

SPEAK OUT FOR ANIMALS

HUMAN RESOURCES POLICIES & PROCEDURES MANUAL

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A. FOREWORD

Purpose of this Manual

The purpose of this manual is to set out in broad terms policies and procedures for the Organisation. Human Resources policies and procedures are intended to standardise practices and to guide and assist Management in handling human resource matters.

Contents

This Manual is divided into sections and sub-sections. Each section deals with a specific and related Human Resources matter.

Documents

All forms and other documents relating to this Manual are available from the Human Resources Department.

Review of Manual

A complete review of this Manual shall be undertaken after every year in order to accommodate major changes in the Organisation Policies, Industrial Environment and Labour Laws.

B. ORGANISATION'S VISION, MISSION & VALUES

VISION

To be the security company of choice in Africa and the world over.

MISSION STATEMENT

To be the leading provider of world class services at affordable rate while increasing shareholder wealth and adding value to our employees, clients, suppliers and other stakeholders.

ORGANISATION VALUES

Excellence and Innovation

Safety, Health and Environmental Focus

Customer Orientation

Human Capital Development

Integrity and Transparency

Organisation Human Resources Philosophy

Management recognises that the achievement of the Organisation's Objectives is largely dependent upon the most effective use of the Organisation's greatest asset, i.e. its Employees.

Online Security will therefore undertake to develop a **lean and efficient organisational structure**, which will thrive on the Organisation's values as well as the following: -

- ✓ Effective Communication,
- ✓ Delegation and Empowered Teamwork,
- ✓ Competitive remuneration,
- ✓ Fairness, Respect and Dignity,
- ✓ Training and Development
- ✓ Conducting of all business in an ethical manner
- ✓ Responsible behaviour
- ✓ Continuous provision of competitive conditions of service with opportunities of development and advancement for all Employees at every level

INTERPRETATION OF TERMS

Board	-	The Board of Directors for SPEAK OUT FOR ANIMALS .
Organisation	-	SOFA
Executive Director	-	The Executive Director or Operational chief of SOFA
Member of staff	-	means an employee employed by Online Security on a permanent basis and not in the capacity or grade of security guard.
Code of Conduct	-	means the Code of Conduct registered under the provisions of the Labour Act, Chapter (28:01),
Head of Department	-	means the Head of Division or Department,
Immediate family	-	means father, mother, spouse, mother in-law, father in-law and biological children of the staff member, including legally adopted children,
Dependants	-	means biological children or legally adopted children of the member of staff whose age is below 21 years.

C. HUMAN RESOURCES ADMINISTRATION

Policy No: - HRA – 001	Policy Updated: -
CONFIDENTIALITY OF EMPLOYEE PERSONAL RECORDS	

Perspective

The purpose of this instruction is to affirm in writing, SOFA's position on the collection, use, release of personal information maintained in the Organisation's record keeping systems and to provide Management guidelines for implementing the instruction. The instruction's objectives fall under three principles of privacy.

1. Minimise employer intrusiveness i.e. controlling personal information maintained by the Organisation,
2. Maximise fairness, record keeping and assuring that the information on file is accurate, timely and relevant,
3. Create legitimate and enforceable expectations on the part of Employees about the confidentiality of records.

Policy

Employee records maintained by the Organisation should be accurate, timely, relevant and confidential. Information contained in Employee records should be released only on a need to know basis.

Policy Statements

1. Organisation files, which contain personal information on Employees, former, current or applicants are to be accurate, timely and complete. Files are also to contain only relevant information and documents that are necessary for the conduct of business or to comply with laws or statute.

2. An employee may request a correction or addition to be made on an incorrect or incomplete document in his/her personal file.
3. Requests by employees of documents in their personal files, will generally not include access to Human Resources planning documents/files dealing with potential or actual litigation, medical, insurance or scrutiny matters unless authorised by law.
4. Internal access to files containing Employee personal information is limited to the Head of Department or his representative on a “need to know” basis.
5. Release of information in an employee’s file to parties outside the Organisation without the employee’s consent will be limited to the employee’s current or last job title, and dates of employment. Additional information will be released only upon request and with the consent of the employee. Applicable law and regulations will determine release of personal information to government agencies.
6. It is the responsibility of the employee to provide the Organisation with accurate personal information and to advise the Human Resources Department of any changes to the following details, refer to Employee Detail’s form;
 - ✓ Address and telephone numbers,
 - ✓ Marital status (Certified copy or affidavit where applicable will be required)
 - ✓ Dependants (Certified copies of birth certificates will be required)
 - ✓ Next of kin
 - ✓ Bank account information, refer to form, to be completed by every employee on joining the Organisation and for completion at any other time during their employment, whenever they change their Bank.

- ✓ Medical aid dependants
 - ✓ Medical condition which may require a response from staff e.g. epilepsy, diabetes.
 - ✓ Qualification and examination results (Certified copies should also be supplied)
7. Where changes occur to employee details at any time throughout the year, staff are asked to advise the Human Resources Department. This enables changes to be noted for payroll, P.6 and other purposes.

D. MANNING

Policy No: - M – 001	Policy Updated: -
RECRUITMENT OF PERMANENT STAFF	

Perspective

Attraction and recruitment of high calibre staff is critical in ensuring that only highly motivated and capable employees are hired. Recruitment will impact on other issues such as Organisational Change and Development, Succession Planning, Career Paths and Performance Management, all of which are designed to ensure that the business attains a competitive advantage.

Policy

EQUAL OPPORTUNITY EMPLOYER

SOFA adopts a policy of equal opportunity; the Organisation will not discriminate against any applicant or Employee because of age, race, tribe, place of origin, HIV status, creed, gender, marital status or disability and will take affirmative action to ensure that job applicants as well as employees are treated without regard to any such factors.

Procedure

Handling of vacant positions

The organisation will adopt the following procedure in the filling of vacancies: -

1. Line Management shall notify the Human Resources Department of the existence of the vacancy through the completion of a Staff Requisition form.
2. The Human Resource Department shall check if the vacancy to be filled is within the authorised establishment and in liaison with Line Management whether there is continued need for the position and get the staff requisition recommended by the respective Manager / Head of Department for final approval by the Executive Director or respective Manager,

3. In liaison with Line Management, Human Resources Department shall check that the Succession Plan is in order, to establish if an employee has been groomed to fill the position. The principle to be adhered to is that of employment at the lowest entry level after consideration has been given to the promotion of internal candidates.
4. Establish the possibility of filling the position from within the Organisation by making an internal advert,
5. If there are no suitable internal candidates, the Human Resources Department shall advertise for outside candidates through the external channels. Before sending out any advertisement, the contents must be discussed and agreed with Line Management.

Selection Procedure

In order to ensure that the best-qualified and experienced Human Resources are recruited: -

1. Human Resources and Line Management short-list the applications,
2. Interview panels at various levels shall consist a minimum of the following members, with the respective General Manager being free to add more members: -

Positions in Grades A to C5.....Head of Department
 Human Resources Officer/ Manager

Positions in Grades D1 & D2..... Head of Department
 Human Resources Manager

Positions in Grade D3 to D5.....Executive Director
 Human Resources Manager

General Manager.....Board of Directors
 Executive Director
 Board Members Representatives

3. Interviews will be conducted using the focused selection method, which will concentrate on the competencies, experience and qualifications outlined in the minimum hiring standards for that position.
4. Other selection methods such as psychometric tests and assessment centres are applicable in complementing the interview process in some particular jobs. Where a position requires tests such as typing or Shorthand, the Human Resources Department shall arrange the tests to be /undertaken and the results will be discussed with Line Management.
5. The panel shall recommend the most suitable candidate to the respective Manager or Executive Director depending on the level for final approval.
6. The Human Resources Department shall check the references of the suitable candidate prior to deciding on the selection of an applicant.
7. The successful applicant shall undergo a pre-employment Police Clearance and Vetting before a firm offer of employment is made.
8. The letter offering employment will be prepared by the Human Resources Department and will be signed by the Executive Director or the respective Human Resources Manager.

Appointments

No appointment is valid unless: -

1. Security vetting has cleared the candidate,
2. The person has passed the suitability assessment training course in the case of Operations Staff,

3. The person to whom the offer has been made has signed to indicate acceptance of the offer,

As soon as the signed acceptance of the offer is received, the Human Resources Department shall open a personal file on the Employee.

Unsuccessful Applicants

1. All unsuccessful interviewees shall be sent a polite letter of regret by the Human Resources Department,
2. Documents relating to unsuccessful applicants who are thought to have potential elsewhere should be held in a “Hold” file,

Policy No: - M – 002	Policy Updated: -
OFFER OF EMPLOYMENT – PERMANENT STAFF

Perspective

The successful conclusion of the selection and recruitment process is the offer of employment to an applicant. The substance of the offer will be enclosed in an offer letter. The offer letter and its acceptance by the applicant will serve to ensure that there is clarity regarding the expectations of the employer and the Employee. All offers of employment should be in writing stating the terms and conditions of employment.

Policy

Employment will take place when a signed letter of appointment has been forwarded to and accepted by the applicant.

Verbal offers /acceptances will not be acceptable.

All offers of employment must be in the standard letter of appointment, refer to sample letters.

Policy Statements

1. The offer of employment letter should cover the following: -
2. A statement of the conditions of Employment, which will govern the person’s employment.
3. The salary offered and whether or not it will be reviewed after probation.
4. The benefits (if any) the employee is entitled to and the conditions under which they are paid.
5. Whether the person will be required to serve a probationary period or not as well as specify the action that would be taken on successful or unsuccessful completion of the probationary period.

6. Who the person will report to.
7. The hours of work and whether the Employee would receive payment for overtime or not.
8. Disclosure of Interest statement.
9. Use of vehicle where applicable.
10. Use of Organisation accommodation where applicable.
11. Disciplinary Code and Grievance Procedure statements.
12. The Employees signify their acceptance of the conditions of employment in writing.
13. Upon receipt of the acceptance letter, the Human Resources Department will implement the salary and other benefits upon commencement of duties by the successful applicant.
14. The Human Resources Manager, will be accountable for all appointments.
15. The Human Resources Department will be responsible for verification of all relevant documents such as Educational certificates, National Identity documents, Marriage Certificates, Birth certificates of children, licences etc. and the submission of copies for the Employee's personal file.

Policy No: - M - 007

Policy Updated: -

MEDICAL EXAMINATION INFORMATION

Perspective

To help ensure that applicants for employment are placed in jobs they are physically and mentally able to perform and are not subject to job functions or environments, which might prove harmful to them.

Policy

Health information is to be obtained from all applicants for job placement purposes. All health information obtained is to be reviewed and evaluated in conjunction with the employment application before a job offer. All new applicants will, therefore, be required to undergo a physical examination conducted by the Organisation's physician at the Organisation's expense.

Policy Statements

1. Some applicants (depending on positions held) who are offered employment with the Organisation will be required to undergo a medical examination with the Organisation physician,
2. The Organisation physician's medical report and any additional health information obtained are to be reviewed and evaluated along with the interview reports prior to a job offer by the Human Resources Department.
3. The Medical Report contains the necessary information to help ensure the applicants are placed in jobs they are physically and mentally able to perform and are not subject to job functions or environments, which might prove harmful to them.
4. The completed Medical Report contains confidential information and must not be circulated to interviewing Managers with the application for employment form. The Medical Report is for Human Resources only. In certain circumstances, it may be necessary for the employing Manager to be advised regarding the medical condition of

the applicant for his/her well-being or safety of others. In such instances, the necessary information is to be provided to the Manager.

5. Management at any time may require medical examinations if, in their opinion, there is need to verify whether an Employee can safely and effectively perform their assigned duties.
6. Special examinations will be conducted on applicants in physically taxing positions such as drivers and Security Guards etc.

Policy No: - M – 008

Policy Updated: -

INDUCTION OF NEW STAFF

Perspective

Upon the entry of a new Employee into the organisation, it is incumbent upon SOFA to ensure that there is a seamless assimilation of such new staff into the Organisation in order to minimise the amount of disruption and disorientation suffered by both the Organisation and the individuals.

Policy

All new Employees will undergo an induction programme, which is aimed at providing them with a holistic view of the entire operation of the Organisation as well as their place within it and to also assist the new Employee to understand the conditions of employment.

Procedures

1. The induction programme will be coordinated by the Human Resources Department and the following gives a broad outline of what the programme should consist of: -
 - 1.1 Reception should be notified of the arrival of the new Employee and to expect them;
 - 1.2 Human Resources Department will welcome the new Employee;
 - 1.3 All forms that are sent with the appointment letter should be checked and then filed;
 - 1.4 Obtain certified copies of the employee's personal details.
2. The Human Resources Department shall also take a tour of the offices with the employee and show the employee the convenience rooms and any other areas they need to know.
3. The employee will also be informed of the general organisational structure and the terms, conditions and benefits offered by the organisation.

4. Employee to be given the Policies and Procedures manual, the company's Code of Conduct, Charge Sheet and any other applicable Policy Document. An Agreement form to be signed thereafter.
5. The employee will then be taken to his respective Department and be introduced to the Supervisor. The Supervisor shall introduce the employee to the rest of the Department and the rest of the Organisation.
6. The Human Resources Department shall follow up on the employee after a week to find out if the employee is settling in well, discussing any problems and how they can be resolved.

E. EMPLOYMENT TERMS AND CONDITIONS

Policy No: - ETC - 001	Policy Updated: -
CODE OF ETHICS	

Perspective

Online Security has adopted major values that guide and direct all its decisions and behaviours forming the basis of the Organisation's organisational culture. These values are Excellence, Transparency, Accountability and Integrity. The Organisation's reputation should be built upon its ability to conduct all business in a manner that yields high ethical and legal standards. It is the responsibility of each Manager to ensure adherence and compliance throughout his area of responsibility.

Policy

The Policy statements made below reflect the minimum requirements for business conduct. These will form the minimum acceptable standards of ethical business practice. In practice ethical business conduct should be at a level far above such minimum requirements.

Procedures

Business is to be conducted in a legal and ethical manner. In pursuit of this instruction the following standards must be adhered to: -

1. The use of Organisation funds or assets to further personal stature or gain is prohibited,
2. The use of Organisation funds/assets for any unlawful purpose is prohibited.
3. The establishment of any undisclosed or unrecovered fund or asset is prohibited.
4. The making of any false or artificial entry in the books/records of the Organisation is prohibited.

5. The making of any payment for any purpose other than as stated in the voucher is prohibited.
6. In completing any report, making/causing to make any false or misleading statements or omitting or causing to omit any material part or statement is prohibited.
7. All gifts or donations made by Clients in appreciation of services offered by the organisation or as assistance to the Organisation shall be declared to the Managing Director, who will advise on the appropriate utilisation of such. No Employee shall accept any donation in his or her personal capacity.

Policy No: - ETC – 002

Policy Updated: -

CONFLICT OF INTEREST

Perspective

The success of the Organisation depends on the effort and dedication of the people it employs. This dedication calls for high mental and physical presence of all Organisation Employees, with minimal distraction from pursuance of other pecuniary employment, which is in conflict with one's employment directly or indirectly or with the activities of the Organisation. There are cases whereby it is permissible for an employee to pursue alternative employment during his/her spare time, however this will require the approval of the Executive Director.

Policy

The engagement by any employee into an activity for pecuniary gain or the engagement in any trade or activity for the purpose of making profit will require prior approval from the Management of SOFA.

Policy Statements

Employees are deemed to be in "conflict of interest" if they engage in any of these activities without permission: -

1. Being gainfully employed by another employer whilst still an Employee of SOFA. This includes periods when one is on leave.
2. Conducting private business for profit during normal working hours. This includes buying or selling or consultancy work in person or over the telephone.
3. Being a Director, Board Member of an organisation, which is in direct/indirect competition with SOFA.
4. If an employee or his/her spouse or relative or friend acquires or holds direct or indirect pecuniary interest in any contract, or knowingly acquires or holds any direct or indirect

pecuniary interest in any firm or Organisation, applying or negotiating a contract with the Organisation and any such contract relates to matters falling within the function of the office in which he works.

5. If any employee or his / her spouse or relative of friend owns any immovable property in or has direct or indirect pecuniary interest in any firm and such ownership or interest results in private interest of the employee coming into or appearing to conflict with official duties.
6. Employees are required to acknowledge the proprietary interest of the Organisation in the copyright of all items and documentation made available to them by the Organisation. This includes all manuals, training material, standard forms, computer software and the office manuals. All Employees are required to return such material on request or on leaving the Organisation.
7. Every employee should complete the “Confidentiality and Disclosure of Interest Declaration” form, as acknowledgement of compliance with this Policy instruction.

Policy No: - ETC – 003

Policy Updated: -

WORKING HOURS

Perspective

It is of crucial importance that the working hours be clarified to enable the Organisation to undertake and achieve its productivity requirements as well as its support service requirements.

Policy

SOFA is governed by the provisions of the Labour Act (Chapter 28:01) and any amendments thereof as well as any Collective Bargaining Agreements applicable to certain trades for some of the Organisation's Employees. The Organisation will abide by the legislation.

Procedures

1. All Office employees will work the following standard hours: 8.00am to 4.30pm, Monday to Friday and lunchtime will be from 1.00pm to 2.00pm.
2. Due to the demands of some of the Organisation's functions, Managers may need to vary the above working hours and this shall be done in liaison with the Human Resources Department which shall ensure that the Employees affected work hours within the provisions of the Law.
3. The above working hours will be explicitly stated in all the Letters of Appointment upon entry into the Organisation.
4. It may also be necessary for other staff to be asked to come to work extra hours for special exercises. Wherever possible, the Organisation shall give 24 hours' notice to staff to come work. Managers will decide whether to treat such hours as overtime or arrangements will be made for staff to take time off.
5. The organisation will permit flexi-time when it is requested, provided that the employee is available during core working hours i.e. between 10:00am and 3:30pm. The flexi-time request must be requested in writing and for a specified period of time.

Policy No: - ETC – 004	Policy Updated: -
OVERTIME	

Perspective

As far as is possible, the duties of staff shall be arranged so that it will not be necessary to work overtime. However, should the needs of the Organisation combined with time constraints necessitate the need for overtime it will be necessary for staff to come for this exercise.

Policy

All employees will be required to work overtime from time to time in order to attend to special exercises that cannot otherwise be done during the normal working hours.

Policy Statements

1. Employees in supervisory grades and above will not be paid overtime,
2. Junior staff called in for special exercises may on the approval of the Manager be paid overtime,
3. Travelling time to and from operations will not be considered as part of overtime.

Procedures

1. Before asking staff to work overtime, the Supervisor / Manager must seek approval from the respective superior stating why the overtime has become necessary and obtain written approval using the appropriate form.
2. The hours worked shall be recorded on the “Overtime Claim Sheet form” to be authorised by the Manager.
3. Only authorised overtime will be compensated for and the monthly summary of overtime hours worked shall be recorded on form which will then be submitted to the Salaries Administrator / Accountant for processing.

Policy No: - ETC - 005

Policy Updated: -

PROBATIONARY PERIOD

Perspective

SOFA recognises that there is a definite need for a time period during which there will be mutual assessment by both the employer and the employee as to their suitability for each other. During this period, the Organisation will be able to assess the motivational, institutional fit, technical knowledge and possession of the implied skills and experience prerequisite for the satisfactory performance of the job by the new employee, amongst other things.

Policy

All staff will be required to serve a minimum probation period of three continuous months, from the date of appointment, during which mutual compatibility is assessed. Notice during this period will be twenty four hours from both parties to be presented in writing.

Procedures

1. Letters of appointment will state the presence and length of the probation period applicable to the new employee.
2. Upon completion of probation period, the Supervisor / Manager shall complete a probation assessment form either recommending confirmation of the new employee to permanent basis or the termination of the contract at the end of the probation period.
3. In either of the above situations, the Employee will receive the appropriate letter in writing from the Human Resources Manager.
4. Any alterations of the length of the probation period agreed to in the Letter of Appointment will be communicated to the employee in writing from the Human Resources Department based on the immediate Manager's recommendation and approval by the respective Manager or Executive Director.

5. Where a staff member who is on probation goes on sick leave, the probation period will be extended by the number of days that the member will have been absent on sick leave.

Policy No: - ETC – 006	Policy Updated: -
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ANNUAL LEAVE

Perspective

The Organisation encourages and expects all employees to take leave at least once a year in order to rest and attend to private or family matters and commitments. However this should not be taken as a right to claim any period of leave.

Policy

All employees employed on permanent basis shall be entitled to vacation leave at the rates stated below and no Employee shall be allowed to accrue their leave to more than the limits stated below.

Policy Statements

1. Employees in the Organisation shall accumulate annual leave days at the rate of 1.833 days per month, that is 22 days of vacation leave per annum.
2. All Saturdays and Sundays falling within a period of vacation leave shall not be counted as part of vacation leave. However gazetted public holidays falling within the period of vacation leave will be counted as part of vacation leave.
3. If an employee is granted only a portion of the total vacation leave which may have accrued to him / her, he / she may be granted the remaining portion at a later date, together with any further leave which may have accrued to him / her at that date without forfeiting any such accrued leave.
4. Maximum vacation leave accrual shall be 66 days and any further accrual shall be forfeited.
5. No employee shall be entitled to days off or leave during his or her period of probation and consideration will be solely at the discretion of the Manager or Head of Division.

6. An employee who has been granted vacation leave may be required by the Manager or Head of Division to resume duty before the expiry of such leave. In such case, the employee shall be deemed to have been granted leave only for that period he or she was away from duty with the remainder of the leave being refunded to the employee.
7. An employee who has been granted leave shall not return to duty before the expiry of such leave on his or her own initiation except with the approval of the Manager or Head of Division. If approval is granted, the employee shall be refunded the balance of the leave not taken.
8. All Managers will ensure that an employee serving under them is granted and takes vacation leave so as not to exceed the maximum accrual.
9. An employee who applies for vacation leave which covers the pay date of a month may request to be granted their salary for the month in question in advance.
10. If an employee is sick during vacation leave, the leave days can be changed to sick leave if the employee has a medical certificate and provided there are sick leave days to his/her credit to draw from.

Procedures

1. Any application for leave must be made on the Leave Form to be provided by the Human Resources Department.
2. If an employee is only granted a portion of the total annual leave which may have accrued to him, he may be granted the remaining portion on a later date, together with any further annual leave which may have accrued to him at that date.
3. Employees are expected to plan their leave such that it does not coincide with periods when the pressure of work is at its peak.
4. Managers should avoid a situation whereby many employees are away at the same time.

5. Before going on leave, an employee should discuss with his/her Supervisor or Manager and update him/her on any matters likely to arise during his/her absence.
6. Staff members who participate in sporting or cultural activities at National or Regional levels and are absent from work for this purpose may be granted paid leave for this purpose.
7. Unpaid leave is discouraged, but in exceptional circumstances or on compassionate grounds may be allowed at the discretion of the Managing Director / CEO.

Policy No: - ETC – 007

Policy Updated: -

SICK LEAVE

Perspective

SOFA believes in the sound welfare of the employees and accepts that its Employees may become incapacitated due to illness/injury, which might require them to take time off in order to recuperate. The Organisation will facilitate this by allowing employees to take approved sick leave.

Policy Statements

The organisation will approve sick leave as follows: -

1. The first ninety (90) days with full pay and a further.
2. Ninety (90) days at half the employees' remuneration rate, on condition that before the expiry of the first ninety days, the employee has been examined by a Medical Board approved by the Organisation, which body must recommend the extension, submit a medical certificate signed by a registered medical practitioner, in the opinion of the registered medical practitioner signing the certificate, it is probable that the employee will be able to resume duty after such further period of sick leave, to allow for full recuperation.
3. In the absence of the condition in (2) above and after the ninety (90) days in 2 above; the employee will be on unpaid leave, pending the processing of retirement on medical grounds (see Policy on Retirement on medical grounds under Termination of Employment Contracts).
4. Paid sick leave will not be granted during probation period; any staff member who has to go on sick leave while on probation will have their probation period extended by the same period as the sick leave.

5. Staff may opt to use accrued vacation leave due in place of sick leave on half pay or sick leave without pay.

Procedures

1. All sick leave must be approved through the prescribed Leave Forms. This might mean approving leave on the employee's return to work if the employee falls sick on a non-working day and is then away from work during the subsequent working days or falls ill after working hours such that she/he is unable to come to work the following day.
2. Employees who fall sick and are unable to report for work must notify their immediate Supervisor / Manager prior to 9.00am on that day and indicate their day of expected return to work. If the employee does not return to work on the expected day, he/she is required to advise their immediate Supervisor / Manager prior to 9.00am on the day of expected return.
3. If sick leave exceeds two days, the employee should produce a Doctor's certificate on return to work detailing the nature of illness and time off given, subject to the proviso that a medical certificate may be requested for any period of sick leave,
4. The Organisation may treat as unpaid leave all unapproved sick leave.

5. Where unapproved sick leave becomes habitual and unjustifiable the appropriate disciplinary action will be taken.
6. Employees exceeding their sick leave entitlement might be terminated, retired or put on unpaid leave for a period to be determined by the Organisation,
7. Time off due to work – related injury will not be considered as sick leave and is compensated for under workers compensation arrangements.
8. Unused sick leave cannot be accumulated to a subsequent year and is not payable on termination of employment.
9. Management reserves the right to extend the sick leave allocation or to terminate employment.

Policy No: - ETC – 008

Policy Updated: -

MATERNITY LEAVE

Perspective

Female employees are entitled to a specific time off duty for the purposes of preparing for the unborn child and the nursing of same soon after birth.

Policy

Every female Employee shall be entitled to maternity leave for a period not exceeding 98 days. The employee shall proceed on their leave not more than forty-five days before the date of delivery and not less than fourteen days before the expected date of delivery.

During the period of this leave, the employee shall be entitled to their normal pay.

The frequency of maternity leave shall be limited to three births during the duration of the Employee’s employment contract staggered in 24 months intervals.

Procedures

1. Every female employee shall complete the leave form, for maternity leave, which should be accompanied by a certificate from a registered medical practitioner attesting to the fact that the female is pregnant and stating the anticipated date of delivery.
2. The female employee shall be entitled to proceed on maternity leave not more than 45 days prior to the expected date of delivery and not less than fourteen days before the date of delivery for a period of 98 days (inclusive of weekends and any holidays.)
3. The maternity leave period will only be extended without pay if, as a result of complications accompanying the birth of the child and the female needs to convalesce for a specified period in excess of 45 days. This should be certified by a registered and certified Medical Practitioner.

4. An employee shall be entitled to their full salary and benefits during the ninety eight (98) days maternity leave.
5. Where a female employee fails and/or neglects for any reasons to return to work at the expiry of her maternity leave, she shall become liable to pay Online Security all and any monies paid to her, failing which, the organisation shall deduct such monies from the employees' terminal benefits.
6. Every female employee who takes maternity leave shall on her return to work be reinstated to former position or equivalent grade at the same rate of pay and shall not suffer any deductions or reduction of status or lose any benefits on the ground that she has taken such leave i.e. her rights of seniority/advancement and the accumulation of pension rights shall continue uninterrupted and her period of service shall not be considered as having been broken by the exercise of her right to maternity leave.
7. A breast-feeding employee shall be entitled to two half-hour periods or one hour a day for the purposes of nursing her child. The exact location of these periods during the working day shall be the subject of agreement between the female Employee and the relevant Superior. The feeding time shall cease when the child attains six months of age or when the child ceases suckling; whichever occurs earlier.
8. Employees with less than one year of service will also be entitled to full salary and benefits during the maternity leave and will be afforded time off as stated above for purposes of feeding the child.

Paternity Leave

Male employees are entitled to 5 days leave after the birth of their child.

Policy No: - ETC – 009	Policy Updated: -
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SPECIAL LEAVE

Perspective

Employees will from time to time face time pressures emanating from their private and family life, which require them to take urgent leave from their duties in order to attend to these issues. Personal issues included in this instruction are attending court cases, professional meetings / workshops / conferences, Police detentions or any other issue to be classified under this section at the discretion of Management.

Policy

Special leave not exceeding twelve days in a calendar year shall be granted to employees for the following: -

- required to be absent from duty on the instructions of a medical practitioner because of contact with an infectious disease,
- who is subpoenaed to attend any court in Zimbabwe as a witness,
- who is required to attend as a delegate or office bearer at any meeting of a registered trade union representing members of staff within the undertaking or industry in which a member of staff is employed,
- who is detained for questioning by the police,
- On the death of a spouse, parent, parent in-law, child/legal dependant or immediate sibling
- On any justifiable compassionate grounds

Procedures

1. All employees wishing to take special leave must seek approval for it by filling in the leave form.
2. Employees shall be entitled to twelve days for any of the above reasons. If the employee has exhausted all their special leave, they can apply for normal leave.
3. Management has the discretion to verify any of the reasons given for special leave.
4. Special leave cannot be accrued from year to year.

Policy No: - ETC – 010

Policy Updated: -

ENCASHMENT OF LEAVE

Perspective

While the Organisation encourages employees to take time off to rest and attend to their private and family life, it is acknowledged that there may be need for the employee to supplement his or her income through the encashment of part of his or her leave accumulated; or, that there may be such a demand for his presence at work to the point that he/she may be denied the right go on leave.

Policy

An employee who has served the Organisation for a continuous period of one year may elect to en-cash a portion of his or her accrued annual leave subject to the following policy statements.

Policy Statement

1. Encashment of leave shall be granted in respect of annual leave only and not in respect of any other type of leave,
2. Subject to availability of funds, an employee who elects to en-cash his or her accrued leave shall be allowed to do so based on the following: -
 - i) Encashment of a maximum of 22 days without necessarily proceeding on leave,
 - ii) Encashment of a portion of leave days in conjunction with proceeding on vacation leave subject to the maximum leave days en-cashed plus days gone on leave being equivalent to the annual leave taken,
3. The option to en-cash leave can only be exercised on condition that the employee has adequate leave accrued,
4. For avoidance of confusion and doubt, in the case where an employee encashes leave while proceeding on leave, encashment shall be processed in the payroll month

immediately preceding the start of an Employee's vacation leave, assuming the forms have been submitted in good time. The rate of salary applicable for the encashment shall be the month in which the first day of vacation leave falls irrespective of the fact that the leave might overlap into a month where salary increases are awarded.

5. An employee who is called back from their leave to resume duty prior to the expiry of leave granted shall retain the leave encashment.

Policy No: - ETC – 011	Policy Updated: -
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PUBLIC HOLIDAYS

Perspective

SOFA appreciates the need to conduct its business in a socially responsible manner and will abide by the laws of the Country. Employees will, therefore, be granted leave of absence from work on Public Holidays.

Policy Statement

1. All staff other than a few to man the Offices, where necessary, may cease work at 1600 hours on the working day immediately preceding the following public holidays: -
 - New year,
 - Good Friday & Easter,
 - Independence.
 - Workers Day,
 - Africa Day,
 - Heroes,
 - Defence Forces,
 - Unity Day,
 - Christmas,
 - Any other Public Holiday as declared by the Government of Zimbabwe
2. The Human Resources Department after consultations with the Director shall issue a statement of the arrangement prior to the day in question confirming the time staff can be excused, who will be on standby and who will be on duty.
3. This, however, should not be misconstrued as a right and will be at Management's discretion.

Policy No: - ETC – 012

Policy Updated: -

STAFF TRANSFERS

Perspective

SOFA recognises the importance of all its operations within Zimbabwe and in order to enhance the operations it may be necessary to transfer staff to any of the operations. At the same time, employees may be transferred due to family circumstances request for transfers. Wherever, possible the Organisation shall endeavour to retain the skills of the employee by assisting in facilitating the transfer.

Policy

As part of the Organisation's human resources rationalisation, the Organisation may transfer an employee to any of its operations. Such transfer may be at the Organisation's or the employee's initiative. However, the Organisation will not consider transferring an employee as a way of avoiding to carry out appropriate Disciplinary action on the employee.

Policy Statement

Employer Initiated Transfer

1. Where the transfer is at the Organisation's initiative, wherever possible the Organisation shall give the employee at least one month's notice of this intention.

2. The Organisation shall meet the following costs,
 - one-way reimbursement of the Employee and his immediate family travel expenses, in instances where the Organisation has failed to provide transport,
 - transportation of the Employee's personal effects using the least expensive and acceptable mode of transport and the most direct,
 - a relocation allowance equivalent to 50% of the member of staff's basic salary at transfer as a once off payment,
 - Where applicable, as approved by the respective Managing Director, basic school uniform for the employee's children.

3. In cases where it is not possible to give the employee adequate notice and the transfer is immediate with the employee transferring to Head office or any other urban area, the employee shall be accommodated in a suitable Lodge, where possible, failing which, he or she shall be booked into a hotel for a period not exceeding one month during which time, the employee should look for a suitable house. The spouse and legal children shall also be covered under this provision where necessary.
4. Where an employee does not get adequate notice on transfer and he or she is required in terms of the lease agreement to pay rent in lieu of notice in respect of accommodation necessarily vacated by him or her as a result of such transfer the Organisation may refund an amount not exceeding one month's rental paid by him or her in circumstances where such payment is unavoidable because of his or her inability to give the requisite notice of his or her intention to vacate the accommodation.

Employee-initiated Transfer

1. The employee should indicate their intention to transfer in writing, stating the reason and proposed date of transfer, through their Supervisor / Manager for onward transmission to the Human Resources Department,
2. The Human Resources Department shall pursue the possibility of the transfer and advise the employee accordingly,
3. It must be noted that it will not always be possible to transfer an employee as and when they request and this policy must not be misconstrued to be a right,
4. If the transfer is granted, the employee shall meet all the costs associated with the relocation.

Policy No: - ETC – 013	Policy Updated: -
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ACTING ALLOWANCES

Perspective

The Organisation reserves the right to allocate higher responsibilities in higher grades to its employees and this may be additional to their normal duties. In such a case it is fair for the acting employee to be remunerated for these additional functions.

Policy

An acting allowance will be paid to an employee acting for a period of more than one month in a capacity higher than that in which he is normally employed in terms of the provisions of the relevant legislation and the grading system.

Procedures

1. Acting allowances are only payable to employees if they take on the full responsibility, for a period of more than a month, of a position, which is more senior than that of their normal designation. It does not apply to shorter periods or to situations where the employee is assigned only a portion of the responsibilities of the job.
2. At Managerial level, acting allowances will be paid to employees who are promoted on an acting basis pending confirmation to the position after the trial period. In effect the acting period is treated as a form of probation and the promotion is only finalised at the end of this period. Confirmation is subject to satisfactory performance.
3. In normal circumstances, the acting period will be up to three months, thereafter it may be extended at Management's discretion for an additional maximum of three months. The total acting period may not exceed six months. The provision to extend the acting period will only apply to Managerial Employees.
4. Any training will not qualify as acting allowance.

5. Staff acting in different jobs of the same or lower level will not qualify for an acting allowance.

6. The amount of the acting allowance will not exceed and shall be ascertained by computing the difference between the Employees' current basic salary and the minimum basic salary applicable to the higher position. Where the member of staff is already earning higher than the minimum of the higher position, the allowance shall be calculated as the difference between the current and the higher salary notch in the grade being acted. Other allowances paid to the employee will remain the same and will only be reviewed on appointment to the higher position on permanent basis.

Policy No: - ETC – 014	Policy Updated: -
STAFF UNIFORMS / PROTECTIVE CLOTHING	

Perspective

The Organisation recognises the need for its staff to be smart and presentable while at the same time portraying the Organisation image through staff uniforms. It also acknowledges its responsibility for the safety of the employees when they carry out their duties and will provide the necessary clothing for them.

Policy

Employees whose functions require special or protective clothing, shall be provided with the appropriate clothing at the Organisation’s expense.

Policy No: - ETC – 015	Policy Updated: -
DRESS CODE	

Perspective

It is the Organisation’s intent that work attire should complement an environment that reflects an efficient, orderly and professionally operated Organisation. Management therefore intends to define appropriate “business attire” during normal business operations and “smart casual business attire” on Fridays.

Policy

All employees shall be expected to abide by the dress code of the organisation but most importantly the key point to sustaining an appropriate business attire programme is the use of a “common sense and good judgment” approach. If you question the appropriateness of the attire, it probable is not appropriate.

Policy Statements

1. Business attire is to be worn Monday to Thursday and smart casual business attire will be permissible on Fridays.

2. Appropriate business attire shall include the following: -
Men:
Suits, (not too colourful)
Ties,
Formal shirts (with buttons and collars)
Formal shoes (polished and shined)

Women
Dresses (not too bright and floral)
Skirts
Formal slacks (nothing too tight)
Blouses
Formal shoes (polished and shined)
Stockings

3. Smart Casual business attire for Fridays shall cover the above and also include the following: -
Men:
Sport jackets / blazers
Decent jeans
Polo / Golf T-shirts
Smart casual slacks

Women:
Smart casual slacks
Decent jeans
Dresses (reasonably colourful)

4. The following attire will not be acceptable for the workplace: -

Shorts

T-shirts with other Organisations' logos

Athletic wear

Thong sandals of any kind

Tennis shoes

Underwear as outerwear

Beach wear

Sleeveless dresses or tops

Evening wear

Sweaters

Revealing outfits

Mini-skirts and dresses

5. If questionable attire is worn in the Office, the respective Head of Department / Manager will hold a personal, private discussion with the employee in the company of the Human Resources Department to advise and counsel the employee regarding the inappropriateness of the attire,
6. If an obvious policy violation occurs, the employee shall be counselled and asked to go home and change the attire.

Policy No: - ETC – 016

Policy Updated: -

TERMINATION OF EMPLOYMENT CONTRACTS

Perspective

Terminations, whether voluntarily or involuntarily will inevitably and unfortunately occur before employees reach retirement. When this happens, it is important that Management takes this separation as an opportunity for career growth, job enrichment or promotion for internal candidates.

Policy

The Organisation accepts that as part of its normal business practice, employees at any level can terminate employment before retirement. Where such termination occurs, it will be in writing from either the employee to the employer, or from the employer to the employee irrespective of the circumstances.

Policy Statements

Notice Period

1. Employees wishing to terminate their employment with the Organisation must give notice of intention to terminate their employment contract of at least one month and not more than three months,
2. During probation period employees will be required to give twenty four hours' notice of intention to terminate their employment contract,
3. It must be noted that the above notice periods cannot be served while an employee is on leave.
4. All notices to terminate employment from either the employer or the employee shall be in writing. In the case of dismissals, this should be done in terms of the provisions of relevant legislation or Code of Conduct,

5. Employees failing to give the appropriate notice will have their terminal benefits reduced by the amounts of money equivalent to the notice period,
6. At the discretion of the respective Head of Department, the Organisation can waive the condition (1 or 2) above and form must be completed in all cases of terminations,
7. Depending on the sensitivity and / or circumstances obtaining at the time of termination of an employment contract, the Employer may require that a resigning employee serve his or her notice period at home.
8. Employees will only be paid the terminal benefits upon the return of all of the Organisation's property such as uniforms; handcuffs; firearms; vehicles etc. in good working condition, where applicable.
9. Employees on notice may be paid on their last working day after surrendering all company assets in his/her possession; in cases where Organisation assets held by the Employee may need to be handed back.
10. Management shall retain the right to waive the notice requirement for certain positions where it believes that it would not be in their interest if the employee who has resigned serves the notice. In such instances, the employee will be relieved of their duties and be paid as usual for the period they should have served the notice,
11. A certificate of service shall be issued at the request of the ex-employee. The certificate should include the full names, date joined, date of leaving, and positions held to date and period (progression). The Human Resources Department should sign the record of service indicating Designations.
12. In all instances of death, the relatives of the deceased must be asked to complete the form. Note that this only applies to any terminal entitlements directly paid from the Organisation e.g. cash in lieu of leave or outstanding salary which will be in terms of the Pension Fund Rules.

Retirements

1. Retirement from the Organisation shall be in terms of the Pension Fund Rules,
2. The pensionable age for an employee employed by the Organisation shall be 60 years,
3. An employee may however, opt to retire on or at any time after attaining the age of 55years,
4. Employees will be discouraged from extending their retirement dates beyond 60 years,
5. At the discretion of the Managing Director or Chief Executive Officer, a fairly conservative farewell get-together shall be arranged for the retiree at the Organisation's expense. This however, must not be misconstrued to be a right.

Retirement on Medical Grounds

1. On grounds of continued ill-health resulting in the employee being incapable to efficiently perform his or her duties due to mental or physical deficiency or infirmity, the Organisation may require a Medical Board to be constituted with a view to retiring the employee on ill-health.
2. The Medical Board shall comprise two or more Doctors and no employee shall be retired in terms of this Section unless the Board has been constituted and its recommendation states thus.
3. An employee may opt, out of their own accord, to appear before a Medical Board for retirement purposes but it is mandatory for the employee to pursue this course after exhausting the provisions stated in the Organisation's Sick Leave Policy.

Dismissal

1. All dismissals from employment by the Organisation shall be in terms of the Labour Act or the Organisation Code of Conduct as registered in terms of the Labour Act.

2. On termination on the basis of this Section, all statutory benefits due to the employee shall be paid on conclusion of the Disciplinary case.

Retrenchments / Redundancy

1. Consideration for any Retrenchments / Redundancy shall be in terms of the provisions of the Labour Act with the involvement of the Works Council.

Policy No: - ETC – 017

Policy Updated: -

EXIT INTERVIEWS

Perspective

Whilst the voluntary resignation of employees is not always welcome, it is unavoidable. When this happens, it is in the interest of the Organisation to find out what they could have done to avoid the employees' resignation. As the employee will be leaving, it is likely that he or she will give the real reasons for their termination of employment. This can be an opportunity for the Organisation to accrue valuable experience for use with future incumbents and employees.

Policy

Whenever an employee resigns voluntarily, the Human Resources Department will interview the employee in order to determine the reason for the termination. This will enable Management to correct the situation whenever necessary and possible.

Policy Statements

1. All employees who resign voluntarily are required to undergo an exit interview,
2. The Human Resources Department prior to the employee's departure must explain reasons for an employee's departure to the incumbent's superior,
3. The information must be recorded on the exit interview form and filed in the Employee's file after discussion with the respective Head of Department or the Managing Director.

Policy No: - ETC – 018

Policy Updated: -

RE-EMPLOYMENT INTO THE ORGANISATION

Perspective

In pursuance of organisation's objective of employing high quality promotable staff, the best employment decision might be the re-employment into Online Security of ex-employees.

Policy

Where the best employment decision is the re-employment of an ex-employee, only ex-employees who have voluntarily resigned can be considered. Ex-employees who were dismissed or who resigned involuntarily will not be considered. In considering these employees for re-employment, the following conditions must be met: -

Policy Statements

1. In considering an employee for re-employment the normal recruitment procedure must be adhered to, including security vetting,
2. The ex-employee must have voluntarily resigned and should have given adequate notice of their intention to resign,
3. The ex-employee must be below the age of fifty (55) at the time of being considered for re-employment,
4. The ex-employee must have served the Organisation for a period of not less than two (2) continuous years before their resignation,
5. Ex-employees who will have left the organisation through dismissal, resignation to avoid disciplinary action or those with adverse disciplinary records irrespective of having satisfied the other conditions will not be considered for re-employment,
6. Ex-employees retired on medical grounds will also not be considered for re-employment,

7. Subject to the approval of the Managing Director, Management may exempt an ex-employee on some of the above conditions where the ex-employee possesses special skills beneficial to the organisation. However cases of dismissal, resignation to avoid disciplinary action and retirement on medical grounds will not be subject to exemption,
8. Management must guard against the practice by some employees of making financial salary gains by virtue of having left Online Security and then subsequently being re-employed,
9. To avoid (8) above, Management must always assess the natural salary growth the employee would have achieved had they stayed with the Organisation before making a salary offer.
10. The decision to re-employ must be after receiving positive recommendations from the ex-employee's immediate supervisor,

Policy No: - ETC – 019	Policy Updated: -
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GENERAL PAY POLICY

Perspective

SOFA believes in providing remuneration for the services that its valued Employees provide.

In determining pay, the following are considered, the position in the organisation, the know-how required by the position, the problem solving inherent in the position, current market pay practices for similar positions and the accountability of the position.

Another important factor in determining pay is the Organisation's ability to pay and the performance of the individual and the guidelines which will be set by the organisation.

Policy

Each year the Organisation shall participate in a salary survey to determine its current pay practice position against the market. Using this market information the Organisation will compile salary structures, which recognise job size, allow for pay for performance as well as promotion from within.

At any given time organisation should be able to determine how well its employees are being paid against the market rates.

All pay determination and changes will require the approval of the Managing Director on recommendation from the respective Head of Department.

Policy Statement

1. The level of the position in the organisation, the performance of the individual, current market practices and the Organisation's ability to pay determine pay.
2. The respective Manager must initiate all changes to employee remuneration.

3. Managers require the approval of the respective Managing Director prior to communicating any remuneration changes.
4. All remuneration and benefits are subject to statutory tax.
5. Deductions compulsorily required by the law such as paye, nassa, nec contributions, aids levys etc., will be effected prior to the disbursement of salaries.
6. All employees will receive a pay advise showing the following details;
 - date of payment and the period for which it is made
 - gross amount of wages
 - amount deducted for PAYE tax
 - the net amount paid
 - any other deduction particulars

Policy No: - ETC – 020

Policy Updated: -

PERFORMANCE MANAGEMENT

Perspective

Ultimately the success of SOFA will depend on the performance of its Employees. If remuneration is to be used as a motivator, it therefore has to be related as much as possible to successful performance. This requires a clear articulation between superior and subordinates of what performance is to be attained and how it is measured, and its relationship to pay.

Policy

In determining pay, the organisation will use the following determinants:

Organisation Performance

Market forces

Job Grade

Policy Statement

1. Salary structures will be related to allow for the growth in salary as a result of performance.
2. The Performance Review process shall provide the information to be used in Pay for Performance.
3. Performance reviews shall be conducted at the end of each year.
4. The performance review form to be used.
5. It should be noted that Grades C and above will effectively sign a performance agreement at the beginning of the year which will set out the performance expectations for the year and at the end of the period these will form a basis of the evaluation.
6. The above assessment will form the basis for staff development, training-needs identification, advancement and promotions, demotions inter alia.

7. Performance that is below the expected standard will be remedied through training failing which the appropriate disciplinary action must be taken.
8. Managers failing to manage performance will be subject to disciplinary action.
Arising out of this is the job evaluation system to be used.

Policy No: - ETC – 021	Policy Updated: -
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JOB EVALUATION

Perspective

Internal equity among positions is best achieved through a systematic and methodical assessment of the value of jobs. Such a system of job assessment will consider all the factors considered as important in any typical job. The system must be well researched, open to refutation and internationally accepted.

Policy

All positions within the organisation will be evaluated using the Patterson Grading system or any other system that the Board may approve. When significant changes occur in the structure of a job, it will be re-evaluated.

Policy Statement

1. The job descriptions are the basis of all job evaluations.
2. A position can only be re-evaluated if it can be demonstrated that there has been a significant change to the content of the job.
3. A record of evaluations will be maintained.
4. Job evaluations will be undertaken by a Job Evaluation Committee comprising of members of Management and Staff with a thorough understanding of the approved method of Job Evaluation.

Policy No: - ETC – 022

Policy Updated: -

NOT YET IN EFFECT

**INTERNATIONAL & REGIONAL TRAVEL
ALLOWANCES**

Perspective

Employees of the Organisation may be required to travel regionally or internationally, on business and their welfare has to be taken into cognisance. The Organisation shall meet the costs of the airfares as well as give a subsistence allowances to the individual while away. The following Policy is in line with going rates obtaining in the industry.

Policy

- 1.** All airline bookings will be processed through reputable and approved travel agencies,
- 2.** Air travel shall be in the Economy class for all staff except International travel where the Management may travel in the Business Class,
- 3.** An allowance will be payable to the employee in line with the Finance circular whose guidelines have been incorporated as follows: -

TRAVEL ON DUTY

- 1.** When required to travel on duty outside Zimbabwe an Employee shall be provided with an all-inclusive daily allowance as prescribed in this Policy which will consist of: -
 - An accommodation allowance to cover the reasonable costs of hotel accommodation at bed rate plus service charges,
 - A subsistence allowance to cover costs of :-
 - ✓ expenses in respect of public transport or a reasonable amount for taxis where public transport is not available,
 - ✓ reasonable costs of laundry expenses,
 - ✓ reasonable costs of business telephone,
 - ✓ reasonable costs of breakfast
 - ✓ reasonable costs of lunch
 - ✓ reasonable costs of supper

2. Employees in managerial grades and above shall be provided with a daily allowance at one and a quarter (1.25) times the international per diem rates base prescribed in this Policy.

PURPOSES OF THE DAILY ALLOWANCES

1. It should be noted that the purpose of this daily allowance is to allow employees travelling abroad discretion in choosing for themselves an acceptable standard of subsistence, which is determined by the appropriate rates set in this Policy.
2. These rates strictly apply to employees travelling from one country to another and instructions on the procedures for accounting for the daily allowances are set herein.

SPECIAL UNPROVED SUPPLEMENTARY ALLOWANCE

1. When all expenses are paid by the host country or a donor, an employee may be paid special unproved supplementary allowance of US\$40 per day or part thereof up to a maximum period of 30 days.
2. Employees in grades D3 and above will be entitled to entertainment allowances as detailed in the next Section on unproved entertainment allowance.

UNPROVED ENTERTAINMENT ALLOWANCE

1. When required to travel outside Zimbabwe, Online Staff may be paid an unproved entertainment allowance up to a maximum of 90 days calculated as follows:

Managing Director	9.5% of the per diem base rate
Managers Grade D3 - D5	6.0% of the per diem base rate
2. Any entertainment allowance given in addition to what has been provided for under this Section is subject to proof of all expenses.

SUPPLEMENTARY PERSONAL FOREIGN CURRENCY

1. Where employees stationed within Zimbabwe are required to travel on duty outside the country they may, in addition to the foreign currency allocation authorized for travel expenses, also be provided with an additional supplementary personal foreign currency thereof, provided that in aggregate the total foreign allocation equivalent to US\$40 per day or part currency allocation so authorized shall not exceed the equivalent of US\$300.
2. It is however, stressed that this additional allocation is provided to enable the employee to meet personal expenses which may be incurred over and above those which arise from official duties, and where an employee wishes to avail themselves of this dispensation, all such expenditure is for the Employee's personal account under no circumstances will this supplementary allowance form a charge against the Organisation.

RETURN TO HOME STATION

1. In all cases where a daily allowance is provided, an employee must produce on return to home station, passport and airline tickets. Immigration officials should stamp the passport on departure and arrival in Zimbabwe.
2. Submission of all of the above items will be considered sufficient proof that the advance provided to an employee has been properly accounted for and that all expenditures were incurred for the purposes prescribed by this Policy.
3. For an employee to over stay in a place he or she should get prior clearance from the Managing Director, but it should be noted that the Organisation will not make retrospective payments in lieu of travel abroad, except under special circumstances.

REQUIREMENT TO PROVE ALL EXPENSES

It is emphasised that when choosing for themselves hotel accommodation and meals, employees should ensure that they remain within the rates fixed in this Policy. Departures from the stipulated rates will not be entertained except where such departures are conceived to be inevitable. However, where the prescribed rates which are stipulated in this Policy are

exceeded, an employee on return to home station, should submit all the proof of all expenses incurred.

TRAVEL ALLOWANCES PER DESTINATION PER DAY

COUNTRY	CURRENCY	RATE
Afghanistan	US Dollar	70
Algeria	US Dollar	165
Angola	US Dollar	300
Argentina	US Dollar	205
Australia	US Dollar	190
Austria	US Dollar	215
Bahamas	US Dollar	275
Bangladesh	US Dollar	170
Barbados	US Dollar	235
Belgium	US Dollar	295
Benin	US Dollar	185
Botswana	US Dollar	120
Brazil	US Dollar	260
Bulgaria	US Dollar	175
Burundi	US Dollar	170
Cameroon	US Dollar	225
Canada	US Dollar	215
Chile	US Dollar	200
China	US Dollar	205
Colombia	US Dollar	205
Congo	US Dollar	150
Cote d'Ivoire	US Dollar	185
Cuba	US Dollar	190
Cyprus	US Dollar	135
Czechoslovakia	US Dollar	270
Denmark	US Dollar	215
Democratic Republic of Congo	US Dollar	230
Dlibouti	US Dollar	210
Ecuador	US Dollar	185
Egypt	US Dollar	180
Ethiopia	US Dollar	195
Fiji	US Dollar	140
Finland	US Dollar	210

COUNTRY	CURRENCY	RATE
France	Us Dollar	230
Gabon	US Dollar	130
Gambia	US Dollar	165
Germany	US Dollar	285
Ghana	US Dollar	199
Greece	US Dollar	175
Guinea	US Dollar	240
Guinea Bissau	US Dollar	165
Guyana	US Dollar	160
Hong Kong	US Dollar	200
Hungary	US Dollar	225
India	US Dollar	250
Indonesia	US Dollar	170
Iran	US Dollar	165
Iraq	US Dollar	240
Ireland	US Dollar	225
Israel	US Dollar	290
Italy	US Dollar	260
Jamaica	US Dollar	225
Japan	US Dollar	342
Kenya	US Dollar	210
Korea DPRK	US Dollar	200
Korea South	US Dollar	275
Kuwait	US Dollar	245
Lebanon	US Dollar	260
Lesotho	US Dollar	115
Liberia	US Dollar	190
Luxembourg	US Dollar	295
Malawi	US Dollar	217
Malaysia	US Dollar	160
Mauritius	US Dollar	167
Mexico	US Dollar	185
Morocco	US Dollar	250
Mozambique	US Dollar	215

COUNTRY	CURRENCY	RATE
Namibia	US Dollar	103
Netherlands	US Dollar	246
New Zealand	US Dollar	270
Nicaragua	US Dollar	260
Nigeria	US Dollar	305
Norway	US Dollar	210
Pakistan	US Dollar	170
Philippines	US Dollar	175
Portugal	US Dollar	240
Romania	US Dollar	375
Rwanda	US Dollar	200
Senegal	US Dollar	145
Seychelles	US Dollar	265
Sierra Leone	US Dollar	255
Singapore	US Dollar	245
South Africa	US Dollar	137
Spain	US Dollar	235
Sudan	US Dollar	240
Swaziland	US Dollar	170
Sweden	US Dollar	240
Switzerland	US Dollar	280
Tanzania	US Dollar	266
Thailand	US Dollar	100
Togo	US Dollar	120
Tunisia	US Dollar	135
Turkey	US Dollar	255
Uganda	US Dollar	210
United Arab Emirates	US Dollar	190
Russian Federation	US Dollar	310
United Kingdom	US Dollar	270
U.S.A.	US Dollar	278
Madagasca	US Dollar	133
Zambia	US Dollar	180

Policy No: - ETC – 023	Policy Updated: -
LOCAL TRAVEL & SUBSISTENCE ALLOWANCES	

Perspective

The Organisation will require employees to travel on business and work away from their normal workstations. Such travel might require the employee to stay overnight.

Policy

All business travel away from the normal work station will require the approval of the Head of Department / Managing Director.

Policy Statements

1. Employees who travel to any of the Organisation's Operations will be paid an advance allowance for expected expenses covering food and accommodation where necessary.
2. Employees shall receive allowances for any travel away from their Station for the following: -
 - a) Out of Station, for any travel beyond 100km from home station,
 - b) Breakfast if departure from home station is before 6.00am,
 - c) Lunch if departure is before 12.00pm provided the Employee will be away for more than four hours,
 - d) Dinner if arrival is after 7.00pm,
 - e) Bedding if the Employee stays overnight and no other arrangements had been made.
3. The Organisation is cognisant of the tendency or temptation of Employees to create these trips as a way of supplementing incomes. It is also incumbent upon the Organisation to ensure that when Employees travel on duty, they should be provided with appropriate shelter and food to ensure that they effectively perform the task at

hand. As such, staff will be encouraged to use decent accommodation and utilise the proved expenses.

4. The following guidelines will be used in securing accommodation in Hotels:-

Grades E & F	-	4 / 5- star Hotel
Grades D1 to D5	-	3 / 4-star Hotel
Rest of staff	-	1 / 2 star Hotel or use of Lodges

5. Where an Employee opts to make their own arrangements for accommodation and food they can claim unproved expenses, at the following rates: -

		<u>Grade C1 to F</u>	<u>Rest of Staff</u>
Breakfast	-	\$5,00	\$5,00
Lunch	-	\$10,00	\$10,00
Dinner	-	\$10,00	\$10,00
Bedding	-	\$50,00	\$30,00

6. Employees will also be paid the following allowances for any out of station trip beyond 100km from their workstation: -

Grade F	-	\$20,00
Grade D1 to E	-	\$15,00
Grade C1 to C5	-	\$10,00
Rest of staff	-	\$5,00

7. Where the stay in a Hotel is longer than initially planned, laundry facilities of the hotel can be utilised within reasonable units.

General conditions

1. All country business travel requiring overnight stay must be planned at least seven days before such travel,
2. The employee's superior must approve the travelling plan and accommodation arrangements before embarking on the travel,
3. Monies advanced for the above, accommodation and fuel etc., and an expense claim must be submitted within a day of return from the trip. Supporting vouchers must be submitted with all claims of expenses and any unaccounted monies should be refunded failing which, the money will be deducted from the employee's salary,
4. Where country travel is done by air the airline and ticket booking must be done through a reputable and approved travel agent and with the approval of the employee's superior.
5. Car hire on country travel will require authorisation from the Executive Director.
6. Where an employee has been authorised to use their own vehicle, as a last resort, the reimbursement shall be according to the Automobile Association of Zimbabwe operating costs per kilometre for the class of vehicle used.

F. STAFF BENEFITS

Policy No: - B – 001	Policy Updated: -
STAFF LOAN SCHEME	

Perspective

The organisation recognises that shelter is a basic requirement for every employee and their family. To enable Employees to live a decent life, the Organisation assists its Employees to secure accommodation. The availability of a housing loan to any Employee acts as a strong incentive for the attraction and retention of Employees.

Policy

Subject to the Executive Director's discretion, all permanent Employees who excel in their performance and have accumulated more than one year service with the Organisation will be eligible for a loan.

In any one year, **funds permitting**, the total amount of loans to be granted shall not exceed a set amount agreed upon by the Board of Directors.

Policy No: - B – 002	Policy Updated: -
STAFF MEDICAL AID SCHEME	

Perspective

The Organisation is cognisant of the need to keep its Employees in a state of physical and mental wellbeing. In the likely event at one time or another that employees and their dependants require medical attention, it is important that such eventualities are prepared for through membership with a reputable medical aid society. Such membership will absorb the impact of any heavy financial outlay to meet medical costs.

Policy

All permanent members of staff are eligible to participate on the non-contributory Medical Aid Scheme. However such participation is not compulsory.

Policy Statements

Circumstances permitting, the Organisation will contribute 000% of the amount towards medical aid for the following: -

1. Employees on permanent contracts,
2. Employee's lawful minor children, (a child shall be any legitimate or legally adopted child under the age of 18 years,
3. Any Employee who may wish to include other dependants, not stated above, shall be responsible for their contribution in full.

Policy No: - B – 003	Policy Updated: -
LONG SERVICE AWARDS	

Perspective

The Organisation recognises long and loyal service by its Employees and would like to give recognition in the form of Long Service Awards.

Policy

All Employees who serve 5, 10, 15, 20, 25, 30 years and above at five-year intervals of continuous service with the Organisation shall receive cash awards and certificates of long service. Calculation of continued years of service shall be from the date of engagement by Online Security.

Policy Statement

1. A taxable cash payment shall be paid at the end of the month following the Employee’s anniversary of joining the Organisation as follows: -

<u>Years</u>	<u>Cash Payment</u>
5 years of service	50% of current monthly salary
10 years of service	100% of current monthly salary
15 years of service	125% of current monthly salary
20 years of service	150% of current monthly salary
25 years of service	175% of current monthly salary
30 years of service and above	200% of current monthly salary

(at 5-year intervals)

2. A long service certificate co-signed by the Chairman of the Board and the Managing Director shall be presented to the employees at an annual Organisation organised function preferably at the end of the year.
3. Employees who have attained 25 years of service and at 5-year intervals will also be presented will medals at the same function.

Policy No: - B – 004	Policy Updated: - NOT YET IN EFFECT
EDUCATION ASSISTANCE SCHEME	

Perspective

The Organisation is keen to have its employees improve their skills through pursuance of relevant professional courses.

Policy

The Organisation will assist its employees to study courses that are relevant to the Organisation. This assistance will be in two forms: -

1. Re-imburements of study expenses to the Employees as and when they pass their courses which are of relevance to their current functions or will be of benefit to the Organisation,
2. Organisation funding full-time courses or future donor proposed and funded programmes. **(See Training & Development Section)**

Policy Statements

Employee Initiated Studies

1. Courses to be funded under this Scheme should be judged as being of ultimate benefit to the Organisation and attendance courses will not be covered under this benefit,
2. After writing exams and official confirmation is received for having passed the exams, Employees will be entitled to claim for the tuition and exams fees for the passed subjects,
3. Before payment of any claim to the Employee, the amount claimed shall be used to offset any current loans still owing.

4. Private studies should not negatively affect job performance due to the increased burden of course-work. In addition course-work should generally be scheduled after normal working hours on a part time basis,
5. Time off to write exams shall be granted in terms of the policy on Leave.

Procedure

An employee who identifies a relevant course shall adopt the following procedure: -

1. Apply to the Education Scheme on form, to be supplied by the Human Resources Department,
2. The respective Manager shall recommend the application in terms of its relevance to the Organisation and whether it is within the employee's capacity and capabilities,
3. Human Resources Manager in liaison with the respective General Manager shall approve the application and the form will be held in the employee's file for purposes of making the claim,
4. On passing the course and receiving official confirmation of the pass, the employee will be entitled to claim for the expenses associated with the course and shall: -
 - a) Submit the claim for the tuition and exam fees on the Education Scheme claim form,
 - b) Attach all the invoices making up the total claim being made, as proof of payment made towards the tuition and exam fees of the course,
 - c) The Human Resources Officer shall verify the claim and confirm that the amount claimed is correct,

- d)** The form will then be submitted to the Salaries Administrator, who will check for any outstanding amounts which need to be deducted from the total amount being claimed by the employee,
- e)** The Human Resources Manager will make recommendations to the respective Managing Director for the final approval before forwarding the claim form to the Finance Department for payment.
- f)** Expenses incurred for tuition and exam fees where the employee fails will not be claimable.

Policy No: - B – 005

Policy Updated: -

STAFF LOANS AND SALARY ADVANCES

Perspective

It is the viewpoint of the Organisation that the forward planning of the utilisation of financial resources within an employee's personal capacity is the sole right and responsibility of the employee. To this end the Organisation observes no obligation to extend loan or advance facilities to employees. However, in unavoidable circumstances and also recognising the need for the Organisation to assist its employees in acquiring assets employees can access loans to this end, **subject to availability of funds.**

Policy

All permanent employees of will be eligible for loan and salary advances with the exception of the following: -

- Employees who are already servicing outstanding debt or debts with total repayments accounting for 40% of the employee's gross salary,
- Employees who have tendered notice to resign from the Organisation, even if the offer to resign has not yet been accepted,
- for purposes of clearing other debts incurred elsewhere or where it is likely that the applicant has lived beyond their means,
- Employees who have disciplinary proceedings being instituted against them,
- Employees who are serving their probationary period.

Policy Statements

1. Salary Advances

- a) All requests for salary advances will be submitted to the Human Resources Manager through the respective employee's Head of Department / Division for consideration and approval by the Managing Director,
- b) The advance shall not exceed the equivalent of one month's net salary after consideration of all deductions,
- c) The advance shall be recovered from the Employee in the immediate following payroll run from the date that the advance is granted,
- d) The salary advance shall not attract any interest.

2. Loans

- a) All requests for loans will be submitted to the Human Resources Manager through the respective employee's Head of Department / Division for consideration and approval by the Managing Director
- b) Requests will have to be justified by circumstances requiring immediate cash of a lump sum nature, some of which may include the following: -
 - ✓ funerals outside the normal funeral assistance scheme,
 - ✓ medical expenses of employee, spouse and children, parents (including in-laws) and immediate siblings
 - ✓ School fees payments for children or for the Employee's studies,
 - ✓ rent deposits and transportation (NB. These will be critically assessed as it will not cover overspending)
 - ✓ damage caused by accidents,
 - ✓ purchase of a household asset,
 - ✓ Building materials,

- ✓ any other incidences which at the discretion of the Managing Director is acknowledged as warranting assistance,
- e) The total Loans granted to an Employee shall not exceed the equivalent of four month's gross salary of the Employee and the repayment shall not collectively exceed 40% of the Employee's gross salary,
- f) All loans shall attract an interest charge of 3% and the maximum repayment period shall not exceed 12 months.

Policy No: - B - 006	Policy Updated: -
ANNUAL BONUS	

Perspective

It is recognised that the overall performance of the Organisation is dependent on each department and ultimately individual employee performance. As such, good performance down to the individual employee should be identified and rewarded through an annual bonus award. This however, is not a right and shall be at the discretion of the Organisation's Board of Directors in liaison with the Managing Director.

Policy

Employees other than those employed in a temporary capacity or as casual labourers shall be eligible for an annual bonus award subject to its declaration for payment and it shall be based on performance.

Policy Statements

1. Employees other than those employed in a temporary capacity, on attachment or casual labourers shall be eligible for the payment of an annual bonus award in December of each year,
2. The annual bonus shall be payable along with the December salary to all employees in the service of the Organisation on 21st December of each year including employees whose last working day is 31st December,
3. Employees are not compelled to take leave in order to qualify for the annual bonus,
4. The bonus award shall be calculated based on the monthly salary of the Employees as at December,
5. If an employee retires or resigns on amicable grounds at any time during the twelve months ending 31st December, he or she shall be entitled to payment based on the last

salary received, on a pro rata basis for the completed months of unbroken service during that period up to the date of his retirement,

6. On death, an employee's estate shall benefit from a pro rata amount of that employee's annual bonus based on the last salary received,
7. Dismissed employees or those whose resignation is not on amicable grounds or those who do not give adequate notice period which is not waived, will not be eligible for annual bonus,
8. P.A.Y.E tax, if applicable, shall be deducted at the appropriate rate in full at the time the annual bonus is paid,
9. Employees with less than twelve months of service on 31st December shall be entitled to payment on a pro rata basis for the completed months of unbroken service during the twelve months. Broken periods of a month shall be disregarded. If an employee joins the Organisation during the course of a month, on a date other than the 1st of that month, the period for annual bonus calculation purposes, commences from the 1st of the month joined,

Policy No: - B – 007	Policy Updated: -
FUNERAL ASSISTANCE SCHEME	

Perspective

SOFA recognises its duty as an employer to ensure that in the event of the death of a close relative of any of its employees, the affected employee is granted assistance of financial resources to deal with this unexpected eventuality.

Policy

All employees affected by the death in their immediate family, i.e. spouse or minor children (or legally adopted children), parents, will be granted funeral assistance to the magnitude reflected below. At the same time it must be understood that the Organisation is there to assist and is not responsible for burying of the employee or his family.

Policy Statements

1. Funeral Assistance amounts shall be as follows, subject to a maximum amount of \$1 500,00: -
All Staff:

Employee	100% of the Employee’s basic salary,
Spouse	75% of the Employee’s basic salary,
Child under 21 years of age	50% of the Employee’s basic salary.

2. The amounts extended above are grants and will not be subject to repayment,

3. In addition to the funeral assistance the Employee will be eligible for a further loan from the Company, to deal with further expenses. This loan will be subject to the conditions under the Staff Personal Loan Scheme.

4. The respective Manager and a member of the Human Resources Department or their representatives must ensure that they visit the employee’s family and offer the Organisation’s condolences,

5. The funeral benefits shall fall away when the employee ceases to be an employee of the Organisation either through resignation, death, suspension, retrenchment, dismissal or retirement,
6. In exceptional cases approved by the Managing Director, the Administration Department shall make available a vehicle to assist the bereaved family in making arrangements for the funeral wherever possible, but this should also not be construed as a right.
7. However in order to reduce financial burden on the company, it is mandatory that all employees have a Funeral Cash Plan selected by the company. Where a funeral Insurance Policy is in place, the above automatically falls away and all the burden rests on the Funeral Policy Provider.

Procedure

1. The affected employee will advise the Human Resources Department by completing the Funeral Assistance form, and supply the following legal documents which ordinarily will be expected to be in the employee's file:
 - Wife - proof of marriage or an affidavit to that effect,
 - Child - Long birth certificates,
2. On receipt of the above documents the Human Resources Department shall facilitate the immediate payment of the assistance,
3. The Workers' Committee in liaison with the Human Resources Department shall arrange that staff be provided with transport to go and offer their condolences at the Employee's house,
4. In the event that the burial will be held in the Employee's home area, an Organisation Vehicle to take staff to the burial will only be provided in the case where it is the Employee who has passed away. If burials are going to be in town where the Employee was working, transport to go to the funeral will be made available for staff.

Policy No: - B – 008	Policy Updated: - NOT YET IN EFFECT
OTHER BENEFITS	

Perspective

The organisation recognises the fact that skills in the Country are limited and with the thrust of attracting and retaining employees, there is need to supplement the overall remuneration packages of employees by offering other benefits.

Policy Statements

Employees shall be accorded various benefits based on their respective grades as a way of increasing the overall gross package of employee.

Subscriptions for Professional Membership

1. The Organisation shall pay annual subscriptions to local Professional Societies for Employees in Grade C3 and above.
2. Such membership shall be limited to one professional society.

Subscriptions for Club Membership

1. In an endeavour by the Organisation to encourage Employees to interact socially and establish linkages with other external professionals, the Organisation shall pay annual subscriptions for local Club membership in Grade D1 and above.
2. Such membership shall be limited to one club.

Mobile Expenses

Due to the nature of Organisation's operations, the employees in the following functions shall be provided monthly airtime;

- Managing Director

- Marketing Officer
- Chief Operations Officer
- Chief Inspector

G. TRAINING & DEVELOPMENT

Policy No: - TD – 001	Policy Updated: -
TRAINING & DEVELOPMENT	

Perspective

The Organisation would like to ensure that, at all times, the Organisation has adequate human resources with the necessary knowledge, skills, experience and attitudes to achieve present and future business goals. To ensure the quality, timeliness and relevance of courses to SOFA, we must put in place, in every Department, a process that ensures accurate identification of training needs, appropriate responses to those needs and appropriate allocation of resources to the implementation of the identified training and development programmes.

Policy

The formalised training and development of employees will be structured to satisfy the following needs: -

1. Induction of newly recruited, transferred or promoted staff,
2. Training of staff whose current work performance will be affected by impending changes,
3. Training of staff whose current work performance standards need improvement,
4. Training of all staff to increase and realise their potential career and role in the Organisation,
5. Inculcate appropriate values and attitudes necessary for employee loyalty, teamwork, operational efficiency, strong corporate identity and culture etc.

Policy Statement

1. The Human Resources Manager, in association with the Departmental Management will be responsible for the identification of training and development needs,
2. Job descriptions, Psychological assessments, Key Result areas and performance appraisals will also be used as key sources of information on which training and development decisions will be made,
3. As part of the employees' training, the Organisation shall ensure that within a month of appointing new Employees and where a need has been noted, a workshop should be conducted for them where they will be taken through all the facets of the Organisation's mandate,
4. Costing of all training must be made, prior to attendance. Wherever possible, the Human Resources Manager must consolidate the Organisation's requirements and bring the training providers to the Organisation and not vice versa,
5. Only approved and accredited providers of training will be used for training purposes,
6. The Human Resources Function must record all training given to employees in the employee's file,
7. Whenever necessary, the Departmental Managers in collaboration with the Human Resources Manager can request that the Trainer produce special reports on an employees' participation during a training and development programme,
8. Whenever practical, the Human Resources Manager in liaison with the Departmental Managers will put in place programmes designed to assess employees' performance prior and after training and development,
9. The Organisation shall ensure that it has the required managerial skills in order to cope with attrition or transfers or promotions. To this end the following programmes will be incorporated in the Training Programmes: -

- a) Induction programmes
- b) Orientation / Re-orientation Programmes
- c) Code of Conduct and Grievance handling training programmes
- d) Business and strategic planning
- e) Supervisory Management Development programmes
- f) Performance Management programmes
- g) Administrative skills training programmes, etc.
- h) Regional and Overseas Courses,
- i) Full time study,

Policy No: - TD- 002	Policy Updated: -
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STUDY LEAVE

Perspective

SOFA values the effort by Employees to improve on their academic/professional qualifications in order to keep abreast of the social, political and technological changes that affect the business world.

Policy

The Organisation will encourage and assist Employees to embark on courses of further study which are relevant to the Organisation and meet the Organisation's training needs. As such, Employees shall be granted study leave by the Organisation for specified periods.

Policy Statements

Study Leave

1. Study leave for employees who have served the Organisation for at least one year, with any exceptions to this provision being subject to approval by the Managing Director.
2. No study leave will be granted for courses that do not have relevance or are of no benefit to the official duties of the employee or co-business of the company.
3. In all training requirements, utilisation of local institutions shall be considered first before opting for institutions outside Zimbabwe. External training will be positively influenced in instances where capacity of Local Training Institutions has been exhausted or the course is donor-funded.

Procedures

1. An employee intending to attend a Course, Seminar, Conference or full time Course on offer must submit all the necessary information through the Head of Department who

will then submit to Human Resources Department for onward transmission for final approval by the Managing Director.

Payment of Salary and Benefits during Study Leave

1. The salary rate for an Employee who has been granted study leave shall be dependent of the following: -

- Whether the study leave is Employer or Employee initiated,
- Relevance of the training,
- Duration of the training.

2. Employer-initiated Study Leave

Where an Employee has been nominated for studies by the Organisation, he or she shall do so on full salary and benefits.

3. Employee initiated Study Leave

Where an employee through his or her own initiative applies for a course which the Organisation deems essential and beneficial in the performance of his or her duties the following conditions shall apply: -

- i) For courses lasting 6 months or less, Study Leave will be granted on full salary and benefits,
- ii) For courses lasting more than 6 months, Study Leave will be granted on full salary and benefits for the first 6 months, after which the rate will be 75% of basic salary and full benefits for the period up to the next 6 months and thereafter at 50% of basic salary and full benefits.
- iii) During the Study Leave, the Employee shall receive the normal incremental salary progressions as and when due, his or her normal vacation leave accrual which can also be taken in conjunction with the study Leave for study purposes and the annual bonus as and when due.

4. Where an Employee applies for Study Leave for a course which on the recommendation of the respective Head of Department and the Human Resources Manager, the Executive Director deems that the course is not directly essential to an Employee's duties but may assist in their performance, Study Leave without salary and benefits may be granted.
5. In all instances of the Study Leave period, where the Employee will be on reduced salary, the Organisation shall deduct pension contributions calculated on the full salary and in the case of unpaid Study Leave, the Employee will be expected to pay pension contributions as well as Medical Aid contributions.
6. Any variation from the above conditions can only be with the approval of the Director.

Day and Block Releases

1. Any Employee wishing to attend Day release or Block release courses shall apply for Study Leave and the conditions of Study Leave shall apply including the following considerations: -
 - The course being attended is essential and of benefit to the Employee and the Organisation,
 - The Employee's absence will not adversely affect his or her work substantially,
 - The course could not have been done at some other spare time.
2. For purposes of calculating the salary rate to be applicable for the duration of Block releases, this shall be based on the total number of days assuming a continuous period of absence.

Reports

1. An Employee who attends a course, conference or seminar shall be required to submit a report to his Head of Division / Department within a week of the completion of the course or seminar or conference.

Policy No: - TD – 003	Policy Updated: -
BONDING	

Perspective

The Organisation acknowledges the need to develop its Employees and naturally it is expected that with such investment in an Employee through training and development, it is the Organisation's right to expect benefits from the training through the Employee's improved service. It is thus only fair that minimum periods of service to the Organisation after training be stipulated.

Policy

Regardless of the source of funding, Employees who undertake studies under this Policy shall be bonded to the Organisation. However, the conditions of bonding will differ on whether the Employee is self-sponsored or Organisation sponsored.

Policy Statements

1. Employees whose Study Leave is approved shall sign a bonding agreement before departing for the course of study. Bonding Agreement Form is the generic agreement with necessary adjustments to be made depending on the situations.
2. The following bonding periods shall apply: -
 - i) There shall be no bonding for courses lasting up to 6 months,
 - ii) For courses lasting for more than six months up to 12 months, the bonding period shall be one year,
 - iii) For courses lasting more than one year, the bonding period shall be equivalent to the period of study.

Breach of bonding

1. The conditions of the bonding agreement and its breach shall be as contained in the Bonding Agreement. The agreement will indicate the actions considered as breaches. These will include being discharged on grounds of misconduct and resigning before expiry of bonding period.

2. In the event of such breach, the individual will pay on a pro-rata basis the full cost of training, cost of air fares, stipend and salary paid out while on Study Leave. The Employee will be expected to repay the amounts on termination of employment contract failing which, the amounts will be recovered from the terminal benefits.

3. Where an Employee decides to discontinue a course on grounds other than ill-health, but remains in the employment of the Organisation, he or she shall be required to pay back the travelling expenses, tuition fees and any stipend received.

Policy No: - TD – 004	Policy Updated: -
SUCCESSION PLANNING	

Perspective

To complement the manpower planning effort or to ensure that we have the correct quality and quantity of Employees at the right time, it is important that each managerial and professional position have an identified successor, should that position become vacant.

Succession planning is healthy as it ensures that we have people who having grown with the Organisation, and who understand the culture, can occupy vacancies as they occur. Promoting from within also motivates employees as it creates visible career paths for individuals and the created promotional opportunities allow the employment of quality staff at the lowest levels.

Policy

For every managerial and professional position in the Organisation, potential successors will be identified who will take up the function should the position occur. Where it has been identified that there is no obvious successor, Management will put into place training and development programmes designed to develop obvious potential successors.

Policy Statements

1. Succession planning and reviews should be held at least once a year for each managerial and professional position.
2. For each professional and managerial position, the levels of successors will be identified as follows:
 - successors ready now,
 - ready within 12 months
 - ready within 24 months
3. Succession planning complements the following programmes:-

- ✓ Recruitment of high quality promotable Employees,
- ✓ Employment hiring standards programme,
- ✓ Promotion from within programme,
- ✓ Entry level hiring programmes,
- ✓ Career path planning and development programmes,
- ✓ Management development programmes,
- ✓ Executive development programmes,

It is the responsibility of each Departmental Head and the Human Resources Manager to ensure compliance with this programme.

H. LABOUR RELATIONS

Policy No: - LR – 001	Policy Updated: -
EMPLOYEE / EMPLOYER RELATIONS	

Perspective

Positive and effective relationships between Management and Employees are critical to the success and achievements of organisational objectives. This requires both Management and Employees to work towards the elimination of distrust and suspicions.

To foster effective, genuine dialogue and to negotiate towards good labour practices as defined in the Labour Act, it is paramount to promote good Employee/Management relationships. However, this effort can be further enhanced by having in place training and development programmes for both Employees and Management to create and further industrial harmony.

Policy

All Departments will work towards the promotion of effective and positive Employee relations and will ensure that, when necessary, Workers Committee liaison at Works Councils level is convened to deal with any issues under contention.

Policy Statements

1. SOFA will have a Workers Committee, which will operate in compliance with the guidelines provided by the Government and appropriate legislation.
2. A Works Council, to be chaired by the Human Resources Manager, will also be put into place and its deliberations duly recorded and kept for future reference.
3. The training of all members of the Works Council is paramount as it ensures that discussions are confined to real issues as well as ensure that discussions are focused on issues within the jurisdiction of the council. This will be facilitated by the Human Resources Manager.

4. The Human Resources Department will at all times maintain a good working relationship with the Ministry of Labour officials for purposes of consultations when and wherever necessary.

Policy No: - LR – 002	Policy Updated: -
CODE OF CONDUCT & GRIEVANCE PROCEDURE	

Perspective

Disciplined behaviour at the workplace is essential in ensuring that the Organisation meets its desired objectives. Whilst the majority of any workforce at all levels is generally disciplined, rules and procedures have to be put into place for that small element of the workforce who display a propensity to breach Organisation regulations.

This is in the form of a Code of Conduct, a document, corrective in approach, designed to bring onto track those Employees who breach Organisation regulations. It also provides for a process resulting in termination when this becomes the only tenable Management action.

The converse of the Code of conduct is the Grievance procedure. This provides a supplementing way to address a grievance/s put forward by an Employee.

Codes of Conduct and Grievance Procedures must comply with the appropriate legislation.

Policy

SOFA will comply with the requirements of the Collective Bargaining agreements that will apply to the Organisation and will apply the Code of Conduct and Grievance Procedures as approved by the Ministry of Labour, Manpower Planning and Social Welfare.

Policy Statements

1. It is imperative to ensure that there are no misunderstandings of the above named and Code of Conduct and the Human Resources Department shall ensure that there is good understanding of this document by all Employees.

2. Notwithstanding the practice of worker participation in matters of discipline and grievance handling, it shall and remains Management responsibility to administer discipline and to resolve employee grievances. Disciplinary Committees are there to assist Management and not to substitute them. Management therefore shall be held

accountable for any errors of commission or omission with regards to employee discipline.

Accordingly, it shall be a serious offence in terms of the Code of Conduct for Managers not to take appropriate disciplinary action against offenders or not to take any action at all.

3. **Please refer to the Organisation Code of Conduct & Grievance Procedure Policy Document or the National Code of Conduct if there is no registered Code.**

Policy No: - LR – 003

Policy Updated: -

WORKERS' COMMITTEE & WORKS COUNCIL

Perspective

Workers Committees and Works Councils have been proved over the years to be one of the most effective methods of communication between Management and Employees. The Organisation supports this view.

Recent trends in employment regulations now promote the resolution of such work related issues such as code of conduct, retrenchments and the short-time work through negotiations at source level through properly constituted Works Councils.

Policy

SOFA will ensure that a properly constituted Workers' Committee and Works Council is elected and functions in the spirit of such guidelines and appropriate legislation.

Policy Statement

1. The election of Workers Committee members, which will be on a two-yearly basis, is a matter for non-managerial Employees to organise and implement,
2. All the activities of the Workers Committee must comply with the appropriate legislation and the Committee must have a Constitution, a copy of which must be provided to Management.
3. Management must however assist with training to ensure that the Worker's Committee members fully understand the duties and the functions of such a Committee.
4. The Works Council will be constituted in accordance with the appropriate legislation and must adopt a Constitution, which governs its activities.
5. Workers Committee elections will be conducted in accordance with the regulations. At all times the principle of secret ballot will apply.

I. HEALTH, SAFETY & WELFARE

Policy No: - HSW – 001	Policy Updated: -
OCCUPATIONAL HEALTH & SAFETY	

Perspective

SOFA has a moral and in many instances legal obligation to provide it's Employees with safe working conditions.

Avoidance of accidents, injuries and illness will lead to a more productive workforce, avoid regulatory non-compliance and reduce the possibility of potentially costly litigation.

Employees also have a responsibility to follow established safety rules and follow safe working practices.

As an Organisation, SOFA is firmly committed to placing issues of occupational health and safety at the highest priority.

Policy

The organisation shall furnish its Employees with working conditions, which are free from recognised hazards that may cause death, physical harm, or illness.

In doing so, each Department will fully comply with applicable national occupational safety and health regulations. Employees will also be furnished with information via an induction program upon their initial entry into the Organisation that will ensure that they are aware of all the rules and regulations in effect at the Organisation.

Policy Statements

All operations shall fulfil the intent of this policy and comply with the applicable country regulations.

Managers, Supervisors and the Managing Director and any other senior staff will: -

1. Have direct responsibility for the safety and health of Employees at their facility,
2. Establish, maintain and monitor a comprehensive safety and health program,
3. Ensure that all Employees are familiar with and follow safety rules and safe work practices,
4. Enforce compliance with the relevant state legislation.
5. In order to minimise hazards, both potential and actual, it is important that all workplaces be kept clean, neat and tidy.
6. It is the Employee's responsibility to ensure that they abide by all safety procedures. In addition to this responsibility Employees will be required to follow all safety procedures and policies and alert Managers and /or the Superior of any potential or actual hazards or dangerous conditions.
7. For particular policies, refer to the Organisation's Occupational Health, Safety and Welfare Policy document.

J. DEVIATION FROM SET HUMAN RESOURCES POLICIES

Policy No: - DSP – 001	Policy Updated: -
DEVIATION FROM SET HUMAN RESOURCES POLICY	

Perspective

Human Resources Policies described in this manual are meant to provide consistent practices throughout the Organisation and therefore focus its activities towards the goals and objectives set by Management. Exceptions caused by local or special business conditions may justify deviation from Policy and approval to deviate should be sought from the Executive Director.

Policy

SOFA Board, Management and Staff will adhere to the Human Resources Policies presented in this manual unless a specific deviation for justifiable reasons is approved by the Managing Director.

Policy Statements

1. The Organisation's objective is to have appropriate and consistent goals throughout its operations, however a wide range of factors can be considered for deviation from normal policies.
2. The following circumstances are generally considered supportive of deviation requests.
 - a) The deviation is supportive of the Organisation's strategy,
 - b) The administrative cost of compliance with Policy is substantial,
 - c) Industry - unique practices conflict with a Policy.
 - d) Local conditions warrant a practice other than specified.

3. Deviation requests must be in writing and should indicate -:
 - a) The Policy involved.
 - b) The reasons for deviation requests.
 - c) Alternative method to be used and its benefits.
 - d) The approximate impact (if any) on the annual profit and loss and year-end balance sheet.

4. The Human Resources Manager should ensure the said deviation is maintained to support the respective practices.

Procedure

1. The applicant will complete form FDSP – 001 in detail with the necessary approval from the Human Resources Manager.

2. The Policy deviation can only be implemented on receiving written approval of the deviation from the Executive Director.