information and to Payroll Officer to process payment.
5. Upon return from leave, Department Manager completes HR 006-Duty Resumption) makes employee sign Part III and sends copy of form to HR & Admin department.
6. In case delay to resume duty judged unacceptable, discussed, and agreed with the direct supervisor, HR & Admin Manager indicates this in the Duty Resumption Notification (HR 006) enabling Payroll Officer to process deduction from next pay.

Procedure Study Leave Application

The application should be forwarded to the Executive Director at least one month before the commencement date.

An application should be accompanied by the admission letter.

A teacher should not proceed on leave before approval and formal release.

Once granted, leave should be utilized for the approved purpose failure to which disciplinary action will be taken.

Teachers should report for duty with evidence of having successfully undertaken studies.

APPROVALS:

Approving authority for leave requests are as follows:

1. EXECUTIVE DIRECTOR for all heads of department
2. HR DIRECTOR or one acting for HR DIRECTOR Or EXECUTIVE DIRECTOR will approve for teaching staff
3. Department Managers/ Heads for all subordinates staff

OTHER CONDITIONS:

1. Employee should indicate in the leave application the required number of days and his/her contact address along with phone numbers (including country codes) in the destination during leave. All correspondences from **AOM** to this address provided by the employee shall be deemed to produce all legal effects.
2. Approved leaves may not be cancelled or curtailed for the reason required by the interest of work. In such an event, the period of the leave, which the employee did not enjoy, shall be added to his/her leave balance.
3. If the service of the employee ends, he/she shall be paid in cash/cheque amount equivalent to his/her annual leave balance based on the last salary.
4. Employee should resume work after the end of leave, which may not be extended until he/she is notified of the approval of extension. Approval for extension should be done prior to the expiry of the leave; otherwise, the request for extension shall be rejected.
5. If the employee is, absent from work for a period of more than seven consecutive days without providing an explanation accepted by the organization, the organization may terminate him/her effective from the date of cessation of work without notice and shall deprive him/her the end of service benefits.

Continuous Illness

PURPOSE

This procedure addresses specifically when it is determined that an employee must be terminated following a long-term continuous illness.

POLICY

If an employee's illness continues and he/she is unable to resume work for a period exceeding days specified under sick leaves in the previous chapter (Leaves) , the Organization may terminate his/her services without pay or with all due terminal benefits as is called for in the disability insurance policy.

PROCEDURE

Department Manager confirms with HR & Admin Manager that employee cannot return to work after employee submitting medical reports that state his/her case.

- 1 HR & Admin Manager contacts social security for employee's retirement status and /or benefits.
- 2 Payroll Officer calculates all benefits including end of service benefits
- 3 HR & Admin Manager confers with employee and reviews employee benefits.
- 4 Payroll Officer will make the necessary payment to the employee.

Absenteeism

PURPOSE

The purpose of this policy is to differentiate between excused absences and unexcused absences.

POLICY

Timely attendance at work is crucial to making the organization run smoothly, meet work requirements and satisfy clients' demands. All employees must do their part in achieving this goal, and one way is to maintain a good attendance record. Any absence or tardiness becomes a part of the employees' employment record

There are reasons for employees to be absent from work. Such reasons include sickness, work travel, approved leaves, approved holidays, and other approved absences for personal reasons at the discretion of the direct Supervisor. Unauthorized absences will be documented and disciplinary action taken whenever appropriate.

Punctuality requirements. Employees are expected to be at their work stations on time. Tardiness is defined as being at your work station at least 15 minutes past your scheduled starting time. You should also notify the appropriate person when you know you may be late for work. Being on time makes it easier for everyone because tardiness hinders teamwork among employees. Being tardy for work or leaving the work station before quitting time will be considered cause for corrective action.

Counting absences. Here are the rules for how absences will be counted:

- An unscheduled absence for at least one-half the workday will be counted as one occurrence.
- An absence for one or more consecutive workdays will be considered one occurrence. For example, if an employee is out two consecutive days, that will count as one occurrence.
- If an employee returns from an absence (due to an illness) and goes out again due to the same illness after being at work for no more than one day, then the absence will be counted as one occurrence.

Repeated occurrences will result in verbal counseling, written counseling, and/or suspension or termination of employment.

POLICY ADMINISTRATION

When an employee is absent from work for any reason that is not approved before the fact, or in less frequent cases, immediately after the fact, the Supervisor is responsible for discussing the unexcused absence with the employee and documenting such discussions. The HR & Admin Manager will also be consulted with respect to any level of formal corrective action that should be taken in line with Disciplinary Policy, Rules and Procedures.

UNEXCUSED ABSENCES

Unexcused absences are those absences not covered by Leaves in Section I or by management approval for unusual circumstances

PROCEDURE

In the event that an employee is unable to come to work, a call in is expected to let the appropriate person know, in advance where possible, but no later than the regular starting time, so that arrangements for other help can be made.

Leave days must be scheduled at least 3 Days in advance except in cases of emergency.

Employees may be granted excused absences for sickness/illness when the appropriate person is notified prior to the start of work. Pre-scheduled medical/professional appointments (lawyers, clergy, counselors, etc.) or other compelling reasons, with prior supervisory approval, may also be considered as excused absences.

Absence of three or more consecutive scheduled working days without notifying the appropriate person will be considered as a voluntary termination, and you will be removed from the payroll.

Authorized absence documentation. Documentation of authorized reasons for absence, such as sick leave or civic duty, will be required. Verification of the documentation will be done, where appropriate.

Inclement weather. For the school and other organization facilities must continue to operate during periods of bad weather. Thus, the need for employees to be at work during such emergencies is of paramount importance. You are expected to make every effort to report for work. If you do not report for work when scheduled during a weather emergency, you will be considered absent.

Procedure for Pay Deduction

This procedure specifies the process to be followed whenever pay is to be deducted because of unexcused absence(s).

1. Time sheet (HR 007) is sent to Payroll Officer for checking and processing.
2. Details entered in the system and processed.
3. Calculation of deduction to be done by Payroll Officer
4. Copies of time sheet (HR 007) distributed as follows:
 - Department
 - Payroll files (original).

General

All deductions will be processed in the following month.

POLICIES GOVERNING PAY

Compensation

PURPOSE

The purpose of this policy is to define the various components of the compensation package.

POLICY

It is the policy of **AOM** to inform employees about the components of their compensation package, how it relates to the calculation of overtime and to be constant in the application of allowances and payroll.

POLICY ADMINISTRATION

DEFINITIONS

Basic Salary

Assured compensation for the jobs done, which varies according to work level, but does not vary according to work type, nationality or marital status.

End of Service Benefit

End of Service Benefit will be paid in accordance with Kenyan labour Law.

N.B. It should be noted that certain benefits are granted to certain levels or position as per prior agreement with Management in regards to employment contract

Monthly salary will be calculated based on 30 days.

Overtime

PURPOSE

A policy on overtime is critical from the standpoint of definition. The purpose of this policy is to clearly state the organization's stand on overtime.

POLICY

Overtime is any work assigned to the employee before or after business hours of no less than eight working hours, as well as work during weekly rest or on official holidays.

The organization shall not expect supervisors and heads of department to engage employees to work overtime. All work shall be accomplished within official working hours.

Allowances

There shall be no allowances unless policy change is made by the Board of Directors

Staff Loans

A policy on staff loans is critical from the standpoint of definition. The purpose of this policy is to clearly state the organization's stand on staff loans. Staff loans include:-

- a. Casual Loans
- b. Purchase Orders
- c. Salary Advances

Employee Loans

POLICY

This policy applies to all benefited employees.

Employee loans will be granted in cases of emergencies/unforeseen circumstances/study opportunities and are subject to the following limitations:

Applications for staff loans have to be submitted in writing to the Personnel Manager giving the following details:

- i. Name of employee
- ii. Commencement of employment
- iii. Amount of loan required
- iv. Suggested re-payments
- v. Reason for requiring a loan.
- vi. Current salary

The loan applicant must request loan in writing and complete an Acknowledgement of Debt at the time the loan is granted. An employee may not obtain more than one loan in any calendar year.

The employee must have worked for the company for more than six months to qualify for a loan.

The maximum amount for a staff loan is the equivalent of one month's gross earnings.

Purchase Orders

POLICY

This policy applies to all benefited employees.

The organization does authorise the issue of a cash buying order to employees in order for them to benefit from the discount to which the organization is entitled. Terms must be strictly COD and the purchase price settled directly by the employee. Purchases on behalf of an employee will be debited to the employee's staff account and treated as a salary advance and require prior written approval by the HR Manager.

Salary Advances

POLICY

This policy applies to all benefited employees.

The organization recognizes that employees may have a "**rare or extraordinary need**" to receive a salary advance for personal reasons. Employees are, however, discouraged from the use of salary advances.

The organization will make salary advances subject to the following limitations:

1. No salary advances are available to members of the Board.
2. Salary advances and loans are not available to employees on unpaid leave or who have applied for or been approved for upcoming unpaid leave.
3. Salary advances and employee loans are only available to persons employed in benefited positions (full time or part time)
4. No more than three advances and one loan will be granted to an employee in any fiscal year (February 1 – January 31).
5. No salary advances to an employee may exceed 50% of the amount of the net base earnings due to the employee in the employee's next month's pay.
6. Repayment must be made at a rate of no less than 50% of the salary advance amounts per salary pay period and must be made in full no later than the employee's start of unpaid leave or the last day of employment at the organization.

POLICY ADMINISTRATION

1. Employees shall apply to the Human Resources Department Head with a written statement that describes their "**rare and extraordinary need.**" If the request meets the "**rare and extraordinary**" qualification, the request will be forwarded to Finance for approval. Finance Department Head reserves the right to disapprove any request.
2. Employees applying for loans shall fill out an Employee Loan Application Form. The request will be forwarded to Finance Department for approval. The Finance Department reserves the right to disapprove any request.
3. Funds shall not be disbursed before the employee has signed an authorisation to deduct monies by the organization for the advance or loan.

4. Salary advances must be repaid within a 3 month period and loans within a 6 month period

Examples of rare or extraordinary need are:

- Unexpected Family Health Crisis (not covered by insurance)
- Damage to property from natural disaster, flood, fire or other accidents (not covered by insurance)
- Unexpected repair to personal transportation vehicle (not covered by insurance)
- Expenses as the result of the death of an immediate family member

POLICIES GOVERNING EMPLOYEES BENEFITS

Employee benefits

PURPOSE

Purpose of this policy is to define employee benefits for employees of **AOM**.

These include:

1. The National Hospital Insurance Scheme Medical Benefits
2. The National Social Security Fund Pension Scheme
3. Other service providers as approved by the Executive Director

POLICY

It is the policy of **AOM** to facilitate employees access medical insurance from the national insurance provider (NHIF) and retirement benefits from the National Social Security Fund (NSSF) and other private medical and retirement benefits service providers as approved by the Executive Director.

POLICY ADMINISTRATION

The organization will implement the policy as per statutory requirements as outlined by the NSSF Act 45 of 2013, and NHIF Act Chapter 255, Revised 2012 (1998).

The deductions will be stated in the employees contract.

Incentives

PURPOSE

The purpose of introducing an incentive scheme for employees is to encourage all employees in the organization to work towards achieving the overall goals set for the organization or department or individual. The purpose is also to encourage broad commitment throughout the organization and to foster a longer term approach in order to increase the Organization's value for its stakeholders.

Incentive schemes can also facilitate the recruitment and retention of competent employees.

POLICY

AOM recognizes the impact on its mission because of individual and team performance. This recognition translates to a tangible response that demonstrates to employees the Organization's appreciation for efforts that lead to extraordinary results.

POLICY ADMINISTRATION

Incentive plans will be provided to continually encourage employees to achieve results that are clearly recognized as extraordinary governed by the following:-

It is the policy of **AOM** to ensure that all rewards will be in a systematic, consistent, fair manner and according to the relevant Policies and Procedures.

It is the responsibility of the EXECUTIVE DIRECTOR, HR & Admin Manager, Heads of Department and Finance Manager as a team to set the standards, rules, for incentives.

The performance levels of the employees will be confirmed and approved for relevant incentives

POLICIES GOVERNING EMPLOYEE PERFORMANCE AND DEVELOPMENT

Performance Appraisal

PURPOSE

The purpose of this policy is to define **AOM**'s performance appraisal scheme for employees and to link the process to vital human resource practices.

POLICY

In view of changing business conditions, it is the policy of **AOM** to utilize an ongoing performance appraisal process, driven by the business plan, strategic intent, various development plans and agreed objectives with dates and performance criteria aiming to develop employees, increasing their involvement in every aspect of the organization's business and to create a back-up system for salary recommendations. Human Resources practices that must be linked to the performance appraisal process are the following:

Employee's involvement and work ethic

Career planning and training

Education and development

Reward and recognition and compensation

Economic factors

All employees will be evaluated before completion of the probationary period, and afterwards, at least once a year, using relevant performance appraisal forms.

Performance appraisals key objectives:

Mission and Value Driven

Performance appraisal is a means to help the organization accomplish its Mission goals and strategies. It links the individual with the annual program, business or organizational plans.

Mutuality

Employees and their supervisors work together to set objectives and expectations for performance. Both are expected to participate actively in this process.

Consistency

The process and related forms are designed to appraise performance consistently.

Communication

Performance appraisal is an effective communication tool between employees and supervisors. The process encourages frequent communication through ongoing feedback and coaching.

Direct Supervisor/Manager has the responsibility to focus discussions on future goals rather than faultfinding.

PROCEDURE

Supervisor / Department Manager invites employee to Performance Appraisal interview in a location to ensure privacy.

If employee refuses to attend; he/she will be subjected to disciplinary action.

Supervisor/Department Manager evaluates performance related to set objectives for past period and then rates employees achievements and behavior; adds his recommendation for any increment or grade change. During this meeting, both the employee and supervisor will agree on the objectives for the next review period.

Employees signature on Performance Appraisal Form does not necessarily mean that he/she agrees on evaluation and consequently has the right to add his/her comments.

Performance Appraisal Form is then sent by Supervisor/Department Manager to next High-ranking Manager who adds his remarks (if any), signs Performance Appraisal Form and forwards to HR & Admin Manager for review.

HR & Admin Manager sends Performance Appraisal Form to the EXECUTIVE DIRECTOR of his delegate for final approval and action authorization.

If management decides to review employees salary based on their individual performances, HR & Admin department will do the calculations, obtains EXECUTIVE DIRECTOR's approval and forwards to the Payroll Officer for implementation.

Training & Development

PURPOSE

This Policy is designed to support the Organization in achieving its institutional plan by establishing mechanisms to assist individuals to develop in their current posts, to prepare for future posts and to provide opportunities for continuing professional and personal development. This Policy clarifies the roles and responsibilities of all those involved in the training and development process and outlines a framework through which the Organization is able to provide a continuous program of staff and ultimately organizational development.

POLICY

AOM recognizes that the successful attainment of its mission is directly related to the quality of its staff.

The Organization has, therefore, a strategic goal to:

Promote and fully utilize the skills, knowledge, personal development, and enthusiastic commitment of all staff.

Training and Development is the single most important vehicle for developing individual effectiveness consistent with the aims of the Organization, the process of which is designed to:

Enable all staff to update and extend their knowledge, skills, and experience to make them more effective in the jobs they perform.

Enhance job satisfaction and motivation in order that staff may contribute fully to the attainment of the Organization's mission.

Assist in the development of strategies to ensure effective succession planning

Contribute to the establishment of a culture, which thrives upon change, innovation, and development.

Assist all staff to achieve their full potential.

Develop new areas of expertise within the Organization that will allow the most recent developments in the curriculum, working practices and technology to be easily assimilated into the everyday life of the organization.

ROLES AND RESPONSIBILITIES

The Head of Training & Development is responsible for formulating Training and Development Strategy. The allocation of responsibilities outlined below will ensure that suitable information and advice is available to assist in the establishment of an effective staff development strategy.

(a) Identification of Training Needs

The Organization's Strategic Plan provides the major thrust for Training and Development activities. Human Resources Department is responsible for identifying corporate needs and ensuring that training and development activities are directed toward achieving the organization's objectives. The Head of Human Resources will act in an advisory capacity to management in this respect.

Each Department Manager has the lead responsibility for assessing the training and development needs of their staff. It is expected that the majority of individual and Departmental needs will be identified through the appraisal process informed by the organization's policies, and other mechanisms.

(b) Vehicles for Training and Development

Due to the wide variety of needs and differing learning styles of staff, a variety of methods are available to meet identified needs. It is the responsibility of each Department Manager to determine (with the individual member of staff) the most appropriate method of addressing training needs.

Examples include:-

Internal courses - using in-house expertise or consultants as appropriate.

External courses - where there is no suitable internal provision.

Study leading to a formal qualification which is relevant to both the individual and the organization.

Conference, Workshop and Seminar attendance

Acting as mentor or workplace coach to other staff members. - on the job training.

External Exchange Visits & Learning Trips

Book Studies

Online Courses and Massive Open Online Courses (MOOCs)

(c) Management of Training and Development

Each Department Manager will draw up an annual staff development plan which indicates staff and departmental needs, the means by which these needs would be met and the person responsible for initiating the necessary action. The HR & Admin Manager has overall responsibility for coordinating staff development and overseeing the implementation of training and development strategy. The Department Manager, HR & Admin Manager in line with overall budgetary provision and identified needs must approve attendance at training and development activities. The resources available for training and development will depend upon several factors including budgetary constraints and the priorities established at a departmental and organization level. Consequently, there may be occasions when a training request may

be postponed or refused due to other priorities: in such circumstances, EXECUTIVE DIRECTOR is the final arbiter.

(d) Monitoring and Evaluation

Department Managers are responsible for ensuring that pre-course briefings and follow up discussions are carried out with their staff to enable the maximum benefit to be obtained from course attendance. This should be supplemented by regular review to assess the long-term impact on performance. All staff undertaking training and development activities is required to carry out a post-course evaluation, which will indicate both the quality of the activity and the likely impact on their work. (End-of-Training Questionnaire. Department Managers will provide an annual report detailing the activities funded through their staff development budget. HR & Admin Department will maintain records of staff training and development undertaken. These together with the Departmental reports outlined above will form the basis of an annual staff development report to the Management.

(e) Training Budget

Each Department Manager will annually forecast the fund required to support staff training and development and informs in writing the HR & Admin Manager. The Human Resources Department will manage a central training and development budget that will meet the cost of in-house courses and organizational training activities.

HR & Admin Manager will obtain prior approval for the training budget from the EXECUTIVE DIRECTOR every year. HR & Admin Manager will file an interim report (every 3 months) to EXECUTIVE DIRECTOR regarding the spending and courses attended by employees using this fund.

POLICIES GOVERNING EMPLOYEE WORK LIFE

Integrity and Ethics

POLICY:

It is the Organization's policy to manage and operate its activities in conformity with applicable laws and high ethical standards. Both the Board of Directors and management are determined to comply fully with the law, and to maintain the organization's reputation for integrity and fairness in its dealings with others.

RESPONSIBILITY

All employees, officers and directors are expected to adhere to all ethical and legal standards as outlined in this policy and to preserve the Organization's integrity and reputation.

PROVISIONS

1. Financial Record-Keeping

It is the policy of the organization to fully and fairly disclose the financial condition of the organization in compliance with the applicable accounting principles, laws, rules and regulations, adopted financial standards and to make full, fair, accurate, timely and understandable disclosure in our periodic reports filed with auditors and in other communications to stakeholders. Honest and accurate recording and reporting of information is critical to our ability to make responsible business decisions. The organization's accounting records are relied upon to produce reports for the organization's management, donors, other governmental agencies and other relevant stakeholders. Therefore, our financial statements and the books and records on which they are based must accurately reflect all transactions and conform to all legal and accounting requirements. Our system of internal control is designed to provide this information. Employees are expected to adhere to all internal control guidelines.

All employees have a responsibility to ensure that the organization's accounting records do not contain any false or intentionally misleading entries. Information on which our accounting records are based is the responsibility of all employees.

We do not permit intentional misclassification of transactions as to accounts, departments or accounting periods. In particular, we require that:

all organization accounting records, as well as reports produced from those records, are kept and presented in accordance with the laws of each applicable jurisdiction;

all records fairly and accurately reflect the transactions or occurrences to which they relate

all records fairly and accurately reflect in reasonable detail the organization's assets, liabilities, revenues and expenses;

the organization's accounting records do not contain any intentionally false or misleading entries;

no transactions are misclassified as to accounts, departments or accounting periods;

all transactions are supported by accurate documentation in reasonable detail and recorded in the proper account and in the proper accounting period;

all organization's accounting financial reports be prepared in accordance with generally accepted accounting principles;
the organization's system of internal accounting controls, including compensation controls, to be followed at all times.

2. Improper Payments

No payment or transfer of organizations funds or assets shall be made that is not authorized, properly accounted for, and clearly identified on the organization's books. Payment or transfer of the organization's funds and assets are to be used only as specified in the supporting documents.

No employee, manager, or director may authorize any payment or use any funds or assets for a bribe, "kickback," or similar payment that is directly or indirectly for the benefit of any individual (including any government official, agent, or employee), Organization, or organization in Kenya or in any foreign country, and which is designed to secure favorable treatment for the organization.

3. Acceptance of Payments

Employees, officers and directors may not seek or accept either directly or indirectly, any payments, fees, services, or other gratuities (irrespective of size or amount) outside the normal course of the employee's official duties from any other person, or organization that does or seeks to do business with the organization. Gifts of cash or cash equivalents of any amount are strictly prohibited. The receipt of common courtesies, sales promotion items of nominal value, occasional meals, and reasonable entertainment appropriate to a business relationship and associated with business discussions are permissible.

4. Business Entertainment

All solicitations or dealings with suppliers, customers, or others doing or seeking to do business with the organization shall be conducted solely on a basis that reflects both the Organization's best business interests and its high ethical standards. The organization does permit the providing of common courtesies, entertainment, and occasional meals for potential or actual suppliers, collaborating agencies, or others involved with the organization's business, in a manner appropriate to the organization's relationship and associated with business discussions. Expenses in this connection must be reasonable, customary, and properly authorized.

5. Corporate Opportunities

No employee, officer or director of the organization shall for personal or any other person's or entity's gain deprive the organization of any business opportunity or benefit which could be construed as related to any existing or reasonably anticipated future activity of the organization. Employees, officers and directors who learn of any such opportunity through their association with the organization that he may not disclose it to a third party or invest in the opportunity without first offering it to the organization.

6. Confidentiality

All employees, officers and directors are responsible for safeguarding and keeping confidential any information that the organization considers to be of a confidential or sensitive nature. Such information includes, but is not limited to financial records and reports, marketing and strategic planning information, employee-related documents, unpublished manuscripts as well as information relating to potential mergers and acquisitions, and other materials that the organization would not want disclosed to the public or any unauthorized recipient, or that might be harmful to the organization or its beneficiaries if disclosed whether or not such information is marked "confidential."

Confidential information also includes information concerning possible transactions and dealings with other companies or information about the organization's stakeholders, suppliers or joint venture partners, which the organization is under an obligation to maintain as confidential. Employees, officers and directors may not use Confidential Information for their own personal benefit or the benefit of persons or entities outside the organization, must exercise caution and discretion with respect to any appropriate temporary removal of confidential or sensitive information from the organization's premises, and should safeguard the information from unintended disclosure or loss. Employees must at all times adhere to the organization's policies regarding the transmission and storage of the organization's confidential and sensitive business records.

7. Compliance with Laws and Regulations

The organization requires its employees, officers and directors to comply with all applicable laws and regulations within Kenya. Violation of domestic or foreign laws and regulations may subject an individual, as well as the organization, to civil and/or criminal penalties. Employees have an obligation to comply with all laws, regulations, policies, and procedures and to promptly alert management of any deviation from them.

8. Fair Dealing

Each employee, officer, and director should endeavor to deal fairly with the organization's suppliers, partners, and employees. No one should take unfair advantage of another through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair dealing practice. Under no circumstance should information be obtained through theft, illegal entry,

blackmail, or electronic eavesdropping, or through employees misrepresenting their affiliation with the organization or their identity. Any proprietary or non-public information about the organization's competitors should not be used if it is suspected that such information has been obtained improperly.

9. Duty to Report Violations

Each employee, officer and director is responsible for promptly reporting to the organization any circumstances that such person believes in good faith may constitute a violation of this policy. Except as provided in the next paragraph, suspected policy violations are to be reported (including confidential and anonymous reports) to the organization's Management.

No retribution against any individual who reports violations of this Policy in good faith will be permitted. However, the reporting of a violation will not excuse the violation itself. The organization will investigate any such matter is reported and will take appropriate corrective action.

10. Violations of Policy

Violations of any of the foregoing provisions may expose the organization and the individuals involved to lawsuits and possible criminal action. Staff members who violate this policy are subject to appropriate disciplinary action, up to and including termination. The Organization's Management will review any alleged violations of this policy and determine the appropriate action to take.

Working Hours

PURPOSE

A statement of normal working hours is necessary to eliminate future questions on this subject. This policy on working hours will clearly define the working hours for the organization's departments.

POLICY:

The working hours shall be decided by the EXECUTIVE DIRECTOR in accordance with the nature of work, up to a maximum of 48 hours a week.

POLICY ADMINISTRATION:

All **AOM** staff will work from Monday to Friday, 7.15 am to 4.30 pm and Saturday from 8.00 a.m. to 1.00 p.m. Sunday is the weekly day of rest.

Holidays

PURPOSE

This policy will identify the holidays observed that will be recognized by the Organization as official holidays.

POLICY

Official holidays in will be recognized by Board of Directors for its employees.

Employees not scheduled to work on the holidays will be paid for that day.

POLICY ADMINISTRATION

The following are recognized holidays that would be acknowledged by **AOM** as official holidays.

The national days are—

- (a) Madaraka Day, to be observed on 1st June;
- (b) Mashujaa Day, to be observed on 20th October;
- (c) Jamhuri Day, to be observed on 12th December;
- (d) Any Gazetted public Holiday

Management is vested with the responsibility to determine if these holidays and special days granted by the Government should be recognized as holidays and to be granted for employees.

Disciplinary Rules and Procedures

PURPOSE

The policy on the corrective action is future oriented with emphasis on correction rather than punishment. The procedures that support this policy recognize the importance of documentation and provide support and confidence to the employee who must improve or face further disciplinary action.

POLICY

The disciplinary program has four major purposes:

- 1) to ensure that the employee knows what the problem is;
- 2) to communicate what the Supervisor's expectations are in order for the employee to correct the problem;
- 3) to provide appropriate penalties for improper work conduct; and
- 4) to provide a record of corrective action taken by Supervisors in such problem situations.

Progressive Discipline

Progressive discipline is a formal process, which includes several steps or levels of discipline, each of which provides the employee with the opportunity to correct the problem or inadequacy.

A. Preliminary Actions. Prior to moving to formal discipline, the Supervisor should do the following:

- 1) Do a thorough fact-finding which includes collection of all information and applicable records.
- 2) Hold a discussion in private with the employee. During the discussion the Supervisor should state the problem clearly and allow the employee to respond.
- 3) Follow up with the employee after the meeting and after all information have been gathered, to report the findings. If the Supervisor intends to move to formal discipline, the employee should be told at the conclusion of the follow-up meeting or as soon after as possible. It should be made clear to the employee which level or step of the discipline process is being applied.
- 4) Provide a follow up letter as soon after the meeting as possible. The letter should include the date and time of the follow-up meeting, a brief statement of the problem, the Supervisor's expectations, and the conclusion reached in the meeting. The stage of discipline must be clearly noted and a statement made that lack of improvement will result in further discipline.

B. The Steps of Progressive Discipline. There are five steps in the progressive discipline process; however, in cases of misconduct or repeated infractions, the process may be shortened and the Supervisor, in consultation with the HR & Admin Manager, may move directly to a later step in the process, including termination.

All disciplinary action should be taken within a reasonable period it is recommended that no more than two days elapse between the time the Supervisor learns or has knowledge of the offense and the action is taken.

PROCEDURE

1. Verbal Reminder

1. Supervisor contacts the HR & Admin Manager to discuss a problem that may require issuing a verbal reminder.
2. The HR & Admin Manager discusses employee behavior/problem with Supervisor. Particular attention will be given to history of the problem like review of documentation from previous discussions between Supervisor and the employee.
3. If decision between Supervisor and HR & Admin Manager is to proceed with issuing a verbal reminder, discussion and agreement is necessary regarding content and desired outcome of the verbal reminder interview.
4. Supervisor conducts verbal reminder interview with employee making sure to cover the following:
Review of the behavior/issue/ problem and previous discussion(s) in this regard.
Admittance by employee that he/she does have a problem that needs correction.
Commitment by the employee to correct his/her problem and action steps to be taken.
5. Results of interview will be discussed with HR & Admin Manager who will assist in preparing Notification of Verbal Reminder document.
6. Notification of verbal reminder is given to the employee by Supervisor following his/her signing this document. If employee refuses to sign, and content is accurate, supervisor will simply write "employee refuses to sign" and give notification to employee anyway.
7. Copies of Notification of Verbal Reminder are distributed to department file and personnel file and will remain in effect for 18 months.

2. Written Reminder

1. Supervisor or Department Manager contacts HR & Admin Manager to discuss problem that may require issuing a written reminder.
2. HR & Admin Manager discusses employee behavior /issue with Supervisor and Department Manager (department Manager must be involved at this step). Particular attention must be given to history of problem like review of documentation from previous discussions and any prior disciplinary actions that are "active."
3. If decision between HR & Admin Manager and Supervisor is to proceed with a written reminder, discussion and agreement is necessary regarding content and desired outcome of written reminder interview.
4. Supervisor conducts written reminder interview with employee making sure to cover the following:
 - Review of the behavior/issue/ problem and previous discussion(s) in this regard.
 - Admittance by employee that he/she does have a problem that needs correction.
 - Commitment by the employee to correct his/her problem and action steps to be taken.
5. Written reminder interview ends with supervisor advising employee that a written reminder letter will be given to him/her shortly.
6. Discussion notes during interview will assist in preparing the written reminder letter.

7. Written reminder letter is given to the employee who signs at the bottom acknowledging receipt of letter and contents there in. If employee refuses to sign and content is accurate, Supervisor will simply write, "Employee refuses to sign" and give notification to employee anyway.

8. Copies of letter distributed to department file and personnel file and will remain in formal record for 18 months.

3. Suspension

1. Suspension without pay will be rare. It will usually occur only in relationship to a serious misconduct issue when employee is told to leave the organization premises immediately. Examples are: Employee seen to be drinking alcohol, under the influence of alcohol or drugs, smoking in a non-smoking area, stealing, abusing superiors, and colleagues, preventing business etc.

2. In such cases as the above, the Supervisor will immediately remove the employee from the workplace and tell him/her to remain away from work until contacted by the Organization.

3. The Supervisor must note the name of any witnesses to the offence and write a complete report of the incident.

4. The Supervisor then contacts the HR & Admin Manager, meets with him/her, and fully discusses the next step.

4. Decision Making Leave

1. Supervisor or Department Manager contacts the HR & Admin Manager to discuss problem that may require issuing a decision making leave.

2. The HR & Admin Manager discusses employee behavior /issue/ problem with Supervisor and Department Manager (Department Manager must be involved at this step). Particular attention must be given to history of problem with review of documentation from previous discussions and any prior disciplinary actions that are still "active."

3. If decision between HR & Admin Manager, Supervisor, and Department Manager is to proceed with a decision-making leave, discussion and agreement is necessary regarding content and desired outcome of the decision-making leave interview.

4. Supervisor conducts decision making leave interview with employee making sure to cover the following using , Part I

Employee will take the next day off, with pay, and his/her assignment for this day is to decide whether he/she wishes to continue employment with the Organization, positively, he/she will develop a written corrective action plan and commit to meeting the plan.

5. The day after employee returns to work, however, before resuming his/her duties he/she must inform his/her decision to his/her Supervisor. Department Manager completes Part II and makes Employee sign for his commitment.

6. Supervisor will either accept a resignation or in most cases, reinforce the employee's decision to commit to certain actions. In this case, the Supervisor will inform the employee that a letter to be provided shortly documenting what led to the decision making leave and confirming the Employee's decision to continue employment.

7. Results of the employee interviews in steps 4 and 6 above discussed with the HR & Admin Manager who will then assist in preparing decision-making leave letter. Decision-making leave letter given to employee and is asked to sign acknowledgment at the bottom of the original. A copy of the same will be given for his/her retention. If employee refuses to sign acknowledgment and letter content is accurate, Supervisor will simply write, "Employee refuses to sign" and give letter to employee anyway.

(Note: Refusing to sign acknowledgment would be very rare. If this does occur, discussions regarding immediate termination of employee should take place).

Copies of decision-making leave form distributed to department file and personnel file.

5. Discharge or Termination

Discharging/ termination of an employee, who has been under disciplinary process represents a failure of the process to restore the employee's conduct to an acceptable level. This is the culmination of the progressive discipline process or the penalty for a very serious offense. All discharges must be first confirmed and approved by the Department Manager and then forwarded to HR & Admin Manager for action.

A recommendation to discharge following the failure of the corrective action disciplinary process must be thoroughly documented. HR & Admin Manager advises the concerned Supervisor and Department Manager whether documentation is sufficient to support a discharge. The HR & Admin Manager will further review this before an action is taken. (See *End of Service Benefits*)

HR & Admin Manager should conduct a *pre-termination* hearing. The purpose of the hearing is to review with the employee's supervisor and the employee, the past record and any new circumstances leading to the Supervisor's request to terminate. (See *End of Service Benefits*)

OTHER DISCIPLINARY RULES AND CONDITIONS:

1. An employee who violates or fail to perform his/her duties or associates with any other Organization, individual or business contrary to organizational policies, values and intents or fails to carryout instructions from superiors will be punished based on steps mentioned previously.
2. The EXECUTIVE DIRECTOR in the event where the employee is in preventive custody for a period exceeding 15 days, may deduct this period from his/her annual leave if he/she still has balance thereof that allows such measure. If the imprisonment exceeds this period, the employee shall be suspended and payment of his/her salary shall be suspended throughout the imprisonment period or he/she shall be terminated.
3. If he/she is convicted of a crime involving moral depravity or breach of trust and he/she was suspended, he/she may be dismissed with effect from the date of his suspension and shall be deprived of his/her end of service benefits.
4. The EXECUTIVE DIRECTOR or his delegate may suspend an employee in favor of the investigation carried out by the Organization and cease to pay his/her salary or part thereof. If it is established that he/she assumes no liability or if he/she is punished with a penalty less severe than termination, then amount of salary whose payment was suspended shall be returned to him/her. If the penalty is termination, termination shall be deemed to have taken effect from the date if suspension.
5. The EXECUTIVE DIRECTOR may suspend an employee as a preventive measure pending an investigation by the law enforcement authorities. In the event of this, payment of his/her salary or part thereto shall be suspended during the period of suspension and the unpaid amount of his/her salary shall not be returned to him/her even if the law enforcement authorities decided not to produce him/her for trail or acquits him/her.
6. An employee can be referred to investigation by a resolution of the EXECUTIVE DIRECTOR within 2 weeks from the date of occurrence of the violation or acquaintance therewith.
7. The EXECUTIVE DIRECTOR can initiate or force disciplinary action.
8. The common disciplinary penalties that may be imposed on the personnel are:
 - a. Drawing his/her attention - Warnings (Step 1)
 - b. Deduction from the pay for a period of no more than 5 days
 - c. Suspension without pay for a period of no more than 10 days
 - d. Final Dismissal warning
 - e. Dismissal with payment of compensation or deprivation of end of service benefits
9. With the exception of drawing the employee's attention, no disciplinary penalty may be imposed on him/her without giving an opportunity to him/her to explain.
10. Disciplinary action or penalty may be imposed in absentia, if the employee fails to attend or cooperate with the investigation or appear to explain despite being notified of the date for the said investigation.
11. It is not permissible to impose more than one penalty per violation, nor is it permissible to take disciplinary action for a violation he/she committed and that was established more than 15 days by virtue of the investigation memorandum.
12. An employee may not be punished for an act that he/she commits outside work place unless such an act is directly related to work or the Organization.
13. No more than 5 day's pay in a month may be deducted from employee's salary as penalty resulting from a disciplinary action.
14. An employee should be notified of the disciplinary resolution issued against him/her. Affixing the disciplinary resolution on the notice board for a period of one week shall be deemed a notification that shall produce all the legal effects.
15. An employee who is served with a dismissal notice based on disciplinary action may appeal before the Complaints Committee through a memo within 7 days of receipt of the dismissal notice. Complaints Committee should make a decision on the complaint within 15 days. The decision of the Complaints Committee will be final and it will be implemented after getting EXECUTIVE DIRECTOR's approval.
16. The EXECUTIVE DIRECTOR will form a committee of minimum three members to handle Complaints (different from Grievance handling).
17. As an exception to the above committee and articles mentioned under penalty bylaws, as per EXECUTIVE DIRECTOR's request, Board can issue a resolution to form a committee that will investigate and propose appropriate penalties for violations attributed to positions of Directors and above. The grade of employees in this committee should be higher or equal but never be lower than the grade of the employee to be investigated. As part of investigation, this committee can avail opinion or evidence from anyone it deems appropriate other than its own members. Committee will submit its report to EXECUTIVE DIRECTOR (if the employee under investigation is not the EXECUTIVE DIRECTOR). The EXECUTIVE DIRECTOR will discuss the report in the Board meeting and the decision on Board of Directors will be final.

18. The EXECUTIVE DIRECTOR may on the proposal of the investigating authority, suspend the employee, if he/she deems that it is in the interest of the investigation.
19. The EXECUTIVE DIRECTOR may, in the event where the employee is in preventive custody for a period of no more than 15 days, deduct this period from his/her annual leave if he/she has a balance.
20. If the imprisonment exceeds this period, the employee may be suspended and payment of his/her salary be suspended throughout the imprisonment period or shall be dismissed. If he/she is convicted of a crime involving morality or breach of trust and suspended, he/she shall be dismissed with effect from the date of his suspension and shall be deprived of the end of service benefits.

An employee may be dismissed without warning and without end of service benefits in the following events:

1. If his/her action results in severe loss for the organization
2. If he/she repeats the same offence, with the exclusion of the events required by the safety of the workers and the safety of work, where repetition is not specified as a condition.
3. If he/she did not report to work without a valid reason for more than 7 consecutive days.
4. If he/she is convicted of a crime involving morality, breach of trust or child rights violation/abuse.
5. If he/she commits an act contrary to the acceptable standards of behavior at the workplace.
6. If he/she assaults or insults one of his/her colleagues or another employee or his representative during work or by reason thereof.
7. If he/she fails or is negligent in performing any of his job responsibilities as mentioned in his job description or employment contract or the provisions of Kenyan employment Labor Law or engages in gross professional misconduct.
8. If it is proved that the employee has committed an act of fraud to get the job in the organization.
9. Non-compliance with the non-disclosure policy.
10. If he/she commits an act contrary to natural law

With the exclusion of termination, disciplinary action can be taken against those who commit the following:

1. If he/she does not observe the provisions of the bylaws, and instructions from his superiors.
2. Violation of working hours and attendance policy
3. Performing any act that might interrupt the normal functioning of the organization.
4. Negligence or poor performance
5. Submitting false or fabricated reports or provide false information
6. Negligence or failure in collecting funds or amounts due to the organization
7. Causing damage to the tools of work or organization assets. In such event, the employee shall bear the cost of the damaged material or that of repairing the same.
8. Committing a traffic contravention that did not result in an accident.

The EXECUTIVE DIRECTOR may on the proposal of the investigating authority, suspend the employee, if he/she deems that it is in the interest of the investigation.

IMPORTANT

Total amount of penalties shall be collated in a special fund and can utilize for spending on social, cultural events and health matters of employees. All such spending requires prior approval from the EXECUTIVE DIRECTOR

Grievance Procedures

PURPOSE

The purpose of this procedure provides a comprehensive 5-step process to resolve employee grievances, preferably at step 1 between the employee and the Supervisor who are next to the issue of concern.

PROCEDURES

Step 1: requires a discussion of the issue between employee and his/her Supervisor. Most issues should be resolved at this first step level.

Step 2: If issue is not resolved at first step employee has the right to ask for grievance review by the next High Ranking Manager or by an HR Hearing Officer. This should take place within 3 days of Step 1.

Step 3: Grievance Resolution Form

If problem not resolved by Next High Ranking Manager or HR Hearing Officer, grievance to be reviewed by HR & Admin Manager

Step 4: Grievance Resolution Form

If the problem is not resolved at this step, employee can approach HR & Admin Manager will arrange a meeting with a Third Independent party and the employee.

Step 5: Grievance Resolution Form

Prior to the meeting, The Third Independent party will meet with HR & Admin Manager to get an update of the problem.

Then the EXECUTIVE DIRECTOR will meet the employee and try to find an amicable solution.

Decision of EXECUTIVE DIRECTOR is final with is no further appeal procedure. If the employee expresses his /her dissatisfaction with the decision, of EXECUTIVE DIRECTOR either disciplinary action will be considered by the organization or the employee will submit his/her resignation.

Smoke & Drug Free Workplace

PURPOSE

The use of illegal substances or smoking is harmful to the individual and creates potentially dangerous situations to the employee and co-workers; judgment and physical ability to work safely are seriously impaired. Accordingly, this policy is established to provide a smoke & drug free workplace.

POLICY

AOM premises and its employees will be free of all illegal drugs, alcohol or smoking and any other substance, which may endanger or cause danger to anyone within its premises; premises will mean all property, buildings, vehicles owned or leased by **AOM**.

POLICY ADMINISTRATION

1. Anyone seen to be using or observed to be smoking or under the influence of drugs or alcohol should be immediately reported to Supervisor and to the HR & Admin Manager. If substantiated, immediate termination of employment will result.

2. All **AOM**'s premises including stores and vehicles are designated as "Non smoking"

3. Any employee found smoking inside the offices or the garages, stores, and vehicles will be terminated immediately.

4. Any employee found smoking within the Administration Buildings will receive warning letter for each instances up to 2 times; same offence repeated 3rd time, employee will be terminated. .

Dress Code

All employees should maintain the following dress code:

1) All employees should be dressed conservatively, provided it does not present health and safety hazard.

2) Jeans and other casual wear are not permitted on week days.

3) All female employees should avoid heavy make- up.

4) Male employees should wear formal or semi formal attire or shirt with collar and tie.

Other support staff e.g. cleaning, cooks, grounds men, security guards, gardeners should refer to their Supervisors for their work dress.

The HR & Admin Manager will handle these issues.

Non-adherence with the dress code will affect the employee's performance appraisal report.

Work Related Travel

PURPOSE

Organizational travel policies and procedures can save money, as well as save confusion regarding work travel and associated expenses.

The procedures developed in the organization travel policy should streamline the process of work travel.

Employees are able to work, within reasonable costs and expectations, will ultimately benefit the

Organization.

POLICY

AOM shall pay all fees and costs required for the participation of the delegate and shall pay the allocations from the date of departure from the office (with exceptions mentioned). In addition, those days involved in work travel will be paid.

The payment is to cover expenses including hotel, local transportation, meals and work related telephone calls.

Notification of Family in Case of Serious Illness, Injury or Death of Employee while at Work

PURPOSE

If an employee dies while at work, it is essential, that family notification is handled promptly and with appropriate sensitivity. This procedure specifies responsibility for this communication.

PROCEDURES

Upon notification of an employee's death at work, the Department Manager will immediately arrange a meeting with the employee's Supervisor, HR & Admin Manager and his/her Assistant and Co-worker (if appropriate) to determine details.

If the death is work related, a preliminary investigation must be undertaken immediately and all requirements as per the Kenyan Labour Law should be initiated.

The treating Doctor and HR & Admin Manager will contact the family personally either in the hospital or at the police station.

The HR & Admin Manager and the Supervisor should contact the spouse once or twice following settlement of all benefits issues to determine if any other service or help can be provided.

Work Place HIV/AIDS Policy

PURPOSE

The purpose of the HIV/AIDS policy is to ensure a consistent and equitable approach to the prevention of HIV/AIDS among employees and their families, and to the management of the consequences of HIV/AIDS, including the care and support of employees living with HIV/AIDS and to reassure employees that HIV is not spread through casual contact during normal work practices and to reduce unrealistic fears about contracting an HIV related condition. This policy also protects the legal right to work of employees who are diagnosed with an HIV related condition and provides guidelines for situations where infection with HIV is suspected. Our policy is to encourage sensitivity to and understanding for employees and beneficiaries affected HIV.

POLICY

Overall Position

Acres of Mercy does not discriminate or tolerate discrimination against employees or job applicants on any grounds, including HIV status. While the organization recognizes that there are circumstances unique to HIV infection, this policy rests on the principle that HIV infection and AIDS should be treated like any other serious condition or illness that may affect employees. It takes into account the fact that employees with HIV may live full and active lives for a number of years. The organization's commitment to maintaining a safe and healthy work environment for all employees is based on the recognition that HIV is not transmitted by casual contact.

Screening & Testing Policy

The organization will maintain and enforce legal, acceptable and recognized occupational health safety precautions to minimize the risk of workplace exposure to HIV.

The organization will encourage voluntary screening and testing for all employees and where needed recommend Diagnose Test Counsel interventions or Organization Initiated Testing and Counseling. The organization will apply relevant national policy guidelines and strategies on screening, testing and well being of its employees as well as members of the public.

Stigmatization- Employees shall not be found to stigmatize and/or discriminate against anyone working in or with the organization including beneficiaries those who are or who are suspected of being HIV positive. This will lead to termination

Benefits & provisions- Employees living with HIV will receive the same type, level and form of benefits as other employees with serious illnesses.

Raising Awareness

The organization will organize and or sponsor attending of various workshops, seminars and events to educate and raise awareness about HIV/AIDS. New members including paid staff, volunteers and board members will be made aware during their orientation or induction trainings.

Workplace Prevention

HIV prevention is the responsibility of all employees including EXECUTIVE DIRECTOR, Board Members, Heads of Department and Supervisors.

The organization shall be responsible for providing all employees with timely, accurate, clear and adequate information about HIV prevention, support services, treatment options and changes in the organization's prevention activities in accordance with specific gender needs.

The following HIV prevention components will be available to employees:-

Appropriate first aid in the event of accidents

Providing adequate Information, Education & Communication materials

Practical support for behavior change

Participatory education classes including risk assessment and life skills

Confidentiality

The organization will not ask staff to declare their HIV status unless their role increases risk. However the organization will offer counseling and treatment support for those who have chosen to declare their status.

Treatment, Care & Support

The organization will facilitate and provide access to ARVs and ensure a peer psychosocial staff support group to ensure adherence and that staff keep taking their medication, are feeding well and practicing healthy living habits. The organization will also provide counseling and pastoral care for those living with HIV/AIDS and their families.

Reasonable Accommodation

The organization will take measures to reduce the burden of HIV/AIDS on staff and their families including such measures as:

Involving staff on part time role

Reassigning to new role

Having appropriate leave policies

END

Approved: ____ Board ____ Date: ____ 2012 ____

Revised: ____ Jimmy Oluoch_(ED) _ Date: ____ July 31st 2014 ____

Revised: ____ Jimmy Oluoch_(ED) _ Date: ____ February 17th 2015 ____