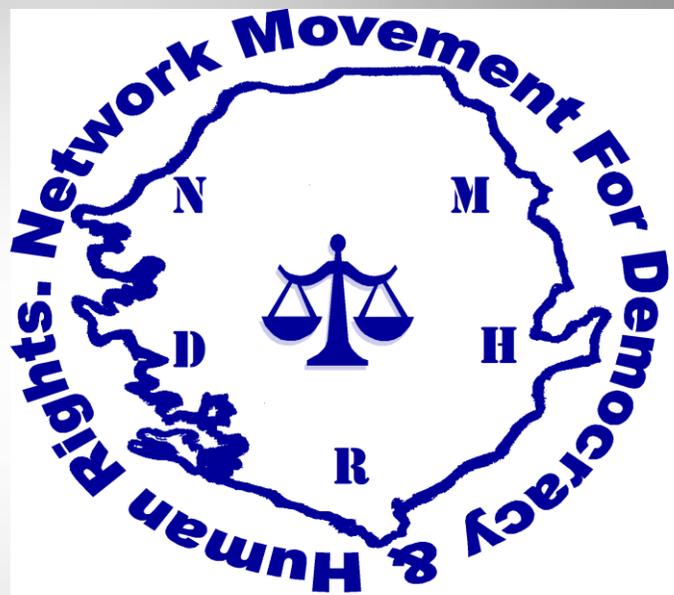




NMDHR-HUMAN RESOURCES POLICY AND PROCEDURES



“The only way a company can grow, stay true to its soul, and remain consistently successful is to attract, hire, and keep great people.”



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1. ORGANISATIONAL INFORMATION

VISION: NMDHR envisage a world where all Human Rights, Democratic values are respected, promoted, protected, and realized for all.

MISSION: Empower all people through Right Based Approach, Advocacy, Public Education and Research to achieve Sustainable Development and work to end Inequality and Poverty.

PHILOSOPHY: Develop and maintain a dedicated and participatory workspace that will accomplish our mission. Involve Network partners and our donor partners at all levels in matters that relate to their needs, the needs of NMDHR and NMDHR staff. Promote cooperation and teamwork among network partners. Recognize and respect the dignity of the individual in accordance with Article 1 of the Universal Declaration of Human Rights (UDHR).

ORANIZATIONAL SCOE OF WORK

- (1) Head Quarter Office at 148 Circular Road, Freetown, Sierra Leone.
- (2) Regional Office at 78 Pendembu Road, Belebu Section, Kailahun District
- (3) NMDHR worked in Tonkolili District through partnership with Female Network Advocacy Group (FeNAG) at 13 Bo Road, Magburaka.
- (4) NMDHR worked in Koinadugu District through partnership with Centre for Democracy and Human Rights (CDHR) at 24 Makeni Road, Kabala.
- (5) NMDHR work in Pujehun District through partnership with Peace and Reconciliation Movement (PRM)

OUR CORE VALUES

The NMDHR demonstrate the following values:

Respect for gender: Exercise indiscriminate respect to all humans irrespective of age/sex and accord equal opportunity to all.

Inclusiveness Ensures diversity and inclusivity across all spheres.

Accountable & Transparent: Embracing honesty/open and sincere in explaining our actions and keep up to expectations.

Collaboration, truthfulness: Work in partnership to avoid duplication of efforts open and reliable with team spirit.

Tolerant/Accommodative: accommodative and positively collaborating in the performance of assigned duties.

Humanity: Respect for humanity irrespective of age, colour, race, ethnicity, religion etc

Professionalism: Encompassing discipline, dependability, team spirit, expertise, and integrity.

Voluntarism: Strongly believe in promoting voluntarism through creating a platform for young people to learn by doing.



2. INTRODUCTION ABOUT THE POLICY:

The Network Movement for Democracy and Human Rights (NMDHR) Human Resources Policy and Procedure Manual provides the policies and procedures for managing and developing staff. It also provides guidelines we will use to administer these policies, with the correct procedure to follow.

NMDHR will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures.

Any suggestions, recommendations or feedback on the policies and procedures specified in this manual are welcome especially from Board members.

These policies and procedures apply to **all** staff, consultants, volunteers, and interns of the organization.

3. PERSONAL CONDUCT

3.1 General policy on personal conduct

NMDHR expects its staffs to maintain a high standard of conduct and work performance to make sure the organization maintains its good reputation with partners and beneficiaries. Good personal conduct contributes to a good work environment for all.

NMDHR expects staffs to perform all the lawful and reasonable requirements of the employer according to the best of their abilities, while showing initiative, motivation and enthusiasm.

This involves all staff, volunteers, interns:

- observing all policies and procedures
- treating colleagues with courtesy and respect
- treating partners, donors, and project beneficiaries in a professional manner at all times
- always working safely

3.2 Dress code policy

As a minimum standard, dress should be clean, neat and professional.

NMDHR reserves the right to request a staff to dress to an appropriate standard as a condition of employment.

3.3 Duration of Employment

- (1) Employment takes effect on the date of assumption of duty by the employee with a written letter of acceptance and may be for an assigned period.
- (2) As the operations of NMDHR are sometimes for a limited period and are depending on budgets allocated by donors, continuity of employment is not certain and is subject to operational changes and cessation.



- (3) NMDHR will neither be obliged to pay for any prior notice nor to proceeds with immediate payment of benefit in case of major security problem when it has to evacuate or cease its operations within a particular area.

3.4 Working Hours

The basic number of working hours is specified in the contract of employment. Unless specified otherwise in the employment contract, employees are expected to work for 40 hours weekly, spread over office hours as suitable for satisfactory completion of duties. Official office hours are as follows: All other staff - Monday to Friday 9:00 a.m. to 17:00 p.m.

4 PERSONAL COMMUNICATIONS POLICY

NMDHR values the power of open and honest communication among staffs while we also regard the negative consequences of personal communication and the effect it has on work time in office.

4.1 Phone calls policy

Making and receiving personal phone calls is limited to work time that is from 9:00 am -1:00 p.m and until after 5:00 p.m. unless otherwise approved by your manager.

Or

It is expected private phone calls will be kept to reasonable levels.

4.2 Email policy

- a) Email facilities are provided for formal management correspondence.
- b) Only programs staffs and administrative sectary would have access to the organization's email address.
- c) Take care to maintain the confidentiality of sensitive information. If emails need to be preserved, they should be backed up and stored offsite.
- d) Limited private use of email is allowed if it doesn't interfere with or distract from staffs' work. However, management has the right to access incoming and outgoing email messages to check if a staff's usage or involvement is excessive or inappropriate.
- e) Non-essential email, including personal messages, should be deleted regularly from the 'Sent Items', 'Inbox' and 'Deleted Items' folders to avoid congestion.
- f) All emails sent must include the approved organization disclaimer.

To protect NMDHR from the potential effects of the misuse and abuse of email, the following instructions are for all users.

1. No material is to be sent as email that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of NMDHR in the community.
2. Email must not contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, discriminatory, involves the harassment of others or concerns personal relationships.
3. The email records of other persons are not to be accessed except by management (or persons authorised by management) ensuring compliance with this policy, or by



authorised staff who have been requested to attend to a fault, upgrade or similar situation. Access in each case will be limited to the minimum needed for the task.

4. When using email, a person must not pretend to be another person or use another person's computer without permission.
5. Excessive private use, including mass mailing, "reply to all" etc. that are not part of the person's duties, is not permitted.
6. Failure to comply with these instructions is a performance improvement offence and will be investigated. In serious cases, the penalty for breach of policy, or repetition of an offence, may include dismissal.

4.3 Internet Use Policy

The internet is provided by NMDHR for the purpose of Project management and running of programs activities. However, limited private use is permitted if the private use does not interfere with a person's work and that inappropriate sites are not accessed e.g. pornographic, gambling. Management has the right to access the system to check if private use is excessive or inappropriate.

Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staff need to be aware that some forms of internet conduct may lead to criminal prosecution.

Internet password is only accessible through permission from the Programs Manager and must not be disclosed to anyone without his permission.

5 RECRUITMENT

The policy is applicable to the following categories Permanent full time, permanent part time, consultancy, and voluntary.

Policy: Our employment policy always aims to employ the best candidates based on merit and competence and motivation.

Procedure

1. Create a simple position description for the job covering key activities, tasks, skills required, expectations, deliverables and safety considerations. When advertising, avoid discriminatory language e.g. young person. Target the attribute e.g. we seek an energetic person.
2. The recruitment process may include some or all of these: an application form, interviews, practical testing, reference checks, and right to work in Sierra Leone checks.
3. Give the successful candidate a letter of appointment setting out clear terms and conditions. This includes the nature of employment e.g. permanent part time, casual. The letter should include a welcome note and start details.
4. Once the candidate has accepted, contact the unsuccessful candidates as a matter of courtesy.



5.1 Induction

As per this policy, NMDHR gives all new staff, volunteers and interns a copy of the fair work information statement that align with the Sierra Leone Labour Laws and the “Equal Employment Opportunities.”

NMDHR will make sure all new employees, volunteers and interns feel welcome and are ready to start work safely and competently.

Procedure

Complete an induction plan for each new starter with details of:

- a. introductions
- b. welcome tea.
- c. workplace tour
- d. Office Health & Safety procedures and evacuation.
- e. business overview
- f. who’s who?
- g. nominated buddy.
- h. a working safely plan.
- i. training plan
- j. IT system orientation
- k. copy of the Fair Work Information Statement
- l. policy and procedural requirements, e.g. equal employment opportunity

5.2 Training

NMDHR will give employees, volunteers, interns and most importantly project partners and beneficiary’s adequate training to do their job safely and competently. Our organization believes training is a two-way process. We encourage employees to participate and to highlight any gaps in their own skills or knowledge they believe they have.

Training includes internal on-the-job training, Training of Trainers (TOT Workshop) project beneficiaries’ trainings, attending capacity building workshops, community outreach, written instructions such as specific skills need to execute project activities, manuals, outreach, coaching, external training and courses. Professional training takes precedence.

5.3 Probation

The probation period is specified in the employment contract depending on the level of responsibilities and type of contract. It may vary between 1(one) and 6 (six) and three (3) months. During this probation period, both parties may cancel the employment contract at any time without any notice. (2) This period might be extended up to a maximum of nine (9) months. Once the probation period is over, the contract will continue according to the terms of the contract signed between NMDHR representative and the employee.



Policy

NMDHR defines probation as a period of review and appraisal to make sure both the organization and the employee are satisfied the role is as advertised and is being performed satisfactorily. Ongoing permanent employment is given only when the employee satisfactorily completes their probation.

Procedure

1. Give informal and formal appraisal during the probation period.
2. Give at least one formal appraisal four weeks before the end of probation.
3. At the end of the probation period, complete a final probation appraisal and advise the employee of the result.

6. OCCUPATIONAL HEALTH AND SAFETY (OH&S)

NMDHR will, as far as practicable, provide a safe work environment for the health, safety and welfare of our employees, consultant, Partners, volunteers, interns, visitors (researchers) and project beneficiaries who may be affected by our work.

To do this, NMDHR will:

- develop and maintain safe systems of work, and a safe working environment.
- consult with employees and health and safety reps on safety.
- provide protective clothing and equipment staffs using motorbikes, vehicles and enforce its use.
- provide information and training for employees, volunteers, consultant, interns.
- assess all risks before work starts on new areas of operation, for example, buying new equipment and setting up new work methods, and regularly review these risks.
- remove unacceptable risks to safety.
- provide employees, volunteers, interns, researchers and consultant with adequate facilities (such as clean toilets, cool and clean drinking water, and hygienic eating areas)

NMDHR demands a positive, proactive attitude and performance with respect to protecting health, safety and the environment by all employees, irrespective of their position.

6.1 Manual Handling Policy

It is NMDHR's policy to provide all employees with a safe and healthy workplace by identifying, assessing and controlling manual handling risks.

While management is responsible for the health, safety and welfare of all staff, all employees must report potential and actual manual handling hazards.



6.2 Workers' Compensation Policy

All employees may be eligible for workers' compensation benefits if injured implementing project activities.

Injury procedure

If there is an injury:

1. The first priority is medical attention. The injured worker or nearest colleague should contact one of NMDHR's first aiders. For a serious injury also call an ambulance.
2. Any employee who is injured on the job, experiences a safety incident or a near miss, must report the incident to their manager.
3. The manager must write a report in the Register of Injuries, Incidents and Near Misses. This standard report must include:
 - employee's name and job details
 - time and date of injury
 - exact location the injury/incident occurred.
 - how the injury/incident happened
 - details of the injury/illness and the part/s of the body injured.
 - names of any witnesses
 - name of the person entering details in the Register
 - date the employer was notified.

6.3 Smoking policy

NMDHR has a non-smoking policy. Smoking is not permitted on NMDHR property or in offices at any time.

Smokers who need to take breaks should do so in their allotted breaks (no more than 30 minutes per day in addition to their lunch break). These breaks must be limited to 30 minutes from leaving the workplace to recommencing work. These breaks must not be taken at the entrance to NMDHR offices. Excessive smoking breaks will be regarded as absenteeism and performance improvement action may be taken.

6.4 Alcohol and drugs policy

NMDHR is concerned by factors affecting an employee's ability to do their work safely and effectively to a satisfactory standard. The organization recognises alcohol or other drug abuse can impair short-term or long-term work performance and is an occupational health and safety risk.

NMDHR will do its utmost to create and maintain a safe, healthy and productive workplace for all employees. NMDHR has a zero-tolerance policy in regard to the use of illicit drugs in our offices or the attending workshops, training or project activities (e.g. advocacy) while under the influence of illicit drugs. Driving over the legal limit or under the influence of illicit drugs is illegal. Contravening either of these points may lead to instant dismissal.



NMDHR does not tolerate attending work under the influence of alcohol. This may result in performance improvement action or dismissal.

7. Equal Employment Opportunity (EEO)

This policy applies to all staff including consultant, project beneficiaries, and volunteers and covers all work-related functions and activities including external training organized by NMDHR.

It also applies for all recruitment, selection and promotion decisions.

The objective of NMDHR's Equal Opportunity Policy is to improve, accountability, transparency, and organization's overall impact on the communities in which it works by:

- attracting and retaining the best possible employees
- providing a safe, respectful and flexible work environment
- delivering our services in a safe, respectful and reasonably flexible way

7.1 Discrimination, Sexual Harassment and Bullying

NMDHR is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

For the purposes of this policy, the following definitions apply:

Discrimination:

Direct discrimination occurs when someone is treated unfairly and is disadvantaged because of a personal characteristic that is protected under Sexual Offences Act 2012 amended 2019.

Indirect Discrimination occurs when a rule seems neutral but has a discriminatory impact on certain people. For example, a minimum height requirement of 6 foot for a particular job might be applied equally to men and women, but would indirectly discriminate on the basis of sex, as women tend to be shorter than men.

Sexual harassment includes unwelcome conduct of a sexual nature in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated, or intimidated.

Workplace bullying may include behaviour that is directed toward an employee, or group of employees, that creates a risk to health and safety e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.



NMDHR provides equal opportunity in employment to all suitably able people without discrimination based on a personal characteristic protected under State Equal Opportunity legislation.

They include:

- age
- breastfeeding
- carer status
- disability/impairment
- employment activity
- gender identity
- industrial activity
- lawful sexual activity
- marital status
- parental status
- personal association with someone having any of these characteristics.
- physical features
- political activity/belief
- pregnancy
- race
- religious activity/belief
- sex
- sexual orientation

Any employee found to have contravened this policy will be subject to disciplinary action, which may include dismissal as outlined in the complaint procedure below.

Employees must report any behaviour that constitutes sexual harassment, bullying or discrimination to their manager.

Employees will not be victimised or treated unfairly for raising an issue or making a complaint.

Procedure: To make a complaint

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behaviour is offensive, unwelcome, and against business policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your manager). Keep a written record of the incident(s).
2. If the unwelcome behaviour continues, contact your supervisor or manager for support.
3. If this is inappropriate, you feel uncomfortable, or the behaviour persists, contact another relevant senior manager. Employees may also lodge a complaint with the Police Complain Board, Legal Aid or Human Rights Commission so that further actions will be taken.



Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

Procedure: To receive a complaint

When the Programs Director receives a complaint or becomes aware of an incident that may contravene NMDHR's EEO Policies, they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.
4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the Programs Director is satisfied that the conduct complained is not in breach of NMDHR EEO policies) then the Programs Director should:
 - act promptly
 - maintain confidentiality.
 - pass any notes on to the Executive Director

If an investigation is requested or is appropriate, follow the next procedure.

Procedure: To investigate a complaint

When a manager investigates a complaint, they should follow this procedure.

1. Do not assume guilt.
2. Advise on the potential outcomes of the investigation if the allegations are substantiated.
3. Interview all directly concerned, separately.
4. Interview witnesses, separately.
5. Keep records of interviews and the investigation.
6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation. Make it clear they do not have to answer any questions, however, the manager will still make a decision regardless.
7. Listen carefully and record details.
8. Ensure confidentiality, minimise disclosure.
9. Decide on appropriate action based on investigation and evidence collected.
10. Check to ensure the action meets the needs of the complainant and the organisation.
11. If resolution is not immediately possible, refer the complainant to more senior management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.
12. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.



Possible outcomes

If after investigation management finds the complaint is justified, management will discuss with the complainant the appropriate outcomes which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal)
- staff training
- additional training for the perpetrator or all staff, as appropriate
- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved)

7.1.1 Pregnancy at Work

Advising of pregnancy

NMDHR encourages employees to inform their manager of their pregnancy as soon as possible. However, we respect that an employee may not wish to advise us of her pregnancy earlier than the minimum notice period.

We also respect an employee's wishes regarding when it is appropriate to tell colleagues about the pregnancy.

See the Parental leave policy on page 20 about requirements for taking unpaid parental leave, including notice periods.

7.2 Harassment while pregnant

NMDHR is committed to ensuring the safety of pregnant employees and considers harassment, bullying and discrimination to be unacceptable behaviour.

(See the Equal Employment Opportunity policy on page 10 for our general policy and procedure on harassment, bullying and discrimination.)

Safety at work

NMDHR understands pregnancy to be a healthy and normal process and recognises that women have different experiences. When an employee notifies her manager that she is pregnant, the manager will ask the employee to let them know if they experience any changes to their work capacity during the pregnancy. The employee and her manager will then discuss what is needed to keep the employee safe at work and adjustments will be made accordingly where possible.

Options to reduce hours, change of duties, light duties, rotated tasks, provision of a chair and provision of additional breaks are common ways to ensure safety at work, and will be considered on a case-by-case basis.



Transfer to a safe job

If it's not safe (due to illness, risks or hazards) for a pregnant employee who is entitled to parental leave to continue in her usual position, she can be transferred to a 'safe job' with no change to terms and conditions.

The employee needs to provide NMDHR with reasonable evidence that she is fit for work, but it would be inadvisable to continue in her present position. NMDHR may insist on a medical certificate.

If NMDHR can't transfer the employee to a safe job, she may take (or be required by NMDHR to take) paid 'no safe job' leave for the time stated in the medical certificate or until the pregnancy ends (either by giving birth or otherwise).

'No safe job' leave is not sick leave – it is a separate paid leave type (pregnancy- no safe job). This leave will be paid at the rate specified in the award or agreement which, at a minimum, can be no lower than the employee's base rate of pay for her ordinary hours of work. In the six weeks prior to the expected date of the birth of the child, an employer may ask an employee on safe job leave for medical certificates stating that she would be fit to perform a safe job, if one were available to her.

An employee may be required to take unpaid parental leave (instead of paid no safe job leave) if she does not provide a medical certificate within seven days or if she provides a medical certificate stating she is not fit for any work.

Working until the birth

A pregnant employee may work until the expected date of birth of her child. If she wishes to continue working in the last six weeks of her pregnancy, she may be requested to provide a medical certificate within seven days confirming she is fit to work.

If the medical certificate indicates the employee is not fit for work, she may be required to start parental leave or take a period of unpaid leave as soon as practicable. (See the Parental leave policy on page 20.)

Return to work.

If the employee has agreed to contact during leave, then towards the end of the leave period, the manager should confirm the employee's intention to return on the agreed date. The employee also may want to discuss any requests for flexible work arrangements at this time (see Flexible Working Arrangements policy on page 15).

An employee must provide four weeks' notice if they want to extend their leave beyond the return date that was initially advised (see the Parental leave policy on page 20.)

The employee on parental leave has the right to return to the job they held prior to going on leave, including any promotion. If that position no longer exists, the employee will be given



whichever other available position is nearest in status and remuneration for which the employee is qualified and suited.

If an employee was placed in a safe work position prior to leave, the employee is entitled to return to the position they held immediately before the safe work position.

If the pre-parental leave position no longer exists, NMDHR will follow its redeployment and redundancy procedures to determine if a suitable alternative position is available.

Breastfeeding at work

NMDHR aims to understand and support mothers in the workplace, including accommodating breastfeeding as much as possible e.g. providing a private space.

An employee should discuss her needs with her manager and NMDHR will endeavour to make private space available or other arrangements made by agreement. Depending on the employee's duties this may include cover while she is away from her work environment.

7.2 Flexible Working Arrangements

Employees may request flexible working arrangements based on parental and carer responsibilities. Employees are encouraged to put the request in writing.

To comply with the *Equal Opportunity Policy*, NMDHR will consider this request, and consider all relevant facts and circumstances in deciding whether or not to agree to the request. Such a request will not be refused unless it is reasonable to do so.

Circumstances that may be relevant to determining whether a refusal is or is not reasonable include:

- the nature of the employee's work and parental or carer responsibilities
- the nature and cost of the arrangements required for an employee to fulfil their family or carer responsibilities.
- the financial circumstances of the employer
- the size and nature of the workplace and the employer's business
- the effect of the flexible working arrangements on the workplace, including the financial impact on the business
- the consequences for the employer of having the flexible working arrangements.
- the consequences for the employee of not having the flexible working arrangements.

Other factors that might be relevant in a particular case include:

- when the arrangements are to commence
- how long the arrangements will last.
- information that has been provided by the employee about their situation.



- the accrued entitlements of the employee, such as personal, carer's or annual leave
- whether any legal or other constraints affect the feasibility of the employer accommodating the responsibilities, such as occupational health and safety laws or award penalty rates.

In addition, under the National Employment Standards, employees who have at least 12 months continuous service, with responsibility for the care of a child under school age, or for care of a child under 18 with a disability have the right to request flexible working arrangements.

This right applies to all employees including permanent full-time and part-time employees, as well as casual employees, regardless of role of job function.

Employees must put such a request in writing.

NMDHR will provide a written response granting or refusing the request within 21 days and will only refuse such requests on reasonable business grounds. These reasons will be detailed in the written refusal.

7.2.1 Options for flexible work practices

Flexible work options which may be considered by NMDHR include:

- permanent, part-time work
- graduated return to work (for employees returning from parental leave), e.g. the employee returns part time and then builds up to full-time work flexible start and finish times for staff to accommodate child care and school pick-up requirements
- flexible rostering such as working split shifts.
- job-sharing - where two or more employees share one full-time position, each working on a part-time basis.
- work from home
- purchased leave (48/52 leave) – where employees take an additional four weeks leave per year by adjusting their salary to 48 weeks paid over the full 52 weeks.
- compressed hours – where the employee works additional daily hours to provide for a shorter working week or fortnight.

This is not an exhaustive list, and other options may be agreed. Employees utilising flexible work practices will be treated no less favourably than any other employee. Flexible working is not a barrier to promotion or supervisory responsibilities.

8. LEAVE POLICY

8.1 General Leave Policy

Unless specified otherwise, employees referred to in this policy mean permanent full-time or part-time employees.



All employees are entitled to leave in accordance with the relevant awards or agreements and statutory provisions in the Gazette. Where the entitlements or practices in this document conflict, the applicable award, workplace agreement, employment contract or employment law takes precedence.

All planned leave has to be mutually agreed and take into account workloads and the employee's needs. Leave must be approved in advance, except when the employee can't anticipate the absence. Any documents regarding leave will be kept on the employee's personnel file.

8.2 Annual Leave Policy

1. The standards for Each NMDHR staff annual leave is twenty-one (21) working days after one (1) full year time employment.
2. Over 3 years of service, this entitlement is increment as per Sierra Leone Gazette Article 9.
3. Leave must be discussed 1(one) month in advance, decided according to the schedule work for the period, and accepted by both the direct supervisor of the employee and the Executive Director. The employee must also write a letter request for leave to his/her supervisor and copy the Executive Director. (Annual Leave) if not taken in the current year (from the 1st of January till the 31st of December), holidays will be lost and the employee will not be paid any financial compensation, unless clearly attributable to the employer.
4. After one year, the employee is entitled to annual leave, which will be calculated pro rata basis to set up everyone in a calendar year. As an example, a person starting his/her work with NMDHR on the 1st of January is entitled from the 1st of January 2023 to the following days:
5. For the year 2023, this employee is then entitled to 21 days to be taken between the 1st of January 2023 and the 31st of December 2023.
6. Employees are entitled to annual leave allowance when proceedings on leave, as follows: 10% of annual basic salary, which is tax free with effect from 1st January 2024 when there is funding. 6. DAYS OFF (1) NMDHR office is closed on Sundays and national holidays.

Special leave with pay is granted under the circumstances listed below:

- a. Employee's wedding five (5) days
- b. Death of employee's wife, husband, child, mother, father 3 (three) days
- c. Birth of the employee's child for fathers three (3) days. 3 days off must be discussed one month in advance in case of wedding. In case of death or birth, NMDHR must be informed the first day of absence and a justification document has to be produced to the Administrator or direct Supervisor.



8.3 National Days Off

The official public days off mentioned below will not be worked and will be granted with a normal wage:

(a) New Year - 1 st January (b) Easter Sunday - 20th April (c) Easter Monday - 21st April (d) New Year Watch night - 31st December (e) Christmas Day - 25th December (f) Boxing Day - 26th December (g) Independent - 27th April (h) Eid-El-Fitri - Moveable (i) Eid-El-Kabir - Moveable (j) Eid-El-Moalud - Moveable (2) Saturdays off may be compensated for employees not working on Saturdays, but this is to be discussed case by case and is not a general rule.

8.4 Personal (sick) Leave Policy.

- a) Employees being employed by NMDHR for more than one (1) year are entitled to sick leave of a maximum of five (5) days on full pay, and a further two -half (2.5) days on half pay in each continuous period of 12 (twelve) months. Employees who have been working less than one (1) year but over 6 months with NMDHR are entitled to a maximum of two and half (2.5) days.
- b) Request for sick leave must be presented to the direct supervisor and the NMDHR Administrator and must be supported by a certificate from a registered medical practitioner. The employee has to inform the direct supervisor or the Administrator in the morning of the 1st (first) day of absence.
- c) Considering the necessities of NMDHR programmes, if an employee is not able to go back to work at the expiration of the said sick leave, the employee may be granted a further period of one (1) month sick leave without pay, or NMDHR may terminate his/her contract.
- d) Any employee who takes sick leave without permission will be considered as absent without leave.

8.5 Maternity Leave

1. When a female employee being employed by NMDHR for more than 1(one) year becomes pregnant and applies to maternity, she will be eligible for 13 (thirteen) weeks paid leave.
2. The employee shall be required to provide a medical certificate signed by a medical officer stating approximate date of confinement.

8.6 Accident Coverage

In the case of an accident on duty and the security rules have been followed by the employee, NMDHR will report the accident to the Ministry of Labour and shall take responsibility for the directly related medical costs, on presentation of a medical certificate signed by a qualified medical officer appointed by NMDHR and provided that the employee has informed his/her supervisor immediately after the accident.

- a) In case the employee can no longer fulfil his/her job because of the injury, he/she will receive a financial compensation of NLE 5,000.00 (Five Thousand New Leones).

Plus, the following



- i) For the employee working with NMDHR 6 (six) months up to 1(one) year, he/she will be entitled to two-month basic salary. It will be added two-month basic salary per full contracted year.
- ii) For the employee working with NMDHR less than 6 (six) months, he/she will be entitled to one-month basic salary.
- iii) For both cases, the employee will be paid salary for working days from the first of the month up to and including the day of the injury plus compensation for entitled leave not yet taken. (b) In case the employee can no longer fulfil his/her job because of the injury for a temporary period, he/she will be entitled to accident leave of a maximum of 1 (one) month on full pay and a further month on half pay. Considering the necessities of NMDHR programmes, if an employee is not able to go back to work at the expiration of the said sick leave, the employee may be granted a further period of 1(one) month sick leave without pay or NMDHR may terminate his/her contract with the same conditions as written.).

A. Benefits on Death

1. In the case of death, the employee's entitlement shall be paid to his/her nominee.
2. The benefits will be as follows: a) In the case of a death on duty and the security rules have been followed by the employee, the nominee shall receive Le 2,500 (Two thousand five hundred Leones) plus the following: i) For the employee working with NMDHR from 6 (six) months up to 1 (one) year, he/she will be entitled to two-month basic salary. It will be added two-month basic salary per contracted year.
3. For the employee working with NMDHR less than 6 (six) months, he/she will be entitled to one-month of basic salary. b) In the case of a death apart from duty or if the employee has not followed the security rules, the nominee shall receive NLE1250 (One thousand two hundred and fifty New Leones) plus the following.
4. For the employee working with NMDHR from 6 (six) months up to 1(one) year, he/she will be entitled to 30 working days basic salary. It will be added 30 working days basic salary per full contracted year. ii) For the employee working with NMDHR less than 6 (six) months, he/she will be entitled to half a month of basic salary. c) For both cases, the nominee will be given equivalent of employee's salary for working days from the first of the month up to and including the day of the death plus compensation for entitled leave not yet taken.

8.7 Carer's Leave Policy

Carer's leave is available to an employee for the care or support of an ill family or household member or if an unexpected emergency affects a family or household member. It is typically part of personal (sick) leave and is dealt with similarly to above.

Employees including casual employees are entitled to take up to three days unpaid carer's leave for each occasion of family or household member illness or emergency. An employee cannot take unpaid carer's leave if they could instead take paid carer's leave.



8.8 Compassionate Leave Policy

Compassionate leave is paid leave taken by an employee to spend time with a family member/member of the employee's household, who has a personal illness, or injury, that poses a serious threat to his/her life, or after the death of a family member/member of the employee's household.

Each employee is entitled to a period of two days paid compassionate leave for each occasion where a family member has died, or the employee needs to spend time with a seriously ill family member. Additional unpaid leave may be granted at management discretion.

Casual employees are entitled to two days unpaid compassionate leave for each occasion.

8.9 Long Service Leave Policy

Employees are entitled to long service leave for 30 working days in line with the labour policy (or per a relevant Award or Agreement).

8.10 Parental Leave Policy

Unpaid Parental Leave

Employees (including a de facto or same sex partner, or single person) who are expecting a child or adopting a child are eligible for 52 weeks of unpaid parental leave if they are:

- permanent full-time or part-time with at least 12 months service prior to the expected date of birth or adoption placement
- casual with 12 months regular and systemic service who have a reasonable expectation of continuing regular and systematic work.

After birth or adoption, the parent with responsibility for the care of the child is entitled to unpaid parental leave. Employees who are pregnant may commence leave up to six weeks before the expected date.

Employees may request to extend their leave by a further 12 months (for a total of 24 months maximum), to be submitted in writing at least four weeks before the end of the original 12 months unpaid parental leave.

NMDHR will respond in writing within 21 days and may refuse only on reasonable business grounds. The written response will include details if the request is refused.

Parental Leave for Partners

Generally, only the parent with responsibility for the care and welfare of the child is entitled to take unpaid parental leave. However, up to three weeks unpaid parental leave may be taken at the same time by both members of an employee couple, with the period of concurrent leave starting on the day of the birth (unless the manager agrees to other arrangements).

Applying for leave



An employee wishing to take unpaid parental leave must provide written notice at least 10 weeks before starting the leave (or as soon as is practicable) including the intended leave start and end dates.

Leave dates or any changes of dates must be confirmed at least four weeks before the leave starts. The manager will confirm the leave and any affected entitlements such as continuous service in writing.

Adoption

Because NMDHR recognises that the timing of placement for an adopted child may be uncertain, employees should keep their manager informed of any changes to the likely placement date and commencement of leave.

Paid leave

Annual leave

If the employee has paid annual leave available, he or she may, in agreement with the manager, take some or all of that leave at the same time as the unpaid parental leave.

Time off for antenatal appointments, adoption interviews or examinations

Personal leave may be available for attendance at medical appointments. Appointment times and the availability of leave should be discussed with the manager.

An employee may take up to two days unpaid pre- adoption leave. Employees must provide notice of the leave including expected leave period as soon as practicable (which may be after the leave has started).

If an employee requires more than two days pre-adoption leave, they should discuss their requirements with their manager.

Leave for pregnancy related illnesses.

If an employee is ill during her pregnancy, she may access her ordinary sick leave entitlements, including any accrued leave.

If an employee experiences extended illness due to pregnancy, she can access unpaid 'special maternity leave' for the period her treating doctor certifies is necessary. Special maternity leave is included in the 52 weeks available unpaid parental leave period.

The employee must make a special maternity leave application as soon as practicable which details the period of leave required. The manager may request a medical certificate and if so, this must be provided by the employee.

Loss of a child while pregnant

If the pregnancy ends within 28 weeks before the due date without a live birth, the employee may take unpaid 'special maternity leave for the period her treating doctor certifies is necessary. Unpaid parental leave is not available in this situation, instead special maternity leave applies.



The employee must make a special maternity leave application as soon as practicable, specifying the expected leave period and providing a medical certificate, if this is requested by the manager.

NMDHR will be sensitive to the personal issues associated with this type of leave.

During Parental Leave

Even though the employee is on leave, they will continue to be protected against discrimination as an employee.

NMDHR respects that some employees do not want any contact while on leave, and others do. The manager should discuss with the employee what sort of communication the employee would like while on leave and record this agreement.

While an employee is on unpaid parental leave, NMDHR will ensure that the employee is considered and kept informed of significant changes that may occur in the business.

Where a decision will have a significant effect on the status, pay or location of the pre-parental leave position, the NMDHR will take all reasonable steps to inform the employee and discuss the effect of the decision. During any restructures, employees on parental leave will be treated no less favourably than other employees and will be kept informed of the process.

If an employee has applied for less than 52 weeks unpaid parental leave, they can extend the period of leave once to take the total leave up to a maximum of 52 weeks. The employee must give at least four weeks' notice prior to the end date of the original leave period. A period of unpaid parental leave may be reduced by agreement between NMDHR and the employee.

An employee can resign while on parental leave, but they must give the required notice of resignation as set out in <insert award/contract/letter of offer.

Employees should not undertake any activity during leave which is inconsistent with the employment contract, including other employment and they should remain responsible for the care of the child.

The employee's position may be filled on a temporary basis while they are on leave. NMDHR will notify the replacement employee that their employment in this role is temporary, and that the pregnant employee has the right to return to the position.

8.11 Leave without Pay Policy.

Management has the discretion to approve leave without pay that an employee is not otherwise entitled to.

8.12 Jury Duty Policy

An employee is entitled to paid leave for jury duty in accordance with legislation. An employee on jury service should supply the official request to attend, the details of attendance and the amount the court has paid them. Organisation will reimburse the employee the difference



between this amount and their base salary. If an employee is absent because of jury service of more than 10 days in total, the employer is only required to pay the employee for the first ten days of absence.

8.13 Emergency Services Leave Policy

If an employee needs to take temporary absence from work because of voluntary emergency management activities (for example, as a volunteer dealing with an emergency or natural disaster as a member of SES, CFA or Army Reserve) then they should ask management for leave as soon as possible after they become aware of the need to take leave.

NMDHR will support such activities wherever possible, as an important community service.

NMDHR may require evidence of these activities at its discretion.

9. ALLOWANCES

Housing: The employees are entitled to 10% housing allowance monthly. This amount is always added to the monthly payroll.

Medical Reimbursements: Each month, NMDHR employees in Sierra Leone cumulate 10% and this amount is added every month to the monthly payroll/salary of the staff.

Transportation: The employee is responsible for his/her transportation to and from work. He/she is entitled to a monthly transportation allowance of 5% which is also calculated to the monthly payroll.

Absence

Absence is not paid. Every absence has to be justified. A non-justified absence will lead to a written warning. (2) In the case of non-justified absence of fifteen (15) consecutive working days, the employee shall be considered to have left his/her position on his/her free will and the contract will automatically be terminated, without any due financial compensation.

Restrictions of Indemnities

NMDHR will not pay indemnities for medical absence, accidental death, permanent disability in case of carelessness from the employee, non-respect of the internal rules, disobedience to orders or injuries not directly related to NMDHR work.

10. PERFORMANCE MANAGEMENT

The purpose of performance management is to improve performance. It is an ongoing process. It should include informal and formal review. We encourage a two-way process, that is, employees can also give management feedback on performance.



All employees will undergo a formal performance review with their immediate managers at least 2 times a year.

1. Procedure

1. The manager and the employee agree on the date for a performance appraisal meeting to allow time to prepare.
2. The manager and employee will meet and openly and constructively discuss performance over the period.
3. The manager and the employee will agree any objectives and outcomes for the next appraisal period.
4. Training and development will be considered as part of the process.
5. Notes should be taken of the meeting and copies kept.
6. Outside of this formal process, employees are encouraged to raise any issues they have when they arise.

10.1 Performance Improvement

A performance improvement policy needs to promote a fair process using a robust procedure. Managers should know their role and be able to respond quickly. It should be clear who has the power to end an employee's employment. You also need to make sure employees know the process. This is an area where good note taking is crucial. If there is a legal dispute, your legal representative will ask you for your notes when they prepare their case.

Where warranted NMDHR will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, NMDHR may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

NMDHR requires a minimum standard of conduct and performance which will be made clear to employees in management appraisals. If an employee does not meet this standard, NMDHR will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, NMDHR may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. NMDHR will give an employee the opportunity to defend themselves before management takes further action.

Procedure

1. NMDHR will advise the employee of any shortfall in their performance and give them an opportunity to respond.



2. Once they respond, the manager will consider their response and decide if performance improvement action should be taken. NMDHR will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
4. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency, they should use specific examples, and refer to the correct policy or procedure.
5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
6. The manager will decide if more action is needed.
7. If a written warning is to follow, the manager is to:
 - document it and give the employee a copy.
 - give the employee the opportunity (and their support person the opportunity) to sign the warning.
 - keep a copy on file.
8. The warning must clearly define:
 - the deficiency
 - a clear explanation of the expected standard
 - by when the employee needs to achieve it
 - how the business will help the employee achieve the improvement required
 - consequences of failing to improve.
9. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions and put a copy on the employee's personnel file. This should include date, location and time of discussion.
10. They will continue to support the employee and note the support they give, for example, training or counselling.
11. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms NMDHR will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

Note: some circumstances justify going straight to a second or final warning.

11. GROSS OR SERIOUS MISCONDUCT POLICY

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice before taking this step.

Procedure

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.



2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall consider the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. NMDHR will send the employee a letter of termination noting brief details.

11.1 Termination of the Contract

The contract may be terminated if any contracting party wishes so. In this case, the interested party to the other one according to legal requirements will give a written notice of one month in advance.

a) Through the employee's will – resignation: i) For the employee working with NMDHR from 6 (six) months up to 1(one) year, he/she will be entitled to one-month basic salary. It will be added one-month basic salary per full contracted year. ii) For the employee working with NMDHR less than 6 (six) months he/she will be entitled to half a month of basic salary.

b) Through the employer's will – redundancy: - (2) NMDHR reserves the right to make an employee redundant according to the necessities of the work (termination of a specific activity, end of a project, etc.) a) In this case, NMDHR will give legal written notice to the employee.

i) For the employee working continuously with NMDHR for over 1 (one) year, he/she will be entitled to 60 working days basic salary per fully complete contracted year.

ii) For the employee working with NMDHR from 6 (six) months up to 1(one) year, he/she will be entitled to one-month basic salary.

iii) For the employee working with NMDHR less than 6 (six) months, he/she will be entitled to half a month of basic salary. 11 b) For both cases, the employee will be paid salary for working days from the first of the month up to and including the last day of work plus compensation for entitled leave not yet taken.

(3) In the case of a closure due to funding, political reasons or security obligations (force majeure), the current contract will automatically end, and no compensation of any sort will be due. Thus, only worked days plus compensation for entitled leave not yet taken will be paid in addition to gratuity benefits.

(4) In case of a third warning, misbehaviour, theft, loss of confidence or a professional fault, NMDHR reserves the right to dismiss the employee immediately with no financial compensation as described hereafter (warnings and immediate dismissal).

11.2 Warning and Immediate Dismissal

Warnings are valid for a period of 1(one) year and expire after this length of time. a) The usual procedure for disciplinary dismissal is:

- (i) A first written warning.
- (ii) A second written warning.
- (iii) A third warning with a letter of dismissal. b) Written warning may be given based on the job description of the employee or will include the following reasons: (i) Refusing to follow instructions given by the direct supervisor
- (iv) Continuously doing the same mistake after being carefully instructed (iii) Continuous and unjustified absence without leave (iv) Continuous lateness for work (v) non-respect of the internal regulations c) After the third written warning, NMDHR will immediately dismiss the employee concerned, and no benefit shall be paid.

The employee will be paid salary for worked days from the first of the month up to and including the day of dismissal plus compensation for entitled leave not yet taken. NMDHR will accept no other claim. d) Immediate dismissal shall be affected by NMDHR without notice at any time if the employee is guilty of gross misconduct or of serious negligence. Some examples of offences which lead to immediate dismissal are provided below (this list is not exhaustive):

- (i) Gross misconduct or immoral behaviour during working hours,
- (ii) Unjustified absence for more than 10 working days.
- (iii) Fighting or using violence,
- (iv) Deliberate action against NMDHR interests or reputation,
- (v) Wilful damage or theft of any NMDHR's property or personal property of NMDHR members,
- (vi) Unauthorised use of NMDHR's vehicles,
- (vii) Being under the influence of alcoholic beverage or narcotics on duty,
- (viii) Serious neglect leading to endangering other people's life or health, or leading to theft or damage of NMDHR property,
- (ix) Robbery of money or NMDHR equipment,
- (x) Document falsification, including knowingly presenting false document for sick leave, using NMDHR name or the signature of NMDHR officials. (e) In the case of immediate dismissal, the employee will be given no notice and will receive no benefit. The employee will be paid salary for working days from the first of the month up to and including the day of dismissal plus compensation for entitled leave not yet taken. NMDHR will accept no other claim.

11.3 Grievances Policy

NMDHR supports the right of every employee to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. An employee may raise a grievance about any performance improvement action taken against them.

We aim to resolve problems and grievances promptly and as close to the source as possible. When necessary, NMDHR will escalate a grievance to the next higher level of authority for more discussion and resolution and continue escalating it to the level above until it is resolved.

Managers will do their utmost to action grievances objectively, discreetly and promptly. Be aware that grievances that are misconceived, vexatious, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

Procedure

1. The employee should try to resolve the grievance as close to the source as possible. This can be informal and verbal. At this stage, every possible effort should be made to settle a grievance before the formal grievance process starts. If the matter still can't be resolved, the process continues and becomes formal.
2. To start the formal grievance the complainants must fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.
3. The person(s) against whom the grievance/complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond before the process continues.
4. If the grievance still can't be resolved, refer the matter to the most senior manager for consideration and a final decision. A grievance taken to this level must be in writing from the employee.

12. Conflict of Interest

Conflict of interest arises whenever the personal, professional or business interests of an employee are potentially at odds with the best interests of NMDHR.

All employees are required to act in good faith towards NMDHR Employees need to be aware of the potential for a conflict of interest to arise and should always act in the best interests of NMDHR.

As individuals, employees may have private interests that from time-to-time conflict, or appear to conflict, with their employment with NMDHR Employees should aim to avoid being put in a situation where there may be a conflict between the interests of NMDHR and their own personal or professional interests, or those of relatives or friends. Where such a conflict occurs (or is perceived to occur), the interests of NMDHR will be balanced against the interests of the staff member and, unless exceptional circumstances exist, resolved in favour of NMDHR.

It is impossible to define all potential areas of conflict of interest. If an employee is in doubt if a conflict exists, they should raise the matter with their manager.

Procedure



Employees must:

- declare any potential, actual or perceived conflicts of interest that exist on becoming employed by NMDHR to management.
- declare any potential, actual or perceived conflicts of interest that arise or are likely to arise during employment by NMDHR to management.
- avoid being placed in a situation where there is potential, actual or perceived conflict of interest if at all possible

If an employee declares such an interest, NMDHR will review the potential areas of conflict with the employee and mutually agree on practical arrangements to resolve the situation.

Employees must disclose any other employment that might cause a conflict of interest with NMDHR to their manager. Where there are external involvements that do not represent a conflict of interest, these must not affect performance or attendance whilst working at NMDHR. If such involvement does affect performance or attendance, it will be considered a conflict of interest.

Employees must not set up or engage in private business or undertake other employment in direct or indirect competition with NMDHR using knowledge and/or materials gained during the course of employment with NMDHR.

Engaging in other business interests during work hours will result in strong performance improvement action.

Failure to declare a potential, actual or perceived conflict of interest or to take remedial action agreed with NMDHR in a timely manner, may result in performance improvement proceedings including dismissal.

12.1 Intellectual Property and Security

All intellectual property developed by employees during their employment with NMDHR including discoveries or inventions made in the performance of their duties related in any way to the project implementation of NMDHR will remain the property of NMDHR.

Employees may be given access to confidential information, data, business property, keys to premises or any other business-related property/information in the performance of their duties. This must be protected and used only in the interests of NMDHR.

Employees must not:

- disclose or use any part of any confidential information outside of the performance of their duties and in the interests of NMDHR or
- authorise or be involved in the improper use or disclosure of confidential information; during or after their employment without the Employer's written consent, other than as



required by law 'Confidential information' includes any information in any form relating to NMDHR and related bodies, clients or businesses, which is not in the public domain.

- Employees must act in good faith towards NMDHR and must prevent (or if impractical, report) the unauthorised disclosure of any confidential information. Failure to comply with this policy may result in performance improvement proceedings including dismissal, and NMDHR may also pursue monetary damages or other remedies.

Equipment and Vehicles

Only authorised persons are allowed to use the vehicles of NMDHR (either rented or owned). Appropriate procedures must be followed for transportation requests (authorisation from Supervisor and Administrator).

(a) In any case, it is strictly forbidden to:

- i. Carry a person who does not belong to NMDHR staff/working partners, except under specific authorisation.
- ii. Use NMDHR vehicles for private purposes.

(b) Any equipment or material provided by NMDHR has to be handled with maximum care and returned to NMDHR at the termination of the contract. The employee will be held responsible for any damage due to his/her negligence or done on purpose.

Remuneration

The basic salary is mentioned in the individual employment contract. NMDHR will deduct government taxes and other compulsory social charges according to Sierra Leonean labour laws and regulations.

Payment of Wages

Wages will be paid in general once a month on the 1st working day following the 25th, in Leones, either by cash, cheque or bank transfers.

Annual Bonus

A bonus will be paid to every employee who is no longer under probation. This bonus consists of one (1) month of basic salary paid at Christmas time, which is not subject to income tax.

Advances Policy

Taking advances for activities should be settled 5 working days from date of implementation or will be deducted from salary.



Travel Policy

In country, employees are entitled to per diem when out of station for a minimum of 1(one) night:

When travelling within the sub-region, (Guinea, Liberia, Ivory Coast, Mali, Senegal, Ghana, etc.), employees are entitled to international per diem per day. Accommodation is paid for by NMDHR within a budget established in advance with the Executive Director or his/her designate. (3) When travelling abroad outside the sub-region, employees are entitled to per diem according to NMDHR international regulations.

Trip Contingency

When going out of station for more than 1(one) night, the team leader of the trip will receive a contingency for unplanned expenses, which are the responsibility of NMDHR. The team leader can spend on necessary and justified extra expenses such as car repairs, tire repairs, sickness, etc. This contingency needs to be liquidated with refund of unspent cash and receipts on return from the trip or will be deducted as a salary advance.

Financial Responsibility

NMDHR will entrusted an employee with a finance for a purchase or a simple transfer. (2) In case of any problem related with the use of these funds, the responsibility of the employee is fully committed.

Repeal of Internal Regulation of 2023

The Internal Regulation for NMDHR - Sierra Leone employees 2023 is hereby repealed in so far as it affects the staff manual/instrument. Provided that notwithstanding such repeal, all regulations made by virtue of any authority therein contain shall remain in full force and effect of the same extent as if that internal regulation had not been repealed.

Discretion/Oath of Secrecy

During the activity with NMDHR the employee may be acquainted with confidential information that he/she commits him/herself not to divulge by speech or by action towards other NMDHR employees as well as outsiders, except under a specific authorisation.

It is strictly forbidden for the employees to make any declaration and publication to the media without the agreement of NMDHR.

This pledge of discretion begins from the first day of employment and carries on even after the end of the contract with NMDHR ***** Each party received one (1) version of this document.

13. ENVIRONMENTAL BEST PRACTICE POLICY

NMDHR will comply with all local, state laws and regulations on:

- disposing of hazardous waste (including EPA's list of prescribed industrial waste), trade waste (i.e. waste added to the sewer) and waste water
- safe handling, storage and transport of hazardous waste and dangerous goods
- noise
- land use
- air pollution and carbon emissions

Procedure

NMDHR will set targets each year to increase energy and water efficiency and seek opportunities for reducing and recycling waste. To do this, we will:

General

- investigate ways to consumption or recycle waste.
- publish monthly energy and water use on the staff notice board including savings made, and report on greenhouse gas emissions.
- give preference to maintenance and other contractors using green products.

Energy

- buy electrical and lighting systems rated as energy efficient.
- Switch off all electric appliances when leaving the office.
- use accredited GreenPower, either in part or whole

Water

- buy appliances rated as water efficient.
- buy plumbing devices (e.g. taps) with built-in flow restrictors in kitchen and washing up areas, or add these to existing fittings

Waste

Look for opportunities to exchange waste using the appropriate measures specified by local council.

CONCLUSION

NMDHR will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures.

Any suggestions, recommendations or feedback on the policies and procedures specified in this manual are welcome especially from Board members.

These policies and procedures apply to **all** staffs, consultants, volunteers and interns of the organization.



14. POLICY REVIEW

NMDHR aim is this policy will be reviewed every three years or potentially sooner if in response to any applicable

Reviewed Date	31 st June 2023
Next Reviewed Date	31 st May 2026

If you have any questions or concerns, please just contact us via habib@nmdhr.org or +23276410137, we will be more than happy to help.

Sign off:

Name: Abdul Karim Habib



Designation: Executive Director.

Name: Nancy Diana Sesay



Designation: Board Chairperson