



# **HUMAN RESOURCES POLICIES AND PROCEDURES 2015/16**



These Policies and Procedures take account of the laws prevailing in all the GL countries of operation. Should there be a contradiction between the Policies and Procedures and national laws, the later shall take precedence except where, in the interest of fairness, policies have been standardised across countries.

All GL Staff are bound by GL Policies and Procedures, including the Anti-Corruption Policy that forms part of Finance and Administration Policies and Procedures, through their staff contracts.

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## **ABBREVIATIONS**

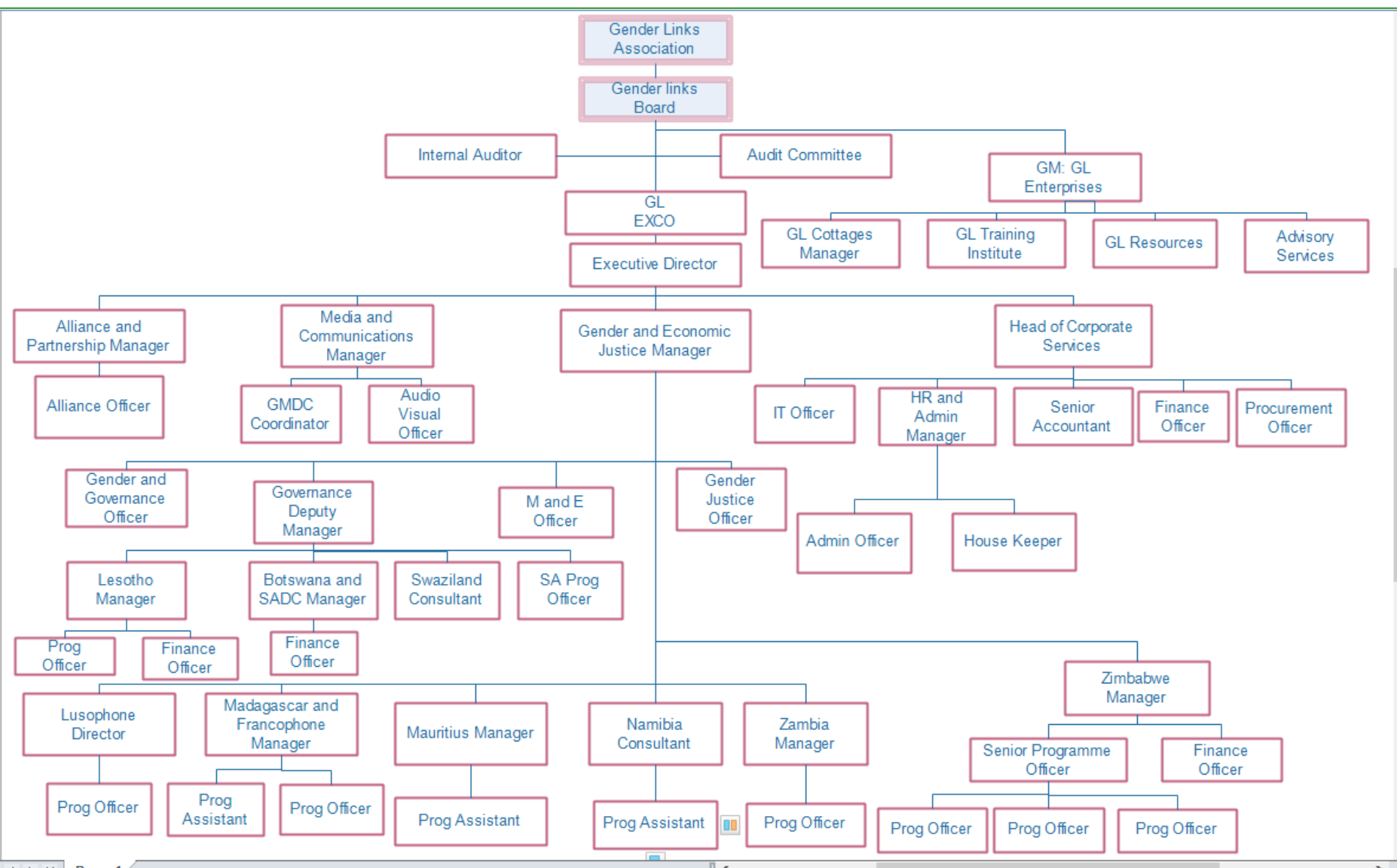
AGM - Annual General Meeting  
BCEA - Basic Condition of Employment Act  
CM - Country Manager  
CO - Country Offices  
CPA - Country Programme Assistant  
CPO - Country Programme Officer  
DSA - Daily Subsistence Allowance  
EC - Executive Committee  
ED - Executive Director  
EEA - Employment Equity Act  
EEP - Employment Equity Plan  
FO - Finance Officer  
GL - Gender Links  
GLS - GL Services Manager  
GMDC - Gender and Media Diversity Centre  
GEM - Gender in Media  
HRA - Human Resource and Administrations Manager  
HOCS - Head of Corporate Services  
IA - Internal Auditors  
IATI - International Aid Transparency Initiative  
ITO - Information Technology Officer  
LRA - Labour Relations Act  
MOU - Memorandum of Understanding  
MOV - Means of verification  
PAS - Performance Agreements  
PAYE - Pay As You Earn  
PBO - Public Benefit Organisation  
PO - Procurement Officer  
POA - Plan of Action  
PMS - Performance Management System  
SADC - Southern African Development Community  
SGDI - SADC Gender Development Index  
SWOT - Strengths, Weakness, Opportunities and Threats  
TCOE - Total Cost of Employee  
TOR - Terms of Reference  
UIF - Unemployment Insurance Fund  
VAT - Value Added Tax  
VFM - Value for Money  
VRC - Virtual Resource Centre

## **VISION 2020**

In a vision exercise at the 2010 Board Meeting Board and staff members wrote down where they would like GL to be ten years from now. The following summarises the responses:

- An independent, strong, vibrant, principled self-sustaining organisation guiding Southern Africa to a free, democratic region based on equity for all.
- A leading African NGO and globally renowned centre of excellence on gender mainstreaming and the empowerment of women for development.
- An organisation that is represented in all the countries of Southern Africa and reaches out to all the corners and villages where the majority of women are found.
- A champion of justice internally and externally.
- An organisation with deeper roots, so that our foundation shall stay solid and carry us into the next twenty years with the strength to weather any external or internal storm.
- An organisation with two wings: one not for profit and the other generating revenue to help sustain the organisation.
- Pioneering change and venturing into new areas, such as a TV station owned by and for women.
- A voice of the voiceless, especially women who constitute the majority of those globally who are denied a voice.





## **INTRODUCTION**

### **Purpose**

The purpose of this manual is to give staff and managerial personnel a guide to the various Human Resources policies, regulations and procedures to be followed. It is to serve as a permanent reference and working guide in the day to day administration of policies, procedures and practices.

The written policies shall increase understanding, eliminate the need for personal decision on matters of organisation wide policy, and help to assure uniformity throughout the organisation. It is the responsibility of each and every manager to administer these policies in a consistent and impartial manner.

### **Application**

The policies contained in this manual apply to all permanent employees, including part time employees.

### **Control and confidentiality**

This manual is made readily available to any employee who wishes to refer to it. No part of this manual shall be made available to anyone who is not an employee of GL or its branches. The manual remains the property of the organisation at all times.

### **Layout**

This manual is divided into chapters as listed in the table of contents in which similar or related subject matter have been grouped into categories.

Each section shall state the policy and procedure followed by the applicable documentation

### **Changes and updating**

The organisation reserves the right to change or modify the conditions outlined as deemed necessary by the prevailing circumstances or changes in law at any given time. Unless otherwise indicated the effective date of any change is the first day of the month. It is the responsibility of the Human Resources Manager first and all managers to be certain that the manual is kept current, policies are understood by all employees, and that they are interpreted and administered uniformly.

Should any further clarification of contents within the Manual be required, kindly contact the Human Resources and Asset Manager for assistance.

## I. RECRUITMENT, SELECTION AND INDUCTION

### **Affirmative action**

1. Gender Links (GL) shall comply with the Employment Equity (EEA), Basic Conditions of Employment (BCEA) and Labour Relations Acts (LRA) in the country of operation in relation to all aspects Human Resources whenever and wherever they may be applicable.
2. GL is an equal opportunity employer. The employment practices of GL shall ensure employment equity, fairness, efficiency and the achievement of a representative public service.
3. Affirmative Action shall be used to speed up the creation of a representative and equitable public service and to give practical support to those who have been previously disadvantaged by unfair discrimination to enable them to fulfil their maximum potential. Employment practices shall maximise flexibility, minimise administrative burdens on both employer and employee and generally prevent waste and inefficiency.
4. The management of human resources shall be underpinned by the values of fairness; Equity; Accessibility; Transparency; Accountability; Participation and Professionalism. These values shall be highly regarded by all who have been charged with the responsibility of managing people. Above all, it is to ensure that the working environment is characterised by employment justice, cultural diversity and transparency.

### **Staff planning**

5. The ED, Head of Corporate Services (HOCS) and the Human Resources and Administration Manager (HRA) with the authorisation of the Executive Committee (EC), shall be responsible for assessing the human resources required to perform each department's functions in terms of number of staff, skills and job levels; as well as planning within available budgeted funds for the recruitment, retention, training and deployment of staff.

### **Recruitment**

6. GL shall recruit the most suitable candidates available irrespective of race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language and birth, in accordance with Employment Equity and Labour Relations Acts in the various countries of operation.
7. No discriminatory questions shall be contained in any documentation relating to the recruitment, selection and appointment of new staff.



8. GL supports the principle of internal promotion/recruitment. Within the spirit of internal recruitment, all employees are free to apply for any vacancy or new positions to provide them with advancement opportunities.

### **Vacancy advertisements**

9. All vacancy advertisements shall be drawn by the Human Resources and Administration Manager and approved by the line manager and ED before insertion in the media.
10. The HRA shall ensure that the advertisement of vacant posts in the department reaches and attracts the entire pool of potential applicants from all sections of the population. [Company Name] shall explore the use of different forms of communication so as to maximise recruitment among people from historically disadvantaged groups. Any vacant post in Senior Management Services shall be advertised nationwide. An advertisement for a post shall specify the inherent requirements of the job, the job title and core functions, salary package and other benefits. The advert shall also specify the closing date which shall be restricted to 14 days (2 weeks) from the day of advertising.
11. **Form HR01: Job advert and online application form** provides standard clauses that all job advertisement shall carry. Job specifications for various positions are found in the P drive under the Institutional, HR forms and shall shortly be housed on the Intranet.
12. The advert shall contain a clause to say that only shortlisted candidates shall be contacted.
13. The standard GL logo must appear on all display advertisements as well as a statement of the GL commitment to employment equity.
14. No form of unfair discrimination shall be evident in the wording of advertisements. Examples include:
  - Family responsibility e.g. no small children who could interfere with an employee's work.
  - Marital status e.g. must or must not be married, single, divorced, etc.
  - Reference to age e.g. must be between 25 and 45.
  - Free of chronic disease or disability e.g. diabetes, HIV positive, AIDS.

### **Application and selection process**

15. GL considers the selection of the right quality of staff to be of the utmost importance and therefore insists on adherence to sound selection principles and procedures. Several alternative selection systems are utilised in order to arrive at the final choice of candidate. The selection process shall constitute of the following components:
  - Shortlist (Preliminary & Final)
  - Written and oral interview
  - Selection test
  - Reference check
  - Qualification check

16. CV's of candidates shall be pre-screened in the first instance against compliance with the requirements outlined in the job specification. A summary table of short-listed applicants shall be drawn up by the HRA.
17. Out of town candidates shall undergo a preliminary phone interview and written exercise where applicable to confirm their suitability and willingness to relocate before being invited to attend the interview. GL shall pay for the travel costs for candidates who live outside the place of work who are selected for a final interview.
18. The ED or any other delegated person shall appoint Selection Panel. The Selection Panel shall consist minimum three gender balanced members who are employees of a grading equal to or higher than the grading of the post to be filled from internal or any other suitable persons outside GL. The Chairperson of the Selection Panel shall be of a grading higher than the post to be filled. The Selection shall make recommendations for the short listing, interviewing and appointment to the post for the approval of the ED or a person with delegated authority. Any other representation in the Selection Panel lower than the grading of the post to be filled may provide secretarial or advisory services.
19. Selection shall be based on the inherent requirements of the position to be filled as specified on the advertised job specifications and the outcome of other processes that legitimises the appointment.
20. Members of the Selection Panel shall disclose and recuse themselves where they have a vested interest in the appointment of the candidate.
21. The HRA shall ensure that CV's for all candidates to be interviewed are distributed in advance to the panellists.
22. The HRA shall draw up a scoring sheet based on the job description for each panellist.
23. The interviewees shall be required to undergo a written test and or provide samples of their work where appropriate, to be included in the final score.

### **Interview process**

24. The HRA shall be responsible for the reception, recording of applications, acknowledging, storing and communication with applicants. Only short listed candidates shall be contacted. Candidates shall be notified at least three days before the interview and be given sufficient time to do written tests required at the interview. Candidates must be informed both telephonically and in writing. The invitation letters shall be filed.
25. The HRA shall ensure that the qualification screening, reference checks, competency test and security clearance are conducted before the interview process where necessary.

26. The HRA shall check current salary levels and salary expectations, as well as when the candidate would be available to start, prior to the interview.
27. Should the checks in 26 reveal major gaps or inconsistencies, the candidate shall not be invited to the interview.
28. The interview shall be conducted using an **interview form – HR 2**, based on the Key Performance Indicators in the job advert. Each panellist shall score the candidate. The Chair of the selection panel shall average the scores and announce the top three candidates. The panel shall deliberate on the three candidates, and recommend the candidate whom in their view is best suited for the job, based on performance in the interview, organisational fit, and the requirements of the job. This shall generally be the top scoring candidate, unless other reasons are put forward by the panel.
29. If necessary a second round of interviews may be conducted between the best candidates.
30. If the ED has not been involved in the interview, the file and recommendation shall be forwarded to the ED for a final decision. The ED's decision is final.
31. If the candidate selected not be available to take the post, GL shall go to the second and third finalists.
32. All interview results shall be communicated to candidates after approval by the ED. The interview results shall be communicated within 14 days after the interview by the HRA.

### **Head hunting**

33. If suitable candidates are not found after one round of advertising and interviewing, the ED and/or the Board may approach suitably qualified candidates who are known to them.

### **Employment of relatives of staff and board members**

34. In accordance with the current employment legislation, family of staff and board members cannot be prevented from applying for positions within GL. However, standard recruitment and selection processes as outlined in this document shall, without exception, be applied to such candidates and in the event of their appointment, their relationship with related parties shall be disclosed in writing.
35. Family members shall not be employed in any position in which such an appointment could result in a conflict of interest. Relatives shall be employed under the following conditions:
  - No direct line of report ability/responsibility shall exist between two parties
  - Employment of relatives in the same department/business unit shall be avoided

- Where the likelihood exists that confidentiality may be breached or authority abused because of the employment of relatives, such employment shall not be allowed
- Where a relative is employed in a different unit, the heads of both units involved must signify that they have no objection to such employment.
- The employment of relatives in the same unit shall be subject to the Department head prerogative and in the case where department heads are involved the ED shall have the final decision

### **Managing grievances**

36. All candidates are entitled to raise a grievance and to have it dealt with by means of prompt, fair and objective procedures. Standing disciplinary procedures shall be followed when dealing with grievances pertaining to interviews and appointments

### **Appointment**

37. All appointment letters are signed by the ED on behalf of the company.
38. All successful candidates shall receive a short letter of offer stating the following:
- Title of position, department, section
  - Location/country
  - Date of appointment
  - Cost to Company
  - Performance Bonus Potential Earning
  - Leave Entitlement
  - Benefit Scheme (Retirement Plan, Medical Aid etc)
  - Terms and conditions of service is sent to the potential employees  
**(See Form HR03: Letter of offer).**
39. Staff shall be required to submit a letter of acceptance before a full contract is prepared. Copies of the acceptance letter shall be retained in the Employee's personal file, together with properly authenticated copies of certificates.
40. Unsuccessful candidates shall be notified within a week of the receipt of the acceptance letter from the successful candidate. **(Form HR04: Regret letter)**

### **Appointment of non-residents/citizens**

41. All appointment of non-residents/citizens is subject to the approval of visa, work and residence permits by the Government. The obtaining and renewal of the aforesaid remains the responsibility of the employee. The organisation however shall provide the support documentation and information
42. Prospective staff is required to obtain work permits before they take up employment.
43. Staff members that obtain work permits on a GL job offer are expected (except in exceptional circumstances) to serve the full term of their contract for which a visa

has been granted. GL shall only support work permit applications where it is satisfied that the staff member is likely to honour this commitment

44. A staff member employed on a GL work permit is not entitled to work anywhere else within that country while on a GL visa, if the staff member leaves GL employ.

### **Work visas**

45. It is the responsibility of all staff from outside the country in which GL has an office to which they have been assigned to obtain work visas. GL shall however assist by providing the necessary documentation and information.
46. Prospective staff is required to obtain work permits before they take up employment.
47. Staff who obtain work permits on a GL job offer are expected (except in exceptional circumstances) to serve the full term of their contract for which a visa has been granted. GL shall only support work permit applications where it is satisfied that the staff member is likely to honour this commitment.
48. A staff member employed on a GL work permit is not entitled to work anywhere else within that country while on a GL visa, if the staff member leaves GL employ.

### **Staff contracts (fixed term, temporary and casual)**

#### **49. Fixed Term Contract**

This applies to an employee contracted for a specific period of time or to do a specific job. Employment with GL is subject to availability of donor funding. The duration of service shall be in accordance with available funding. **(Form HR05: GL Staff contract).**

### **Short term contracts**

50. GL employs casual workers in the following circumstances:
- Relief work for a short period is necessary
  - Where a specific short increase in work load necessitates additional assistance e.g. during leave or illness of a substantive employee
  - Where the workload of a position does not involve a full day's work
  - Where there is a specific skill shortage and personnel possessing such skills are not eligible for permanent employment

### **Casual Employees**

51. These are day workers engaged for a maximum period of 3 days in a week. They qualify for overtime the same as other employees

## **Documentation to be provided by staff on appointment**

52. New staff shall be required to provide the HRA with the following:
- PAYE Personal Particulars (IRP2).
  - Copy of ID.
  - Copy of work permit in the case of foreign employees
  - Copy of driver's license (where applicable).
  - Certified copies of diploma and degree certificates.
  - Any other particulars that may be required for tax purposes.
  - Next of kin details. **(Form HR06: GL Staff essential information form)**

## **Other forms of human resource support**

53. There are five potential additional forms of human resource support that may be accessed by GL:
- **Volunteers:** Individuals from within or outside South Africa generally supported by a source outside GL. The cost to GL is management and office related costs. Family members of staff or Board Members who volunteer at GL shall not be paid a salary but may be paid an allowance consistent with the work undertaken.
  - **Interns:** GL provides opportunities to people preparing to students preparing to enter the job market and/or older workers contemplating a career change a hands on chance to learn new skills and methodologies in an actual company as opposed to a classroom. Students who work part time for GL under its internship programme. These are generally paid a small honorarium, consistent with university rates for interns in the relevant country.
  - **Consultants:** Persons to whom GL out sources work because GL lacks the particular expertise or capacity to perform the task. GL pays for these services at the agreed consultancy rates and manages the contract. The consultant may work from GL offices or from their own offices depending on circumstances and the agreement reached.
  - **Partnerships:** Arrangements between GL and NGOs, academic institutions and/or other partners to jointly undertake a particular project in which the parties concerned have a mutual interest. Generally each partner shall make a contribution, either financially or in kind to the project. These contributions shall be specified from the outset.
54. **Criteria for selection of volunteer**
- GL human resource needs.
  - The infrastructural burden being placed on GL, its sustainability and budgetary constraints.
  - The supervision/ management required and the capacity of GL in this regard.
  - Background (gender, race; preference given to Previously Disadvantaged Groups)
  - Qualifications
  - Interest in gender/ability to contribute to GL.
  - Part time/ full time and kind of time commitments.
55. **Criteria for selection of Consultants**
- Qualifications and references/ reputation.
  - Background (Preference for local consultants and those from developing countries, especially from the region).
  - Local availability of expertise and remuneration by funding agency for local expertise.

- If from outside, knowledge of Southern Africa.
- Knowledge of /sensitivity to gender issues.
- Skills transfer.
- Ensuring continuity.

**56. Guidelines for MOU with GL partners**

- Preamble: Agreement between parties
- Background
- Objectives
- Background of the organizations entering into the agreement and their interests in the project
- Funding agency: annex funding agreement
- Obligations of each party
- The governance structure
- The management structure
- The location of financial responsibility
- The final output and its handling by the parties
- Evaluation/ follow up
- Mechanism for dealing with disagreements that may arise in the course of the Partnership.

**57. Criteria for the selection of interns**

- Coming from a partner of the Gender and Media Diversity Centre (GMDC)
- Regional diversity.
- Demonstrated skill and interest in the GL programme areas.
- Studying towards or in possession of a relevant qualification.
- Available for an extended period of time on a full time basis.
- Diversity- race, sex and country of origin.
- Ability to work in a results driven environment.

**Induction**

57. The orientation of a new employee to the organisation is of utmost importance in order to:

- Smooth preliminary stages when everything is likely to be strange and unfamiliar
- Establish a favourable attitude to the GL so that the employee is more likely to stay.
- Obtain effective output from the employee in the shortest possible time
- Provide the employee with up-to-date and realistic information about the organisation and remove any unrealistic expectations and misconceptions about the position.

58. Subject to circumstances and feasibility, the induction shall be conducted by the Line manager, Human Resources and Assets Manager and any other designated person.

59. The induction process includes:

- Pre-employment: a letter of appointment welcoming the employee to GL.

- First day: The employee is welcomed by the supervisor or HRA at Head office and completes all outstanding documentation, which is processed and placed in the employees file.
- A tour of the premises is conducted with the new employee by HRA or the supervisor
- A presentation is made on GL.
- The new staff member meets all staff and has brief meetings with them.

### **Probation**

60. Staff members shall be placed on a three month probation (six months in the case of the ED and Senior Positions) during which period the staff member's performance shall be reviewed according to GL's Performance Management Policy and shall be offered counselling and training to render satisfactory performance. Probation may be extended if the staff member shows promise but has not met the required standards in the first three months. The maximum time by which probation can be extended is three months in the case of managers and one month in the case of staff.
61. Upon the completion of the probation period, staff members shall be supplied with written confirmation of permanency or otherwise.



## II. GENDER AND DIVERSITY POLICY

### **Introduction**

62. GL recognises that barriers to equality between men and women in Southern Africa are entrenched and often systemic largely because of the patriarchal nature of our societies in this region. The organisation also recognises that gender discrimination may take subtle forms in the work place, such as women predominating in lower paid work.
63. In keeping with its vision and mission, GL seeks to create a workplace environment where diversity is encouraged and in which every member can realise his/her full potential.
64. The organisation shall ensure that there is consistency between its workplace practices, and the messages it communicates through its training, advocacy and publications.
65. This policy is informed by national legislation, including the Constitution of the Republic of South Africa; The Employment Equity Act and the Labour relations Act. It also draws inspiration from international and regional best practices.

### **Responsibility and authority**

66. The ED of GL shall bear overall responsibility in the implementation of this policy but the day to day implementation of components of the policy shall rest with identified GL line managers.

### **Workplace**

#### ***Affirmative action***

67. GL acknowledges the history of inequality between women and men and believes that sometimes men and women must be treated differently in order to achieve substantive equality. In order to achieve such equality, GL shall:
  - Routinely review the representation of men and women in each occupational category.
  - Based on the findings of the situation analysis, GL shall prepare and implement an Employment Equity Plan (EEP) in order to achieve reasonable progress towards employment equity and diversity in its workforce.
  - The EEP shall outline objectives to be achieved for each year of the plan and prescribe precise targets for male and female representation within each occupational category.
68. While GL strives to have a representation of at least 30% men among its staff and associates, GL recognises that its work is more likely to attract women candidates. As women are generally disadvantaged in other work environments, especially at senior levels, GL considers that an important part of its mission is to give priority to competent and promising women candidates.

### ***Recruitment***

69. All advertisements for employment at GL shall seek to promote diversity and equality.
70. GL employment advertisements shall state that the organisation is an equal opportunity employer and welcomes applicants from diverse backgrounds, especially women.
71. GL shall circulate targeted employment advertisements among historically disadvantaged groups to ensure they are encouraged to apply.

### ***Selection***

72. GL shall ensure that its selection panels are gender balanced.
73. The organisation shall put in place selection procedures that are designed to facilitate the selection of candidates with appropriate qualifications, aptitudes and interests. Such procedures shall not disadvantage candidates on the basis of gender or any other irrelevant criteria.
74. GL shall ensure that all persons on the selection panel receive orientation to familiarise with this policy and understand its implementation before any selection process.
75. *Work Environment: Please refer to Clauses 98 to 101 for matters relating to paternity/maternity leave.*

### **Stakeholders and beneficiaries**

76. GL shall ensure that women and men, but especially women, benefit equally from its programmes.
77. To this end the organisation shall regularly collect and analyse gender disaggregated data on all its activities and use this to strengthen policy and practise.

### **Editorial content and publications**

#### ***Quantity and quality***

78. GL shall ensure that gender is mainstreamed into all its editorial content and workshops that it conducts.
79. As a gender and media organisation, GL shall ensure that all its stories in its publications carry a gender perspective.
80. When commissioning stories for its publication GL shall encourage women and men to contribute but shall devote special attention to grooming new, black women contributors given the dearth of such voices in the mainstream media.

#### ***Topic Treatment***

81. GL shall ensure that its publications present a holistic and realistic view of women and men.

82. The organisation shall ensure that its stories challenge stereotypes and that all subjects are treated with dignity.
83. Stories and books published by GL shall always be analytic and go beyond events and individuals.

#### ***Sources***

84. GL shall ensure that all stories published representing the point of view of the organisation give fair and equal time to women and men and that its sources are consulted across the racial and class divide.
85. The organisation shall treat male and female subjects equally.

#### ***Language***

86. GL shall prohibit the use of sexist or any language that stereotypes or promotes stigma and discrimination on the basis of sex or sexual orientation in its publications.
87. The organisation shall promote language that is gender sensitive and which does convey bias. This shall apply to both male and female subjects.
88. The organisation shall develop a style guide on the use of appropriate language which shall continuously be updated to add new terms or replace outdated terms.

#### **Management system**

89. The GL Board, ED and heads of departments shall take ultimate responsibility for the implementation of this policy.
90. The day to day co-ordination and management of this policy, and of the HIV and AIDS policy shall be vested as part of the well being Committee.

### III. PERFORMANCE AND REMUNERATION

#### Performance management system (PMS)

91. The primary purpose of the PMS is to reward good performance, help correct poor performance, identify individual staff development and team capacity building needs, through on-going (informal) and regular (formal) performance appraisals.
92. GL is committed to fostering a performance culture in its pursuit of high standards of service delivery and tangible results. We view ourselves as people-centred, placing strong emphasis on Human Resource Development through training, mentoring and coaching.
93. The ED and line managers shall work with staff to draw up job descriptions based on the Key Performance Areas in the **Job Description (Form HR7)** and Performance Agreements (PA's) (**Form HR08: GL Performance Agreement form**) setting out objectives and standards for the job against which the individual shall be evaluated.
94. The PAs shall be weighted according to an agreed scale of the relative importance of each area of work, and of each indicator within that area of work.
95. The division of responsibilities between the ED, HOCS and respective managers is described in the matrix at **Annex B (Management responsibilities)**.
96. The PA of the ED shall be drawn up by the Board.
97. The weighting of PAs for managers and programme staff shall include certain standard weights for planning, reporting, monitoring, evaluation, public profile, website and knowledge creation according to the matrix (**Annex C: PA weightings**).
98. Once agreement on the key performance areas has been reached, the staff member together with the supervisor shall sign the PA. The PA of each staff member shall be reviewed annually in accordance with approved annual plans and may be adjusted at the time of performance appraisals.
99. Performance appraisals shall be conducted twice a year by the staff member's supervisor/HOD or if the staff member reports to the ED by the ED. Supervisors shall offer staff **feedback using Form HR09**. All appraisals shall be approved by the ED.
100. The Performance Appraisal of the ED shall be conducted once a year at the annual board meeting.
101. Once a year, the performance appraisal shall draw on a 360 degree feedback system from peers, subordinates, and supervisors (or in the case of the ED, the Board). Staff are given guidelines and oversight to ensure that 360 feedback is implemented properly and fairly, so that its solution focussed by building on the employees strengths rather than their weaknesses. (**See Form HR10.**)

102. Contributors assessments shall assist the Supervisor/ED/Board in making their assessments and shall be discussed during the evaluation, but shall not be used in the scoring.
103. The process for the evaluation is that staff member shall evaluate their own performance independently, while their Supervisor/ED/Board does the same. They shall then jointly discuss the ratings awarded and debate them until agreement is reached, using the objective's standard as their measure of performance.
104. The **stretch indicator** comprises 5 points that are awarded over and above the 95 points for one's job. These consist of: 3 points for work that had not been factored into the staff members PA for the semester (this must be explained and justified); and 2 points for contribution to team work.
105. Once agreement is reached by both parties, the staff member and their supervisor shall sign two copies of the evaluation form. All PA's are submitted to the ED for final approval. The ED reserves the right to query and veto any scores that have not been adequately motivated and verified.
106. One copy of the final PA is kept on the staff personnel file and the other copy is for the staff member. Copies of PA's are kept electronically on the R Drive.
107. In the event of agreement not being reached, the ED (in the case of staff) and Board (in the case of the ED) shall have the final say.
108. Should a staff member be dissatisfied with their Performance Appraisal ratings, they may follow the appeal process, in line with the established grievance procedure.
109. Reasons for appealing against the evaluation may include perception of: unfairness, bias/discrimination, severity.

### **On-going feedback**

110. Performance Management shall be on-going and not confined to evaluations. Appropriate coaching and mentoring shall be provided by the appropriate supervisor on an on-going basis.

### **Performance linked remuneration**

111. The performance agreement shall be linked to an annual bonus in which staff who score an average of 80% to 100% over the year receive a full bonus while those who score between 70% to 79% receive a half bonus. Staff that score below 70% shall not be entitled to receive a bonus and can be demoted or placed on notice for three months for a performance review. If there is no improvement on review, the employment contract shall be terminated.
112. Staff who score an average above 85% are eligible for a notch increase at the end of the year provided they have served GL for a full year.
113. The ED has the authority not to award a bonus and or notch increase where staff may have performed well in most areas but reneged in core areas of their responsibility, for example financial management of programmes; failure to produce periodical publications on the due date etc.

## **Awards**

114. GL recognises good performance every year through staff awards. These cover a range of areas, including good performance and areas voted on by other staff – see **staff awards nomination form HR11**.

## **Promotions**

115. The ED may promote a staff member to a vacant position if such a position is sufficiently funded and if, through the PMS, it has been determined that such a staff member is eligible for promotion. A staff member may also motivate their promotion to a vacant post. Existing posts may also be re-graded if the job content changes.

## **Salaries scales, benefits and increments**

116. All staff shall be contracted against a GL salary band as updated and approved by the Board in April 2012 and subject to review from time to time.

117. GL salaries are on a Total Cost of Employee (TCOE) basis. This means the total amount that GL is prepared to pay for the employee. This includes all mandatory company contributions and benefits.

118. Staff may structure their salary packages to include medical aid, and/or retirement annuity schemes according to their wishes and needs within the TCOE structure and in compliance with the relevant country rules. Evidence of contributions to these third parties (medical aid schemes and/or retirement annuities) must be provided to the HRA for tax purposes.

South Africa Regional Office, it is compulsory for staff to be members of GL Medical Aid Scheme unless they belong to a spouse's scheme.

119. GL provides risk cover for protection against loss of life or disability during the duration of staff employment. Life cover equivalent to 1 year salary, Funeral cover up to R30,000 for staff, spouse or child.

120. The monthly salaries shall be paid by the end of each month, and generally on the 25<sup>th</sup> of every month.

121. Staff may receive increments as a result of good performance - see notch increases under Performance Management System (PMS); promotion to another band within the organisation as a result of a vacancy; or re-grading of an existing post as a result of the content of that post evolving to include higher level functions.

122. The Board may award across- the-board inflation rate increments on an annual basis after due consideration of inflation and the organisation's financial position. These increments shall generally be lower than the notch increments, such that those who perform well shall be rewarded more fully than those who simply get inflation-related increments.

123. Casual employees are not entitled to an annual performance bonus.

## IV. STAFF DEVELOPMENT AND GROWTH

124. GL is committed to:

- Life-long learning, ensuring that all training is competency based and is accredited.
- Well planned, cost effective training, in which staff are involved in identifying their own training needs.
- Linking Performance Management, Training & Development, Recruitment & Selection and Staff movement.
- Recognising that in addition to formal training and development, other important types of staff development exist such as: mentoring, coaching, on-the-job learning, job rotation and job enrichment.

### **Staff development plan**

125. The organisation shall undertake an annual **training needs assessment** (see **HR12**) and draw up a staff development plan. GL shall budget 1% of staff salary costs for staff development and ensure that it claims back from government moneys paid for SDL in case of South Africa. Staff shall be bonded for a period of time after the completion of a course, commensurate with the size of the investment made by GL, or be obliged to pay back the costs if they leave before the completion of the period. The terms shall be agreed in writing between GL and the staff member.

126. Staff who undertake training designated by GL as part of the PMS are entitled to do so during office time provided that there is agreement that the staff member shall serve the organisation for a stipulated period of time, consistent with the staff member's contract, subsequent to the completion of the study.

127. Additional study leave of five days per annum is granted for relevant study (see leave).

128. All training and development opportunities afforded staff shall be subject to funding, time availability and organisational priorities.

129. Shall staff wish to draw on their work to further their academic careers, for example to draw on GL research for their theses, this must be motivated to Exco through the ED, and agreement reached on appropriate acknowledgement.

### **On the job learning**

130. Most learning at GL and in life takes place on-the-job. Staff develop a Personal Development Plan based on the 360 feedback and staff reflection (see **form HR 13**).

131. Each year staff reflect on what they have learned in the annual Learning Journey (**form HR14**).



## **Leadership development**

132. The purpose of this policy is to ensure replacements for key job incumbents in executive, management, technical, and professional positions in the organisation. This policy covers all levels of the organisation.

133. The desired results include:

- Identify high-potential employees capable of rapid advancement to positions of higher responsibility than those they presently occupy.
- Ensure the systematic and long-term development of individuals to replace key job incumbents as the need arises due to deaths, disabilities, retirements, and other unexpected losses.
- Provide a continuous flow of talented people to meet the organization's management needs.
- Meet the organization's need to exercise social responsibility by providing for the advancement of protected labour groups inside the organization.

134. Leadership development shall be carried out as follows:

- In January of each year, the HR manager shall arrange a meeting with the ED to review results from the previous year's leadership development efforts and to plan for the present year's process.
- Throughout the year, the senior managers shall periodically visit top managers to review progress in developing identified successors throughout their areas of responsibility.
- The leadership planning process shall build competencies and skills for current and future organisational needs.

## V. OVERTIME, LEAVE AND FLEXTIME

### Overtime

135. Overtime shall be compensated at a rate of 1.3 times the normal hourly rate for weekdays, 1.5 times on Saturdays and twice the hourly rate for Sundays for staff eligible for overtime as determined by the Basic Conditions of Employment Act in the relevant countries where GL has offices. This does not apply to interns and volunteers except in exceptional cases to be approved by the ED.
136. All overtime worked must be verified by the responsible staff member before the supervisor approves and signs the overtime form. **(Form HR15: GL Overtime Form)**.
137. The GL driver and Officer Assistant are the only staff who qualify for overtime. All other staff may be awarded time in lieu if they work on a public holiday or weekend on a GL sanctioned activity such as the summit. Time in lieu is entirely at the discretion of the ED.

### Annual leave

138. GL staff are entitled to a total of 35 days away from work i.e. public holidays and work holidays. The balance between the two varies according to the number of public holidays in each country of operation as per matrix attached as **Annex A**.
139. Staff shall only take annual leave that has been accumulated after the first three months of service except where a special exemption is given by the ED. Managers shall not grant leave that is not due.
140. The leave cycle shall be 1 January to 31 December every year.
141. Annual leave can only be accumulated for a maximum of two years. GL shall not make payments in lieu of leave except for that accumulated within the two year cycle upon termination.
142. No employee may be paid instead of leave being granted in terms of the *Basic Conditions of Employment Act 75 of 1997, Section 20 (11)*, except on termination of employment.
143. In order to apply for leave, access the **ESS= Employee Self Service system on SAGE Payroll and follow the instructions: If you cannot access the ESS a leave form (Form HR16: GL Leave Application form)** has to be completed. This form must be accompanied by evidence of leave owing at the time that leave is being applied for.

144. Two weeks' notice shall be given prior to taking leave and there must be a clear hand over to ensure smooth running of the staff member's functions while she/he is on leave. Staff members are required to complete their outstanding deliverables and commitments as agreed with their supervisor before taking leave. Staff shall ensure that their area of work is covered while they are away. It is the staff member's responsibility to redirect their emails to the officer responsible for their work in their absence to ensure that there are no lapses in communication. All keys for important cupboards such as the finance and equipment cupboards must be handed over to the supervisor before the staff member goes on leave. The two weeks' notice period may be waived in an emergency but this must be communicated and agreed with the supervisor or head of department.

145. The timing of leave must be mutually agreed. If the leave period applied for coincides with important work priorities, it may be declined for the period requested.

### **Sick leave**

146. Staff shall be entitled to 10 days paid sick leave per annum. This can be accumulated in advance for up to three years but may be deducted from final payments in the event the staff member leaves before completion of the period for which forward leave has been taken.

147. If a staff member be ill for more than ten days this shall be taken as unpaid leave unless in his or her discretion the ED decides otherwise.

148. If an employee is unable to attend work due to illness he/she must inform his/her supervisor at the earliest opportunity. If it is not possible to telephone his/her place of work the employee must arrange for a message to be delivered to his/her supervisor

149. If a staff member is away from work for four hours or more for medical reasons, they shall apply for sick leave to be taken against the ten days paid sick leave per annum.

150. Staff who are absent from work for more than three days on sick leave shall be required to produce a medical certificate from a medical practitioner. The CEO may however, require staff to produce a medical certificate during any time that a staff member is away on sick leave.

151. Casual employees shall not qualify for paid sick leave.

### **Extended sick leave**

152. Where on account of an extended serious illness an employee requires leave in excess of the maximum sick leave, the ED may grant extended sick leave as follows:

- Use additional 30 days on full pay
- Use of all annual leave
- Consider ill health option
- Beyond this receive no pay

153. Each case shall be reviewed on merit and the employee's length of service, past record of sick leave and work performance shall be considered.

154. Abuse of sick leave shall result in disciplinary action being taken

### **Continued ill health**

155. Where an employee shows signs of continued ill health, it may be necessary to consider retirement on grounds of ill health.

### **Family responsibility/compassionate leave**

156. Staff shall be entitled to three days paid compassionate leave in the event of the death of a parent/guardian, child, spouse or partner, sibling or grandparent.

157. The ED may grant special paid leave to staff in exceptional circumstances at her/his discretion.

158. Special leave may not be accrued to the next annual leave cycle.

### **Study Leave**

159. Staff shall be entitled to five days paid study leave annually provided they supply proof of study, and the area of study contributes to the staff member's work at GL.

160. All study leave shall be recommended by the supervisor and approved by the ED.

161. Study leave may not be taken during notice period.

162. Study leave may not be accrued to the next leave cycle.

### **Maternity/paternity leave**

163. GL employees are entitled to four months maternity leave. The first three months shall be paid leave. The fourth month, if taken shall be unpaid.

164. Employees based in South Africa qualify for the Unemployment Insurance Fund (UIF), staff are entitled to claim UIF for maternity leave in accordance with the Basic Conditions of Employment Act.

165. Where UIF does not cover the full salary, GL shall pay the balance to a maximum of the staff member's salary for three months provided the staff member has served GL for one year; except in exceptional circumstances as determined by the ED.
166. Employees based in South Africa that don't qualify for UIF and staff in other countries are entitled to three months paid maternity leave provided the staff member has served GL for one year; except in exceptional circumstances as determined by the ED. This includes the adoption of a child less than one year.
167. GL shall provide one month paid paternity leave if the staff member has served GL for one year; except in exceptional circumstances; as determined on a case by case basis. Paternity leave shall be taken once off and not broken into various periods.
168. Staff wishing to go on parental leave must provide three months' notice.
169. A staff member who is breast feeding shall be allowed breaks of thirty minutes twice per day for the first six months of the child's life.

### **Unpaid leave**

170. Leave without pay shall only be considered in exceptional circumstances and granted subject to specific written conditions imposed by the Departmental Manager/Section Head concerned in consultation with Senior Management. In all cases the employee shall be required to maintain his/her contributions to statutory and other funds. It is a prerequisite that all annual and accumulative leave shall be used before unpaid leave is taken.
171. The exceptional circumstances for unpaid leave include in the case of protracted illness, where: the sick leave entitled has been exhausted; or all accumulated annual leave has been taken. In such cases, the employee shall be entitled to approach UIF to claim ill-health benefits.
172. Factors to be taken into account when considering whether to grant unpaid leave include:
- The reason for the request;
  - Length of service;
  - Work performance;
  - Attendance history; and
  - Attitude towards the company

### **Office hours**

173. The organisation currently works a 40 hour work week as standard time over a period of 5 days from 08h00 until 16h30 or 08h30 until 17h00. There shall be flexibility within these hours for as long as each staff member works a minimum of eight hours. Any variations must be agreed with the staff member's supervisor.
174. Employees are entitled to a meal interval of 30 minutes after 5 hours of continuous work taken between 12h30 and 14h00.

175. All staff take tea at their workstations
176. Staff are required to sign in and out when they report for duty. A staff attendance register shall be maintained in every office.
177. Staff are required to sign in on Lync as soon as they arrive at the office and to be available on Lync for communication within the office and across GL offices.
178. Reasonable time shall be made for staff to attend to personal business such as going to the bank or a child's school function during office hours. Except in the case of medical emergencies, the staff member's supervisor/HOD shall be given prior notice of such absences and the staff member shall carry his or her cell phone at all times and keep this on while away from the office during office hours.
179. Staff shall communicate with their immediate supervisors if they are going to be late for work before or at the time they are expected to be at work. They shall also inform the front office so that their calls are directed appropriately.
180. Should an absence such as that described in paragraph 178 involve being away from the office for half a day or more permission shall be sought from the supervisor and taken as leave.

### **Working from home**

181. Working from home may be agreed with the supervisor on a periodic and case by case basis. In all cases it shall not result in additional costs to GL except where such arrangements are GL induced. The only contribution that GL shall make to facilitate working from home where the arrangement is GL induced shall be communication support.
182. Instances in which working from home may be permitted occur include when:
- Staff have travelled for long periods at a time,
  - A staff member has a personal issue/circumstances that makes being in the office difficult such as occasional transport problems, nursing a family member
  - Staff have a cold or flu that might be communicated to others if they are at work.
  - A staff member needs to focus on a particular task such as writing a document that might be disturbed by being in the office.
  - A staff member lives far away from the office, is doing desk work, and time can be more productively used working than travelling back and forth to work.
183. In all cases the staff member shall make appropriate motivation and agree on deliverables with the staff member.

184. Staff members who exercise this option must have good Internet and phone access and must be accessible while they are on duty but not at the office. They shall also be expected to bear the cost of telecommunication access away from the office.
185. Staff working from home shall inform the receptionist, relevant peers and or subordinates of their whereabouts and contact information.
186. Where functions cannot be performed from home these and certain staff categories may not qualify for temporary or permanent work from home arrangements e.g. reception, finance officer.

## **VI. Work place discipline, ethics, and harmony**

### **Code of conduct**

187. In order to carry out GL business in a disciplined and orderly manner, every employee of GL shall conduct himself/herself in a manner consistent with the express or implied terms and conditions of employment including:

- Carrying out work with due diligence, reasonable skill and competency as the employee expressly or impliedly holds himself/herself out to possess and in accordance with the terms and conditions of his/her employment regulations, or individual contract of employment, as the case may be;
- Reporting for work regularly, punctually and sober without neglect and, be properly dressed for the work he or she is employed to do;
- Obeying all lawful and reasonable orders and instructions as may be issued from time to time by the employer, or by any person to whom authority has been delegated;
- Taking reasonable care for the property of the employer to avoid damage, loss, and destruction
- Making every reasonable effort to improve own efficiency and work experience so as to achieve a high standard of performance and to produce work of high quality;
- Using the employer's property entrusted for the performance of work for the purpose of the employer's business;
- Complying with occupational safety and health regulations and obligations
- Conducting self in a manner which is not harmful to the promotion of good relations with other employees, or members of the public;
- Not to not incite other employees to do, or omit to do any act which is inconsistent with their obligations in terms of their contracts of employment or employment regulations, as the case may be;



- Never engage in any criminal, fraudulent, dishonest or other discreditable conduct in, or outside the employment as set out in GL's anti-corruption policy.
- Treat all internal information gathered in the employ of Gender Links as confidential.

188. All staff members are required to actively promote the objectives and functions of GL.

189. No staff member is entitled to accept remuneration offered to him or her by virtue of his/her being a member of staff without the consent of the ED.

190. In their public and internal dealings, staff members are required to be polite, efficient and to promote the good name of GL.

### **Grievance procedure**

191. The purpose of the grievance procedure is, as far as possible, to resolve work-related conflicts through mediation. Gender Links acknowledges that an employee who has a grievance or is dissatisfied with any matter concerning the employee's work situation or conditions of employment, shall have the right to lodge a grievance with the company. The company resolves to consider and attempt to resolve any such grievance at the earliest possible stage to the satisfaction of both parties. Accordingly, the company has agreed to implement a grievance procedure, the main purpose of which shall be to prevent and resolve conflict in the workplace and to protect the interests of Management and employees.

### **192. Principles**

- Any employee or group of employees may lodge grievances which directly concern them with the company in terms of the grievance procedure.
- Any grievance lodged shall be attended to as speedily as possible and shall not be unreasonably delayed.
- Management shall consider all grievances lodged in a fair and just manner.
- No victimisation of any employee who has lodged a grievance shall be tolerated.
- Allow an interpreter if necessary.
- Allow parties to call witnesses to testify.
- Question witnesses who testify.
- Cross-examination shall be allowed.
- Do not proceed with the investigation if the aggrieved party is not present.
- Any employee lodging a grievance may be accompanied and represented at any stage of the procedure by a colleague of his/her choice, or by a shop steward who is an employee of the company.
- The grievance procedure may be utilised by all employees of the company.
- Employees shall be remunerated at their normal pay rates for the time spent with management in discussing grievances on condition that the laid down procedure is being complied with at

***Step 1- Supervisor/ED***

193. Any work-related concern shall be raised with the immediate supervisor or with the ED if the ED is the immediate supervisor. If the grievance concerns the ED it shall be raised with the EC.
194. The staff member shall report the grievance verbally within 10 working days of its occurrence.
195. The EC/ED/Supervisor must investigate the grievance and attempt to resolve it to the satisfaction of all parties. This shall be done within one week and all involved parties shall be advised of the outcome.
196. If the staff member is satisfied with the outcome of the investigation, this shall be appropriately recorded and no further actions shall be taken.
197. If the staff member is dissatisfied with the outcome of the investigation, of step 1, he/she may ask the ED to review the finding, if the ED is not the immediate supervisor or if the complaint does not involve the ED.

***Step 2 – Appeal to the Executive Committee***

198. If the staff member is not satisfied with the outcome, he/she shall report the matter in writing to the EC – please see Internal Memo template at **HR17**.
199. The EC or a person to whom he/she may delegate this task shall thoroughly investigate the complaint within one week of receipt thereof and reach a decision that must be conveyed to all parties.
200. The EC may call any witness and additional evidence that he/she believes is relevant to the matter.
201. The EC must also consult with all parties and inform all parties of his/her decision within one month of receiving the grievance.
202. The decision of the EC shall be final and binding on both parties.

**Disciplinary Code (Refer to Annex E Maximum Penalty Guideline Table)**

203. GL has adopted a framework of rules and procedures for the guidance of employees and management on disciplinary issues
204. Areas of misconduct shall be correctly identified, the formulation of standard rules, guide lines and procedures, enable the uniform application of penalties for to every offending employee of GL.
205. A thorough investigation of the facts and circumstances in each case of alleged misconduct shall be carried out prior to any final disciplinary action being taken.

206. All employees shall be made aware of what is expected of them in respect of discipline by means of standard instruction, orders and copy of this Code.

207. Provision is made for appeal procedures.

### **Warnings: General**

208. One of the primary aims of a disciplinary procedure is to give staff members an opportunity to correct misconduct, unless the misconduct is of a very serious nature, in which case, a staff member can be suspended with immediate effect.

209. All warnings shall be given as soon as possible after the misconduct was brought to the attention of the supervisor.

### **Verbal warning**

210. The warning shall be given to the staff member concerned by his/her immediate supervisor, or where the ED is the supervisor by the ED, or where the ED is being warned by the EC.

211. The details of the warning shall be recorded by the supervisor in the presence of the employee. (Details to include pointing out the nature of the misconduct to the staff member, what is expected of the staff member and consequences of the staff member failing to respond to the warning)

212. The staff member shall be given the opportunity to state his/her side of the case, and this shall also be recorded.

213. The parties must agree on a date (not more than three weeks after the warning has been given) on which the staff member's conduct shall be re-evaluated.

214. If both parties are satisfied that the issue has been satisfactorily resolved, no further action needs to be taken.

### **Written warning**

215. A written warning is given where a verbal warning has failed to resolve the problem or when the nature of the misconduct is so serious that a verbal warning would not be adequate.

216. The staff member shall be required to sign a copy of the written warning to indicate that he/she has received it and shall be given a copy of the warning.

217. The written warning shall contain details of the misconduct and what is expected of the staff member. The staff member shall be afforded an opportunity to respond. The response shall not necessarily negate the warning unless the ED considers that the response warrants further investigation. If the staff member disagrees with the ED's assessment, the staff member may take the matter to the EC in terms of grievance procedures.

218. The written warning shall be placed in the staff members' personal file for a period of one year.

### **Final written warning**

219. A final written warning may be given where the misconduct is of such a serious nature that a written warning would be inadequate or where the written warning has failed to resolve the problem.

220. The final written warning shall be given by the ED, or if the ED is involved, by the EC.

221. The staff member shall be required to sign a copy of the warning to indicate that he/she has received it. The staff member shall be given a copy of the warning.

222. The ED or EC must give the staff member ED the opportunity to state his/her case prior to the written warning being issued.

223. The staff member shall also be given the opportunity to bring any witnesses and to be assisted by another member of staff.

224. The ED/EC must also advise the staff member ED that should it become necessary to take further disciplinary action against the staff member, following a final written warning; the staff member may be dismissed.

225. The final written warning must be placed in the staff member's personal file for a period of one year.

### **Disciplinary inquiry**

226. In the case where the misconduct may warrant dismissal or where a final written warning has not resolved the problem, a disciplinary inquiry must be initiated by the ED/EC or to any qualified person to whom he/she delegates that responsibility.

227. The ED/EC may appoint a person to investigate the misconduct on behalf of GL.

228. The ED/EC may at any time before or after a staff member has been charged with misconduct suspend that staff member in accordance with relevant legislation until the investigation is complete or until the disciplinary enquiry has been concluded.

229. The staff member shall be afforded an opportunity to explain why he/she shall not be suspended, prior to such suspension.

230. The investigator may recommend to the ED/EC that a disciplinary inquiry shall take place if he/she believes that sufficient grounds for such an enquiry exist.

231. A member of staff shall be given reasonable advance notice of the date and place of inquiry. The notice shall be in writing, shall clearly set out the nature of the alleged misconduct and shall advise the member of staff that he/she is entitled to be assisted at the inquiry.

## **Disciplinary hearing**

232. The ED/EC shall constitute a panel consisting of one or more persons to hear the inquiry. The panel shall be assisted by a person with legal training or mediation skills.
233. The investigator shall present to the panel his or her findings.
234. The member of staff/ED or his/her representative, shall then be given an opportunity to lead any evidence in support of his case, including the calling of any witnesses. The staff member is entitled to legal advice, but not legal representation, at his or her own cost.
235. The panel shall decide on a balance of probabilities whether the alleged misconduct was committed and must inform the member of staff as soon as possible of its decision.
236. The member of staff/ED, if found guilty, may present further evidence in mitigation.
237. The panel may, depending on the nature and severity of the misconduct and after consideration of all relevant information recommend to the ED that he/she may caution or reprimand the member of staff or dismiss him or her from the employ of GL.
238. The inquiry must be recorded and the details thereof kept in the staff member's file for a period of one year after the inquiry.

## **Appeal**

239. A member of staff, who is not satisfied with the decision of the panel, may appeal in writing within five working days to the Board.
240. The Board may afford the complainant and the ED/EC the opportunity to submit a verbal and/ or written complaint/response.
241. The Board shall make a finding based on a consideration of the record of the inquiry and any other relevant information.
242. The Board shall inform the staff member/ED in writing of its decision within ten working days.
243. The decision of the Board is final.

## **Confidentiality**

244. All staff contracts and records shall be confidential kept in the HR office, except in instances where GL may legally be required to divulge these.

## VII. WELL BEING

### **Principles of employee wellbeing**

245. Employee wellbeing:

- Recognises the need to create and maintain a healthy work environment that guarantees the health, happiness and general wellbeing of employees in order to maximise their full potential and ensure success in meeting the goals of the organisation.
- Understands general wellbeing to mean a healthy balance of the mind, body and spirit that results in an overall feeling of well-being. It requires that the individual maintain a continuum of balance and purposeful direction within the environment where s/he is functioning. It is not simply the absence of illness, but an improved quality of life resulting from enhanced physical, mental, and spiritual health. Being well combines health and happiness.
- Seeks to create a working environment where the individual's aspirations in relation to their wellbeing is realised.
- Recognises the determinants of wellbeing to include: a feeling of control of destiny, health practices, spirituality, family, environment, work, money and security, health services, social support and leisure.
- Is guided by the principle that employees are one of the greatest assets an organisation can have, therefore the good health of the organisation depends on the good health of its staff.

### **The Wellbeing Policy**

246. GL shall run an Employee Wellbeing Programme to help create and maintain a healthy and balanced team. The Wellbeing Programme is coordinated by the HRA assisted by a wellbeing committee.

247. The Wellbeing Committee is responsible for:

- Assessing the overall wellbeing of staff and of the team using such instruments and outside support as may be useful in conducting such assessments.
- Conducting periodic needs assessments; devising annual programmes for fostering individual and team wellbeing and an annual budget for approval by the ED.
- Ensuring that birthdays and special days are celebrated.
- Organising periodic staff outings.
- Helping new staff/interns/consultants to settle in and feel at home.
- Getting suggestions from staff, including those in country offices and incorporating these into the wellbeing programme.

### ***Health and safety***

248. The Board and ED shall be responsible for ensuring that all working environments comply with the Occupational Health and Safety Acts and relevant Public Service Regulations on health and safety in relevant countries.

### ***Noise***

249. The playing of CDs on computer, radios, TV etc. while working is not permitted. Shall staff wish to listen to music, news etc. they must obtain headphones at their own cost for doing so provided that this does not disturb others in the office and does not detract from the staff member's work.

250. When transcribing tapes, playing videos etc. for work purposes staff shall use headphones provided by GL or find a space not likely to disturb others.
251. When staff are having meetings, engaging in long phone conversations etc. they shall close their office and speak in moderated tones.
252. Conversations shall be held in public spaces such as the board room, kitchen and outside; NOT in the corridor that all office lead into.

### ***Cleanliness and tidiness***

253. It is the responsibility of all staff members to keep their work spaces clean and tidy so that the office assistants and cleaners can clean properly.
254. All staff members are responsible for keeping clean and tidy shared spaces that they use from time to time. These include the resource centre; kitchen; bathrooms; publications shelf; library and stationary cupboards. Under no circumstances shall public spaces be used for temporary storage of any items that do not belong in these rooms (for example publications).
255. While the housekeeper shall wash tea and coffee cups at the end of each day, and lunch plates during workshops, individual staff members must wash their own plates and cutlery used for lunch.
256. There is a refrigerator for common use. Staff shall ensure that only fresh foods are stored in the refrigerator and that each does not take up an excessive amount of space. At the end of each week the housekeeper shall clear all old food from the refrigerator. It is the responsibility of all staff to remove any food they do not want disposed of in this way.

### **Staff assistance**

255. The organisation does not provide staff loans but may make salary advances in exceptional circumstances and to purchase laptops.
257. GL encourages all staff to own and utilise own laptops for work purposes. For this purpose GL shall advance interest free loans to staff to acquire laptops for work purposes. The laptop loans shall be secured by the staff member's leave days and in the case of new staff, against salary.
258. Staff shall payback 70% of the loan, with the balance of 30% being GL contribution towards the depreciation of the laptop on business usage.
259. In the event that employment is terminated by either party before the loan is fully repaid a full recovery of amounts owing shall be made from the final payment. The GL contribution shall be pro-rata based on the period in use.
260. GL does not give any other salary advances except under exceptional circumstances to be approved by the ED and such advance shall be secured by the staff member's leave days and payable within 30days. **(Form HR19: GL Salary Advance Form).**

261. GL subsidises the purchase of laptops to the value of R1800 towards the cost of the laptop. The subsidy is repayable if the employee resigns after one year of service **(Form HR20: GL Laptop purchase form)**.
262. GL is responsible for covering the software and hardware.
263. GL will repair the laptops when damaged in the course of work if not caused by negligence and this will be treated on case by case basis at the discretion of the ED.
264. GL provides a salary advance for the purchase of an approved android cell phone, on which you will be expected to download lync, skype and whatsapp to facilitate cost effective communication.



## VIII. HIV AND AIDS

### **Introduction**

265. GL recognises the seriousness of the HIV and AIDS epidemic in Southern Africa and that everyone is affected by it.
266. GL is aware of the gender dimensions of this pandemic including the fact that often women do not have the power within relationships to insist on safe sex; the link between gender violence and HIV and AIDS; the fact that men are often more reluctant than women to go for testing and seek treatment and that women tend to bear a disproportionate burden of care associated with HIV and AIDS. The organisation supports all efforts to reduce the spread of HIV infection and reduce the impact of HIV and AIDS on its employees, partners and beneficiaries of its work. It also supports efforts to ensure that the fight against HIV and AIDS is used as an opportunity to promote the equal rights of women and men and a human rights culture in our country.
267. The organisation wishes to ensure that there is consistency between its workplace practices, and the messages it communicates through its training, advocacy and publications.
268. This policy is informed by national legislation in all the countries GL is registered in. It is also informed by national policies and international best practice. It shall be read in tandem with the Company's gender policy.
269. This policy is also informed by a medical and scientific understanding of HIV and AIDS, that HIV and AIDS are not transmitted by casual contact; that employees with HIV may live productive lives for a number of years after infection and that HIV and AIDS shall be treated like any other serious condition or illness.
270. Implementation of the different components of the policy shall rest with programme managers. Overall responsibility shall rest with the ED.

### **Rights of employees with HIV**

271. GL shall not discriminate against employees or job applicants with HIV/AIDS.
272. Employees with HIV and AIDS shall be protected from all forms of discrimination, victimisation and harassment. Such protection shall apply equally to women and men.
273. Should any employee refuse to work with a fellow employee with HIV, this shall constitute misconduct and shall be treated as such by GL. The employee shall be warned that such conduct is unacceptable and that action may be taken in terms of the Disciplinary Code.

274. GL recognises that the failure to take action against any employee, who harasses, victimises and/or discriminates against an employee with HIV and AIDS shall render GL liable in terms of the provisions of the Employment Equity Act for failing to protect the rights of all employees. GL shall provide all reasonable assistance to any employee who has been victimized, harassed and/or discriminated against on the basis of her/his HIV status.

275. There is no obligation on employees to disclose their HIV status to GL, although every effort shall be made to create an atmosphere in which they feel free to do so.

276. No employee shall be dismissed, denied access to promotion or training or suffer any adverse consequence as a result of their HIV status.

### **Testing**

277. As part of its employee assistance programme, GL shall promote and facilitate access to confidential HIV testing and counselling for all employees who wish to know their HIV status. Conscious of the gender dimensions of this, appropriate ways shall be developed for encouraging both women and men to go for testing, and for encouraging them to do so with their intimate partners.

278. GL recognises the impact of a positive HIV test result on an employee and his or her family, and shall facilitate access to 10 sessions of post-test counselling for employees and immediate family members, as part of the employee assistance programme.

279. In accordance with the relevant legislation, GL shall not require any employee or job applicant to undergo HIV testing and HIV testing shall not be a prerequisite to accessing employment, training or promotion opportunities.

### **Confidentiality**

280. GL encourages a supportive workplace where employees can discuss HIV/AIDS openly and where women and men with HIV are encouraged to live openly with HIV, without suffering stigma or any other repercussions.

281. GL recognises the sensitive nature of HIV/AIDS and undertakes to ensure that all employees' rights to privacy and dignity are respected, especially where employees do not choose to disclose their HIV status.

282. Where an employee elects to reveal his or her HIV status to a manager or supervisor, GL shall ensure that this information remains confidential.

### **Awareness raising and education**

283. GL shall conduct appropriate, accurate and up to date information and education programmes to inform and educate all employees about HIV, and how to protect themselves from HIV and other sexually transmitted infections.

## **Treatment, care and support**

284. GL shall treat employees living with AIDS with empathy.
285. GL also recognises the impact of HIV and AIDS on employees caring for and supporting family members and friends with HIV and AIDS and those who have lost family members and friends to the epidemic, and shall also treat these employees with empathy.
286. GL shall provide all reasonable assistance to employees infected and affected by HIV and AIDS, including counselling as part of the employee assistance programme, time off, sick leave, family responsibility leave and information about HIV consistent with the organisation's sick leave and compassionate leave policy.
287. Employees with HIV may continue to work and perform their duties safely as long as they are able to meet the standards set by the organisation.
288. GL shall respond to the changing health status of employees with HIV and AIDS and shall make reasonable accommodation in the workplace in terms of the relevant labour legislation.
289. When an employee is no longer able to work due to ill health, GL shall resolve the issue in terms of its normal procedures on poor performance due to ill health.
290. Employees with HIV and AIDS shall receive the same workplace benefits and other services provided to other employees.
291. GL shall encourage employees with HIV to access medical treatment and care and help to facilitate this. Mindful of the gender dimensions of this, GL shall ensure appropriate approaches to both women and men to ensure that they avail themselves of treatment and care. Medical care includes access to anti-retroviral medication, treatment for opportunistic infections, reproductive and sexual health care services and advice on healthy living, through their medical aid.
292. Where employees are accessing treatment through public health care facilities, the Company shall assist those employees to find appropriate medical treatment and care in their community and shall give them reasonable time off to attend medical appointments if required.
293. GL shall take a holistic approach to treatment that includes balancing access to and the taking of drugs with good nutrition and a positive outlook. Well researched information and expertise on these subjects shall be made available.

## **Occupational and accidental exposure**

294. GL recognises that HIV is not transmitted through casual contact.
295. In the case of any workplace accident or injury involving the exposure of employees to blood, universal precautions shall be used to reduce the risk of transmission of HIV and other blood born infections.

## IX. GL's GREEN OFFICE POLICY

### **Introduction**

296. The *Gender Perspectives on Climate Change* report following the 2008 United Nations Commission on the Status of Women (CSW) "Emerging issues panel" noted that Africa has already experienced a warming of 0.7°C. This is expected to continue to rise by 0.2–0.5°C each decade. The panel debated how this warming would affect the realisation of the Millennium Development Goals, especially goal three - the empowerment of women.
297. The organisation has a special responsibility and role as a regional leader and consumer of environmental resources, to set positive examples of management and conservation within this area. This policy includes the carrying out of both compulsory and voluntary practices to reduce waste, further recycling, conserve energy and reduce the usage of natural resources. Accordingly, the organisation shall purchase products, supplies, and services that further this goal.
298. This policy shall be cross referenced with the procurement; employee wellness; and office environment policies. Judicious care of resources reduces environmental; human and financial costs, resulting in better value for money as well as a sustainable future. Appreciation of nature and the environment is a key ingredient in personal wellbeing. Less cluttered green friendly and aware offices make for more holistic and pleasant working environments. This policy also cross references with other policies such as flexi time. Work from home, where warranted, reduces the carbon footprint of staff and can help to promote better work life balance, if responsibly managed.

### **Education and awareness**

299. All GL staff are required to familiarise themselves with the Green Office Policy as part of their induction.
300. GL shall appoint an environment officer, who shall ensure that all staff are aware of the Green Office Policy through periodic education and awareness events, including fun events with families undertaken as part of the wellness programme.
301. GL shall observe Green Office Week (also known by the acronym GOW) launched in 2010 in South Africa to take place annually in the week of 22 April (Earth Day).
302. The environment officer shall have a regular Green Column on intranet to educate staff about ways of reducing environmental degradation and increase awareness of the GL environmental policies and encourage staff to practise the same principles at home. Good practices from all GL offices shall be shared through this column.

## **Programme work**

303. As a regional organisation operating in 15 countries, Gender Links works most often at the macro level, using research to influence key stakeholders and decision-makers, including government and media. Through its programme work Gender Links has committed to taking up the issue of climate change and the environment in several key areas:

- Lobbying and advocacy work as part of the SADC Gender Protocol Alliance, which is pushing for climate change issues to be incorporated into the SADC Gender Protocol. This initiative is led by partners in Mozambique where many of the worst issues around climate change and gender were felt following recent flooding.
- Working with media to publicise gender issues linked to climate change. This is done through the Gender Links Opinion and Commentary Service and also during in-country newsroom training.
- Incorporating climate change as “stages” in both the media and local government Centres of Excellence for Gender Mainstreaming. This involves on the job capacity building and application that is later measured through a range of Monitoring and Evaluation tools.

## **Green building practice**

304. GL uses interior plants within personal work zones, where we spend most of our day. (Research shows that plants improve air quality. Sealed energy efficient buildings have less exchange of fresh air for stale air. Research indicates that plant-filled rooms contain 50-60 percent fewer airborne molds and bacteria than rooms without plants).

305. GL shall ensure that all offices have good natural light, to promote health and wellbeing of staff as well as reduce the amount of artificial light required.

## **A paperless office**

306. GL shall halve its paper usage in 2012/2013 (to be monitored through expenditure on paper) by:

- Receiving faxes digitally into email inboxes.
- Sending out and receiving electronic invoices and statements.
- Sending invitations electronically.
- Opting for e-cards.
- Doing electronic banking.
- Using electronic application forms.
- Storing data and disaster recovery electronically.
- Using print preview for layout editing.
- Printing on both sides of paper.
- Only printing pages really needed.
- Editing documents on screen e.g. by using tracked changes.
- Keeping copies of documents on the P Drive rather than on paper.
- Setting printout margin sizes and fonts to minimise paper use.
- Green publishing of monthly newsletters; annual reports and magazines
- Using power point presentations instead of paper.
- Using real mugs, plates and cutlery rather than disposable ones.
- Printing drafts (where necessary) on ruined photocopies as rough paper
- Using shredded paper and newspapers as box fillers when packing for freighting
- Turning printing mistakes or ruined copies into notepads

## **Water**

307. GL shall reduce wastage of water (as measured through monthly metre readings) through:

- Installing water efficient taps.
- Water efficient washing appliances.
- Install signage with hot-line numbers for leak reporting.
- Requiring that staff immediately communicate significant water losses from broken pipes to the HRA who must report such losses immediately and ensure that they are repaired within 12 hours.
- Avoid installing ornamental water features and fountains that lose water to evaporation.
- Clearly marking where the master water shut-off valve is located.
- Filling kettles only with as much water as is needed.
- Ensuring that there are never any leaking hose nozzles.

## **Recycling**

308. The following items shall be recycled; other classes of recyclables may be added if markets develop:

- Aluminium cans
- White copy paper
- Newsprint – newspapers
- Glass products
- Cardboard

309. The following process shall be complied with to ensure recycling:

- Each staff member is required to have a paper recycling box or bin in their office. This paper is collected on a weekly basis.
- Staff members are required to put glass, and plastic waste products into the corresponding bins provided in the GL parking lot. These bins are emptied once a week at the local recycling plant.

## **Waste not, want not**

310. GL shall foster a culture and ethos of savings and care for the environment and its resources through:

- Whenever possible distributing documents to fewer people.
- Minimising waste from catering and leisure facilities i.e. glass, beverage cans, plastics, paper and board packaging and food waste.
- Reducing the use of staples! Saving one staple a day in every office equals tons of metal saved.
- Reducing the purchase of folders, hanging file dividers, packing boxes and other storage items through efficient and effective E storage and back-up systems.
- Collecting and reusing name badges after meetings.
- Re using paper clips, bull clips drawing pins etc.
- Re using padded bags/envelopes, polystyrene.
- Starting ink-toner recycling bin.
- Giving attention to the product durability/ life span when shopping for the office
- Buying in bulk to reduce packaging.
- Where appropriate repairing equipment before having it replaced.
- If machinery is creating a lot of waste, checking whether it needs to be repaired or replaced or if it is being used correctly.

## **Electricity and energy conservation**

311. GL has instituted a number of power saving measures including switching off geysers; switching off lights and plugs that are not being used and switching off computers and printers at the end of the day. Staff are required to use power sensibly and to comply with any power saving measures that may from time to time be instituted.
312. GL provides gas heating in winter to save electricity and fans in summer instead of air conditioners in case of excesses in temperature.
313. The HRA shall ensure that gas heating is safe at all times. Gas heating shall be used rather than electricity except in exceptional circumstances where this can be justified.
314. Staff are required to use energy sensibly and in a way that is considerate of the overall energy load on the premises through:
- Turning off all unnecessary lighting and heaters in offices when not in use or when away from the office for more than one hour.
  - Using only energy-saving LED light bulbs in the office.
  - All office lights except outside lights switched off every night when the last staff member vacates the premises.
  - Ensure external lights are switched off during daylight
  - Obtaining and displaying "Switch-off when not in use" stickers for light switches
  - Setting all PCs and office equipment to energy saving modes and ensuring ALL are switched off at night. Turning off computers, printers, copiers and other electrical appliances when departing for the day (the world's computers are responsible for creating more CO<sub>2</sub> than the world's aircraft!)
  - Switching off geysers for weekends and annual holidays
315. GL shall, as funds permit:
- Look into renewable energy sources.
  - Enhance insulation in ceilings, walls and floors as appropriate.

## **Reducing carbon footprint in transport and travel**

316. To reduce the carbon footprint of Board and staff, GL shall:
- Maintain an open attitude to flexitime and telecommuting.
  - Promote bulk deliveries.
  - Where possible cut down on car travel by encouraging teleconferences including via Skype.
  - Plant trees around the office premises: trees and other plants absorb carbon dioxide and give off oxygen.
  - Take direct flights and avoid connecting flights wherever possible.
  - With reference to the office car, GL shall:
    - a. Drive less and Drive Smart
    - b. Avoid idling and revving: It hurts engines, wastes petrol, and contributes to global warming and pollution.
    - c. Drive during non-peak hours –this saves a significant amount of fuel during stops.
    - d. Plan travel and pick-ups to ensure group rather than individual travel.
    - e. Pick efficient delivery routing using special routing software
    - f. Inflating tyres properly – this improves mileage by about 3.3%.

- g. Keep the car properly serviced.
- h. Drive with windows closed as this reduces drag on the vehicle.

### **Green events**

317. GL shall ensure the greening of all its events in the following ways:

- If travel is involved share transport to meetings and events where possible.
- Arrange for group transport if large numbers of individuals shall be attending.
- When suitable consider video and teleconferencing.
- Ensuring that promotion and event information are shared through electronic formats and websites.
- Emailing paper brochures and invitations in PDF formats.
- Offer online registration and evaluations.
- Reduce paper folders, binders and programmes by placing info on Power point at the event and distributing bulky documentation on a flash drive.
- Using eco-friendly folders.
- Using water pitchers and cordials rather than plastic bottles.
- Using dry-erase boards or other reusable visual aids.
- Using eco-friendly venues.
- Ensuring that conference bags are made from recycled or sustainable materials.
- Reusable or recyclable signs.
- Eco-friendly banners.
- Digital photography.
- Certificates on non-wood or recycled paper and framed in bamboo.
- Name badges that are re-used.
- Making use of re cycled packing materials and decorations.

### **Green purchasing**

318. GL shall "green" its procurement practices in the following ways:

- When using outside printing services, asking for recycled paper whenever possible.
- Before purchasing new office furnishings, checking for availability of used furnishings at another office or the Cottages.
- Being selective when using products with chemicals. Do not order more than can be used before the expiration date or shelf life of the product.
- Not using aerosol containers. Using refillable pump dispensers, if available.
- Setting specifications and standards for office purchases.
- Purchasing: -
  - a. Locally manufactured products as they travel lesser distances.
  - b. Paper and cardboard that is high in recycled content.
  - c. Office supplies that are free of hazardous materials.
  - d. Cleaning supplies that are non-toxic and in concentrate form.
  - e. Non-wood products where possible.

319. GL shall give preference to:

- Bio based products.
- Energy Efficient products.
- Recycled Content products.
- Non-ozone Depleting Substances.
- Repairable products.
- Recyclable products.



## X. STAFF MOVEMENTS

### Relocation

320. Gender Links reserves the right within reason to transfer personnel to its branches. GL may from time to time require employees to move temporarily to a different location or country to undertake their on-going duties or different role for a fixed period of time.
321. When the need to transfer a staff member becomes apparent, the identified staff member's manager shall be informed of such a decision.
322. The transfer shall be approved by both department heads receiving and releasing the employee and an offer is made to the employee. The employee accepts or rejects the offer of transfer
323. A staff transferred by the organisation may qualify for the following relocation allowance on application **through the Human Resources and Administration Manager.**
324. With regard to long term/permanent relocation the following shall apply:
- One month's gross salary as settling in allowance
  - GL self-catering or similar accommodation close to the office for up to a month, if required in the new location
  - Costs of travel for the employee to his/her new location of duty and to return home after completion of the assignment where applicable.
325. Temporary relocations shall generally be for periods of not less than one month to about six months.
- GL self-catering or similar accommodation close to the work place.
  - A living away home allowance shall be provided. Rates shall be reviewed from time to time and staff shall be advised accordingly.
  - The most economic transport to and from the office shall be provided in cases where accommodation is not close to the work place.
326. In all instances any additional allowances related to the transfer may be decided upon.
326. If a staff member resigns before completion of their term of service the relocation cost shall be paid back on a pro rata basis, except in exceptional circumstances as determined by the ED. For example, if the contract is for a year and the staff member serves for six months, fifty percent of the relocation cost shall be paid back. This clause does not apply in a case where a staff member has relocated but fails to pass probation.

## Transfers

327. The ED may from time to time make horizontal transfers of staff from one position or Department to another at the same level and with the same salary and benefits as operational requirements or personal development criteria dictate.

328. Transfers shall be made in the context of assessment of performance and job requirements as set out in the Performance Management System.

## Acting Appointment

329. An employee may be required to act in a higher position for a temporary period, for example when the employee holding that higher position is on leave, or away on training course.

330. If an employee is called upon to act in a higher position for more than **3 months** he or she will be paid an acting allowance for the period. The acting allowance shall be the entry level of this position in which the employee is acting. If the acting post is on the same level as the employee's position, no acting allowance will be paid.

## Retention

331. GL shall take measures to retain staff, provided such staff add value to the organisation, and that finances permit the retention of these staff. These measures shall include monetary and non-monetary measures as follows:

- **Remuneration:** GL constantly scans the environment and adjusts wages, makes cost of living adjustments and has a notch system that rewards strong performance, provided the budget allows for this.
- **Flexibility and sensitivity to family needs:** GL allows staff to work from home under certain circumstances. Now that GL has regional offices, the organisation has also transferred staff for family reasons where this has proved feasible.
- **Affirming good performance:** GL has a remuneration linked performance system, and has annual staff awards that recognise a variety of contributions including team work, resource mobilisation, innovation, writing, photography, financial management, performance and improved performance.
- **Promotions and opportunities:** GL has an active talent spotting and promotions policy.
- **Staff wellness programme:** GL allocates a budget for staff wellness that seeks to assist staff in balancing body, mind and soul. The programme also enhances team spirit.
- **Time management:** GL assists staff in managing their time efficiently and effectively through time use studies and training.
- **Capacity building:** GL places a strong emphasis on learning, especially on-the-job learning, as reflected in the annual *Learning Journey*.

## Renewal of contracts

332. GL shall advise staff two months prior to the expiry of staff contracts whether or not the contracts shall be renewed.

333. In instances where GL has proposed to renew a contract, staff shall give their response in writing one month prior to the termination of the contract.

## Retrenchment

334. Retrenchment shall be handled in accordance with the relevant legislation.

## Ending of service

335. Unless a shorter notice period is mutually agreed between the staff member and ED, termination of employment by either is required to give written notice as stipulated in the table below. Staff are required to tender a formal, signed **letter of resignation (HR22)**.

<b>Staff level</b>	<b>Notice period</b>
Officer level	One calendar month
Manager	Three calendar months
Senior managers (ED or HOCS)	Six calendar months
Casual Employment	No notice is required according to the BCEA
Fixed Term Contract	Employment terminates upon expiry of the term/period

Calendar month means the full cycle of the month from the first day to the last day.

336. A staff member's service may be terminated by the ED on the basis of misconduct which is defined in the Disciplinary Code as set out in the Operational Guidelines, or of non-performance. In such cases, the ED shall ensure due process is followed in compliance with the LRA and other legal requirements that may apply.

337. No final payment shall be made to staff members until all their termination deliverables have been submitted, checked and approved by the signature of their supervisor. This shall include verification by the supervisor that all institutional resources in the possession of and/or generated by that staff member have been handed in and/or filed on the P Drive, and the submission of proof thereof to the ED.

338. Departing staff shall prepare handover notes – **HR23**. GL shall conduct an exit interview and process before the staff member leaves – **see HR24**. The staff member and supervisor shall sign off on all staff property used and returned – **HR25**.

339. Staff members may not take leave during notice period unless agreed by the ED.

## Retirement age

340. The normal retirement age of all staff shall be 65 years of age but an employee may, with the consent of GL Exco. If GL Exco so requires, and the employee agrees, the employee may be asked to continue her/his service after the age of retirement.

## XI. GL's DISABILITY POLICY

### **Background**

This policy is to inform Gender Links staff of the employment and workplace relations requirements in relation to people with disability.

This policy seeks to:

- Ensure a transparent and consistent approach to creating equal opportunity for people with disability who are currently employed or seeking employment with GL
- Assist GL and employee achieve optimum access and inclusion of employees with a disability in GL workforce consistent with the Employment Equity Act.
- Provide all GL employees with the opportunity to develop professional learning, understanding, and positive attitudes about disability in the workplace.
- Provide an inclusive, accessible and safe work environment.
- Ensuring that all employees are treated respectfully and equitably in all stages of the employment process including for the purpose of:
  - Recruitment
  - Selection
  - Professional development and training
  - Promotion or transfer
  - Termination
- Acknowledging the significance of access and equality for people with a disability and the provision of a workplace free from discrimination, bullying and harassment
- Ensuring that all GL employees are aware of their obligation to act in accordance with this policy.

341. Gender Links will not discriminate through recruitment process, irrespective of whether the applicant has a disability or not. GL will make necessary adjustments in recruitment and selection to ensure that people with disability are not disadvantaged

342. Gender Links will not deny disabled employees access or limit the employee access, to opportunities for promotion, transfer or training, or to any other benefits associated with employment

343. Gender Links will provide people with a disability special services, facilities or opportunities to meet their special needs in employment.

344. Gender Links will not demand that a job seeker or current employee to disclose a disability unless it is likely to affect their job performance or ability to work safely.

345. The privacy of personal and health information disclosed by a job applicant will be kept secure by GL.

346. Gender Links will make reasonable adjustment administrative, environmental, or procedural alterations required enabling a person with disability to work effectively and enjoy equal opportunity.

347. Gender Links will provide adequate resources to ensure that appropriate equipment and support services are available to employee with a disability where reasonably possible.

348. Requests for reasonable adjustment should be made to GL management in the first instance. Other employees affected by any changes will be kept informed to avoid misunderstanding or labelling
349. Gender Links will try to make accessible communication to people with a disability or impairment.

## **ANNEX A: GL ROUTINES AND STANDARDS**

**KEY:** CEO= Chief Executive Officer; ED= Executive Director; HOCS= Head of Corporate Services; HRA= Human Resources and Administration Manager; Monitoring and Evaluation Officer= M&E officer; PO=Procurement Officer

**NB:** These standards and routines shall be read in conjunction with and do not substitute GL Policies and Regulations. They shall also be read in conjunction with the compendium of forms for all operational matters; the Monitoring, Evaluation, Learning and Knowledge Manual as well as the Communications Manual.

### **CONTRACTS, JOB DESCRIPTIONS, PERFORMANCE EVALUATIONS**

- Contracts refer to GL Policies and Regulations that are updated and approved annually at the GL Board meeting. They are linked to Job Description and Performance Agreement. They list key performance areas and deliverables.
- Staff evaluations every semester; PA form and comments by supervisor sent to ED (or done by ED in the case of direct reports); filed by HRA.
- Point system out of 100 including 5 points for work outside the agreed PA.
- Annual bonuses based on average of two semester evaluations: 80%=full bonus; 70-79%= half bonus. Below 70% no bonus or demoted and placed on notice for three months or grounds for dismissal.

### **PLANNING AND REPORTING**

- Five year strategy approved by Board.
- Annual plan prepared by ED with inputs by managers and careful reference to funding commitments.
- Annual budget and budget codes prepared by HOCS. The financial year runs from 1 March to 28 February.
- Trimester plan coordinated by CEO, ED,HOCS with inputs by all staff.
- Trimester staff PAs prepared by managers based on plan.
- Weekly diary entries are submitted at noon each Friday to the M&E Officer and distributed by the CEO,ED, HOCS each Monday
- Action plan checklists are submitted by managers by COB Friday to the M&E Officer and circulated by the M&E Officer on Monday morning.
- Management meetings are on the 15<sup>th</sup> of every month. Senior management meets first followed by meetings with each unit, then the full management team.
- Annual report coordinated by CEO, ED, HOCS for the annual Board meeting held in March/April. The final report is produced by June each year.
- Donor reports are produced and submitted on time according to a register prepared and updated by the HOCS. Managers are expected to file their reports to the HOCS/CEO at least one week before these are due to donors.

## **DEPARTMENTAL ROUTINES**

### **Cross cutting**

#### ***Daily***

- Check emails and respond first thing in the morning.
- Check deadlines for the day.

#### ***Weekly***

- Requisition payments on Thursdays.
- Unit meetings on Monday mornings.
- Input weekly priority list to SharePoint by 17h00 every Friday.
- P drive filing every Friday.
- Website updates every Friday.
- Reconciliations due within a week of the event happening.

#### ***Monthly***

- All units submit M and E reports by 5<sup>th</sup> of every month
- Checked by M and E manager and returned with queries by 7<sup>th</sup> of every month.
- Corrected and resubmitted by 8<sup>th</sup> of every month.
- M and E unit compiles files by 10<sup>th</sup> of every month
- Monthly budget meetings by 10<sup>th</sup> of every month.

### **Newsletters (Alliance and GMDC)**

- Editorial outline for e- newsletter by 15<sup>th</sup> of every month to be discussed at the Management Committee
- Call for e-newsletter by 1<sup>st</sup> of every month.
- Enewsletters to CEO by 25<sup>th</sup> of every month.
- Newsletters sent out on the 1<sup>st</sup> of every month.

### **GMDC**

- Daily Facebook updates.
- Monitor the print media every day to identify good clippings and VRC case studies.
- Upload publications and research into the databases every Thursday.
- Submit a monthly editorial plan for Commentary service by the 15<sup>th</sup> of every month for discussion at the Management Committee.
- Interns monthly meeting.

### **Alliance**

- Mid-week checkpoint meeting on Wednesday.
- Work on Barometer case studies every second Thursday.
- Monthly reports to Alliance Manager – two days before due date
- Enewsletter to Alliance Manager 20<sup>th</sup> of every month

### **Media**

- Call all media countries facilitators and discuss project roll progress every week.
- Prepare for workshops e.g. travel, workshop packs and other logistical arrangements as required.
- Payment requisitions every Wednesday

- Reconciliations
- Updating P-drive
- Updating the COE tracking sheet

## **Governance and Justice**

### ***Daily***

- Check in via Skype/telephone
- Check & respond to emails, flag important emails for follow up
- Check daily weekly tasks against weekly priority list

### ***Weekly***

- Skype conversation.
- Update weekly CM event calendar.
- Check photo gallery & back end of the website.
- Call CM staff and interns around any issues they may have come up.

### ***Fortnightly***

- Upload M and E online from GL Governance/Justice Depart events

### ***Monthly***

- Ensure that monthly recons from CM staff are received and submitted to finance.
- Collect, compile and email the M and E statistics to the Governance Manager by the 3<sup>rd</sup> of every month.
- Submit publications stock sheet to the Governance manager by 3<sup>rd</sup> of every month.
- Monthly tele-conference with field officers and satellite offices on 13<sup>th</sup> of every month.

## **Corporate services**

### ***Finance***

#### Daily

- Attend to queries from bank, staff, consultants, etc.
- Attend to meetings and any other requests.

#### Weekly

- Payments submitted on Tuesdays.
- Payments processed and checked on Wednesdays.
- Accounts funded on Fridays.
- Payments signed off by ED and HOCs on Thursdays.
- Reconciliations checked and approved weekly by Thursdays.
- Banking on Mondays.
- Beneficiaries informed on Mondays.
- Petty cash issued daily.

#### Monthly

- Capturing of transactions from the 25<sup>th</sup> of every month.
- Checking of captured transactions and updating by the 2nd of the preceding month.
- Receiving cashbooks and supporting documents from Satellite and field offices by the 27<sup>th</sup> of the every month.



- Checking and capturing by the 5<sup>th</sup> of the preceding month.
- Working on all Clearing of Accounts by the 8<sup>th</sup> of the preceding month.
- Month-end reports by the 10<sup>th</sup> of the preceding month. (Satellite Offices, GTI, Cottages).
- Budget review meetings with Managers between the 10<sup>th</sup> and the 12<sup>th</sup> of the preceding month.
- Presentations reports to Senior Management Team and programme review meetings with managers on the 15<sup>th</sup> of the preceding month.
- SARS EMP201 submissions by the 6<sup>th</sup> of the preceding month.
- VAT returns by the 25<sup>th</sup> of every two months.

#### Quarterly

- Preparation of Quarterly financial reports.

#### Bi annually

- Submission of biannual SARS EMP501.

#### Annually

- Preparation of Annual financial reports.
- Annual audit.
- Submission of SARS Final EMP501.
- Preparation of annual board reports

### ***IT Routines***

#### Daily routine

- Check that all systems are working. Telephone System- Including fax lines, Ethernet Network, Wireless Network, File Server, Mail Server and Financial System desktop.
- Check bandwidth consumption for Cottages and Regional Office.
- Checking daily back up reports
- Checking functionality of Network shared printers – Konica, HP Printer and New wing network switch.
- Attending IT related problems faced from previous day.
- Issuing out equipment to staff
- Liaising with Service providers when needed.
- Once VPN is commissioned to check daily log files to detect intrusion

#### Weekly routine

- Changing back up drive
- Backing up of P, H and Q Drive
- Finalizing and prioritizing unfinished work from Weekly Planner
- Following up on service providers who have not delivered
- Attending to challenges at cottages
- Monitoring internet usage

#### Monthly routine

- Mailing List Report
- Internet Usage Report
- Publications Report
- Signing off all IT services done by IT providers and attending to queries.
- Stationery requirements - Cartridges
- Updating of Equipment register

#### Per request

- Liaising with IT service providers.
- Liaising with Cottages staff when problems arise
- Ordering of hardware equipment
- Setting up equipment for presentations and meetings.
- Troubleshooting any Network problems or faults.

### ***Procurement***

#### Daily

- Travel bookings for staff and workshop travels.
- Handling travel logistics like accommodation, visas, airport pickups, etc.
- Scanning and filing of consultants contracts.
- Procuring goods and services as reported.
- Coordinate driver and Taxi's schedules.

#### Weekly

- Reviewing draft consultants' contracts.
- Updating the facilities, consultants and preferred suppliers' database.
- Draft contracts for service providers as requested.
- Ensuring the car is in good condition.
- Reconciling and requesting payment for petty cash.

#### Monthly

- M & E report: Car log book, cost savings, travel bill backs and consultants, facilities database reports.
- Reconciling Annex and the taxi service bill and requesting payment.
- Ensuring Cottages stock take is done.

### ***Human resources and administration***

#### Daily

- Attend to queries from staff and external.
- Attend to internet.
- Keep the place tidy.
- Attend to reception: Distributing mails, faxes, courier, etc.

#### Weekly

- Planning
- Issuing of stationery.
- Leave application to doc and capturing.
- Cleaning fridges, windows, watering plants, emptying recycling boxes and taking out garbage cans.
- Ensuring that the yard is swept and grass is cut and the swimming pool is kept clean at all times.

#### Monthly

- Payroll and month-end leave update reports.
- Staff profile reports, staff contracts, tracking sheet, contract list.
- P and R drive.
- Wellness activity.
- Birthday contributions.
- Adding any new assets onto the insurance policy.

## **WORKSHOPS AND EVENTS**

- Contract with local service administrator (if the project makes such a provision) drawn up at least two months in advance.
- Participants invited at least one month in advance.
- Budget drawn up and all queries clarified three weeks in advance.
- Advance payments and cash cheques drawn two weeks week in advance.
- Gender balanced list of participants available two weeks in advance, especially where there is travel to be arranged.
- Programme drawn at least one month in advance.
- Speakers confirmed three weeks in advance and provided with clear briefing as well as any information they may require.
- Travel arranged three weeks in advance and final confirmations two week in advance.
- Appropriate media announcements made at least three days in advance.
- All workshop materials (documentation and stationary) finalised and copied in the week leading up to the workshop; packed the day before departure.
- Materials checked against programme to ensure that nothing is missing.
- All participants register on each day of the workshop using the GMDC form. This information disaggregated by gender.
- Evaluation form filled out at workshop; summarised within one week of the workshop and circulated to the ED and all facilitators.
- Online workshop form filled in one week after the event.
- Expenditures reconciled to cash cheques and budgets; checked by finance manager; authorised by ED within one week of the workshop.
- Report compiled within two weeks of the workshop; authorised by the ED; electronic copies circulated to all participants; uploaded onto website; announced on GLgenerals where this is of general interest.
- All participants added to GMDC database and GLgenerals and or any other appropriate E Mail lists.
- Follow up action initiated.

## **FINANCIAL MATTERS**

### **Contracts**

- Contracts must be numbered according to the following system: Project/Year/Number e.g. Governance/2012/001.
- Must give full name; address; phone and E Mail address.
- Task to be accomplished specified. Detailed terms of reference annexed.
- Timeframes specified.
- Outputs specified.
- Payment amount, method, and tranches specified against outputs and timeframe.
- Person contracted signs an agreement form that is returned in the original. *No payment to be made unless this is in hand.*
- Contract approved and signed by ED. The contract must have the ED's original signature. Using the ED's e-signature without express written instructions from the ED shall constitute a disciplinary offence.
- Original lodged with Procurement Officer (PO).

- Contract logged on the consultants contracts register and the consultants' database.
- Original contract put in file and stored in the steel cupboard.
- If any changes to contract these must be accompanied by an addendum signed by both the consultant and the GL ED.

### **E filing of contracts**

- All contracts, whether issued by or to GL, shall be digitized and filed on the P drive by the PO using the GL file naming protocol and placed in the appropriate files.

### **Payment routines**

- Payments shall be done once a week and all payment requisitions must be submitted to Finance by midday Wednesday to give ample time for processing.
- Banking is done once a week except in exceptional circumstances and original contracts/documents shall never be given out to the bank together with bank drafts.
- Claims for overtime; travel; phone or any other kind of claims must be submitted once a month on 14<sup>th</sup> of each month.
- Salaries are paid once a month on or before the 25<sup>th</sup> day of each month.
- Creditors shall be paid on or before the 15<sup>th</sup> of each month.
- IRP 5s are issued once a year in April.

### **Payment requisitions**

- All payments must be accompanied by a payment requisition whether it is going to be paid by cheque, foreign transfer or credit card. This form provides for proper allocation of budget lines by Programme Staff and proper authorisation of the payment by the Signatories. It also ensures uniformity in our systems and adherence to our policies where all payments are approved by the signatories.
- Complete a payment requisition, fill in the budget lines, account description, donor as well as amount allocated to that donor. If the amount is being split between two or more donors, allocate amounts per donor.
- Put the E Mail of the person to whom the payment is being made.
- Attach supporting document e.g. a VAT invoice, budget breakdown or contract.
- Any payments for publications must be accompanied by the GL Publications form detailing that the publications have been received in good order and that the artwork is filed on the P drive and the Senior Accountant must verify that the artwork is on the P drive before approving payment.

### **Special bank accounts**

- Where donors have special bank accounts, these must be indicated in BOLD on top of the requisition form, e.g. DANIDA GOVERNANCE, DANIDA MEDIA or IRISH AID.
- These accounts must be reconciled every month as part of monthly financial reporting to ensure that all expenditures have been captured especially those made with creditors for which one payment has been made from the general account.

### **Expense claims**

- These must be accompanied by a payment requisition and must be approved by the immediate supervisor.
- In the case of travel claims: these must clearly show the breakdown of the kilometers traveled per trip to avoid confusion and delays in payment.
- The claims shall be paid as part of the monthly payments and must be submitted on or before the 14<sup>th</sup> of each month.

### **VAT invoices**

- The GL VAT number must be given to suppliers and must appear on all our invoices. This is a requirement from SARS and this enables GL to claim VAT back and increase our income.
- VAT must be claimed by the Finance department every two months.

### **Payments by credit card**

- The use of the credit card must be authorized by the ED.
- Fill in the requisition form and allocate the budget lines, account, donor and amount.
- Attach the receipts and submit to the Head of Corporate Services (HOCS) for checking and approval by the ED.
- Return the card to the ED as soon as payment has been made or in her absence to the HOCS.

### **Information regarding payments made**

- Finance Officer (FO) to send E Mails regarding all payments made stating date; purpose; amount except in the case of the commentary service.
- Staff to receive pay slips in sealed envelopes on the 24<sup>th</sup> of each month.

### **Cash requisitions**

- One requisition form per cheque.
- Use the cheque requisition form to attach a budget with supporting documents e.g. exchange rate sheets and quotations.
- Do not allocate the budget lines on the payment requisition at this stage as the figures are estimates and not actuals. Budget lines can be indicated on the budget only for guidance.
- If the requisition is done electronically use 11 point form.
- Submit to Finance at least a week in advance.

### **Cash reconciliations**

- These must be done within 24hours of return and submitted to the FO.
- Use the requisition form but now change this to read reconciliation.
- Number your receipts according to the order on the reconciliation.
- Fill in the cheque number which would have been obtained from the FO when the cash was issued.
- Allocate budget lines to all the expenses on the recon.
- Senior Accountant to replace requisition form with reconciliation form.
- All reconciliations are reviewed by the ED during the weekly payments meeting.

- Cash below R3,000 must be deposited into petty cash otherwise it must be deposited into the bank account. FO is responsible for this.
- FO to issue receipts for all cash received.

### **Commentary service**

- One requisition form only stating story number, story, date or clip no, clip, date. If several attach an annex.
- If electronic 11 point font.
- FO to inform Communication Manager of cheque requisition number.
- Communication Manager to obtain cash receipt from whoever the cash is issued to, whether author or proxy (if proxy this shall be indicated).
- Editor to attach receipts to original requisition and return to FO after payments are made.
- If any changes to payments made (e.g. new story in) amend the original requisitions.
- Communication Manager keeps monthly record of all stories written; date used; gender disaggregated data on authors; when payment made. Submit to ED.

### **Petty cash**

- Fill in the Petty cash requisition form and submit to FO between 8 am and 11 am.
- Bring receipts after undertaking the activity.

### **Filing**

- Financial files for current and past year are kept in the finance cupboard and are kept in immaculate order.
- Finance files for previous years must be neatly archived and stored away in an accessible manner.
- No loose paper shall ever be hanging around on desks, especially the front office, Finance office and around public printers.

## **PROCUREMENT AND VALUE FOR MONEY**

GL commits to an efficiency savings target of reducing costs by 15% per annum and all staff are required to work collectively towards achieving this goal. Staff are expected to familiarise themselves with the procurement policy and practice its provisions and adhere to the following standards:

- All procurement requests shall be submitted to the Procurement Officer (PO).
- For any purchases above R5,000, the PO must source quotations as required and discuss with the relevant staff the options before going ahead and ordering.
- A quote comparison with a recommendation explaining/justifying why a certain option has been chosen must be prepared by the PO and approved by the relevant manager.
- The comparison report must compare like with like. If there are additional features these must be listed separately.
- A purchase order form must be completed and sent through to the chosen supplier.
- The supplier must submit the invoice.

- If the supplier requires a deposit, the PO must submit a payment requisition to finance accompanied by the purchase order copy, the quote comparison and the three quotations. The payment requisition must be approved by the relevant manager. When the final payment is made, a copy of the initial deposit payment requisition must be attached together with a goods received note (GRN).
- If the supplier requires payment after delivery of the goods or service, the PO must put in the payment requisition with all the supporting documents as detailed above and a Goods received note (GRN) must be attached.
- For any purchases above R250,000, the full tender process as detailed in the GL Policies and Regulations must be followed.
- Staff are required to perform back ground checks of potential suppliers or consultants before entering into contracts.
- Before big contracts are drawn, staff are required to do a risk assessment of the other party.
- All contracts shall be drawn up according to GL Policies and Regulations and detailed in the finance section above.
- No Contracts shall span beyond one year.
- All staff are responsible for monitoring delivery from suppliers/consultants as agreed in the contract and the PO is responsible for ensuring that value for money is achieved at all times.

## **HUMAN RESOURCES**

### **Conduct**

A staff member shall be guilty of misconduct if he/she:

- Is negligent or lax in the performance of his/her duties
- Does something or fails to do something which prejudices the administration, discipline or efficiency of GL
- Is absent without leave or valid causes;
- Does not materially comply with these operational regulations;
- Publicly comments to the prejudice of GL.
- Makes use of his/her position on the staff to advance interests that are partisan or otherwise undermine the principles for which GL stands.
- Conducts him/herself in an improper manner while on duty;
- Discloses information obtained while carrying out his/her duties in an improper manner without the permission of the ED
- Uses sensitive and/ or confidential information obtained while carrying out his/her duties for any other purpose that of carrying out his/her duties;
- Misappropriates or makes improper use of the property and/ or facilities of GL including the Internet.
- Commits an offence involving dishonesty;
- Commits a gender related offence, including sexual harassment, or acts in any way that is discriminatory of others as set out in paragraph 85.

### **Leave**

- Leave application must be submitted two weeks in advance except in exceptional circumstances.

- Leave application must be accompanied by a leave record showing leave entitlement.
- Leave shall not clash with major organisational activities.
- Leave may only be taken on the basis of leave accumulated except in exceptional circumstances.

### **Overtime**

- For those to whom this applies, work outside hours must be approved before work is carried out.
- Supervisors must verify and approve actual hours worked.
- Overtime is not granted for social activities.

### **Time in lieu**

- For those who do not qualify for overtime, time in lieu is only allowed for scheduled events as approved by the ED and travel as specified in the GL Policies and Regulations.

### **Flexi time, change of hours, personal matters during office hours**

- This must be agreed with supervisor ahead of time.
- Your whereabouts must be known.
- Your cell phone must be left on.
- If the time taken exceeds 4 hours your supervisor has the right to record this as leave or sick leave if it involves a medical matter.
- If one is not able to come to work, the immediate supervisor and the receptionist must be notified at or before the time that one is supposed to report for duty.
- Receptionists to administer a staff attendance register daily.

### **Personnel files**

- Key information: CV, copies of qualifications, next of kin; driver's license; medical aid, retirement annuity, work permit and tax registration documents.
- Contract
- Evaluations
- Correspondence

## **TRAVEL**

### **General**

- Travel authorisation forms must go from the PO to the relevant supervisor, with itinerary, three quotes, motivation regarding air or car, which flight or route and programme.
- Any travel of 400 km or less (one way) shall be undertaken by car unless due cause can be shown.
- Staff are required to check with all departments before they travel regarding documentation that may need to be taken.
- Staff are required to ensure they are in possession of a valid passport, visa, and vaccination certificates before they travel.



- All travel is signed off by the ED on a weekly basis. The ED reserves the right to cancel travel if due process has not been followed, and if travel does not demonstrate value for money.

#### **Air**

- Bookings must be made at least two weeks in advance except where there is justifiable due cause.
- The PO must obtain three quotes, including the most economical travel time.
- Flights must be selected according to the most economical both in terms of cost and time.
- Staff members shall personally bear any additional cost as a result of late booking or changes that shall have been foreseen; or any other changes requested that have cost implications.
- All travel is in economy class.
- All staff must be prepared to carry at least 12 kg of publications or other office documentation on each flight (this leaves a personal allowance, including hand luggage of 16 kg).

#### **Car**

- GL staff recruited since 2008 must have valid drivers licenses and to do most of their own driving.
- Transport requisition must be submitted for use of the driver for meetings, airport pickups, and errands.
- Staff must notify the PO if they wish to use the GL car and car keys are obtained from the PO for legitimate company business by licensed staff who must sign km in and out as well as purpose of journey in the log book.
- If staff requires the car for a long journey(outside JHB), this must be communicated to the PO at least a day or two in advance so that she prepares the car for the journey particularly checking fuel and just making sure that everything is in order.
- The Driver to check the car once a week and ensure that the car always has at least half a tank of petrol.
- Driver to ensure that the car is washed once a week and after every major trip.
- The car must always be parked at the office when not in use except in exceptional circumstances approved by the ED.
- Keys must be always be returned to the PO with km in.
- If staff wish to make use of the local contracted taxi service, they must submit a requisition to the PO.
- The PO coordinates the requests for transport to the contracted taxi service and reconciles the taxi service's vouchers for payment monthly.

#### **Accommodation and DSA**

- Accommodation is booked in the most cost effective Bed and Breakfast or three star hotel.
- DSA, as determined from time to time covers only meals that are not catered for elsewhere, including on flights.

### **Travel sponsored by others**

- Regardless of whether GL sponsors travel, this is subject to approval by the supervisor, especially objectives and outcomes versus time to be expended (Value for Money).
- If the route chosen impinges unfairly on GL time in order to save the sponsor costs, managers concerned must raise this immediately and decline the options or decline the travel.
- If the travel includes DSA, it shall be paid directly to the staff member. No additional DSA shall be paid by GL. Unless the DSA is lower than that offered by GL DSA paid by partners shall cover any Internet access costs while on mission (see below).

### **Phone and Internet access while on mission**

- All staff must furnish their supervisor with a phone number on which they can be reached when they travel.
- All staff must be accessible by E Mail and skype when they travel. If wireless Internet is charged for, the cost shall be reimbursed by Gender Links.

## **ADMINISTRATION**

### **Printing**

- No printed materials are left at the printer.
- GL reserves the right to charge for frivolous printing.
- All computers to be blocked from colour printing and only the reception compute shall have the colour printing facility.

### **Photocopying and scanning**

- Must use own code when copying and scanning.
- GL reserves the right to charge for frivolous copying and scanning.

### **Public places** (kitchen, board room, resource room and stationary cupboards/ photocopying area)

- All items are stored away in their proper places by those responsible.
- Wash your own greasy plates except when there is a function.
- Any left over food removed from the fridge on Fridays otherwise this shall be discarded by the House Manager.

### **Office aesthetics**

- Nothing is kept on the floor
- Surfaces are kept clear to allow for cleaning.

### **Conference rooms**

- Staff using conference rooms for meetings or workshops MUST remove any items they bring into these rooms after use.

- The IT officer must ensure that electrical wires are neat, tidy and safe at all times, and that equipment, e.g. overhead project is working.
- The IT officer must also ensure that the Local Area Network and wireless are working at all times.
- The House Manager must ensure that waste paper including on flip charts is removed for recycling; plants are watered and cocky pens put out with the flip charts.
- The House Manager must ensure that all lights are functioning at all times.

### **Publication cupboards and storage**

- Each programme is responsible for ensuring that its publications are securely and safely stored at all times; that these are tidy; accessible and free from mould.

### **Stores and supplies**

- Needs submitted to House Manager.
- List compiled and approved by PO.
- Orders every trimester.
- Staff shall recycle stationery like files, paper clips, folders etc. as much as possible.

### **Security**

- Keys issued to provide access only to areas a particular staff member needs to access.
- All staff sign for keys and return keys to Receptionist when they leave.
- Every staff member must close own windows, lights and curtains when they leave; switch off plugs not in use.

### **Garden and pool**

- Lawn is kept short at all times including the December holidays.
- Lawn outside the premises is also kept trim.
- The yard and premises immediately outside the yard is kept free of litter at all times.
- No stagnant pools are allowed, on or immediately off the premises.

### **GREEN OFFICE**

- All GL staff are required to familiarise themselves with the Green Office Policy as part of their induction and put the policy's provisions into practice.
- GL staff shall observe Green Office Week (also known by the acronym GOW). Launched in 2010 in South Africa to take place annually in the week of 22 April (Earth Day).
- The environment officer shall have a regular Green Column on intranet to educate staff about ways of reducing environmental degradation and increase awareness of the GL environmental policies and encourage staff to practise the same principles at home. Good practices from all GL offices shall be shared through this column.

### **A paperless office**

- Staff shall reduce paper wastage by:
- Receiving faxes digitally into email inboxes.
- Sending out and receiving electronic invoices and statements.
- Sending invitations electronically.
- Opting for e-cards.
- Using electronic application forms.
- Storing data and disaster recovery electronically.
- Using print preview for layout editing.
- Printing on both sides of paper.
- Only printing pages really needed.
- Editing documents on screen e.g. by using tracked changes.
- Keeping copies of documents on the P Drive rather than on paper.
- Green publishing of monthly newsletters; annual reports and magazines
- Using power point presentations instead of paper.
- Using real mugs, plates and cutlery rather than disposable ones.
- Printing drafts (where necessary) on ruined photocopies as rough paper
- Turning printing mistakes or ruined copies into notepads

### **Water**

- Staff shall reduce wastage of water through:
- Immediately communicating significant water losses from broken pipes to the house manager who must report such losses immediately and ensure that they are repaired within 12 hours.
- Filling kettles only with as much water as is needed.

### **Recycling bins**

The following process shall be complied with to ensure recycling:

- Each staff member is required to have a paper recycling box or bin in their office. This paper is collected on a weekly basis.
- Staff members are required to put glass, plastic and metal waste products into the corresponding bins provided in the GL parking lot. These bins are emptied once a week at the local recycling plant.
- All waste paper is recycled and collected once a week by a recycling company.

### **Recycling stationery**

Stationery shall be recycled in the following ways:

- Whenever possible distributing documents to fewer people.
- Reuse the other side of scrap paper when printing drafts or internal documents.
- Collecting and reusing name badges after meetings.
- Re using paper clips, bull clips drawing pins etc.
- Re using padded bags/envelopes, polystyrene.

- Starting a battery and ink-toner recycling bin and the ITO shall be responsible for refilling the cartridges.
- Buying in bulk to reduce packaging.

### **Electricity and energy conservation**

Staff shall:

- Use power sensibly and to comply with any power saving measures that may from time to time be instituted.
- Use gas heating in winter instead of electrical heating except in exceptional circumstances where this can be justified.
- Turn off all unnecessary lighting and heaters in offices when not in use or when away from the office for more than one hour.
- Use only energy-saving LED light bulbs in the office.
- Switch off all office lights except outside.
- Ensure external lights are switched off during daylight
- Obtaining and displaying "Switch-off when not in use" stickers for light switches
- Switch off all bathroom lights kept when in use.
- Set all PCs and office equipment to energy saving modes and ensuring ALL are switched off at night. Turning off computers, printers, copiers and other electrical appliances when departing for the day (the world's computers are responsible for creating more CO2 than the world's aircraft!).

The house manager shall:

- Switch off geysers for weekends and annual holidays

## **INFORMATION TECHNOLOGY**

### **Equipment**

- All equipment must be recorded in the equipment register kept by the IT Officer (ITO).
- Staff must communicate with the ITO when they need equipment at least a day in advance so that it can be made ready e.g. one may need to use the camera but maybe the memory card is full so ITO needs to test and prepare the gadget for use.
- Staff must sign for the equipment upon collection and upon return.
- If one is traveling over the weekend, equipment must be collected on Friday so that ITO does not share the cupboard keys with anyone.
- All equipment must be returned after use.
- Any staff with laptops must sign for these and abide by the rules in GL policies and rules.

### **Fax machine and copier**

- Operated only by receptionist.
- Faxes in and out are recorded and given back to the appropriate staff.

### **Computers**

- No personal videos, photos, music stored on office computers or laptops.

- Each staff responsible for computer care and ensuring that weekly virus check is performed.

### **Internet**

- Usage monitored and GL reserves right to block websites that bears no relation to our work.

### **File naming protocol for all files and photos**

- Name\_initials\_date

### **File size**

- E Mail and Internet; shall never exceed 4MB especially when being sent to ED or staff member traveling.
- All staff members to load zip magic and know how to reduce size of pictures to be able to reduce file sizes when required.

### **Work e mails**

- Always acknowledged; especially where there is task to be carried out.
- Responded to within 24 hours except in exceptional circumstances.
- Always carry concise header on what message is about.
- Check attachments!
- Work E Mail never used for broadcasting personal grievances.

### **Website**

- Semester audit by ED and HOCS.
- Weekly audit and update, especially calendar, by M&E Officer.
- Staff and board profiles are updated within one week of any changes.
- Daily check of bulletin board to ensure no spam.
- Information of a newsworthy nature is posted immediately and is highlighted under what is new through the GMDC Officer who ensures that this is tidy at all times.
- No more than five of any what is new at any given time (box highlight; news highlight; programme highlight; commentary; VRC).
- Reports and publications are posted within a week of release and announced on GLgenerals.
- Standard fonts and formats are adhered to.
- Relevant images used and appropriately downsized.
- Large reports are broken down into smaller chapters.

### **E filing**

- All final documents for which officers are responsible are posted to the P drive according to the agreed file menu.
- All official e mails are filed according to programme and sub programme areas and dated or irrelevant e mails are deleted.

### **Database**

- All new contacts and participants are passed on to GMDC Officer for addition to database.

- Changes in address, e mail are regularly updated.

### **List serve**

- New names are given to M&E Officer for additional to list serve at the same time they are given to GMDC Officer for addition to database.
- All general and publication announcements are administered by the M&E Officer who ensures that these are evenly sequenced so as not to inundate recipients.
- All announcements carry a header with specific information on what the message is about.
- Commentaries and the GJ barometer are administered by those responsible.

## **PUBLICATIONS AND PRODUCTIONS**

### **PHOTOS**

Programme staff shall

- Take a camera to and take pictures at all events.
- Ensure that ethical principles are observed and consent obtained where necessary.
- Obtain the name/s of the person/s being photographed if there are three or less, or the name of the group if there are three or more.
- Edit and batch caption pictures; only pictures of publishable quality shall be uploaded.
- Upload and caption photos onto the GL gallery within two weeks of the workshop.
- Record the number of photos uploaded in the workshop report.
- 

### **Principles of good photography (CARE)**

Staff shall observe the following principles:

- Closer is better.
- Action: It is better to have a photo where there is lots of action than none.
- Rule of thirds: include surrounding when possible.
- Everyday beauty: look out for unusual things around.

### **Uploading any images not from photo library**

- Ensure that photos have correct file names.
- Before uploading, delete unnecessary photos and edit photos where necessary. e.g. add more light using Photoshop.
- Then go to <http://gemcommunity.genderlinks.org.za/gallery/main.php> to upload.

### **Under the general tab**

- Do not change the filename.
- Add a caption.
- Choose the date when the picture was taken then save.

### **Under the custom fields**

- Use the drop down tabs to fill in the necessary details and click save.

### **In your draft report**

- Only put the url of the photo to be inserted from the photo library
- Caption
- Photographer

### **Audio visual**

- Always use a tripod
- Always check sound levels on the camera before shooting.
- Use of external microphone is always advisable
- Get person's NAME= first name, surname, profession, organisation, locality and the event
- Avoid zooming in and out unnecessarily. Whenever necessary, do it slowly unless otherwise.
- Avoid panning and tilting unnecessarily. Whenever necessary, do it slowly unless otherwise.
- Avoid talking or making noise whilst shooting.
- Make sure there is enough light before shooting.

## **EDITORIAL MATTERS**

### **General**

- Submit contributions by deadline
- Write to length
- SPELL CHECK!!!
- Switch on all the grammar and other checks in Word 2010, including active and passive tense.
- Write in the active tense, eg parliament SUBJECT, passed VERB the law OBJECT; not The law (object) was passed (passive) by parliament (subject).
- Check the green lines for long sentences or syntax. There shall be no green lines in the text.
- ALWAYS SELF EDIT! Read at least three times over. Shorten sentences.

### **Formatting**

- Tahoma 11; single space.
- No indented paragraphs.
- Centre cover page.
- Justify text inside.
- Use bullets not stars.
- Page breaks where there are new pages.



## ANNEX B: MANAGEMENT RESPONSIBILITIES

	FINANCE		RESEARCH		PUBLICATIONS	
	What is involved	Who responsible	What is involved	Who responsible	What is involved	Who responsible
Standard setting	Policies and regulations	ED/HOCS	Policies and regulations	ED; managers responsible	Policies and regulations- Editorial guidelines	ED; Editor
	Creation of systems and forms	ED/HOCS	Methodology	ED; managers responsible	Design and publication guidelines	ED; PM
	Budget tools	ED/HOCS	Acknowledgements; intellectual property	ED; managers responsible	Logos; copy right	ED; manager responsible
	Drawing up templates for reports	ED/HOCS	Drawing up parameters for data analysis; formats for reports	ED; managers responsible	Format/templates for pubs	ED; manager responsible
M and E	Routines well defined; system for checks and balances	ED/HOCS	M and E reqmt built into research questions	ED; managers responsible	Dissemination; website strategy and stats	ED; systems admin; prog staff
Collection of primary information	Data capture	Prog Staff	Quantitative research	Manager; field staff	Logos, photos, graphics	Prog staff (PM)
	Collection of quotations	PO;prog staff	Qualitative research	Prog staff		
	Collection of rcpts	Prog staff				
	Collection of location specific budget information	Prog staff; Country offices				
Analysis of primary information	Generation monthly	HOCS	Data analysis according to brief	Data analyst (manager)	Draft pub	Prog staff
	Generation quarterly reports	HOCS				
Standard checking	Check recqn forms; recons;	HOCS	All questionnaires filled in	Managers	Editorial stad met	PM
	Check contracts	HOCS	All questionnaires logged and filed	Managers	Pubs stds met	PM
	Check budgets	HOCS	All questionnaires properly photo copied	Managers		
	Tender/quotati	PO				

	<b>FINANCE</b>		<b>RESEARCH</b>		<b>PUBLICATIONS</b>	
	<b>What is involved</b>	<b>Who responsible</b>	<b>What is involved</b>	<b>Who responsible</b>	<b>What is involved</b>	<b>Who responsible</b>
	on processes;					
	Check monthly and quarterly	HOCS				
	Check donor reports	HOCS				
Standard assurance	Sign off reqn forms; recons;	ED (HOCS)	Sign off final reports	ED (manager responsible)	Sign off final copy;	ED (manager)
	Sign off contracts	ED (HOCS)			Sign off final design	ED/ PM
	Sign off on budgets	ED (HOCS)				
	Tender/quotati on processes;	ED (HOCS)				
	Sign off monthly and quarterly	ED (HOCS)				
	Sign off donor reports	ED (HOCS)				

**ANNEX C: GL STAFF PA  
WEIGHTINGS 2015**

<b>CROSS CUTTING FUNCTION</b>	<b>ED</b>	<b>HEAD OF PROGS.</b>	<b>HOCS</b>	<b>GL Services Manager</b>	<b>GL Cottages</b>	<b>Country Office director</b>	<b>Country Management</b>
<b>Planning, M and E and Knowledge</b>	<b>20%</b>	<b>20%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>15%</b>	<b>10%</b>
<b>Planning</b> - Semester plan - Weekly plans - MS Projects updates	10%	5%	5%	5%	5%	5%	5%
<b>Monitoring and Evaluation</b> - Routine Tracking - Drivers of Change - I Stories - SADC Protocol@Work - Case studies	5%	10%	5%	5%	5%	5%	5%
<b>Knowledge</b> - Annual report - Barometer - Journal articles - Commentary - Other	5%	5%				5%	
<b>Management of staff and consultants</b> <b>Human Resources</b> - Recruitment and selection - Mentoring and capacity building - Legal, contracting and payments - Wellbeing and teambuilding	15%	5%	5%		10%	5%	
<b>Partner/client/ SP management</b>	5%	10%	5%	5%	10%		
<b>Management of finance and resources</b>	<b>25%</b>	<b>20%</b>	<b>25%</b>	<b>15%</b>	<b>15%</b>	<b>20%</b>	<b>15%</b>
<b>Finance</b> - Strategic - Donor applications - actual - Donor reports - actual	20%	15%	20%	10%	10%	15%	10%
<b>Finance Routine</b> - Requisitions - Reconciliations in 24 hours							
<b>Value for Money (VFM)</b> - Green savings - Good planning - People power - Smart partnerships - Making IT work	5%	5%	5%	5%	5%	5%	5%
<b>Profile</b>	<b>20%</b>	<b>20%</b>	<b>10%</b>	<b>15%</b>	<b>30%</b>	<b>10%</b>	<b>10%</b>
Website		5%	2%	5%	5%	5%	5%
E filing		2%	3%				

Photos (Routine and sales - 5 and 5)							
Publications– Production/Distribution Marketing as appt to level	10%	3%		5%			
Media/events/ representing GL/ Marketing	5%	5%			20%		
<b>Effective communication</b> -Systematic response to communication - Proactive communication - Summative communication - Effective communication	5%	5%	5%	5%	5%	5%	
<b>TOTAL CROSS CUTTING</b>	<b>85%</b>	<b>75%</b>	<b>55%</b>	<b>45%</b>	<b>75%</b>	<b>50%</b>	<b>45%</b>
<b>DIRECT INPUTS</b>	<b>10%</b>	<b>20%</b>	<b>40%</b>	<b>50%</b>	<b>20%</b>	<b>45%</b>	<b>50%</b>
Newsletters and alerts							
<b>STRETCH</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>
Work	3%	3%	3%	3%	3%	3%	
Team	2%	2%	2%	2%	2%	2%	
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



**ANNEX E: MAXIMUM PENALTY GUIDELINE CHART**

	<b>BOTSWANA</b>	<b>LESOTHO</b>	<b>MADAGASCAR</b>	<b>MAURITIUS</b>	<b>MOZAMBIQUE</b>	<b>NAMIBIA</b>	<b>SWAZILAND</b>	<b>SOUTH AFRICA</b>	<b>ZAMBIA</b>	<b>ZIMBABWE</b>
	15	24	30	20	30	20	15	21	24	
	11	14	11	15	9	13	13	14	14	
<b>Way</b>	<b>26</b>	<b>38</b>	<b>41</b>	<b>35</b>	<b>39</b>	<b>33</b>	<b>28</b>	<b>35</b>	<b>38</b>	
<b>Standard = 35 therefore agreed days away from work per</b>										
	24	21	24	20	26	22	22	21	21	
	11	14	11	15	9	13	13	14	14	
<b>Way</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>ve</b>	3 months	3 months	3 months	3 months	2 months	3 months	3 months	4 months	3 months	3 months
<b>e</b>	0	0	3 days	5 days	1 day	3 days	0	Depends on organ.	5 days	

**CODES:**

CT - Consultation

- VB - Verbal Warning
- WW - Written Warning
- 2WW - Second Written Warning
- FWW - Final Written Warning
- DH - Disciplinary Hearing
- SD - Summary Dismissal

Disciplinary penalties fall into the following categories:

- **Minor Offences:** For which the penalty will normally be verbal warning which can be issued by any supervisor. Repeated minor offences, however, will result a more serious penalty.
- **Serious Offences:** For which the penalty will be written warning or final written warning, depending upon the severity of the offence.
- **Dismissible Offences:** For which the penalty could be termination of employment with or without notice depending on the seriousness of the offence.

Category	No	Nature of offence	1st	2nd	3rd	4 <sup>th</sup>
<b>VERY SERIOUS</b>	1	Deliberate violation of safety rules, causing injury to another person and/or damage to property	DH			
	2	Alcohol/Drugs - in possession of on company premises/on site/under the influence of alcohol/drugs	DH			
	3	Theft, fraud, falsification of document divulging confidential information, company related bribery	SD			
	4	Sabotage - committing the act and/or assisting in the act, both on company premises or of a client	SD			
	5	Assault - verbal and/or physical	DH			
	6	Assault with intent to cause grievous bodily harm	SD			
	7	Deliberate abuse of company property	DH			
	8	Incitement, intimidation, engaging in undesirable activities	DH			
	9	Refusal to obey legitimate instruction	DH			

Category	No	Nature of offence	1st	2nd	3rd	4 <sup>th</sup>
	10	Unauthorised possession of dangerous Weapons	DH			
	11	Desertion - three consecutive working days without permission, or without good reason  It is the responsibility of the employee to communicate with his superior regarding any period of absence	SD			
	12	Gross insubordination, serious disrespect, impudence or insolence	DH			
	13	Gross negligence	DH			
	14	Gross incompetence	DH			
	15	Unlawful possession of company Property	DH			
	16	Driving company vehicle without permission	DH			
<b>VERY SERIOUS</b>	18	Receiving unauthorised monies and gifts from clients without reporting such	DH			
	19	Incitement of strike etc. without going through the company grievance procedures etc. first	DH			
	20	Being found guilty in any criminal court of an offence that could harm the company's image	DH			
	21	Harming company's image by making negative remarks to client's	DH			
<b>TIME KEEPING</b>	22	Extended breaks, late arrivals, early departures	WW	2WW	FWW	DH
	23	Unwarranted absence from place of work without good reason	WW	2WW	FWW	DH
<b>WORK OUTPUT</b>	24	Failure to obey instructions	FWW	DH		
	25	Sleeping on duty	FWW	DH		
	26	Failure to obey safety rules and regulations	FWW	DH		



Category	No	Nature of offence	1st	2nd	3rd	4 <sup>th</sup>
	27	Disregard of company rules and regulations	FWW	DH		
	28	Horseplay	WW	2WW	FWW	DH
	29	Keeping others from doing their work	FWW	DH		
	30	Poor quality of work, not adhering to work standards	CT	WW	FWW	DH
	31	Non-productive, unsatisfactory work Output	CT	WW	FWW	DH
	32	Dereliction of duty, disregard of specifications	FWW	DH		
	33	Creating or contributing to unsanitary poor housekeeping conditions	WW	2WW	FWW	DH
	34	Injury to another through horseplay and/or negligence	DH			
	35	Poor maintenance of vehicles, office tools, for which employee is responsible	FWW	DH		
	36	Failure to report damage to, vehicle and/or tools for which one is Responsible	FWW	DH		
	37	Failure to report injury or accident	FWW	DH		
	38	Wilful damage to vehicle, office Tools	DH			
	39	Non-observance of non-smoking areas	WW	FWW	DH	
	40	Littering	WW	FWW	DH	
	41	Failure to keep work station and surrounding area clean	WW	FWW	DH	
	42	Wasting materials	FWW	DH		
<b>DRIVING OFFENCES</b>	43	Driving under the influence of alcohol	SD			
	44	Transporting members of public without permission	FWW	DH		
	45	Failure to report accident to SAPS and employer respectively	DH			
	46	Wilful and/or malicious damage	DH			
	47	Removing parts or petrol from vehicle for personal gain	SD			

Category	No	Nature of offence	1st	2nd	3rd	4 <sup>th</sup>
	48	Driving without valid licence	FWW	DH		
	49	Overloading of vehicle	FWW	DH		
	50	Failure to report defect/damage	FWW	DH		
	51	Negligent/reckless driving	FWW	DH		
	52	Excessive speeding	FWW	DH		
	53	In possession of company vehicle without permission	DH			
	54	Failure to obey road traffic regulations	FWW	DH		
<b>COMPUTER RELATED</b>	55	Spending time on internet for personal use irrespective of purpose	FWW	DH		
	56	Viewing pornographic material	SD			
	57	Using company E-Mail for personal use	FWW	DH		
	58	Downloading any software/e-mails other than for company use	FWW	DH		
	59	Viewing private and confidential company information without permission	DH			
	60	Copying programs/files/documents etc. belonging to the company other than for company use	SD			

**Note:**

1. All disciplinary hearings can lead to dismissal.
2. Each incident is to be dealt with on its own merits; however, consistency must also be maintained when instituting disciplinary action.