

**ORGANISATION FOR COMMUNITY SOCIAL SUPPORT AND
RESEARCH IN DEVELOPMENT (OCSSRD)**



OCSSRD
Saving Communities

HUMAN RESOURCE POLICY
JANUARY 2023

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BOARD CHAIRPERSON

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BOARD SECRETARY/ EXECUTIVE DIRECTOR

30.01.2023

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SECTION ONE: INTRODUCTION

Background

OCSSRD is a registered community based organization (CBO) in Lyantonde District. We formed this organization in March 2021 with the aim of supporting rural communities using research-based approaches to enable full realization of their potential and participation in decision-making processes that impact their socio-economic empowerment. Over the last two years, we have supported schools, community groups and teenage mothers of Lyantonde district and the neighboring districts supplementing on government programs. OCSSRD is Implementing 4 main programs as follows;

1. Gender, Equality and Economic Justice Program
2. Community Health Program
3. Ecosystem and Livelihood Program
4. Education and Research Program

OCSSRD's Vision

To promote gender equality, social protection and community transformation in a just and healthy society.

Mission

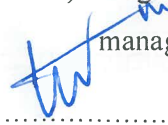
To strengthen communities through research and innovations for sustainable development.

Introduction to this Policy

The purpose of this HRP is to outline OCSSRD's policies regarding human resource management. It contains regulations, terms and conditions of entry to, service in and exit of OCSSRD. They shall, however, be subject to amendment by the BOD as and when the times may warrant.

Objectives of the HRP

- a) To guide the organization in its decisions as regards human resources (personnel), management policies, procedures and practices.


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- b) To inform the management and staff of the organization's human resource management policies, procedures and practices.
- c) To ensure consistent and fair application of human resource policies, practices and procedures and thus consistency of management decisions.

In the context of this HRP, the following definitions shall apply.


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APPOINTMENT:

INCREMENT:

BOARD OF DIRECTORS
(BoD):

means the formal engagement of an employee in the service of OCSSRD, in accordance with the regulations, terms and conditions herein.

EXECUTIVE DIRECTOR:

means the highest governing committee in OCSSRD responsible for formulating and supervising policy and program implementation.

PROGRAMME DIRECTOR:

CHILD:

means the Chief Accounting Officer of the organization means the Head of Programs

means employee's biological or legally adopted child under 18 years of age and officially registered with OCSSRD.

CONTRACT OF
EMPLOYMENT:

means employment in the service of OCSSRD for a specified or prescribed period between an employee and the organization. A contract of employment applies to a full time employee who is entitled to employment benefits, and gives OCSSRD complete supervisory powers over that employee.

TEMPORARY APPOINTMENT:

means hiring a person on temporary basis including consultants, intern, volunteers who are not classified as OCSSRD employees and do not receive any employment benefits. Temporary appointments are written for a specific period of time to perform a specific task(s). Under the temporary engagement the consultant may not be under the direct supervision of OCSSRD.

EMPLOYEE:

IMMEDIATE FAMILY:

means a person employed by OCSSRD for a defined period of time, is paid a salary through the payroll

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system, works at least 40 hours a week and has a current running employment contract.

means one legally recognized spouse and not more than four (4) children of an employee, but

TERMINATION:

RESIGNATION:

DISMISSAL:

subject to the definition of child in this HRP.

The person or persons most closely related by blood to the employee entitled to the wages and any other remuneration due to the employee at the date of death and registered with OCSSRD.

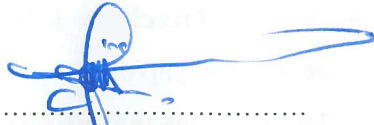
means increase in remuneration given to an employee.

means discharge of an employee or any person hired on temporary terms from employment at the initiative of the employer for justifiable reasons before expiry of the contract.

means a voluntary termination of an employment contract or service at the initiative of an employee or any person hired on temporary terms.

means the discharge of an employee from employment at the initiative of the employer when the said employee has committed a verifiable offence.


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SECTION TWO: RECRUITMENT AND SELECTION

2.1 External Recruitment

- a) Recruitment into the organization shall arise out of the need for filling a given job position/vacancy so as to contribute to the realization of the objectives of OCSSRD.
- b) The duties and responsibilities attached to the position, qualification, experience, etc shall be specified.
- c) It is prudent that a job vacancy be advertised to tap skills from a wide environment. The Management shall determine the form of advertisement and recruitment provided that senior staff shall be recruited by BoD.
- d) All persons shall express their intention for service at OCSSRD through a written application. This nonetheless may not apply to casual workers, emergency filling up positions e.g. on abrupt exit of an employee and short-term assignments.
- e) All persons willing to work for OCSSRD shall appear for an interview or interviews or any other entry test(s) to verify one's competency and eventual selection for the job position in question.
- f) Though OCSSRD does not discriminate against men and women, preference for service shall be given to a woman in cases where both have similar competencies.

2.2 Internal Recruitment

- a) When a position falls vacant, management shall advise the BOD on internal promotion or movement of an employee to that position if the employee shows willingness to serve in the said position, has experience, qualification and competence to deliver.
- b) In case of 2.2 (a) above, the conditions in 2.1 (d) (e) and (f) shall apply. In cases where both male and female employees have the same competencies, management shall use their judgment to select the best person for the position.

- 2.3 a) The BOD shall receive satisfactory testimonies about the candidate(s) for employment from past/current employer and/or other competent referees
- b) The successful and unsuccessful job candidate(s) shall in writing be notified by BOD or management as the case may be, as soon as possible.


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- c) A copy of regulations, terms and conditions, duties and responsibilities etc shall be availed to the successful job candidate.

2.4 Acceptance of Job Position

- a) A job candidate shall accept service at OCSSRD by signing on the same job offer letter.
- b) The employer shall request for a medical examination of the job candidate but exclude HIV/AIDS testing. The medical examination shall be conducted by a registered medical practitioner suggested by OCSSRD who shall submit a confidential medical summary report to the OCSSRD Executive Director for consideration.

2.5 Placement

- a) Upon appointment of an employee, she/he shall receive an appointment letter. In addition to the letter, the employee shall receive an employment contract that stipulates remuneration, benefits and any other information relevant to the employee; a job description.


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b) Each new employee must provide OCSSRD with the following:

- Two size passport photos
- Valid permit of entry for non Ugandans
- NSSF Number (or application if the employee does not have a number)
- TIN number
- A filled Personal Bio data record form
- Police report / Certificate of good conduct
- LC letter
- A map to their residence
- A signed consent form which allows the employer to do a background research on the employee

c) The confirmation of an employee for service by an employer in 2.1 a) and b) above is subject to satisfactory performance of the employer upon completion of the probation period.

2.5.1 Induction

- a) The objective of induction is to help the new employee to adjust to his/her job as quickly as possible so as to become an integrated and productive member of staff. An appropriate induction programme shall be organized by the employee's immediate supervisor in collaboration with the Executive Director.
- b) The induction will include orientation on the organization's vision, mission, values, achievements, structure, policies, new initiatives, culture, roles and responsibilities.

2.5.2 Probation

- a) Every staff at OCSSRD shall serve probation of six (6) months PROVIDED that for a one year contract the probation shall be for 3 months. At the end of the probation period, an appraisal shall be done by the immediate supervisor and / or Management Team and brought to the attention of the BOD for his/her confirmation for employment or extension of the probation period not exceeding three (3) months or termination or otherwise.

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- b) If after one month from the end of probation period an employee has not got any communication from management on his/her performance, she/he will automatically be confirmed by law. Such an employee will also be entitled to the benefits and privileges that accrue to a position of a OCSSRD member of staff.
- c) On completion of probation a written confirmation or termination letter shall be issued by OCSSRD to an employee. The employee shall receive salary during the probation period that the job position attracts.
- d) During the probation period, a 2 years contract of employment may be terminated by either party giving to the other thirty (30) days notice or payment of thirty days wage in lieu of notice.
- e) Where an employee has been employed for one year, the employer shall give 14 days notice or payment of 14 days wage in lieu of notice.

2.5.3 Hours of work

- a) The official work days will be from Monday to Friday. Office hours are from 8.00am to 5.00pm, with a lunch break of one (1) hour from 1.00pm — 2.00pm. However all staff may be required to work beyond official hours whenever the need arises.
- b) Every employee at the secretariat is required to sign in the Registration Book on arrival, and out when going out of office or on departure. Failure to follow this procedure will be deemed as an act of indiscipline and constitutes grounds for disciplinary action.

2.5.4 Absenteeism

- a) Absence from work without authorization from supervisor and / or the Executive Director will be viewed as a case of indiscipline and breach of contract
- b) Any employee that is unable to report for duty due to sickness and/or any other justified reason, shall inform his/her immediate supervisor and the Executive Director by 10.00am of that day. Provided that on reporting back to work he/she shall fill the appropriate leave form.


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- c) Where an employee is unable to work for more than one day they shall in writing request the ED for days off work which shall be subtracted from their annual leave. In case of sickness, the employee shall request for sick leave in writing with medical evidence from a certified clinic if it is more than one day.
- d) Absenteeism other than as spelt out in 2.5 a) and b) by an employee and not following the stipulated procedure shall be a case of indiscipline and therefore for disciplinary action.
- e) An employee carrying out field activities for more than two days upon return will be granted one day of rest after notifying the immediate supervisor and the Executive Director in writing.

2.6 Temporary Appointment

- a) A person engaged on temporary appointment shall enjoy such terms and conditions of service as specified in a letter of appointment. Temporary employment shall be for a period of six (6) months.

2.6.1 Acting Appointment

- a) Acting appointment shall be where an employee is appointed to act in a senior position or an office higher than his/her substantive position.
- b) The authority for Acting Appointments shall be approved by the Executive Director and the Chairperson in the case of the Executive Director
- c) An employee in acting position shall receive a letter to this effect and be entitled to all privileges attached to the position in which she/he is acting and an Acting Allowance shall be as provided for in Schedule 4 PROVIDED that the employee has been acting for a period of more than 30 days.

2.6.2 Special Duty Appointment

- a) Special Duty Appointment shall mean where a member of staff is officially required to take on additional duties and responsibilities for such reasons as failure of the substantive holder to perform his/her duties for any reason or when re- organization/structural changes entail the performance of extra duties.
- b) The authority for special Duty Appointment is subjected to 2.6.1 (b) and c) above.

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2.7 Remuneration

- a) The salary scale of OCSSRD is based on qualification, experience and responsibilities of the job.
- b) An annual percentage salary increase approved by the BOD shall be paid to staff and shall depend on; Inflation, Market trends and Performance of the organization.

2.8 Performance Appraisal

- a) Appraisal reports shall constitute evaluation of the employee and the position on which she/he is performing and this shall be done after an employee has served their probation period and subsequently annually at the end of the year based on prescribed targets. All appraisals shall be confidential.
- b) Based on an appraisal instrument the appraisal report shall be compiled by the supervisee discussed with the supervisor followed by a management meeting to discuss with the supervisee and BOD in the case of the Executive Director.

2.9 Promotion

- a) Promotion shall mean an employee going a step higher than her/his position, greater responsibility, higher status and remuneration and all other benefits that accrue to a given position.
- b) In instances where members of OCSSRD staff are of a similar caliber, seniority determined by the first date of entry into OCSSRD service shall take precedence.
- c) In the event of a position for promotion, OCSSRD staff shall take the first priority, subject to 2.1 (e) and (f).


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SECTION THREE: HUMAN RESOURCE DEVELOPMENT AND TRAINING

3.1 Staff Development

- a) For purposes of encouraging and/or facilitating OCSSRD staff to enrich their abilities and capabilities so that individuals are abreast with current job- related and relevant competencies to deliver effectively and efficiently in their work, training shall be an integral part of OCSSRD's HRP. However employees will take on training opportunities after 1 year of employment by OCSSRD as it is assumed that on entry one has the basic skills to carry out their work except where enhancement of immediate performance is a necessity.
- b) 3.1 (a) above shall be subject to availability of training opportunities and funds and smooth continuity of OCSSRD activities as the staff member in question undertakes training.
- c) Selection for training may be determined by an individual staff member that feels inadequacy in his/her competencies and the immediate supervisor but shall be subject to agreement with the Executive Director or Chairperson in the case of the Executive Director.
- d) Any employee sponsored by OCSSRD for training shall continue to draw his/her basic remuneration.
- e) In case an employee does not attend a training paid for by OCSSRD due to negligence or refusal, they shall compensate the organization with a sum of money that covers the financial cost and inconvenience incurred by the organization.
- f) Any employee who finds himself/herself sponsorship for training and such training is within the interest of OCSSRD may be facilitated by OCSSRD to take the opportunity.
- g) In case an employee does not attend a training paid for by OCSSRD due to negligence or refusal, they shall compensate the organization with a sum of money that covers the financial cost and inconvenience incurred by the organization.
- h) Staff shall not be expected to pursue private studies at the expense of the organization's quality of work. Staff may however be engaged in studies after office hours as long as it does not cost the organization.
- i) Training shall take the form of internal training, on-job training, professional courses, distance learning and part - time training, seminars and workshops, study tours etc.

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- j) Whereas the organization encourages its entire staff to take initiative and undertake study of their own, the organization does not guarantee financial support or otherwise to all efforts staff may initiate on their own to develop themselves and improve on their skills.
- k) It is a requirement for every staff member intending to undertake study or training activity, the performance of which may at one time or the other involve absence from duty and or disruption of normal work schedules to first discuss the matter with his/her immediate supervisor and the Executive Director and obtain their consent. The main purpose of this discussion will be to work out in advance ways of avoiding excessive disruption to the normal Workplan.

3.2 Reporting after attending Training

- a) Any staff that attends a seminar, short or long course training organized or any way facilitated by the organization will submit a report on the training covering:
- A summary of the content of the training
 - The relevance of the training to the work of the organization or the personal development needs of the staff
 - How they intend apply what they have learnt

Such reports will be submitted to the immediate Supervisor and copied to the Executive Director.

3.3 Bonding

- a) To guarantee an employee's job on return from any training, an employee shall agree and sign a bonding form. The bonding period shall be as follows: ° Where the organization has paid \$500 — 3 months, ° \$ 1000 — I year ° Between \$1000 to \$ 5000 —2 years ° Beyond \$5000 —3 years
- b) The period of bonding shall be agreed upon by the employee in question and the employer; however, the determination of this period is at the reasonable discretion of the employer.
- c) In the event of non-compliance to the bonding agreement the employee shall refund all the monies expended on him/her in pursuance of the training, with bank interest reduced by the period served at OCSSRD after returning from training.

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SECTION FOUR: LEAVE

4.1 Annual Leave

- a) All full-time employees at OCSSRD are entitled to 21 working days annual leave within every programme year and leave shall not be accrued from year to year.
- b) Where an employee begins work after the start of a programme year, his [her annual leave days will be calculated on a prorata basis.
- c) At the start of each programme year, all staff entitled to annual leave shall indicate to the Executive Director when they wish to take leave. The programme year (i.e. January to December) shall be the basis for calculation of annual leave.
- d) All fulltime staff of OCSSRD will be entitled to an annual leave allowance equivalent to one month's net salary provided that the allowance shall be pro-rated where an employee's leave is calculated on pro-rata basis.
- e) Part-time/temporary staff members, volunteers and interns are not entitled to annual leave.
- f) In a situation of necessity/demand, the employer reserves the right to recall an employee from Leave notwithstanding that the employees leave has not yet expired.
- g) In 4.1 (f) above an employee shall be compensated by the employer by either transferring the remaining leave days to next year, or postponing the annual leave. The form of compensation will be agreed by the two parties.

4.2 Sick Leave

- a) In case of a minor illness, an employee may take up to six working days of sick leave on full pay during each calendar year. These will not be accumulated from one year to another.
- b) Where an employee on any working day cannot attend to his/her work due to illness or injury, the employee must notify his or her supervisor and the Executive Director by 10:00 am. Within one day of returning to work, the employee must complete a Leave Form (Schedule 1) and pass it to their supervisor and Executive Director for approval, and it will later be filed.
- c) For prolonged sickness an employee who is incapable of work because of sickness shall be entitled to one month's paid sick leave.

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- d) If an employee is off duty for more than five days working days as a result of sickness / injury, the sick leave request must be supported by a letter from a registered medical practitioner acceptable to the employer.
- e) Upon an employee remaining sick after the period in c) above, she/he shall be granted three (3) more months of leave with half pay.
- f) The employee specified in (c) above shall continue to be entitled to other benefits including medical insurance cover and workman compensation insurance cover until the end of the third month.
- g) After the period specified in (O above, the organization shall pay the employee an equivalent of 3 months salary and terminate the services of such a member of staff and replace him/her PROVIDED that the employee shall in writing agree to the need for him/her to be replaced.

4.3 Maternity/Paternity Leave

- a) All female staff members shall be entitled to 60 working days of maternity leave with full pay.
- b) Any male staff member shall be entitled to 5 working days for paternity leave with full pay when an officially recognized wife registered with OCSSRD gives birth.
- c) A female staff member may request for additional time in respect of 4.3 (a) above with half pay if a registered medical practitioner recommends such time for the medical condition of the mother and/or the child.

4.4 Compassionate Leave

- a) Compassionate leave of up to 5 days per year with full pay shall be granted to an employee in cases of sickness, hospitalization or death of a member of immediate family or parents.
- b) Approval of compassionate leave shall be by the Executive Director or Chairperson in the case of Executive Director
- c) Leave of absence for a few hours (1- 2 hours) on any official working day may be granted to an employee to attend to light personal issues/concerns by the Executive Director.

4.6 Study Leave

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- a) A member of staff who wishes to improve on his/her career through further studies while still working at OCSSRD, shall submit a letter of intention to start studying.
- b) The study allowed will only be evening, long distance and part time course not full time courses
- c) Notwithstanding 4.6 (b), full time courses should not exceed 5 weeks and can only be taken in one year.
- d) Any fulltime course exceeding 5 weeks will only be allowed in special circumstances and the employee will get paid half salary. This permission will be granted by the BOD on the recommendation of the Executive Director.

4.7 Procedure for taking Leave

- a) Employees wishing to take leave shall apply for the leave using the Leave Form (Schedule I) with supporting documents where necessary.
- b) When applying for Annual leave, notice of a minimum of two weeks in writing is required. Failure to abide by this notice period can be a legitimate reason for refusal to grant annual leave on the desired dates.
- c) No staff shall take leave unless granted by the Executive Director or the BOD in the case of the Executive Director.

SECTION FIVE: ALLOWANCES

5.1 Leave Allowance

- a) All staff proceeding on approved annual leave shall be paid a leave allowance as per 4.1 (d).
- b) Staff travelling out of station on approved official duty both within and outside the country shall be paid an allowance per day spent away from their normal duty work stations. Furthermore staff on such official duty will be paid a daily subsistence allowance to cater for their accommodation and meals.
- c) Staff who contribute to the preparations of any organization activity will be paid a modest allowance

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- d) Staff who work on weekends will be reimbursed for transport and lunch expenses. However weekend work must be approved by the Executive Director beforehand.
- e) Transport allowances shall be paid to staff traveling on duty without official means of transport at the official public rate.
- f) Staff who make use of their vehicles in the course of carrying out official work shall be given fuel. Use of a private vehicle by an employee shall only be approved by the Executive Director.
- g) Other allowances may be introduced from time to time as may be deemed necessary but must be approved by the BoD.

5.3 Rules relating to Allowances

- a) All allowance rates spelt out in Schedule 4 are subject to change from time to time and shall be approved by the BOD on recommendation of the Executive Director. The rates shall be guided by the prevailing cost of living and or standard practice in the industry. However payment of allowances is dependent on availability of funds. b) The above allowances shall also apply to members of the BOD and other OCSSRD members when on official assignments of the organization
- c) Claims for allowances shall not be extended into the following financial year except with the express approval of Management or the BOD.
- d) No employee shall be allowed to claim the same allowance from more than one source for the same activity. And no employee shall benefit twice for the same activity such as claiming transport allowance when he/she is actually provided with physical transport while on official duty. If this occurs the staff shall refund the money so earned and be liable to disciplinary action.

5.5 Staff Fund

- a) A staff fund to which each employee is required to make a monthly contribution shall be maintained PROVIDED that each employee shall contribute a minimum of 5% of their gross salary per month.
- b) The Management Team shall develop guidelines to regulate use of the fund

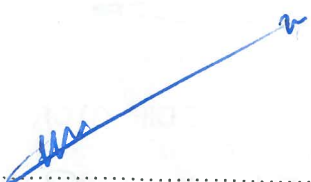
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- c) Upon termination or resignation or dismissal from employment, the employee shall be entitled to receive all their savings.

OCSRPD POLICY


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SECTION SIX: DISCIPLINE

6.1 Offences and Penalties

a) Offences

Any misconduct, negligence, willful disregard of instruction/insubordination, absenteeism, sexual harassment, criminal offence, other action which is prejudicial to the efficient conduct of the operations of the organization or tends to bring the organization into disrepute, shall constitute an offence and shall render the offending employee liable to disciplinary action.

b) Guidelines to Implementing the Code of Discipline

No.	Offence	Action
1	Conviction on Criminal charge of theft, sexual harassment, Malicious damage to the organization property Dishonesty, forgery or uttering forged or false documents	Fair hearing and Instant dismissal once found guilty or pleads guilty
2	Refusal or negligence to perform normal duties	1 Offence — written warning 2 nd Offence — suspension 3 rd Offence — Fair hearing and termination once found guilty or pleads guilty
3	Any act or omission that result in the organization spending high costs	Fair hearing and Instant dismissal once found guilty or pleads guilty


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4	Refusal or negligence to obey lawful orders	1 st Offence — written warning 2 nd Offence — suspension 3 rd Offence — Fair hearing and termination once found guilty or pleads guilty
5	Absence from duty without permission or reasonable cause	1 Offence — written warning 2 nd Offence — suspension 3 rd Offence — Fair hearing and termination once found guilty or pleads guilty
6	Persistent unacceptable performance	1 Offence — written warning 2 nd Offence — suspension 3 rd Offence — Fair hearing and

The following guidelines summarize some of the disciplinary procedures and actions that may be undertaken against an employee who commits any of the offences mentioned:

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13	Continuously Reporting to duty late	1 Offence — Verbal warning 2 nd Offence — written warning 3 rd Offence — Fair hearing and suspension once found guilty or pleads guilty 4 th Offence — Termination
14	Extended Absenteeism from work without permission or reasonable cause	Fair hearing and Instant Dismissal
15	Use of abusive language / insubordination	1 st Offence — written warning 2 nd Offence — Fair hearing and suspension once found guilty or pleads guilty 3 rd Offence — termination
16	Smoking, use of alcohol and drugs during working hours	1 st Offence — written warning 2 nd Offence — Fair hearing and suspension once found guilty or pleads

	guilty 3 rd Offence — Termination
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6.2 Procedures for Handling Offences

- a) Where an employee commits any offence which warrants suspension or dismissal/termination, the employee shall receive a 48 hours notice in writing informing him/her of a disciplinary hearing where he/she will have an opportunity to defend himself/herself before the disciplinary committee comprising of the representative of the

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		termination once found guilty or pleads guilty
7	Unauthorized disclosure of information	1 Offence — written warning 2 nd Offence — suspension 3 rd Offence — Fair hearing and termination once found guilty or pleads guilty
8	Offering or acceptance of bribes or the purpose of carrying out a favour	1 st Offence — written warning 2 nd Offence — Fair hearing and termination once found guilty or pleads guilty
9	Collect money from the public other than in the course of official duties without written permission from ED	Fair hearing and Instant dismissal once found guilty or pleads guilty
10	Misconduct of negligence	1 st Offence — written warning 2 nd Offence — Fair hearing and suspension once found guilty or pleads guilty 3 rd Offence — termination
11	Gross misconduct or negligence	Fair hearing and Instant dismissal once found guilty or pleads guilty
12	Breach of confidentiality	Fair hearing and Instant dismissal once found guilty or pleads guilty


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employee of their choice, supervisor, human resource person, representative of the management team and the company lawyer.

- b) Any employee suspended shall receive half pay of his /her gross salary per month until the end of the suspension period.
- c) If the employee fails to prove that they are not guilty of the offence, the Executive Director or the BOD will terminate the employment of the employee.

6.3 Grievance Procedure

Channels within Secretariat

- a) A member of staff with a grievance may in the first instance report in writing to the immediate supervisor stating in full the reasons for the grievance and any evidence in support of her/his case.
- b) Where the complaint is against the immediate supervisor, the report in writing will be made to the staff in charge of human resource matters or the Executive Director.
- c) Where the complaint is against the Executive Director, the report will be made to the Chairperson of the BOD in consultation with the Human Resource Committee.
- d) The staff who receives a complaint from any member of staff will investigate the grievance and advise the aggrieved staff concerned of his/ her decision or of action being taken within seven days of the receipt of the grievance.
- e) If the member of staff is not satisfied that the grievance has been answered or disposed of, she/he may opt to have the grievance referred to the Human Resource Committee.


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SECTION SEVEN: EXIT OF EMPLOYMENT

7.1 Resignation

- a) A member of management staff may resign from his/her appointment with the organization by giving three months notice in writing or paying to the organization three month's basic salary in lieu of notice.
- b) Other staff members may resign by giving one month's notice in writing or paying to the organization one month's salary in lieu of notice.
- c) A staff member who resigns from the organization after giving due notice shall where appropriate receive the following:
 - i. Salary earned plus all entitlements up to the end of period worked
 - ii. Any monies owed to the organization shall be deductible from her/his payment.
- d) A staff member who resigns shall within a week of departure submit a filled Exit Clearance Form, a handover report and all documents including fuel cards, Identity Cards, medical cards and any other documents and equipment of the organization in his / her possession to OCSSRD.
- e) No resignation will be allowed where disciplinary measures are in progress.

7.2 Termination of Employment

- a) If the BOD and or Management has decided to terminate the services of an employee, she/he shall be notified in writing with reasons.

7.3 Expiry of Contract

- a) In the likely event that the employment contract of an employee will not be renewed upon expiry, management will give a one month notice in writing to the employee or pay one month's wages in lieu of notice.


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- b) Where an employment contract has not been renewed, the employee shall fill the Exit Clearance Form and the Staff Exit Interview Form and officially hand over all the documents including fuel cards, Identity Cards, equipment, etc in his/her possession but officially belonging to the employer.
- c) Where the BOD and or Management renews an employee's employment service, a new contract of engagement shall be entered into in writing.

7.4 Abscondment

- a) An employee who without justifiable cause does not report for duty for 5 consecutive days and does not notify the Supervisor or Executive Director shall be taken to have absconded from duty and will be automatically terminated from service.
- b) A letter notifying termination of contract will be sent by OCSSRD to the employee.

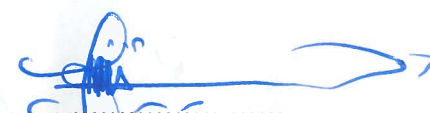
7.5 Death

- a) In the event that an employee dies, the organization shall provide a coffin and transport for the body.
- b) In the event of death of an employee any outstanding salary or allowance or savings shall be paid to the next of kin registered with OCSSRD after removal of any debt owing to the organization.
- c) If an employee loses a parent, spouse and child registered with OCSSRD, she/he will notify the Executive Director immediately. The organization will pay the employee a small condolence fee determined by the Executive Director.

SECTION EIGHT: MISCELLANEOUS PROVISIONS

- a) Full-time' employees of OCSSRD must not engage in any full-time or parttime employment elsewhere. Staff members, nonetheless, have the freedom to be voluntary members of


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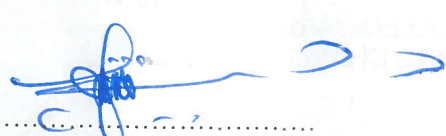

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associations or clubs, etc as long as this does not interfere with the official working hours of the organization.

- b) Organization staff may not take part in active politics during working hours. Staff who wish to engage in active politics e.g. political campaigns will be required to resign or take leave of 6 months without pay before going to the campaigns. Staff who take part in such activities before resignation or without first taking leave, may have their services terminated. Employees participating in partisan politics as individuals shall at no time identify themselves or hold out and issue statements purporting it is on behalf of the organization.
- c) All organization documents/information are confidential and should never be divulged to any parties outside OCSSRD or used for personal gains, etc.
- d) Expenses incurred by a staff member in the course of official duties shall be refunded by the organization, provided those accounts are presented to the Accounts Officer. Such expenses shall, however, be approved by the Executive Director.
- e) If the organization permits a staff member to use personal equipment for OCSSRD business, a refund shall be given upon formal agreement and with the approval of the Executive Director.
- f) Appointments in OCSSRD shall be personal to the holder and are not transferable even in the event of death.
- g) The Executive Director shall be the official spokesperson/public relation's person of the organization.
- h) The organization recognizes all gazetted public holidays in Uganda but they are not transferable to working days where they fall on a weekend.
- i) Employees shall perform their respective duties with diligence and loyalty and allow lawful direction/advice by their superiors and treat one another with civility and courtesy.
- j) All OCSSRD employees shall conduct themselves both in public and private life in accordance with the values of the organization.


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- k) Breach of the provisions, rules and regulations herein by an employee on the pretext of ignorance shall not be ground for exoneration.
- l) This Human Resources Policy is subject to amendment to suit the current times by the BOD.


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SCHEDULE 1: LEAVE FORM



ORGANISATION FOR COMMUNITY SOCIAL SUPPORT AND RESEARCH IN
DEVELOPMENT (OCSSRD)

STAFF NOTICE FOR

LEAVE PART (A)

Name:.....

Program:.....Designation:

Type of leave:.....No. of days entitled to:..

No. of days requested: Start date:..... Return date:.....

Contact details while on leave

Postal Address:

Tel/M0b:

Email:

Staff Signature:

Name of proposed staff(s) to take on your responsibility while on

leave.....

Signature of Proposed Staff:.....

.....mte:.....

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Authorization from Supervisor

Authorized ☐ Not Authorized ☐

Reason if _____

Not Authori

Name _____ Signature: _____ Date _____

PART (B)

BE COMPLETED BY ADMINISTRATION

Computation of TTa,ve Days Comments (if any)

In»ave due

Add _____

deferred _____

leave

ITSS leave days taken ave d/C/F

Signed:

Administration Date

Authorization fmm Pro ram Directo,

Authorized ☐ Not Authorized ☐

Reason if _____

Not Authori

Nanrc _____ Signature: Date _____

.....
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PART APPROVAL

Approved / Not Approved: _____

Manngomont Dato NIB:

* Refer to the Human Resotnve Policy (Section Fotn•) "hen applying for lea re.

*Management maintains the right to call an

emplo.ree during his /her leave period. *Lea re

Applications must be submitted in original form.

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SCHEDULE 2



ORGANISATION FOR COMMUNITY SOCIAL SUPPORT AND RESEARCH IN
DEVELOPMENT (OCSSRD)

EMPLOYEE PERFORMANCE APPRAISAL FORM

SECTION (1)

THIS SECTION IS TO BE FILLED IN BY THE EMPLOYEE BEING APPRAISED

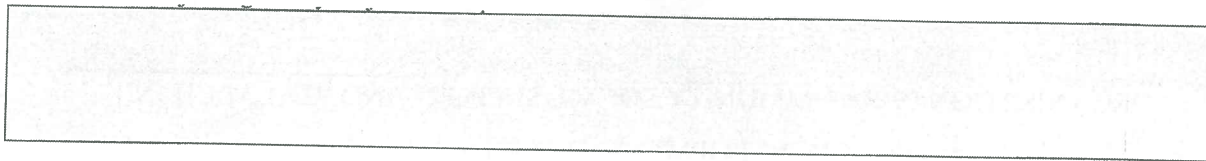
Name	
Job Title	
In present position since (date)	
Program/ Department	
Period under Review	
Date of entry into OCSSRD	
Immediate supervisor	

I. List the major targets of your job for the period under review.

.....
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Discussion points:

OCSRPD POLICY

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Supervisor 's comment:

2. What elements of our job did you find most difficult and what solution(s) did you implement to deal with them?

Supervisor 's comment:

3. What elements of our job interest you the most and least? And why?

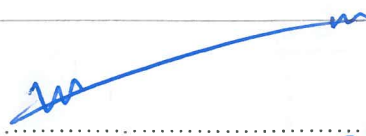
Supervisor 's comment:

4. Have you been subjected to any disciplinary action during the period under review? If yes, state the nature, date, reason and by whom?

Supervisor 's comment:

5. What action could be taken to improve your performance in our current position?

Supervisor 's comment:


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6. What soft of trainin ex eriences would benefit ou for the u eriod of our em loyment?
comin

Supervisor 's comment:

7. What are your set targets for the upcoming period?

Supervisor 's comment:

II. SET TARGETS: List the targets you set out to achieve in the period under review (or the period covered by this appraisal) with the measures or standards agreed - against each comment on achievement or otherwise, with reasons where appropriate. Score the performance against each target (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent):

Target	Level of Accomplishment	score	Comment

III. FINAL REMARKS: Any other comments, suggestions, requests?

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SECTION (11)

THIS SECTION IS TO BE FILLED IN BY THE IMMEDIATE SUPERVISOR THROUGH OPEN AND INTERACTIVE DISCUSSION WITH THE EMPLOYEE

IV. REVIEW OF SET TARGETS: Based on the set targets and review made by the staff, state those that have not been implemented (whether included in the list or not) and give comments.

v. PERFORMANCE FACTOR RATINGS: Using the following definitions, check the box that most closely describes the staff member's performance for each of the required performance factors. If a performance factor does not apply, please leave blank.

1. EXCEPTIONAL: Contributions and excellent work are widely recognized. Performance consistently exceeds all defined expectations, producing important and impactful results through superior planning, executing, and creativity.
2. HIGHLY EFFECTIVE: Performance exceeds expectations. Projects are completed and project objectives met in a manner that increases the impact of the organization's work. The employee is viewed as having made notable contributions to the organization.
3. EFFECTIVE: Average Performance. Though the employee meets the targeted expectations, he/she does not go an extra mile to ensure greater effectiveness and efficiency.
4. IMPROVEMENT REQUIRED: Performance falls below expectations.

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Performance Factor	Exceptional	Highly Effective	Effective	Improvement Required	Comment / Recommendation
QUALITY OF WORK Consider accuracy, thoroughness, effectiveness.	☐	☐	☐	☐	
KNOWLEDGE OF WORK To what extent is work well conceived, analyzed, and carried out systematically?	☐	☐	☐	☐	
FLEXIBILITY Consider performance under pressure and handling of multiple assignments.					
INITIATIVE / CREATIVITY Consider the extent to which the employee generates		☐	☐		

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workable and
innovative ideas,

OCSRD POLICY



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concepts and
procedures.

DEPENDABILITY

Consider the extent
to which the
employee completes
assignments on time,
carries out
instructions and self
driven

INTERPERSONAL RELATIONS

Consider the extent
to which the
employee is
cooperative,
considerate, and
tactful in dealing
with supervisors,
subordinates, peers
and others.

COMPLIANCE To OCSSRD POLICIES

The degree to which
the employee
complies with or
oversees the

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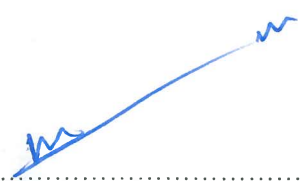
compliance with
policies, rules and
regulations

TIME KEEPING

Consider the
number of days /
hours the employee
arrived late on duty.

COMMUNICATION ABILITIES

Extent to which the
employee effectively
listens, makes oral
and written
communication clear
and easy to
understand.


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concepts and procedures.

DEPENDABILITY

Consider the extent to which the employee completes assignments on time, carries out instructions and self driven



INTERPERSONAL RELATIONS

Consider the extent to which the employee is cooperative, considerate, and tactful in dealing with supervisors, subordinates, peers and others.



COMPLIANCE TO FOWODE POLICIES

The degree to which the employee complies with or oversees the compliance with policies, rules and regulations



TIME KEEPING

Consider the number of days / hours the employee arrived late on duty.



COMMUNICATION ABILITIES

Extent to which the employee effectively listens, makes oral and written communication clear and easy to understand.



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SECRETARY
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PROBLEM
SOLVING AND
DECISION
MAKING

How well does
the employee
come to grips
with unpleasant
issues and seek to
solve them by
constructive
action at the
employee's own
level?

LEADERSHIP
AND
SUPERVISION

The extent to
which the
employee
provides
guidance and
opportunities to
subordinates for
their learning and
improving on

☐	☐	☐	☐	
☐	☐	☐	☐	
☐	☐	☐	☐	
☐	☐	☐	☐	

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their ability to deliver.

SELF
MANAGEMENT

Ability to work under minimum supervision, manage own time effectively and maintain control over all current responsibilities.

UTILIZATION
OF
RESOURCES

The degree to which the employee has utilized funds or equipment economically and effectively, and made timely accountability.

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VI.OVERALL ASSESSMENT: What is your overall assessment of the employee?

VII. TARGET SETTING. • Agree and list key targets for the next
period from ...to

.....

SIGNATURES:

I have read the foregoing performance assessment and discussed in detail with my
supervisor.

Employee's signature _____ Date•.....

I have discussed in detail the abovementioned performance assessment with the staff
member.

Supervisor's signature• _____ Date•

PART 111


.....
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.....
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TO BE FILLED BY MANAGEMENT TEAM / BOARD OF
DIRECTORS

Comments and Recommendations

Signature:

.....
OCSSRD EXECUTIVE DIRECTOR / CHAIRPERSON

.....
DATE

KE
.....
KIDDU EDWARD
BOARD CHAIRPERSON

Tumwine Moses
.....
TUMWINE MOSES
BOARD SECRETARY/ EXECUTIVE DIRECTOR

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SCHEDULE 3



ORGANISATION FOR COMMUNITY SOCIAL SUPPORT AND RESEARCH IN
DEVELOPMENT (OCSSRD)

EXIT CLEARANCE FORM

EMPLOYEE DETAILS:

NAME•

PROGRAM•.....

TITLE•

DATE•.....

An employee is required to return the Organization's properties to the respective Department before leaving the service of the Organization. He/She is instructed to bring this form to the various Departments as stated below to obtain Clearance before collection of salary and benefits

IMMEDIATE SUPERVISOR: (Program Head)

I certify that the mentioned individual has submitted all required reports and documents to the department:

NAME•

DATE•.....

SIGNATURE•.....

FINANCE DEPARTMENT:

The Finance Officer should certify that the employee has submitted all due financial accountabilities and has no uncleared advanced funds / benefits.

.....
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Salary Advance	Accountabilities Submitted	Funds refunded (If Applicable)
☐ Yes ☐ NO	☐ Yes ☐ NO	☐ Yes ☐ NO

If Yes:
Specify Amount

Approved by:

NAME.....DATE.....

SIGNATURE.....

IT DEPARTMENT:

System Login Disabled	Email access disabled
☐ Yes ☐ NO	☐ Yes ☐ NO

EQUIPMENT RETURNED			
TYPE	OCSSRD ASSET No.	SERIAL No.	CONDITION

NAME.....

DATE.....

SIGNATURE.....

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DIRECTOR

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ADMINISTRATION DEPARTMENT:

(To be signed by the Administration Manager to certify that all company

PROPERTY RETURNED (licable)			
(If A			
TYPE	OCSSRD ASSET No.	CONDITION	COMMENTS

NAME• _____

DATE•.....

(Administration Manager)

SIGNATURE•.....

APPROVED BY: (MANAGEMENT)

NAME• _____

DATE•.....

SIGNATURE•.....

.....
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.....
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SCHEDULE 4: ALLOWANCES AND RATES w.e.f March 2024

TYPE OF ALLOWANCE	DESIGNATION	NEW RATE UShs.
Safari Day Allowance	Executive Director	100,000/= per day
	Program Directors	50,000/= per day
	Other staff	20,000/= per day
Out of station	All staff	per day
Workshop Allowance	Team Leader for activity	flat
	Other staff involved in activity (to be identified by team leader)	flat
Daily subsistence allowance	Board of Trustees/Board Members/Executive Director	200,000 per day
	Program Directors/Managers	100,000/= per day
	All Program staff including Finance staff, interns and volunteers	70,000/= per day
	All support staff including Drivers, Office Assistant and Cook	40,000/= per day
Weekend Allowance	All staff	5,000/= per day
Transport allowance	All staff including volunteers and Interns	Actual public transport fares
Foreign out of station allowance outside Uganda)	Board members /members / All staff	\$ 50 per day

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Daily subsistence allowance for unfunded foreign trips	Board members /members Executive Director	\$ 200 per day Africa \$ 400 rest of the world
Daily subsistence allowance for unfunded foreign trips	All other members and all other staff not specified above	\$ 250 per day Africa \$ 400 per day rest of the world

Notes:

- i. Out of station allowance shall be paid for meetings that staff are invited to that are outside Kampala
- ii. Safari day allowance shall be paid for travels to and from the districts
- iii. Workshop allowance shall be paid to the team leader and to other staff members who worked with the team leader to organize. The team leader will identify the staff members aforementioned.

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